

**COMPETITIVE INTELLIGENCE STRATEGIES AND THE PERFORMANCE OF  
INSURANCE COMPANIES IN KENYA**

**BY**

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**MASTER OF SCIENCE KNOWLEDGE MANAGEMENT AND INNOVATION**

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## DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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23/08030

Sign:



Date 9/9/2025

I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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Dr. Rose Gathii

Dissertation Supervisor

## ABSTRACT

The performance of insurance companies increasingly depends on their capacity to leverage competitive intelligence in today's dynamic and uncertain business environment. This study examined the effect of competitive intelligence strategies and the performance of insurance companies in Kenya, focusing on four key dimensions: market intelligence, technology intelligence, customer intelligence, and competitor intelligence. Existing literature has largely concentrated on other industries and regions, leaving the Kenyan insurance sector underexplored. To address this gap, the study adopted a mixed-methods approach aimed at generating empirical evidence on how these facets of competitive intelligence influence organizational performance. A descriptive research design was applied, targeting 56 licensed insurance companies in Kenya with a workforce of approximately 12,000 employees. From this population, 150 respondents were selected through proportionate stratified sampling. Data was collected using structured questionnaires, semi-structured interviews, and document analysis. Quantitative findings were analyzed using descriptive and inferential statistics, including correlation and regression analysis, while qualitative insights were derived from interviews and document reviews to enhance triangulation and validity. The study established a significant positive relationship between all four intelligence dimensions and organizational performance. Specifically, market intelligence ( $\beta = 0.275$ ,  $p < 0.001$ ), technology intelligence ( $\beta = 0.283$ ,  $p < 0.001$ ), customer intelligence ( $\beta = 0.325$ ,  $p < 0.001$ ), and competitor intelligence ( $\beta = 0.417$ ,  $p < 0.001$ ) were found to influence firm performance positively. These results underscore the critical role of well-structured intelligence systems in driving strategic decision-making and competitive positioning. The study recommends that Kenyan insurance firms invest in robust market research systems, establish dedicated customer intelligence units, and implement structured competitor intelligence frameworks. In addition, IT departments should continuously scan emerging technologies such as artificial intelligence and automation. Finally, promoting interdepartmental collaboration and continuous staff training in intelligence analysis can enhance organizational adaptability, long-term profitability, and growth.

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>iii</b>
<b>ABSTRACT</b> .....	<b>iv</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>vi</b>
<b>DEDICATION</b> .....	<b>x</b>
<b>LIST OF FIGURES AND TABLES</b> .....	<b>xi</b>
<b>ACRONYMS AND ABBREVIATIONS</b> .....	<b>xii</b>
<b>TERMS AND DEFINITIONS</b> .....	<b>xiii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Competitive Intelligence .....	2
1.1.2 Organizational Performance .....	4
1.1.3 Insurance Companies in Kenya.....	7
1.2 Statement of the Problem.....	8
1.3 Objective of the study .....	9
1.3.1 General Objective .....	9
1.3.2 Specific Objectives .....	9
1.4 Research Questions.....	9
1.5 Justification of the study .....	10
1.6 Significance of the study.....	11
1.6.1 Insurance Industry.....	11
1.6.2 Academia.....	11
1.6.3 Policymakers.....	12
1.6.4 Students.....	13

1.7 Scope of the study.....	14
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>15</b>
2.1 Introduction.....	15
2.2 Theoretical Review .....	15
2.2.1 Dynamic Capabilities Theory .....	16
2.2.2 Market Orientation Theory .....	17
2.2.3 Competitive Forces Theory.....	18
2.3 Empirical Review .....	20
2.3.1 Organizational Performance and Market Intelligence .....	20
2.3.2 Organizational Performance and Technology Intelligence .....	22
2.3.3 Organizational Performance and Customer Intelligence .....	23
2.3.4 Organizational Performance and Competitor Intelligence.....	25
2.4 Conceptual Framework.....	26
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>30</b>
3.1 Introduction.....	30
3.2 Research Design .....	30
3.3 Target Population .....	31
3.4 Sampling Design and Procedure.....	32
3.5 Data Collection Instruments .....	34
3.6 Validity and Reliability .....	34
3.6.1 Pilot study .....	34
3.6.2 Validity .....	35
3.6.3 Reliability.....	35
3.7 Data Collection Procedures .....	36
3.8 Data Analysis and Presentation.....	36

3.9 Diagnostic Tests .....	38
3.9.1 Normality Test.....	38
3.9.2 Multicollinearity test.....	38
3.9.3 Cronbach’s Alpha.....	38
3.10 Ethical Considerations .....	38
<b>CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION.....</b>	<b>40</b>
4.1 Introduction.....	40
4.1.1 Response Rate .....	40
4.1.2 Pilot Results .....	41
4.1.2.1 Reliability Testing .....	41
4.1.2.2 Validity Test Results.....	42
4.2 Demographic Information.....	42
4.3 Descriptive Statistics.....	45
4.3.1 Market Intelligence Strategy .....	45
4.3.2 Technology Intelligence Strategy.....	47
4.3.3 Customer Intelligence Strategy.....	48
4.3.4 Competitor Intelligence Strategy .....	50
4.4 Organizational Performance .....	51
4.5 Correlation Analysis .....	53
4.6 Diagnostic Tests .....	55
4.6.1 Normality Test.....	55
4.6.2 Multicollinearity Test.....	56
4.7 Regression Analysis.....	57
4.8 Discussion of the Findings.....	60
<b>CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION .....</b>	<b>63</b>

5.1 Introduction.....	63
5.2 Summary of the Findings.....	63
5.2.1 Market Intelligence Strategy.....	63
5.2.2 Technology Intelligence Strategy.....	64
5.2.3 Customer Intelligence Strategy.....	65
5.2.4 Competitor Intelligence Strategy.....	66
5.3 Conclusions.....	67
5.4 Limitations of the Study.....	67
5.5 Recommendations.....	68
5.6 Areas for Further Research.....	70
<b>REFERENCES.....</b>	<b>72</b>
<b>APPENDICES.....</b>	<b>77</b>
Appendix I: Letter of Introduction.....	77
Appendix II: Questionnaire.....	78
Appendix III: List of Licensed Insurance Companies.....	83
Appendix IV: Interview Guide.....	86
Appendix V: Document Review Guide.....	88
Appendix VI: Budget.....	88

## **DEDICATION**

I dedicate this thesis proposal to my beloved family and siblings for their unwavering support and encouragement during the entire journey of academic pursuit.

## LIST OF FIGURES AND TABLES

<b>FIGURE 1: CONCEPTUAL FRAMEWORK.....</b>	<b>28</b>
<b>TABLE 1: OPERATIONALIZATION OF VARIABLES.....</b>	<b>29</b>
<b>TABLE 2: DISTRIBUTION OF TARGET POPULATION.....</b>	<b>32</b>
<b>TABLE 3: TARGET POPULATION .....</b>	<b>32</b>
<b>TABLE 4: DISTRIBUTION OF SAMPLE SIZE.....</b>	<b>33</b>
<b>TABLE 5: RESPONSE RATE .....</b>	<b>40</b>
<b>TABLE 6: RELIABILITY TEST.....</b>	<b>41</b>
<b>TABLE 7: DEMOGRAPHIC DATA OF THE PARTICIPANTS .....</b>	<b>43</b>
<b>TABLE 8: MARKET INTELLIGENCE STRATEGY.....</b>	<b>46</b>
<b>TABLE 9: TECHNOLOGY INTELLIGENCE STRATEGY.....</b>	<b>47</b>
<b>TABLE 10: CUSTOMER INTELLIGENCE STRATEGY.....</b>	<b>49</b>
<b>TABLE 11: COMPETITOR INTELLIGENCE STRATEGY .....</b>	<b>50</b>
<b>TABLE 12: ORGANIZATIONAL PERFORMANCE OF IRA REGULATED INSURANCE COMPANIES .....</b>	<b>52</b>
<b>TABLE 13: CORRELATIONS .....</b>	<b>54</b>
<b>TABLE 14: NORMALITY TEST RESULTS.....</b>	<b>56</b>
<b>TABLE 15: MULTICOLLINEARITY TEST RESULTS .....</b>	<b>57</b>
<b>TABLE 16: MODEL SUMMARY .....</b>	<b>57</b>
<b>TABLE 17: ANOVA<sup>a</sup>.....</b>	<b>58</b>
<b>TABLE 18: REGRESSION COEFFICIENTS<sup>a</sup> .....</b>	<b>59</b>

## **ACRONYMS AND ABBREVIATIONS**

<b>CI</b>	Competitive Intelligence
<b>CRM</b>	Customer Relationship Management
<b>GDP</b>	Gross Domestic Product
<b>IRA</b>	Insurance Regulatory Authority
<b>KM</b>	Knowledge Management
<b>MI</b>	Market Intelligence
<b>TI</b>	Technology Intelligence
<b>VRIN</b>	Valuable, Rare, Inimitable, and Non-substitutable

## TERMS AND DEFINITIONS

Competitor Intelligence	The ethical and lawful collection, analysis, and sharing of information regarding competitors to guide strategic decision-making and bolster a company's competitive edge (Smith & Jones, 2021).
Customer intelligence	The practice of collecting and examining customer data to enhance relationships and guide strategic choices (Smith & Johnson, 2019).
Insurance Industry	Organizations that offer financial safeguards against different types of risks do so by providing contracts, known as policies, which reimburse individuals or entities for designated losses in return for regular premium payments (Black & Skipper, 2019).
Market intelligence	The process of collecting and analyzing data related to a particular market to comprehend its dynamics, customer demands, and competitive environment, facilitating informed decision-making (Smith & Jones, 2022).
Organizational performance	A comprehensive concept that measures the extent to which an organization meets its goals, integrating both financial and non-financial metrics (Smith et al., 2021).
Technology intelligence	The process of systematically collecting and evaluating information about emerging technologies to guide strategic

decision-making, allowing organizations to foresee trends and sustain a competitive advantage (Smith & Johnson, 2020).

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

The insurance industry, a cornerstone of economic stability, faces profound global transformations driven by technological disruption, evolving customer expectations, and increasing regulatory complexities (Swiss Re Institute, 2023; PwC, 2023). These pressures necessitate innovative strategies, with competitive intelligence (CI) emerging as a vital capability for insurers seeking to sustain performance and adapt to change (Calof & Wright, 2020; Fleisher & Bensoussan, 2015). CI, encompassing market, technology, customer, and competitor intelligence, enables firms to anticipate industry shifts, identify opportunities, and mitigate threats (Wright, Bisson, & Duffy, 2023; Bulger, 2022).

Globally, insurers are leveraging CI to navigate digital transformation, harness data analytics, and develop customer-centric products (Deloitte, 2024; Smith & Raspin, 2021). Technology intelligence drives innovation and operational efficiency, while market intelligence supports strategic positioning (McKinsey & Company, 2024). However, debates persist regarding the effectiveness of CI, with some emphasizing organizational culture and ethical considerations (Bulger, 2022; Miller, 2002). In Africa, CI adoption remains evolving, constrained by data limitations and skills gaps, though examples exist of insurers leveraging CI for microinsurance and inclusive health schemes (African Insurance Organisation, 2023; Webb, 2018).

Kenya's insurance industry is undergoing significant transformation, driven by regulatory reforms, digitalization, and shifting consumer demographics (Insurance Regulatory Authority, 2023). The period from 2020 to 2025 has been marked by key developments, heightening the need for robust CI practices. However, empirical research

on CI in the Kenyan insurance sector remains limited (Wairimu & Theuri, 2020; Gichuhi, 2014). This research gap is significant, as Kenyan insurers risk falling behind in innovation, compliance, and customer engagement without a nuanced understanding of CI.

This study situates the Kenyan insurance industry within global and African trends, critically engages with the literature, and addresses a clear research gap with theoretical and practical significance. By examining the role of CI in organizational performance, the research aims to generate evidence-based recommendations that support sustainable growth and competitiveness in Kenya's insurance sector.

### **1.1.1 Competitive Intelligence**

Competitive intelligence (CI), the independent variable in this study, refers to the systematic and ethical process of gathering, analyzing, and applying information on competitors, customers, markets, and technological trends in order to inform strategic decision-making. It is not about surveillance; rather, it represents a comprehensive approach to understanding the entire business ecosystem to gain a competitive edge, involving a continuous cycle of planning, collecting, analyzing, and disseminating information to support strategic and tactical decisions (Wright, Eid, & Fleisher, 2009). Scholars emphasize that effective CI goes beyond data collection, requiring the transformation of raw data into actionable insights through identifying key intelligence topics, gathering relevant data from various sources, analyzing the data to identify patterns and trends, and disseminating the insights to decision-makers in a timely manner (Fleisher & Bensoussan, 2015; McGonagle & Vella, 2019). The ultimate goal of CI is to reduce uncertainty, anticipate market changes, and make informed decisions that enhance organizational performance (Nasri, 2011).

CI is generally conceptualized as a multidimensional construct made up of market, technology, customer, and competitor intelligence. Market intelligence focuses on systematic collection and analysis of data about trends, consumer preferences, and shifting dynamics in the external environment, while technology intelligence focuses on monitoring and analyzing technological advancements to identify opportunities to improve innovation and operational efficiency. Customer intelligence revolves around understanding customer behaviors and expectations, preferences, and needs to improve customer satisfaction and loyalty. Competitor intelligence entails analyzing rivals' strategies, strengths, and weaknesses for differentiation (Calof & Wright, 2020). Scholars agree that CI is a strategic tool that enhances organizational performance by providing actionable insights for strategic decision-making (Fleisher & Bensoussan, 2015). The effectiveness of CI depends on an organization's ability to integrate its various dimensions into a cohesive strategy, aligning CI activities with organizational goals (Calof & Wright, 2020).

For the Kenyan insurance industry, these four dimensions are particularly relevant. Low penetration rates and evolving consumer demands underscore the importance of market and customer intelligence for growth and retention. Meanwhile, technology intelligence is essential given the increasing digitization of insurance services, given the rapid technological advancements in the insurance industry, and competitor intelligence is critical for navigating an industry characterized by aggressive competition among 56 licensed firms to improve operational efficiency and customer experience. By integrating these dimensions, this study seeks to provide a comprehensive understanding of how CI enhances insurer performance in Kenya.

### 1.1.2 Organizational Performance

Organizational performance, the dependent variable, refers to the extent to which an organization achieves its goals effectively and efficiently across financial and nonfinancial outcomes, reflecting profitability, process excellence, customer results, and market position—an integrated view that is increasingly necessary in dynamic service industries such as insurance (Deloitte, 2025). Contemporary performance measurement emphasizes multidimensional systems like the Balanced Scorecard, which integrate financial, customer, internal-process, and learning/innovation perspectives to align strategy with execution and capture leading as well as lagging indicators (Review of Managerial Science, 2024).

Scholars have offered various operational definitions of organizational performance, reflecting its broad and multifaceted nature. Kaplan and Norton (2020) define organizational performance as an organization's ability to achieve its strategic objectives through the effective use of resources, as measured by both financial and non-financial indicators. Similarly, Neely et al. (2021) emphasize the importance of a balanced approach to performance measurement, incorporating both internal and external perspectives. In the insurance sector, McKinsey's Global Insurance Report (2025) highlights customer satisfaction and operational efficiency as key drivers of performance, particularly in competitive markets (McKinsey, 2024). Deloitte's 2025 Global Insurance Outlook also underscores the importance of innovation and digital transformation in enhancing organizational performance, especially in emerging markets (Deloitte, 2024).

Several scholars advocate for a multidimensional approach to measuring organizational performance, arguing that financial metrics alone are insufficient to capture

the full scope of performance, particularly in service industries like insurance (Kaplan & Norton, 2020; Neely et al., 2021). For instance, Kaplan and Norton (2020) advocate for the use of the Balanced Scorecard, which incorporates financial, customer, internal process, and learning and growth perspectives. Similarly, Neely et al. (2021) emphasize the importance of aligning performance metrics with organizational strategy to ensure relevance and accuracy.

Recent research affirms that organizational performance is a multidimensional construct that integrates financial and non-financial indicators. Contemporary frameworks, including the Balanced Scorecard, emphasize performance across financial outcomes, customer value creation, operational efficiency, and broader sustainability considerations (Moumin, 2023). Financial performance remains a central dimension, reflected in profitability, revenue growth, liquidity, and stock-market performance (Sarwar & Khattak, 2024; Moumin, 2023). Operational efficiency continues to be a critical dimension, encompassing resource optimization, production performance, and product quality (Sarwar & Khattak, 2024). Customer-related performance, including satisfaction and perceived value, is likewise highlighted as essential within modern multidimensional performance frameworks (Moumin, 2023). Finally, market-based performance—capturing market share, marketing and sales performance, and competitive positioning—remains an important indicator of an organization’s industry standing and long-term viability (Sarwar & Khattak, 2024).

This study will examine organizational performance across three key dimensions: financial performance, operational efficiency, and customer satisfaction. Contemporary research emphasizes that financial performance remains a core indicator of organizational sustainability, capturing profitability, growth, and liquidity—factors that are essential for

institutions operating in increasingly competitive environments such as the Kenyan insurance sector (Moumin, 2023; Sarwar & Khattak, 2024). Operational efficiency is likewise recognized as a critical dimension of performance, reflecting an organization's ability to optimize resources, streamline internal processes, and enhance overall productivity. Recent literature identifies production performance, quality management, and process optimization as central components of operational effectiveness, underscoring their relevance for sectors reliant on robust underwriting and claims-processing mechanisms, such as insurance (Sarwar & Khattak, 2024). In addition, customer satisfaction has emerged as a vital performance metric within modern multidimensional frameworks, highlighting the importance of delivering value and meeting customer expectations in dynamic and increasingly digital marketplaces. As organizations adjust to shifting consumer behaviors and heightened expectations, customer-related performance indicators—including satisfaction and perceived value—play an essential role in enhancing retention and promoting long-term growth (Moumin, 2023).

The selection of these dimensions is justified based on their relevance to the Kenyan insurance industry and their potential impact on organizational success. Financial performance provides a clear measure of profitability and growth, while operational efficiency highlights the importance of process optimization and resource management. Customer satisfaction is essential for understanding and addressing the needs of a diverse and evolving customer base. By focusing on these dimensions, this study aims to provide a comprehensive understanding of the factors that influence organizational performance in the Kenyan insurance industry. By focusing on financial performance, operational efficiency, and customer satisfaction, this study seeks to address the identified research gaps and provide actionable insights for the Kenyan insurance industry.

### **1.1.3 Insurance Companies in Kenya**

The Kenyan insurance industry serves as the context for this study, providing a dynamic and evolving environment to explore the relationship between competitive intelligence and organizational performance. While the insurance sector is one of the most developed in East Africa, with 56 licensed companies offering a wide range of products, it remains underpenetrated, with an insurance penetration rate of approximately 2.3% of GDP as of 2023, according to the Insurance Regulatory Authority (IRA). This low penetration, coupled with intense competition from both local and international players, underscores the importance of adopting competitive intelligence strategies to gain a competitive edge and improve organizational performance (McKinsey & Company, 2024). The sector plays a critical role in Kenya's economy by mitigating risks, providing financial security, and supporting economic growth. However, it faces unique challenges, including increasing competition, regulatory changes, and shifting customer preferences, making it an ideal setting for this research.

This study will focus on all 56 insurance companies licensed by the Insurance Regulatory Authority (IRA) in Kenya. By incorporating the full population of licensed insurers, the research ensures a comprehensive and representative assessment of how competitive intelligence strategies influence organizational performance across the sector. This broader approach eliminates the limitations of examining only selected firms and allows for comparative insights across companies with varying market shares, product portfolios, ownership structures, and strategic orientations. Consequently, the study provides a holistic understanding of competitive intelligence practices within Kenya's insurance industry, offering sector-wide evidence that can guide both practitioners and policymakers.

Examining the relationship between competitive intelligence and performance within this context, with a focus on the selected companies, aims to generate actionable insights that support insurance companies in Kenya in achieving sustainable growth and maintaining competitiveness.

## **1.2 Statement of the Problem**

Insurance company performance is commonly evaluated through dimensions such as profitability, operational efficiency, customer satisfaction, and market share. Competitive intelligence (CI) plays a central role in enabling firms to achieve these outcomes by facilitating anticipation of market trends, adoption of innovative technologies, and timely responses to customer needs and competitive pressures (Calof & Wright, 2020; McKinsey & Company, 2024)

Globally, insurers face mounting pressures from technological disruption, regulatory shifts, and rising customer expectations, prompting leading markets to leverage competitive intelligence (CI) for gains in profitability, loyalty, and competitiveness (PwC, 2023; Deloitte, 2024; EY, 2022). However, despite evidence linking CI to organizational performance, the Kenyan insurance sector has been slow to institutionalize such practices. Prior studies (Wachira, 2009; Mukuche, 2015) offer limited quantitative insights, while recent work highlights persistent obstacles, including fragmented data systems, skills shortages, and organizational resistance (Njoroge, 2021; Otieno, 2022). These gaps leave unanswered why adoption remains slow and which factors enable or hinder effective CI. Most existing studies do not employ mixed methods or qualitative approaches that could yield richer, more actionable insights. This study seeks to address these gaps by employing a mixed-methods approach to investigate how CI can be leveraged to improve

organizational performance in the Kenyan insurance sector. Without addressing this knowledge gap, Kenyan insurers risk worsening fraud exposure, customer losses, and declining competitiveness, thereby threatening firm sustainability and national goals of enhanced insurance penetration and financial inclusion (AKI, 2023; IRA, 2023).

### **1.3 Objective of the study**

This study focuses on the following objectives.

#### **1.3.1 General Objective**

This study examines the effect of competitive intelligence strategies on the performance of Insurance companies in Kenya.

#### **1.3.2 Specific Objectives**

- i. To investigate the effect of market intelligence on performance of Insurance Companies in Kenya.
- ii. To establish the effect of customer intelligence on the performance of Insurance companies in Kenya.
- iii. To investigate the influence of competitor intelligence on the performance of Insurance Companies in Kenya
- iv. To evaluate the effect of technology intelligence on performance of Insurance Companies in Kenya

### **1.4 Research Questions**

- i. What is the effect of market intelligence on the performance of insurance companies in Kenya?

- ii. How does customer intelligence influence the performance of insurance companies in Kenya?
- iii. What is the influence of competitor intelligence on the performance of insurance companies in Kenya?
- iv. What is the effect of technology intelligence on the performance of insurance companies in Kenya?

### **1.5 Justification of the study**

This study is justified by the significant gaps in existing research and the pressing challenges faced by industry. While global studies have demonstrated the positive impact of CI dimensions market intelligence, technology intelligence, customer intelligence, and competitor intelligence on organizational performance (Calof & Wright, 2020; Deloitte, 2024; Wright, Bisson, & Duffy, 2023), there is limited empirical evidence on their application in emerging markets like Kenya. The Kenyan insurance industry, characterized by low penetration rates, high claims ratios, and limited adoption of innovative strategies, continues to lag global benchmarks (Insurance Regulatory Authority, 2023; McKinsey & Company, 2024). Existing studies, such as those by Calof and Wright (2020) and Smith and Raspin (2021), focus predominantly on developed markets, leaving a gap in understanding how CI can address the unique challenges of low-penetration markets and diverse customer bases in Kenya. Additionally, while McKinsey & Company (2024) and Deloitte (2024) highlight the transformative potential of CI in driving innovation and customer satisfaction, their findings remain broad and lack actionable recommendations tailored to Kenya's specific context. By addressing these gaps, this study aims to provide localized insights into the relationship between CI and organizational performance, offering practical recommendations for industry stakeholders and contributing to the broader academic discourse on CI in emerging markets.

## **1.6 Significance of the study**

This study is significant to various sectors, including the insurance industry, policymakers, academia, and students.

### **1.6.1 Insurance Industry**

For the insurance industry, the study addresses practical challenges such as low penetration rates, high claims ratios, and limited adoption of innovative strategies. By exploring how CI dimensions market intelligence, technology intelligence, customer intelligence, and competitor intelligence can enhance strategic decision-making, operational efficiency, and customer satisfaction, the study provides actionable insights for insurers to achieve sustainable growth (Deloitte, 2024; Smith & Raspin, 2021). For policymakers and regulators, the findings offer valuable insights for creating an enabling environment for CI adoption. For instance, the study will inform policies that promote innovation, data sharing, and advanced analytics, helping to address regulatory barriers and support the growth of the Kenyan insurance sector (Deloitte, 2024).

### **1.6.2 Academia**

The study also contributes to academia by filling gaps in existing literature on CI in emerging markets. While global studies have demonstrated the positive impact of CI on organizational performance, there is limited empirical evidence on its application in Kenya. This research provides localized insights into how CI dimensions influence performance metrics, extending theories on CI and organizational performance (Calof & Wright, 2020; Wright, Bisson, & Duffy, 2023). Additionally, the study serves as a resource for students in business administration, marketing, and strategic management, offering a practical application of theoretical concepts. Its findings and methodology can inspire further

research in other industries or regions (Wright, Bisson, & Duffy, 2023). By addressing practical challenges, advancing knowledge, and bridging the gap between theory and practice, this study benefits industry stakeholders, policymakers, researchers, and students alike.

### **1.6.3 Policymakers**

This study provides policymakers, especially the Insurance Regulatory Authority (IRA) and other government bodies with evidence-based insights highlighting the importance of competitive intelligence (CI) in strengthening the performance of insurance companies in Kenya. The research shows that market, technology, customer, and competitor intelligence significantly influence key performance outcomes such as operational efficiency, customer retention, and revenue growth. These findings underscore the need for regulatory frameworks that promote data-driven decision-making, digital innovation, and sector-wide information-sharing practices to enhance industry competitiveness

Furthermore, the study identifies technological intelligence as a major driver of innovation and efficiency, emphasizing the need for policies that support digital transformation, such as the adoption of advanced analytics, mobile platforms, automation, and AI. Policymakers can use this evidence to develop incentives for technology uptake, improve ICT infrastructure, and address regulatory barriers that slow digital modernization. The results also highlight the importance of customer intelligence in improving service delivery and retention, reinforcing the need for updated consumer-protection regulations, clear guidelines on ethical data use, and strengthened oversight to ensure transparency and trust.

Finally, the research reveals challenges such as skills gaps, inconsistent CI adoption, and limited analytical capacity within insurance firms, pointing to the role of policymakers in supporting industry-wide capacity building. Designing targeted training programs, supporting public-private partnerships, and integrating CI competencies into sector development strategies can significantly improve strategic decision-making in the insurance industry. By incorporating these insights, policymakers can create an enabling environment that enhances insurance penetration, supports financial inclusion, and promotes sustainable growth within Kenya's insurance sector.

#### **1.6.4 Students**

For students studying strategic management, insurance, business administration, or knowledge management, this research offers valuable academic and practical insights into how competitive intelligence operates within real organizational contexts. By applying established theories such as Dynamic Capabilities Theory, Market Orientation Theory, and Porter's Competitive Forces model, the study deepens students' understanding of how theoretical concepts translate into practical organizational strategies. It also introduces students to the methodological rigor of mixed-methods research, providing an exemplary model for designing academic projects that integrate qualitative and quantitative approaches.

Furthermore, the findings highlight the growing importance of CI-related skills such as market scanning, customer analytics, competitor profiling, and technological forecasting in modern business environments. Students gain insight into emerging research gaps, including the need to explore AI-driven intelligence systems, sector-specific intelligence adoption, and longitudinal effects of CI practices. These opportunities provide fertile ground for future academic research, thesis development, and career specialization.

Ultimately, Thus, this study not only strengthens students' academic foundations but also enhances their professional readiness and capacity for critical thinking in modern business environments.

### **1.7 Scope of the study**

This study is confined to the insurance industry in Kenya, which is one of the most developed insurance markets in East Africa but remains underpenetrated, with an insurance penetration rate of approximately 2.3% of GDP as of 2023 (Insurance Regulatory Authority, 2023).

The study covers the period from 2020 to 2025, a time characterized by significant technological advancements, regulatory changes, and shifts in customer behavior in the Kenyan insurance industry. This timeframe was chosen to capture the most recent trends and developments in the sector, ensuring that the findings are relevant and applicable to the current business environment.

The study is geographically limited to Kenya, focusing on the insurance industry within the country. The research is set within the Kenyan insurance industry, focusing on companies that provide life, general, and microinsurance products. This setting was chosen because it represents a dynamic and competitive environment where CI strategies can have a significant impact on organizational performance. The study's findings will provide valuable insights for insurance companies operating in similar contexts, both regionally and globally (Deloitte, 2024).

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter provides a comprehensive review of both empirical and theoretical literature that forms the foundation of the study. It begins by outlining the key theoretical frameworks relevant to the research, followed by an in-depth examination of empirical studies that have explored similar themes both globally and within the Kenyan context. The chapter also highlights gaps in the existing literature, discusses the conceptual framework guiding the study, and concludes by summarizing the key insights that inform the research objectives. By systematically reviewing and synthesizing previous work, this chapter establishes the scholarly context and justification for the current investigation.

### **2.2 Theoretical Review**

This study draws on three foundational theories to guide its analysis of competitive intelligence and organizational performance within the Kenyan insurance sector. The Dynamic Capabilities theory is considered, as it explains how organizations can effectively adapt, integrate, and reconfigure their resources in response to rapidly changing environments, a particularly relevant perspective given the ongoing digital transformation in Kenya. The Market Orientation theory is also examined, highlighting the importance of being accustomed to customer needs, competitor actions, and market trends in driving superior business performance. Furthermore, the Competitive Forces theory is included to analyze the external pressures and industry dynamics that shape strategic choices and influence firm success. By integrating these theories, the study is able to provide a multidimensional understanding of the factors that enable insurance companies to build and maintain a competitive edge in a challenging and evolving market. These frameworks are

justified as they collectively address both internal and external determinants of organizational performance, offering a comprehensive basis for the research.

### **2.2.1 Dynamic Capabilities Theory**

The Dynamic Capabilities Theory, initially introduced by Teece, Pisano, and Shuen (1997), has evolved into a critical framework for understanding how firms navigate and thrive in rapidly changing environments. Teece (2020) underscores that dynamic capabilities enable organizations to sense new opportunities, seize them effectively, and continuously transform their resources to sustain a competitive advantage. This perspective is particularly salient in industries characterized by rapid technological advancements and intense competition, such as the insurance sector.

Recent developments in the theory emphasize the pivotal role of digital transformation and innovation in bolstering dynamic capabilities. Teece (2021) posits that firms with robust dynamic capabilities are better equipped to harness digital tools, data analytics, and emerging technologies to adapt swiftly to market shifts. This includes not only adopting new technologies but also reconfiguring organizational processes and business models to capitalize on digital opportunities.

However, the Dynamic Capabilities Theory is not without its critics. Scholars argue such as (e.g., Helfat et al., 2007) argue that the theory lacks precision in defining and measuring dynamic capabilities, making it challenging to operationalize in empirical research. (e.g., Zahra et al., 2006) contend that the theory may oversimplify the complexities of organizational change and assume that all firms have equal access to the resources and capabilities needed to adapt effectively.

Despite these limitations, by systematically gathering and analyzing information about technological trends and competitive actions, Kenyan insurance companies can enhance their ability to sense emerging opportunities and threats, make informed strategic decisions, and adapt their business models accordingly. This study aims to investigate how Kenyan insurers leverage technology intelligence and competitor intelligence to build and deploy dynamic capabilities, thereby addressing the research objective of understanding how firms adapt to market changes and maintain a competitive edge. By situating this research within the Dynamic Capabilities Theory, the research seeks to provide both theoretical insights and practical recommendations for insurance firms seeking to thrive in a dynamic and competitive environment.

### **2.2.2 Market Orientation Theory**

The Market Orientation Theory, originally conceptualized by Kohli and Jaworski (1990) and Narver and Slater (1990), has undergone significant refinement to address its relevance in today's dynamic and complex business environments. At its core, the theory posits that organizations achieve superior performance by systematically generating, disseminating, and responding to market intelligence—a process that enables firms to create value for customers and sustain a competitive advantage (Kumar et al., 2021). Central to this framework are three pillars: a strong customer focus, vigilant competitor awareness, and effective inter-functional coordination, all of which are seen as critical drivers of organizational success.

Recent scholarship has expanded the scope of Market Orientation Theory by integrating it with digital marketing and customer relationship management (CRM) systems. Kohli et al. (2020) highlight the growing importance of data analytics and digital platforms in capturing nuanced customer insights and tracking evolving market trends. This

integration is particularly salient in the context of emerging markets, where firms often face resource constraints and serve highly diverse customer bases.

The approach, however, has been critiqued for downplaying the role of internal organizational resources and capabilities, which are also crucial determinants of performance, in achieving superior performance (Helfert et al., 2021). Additionally, the assumption that market intelligence is readily accessible may not hold true in resource-constrained environments, where data collection and analysis can be both costly and complex. These limitations have prompted calls for a more holistic approach that considers both external market factors and internal organizational dynamics.

With respect to Kenyan insurers, Market Orientation Theory offers a valuable lens for examining how Kenyan insurance companies can leverage market and customer intelligence to enhance their competitiveness. This research focuses on how a market-oriented approach can help insurers address sector-specific challenges such as low customer retention and limited market penetration. By focusing on the processes of gathering, sharing, and acting on market intelligence, this study aims to uncover actionable insights that can inform more effective customer engagement and strategic decision-making in the Kenyan insurance industry. Ultimately, the theory's emphasis on responsiveness and customer-centricity aligns closely with the study's objective of identifying pathways to improved organizational performance in a rapidly evolving market.

### **2.2.3 Competitive Forces Theory**

Porter's Five Forces framework provides a structured approach to understanding rivalry and external industry pressures, focusing on the influences of entrants, buyers, suppliers, substitutes, and competitors (Porter, 1979). Contemporary scholarship stresses the need to update the framework to account for fast-changing conditions such as digital disruption and

blurred industry boundaries (Grundy, 2021). In response to the increasing complexity of modern markets, scholars have revisited and expanded Porter's original framework. Porter (2020) himself acknowledges the need to adapt the Five Forces model to account for rapid technological advancements, digital disruption, and the blurring of traditional industry boundaries. This is echoed by Grundy (2021), who highlights the integration of digital transformation strategies and the growing importance of data analytics in understanding and responding to competitive pressures. Other researchers, such as Dobbs (2014), have called for a more dynamic interpretation of the model, suggesting that the forces are not static but evolve in response to shifts in technology, regulation, and consumer behavior. Furthermore, there is increasing recognition of the need to complement Porter's external focus with insights from internal resource-based perspectives, as the interplay between industry forces and firm-specific capabilities can significantly influence competitive outcomes (Lee et al., 2012).

Despite its widespread use, Porter's Five Forces has faced criticism for its static nature and its limited attention to internal organizational factors. Critics argue that the model assumes clearly defined industry boundaries and may not fully capture the complexities of today's interconnected and rapidly changing markets (Grundy, 2021; Dobbs, 2014). Additionally, the framework's emphasis on external threats and opportunities can sometimes overshadow the importance of internal strengths, such as innovation capacity and organizational agility.

From the perspective of this study, Porter's Competitive Forces Theory offers a valuable lens for examining the external pressures facing Kenyan insurance companies. This research examines how competitor intelligence, an essential component of competitive intelligence, can help insurers identify and respond to the various forces shaping their

industry. By applying Porter's framework, this study aims to uncover how Kenyan insurers perceive and navigate threats from new entrants, shifts in customer bargaining power, and the rise of digital substitutes. This aligns directly with the research objective of understanding how competitive intelligence informs strategic decision-making and enables firms to achieve sustainable growth in a dynamic market environment. Ultimately, integrating Porter's insights with contemporary developments in digital transformation and industry convergence provides a comprehensive foundation for analyzing the competitive landscape of the Kenyan insurance sector.

## **2.3 Empirical Review**

### **2.3.1 Organizational Performance and Market Intelligence**

Organizational performance remains a central focus in management research, often measured through indicators such as profitability, market share, customer satisfaction, and strategic agility (Richard et al., 2009). In the insurance sector, performance is increasingly linked to a firm's ability to adapt to market changes, innovate, and respond effectively to customer needs (Waithaka et al., 2021). Scholars have argued that in dynamic and competitive environments, traditional performance drivers such as operational efficiency and cost control must be complemented by more strategic capabilities, including the effective use of information and intelligence (Kaplan & Norton, 2001).

Market intelligence (MI), as a subset of competitive intelligence, involves the systematic collection and analysis of data related to market trends, customer preferences, and competitor activities. Recent empirical studies have consistently highlighted the positive impact of MI on organizational performance. For example, Ibrahim and Majed (2024) found that firms leveraging MI demonstrated greater strategic agility, which translated into improved profitability and market share, particularly in fast-changing

industries. Similarly, studies by Kimani et al. (2022) have shown that Kenyan firms with robust market intelligence systems were better able to anticipate market shifts and align their strategies, resulting in higher customer retention and financial performance.

These findings are supported by research across various contexts. For instance, Li et al. (2022) showed that MI adoption in Chinese manufacturing firms led to enhanced innovation and market responsiveness. In the insurance sector, Waithaka et al. (2021) observed that the use of market intelligence tools contributed to improved service delivery and customer satisfaction among Kenyan insurers. However, not all research has found a uniformly positive relationship. A study by Kamau et al. (2019) noted that some Kenyan insurance companies struggled to translate MI insights into actionable strategies due to organizational inertia and limited data capabilities.

Despite the recognized benefits, the adoption and effective use of MI in emerging markets like Kenya face challenges, including inadequate data analytics infrastructure, limited financial resources, and a shortage of skilled personnel (Kimani et al., 2022; Kamau et al., 2019). These constraints are particularly evident in the insurance sector, where firms often lack the capacity to effectively collect, process, and utilize market data effectively. Ibrahim and Majed (2024) underscore the need for localized research to explore how MI can be tailored to address these unique challenges and drive organizational performance in the Kenyan context.

While global literature affirms the value of market intelligence, there is a clear gap in understanding its practical application and impact within the Kenyan insurance industry. This study aims to bridge this gap by examining how MI is currently utilized by Kenyan insurers, the barriers to its effective adoption, and the specific ways in which it influences organizational performance. By addressing these issues, the research seeks to provide

actionable insights that can help insurance companies enhance their market intelligence capabilities and achieve sustainable growth in a competitive environment.

### **2.3.2 Organizational Performance and Technology Intelligence**

Organizational performance, a central theme in management research, is often assessed through metrics like profitability, market share, customer satisfaction, and innovation (Richard et al., 2009). In the insurance sector, performance is increasingly tied to a firm's ability to leverage technology for operational efficiency, innovation, and customer engagement (Muthoka et al., 2020). Scholars argue that in today's dynamic environment, strategic capabilities, including the effective use of technology intelligence, are crucial for sustained success (Kaplan & Norton, 2001).

Technology intelligence (TI) involves the systematic collection and analysis of technological information to support innovation and operational efficiency. Recent empirical studies have consistently highlighted the positive impact of TI on organizational performance. For example, Zanke and Sontakke (2024) found that firms adopting business intelligence (BI) systems, a subset of TI, experienced significant improvements in decision-making efficiency, operational effectiveness, and strategic alignment. Similarly, studies by Njuguna et al. (2021) have shown that Kenyan firms with robust technology intelligence systems were better able to anticipate technological shifts and align their strategies, resulting in higher innovation and financial performance.

These findings are supported by research across various contexts. For instance, Wang et al. (2022) demonstrated that TI adoption in Chinese manufacturing firms led to enhanced innovation and market responsiveness. In the insurance sector, Muthoka et al. (2020) observed that the use of technology intelligence tools contributed to improved service delivery and customer satisfaction among Kenyan insurers. However, not all

research has found a uniformly positive relationship. A study by Omondi et al. (2019) noted that some Kenyan insurance companies struggled to translate TI insights into actionable strategies due to organizational inertia and limited absorptive capacity.

Despite the recognized benefits, the adoption and effective use of TI in emerging markets like Kenya face challenges, including high costs, lack of skilled personnel, and data integration issues (Njuguna et al., 2021; Omondi et al., 2019). These constraints are particularly evident in the insurance sector, where firms often lack the capacity to effectively collect, process, and utilize technological data. Zanke and Sontakke (2024) emphasize the importance of addressing these challenges to unlock the full potential of TI in improving organizational performance.

It is evident that while global literature emphasizes the importance of technological intelligence, a significant gap remains in understanding its practical applications and implications within the Kenyan insurance sector. This study aims to bridge this gap by examining how TI is currently utilized by Kenyan insurers, the barriers to its effective adoption, and the specific ways in which it influences organizational performance. By addressing these issues, the research seeks to provide actionable insights that can help insurance companies enhance their technology intelligence capabilities and achieve sustainable growth in a competitive environment.

### **2.3.3 Organizational Performance and Customer Intelligence**

Customer satisfaction and loyalty are paramount in the competitive Kenyan insurance sector. Customer intelligence (CI) offers a strategic approach to understanding and enhancing these critical metrics. However, the adoption of CI in the Kenyan insurance sector remains underdeveloped, hindering firms from effectively addressing diverse customer needs and improving satisfaction and loyalty. This gap underscores the need for

localized research to explore effective CI implementation strategies tailored to the Kenyan context.

Customer intelligence (CI) focuses on understanding customer behavior, preferences, and needs. Recent research highlights its importance in driving organizational performance. Firms with strong CI capabilities are better positioned to develop customer-centric strategies, leading to higher customer retention rates and improved profitability (Kumar et al., 2021). Data analytics plays a crucial role in enabling firms to gain deeper insights into customer behavior and tailor their offerings accordingly (Kumar et al., 2021).

Empirical studies have explored the relationship between CI and customer satisfaction/loyalty. Li et al. (2022) found a positive correlation between CI use and customer satisfaction in the banking sector, emphasizing the impact of personalized services. Chen and Lin (2023) demonstrated that CI-driven marketing strategies increased customer loyalty in e-commerce. These findings suggest that CI can be a powerful tool for enhancing customer relationships.

However, not all studies have shown a positive relationship. Kim and Lee (2024) found that while CI improved operational efficiency, it did not always translate into higher customer satisfaction, particularly when customers perceived data use as intrusive. Patel et al. (2023) indicated that the effectiveness of CI depends on data quality and analytical capabilities, with poor data management practices hindering potential benefits. These studies highlight the importance of ethical considerations and data management in CI implementation.

The mixed results from the broader literature suggest that Kenyan insurance companies need to carefully consider how they implement CI, focusing on data quality, ethical considerations, and analytical capabilities. This study aims to provide insights into

how insurance companies can enhance their customer intelligence capabilities to improve customer satisfaction and achieve sustainable growth, while also addressing the specific challenges and opportunities within the Kenyan market.

### **2.3.4 Organizational Performance and Competitor Intelligence**

Strategic decision-making, competitive advantage, and sustainable growth are crucial for firms, especially in the competitive Kenyan insurance sector. Competitor intelligence (CI) offers a strategic approach to improving these key outcomes. However, the adoption of CI in emerging markets like Kenya remains limited, hindering firms from effectively navigating competitive landscapes and achieving sustainable growth. This gap underscores the need for localized research to explore effective CI implementation strategies tailored to the Kenyan context.

Competitor intelligence (CI) involves systematic collection and analysis of information about competitors to inform strategic decision-making and improve organizational performance. Recent studies highlight the critical role of CI in enabling firms to anticipate competitive threats, identify market opportunities, and develop effective strategies. Organizations leveraging competitor intelligence are better positioned to respond to market changes and maintain a competitive edge (Wright, Bisson, & Duffy, 2023). Competitor intelligence enhances strategic agility, allowing firms to adapt to dynamic market conditions and outperform rivals (Wright, Bisson, & Duffy, 2023).

Empirical studies have explored the relationship between CI and strategic decision-making, competitive advantage, and sustainable growth. Miller (2022) found a positive correlation between CI use and improved strategic decision-making in the technology sector, emphasizing the impact of anticipating market trends. Chen and Li (2023) demonstrated that CI-driven strategies increased competitive advantage in the

manufacturing industry. These findings suggest that CI can be a powerful tool for enhancing strategic outcomes.

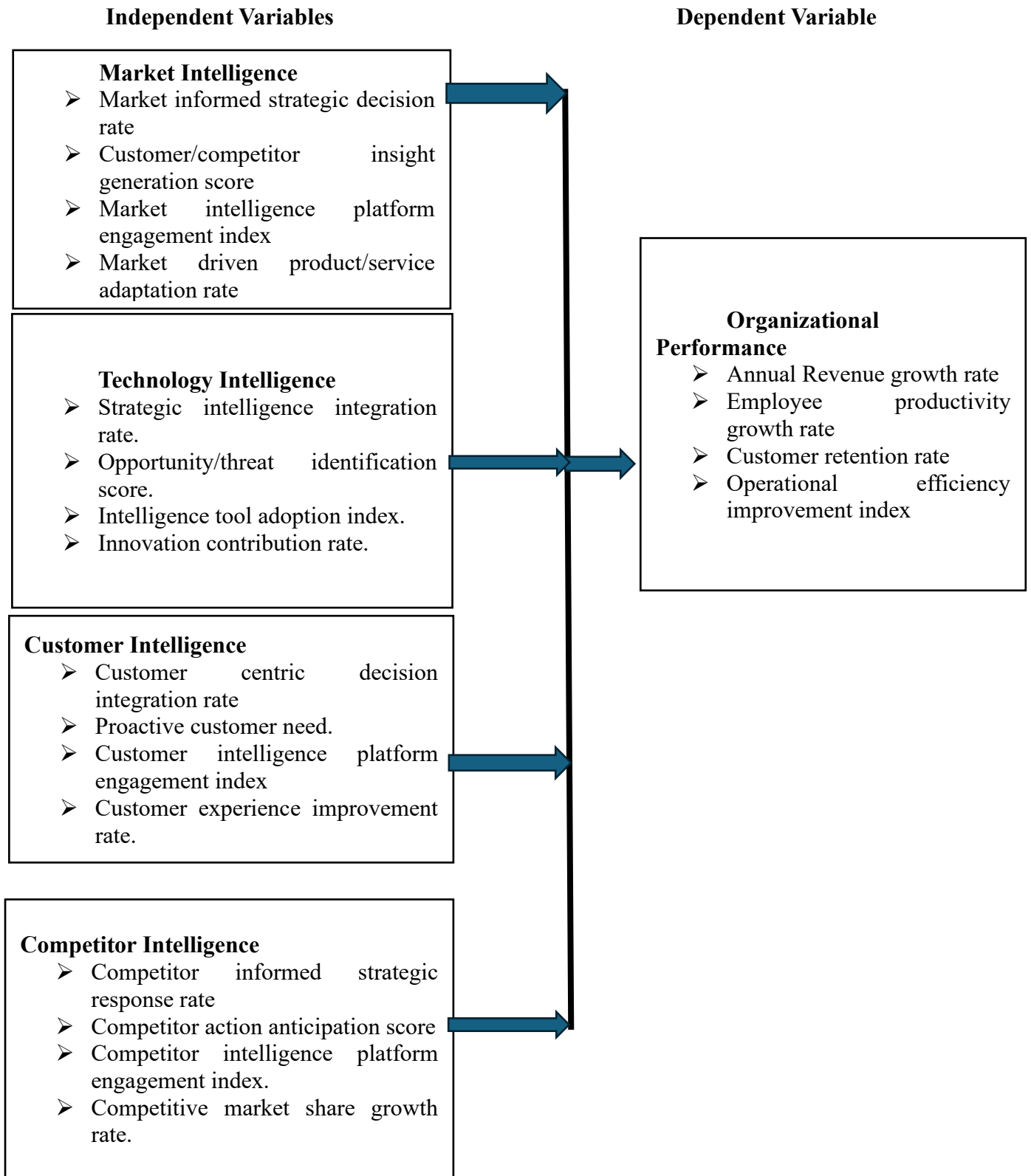
However, not all studies have shown a positive relationship. Jones and Smith (2024) found that while CI improved information gathering, it did not always translate into better strategic decisions, particularly when firms lacked the analytical capabilities to interpret the data effectively. Brown et al. (2023) indicated that the effectiveness of CI depends on organizational culture and the willingness of decision-makers to incorporate CI findings into their strategies. These studies highlight the importance of analytical capabilities and organizational culture in CI implementation.

The varied outcomes in the wider literature indicate that Kenyan insurance firms must thoughtfully assess their approach to implementing CI. Emphasis should be placed on enhancing analytical capabilities, fostering a supportive organizational culture, and effectively incorporating CI insights into strategic decision-making processes. This study aims to provide actionable insights into how insurance companies can enhance their competitive intelligence capabilities to improve strategic decision-making, gain a competitive advantage, and achieve sustainable growth, while also addressing the specific challenges and opportunities within the Kenyan market.

## **2.4 Conceptual Framework**

A conceptual framework is a diagrammatic presentation demonstrating the relationship between the examined variables. In the current study, the Organizational Performance of Insurance companies is conceptualized to be attributed to market, technology, customer, and competitor intelligence strategies. Organizational Performance of Insurance companies will be operationalized as operational efficiency improvement index, employee productivity growth rate, customer retention rate, and annual revenue growth rate. Market

intelligence will be operationalized as market informed strategic decision rate, customer/competitor insight generation score, market intelligence platform engagement index, and market driven product/service adaptation rate. Technology intelligence will be operationalized as strategic intelligence integration rate, opportunity/threat identification score, intelligence tool adoption index, and innovation contribution rate. Customer intelligence will be operationalized customer customer-centric decision integration rate, proactive customer need, customer intelligence platform engagement, and customer experience improvement rate. Competitor intelligence will be operationalized as competitor-informed strategic response rate, competitor action anticipation score, competitor intelligence platform engagement, and competitive market share growth rate. The conceptualized relationship is as shown in Figure 2.1



**FIGURE 1: CONCEPTUAL FRAMEWORK**

**TABLE 1: OPERATIONALIZATION OF VARIABLES**

<b>Variable</b>	<b>Definition</b>	<b>Indicators</b>	<b>Measurement</b>
Customer intelligence	The process of gathering and analyzing customer data to improve customer relationships and inform strategic decisions (Davenport & Harris, 2007).	<ul style="list-style-type: none"> <li>• Customer-centric Decision Integration Rate</li> <li>• Proactive customer need.</li> <li>• Customer intelligence platform engagement index</li> <li>• Customer experience improvement rate.</li> </ul>	Likert Scale
Market intelligence	The process of gathering and analyzing information about a specific market to understand its dynamics, customer needs, and competitive landscape, enabling informed decision-making (Vrontis et al., 2018).	<ul style="list-style-type: none"> <li>• Market-informed strategic decision rate</li> <li>• Customer/competitor insight generation score</li> <li>• Market intelligence platform engagement index</li> <li>• Market driven product adaptation rate</li> </ul>	Likert Scale
Technology intelligence	The process of systematically gathering and analyzing information about technological developments to inform strategic decisions, enabling organizations to anticipate trends and maintain a competitive edge (Ernst, 2015).	<ul style="list-style-type: none"> <li>• Strategic intelligence integration rate.</li> <li>• Opportunity/threat identification score.</li> <li>• Intelligence adoption index.</li> <li>• Innovation contribution rate.</li> </ul>	Likert Scale
Competitor Intelligence	The ethical and legal gathering, analysis, and dissemination of information about rivals to inform strategic decision-making, enhancing a firm's competitive advantage (McGonagle & Vella, 2019).	<ul style="list-style-type: none"> <li>• Competitor informed strategic response rate</li> <li>• Competitor action anticipation score</li> <li>• Competitor intelligence platform engagement index.</li> <li>• Competitive market share growth rate.</li> </ul>	Likert Scale

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter outlines the research methodology employed in this study, detailing the processes for gathering, presenting, and analyzing the data required to address the research objectives and questions. It also explains the rationale behind the chosen research design, the selection of research instruments, the identification of data sources, and the methods used for data collection, presentation, and analysis. The chapter further justifies each methodological choice made throughout the research process.

### **3.2 Research Design**

A descriptive research design is appropriate for this study because it provides a systematic framework for examining and documenting the current practices and effects of competitive intelligence within Kenyan insurance companies. As Creswell & Creswell(2023) note, descriptive research is particularly effective when the aim is to answer questions related to what, how, and why phenomena occur. This design enabled the study to collect detailed information on the specific competitive intelligence strategies employed by insurance firms, how these strategies are implemented, and the ways in which they impact organizational performance.

According to Bell, Bryman, and Harley (2019), descriptive research encompasses structured steps that help address the research problem by capturing the characteristics and relationships present in the study context. By using this approach, the research helped generate a clear and accurate picture of the role of competitive intelligence strategies, making it possible to identify patterns, trends, and potential areas for improvement. Thus, the descriptive research design was well-suited for this investigation, as it allowed a thorough and objective assessment

of competitive intelligence strategies and their influence on the performance of insurance companies in Kenya (Creswell & Creswell, 2023; Bell, Bryman, & Harley, 2019).

### **3.3 Target Population**

The target population refers to the complete set of elements relevant to a study (Saunders et al., 2014). In this research, the target population consists of senior managers, executives, department heads, and staff involved in strategy, marketing, business development, or competitive intelligence within the 56 licensed insurance companies regulated by the Insurance Regulatory Authority (IRA) in Kenya (see Appendix V). Research participants were recruited through direct email invitations, as identified through publicly available company directories and professional networking platforms. A follow-up phone call was made to confirm participation and schedule interviews.

The unit of observation for this study was the individual employees occupying these roles, as they are directly engaged in strategic decision-making and possess valuable insights into their organizations' market positioning and competitive practices. These individuals are considered key informants due to their involvement in shaping and implementing competitive intelligence initiatives within their respective companies. Insurance companies can be grouped into large, medium, and small based on the market share of each, as shown on Table 2.

**TABLE 2: DISTRIBUTION OF TARGET POPULATION**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Large	8	17.9%
Medium	20	35.7%
Small	28	46.4%
<b>Total</b>	<b>56</b>	<b>100%</b>

Source: IRA Report (2024)

Large, regulated insurance companies constitute 17.9%, medium-sized regulated insurance companies 35.7%, and small regulated insurance companies 46.4% of all insurance companies in Kenya. The respondents included 12000 employees of insurance companies in Kenya. The distribution of the target population and respondents across different categories of regulated insurance companies is as indicated in Table 3.

**TABLE 3: TARGET POPULATION**

<b>Category</b>	<b>Frequency</b>	<b>Population</b>
Large	8	7800
Medium	20	3000
Small	28	1200
Total	56	12000

Source: Statista, AKI, and IRA reports for 2023/2024

### **3.4 Sampling Design and Procedure**

Sample size of 150 respondents was computed by applying Yamane 1967 method for computing sample size from determinate population. With a margin of error of 8.1% and a 95% confidence level, a sample of 150 provides sufficient precision for meaningful statistical

inference in social science research. While not aiming at extremely fine precision, it balances reliability with feasibility.

$$n = N / 1 + N(e)^2$$

Where:

n is the sample size

N is the population size

e is the allowed margin error (0.081)

$$n = 12,000 / 1 + 12,000(0.081)^2 = 150$$

**TABLE 4: DISTRIBUTION OF SAMPLA SIZE**

<b>Strata</b>	<b>Stratum Size</b>	<b>No. of Respondents</b>	<b>Sample Size</b>	<b>% of Sample size</b>
Large	8	7800	97	65
Medium	20	3000	37	25
Small	28	1200	16	10
<b>Total</b>	<b>56</b>	<b>12000</b>	<b>150</b>	<b>100</b>

Proportionate stratified sample of participants was assumed based on the number of licensed insurance companies in each rank and the number of respondents. The sampling factor was derived from the number of respondents from each insurance company. In this scenario, large insurance companies contributed 97 (65%) compared to medium insurance companies at 37 (25%) and small insurance companies at 16 (10%), which is proportionate to their number of respondents, 7800, 3000, and 1200. Thus, the resultant illustration scope of 150 is considered illustrative of the three levels encompassing large, medium, and small Insurance companies.

### **3.5 Data Collection Instruments**

This study employed a mixed methods approach, utilizing structured questionnaires, semi-structured interviews, and document analysis as data collection instruments. Structured questionnaires are suitable for gathering quantitative data from a broad sample of mid-level and top-level employees, allowing for the measurement and comparison of competitive intelligence practices and their impact on company performance (Creswell & Creswell, 2018). Semi-structured interviews provided qualitative insights from key informants, such as senior managers and strategy officers, enabling a deeper understanding of how competitive intelligence is implemented and the challenges encountered (Saunders, Lewis, & Thornhill, 2019). Additionally, document analysis of company reports, strategic plans, and industry publications offered objective, secondary data to triangulate and validate findings from the primary data sources (Bowen, 2009). These instruments are appropriate because they collectively ensure comprehensive, reliable, and nuanced data, capturing both the breadth and depth required to address the research objectives.

### **3.6 Validity and Reliability**

#### **3.6.1 Pilot study**

Before commencing the main study, the questionnaire was pretested with staff members from CIC General Insurance Limited who are involved in strategy, marketing, and business development. The pretest aimed to identify and address any ambiguities or weaknesses in the research instrument. Recent literature emphasizes that pretesting is a crucial step in survey research, as it allows researchers to refine questions, improve clarity, and ensure the reliability and validity of the data collected (Kallio et al., 2021; Taherdoost, 2022).

### **3.6.2 Validity**

To ensure validity, the research instrument was revised based on supervisor feedback and pretested with a small group drawn from the target population, allowing for the identification and correction of any irrelevant items based on their feedback. Questionnaire items were adapted from established theories and prior studies to ensure alignment with the constructs under investigation. Factor analysis was conducted on the pilot data to confirm that items were grouped as theoretically expected. Triangulation was applied by comparing data from questionnaires, interviews, and document analysis to verify consistency. In the qualitative phase, member checking was conducted, where informants reviewed transcripts and interpretations, thereby increasing the credibility and trustworthiness of the data.

### **3.6.3 Reliability**

Reliability was assessed through a pilot test with a subset of the target population for the questionnaire, after which ambiguous or inconsistent items were corrected. Internal consistency was tested using Cronbach's alpha to confirm that items within each scale measured their respective constructs. For semi-structured interviews, a standardized interview guide was used across participants to minimize interviewer bias and ensure that similar topics were covered with each participant. Additionally, discussions were audio-recorded and transcribed to ensure accuracy and allow for cross-checking of data. Document analysis followed clear selection and coding criteria, with multiple reviewers cross-checking interpretations to enhance consistency.

By applying these strategies, the study enhanced the dependability and consistency of the data collected, thereby strengthening the overall reliability of the research findings.

### **3.7 Data Collection Procedures**

An introductory letter was obtained from KCA University School of Business to facilitate the acquisition of a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Questionnaires were distributed electronically via email or secure online survey platforms to selected mid-level and top-level employees in the target insurance companies, with follow-up reminders to improve response rates (Saunders et al., 2023). For semi-structured interviews, purposive sampling was employed to identify key informants, such as senior managers and strategy officers. Interview sessions were scheduled in advance and conducted either in person or virtually, based on participant preference and availability. All interviews were audio-recorded with participant consent and transcribed for analysis (Creswell & Creswell, 2022).

Document analysis involved systematically sourcing relevant company reports, strategic plans, and industry publications from official company websites, regulatory authorities, and public databases. These documents were reviewed and coded to extract data about competitive intelligence practices and company performance (Bowen, 2020). Throughout the research process, ethical considerations, including informed consent, confidentiality, and data security, were rigorously maintained.

### **3.8 Data Analysis and Presentation**

Quantitative data collected through structured questionnaires were first coded and entered into statistical software such as SPSS or Excel. Descriptive statistics, including means, frequencies, and standard deviations, were used to summarize the demographic characteristics of respondents and the prevalence of various competitive intelligence practices. Inferential statistics, such as correlation and regression analysis, were employed to examine relationships

between competitive intelligence practices and company performance, allowing for the identification of significant patterns and trends (Heale & Twycross, 2019; Taherdoost, 2022).

Multiple regression model used in this study is given as.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{Equation 3.1}$$

Y= Organizational Performance;  $\alpha$  = constant;  $\beta_1 \dots \beta_4$ = the slope; X1= Market Intelligence; X2=Technology Intelligence; X3= Customer Intelligence; X4= Competitor Intelligence; and  $\varepsilon$  = error term

Qualitative data from semi-structured interviews was transcribed verbatim and analyzed using thematic analysis. This process involved familiarization with the data, coding of significant statements, and the development of themes that capture key insights into the implementation of competitive intelligence and the challenges faced by organizations (Nowell et al., 2017; Kallio et al., 2021).

Document analysis involved a systematic review of company reports, strategic plans, and industry publications. Relevant information was extracted and coded, and findings were compared and triangulated with data from questionnaires and interviews to validate and enrich the overall results (Bowen, 2009; Fetters & Molina-Azorin, 2020).

The presentation of results followed a convergent design, where quantitative and qualitative findings are reported side by side and then integrated into the discussion section. Tables, charts, and graphs were used to present quantitative results clearly, while qualitative findings were illustrated with direct quotes and narrative summaries.

### **3.9 Diagnostic Tests**

The following diagnostic tests were conducted: a Normality test, a multicollinearity test, and Cronbach's Alpha.

#### **3.9.1 Normality Test**

Classical regression modelling is anchored on the assumption that the error term is normally distributed. Normality of the error term can be examined through the use of graphical or statistical tests. In this study, the histogram was adopted for normality tests, and if not, normally distributed data transformations were carried out (Sekaran & Bougie, 2013).

#### **3.9.2 Multicollinearity test**

Regression modelling assumes that there is no correlation between independent variables. Collinearity was examined using variance inflation factors and tolerance limits (Saunders et al., 2014). If the tolerance limits are more than 10, then there is a need for either increasing the sample size or dropping highly correlated variables.

#### **3.9.3 Cronbach's Alpha**

The reliability of the questionnaire was assessed using Cronbach's alpha. As Sekaran and Bougie (2013) note, Cronbach's alpha coefficient ranges from 0 to 1, with higher coefficients indicating greater reliability of the research instrument. They suggest that a coefficient of 0.7 or higher demonstrates acceptable reliability.

### **3.10 Ethical Considerations**

In social science research, ethics refers to the principles and standards that guide researchers to conduct studies responsibly and with respect for both participants and society (Resnik, 2020). Recent scholarship underscores the importance of integrating ethical considerations at every

stage of the research process, from study design through to dissemination (Bhandari, 2022). Participants must be informed of their right to withdraw from the study at any time, and their confidentiality and privacy must be rigorously protected (American Psychological Association [APA], 2020). Researchers are responsible for ensuring that no participant is exposed to harm or undue stress during data collection, and that all data collected is used exclusively for the stated academic purposes. Additionally, while stakeholders may benefit from the study's findings, such benefits should be based on aggregated and analyzed data, rather than on raw individual responses.

Each participant received a detailed consent form outlining the research purpose, procedures, potential risks and benefits, and their right to withdraw at any time; written consent was obtained from each participant before any data collection commenced. The research contributed to evidence-based policy recommendations for the Insurance Regulatory Authority, fostering a more stable and consumer-centric insurance sector in Kenya. This study obtained ethical clearance from KCA University's Board of Postgraduate Studies and the National Commission for Science, Technology and Innovation (NACOSTI).

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1 Introduction

This chapter presents the research findings and provides a detailed discussion of the results. It is structured into several subsections to ensure clarity and coherence. The chapter begins with an introduction, followed by a summary of the response rate. It then outlines the results of the pilot test and presents key descriptive statistics. The chapter concludes with an analysis of the inferential statistics derived from the study data.

#### 4.1.1 Response Rate

The study administered 150 instruments to the sampled respondents. Of the 150 respondents, 140 responded and returned completed questionnaires, representing a response rate of 93.3%. Table 5 shows the response rate of the questionnaires.

**TABLE 5: RESPONSE RATE**

<b>No. of questionnaires Issued</b>	<b>No. of questionnaires Returned</b>	<b>Response Rate (%)</b>
150	140	93.3%

According to Mugenda (2003), a response rate of 50% is considered adequate for analysis and reporting, as it provides enough data to conclude. A response rate of 60% is regarded as good, indicating a more reliable dataset for analysis. However, a response rate of 70% or higher is considered excellent as it suggests a highly representative and dependable sample for drawing meaningful conclusions.

## 4.1.2 Pilot Results

### 4.1.2.1 Reliability Testing

The internal consistency of the research instrument was assessed using Cronbach's Alpha. Results show that all constructs had alpha coefficients above the 0.7 threshold recommended by Sekaran and Bougie (2013), demonstrating acceptable reliability.

**TABLE 6: RELIABILITY TEST**

Construct	No. of Items	Cronbach's Alpha	Reliability Status
Market Intelligence	4	0.842	Reliable
Technology Intelligence	4	0.829	Reliable
Customer Intelligence	4	0.816	Reliable
Competitor Intelligence	4	0.801	Reliable
Firm Performance	4	0.875	Reliable

Table 6 presents the results of the reliability analysis conducted using Cronbach's Alpha to evaluate the internal consistency of the research instrument. According to Sekaran and Bougie (2013), a Cronbach's Alpha coefficient of 0.7 and above is considered acceptable for social science research. The analysis revealed that all constructs exceeded this threshold: market intelligence ( $\alpha = 0.842$ ), technology intelligence ( $\alpha = 0.829$ ), customer intelligence ( $\alpha = 0.816$ ), competitor intelligence ( $\alpha = 0.801$ ) and firm performance ( $\alpha = 0.875$ ). These findings confirm that the items used to measure each construct were highly consistent and reliable, ensuring that the study instrument could yield stable and dependable results.

#### **4.1.2.2 Validity Test Results**

Validity of the research instruments was ensured through both content and construct validation procedures. Content validity was achieved by subjecting the questionnaire to expert review from both academicians and industry practitioners, who assessed whether the items adequately captured the dimensions of competitive intelligence and firm performance. The experts confirmed that the questionnaire was sufficient and would provide valid results.

#### **4.2 Demographic Information**

The study collected demographic information on participants, specifically focusing, gender, age, highest level of education, current position in the organization, and the period worked in the insurance industry. Table 7 presents the outcomes.

**TABLE 7: DEMOGRAPHIC DATA OF THE PARTICIPANTS**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>		
Male	88	62.9
Female	52	37.1
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Age</b>		
18 – 26 years	52	37.1
27 – 35 years	72	51.4
36 – 44 years	8	5.7
45 – 53 years	8	5.7
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Highest Level of Education</b>		
Diploma	4	2.9
Degree	108	77.1
Masters	28	20.0
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Current Position in the organization</b>		
Senior Management	12	8.6
Middle Management	24	17.1
Junior Management	104	74.3
<b>Total</b>	<b>140</b>	<b>100</b>
<b>Period worked in the Insurance Industry</b>		
3 and below	92	65.7
4 - 7	20	14.3
8 - 11	16	11.4
12 and above	12	8.6
<b>Total</b>	<b>140</b>	<b>100</b>

Outcomes displayed in Table 7 reveal that majority of participants surveyed, 88 (62.9%) were male, while 52(37.1%) were female. This indicates that the study sample was dominated

by male respondents, who constituted nearly two-thirds of the total participants. The relatively lower proportion of female respondents suggests either limited female representation in the target population or possible challenges in accessing female participants for the study. This gender distribution is important in understanding the perspectives captured, as the dominance of male voices may influence the overall findings of the research. For age distribution, it was observed that majority, 72 respondents (51.4%), were aged between 27–35 years. This was followed by 52 respondents (37.1%) in the 18–26 years' category. A smaller proportion, 8 respondents each (5.7%), fell within the 36–44 years and 45–53 years' age brackets. The results suggest that most employees in the sampled insurance companies are relatively young, with close to 89% of the respondents being below 35 years. This implies that the sector is largely dominated by a youthful workforce, which could be associated with higher levels of innovation, adaptability to technology, and willingness to embrace emerging trends in the insurance industry. However, the low representation of older age groups may also indicate limited retention of experienced professionals, which could have implications for mentorship, leadership, and institutional knowledge within the sector.

Pertaining to the academic qualifications of respondents, most respondents, 108 (77.1%), had attained a bachelor's degree. A further 28 respondents (20.0%) reported having a master's degree, while only 4 respondents (2.9%) held a diploma as their highest qualification. These findings suggest that the insurance sector in Kenya largely attracts and employs individuals with relatively high academic qualifications, particularly at the degree level. The notable proportion of respondents with master's degrees also demonstrates a strong pursuit of advanced professional and academic training within the sector. It was also noted that majority of respondents, 104 respondents (74.3%), were in junior management positions. A smaller proportion, 24 respondents (17.1%), occupied middle management roles, while only 12 respondents (8.6%) were in senior management. This distribution reflects the hierarchical

structure of most organizations, where junior management staff constitute the majority, and also highlights that much of the day-to-day implementation of policies and customer interactions in the insurance sector rests with junior-level managers.

Finally, regarding respondents' level of experience, outcomes showed that the majority, 92 respondents (65.7%), had worked for 3 years or less. A smaller proportion, 20 respondents (14.3%), had worked between 4–7 years, while 16 respondents (11.4%) had a work experience of 8–11 years. Only 12 respondents (8.6%) reported having worked in the industry for 12 years or more. These findings suggest that the insurance industry in Kenya is characterized by a relatively young workforce with limited years of experience. The lower proportion of long-serving employees (12 years or more) could point to challenges in retaining experienced staff, which has implications for institutional memory, mentorship, and long-term strategic growth within the industry.

### **4.3 Descriptive Statistics**

This section presents descriptive results based on the study objectives. It examines the effect of market, customer, competitor, and technology intelligence strategies on the performance of insurance companies in Kenya. Descriptive statistics, including means and standard deviations, were used to analyze responses. The findings provided insights into the adoption of intelligence strategies and their role in enhancing performance.

#### **4.3.1 Market Intelligence Strategy**

The study examined the extent to which respondents agreed with statements relating to market intelligence strategies adopted by their insurance companies.

**TABLE 1: MARKET INTELLIGENCE STRATEGY**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Our organization makes strategic decisions based on up-to-date market information	4.26	0.61
We regularly generate valuable insights about customers and competitors	4.11	0.72
Employees actively engage with our market intelligence platforms.	3.63	0.94
Our products/services are frequently adapted in response to market intelligence	3.89	0.96

The results in Table 8 show that respondents strongly agreed that their organizations make strategic decisions based on up-to-date market information (M = 4.26, SD = 0.61). This finding highlights the central role of timely data in shaping strategic directions within insurance companies. Qualitative data reinforced this view, with one key informant noting that *“In our company, product pricing and risk assessment are always guided by current market data and regulatory trends. We cannot make decisions blindly”* (K3).

The study further established that respondents agreed that their organizations regularly generate valuable insights about customers and competitors (M = 4.11, SD = 0.72). This underscores the emphasis insurance firms place on monitoring both market demand and competitive dynamics. One of the interviewees observed that *“Every quarter, we conduct customer satisfaction surveys and competitor benchmarking, which help us refine our offerings”* (K1).

With regard to employee engagement, the findings revealed moderate agreement that employees actively engage with market intelligence platforms (M = 3.63, SD = 0.94). This suggests that while platforms exist, their utilization by staff is uneven. As explained by one respondent, *“Not all staff use the dashboards effectively. Some rely on management summaries instead of exploring the systems themselves”* (K4).

The results also demonstrated moderate agreement that products and services are frequently adopted in response to market intelligence (M = 3.89, SD = 0.96). While this reflects an effort to align offerings with market trends, the relatively lower score suggests that the process is not always prompt or systematic. One of the key informants explained that *“We adjust our products, but sometimes bureaucracy delays the process. By the time changes are approved, market conditions may have already shifted”* (K2).

### 4.3.2 Technology Intelligence Strategy

This section of the questionnaire sought to assess the extent to which respondents agreed with statements relating to technology intelligence strategies within their insurance companies.

**TABLE 2: TECHNOLOGY INTELLIGENCE STRATEGY**

Strategic decisions in our organization integrate technology intelligence.	4.09	0.85
We effectively identify new opportunities and threats through technology intelligence.	3.86	0.77
Our team adopts and uses intelligence tools for technology monitoring.	3.71	0.99
Technology intelligence contributes significantly to our innovative efforts.	3.80	1.05

The study established that respondents agreed that strategic decisions in their organizations integrate technology intelligence (M = 4.09, SD = 0.85). This indicates that insurance companies in Kenya increasingly consider technological trends when shaping long-term strategies. One of the key informants reinforced this by stating that *“Most of our strategic decisions now factor in digital platforms, mobile applications, and data analytics because that is where the industry is heading”* (K3).

The findings further revealed moderate agreement that organizations effectively identify new opportunities and threats through technological intelligence ( $M = 3.86$ ,  $SD = 0.77$ ). This suggests that while insurance firms monitor technological developments, there is still room for improvement in systematically recognizing risks and market openings. As one respondent explained, *“We track emerging technologies, but sometimes we only react after competitors have already adopted them”* (K4).

With regard to the adoption of intelligence tools, the study recorded moderate agreement that employees use technology monitoring systems ( $M = 3.71$ ,  $SD = 0.99$ ). These points to partial adoption and uneven utilization across staff levels, supporting this view, a participant noted that *“The tools are available, but not everyone uses them actively. Some prefer traditional reporting rather than relying on digital dashboards”* (K1).

Finally, the findings showed moderate agreement that technology intelligence contributes significantly to innovation efforts ( $M = 3.80$ ,  $SD = 1.05$ ). While respondents acknowledged its role in supporting innovation, the relatively higher standard deviation suggests differing experiences across companies. A key informant highlighted this gap, stating: *“Technology intelligence informs some of our new product designs, but bureaucratic processes sometimes slow down how quickly we innovate”* (K4).

### **4.3.3 Customer Intelligence Strategy**

This section of the questionnaire sought to examine the extent to which customer intelligence strategy is applied within Insurance Regulatory Authority regulated insurance companies.

**TABLE 3: CUSTOMER INTELLIGENCE STRATEGY**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Customer insights are integrated into our decision-making processes.	4.00	0.77
We proactively identify and address emerging customer needs.	4.09	0.74
Employees regularly use customer intelligence platforms.	3.69	0.93
Our customer intelligence efforts have improved customer experience.	3.94	0.84

The study findings revealed strong agreement that customer insights are integrated into decision-making processes within insurance companies (M = 4.00, SD = 0.77). This demonstrates that organizations increasingly rely on a data-driven understanding of customer behavior when shaping policies and services. Supporting this, one key informant explained: *“Most of our product designs and marketing campaigns are informed by customer feedback and survey data”* (K2).

The results further showed strong agreement that insurance companies proactively identify and address emerging customer needs (M = 4.09, SD = 0.74). This suggests that firms place significant emphasis on anticipating customer expectations and adapting accordingly. One respondent highlighted this by noting: *“We closely monitor customer complaints and new demands; for example, digital service requests now drive most of our product modifications”* (K2).

With regard to employee engagement, the study established moderate agreement that employees regularly use customer intelligence platforms (M = 3.69, SD = 0.93). This implies that while systems exist, staff involvement is not uniform across organizations. A key informant observed: *“Only specific departments actively use customer data dashboards. Others still prefer traditional reporting channels”* (K4).

The findings also indicated agreement that customer intelligence efforts have improved customer experience (M = 3.94, SD = 0.84). This demonstrates that the application of customer insights has led to tangible service improvements, although varying levels of implementation may explain the moderate variation in responses. As one participant explained: *“By analyzing feedback, we have improved our claim settlement process, which customers appreciate. However, more needs to be done on digital self-service platforms”* (K1).

#### 4.3.4 Competitor Intelligence Strategy

To assess how insurance companies in Kenya apply competitor intelligence in their strategic responses, respondents were asked to indicate the degree to which they agreed or disagreed with specific statements related to competitor monitoring and analysis.

**TABLE 4: COMPETITOR INTELLIGENCE STRATEGY**

<b>Statement</b>	<b>Mean</b>	<b>Std. Dev</b>
Our strategic responses are informed by competitor intelligence.	3.57	0.85
We can anticipate competitor actions effectively.	3.60	1.01
Employees engage with competitor intelligence platforms.	3.34	0.97
Our market share has grown due to competitor intelligence.	3.37	1.03

The study established that competitor intelligence significantly shaped strategic responses within the insurance companies surveyed. The findings demonstrated that competitor intelligence plays a crucial role in shaping strategic responses within the insurance sector. Results showed a moderate level of agreement among respondents (mean = 3.57, SD = 0.85), suggesting that firms generally rely on competitor insights to guide strategic decisions. Qualitative accounts confirmed this, with K4 highlighting that benchmarking against other players often informs adjustments in premium packages.

The results also suggested that firms were only moderately confident in their ability to anticipate competitor actions (mean = 3.60, SD = 1.01). The relatively high standard deviation revealed diverse experiences, with some firms demonstrating strong predictive capability while others struggled with unexpected rival strategies. This was echoed in the interviews, where K3 acknowledged that although predictions were sometimes accurate, competitors frequently introduced unforeseen tactics.

Engagement with competitor intelligence platforms was relatively limited, as reflected by a lower mean of 3.34 and SD of 0.97. This indicates that while competitor monitoring exists, it is not deeply embedded across all organizational levels. K2 confirmed this challenge, noting that only a small proportion of employees actively engage with intelligence tools, while the majority depends on informal sources such as industry gossip.

Finally, the study's outcomes highlight that competitor intelligence only moderately contributed to market share growth, as reflected in a mean of 3.37 (SD = 1.03). The high variability suggests uneven impact across companies. Qualitative data from K4 echoed this finding: *“Competitor intelligence helps us stay afloat, but it hasn't significantly boosted our market share given the intense price wars in the industry.”*

#### **4.4 Organizational Performance**

This section of the study sought to evaluate the extent to which the performance of Insurance Regulatory Authority (IRA) regulated insurance companies has been achieved over the last five years. Respondents were asked to indicate their level of agreement regarding performance across key dimensions such as revenue growth, employee productivity, customer retention, and operational efficiency.

**TABLE 5: ORGANIZATIONAL PERFORMANCE OF IRA REGULATED INSURANCE COMPANIES**

Statement	Std.	
	Mean	Dev
Our organization has experienced annual revenue growth in the past year.	4.00	1.11
Employee productivity has improved over the past year.	3.54	1.09
We have maintained or improved our customer retention rate	4.00	0.73
Our operational efficiency has improved in the past year.	3.80	1.02

The study established that respondents strongly agreed that their organizations had experienced annual revenue growth in the past year ( $M = 4.00$ ,  $SD = 1.11$ ). This suggests that the organizations have been able to expand their financial base, possibly due to enhanced competitive strategies and improved internal processes. Qualitative data also revealed that “our revenues have been on a steady increase due to better strategic alignment and market awareness” (K1).

The research findings indicate that employee productivity has improved over the past year ( $M = 3.54$ ,  $SD = 1.09$ ). Although moderately rated, this improvement highlights ongoing efforts to boost workforce output. A respondent confirmed that “*employee productivity has improved, especially with the introduction of performance monitoring systems*” (K2).

Analysis revealed that maintaining or improving customer retention was rated highly ( $M = 4.00$ ,  $SD = 0.73$ ). This implies that customers remain satisfied with the products and services provided, enhancing loyalty. One respondent stated, “We have managed to keep most of our customers, especially because of improved service delivery” (K3). Findings from McKinsey's Global Insurance Report (2025) asserted that customer retention significantly contributes to long-term profitability and sustainability, often more than customer acquisition.

The results further suggest that operational efficiency has improved in the past year ( $M = 3.80$ ,  $SD = 1.02$ ). Efficiency gains indicate that firms are reducing costs while maximizing output. A participant emphasized that “our efficiency has grown through automation of certain processes and streamlining workflows” (K4). Literature highlights that operational efficiency is a key driver of organizational performance, with McKinsey's Global Insurance Report (2025) noting that process improvements and cost leadership strategies contribute significantly to competitive advantage.

#### **4.5 Correlation Analysis**

Correlation analysis was carried out to establish the degree and direction of association between the independent variables (customer intelligence, competitor intelligence, market intelligence, and technology intelligence) and the dependent variable (organizational performance). Pearson's correlation coefficient ( $r$ ) was employed since it is appropriate for measuring linear relationships between continuous variables. The results are presented in Table 13, which provides the correlation coefficients, significance levels, and the strength of the relationships among the study variables.

**TABLE 6: CORRELATIONS**

		<b>Organizational Performance</b>	<b>Technology Intelligence</b>	<b>Customer Intelligence</b>	<b>Competitor Intelligence</b>	<b>Market Intelligence</b>
Organizational Performance	Pearson Correlation Sig. (2- tailed) N	1 140				
Technology Intelligence	Pearson Correlation Sig. (2- tailed) N	.352** .000 140	1 140			
Customer Intelligence	Pearson Correlation Sig. (2- tailed) N	.440** .000 140	.199* .018 140	1 140		
Competitor Intelligence	Pearson Correlation Sig. (2- tailed) N	.328** .000 140	-.027 .749 140	-.013 .877 140	1 140	
Market Intelligence	Pearson Correlation Sig. (2- tailed) N	.418** .000 140	.041 .629 140	.219** .009 140	.195* .021 140	1 140

\*. Correlation is significant at the 0.05 level (2-tailed).

The correlation results demonstrate that technology intelligence has a positive and statistically significant relationship with the performance of insurance companies in Kenya ( $r = 0.352$ ,  $p < 0.01$ ). This implies that firms that invest in monitoring technological advancements, adopting innovative tools, and leveraging digital platforms are likely to enhance operational efficiency and service delivery, which ultimately improves performance. These findings align with the arguments of Ibrahim and Majed (2024), who emphasize that technology intelligence contributes to firm competitiveness by enabling organizations to anticipate market shifts and adopt disruptive innovations.

Customer intelligence equally shows a strong positive and significant correlation with the performance of insurance companies ( $r = 0.440, p < 0.01$ ). This suggests that the ability of insurers to gather, analyze, and utilize customer-related data enhances responsiveness to client needs, supports product customization, and strengthens customer satisfaction. Hence, customer insights form a critical driver of sustainable growth within the insurance sector.

The results also reveal a positive and significant correlation between competitor intelligence and firm performance ( $r = 0.328, p < 0.01$ ). This indicates that insurance companies that actively track competitor strategies, pricing, and market positioning can adapt strategically, defend market share, and exploit opportunities for differentiation. Consistent with Porter's (1980) competitive strategy framework, competitor intelligence enables firms to anticipate rival moves and respond proactively, thereby enhancing overall performance outcomes.

Similarly, market intelligence is positively and significantly correlated with performance ( $r = 0.418, p < 0.01$ ). This underscores the importance of collecting and analyzing market-level information, including industry trends, regulatory shifts, and consumer behavior patterns, to guide strategic decisions. As argued by Wright, Bisson and Duffy (2023), market intelligence is a cornerstone of market orientation, enabling firms to align internal capabilities with external market demands. For insurance companies in Kenya, this alignment translates into better positioning, innovation, and improved profitability.

## **4.6 Diagnostic Tests**

### **4.6.1 Normality Test**

Table 14 presents the results of the normality test conducted using the Kolmogorov-Smirnov statistics. The objective was to examine whether the study variables conformed to the assumption of normal distribution, which is a prerequisite for parametric statistical tests.

**TABLE 7: NORMALITY TEST RESULTS**

<b>Variable</b>	<b>Statistic</b>	<b>Sig. (p-value)</b>	<b>Normality Conclusion</b>
Market Intelligence	0.045	0.200	Normally Distributed
Technology Intelligence	0.050	0.176	Normally Distributed
Customer Intelligence	0.052	0.162	Normally Distributed
Competitor Intelligence	0.048	0.187	Normally Distributed
Firm Performance	0.042	0.200	Normally Distributed

Based on Kolmogorov-Smirnov statistics, p-values for all the variables market intelligence ( $p = 0.200$ ), technology intelligence ( $p = 0.176$ ), customer intelligence ( $p = 0.162$ ), competitor intelligence ( $p = 0.187$ ), and firm performance ( $p = 0.200$ ) were greater than the significant threshold of 0.05. This indicates that the data did not significantly deviate from a normal distribution. Therefore, the results conclude that all the variables under study were normally distributed, thereby justifying the use of regression analysis and other parametric tests in subsequent sections of the study.

#### **4.6.2 Multicollinearity Test**

To test for multicollinearity, the Variance Inflation Factor (VIF) and tolerance values were computed. All VIF values were below the threshold of 10, and tolerance values exceeded 0.1, indicating the absence of multicollinearity among the independent variables.

**TABLE 8: MULTICOLLINEARITY TEST RESULTS**

Variable	Tolerance	VIF	Conclusion
Market Intelligence	0.563	1.776	No Multicollinearity
Technology Intelligence	0.574	1.743	No Multicollinearity
Customer Intelligence	0.589	1.698	No Multicollinearity
Competitor Intelligence	0.621	1.610	No Multicollinearity

The results show that all the tolerance values exceeded the minimum threshold of 0.1, and all VIF values were well below the upper limit of 10. Specifically, market intelligence (VIF = 1.776), technology intelligence (VIF = 1.743), customer intelligence (VIF = 1.698), and competitor intelligence (VIF = 1.610) all fell within acceptable ranges. These results demonstrate the absence of multicollinearity among the predictors, implying that each independent variable contributed uniquely to explaining the variations in firm performance without inflating the effects of others.

#### 4.7 Regression Analysis

Regression analysis was conducted to evaluate the combined effect of technology intelligence, customer intelligence, competitor intelligence, and market intelligence on the performance of insurance companies.

**TABLE 9: MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 <sup>a</sup>	.453	.437	.28572

The model summary results indicate that the independent variables jointly explain 45.3% of the variation in performance of insurance companies ( $R^2 = 0.453$ ), while the adjusted  $R^2$  of 0.437 suggests that after adjusting for the number of predictors, the model still accounts

for a substantial proportion of variance. The R value of 0.673 shows a moderately strong positive correlation between intelligence strategies and firm performance. The standard error of estimate (0.28572) further implies that the model's prediction error is relatively low, suggesting good explanatory power.

**TABLE 10: ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	9.129	4	2.282	27.958	.000 <sup>b</sup>
Residual	11.021	135	.082		
Total	20.150	139			

The ANOVA results in Table 17 demonstrate that the regression model is statistically significant in predicting the performance of insurance companies. The calculated F-value ( $F = 27.958$ ) is considerably higher than the critical F-value ( $F_{(4,135)} = 2.43$  at  $\alpha = 0.05$ ). Since  $F_{\text{calculated}} > F_{\text{critical}}$ , the null hypothesis that the predictors do not jointly influence performance is rejected. Additionally, the p-value ( $p = 0.000 < 0.05$ ) confirms the statistical significance of the model. This implies that the independent variables (technology intelligence, customer intelligence, competitor intelligence, and market intelligence) jointly have a strong and significant effect on organizational performance. The high level of significance underscores the robustness of the regression model in explaining the variations in firm performance.

**TABLE 11: REGRESSION COEFFICIENTS<sup>a</sup>**

Model	Unstandardized		Standardized		Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	
1 (Constant)	-.764	.273		-2.800	.006
Market Intelligence	.275	.066	.279	4.185	.000
Technology Intelligence	.283	.065	.284	4.366	.000
Customer Intelligence	.325	.066	.326	4.890	.000
Competitor Intelligence	.417	.095	.285	4.384	.000

a. Dependent Variable: Organizational Performance

The constant term was negative and significant ( $\beta = -0.764$ ,  $t = -2.800$ ,  $p = 0.006$ ), suggesting that without the contribution of these intelligence strategies, the baseline performance of insurance companies would decline. Market intelligence ( $B = 0.275$ ,  $\beta = 0.279$ ,  $t = 4.185$ ,  $p < 0.001$ ) further confirms that environmental scanning and market awareness significantly enhance organizational adaptability. In addition, technology intelligence ( $\beta = 0.283$ ,  $t = 4.366$ ,  $p < 0.001$ ) demonstrates a positive and significant effect on performance, implying that leveraging technological innovations enhances operational efficiency and competitiveness. Similarly, customer intelligence ( $B = 0.325$ ,  $\beta = 0.326$ ,  $t = 4.890$ ,  $p < 0.001$ ) has the strongest standardized beta coefficient, indicating that understanding customer needs and preferences is the most influential predictor of performance. Competitor intelligence ( $B = 0.417$ ,  $\beta = 0.285$ ,  $t = 4.384$ ,  $p < 0.001$ ) also positively contributes to performance, highlighting the importance of monitoring rival strategies to gain a competitive advantage.

These results are consistent with document analysis, where the integration of intelligence practices in technology, customer engagement, competitor analysis, and market

monitoring is pivotal for strengthening organizational performance in dynamic industries such as insurance. The IRA reports demonstrate the direct link between intelligence practices (market, technology, customer and competitor) and organizational performance, supporting the need for competitive intelligence in strategic decision-making. In addition, AKI's reports underscored the value of customer, market, and technology intelligence in driving innovation, improving service delivery, and enhancing overall performance. Further, a report, PwC Kenya Insurance Industry Insights, supported the intelligence findings. The report indicated that intelligence drove competitive advantage within organizations. The ranking and turnover of insurance companies in Kenya (2024) report showed that competitor intelligence drove organizational performance. The rankings offered insights into what differentiated high-performing insurers in terms of strategy, innovation, and customer focus.

#### **4.8 Discussion of the Findings**

Market intelligence exhibited a positive and significant effect on organizational performance ( $\beta = 0.275$ ,  $p < 0.001$ ). This suggests that firms leveraging market intelligence improve outcomes such as innovation, market responsiveness, service delivery, and customer satisfaction. These findings are consistent with those of Li et al. (2022) and Waithaka et al. (2021), who demonstrated that market intelligence enhances organizational adaptability and competitiveness. However, Kamau et al. (2019) presented divergent results, reporting no significant effect of market intelligence on performance, an outcome that may be attributable to contextual or sectoral differences in their study. Taken together, the evidence suggests that when effectively integrated into strategic decision-making, market intelligence enhances responsiveness and innovation, though its impact may be moderated by industry characteristics and market dynamics.

Technology intelligence also demonstrated a positive and significant influence on organizational performance ( $\beta = 0.283$ ,  $p < 0.001$ ), indicating that the adoption and monitoring of technological innovations improve operational efficiency and competitive positioning. These results align with Zanke and Sontakke (2024) and Njuguna et al. (2021), who found that firms with strong technology intelligence systems were better positioned to anticipate technological shifts and align strategies accordingly. In contrast, Omondi et al. (2019) reported an insignificant relationship, underscoring that the effectiveness of technology intelligence may vary depending on how well organizations integrate technological insights into strategic decision-making. Overall, these findings underscore that technology intelligence is a critical enabler of performance in environments characterized by rapid innovation, but its effect depends on firms' capacity for strategic alignment.

Customer intelligence emerged as the most influential predictor of organizational performance ( $\beta = 0.325$ ,  $p < 0.001$ ). This underscores the critical role of understanding customer needs and behaviors in driving customer satisfaction, loyalty, and overall firm success. The findings are in line with Li et al. (2022) and Chen and Lin (2023), who observed that customer intelligence-driven strategies enhance both satisfaction and loyalty. Nevertheless, Kim and Lee (2024) cautioned that customer intelligence does not always yield performance improvements, particularly when customers perceive data practices as intrusive. Similarly, Patel et al. (2023) emphasized that the benefits of customer intelligence heavily depend on data quality and analytical capabilities, with weak data management limiting its potential impact. Thus, while customer intelligence appears to be the most powerful driver of performance, its effectiveness is contingent upon ethical data practices and robust analytical capabilities.

Competitor intelligence also displayed a positive and significant effect on organizational performance ( $\beta = 0.417$ ,  $p < 0.001$ ), highlighting the strategic value of monitoring and responding to rival actions. This aligns with the work of Miller (2022) and Chen and Li (2023), both of whom demonstrated that competitor intelligence enhances performance by strengthening competitive advantage. However, Jones and Smith (2024) found no direct relationship between competitor intelligence and firm performance, pointing to possible contextual limitations. Brown et al. (2023) further argued that the value of competitor intelligence is contingent upon organizational culture and the willingness of managers to integrate intelligence insights into strategic choices. Collectively, this suggests that competitor intelligence can substantially improve firm performance, but its benefits are mediated by leadership receptiveness and organizational adaptability.

## **CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION**

### **5.1 Introduction**

From the data analysis and information collected, the subsequent discussions, conclusions and recommendations arrived at. The responses were based on the objectives of the study; to investigate the effect of market intelligence on performance of Insurance Companies in Kenya, to establish the effect of customer intelligence on the performance of Insurance companies in Kenya, to investigate the effect of competitor intelligence on the performance of Insurance Companies in Kenya and to evaluate the effect of technology intelligence on performance of Insurance Companies in Kenya.

### **5.2 Summary of the Findings**

#### **5.2.1 Market Intelligence Strategy**

The correlation results revealed a strong and positive association between market intelligence and organizational performance, indicating that firms with well-structured intelligence systems tend to achieve higher efficiency and competitiveness. Regression analysis further confirmed that market intelligence significantly predicts the performance of insurance companies, underscoring its critical role as a strategic driver of success. In the context of Kenya's insurance sector, this alignment enhances innovation, risk management, and long-term profitability.

The analysis further highlights that strategic decisions within insurance firms are increasingly guided by timely and accurate market data. Insights from the qualitative interviews confirmed this, with managers emphasizing that product pricing and risk assessment are consistently informed by current market and regulatory dynamics. Insurance firms are not only able to anticipate shifts in customer preferences but also refine their strategic responses to changing market pressures. Despite the growing reliance on market intelligence, challenges

remain in its application across organizations. Employee engagement with intelligence platforms was shown to be inconsistent, with some staff relying more on summarized reports than actively using the systems themselves.

### **5.2.2 Technology Intelligence Strategy**

The results demonstrate that technology intelligence has a positive and statistically significant relationship with the performance of insurance companies in Kenya, indicating that firms that closely monitor technological advancements and integrate digital innovations tend to achieve superior outcomes. Regression analysis confirmed this relationship, showing that technology intelligence significantly predicts organizational performance. These findings underscore the pivotal role of technological adaptation in enhancing competitiveness, where technological intelligence strengthens firm performance by enabling organizations to anticipate disruptions and strategically adopt emerging tools. Within the Kenyan insurance industry, this integration supports operational efficiency, improved customer service, and long-term sustainability.

The results further revealed that strategic decision-making in insurance firms is increasingly shaped by technology intelligence. Managers highlighted that digital platforms, mobile applications, and data analytics are now integral to strategic planning, reflecting a broader industry shift toward digitalization. Nevertheless, while firms acknowledge the importance of monitoring technological trends, the study found only moderate agreement regarding the systematic identification of new opportunities and threats. This suggests a reactive rather than proactive approach, showing that organizations often lag in responding to disruptive innovations, limiting their ability to fully exploit market opportunities.

Employee engagement with technology intelligence tools also emerged as an area of partial uptake. Although monitoring systems are available, their utilization is uneven, with many staff relying on traditional reporting rather than exploring digital dashboards. This

reflects broader challenges of adoption, where organizational culture, limited training, and resistance to change often hinder the effective use of intelligence systems. Furthermore, while technology intelligence contributes to innovation, particularly in new product development, bureaucratic processes frequently slow down the pace of implementation.

### **5.2.3 Customer Intelligence Strategy**

The correlation results indicate that customer intelligence has the strongest positive and significant association with the performance of insurance companies in Kenya. Regression analysis further confirms this, showing that customer intelligence is the most influential predictor of organizational performance, as evidenced by its highest standardized beta coefficient. These findings suggest that the ability of insurers to gather, analyze, and apply customer-related data enhances responsiveness to client needs, supports product customization, and strengthens customer satisfaction. Within the Kenyan insurance sector, this underscores the pivotal role of customer-centric strategies in driving growth and profitability.

The study also established that customer insights are increasingly integrated into strategic decision-making. Insurance firms rely on data-driven understanding of customer behavior when designing products and developing marketing campaigns, as confirmed by qualitative accounts that emphasize the use of survey data and feedback mechanisms. Moreover, insurance companies demonstrated a strong commitment to proactively identifying and addressing emerging customer needs, such as the growing demand for digital service delivery.

Despite these strengths, the study revealed that employee engagement with customer intelligence platforms is uneven. While some departments actively use customer data dashboards, others continue to rely on traditional reporting channels, suggesting a gap in organization-wide adoption. Nonetheless, customer intelligence has already translated into

tangible service improvements, such as enhanced claim settlement processes and more responsive service delivery. Collectively, this demonstrates that customer intelligence not only drives performance but also reinforces long-term customer relationships in the insurance sector.

#### **5.2.4 Competitor Intelligence Strategy**

The results indicate that competitor intelligence has a positive and statistically significant relationship with the performance of insurance companies in Kenya. Regression analysis confirmed this effect, showing that competitor intelligence positively contributes to organizational performance, while correlation results further demonstrated a significant association between competitor monitoring and firm outcomes. These findings highlight the importance of tracking and analyzing rival strategies to sustain competitiveness in a dynamic business environment.

The findings further revealed moderate reliance on competitor insights to guide strategic decision-making. Respondents generally agreed that benchmarking against industry peers informs adjustments in products and pricing, a view echoed by key informants who noted that competitor actions often shape premium packages. This underscores the role of competitor intelligence in reducing uncertainty and guiding strategic responses, even though predictive capabilities were found to be uneven.

Despite its importance, competitor intelligence engagement within firms was found to be relatively limited. Employee involvement in competitor monitoring systems was low, with most insights concentrated on management levels and frontline staff relying on informal channels such as industry gossip. Furthermore, the study showed that competitor intelligence only moderately contributed to market share growth, with notable variation across firms. As one informant noted, while competitor monitoring helps companies remain competitive, its direct impact on market share is constrained by factors such as price wars.

### **5.3 Conclusions**

The study concludes that Competitive Intelligence (CI) has a consistently positive influence on the performance of insurance companies in Kenya. Firms that systematically collect, analyze, and apply intelligence, whether on markets, technologies, customers, or competitors, are better equipped to enhance efficiency, competitiveness, and long-term profitability.

Secondly, the findings highlight that the specific dimensions of CI contribute differently to organizational outcomes. Customer intelligence emerged as the strongest predictor of performance, directly enhancing client satisfaction and loyalty. Technology intelligence reinforced innovation and digital responsiveness, while market intelligence informed strategic alignment and adaptability. Competitor intelligence, though somewhat less institutionalized, supported risk reduction and competitive positioning.

Finally, the study concludes that while CI is acknowledged as strategically valuable, institutionalization of intelligence practices remains incomplete. Employee engagement is uneven, reliance on traditional reporting persists, and intelligence utilization is often concentrated at managerial levels. For CI to fully realize its impact, insurance firms must embed intelligence systems into organizational culture, promote widespread adoption, and invest in training to strengthen firm-wide responsiveness to dynamic industry conditions.

### **5.4 Limitations of the Study**

This study was subject to several limitations that should be considered when interpreting the findings. First, the analysis focused only on selected factors influencing the performance of insurance companies in Kenya, such as market intelligence, technology intelligence, customer intelligence, and competitor intelligence. Other variables that may also play a role in

organizational performance, including regulatory frameworks, macroeconomic conditions, and internal organizational culture, were not covered in depth, which may have constrained the comprehensiveness of the results.

Further, the measures used for the variables relied on self-reported perceptions of respondents, which may have introduced response bias. While efforts were made to ensure reliability and validity, the subjective nature of these measures may not fully capture the actual practices and performance outcomes. Third, the study relied largely on cross-sectional survey data, which restricts the ability to establish causality between the identified factors and performance outcomes. A longitudinal design could have provided deeper insights into how these relationships evolve over time.

In addition, the study adopted correlation and regression models to examine the relationships between the variables. Although these models are useful for identifying associations, they may not fully account for complex interactions and mediating factors that influence performance in the insurance sector. Finally, the willingness of respondents to provide data posed some challenges, as a few participants were hesitant to share information due to confidentiality concerns. This may have affected the completeness of the dataset and, consequently, the generalizability of the study findings.

### **5.5 Recommendations**

At the industry level, the study recommends that insurance firms in Kenya institutionalize competitive intelligence by creating dedicated units for market, customer, technology, and competitor intelligence within their strategy, marketing, customer service, and IT departments. Firms should also invest in continuous market monitoring to capture trends, regulatory shifts, and customer preferences, thereby enabling timely product adjustments and innovations. Customer intelligence must be strengthened by developing systematic feedback loops, data

dashboards, and personalized policy offerings that improve satisfaction and loyalty. Furthermore, the adoption of digital technologies such as mobile platforms, AI-driven analytics, and automation tools should be prioritized to enhance efficiency in claims processing, reduce operational costs, and align with the preferences of increasingly tech-savvy clients. Equally important is fostering interdepartmental collaboration so that intelligence from different streams, market, customer, technology, and competitor can be synthesized into holistic strategies. To sustain these practices, firms must also invest in human capital, providing regular training and capacity-building programs that improve employee engagement with intelligence platforms and strengthen evidence-based decision-making across all organizational levels.

From a policy standpoint, the study recommends that regulatory agencies, particularly the Insurance Regulatory Authority (IRA), establish structured frameworks for intelligence reporting and benchmarking. By requiring insurers to submit periodic intelligence-related data, on customer trends, market shifts, and emerging competitor strategies, the IRA would foster transparency and better industry-wide performance evaluation. Regulators should also encourage the adoption of technology intelligence by formulating guidelines and incentives that promote the integration of digital tools in underwriting, claims management, and customer service. In addition, the IRA could facilitate collective learning platforms where insurers share best practices in intelligence use, thereby enabling smaller firms to benefit from sector-wide knowledge without compromising competitive advantage. Finally, regulators should collaborate with training institutions to support capacity-building initiatives, ensuring that insurance professionals acquire the necessary skills in data analytics and competitive intelligence.

Academically, the study recommends that future research explore comparative analyses between Kenya and other African insurance markets to highlight how contextual differences

affect competitive intelligence effectiveness. Longitudinal studies are also needed to evaluate the long-term impact of institutionalizing intelligence practices, particularly technology-driven intelligence, on financial performance and customer trust. Scholars should further investigate the role of organizational culture in facilitating or hindering intelligence adoption, with emphasis on employee engagement and resistance to change. Interdisciplinary research that links competitive intelligence with behavioral insights could also provide deeper understanding of how insurance companies can refine customer-centric strategies to enhance service delivery and retention.

Overall, the study concludes that competitive intelligence should be prioritized as both a strategic and regulatory imperative for Kenya's insurance sector. While insurance firms need to embed comprehensive intelligence systems and strengthen internal adoption, regulatory bodies such as the IRA must complement these initiatives by establishing reporting frameworks, digital benchmarks, and collective learning forums. Combining organizational reforms with regulatory support will not only enhance competitiveness but also ensure customer-focused innovation and long-term sustainability within the industry.

### **5.6 Areas for Further Research**

This study was limited to the insurance sector in Kenya, focusing on how competitive intelligence strategies influence organizational performance. Future research could broaden this scope by examining the role of competitive intelligence strategies in other financial institutions such as banks, SACCOs, and microfinance organizations. A comparative analysis across these industries would provide deeper insights into sector-specific dynamics, given the different regulatory environments, customer bases, and operational models that characterize each segment of the financial services industry. Such an approach would also help establish

whether the effects observed in the insurance sector are generalizable to the wider financial sector.

Further studies could also investigate the impact of emerging technologies on competitive intelligence strategies within the Kenyan financial industry. With the rapid adoption of digital tools, researchers may explore how artificial intelligence, blockchain, and big data analytics are reshaping intelligence-gathering practices and influencing firm performance. These technologies hold the potential to revolutionize information flows, enhance predictive capabilities, and strengthen decision-making, yet their integration into competitive intelligence systems in Kenya remains underexplored. Examining these innovations would provide practical insights into how firms can leverage technology for sustainable competitiveness.

In addition, future research may consider methodological refinements that overcome some of the limitations of the present study. Longitudinal studies, for instance, could track changes in competitive intelligence practices and their long-term influence on performance, providing a stronger basis for causal inferences. Mixed-methods approaches could also add value by combining quantitative analysis with qualitative perspectives from managers and frontline employees, offering a more holistic understanding of intelligence practices. Expanding the methodological scope in this way would not only enhance the robustness of findings but also contribute to developing actionable strategies for firms seeking to optimize their use of competitive intelligence.

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## APPENDICES

### Appendix I: Letter of Introduction

Patience Musyoka,

P.O. Box 90702-00100

Nairobi.

Dear Sir/ Madam,

RE: REQUEST FOR RESEARCH DATA

I am currently pursuing a postgraduate program at the Kenya College of Accounting (KCA) University. I am conducting a research study titled “**COMPETITIVE INTELLIGENCE STRATEGIES AND THE PERFORMANCE OF INSURANCE COMPANIES IN KENYA**”

The research is intended for academic purposes. You have been selected to participate in the study. All information will be handled with the utmost confidentiality. Please exclude your name while responding to the questionnaire.

Kind Regards

Patience Musyoka.

## Appendix II: Questionnaire

### Section A: Demographic Information

Competitive intelligence strategy is the system through which organizations morally and lawfully gathers and examines information on competitor and the competitive environments which managers assimilates in the planning and decision-making procedures to enhance performance.

Instructions Mark or write in the spaces offered where applicable.

1. Indicate your gender.

Male  Female

2. What is your age group?

18 – 26  27 – 35  36 – 44  45 – 53  Above 54

3. What is your highest level of education?

Diploma  Degree  Masters  Doctorate

4. What is your current position in the organization?

1.	Senior Management	
2.	Middle Management	
3.	Junior Management	

5. How many years have you worked in the insurance industry?

3 years and below  4 - 7 years  8 - 11 years  12 years and above

### Section B: Market Intelligence strategy

6. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your insurance company. Mark (✓) the box with a number from the

scale of 1-5 that best explain your answer Where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Market Intelligence strategy	1	2	3	4	5
Our organization makes strategic decisions based on up-to-date market information					
We regularly generate valuable insights about customers and competitors.					
Employees actively engage with our market intelligence platforms.					
Our products/services are frequently adapted in response to market intelligence					

Section C: Technology Intelligence strategy

7. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your insurance company. Mark (√) the box with a number from the scale of 1-5 that best explain your answer Where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Technology Intelligence strategy	1	2	3	4	5
Strategic decisions in our organization integrate technology intelligence.					
We effectively identify new opportunities and threats through technology intelligence.					
Our team adopts and uses intelligence tools for technology monitoring.					

Technology intelligence contributes significantly to our innovation efforts.					
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Section D: Customer Intelligence strategy

8. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your insurance company. Mark (√) the box with a number from the scale of 1-5 that best explain your answer Where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Customer Intelligence strategy	1	2	3	4	5
Customer insights are integrated into our decision-making processes.					
We proactively identify and address emerging customer needs.					
Employees regularly use customer intelligence platforms.					
Our customer intelligence efforts have improved customer experience.					

Section E: Competitor Intelligence strategy

9. Kindly show degree to which you agree or disagree with the following phrases listed below that relate to your insurance company. Mark (√) the box with a number from the scale of 1-5 that best explain your answer Where; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Competitor Intelligence strategy	1	2	3	4	5

Our strategic responses are informed by competitor intelligence.					
We can anticipate competitor actions effectively.					
Employees engage with competitor intelligence platforms.					
Our market share has grown due to competitor intelligence.					

Section F: Organizational Performance

10. This section of the questionnaire seeks to obtain your opinion on the extent to which performance of Insurance Regulatory Authority regulated insurance company has been achieved over the last five years. For each of the statements listed below, indicate (√) by what level Insurance Regulatory Authority regulated insurance company has recorded performance in each of the following dimensions. Please rate performance of the Insurance Regulatory Authority regulated insurance company in a scale of 1-5. Where; 1= Negative (Below 0%) 2= (1-5%) 3= Between 6-10% 4= Between 10-15% 5= Over 15%

Organizational Performance	1	2	3	4	5
Our organization has experienced annual revenue growth in the past year.					
Employee productivity has improved over the past year.					
We have maintained or improved our customer retention rate					

Our operational efficiency has improved in the past year.					
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Section G: General Perceptions

11. In your opinion, which dimension of competitive intelligence (market, technology, customer, competitor) has the greatest impact on your company's performance? Please explain.

.....  
 .....

12. What challenges does your company face in implementing competitive intelligence strategies?

.....  
 .....

13. What recommendations would you make to enhance the use of competitive intelligence in your company?

.....  
 .....

Thank you for your participation.

### **Appendix III: List of Licensed Insurance Companies**

1. AAR Insurance (Kenya) Limited
2. Africa Merchant Assurance Company Limited
3. NCBA Insurance Company Limited
4. APA Insurance Limited
5. Britam General Insurance Company (Kenya) Limited
6. Cannon General Insurance Company Limited
7. CIC General Insurance Limited
8. Corporate Insurance Company Limited
9. Directline Assurance Company Limited
10. Definite Assurance Company Limited
11. Equity General Insurance (Kenya) Limited
12. Fidelity Shield Insurance Company Limited
13. First Assurance Company Limited
14. GA Insurance Limited
15. Geminia Insurance Company Limited
16. ICEA LION General Insurance Company Limited
17. Intra Africa Assurance Company Limited
18. Jubilee Allianz General Insurance Limited
19. Jubilee Health Insurance Limited
20. Kenindia Assurance Company Limited
21. Kenya Orient Insurance Limited
22. Madison General Insurance Kenya Limited
23. Mayfair Insurance Company Limited
24. MUA Insurance (Kenya) Limited

25. Occidental Insurance Company Limited
26. Old Mutual General Insurance Kenya Limited
27. Pacis Insurance Company Limited
28. Pioneer General Insurance Limited
29. Sanlam General Insurance Company Limited
30. Star Discover Insurance Limited
31. Takaful Insurance of Africa Limited
32. Tausi Assurance Company Limited
33. The Heritage Insurance Company Limited
34. The Kenyan Alliance Insurance Company Limited
35. The Monarch Insurance Company Limited
36. Trident Insurance Company Limited
37. ABSA Life Assurance Kenya Limited
38. APA Life Assurance Limited
39. Britam Life Assurance Company (Kenya) Limited
40. Cannon Life Assurance (Kenya) Limited
41. Capex Life Assurance Company Limited
42. CIC Life Assurance Limited
43. Equity Life Assurance (Kenya) Limited
44. GA Life Assurance Limited
45. Geminia Life Insurance Company Limited
46. ICEA LION Life Assurance Company Limited
47. Jubilee Life Insurance Limited
48. Kenindia Assurance Company Limited
49. Kenya Orient Life Assurance Limited

50. KUSCCO Mutual Assurance Limited
51. Liberty Life Assurance Kenya Limited
52. Madison Life Assurance Kenya Limited
53. Old Mutual Life Assurance Kenya Limited
54. Pioneer Assurance Company Limited
55. Prudential Life Assurance Kenya Limited
56. Sanlam Life Insurance Limited

## **Appendix IV: Interview Guide**

### Introduction

- Thank you for agreeing to participate. The purpose of this interview is to understand how competitive intelligence is implemented in your organization and the challenges you encounter. Your insights will be invaluable for our research.
- Your responses will be kept confidential and used for research purposes only.
- The interview should take about 10-15 minutes.
- Do you have any questions before we begin?

### Background and Role

- Can you briefly describe your current role and responsibilities?
- How long have you been involved in strategy or competitive intelligence activities within the organization?

### Market Intelligence

- Can you describe how market intelligence influences strategic decisions in your organization?
- How does your team generate and use insights about customers and competitors?
- What challenges do you face in engaging with market intelligence platforms?
- Can you share an example of a product or service adaptation driven by market intelligence?

### Technology Intelligence

- How is technology intelligence integrated into your strategic planning?

- Can you provide examples of opportunities or threats identified through technology intelligence?
- What has your experience with adopting intelligence tools been?
- In what ways has technology intelligence contributed to innovation in your organization?

#### Customer Intelligence

- How are customer insights incorporated into your decision-making?
- Can you share an example of proactively addressing a customer need?
- How do employees engage with customer intelligence platforms?
- What impact has customer intelligence had on customer experience?

#### Competitor Intelligence

- How does competitor intelligence shape your strategic responses?
- Can you describe a situation where you anticipated a competitor's action?
- What is your experience with competitor intelligence platforms?
- How has competitor intelligence affected your market share?

#### Organizational Performance

- What factors have contributed to your organization's revenue growth?
- How do you measure and improve employee productivity?
- What strategies have helped you retain customers?
- Can you discuss any recent improvements in operational efficiency?

## **Appendix V: Document Review Guide**

Insurance Regulatory Authority (IRA) Annual Reports (2020–2024)

Association of Kenya Insurers (AKI) Industry Reports and Research

Ranking and Turnover of Insurance Companies in Kenya (2024)

PwC Kenya Insurance Industry Insights

## **Appendix VI: Budget**

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<b>Activity</b>	<b>Amount (Ksh)</b>
Proposal preparation and submission	30000
Photocopying of research instruments	8000
Data collection and related activities	8000
Research Assistants	8000
Draft thesis-typing, printing, and binding	20000
Final copy of thesis preparation and submission	10000
<b>Total</b>	<b>84000</b>

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