

**EFFECT OF CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY ON
CUSTOMER LOYALTY IN THE INSURANCE SECTOR IN KENYA**

BY

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**A RESEARCH DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS
ADMINISTRATION (MARKETING) AT THE SCHOOL OF BUSINESS**

KCA UNIVERSITY

NOVEMBER, 2022

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.

Sign.....Date.....

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Supervisor's Declaration

I do hereby confirm that I have examined the master's dissertation of Martha Malumbe Makwata and have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

Sign.....Date.....

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DEDICATION

I dedicate this project to my loving husband Isaac without whom, I would not be where I am today.

ACKNOWLEDGEMENT

This study would not have been a success without the input of various quarters. First, I would like to thank my supervisor Dr. Mary Mwanzia (PhD) for her scholarly guidance. Secondly, am grateful to my family for both material and immaterial support and thirdly, my thanks goes to my lecturers and the entire KCA University fraternity for providing a conducive learning environment. Finally, to God be thy Glory.

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DEFINITION OF TERMS

Customer acquisition	Refers to getting new customers to buy a company's services (Krishnan, 2021)
Customer life time value	The entire chain of purchases that a customer would make to a company throughout the life of patronage (Webb, Cho & Legg 2022).
Customer loyalty	Can be defined as a deeply held commitment by customers to rebuy products, patronize a preferred product or service in a very consistent manner in future (Hussein, Sumiati, Hapsari & Bakar 2022).
Customer insights	New understanding of customers and the market derived from marketing information that becomes the basis for creating relationships and value for the customer (Nitzan, 2011)
Customer interaction	Being available to communicate with an organization's customers. This interaction can either be between an organization and its customers or between customers themselves. (Kindstrom, 2010)
Customer orientation	Making customer needs a priority of an organization (Abu-ELSamen et al, 2011)
Customer Relationship Management	The definition developed by Baashar et al (2020) they say CRM it is an innovative technology that seeks to improve and maintain relationships and interactions with customers.
Customer retention	Making customers who purchase from the organization contented so as not to leave it for another organization (Kim, Vogt and Knutson, 2015)
Customer touch-point	This entails all contacts between a customer and a company (Nicholls, 2010)
General insurance	Is a term used collectively that refer to all the classes of insurance arranged on an annual basis. The policies renewals are done annually; this depends on the needs of the policy holder (Fung, Badescu and Lin, 2019)
Insurance agent	Acts on behalf of a company. In the Kenyan market an agent represents more than one company (insurer) representing the insurance companies (Massaro, 2021).
Insurance broker	They are specialists in the field of insurance and their full time work involves placing of insurance. They are expected to uphold high expertise standards and place the interest of their client first. They are

also free to represent all licensed insurers (Atauchi, Nedel and Galante, 2019).

- Insurer** Is the organization or company that gives protection against loss and agrees to pay money when an event such as an accident or loss or property happens (Hannemann, Gotz, Schmidt, Hubner and Babitsch, 2021).
- Service engagement** Educating customers so that they actively participate when receiving a service and refer others (Kim & Choi, 2016)
- Target Market** A set of buyers who have the same needs and characteristics that the company decides to meet (Kotler and Armstrong, 2013)

LIST OF ABBREVIATIONS

AKI	Association of Kenya Insurers
AICK	Association of Insurance Consumers of Kenya
CRM	Customer Relationship Management
HR	Human Resource
IRA	Insurance Regulatory Authority
MIP	Medical Insurance Provider
TQM	Total Quality Management

ABSTRACT

It remains a challenge to understand the effect of target marketing and customer service delivery on customer loyalty given limited empirical evidence on the effect of customer relationship management strategy on customer loyalty within the Kenyan insurance industry is limited. The study aimed at determining the effect of customer relationship management strategy on customer loyalty in the insurance sector in Kenya. Specifically, the study sought to find out the effect of customer interaction, target marketing, customer service delivery and loyalty programs on customer loyalty in the insurance industry in Kenya. A descriptive research design was adopted with quantitative approaches. The study targeted 204 insurance brokers from which 135 firms were sampled using a simple random sampling method. Data was collected from 84 marketing managers representing the brokerage firms using a semi-structured questionnaire. Both descriptive (mean, standard deviation, percentages) and inferential (correlation and regression) data analysis were adopted to estimate results with the aid of SPSS. Findings indicate that customer loyalty programs, target marketing and customer interactions positively influences customer loyalty in the insurance industry. Nevertheless, customer service delivery has a negative influence on customer loyalty in the Kenya's insurance industry. The study's conclusion was that target marketing and customer loyalty programs have a positive effect on customer loyalty within the Kenya's insurance industry. This study recommends that insurance companies should adopt customer relationship management as this has a positive effect on customer loyalty.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Customer relationship management (CRM) is a complex issue that requires supportive business processes and an integrated system to achieve this. CRM involves managing detailed information about individual customers and carefully managing customer touch points to maximize customer loyalty, (Kotler and Armstrong, 2013). CRM can be used by management as a strategy to bring together information technology and marketing. The concept originated in the United States in the late 1990s and has been adopted by most companies. It plays an important role in identifying the different types of customers a company serves and develops unique strategies for interacting with individual customers. This allows organizations to develop better relationships with profitable customers, locate and attract new customers who make profits in the business, and find the best strategies for dealing with unprofitable customers, for example, ending relationships that are not profitable, (Kumar and Reinartz, 2012).

Market leaders aim to understand each individual customer and use the ideas to make it easier for customers to trade with them and not with their competitors (Linoff and Berry, 2011). The CRM application can help an organization to understand its customers by providing sales and services specific to each customer's preferences. Customer engagement can be measured by the number of transactions they make with the company; it can also be used to know the value of each individual customer and then decide which customers to keep and which to drop because the main goal is to keep valuing customers who are profitable for the company. In the insurance industry, regular transactions by a particular customer, directly or through a broker acting on behalf of the customers of a particular insurance company, amounts to a commitment. A company's strategy should revolve around building

profitable relationships and customer value is a key ingredient in the marketer's formula for success, (Kotler and Armstrong, 2013).

Theories claim that CRM developed a link between relationship marketing and the accepted idea that building and maintaining customer relationships is at the core of the marketing concept. Despite the evolution of CRM customer data, the role of customer data remained narrow, as customer data supports the company's processes and efforts to sell more products. Focusing on customer satisfaction and retention has become a key issue for all businesses, small and large, to survive global competition. It is a widely accepted fact that acquiring a new customer is not only difficult, but too expensive. Therefore, customer retention is considered the best strategy to save the already minimal resource for marketing. Because of this argument, the use of CRM strategy will help a company to know its existing customers, the needs of the customers accurately; this will also help target and acquire new customers and facilitate sales.

A study on customer relationship management was conducted in 2009, focusing on executives from 15 companies representing nine industries in the US and beyond. In the study, it was established that companies use large sums of money to attract new customers and yet management never wants to encourage or grow their existing customers to establish stronger relationships with them. However, these current customers represent an opportunity for profitable growth for companies. The research established that in order to be successful the management of an organization should have its main focus on the CRM process, people and procedures to make the technology effective. The study found, among other findings, that CRM teams must work together with other departments to be effective.

A study conducted at the Harare Institute of Technology in Zimbabwe in 2014 on the impact of operational customer relationship management on customer loyalty revealed that due to highly demanding customers, companies in the telecommunications industry in Zimbabwe were forced to update their operational CRM (Saruchera, 2014). Therefore, the CRM strategy must be embraced and

customer value identified so that companies can thrive within their industry. A 2010 study on customer relationship management found that some of the factors of CRM effectiveness in Nigeria and South Africa are consistent with those in high-income industrialized markets. The peculiarities of Nigeria and South Africa led the researcher to conclude that companies should adapt unique CRM strategies to their local context, by extension it means adapting to strategies that suit the target customers of a company, (Chinje, 2010).

The Insurance regulatory authority (IRA) had reported through The Standard Media that the sector was racing to phase out the old insurance certificates to allow for online issuance in the issue of 1st February 2020. The online certificate issuance was developed by the Association of Kenya Insurers (AKI) after many insurers attributed fraud on the issuance of the old certificates. In 2018 profitability in the sector had dropped from Sh 9.2 billion to 3.5 billion with general insurance taking the most share of the loss. The other issue with the old insurance was that client's paid premium but 22 percent of motor vehicle certificates were not authentic and 12 percent of the covers did not exist in the underwriter's books. This was realized in a survey done by AKI. The roll out was done in two phases with the first one being for motor cycle certificates only in September 2019 and the second and final roll out was done in March of 2020.

In Kenya, the use of technology and online transaction gained popularity in the insurance sector, especially with the advent of the COVID-19 pandemic, which made digitization quickly acceptable in the insurance sector just after its launch. Because of the pandemic there were lockdown measures and people were encouraged to work from home, and yet it is mandatory to have a minimum of a third party insurance before driving in the country. Before the COVID-19 pandemic agents and brokers could easily meet with customers to discuss customer insurance needs, but during the pandemic online interaction between intermediaries and business representatives in the insurance industry rapidly became more acceptable. It is therefore essential for insurance companies to upgrade

their technological capabilities, including the identification of needs, in order to meet, maintain and grow their market penetration, not only in terms of business processes, but also in terms of knowledge, monitoring and guidance to customers appropriate their behavior. The previously used model of face to face transactions may not be the future of insurance.

According to the Deloitte East Africa 2020/2021 Insurance Outlook Report in order to improve the customer experience, insurers should view data companies as partners and create hyper-personalized policies that are unique to the needs of each customer. COVID 19 is here with us and may be with us for a long time. With social distancing requirements insurers are now forced to develop new operational and business models which will enable innovation of products which best meet client needs to enable retention. Kenyan insurers largely embrace the use of product push approach, and yet most industries have placed their customers at the center of their business, as they allow customers to be the guide on product development. The CRM strategy is a good place to start in this way, Insurers will know better the needs of their customers and will serve them satisfactorily to improve their experience and, in turn, become loyal.

1.1.1 CRM Strategy

There are many definitions of CRM presented by, either scholars or professionals or researchers, and different perspectives. (Parvatiyar and Sheth, 2004) included four dimensions of CRM in their definition, where they defined it as a comprehensive strategy and process for acquiring, maintaining, and working with select customers to create high value for the company and customers. Buttle (2006) defines the strategy of CRM as “the core business strategy that integrates internal processes and functions and external networks to create and deliver value to target customers with profits”. CRM in itself is a means that a company uses to get to understand their customers, this then enables them to give higher levels of customer service and thus develop deeper customer relationships,” (Kotler and Armstrong, 2013).

Many organizations choose to implement CRM strategy with the help of technology. CRM concept being a complex strategy requires a good combination and a perfect balance between business processes and an integrated system, which entails using technology to automate processes, organize information to enable smooth running of business processes in sales and marketing, customer service and in technical support. This strategy seeks to collect intelligence that can enable an organization improve its support and services to its customers. Focus is placed on what an organization does with the information it gathers as intelligence in its effort to meet the needs of its customers and to be able to identify new target customers in an effort to profits improvement.

CRM strategy is accepted worldwide and many organizations try to implement some aspects of the concept of CRM like nurturing an organization's interactions with its customers. When implemented successfully this strategy enables technology, people and processes to work together in synergy and increase profitability and reducing very much on operating costs. Some people hold a view that implementing CRM fully is difficult. CRM strategy cannot be well accomplished through only one of the organization's activity; it requires complementary actions between the processes, people and technology applications to be successful (Zamil, 2011).

CRM strategies and systems vary; though successful strategies always have one main thing in common the most important part of the CRM is the C which is the customer. The three main categories of CRM are collaborative, operational and analytical. Collaborative CRM system breaks down silos that normally exist between different departments making them disconnected by ensuring all teams have access to similar customer data in order to provide excellent customer experience to the customer. Operational CRM systems help organize and align the company's processes for improved customer relationships. It provides automation features that handle the journey of customers from the first interaction to the end. Analytical CRM systems provide features that enable analysis of the customer's

data. This can help advise on trends in customer behaviour. This guides on steps that will lead to sales, retention and what complaints or problems the customers face (Butler and Carignan, 2017).

Designing an effective CRM program is not only beneficial for the company, but also beneficial to the customers. The success in CRM depends on several factors like a solid CRM vision, getting support from top management, understanding business processes by use of CRM and getting a proper CRM vendor. Implementing CRM should be based on the initial CRM strategy and managing the organizational change effectively. Before introducing a CRM strategy an organization should understand its effect as it causes a change in culture, process and technology in the organization.

In the past, researchers concluded that the success of CRM implementation depends largely on what the organization has in terms of resources and competencies that support the process. The firm should begin by identifying its customer profile in order to develop a CRM strategy (Payne and Frow, 2005). This identification includes the needs of your customers, the level of customer satisfaction, and what influences customer purchasing decisions. A good CRM strategy should help determine and define the company's goals on how to interact with current and future customers to maximize retention and loyalty.

Swift (2001) believes that companies cannot be successful in CRM just by introducing the software solution alone because technology if left alone cannot create profitable customer relationships. It is one part of an effective overall customer relationship management strategy this is according to (Kumar, 2010). Marketers should work on the actual reason why we need the CRM which is the R for relationship and this is what CRM strategy should be all about, (Zineldin, 2005). Relationships are created by people. Competencies of the staff have an elaborate part to play for CRM to be successful. Customer Service teams should be able to combine their efforts in a way that will enable them implement the CRM strategy successfully.

Every business relies on its customers for success this is a statement by (Narver and Slater, 2004). Competition is very fierce to the point that at all times a company continues to look at another person's customers which makes offering a good product or service not enough to drive success. Building good relationships with an organization's customers is a key ingredient in managing relationships. This makes it crucial to develop a logical interaction with the customer and track their behavior, know which segment to target, have good customer service, and develop a reward system.

Zamil (2011) in his study titled customer relationship management: a strategy to sustain the organization's name and products in the customer's mind done in Saudi Arabia, concluded that a relationship exists between CRM and HR in today's business environment. The researcher agrees that CRM is a complex subject that requires proper business process and integrated system to be successful. He recommends that a CRM strategy should be aligned to the organization's mission and purpose for it to be sustainable and achieve the business objective and growth. He agrees that the strategies vary but successful ones have common elements. From this study we can safely deduce that for CRM strategy to be successful there has to be a perfect balance between technology and the staff engaging in relationship management.

Successful CRM implementation has positive effects to an organization namely; enables quick response to inquiries made by customers, automation increases efficiency, a deeper understanding of customers which leads to better marketing campaigns and selling opportunities are increased, customer's feedback can guide the organization to come up with new and improved products and customers give referrals (Butler and Carignan, 2017).

Customer interaction can be termed as the act by a company of addressing the demands of its customers," Kindstrom (2010). Those who are in contact with customers should be taught skills and labels on how to best interact with customers. A company can improve its customer interaction by strengthening communication skills, be available on many communication channels, have a list of its

customers' contact points, and take its customers' feedback seriously. "This will help in behavior trail and also in knowing which target to focus on serving," (Khan, Balch, & Dellaert, 2005).

Buyers with common needs and characteristic which an organization decides to serve are a target market (Day, 1994). Organizations recognize the fact that they may not appeal to all buyers in a marketplace. Target marketing involves evaluating each market segment's attractiveness then selecting one or more market segments to enter (Kotler and Armstrong, 2013). CRM can help with segmentation by helping to efficiently classify customers with the same characteristics and then deciding which segment to target with a company's products.

Making customers delighted is what creates customer loyalty and retention this is according to (Kim, Vogt & Knutson, 2015). Happy and contented customers would like to deal more with an organization and therefore become loyal customers. This can be achieved when an organization creates and provides superior value to the customer. The customer-centric company focuses on the interests of its customers and, in doing so, captures customers with current and future sales in a better way. Future customers of an organization can be guaranteed if customers are very satisfied and therefore stay loyal and buy additional products that are different from the company's product line.

Loyalty programs also known as reward programs involve having a program that encourages loyal buying behavior in customers (Magatef and Tomalieh, 2015). Loyalty programs need to be introduced if a company has customers who buy frequently. These programs act as incentives and make customers buy a variety of products from a company's product. This causes them to be repurchased.

1.1.2 Customer loyalty

Loyalty is an attitude that a consumer exhibits to a brand, or to products and services. Customer loyalty is a feature of people and not of brands. Loyalty is defined as attitude that lead to a relationship with brands, this definition is by (Jacoby and Chestnut, 1978). For customer loyalty to exist there has to be

a strong attitudinal commitment to a product or service. These attitudes can be measured by asking how someone perceives their liking of a product, whether they are committed to a product and if they will recommend it to a friend. The aim of loyalty is to build on the present number or level of customers that an organization has.

Loyal customers are of much benefit to a company because they can only increase their spending at an increasing rate, purchase even when there are no discounts offered and create efficiency in operations. Acquiring new customers involves advertisements, promotions and account set ups which all require resources making it expensive. This can be decreased when a relationship is maintained between the customer and the company. Loyal and satisfied customers look at the value they get from a company and may readily pay higher prices for products. Statistics from research done in the past support this argument. (Murphy and Murphy, 2002) found out that a customer's profitability increases over the life of one that is retained by a company and that 80% of a company's future growth in terms of profit come from 20% of its existing customers a slight decrease on customer retention has a major impact on profitability. A study done by Retail Active in 2008 creates knowledge in the fact that referrals among repeat customers are greater to deal with than referrals from people who are not customers of a company. The study also found out that repeat customers spend up to 33% more than new customers can. These statistical data point to the fact that companies that take customer loyalty and retention seriously reap best from it in terms of having a competitive advantage.

There are several reasons that can make a customer consider switching from a company to its competitor, the known ones include; highly unreasonable prices, waiting for service delivery for longer than usual, service failures when a customer wants to be served, staff who are rude and uncaring, better alternatives to what the company offers (Suphan, 2017). This happens to also be what insurers who deal with general insurance that are short term insurance covers compete for because the product is

generally the same the only difference is created on the service package that accompany the insurance products.

To secure loyalty the company cannot ignore to measure customer satisfaction. Suphan (2017) advises that for a company to measure loyalty they can consider how recent a customer purchased, frequency of purchase and the potential of referring others to buy the company's products as ways to determine loyalty. There is a big difference in less satisfied, slightly satisfied and completely satisfied customer loyalty, (Kotler and Armstrong, 2013). A satisfied customer may not buy from the company again whereas a totally satisfied customer becomes a loyal. These happy customers and totally satisfied customers stay loyal and become salespeople for a company by talking favorably with other people about the company and its products and services.

When a company loses one customer it means they are losing out on more than just that single (Griffin, 2002). This means that the company will lose in a whole chain of purchases that they would have gained from the customer's numerous transactions if he had remained loyal to the company for life and the references that the customer would have referred to the company to buy the their products. Therefore, this entails the concept of the customer's lifetime value, which is an analysis of the amount in terms of transactions that the customer would have spent on the company if it had remained loyal to the company for a lifetime. When analyzed in terms of customer value over time, it clearly shows the real essence of retention rather than acquiring new customers.

Insurance customers are made up of both private and corporate customers. The purpose of this research is to determine the CRM strategy's effect on customer loyalty with a focus on general insurance which is short term insurance taken annually, this class of insurance allows for easy switch of a customer from one company to another.

1.1.3 Overview of insurance industry in Kenya

Insurance is a financial arrangement that redistributes the cost of unexpected losses. This involves the transfer of potential losses to a set of insurances. When a person takes insurance it redistributes the cost of unexpected losses by having the potential loss transferred to an insurance pool. The origin of what we term as insurance has history back to early maritime traders. These merchants would share losses of fellow merchant during their goods transportation by ship. This reduced the risk of total loss. Lloyd of London was among the first providers of the modern marine insurance.

Insurance was introduced in Africa more than a century ago. Kenya's insurance industry has a history that goes back to the country's independence. During colonization by Britain the white settlers invested so much in agriculture. They realized that they faced a risk on their investments just like the Italian Merchants and so they needed insurance. When the need grew they established insurance agencies with parent companies away from the country. The early companies in Kenya were Pioneer Assurance Society in 1930, Jubilee Insurance Company in 1937, Pan Africa Insurance in 1946 and Provincial Insurance Company Limited in 1949. By the time the country got its independence there were fully established insurance companies in Kenya.

Legislation control for insurance was realized in 1963 and the insurance ordinance was promulgated. The main function of this was to control establishment and workings of insurance companies. By 1994 two policies, that's the national insurance and reinsurance markets were developed and formalized. In 1986 Insurance Act Cap 487 was enacted this was enforced in January of 1987. This Act brought more organization to the industry with the office of the regulator, requirements for registration of insurance and reinsurers, need for registration of intermediaries (agents and brokers).

The evolution of insurance in Kenya can be divided into three; the period before the promulgation of the insurance ordinance Chapter 486 that was promulgated in 1961. The period after

the promulgation of the ordinance of the insurance company and period after the Act number 487 of the insurance in 1984. Law number 11 of 2006 established the Insurance Regulatory Authority (IRA) to assume the role of regulating the industry. IRA was created as an independent institution through an Act of parliament in 2006 and was effected in 2007. This institution took over the function of department of insurance of the ministry of Finance. IRA gets its financing from a levy that is imposed on insurance premiums. The institution is also tasked with gathering a fee from all regulated members in the industry. It has a charge of supervision, regulation and control of insurance; develop the insurance industry in the country and the reinsurance business in Kenya. The Authority is governed by a board of directors who oversee its functionality and is ran by the commissioner of insurance who is the chief executive officer to the Authority.

Intermediaries are an important component for this sector; constituting a valuable link between insurance companies and their customers. Insurance can be bought directly from the insurer or through an intermediary. Intermediaries operating in Kenya are insurance agents, insurance brokers and medical insurance providers. Insurance agent is an intermediary who acts for or on behalf of an insurance company. The agency agreement allows them to represent more than one insurer though they are limited to represent not more than three insurers. Insurance brokers are specialists in the field of insurance and work fulltime on placing insurance. Brokers are mandated by clients to be their link with insurers and they can work with all insurers without limit on the numbers. Medical Insurance providers (MIPs) provide medical covers. Reinsurance companies have the role of assuming risks or possible material losses for insurance companies. They are in effect insurers of insurance companies. Other players in this industry include investors, loss adjusters, assessors, valuers, garages, College of insurance, Insurance Institute of Kenya and the Association of Insurance consumers of Kenya (AICK) among others. The other player is the Association of Kenya Insurers (AKI), a body made up of insurance companies registered in Kenya under the Insurance Act.

By the year 2002 there were 41 registered insurance companies. Fifteen (15) of this transacted general insurance business, is insurance that is underwritten on an annual basis thus short term in nature. Two (2) were doing life insurance and 24 were composite companies are insurers who do both life and general insurance. The industry in Kenya is made up of 55 licensed insurance companies. The number of intermediaries as at the end of 2019 was 10115 this list is made up of insurance intermediaries who are insurance agents, insurance broker firms and Medical Insurance Providers. Insurance brokers are the population to be studied; they are 204 in number according to the IRA list provided on 31st December 2020.

The COVID 19 pandemic has had a negative impact on insurance sector leading to a reduction on revenue, reduced returns from Capital Markets and an increase in claims in the medical class of insurance. The general insurance business results from underwriting shows a growth by a reduction on a loss of 2.97 billion in quarter four of 2019 to a loss of 1.18 billion in quarter four of 2020. This improvement is attributed to reduction of motor vehicle and other claims owing to the lockdown due to the pandemic. Due to the pandemic consumers are under pressure to save on unnecessary spending and insurance is affected by this adversely.

1.2 Statement of the Problem

The model used for product development in the insurance sector is mainly product push and the meetings between client and intermediaries are mainly done face to face. Traditional insurance is reactive in that customers initiate the buying process before a company takes up the process of issuance. Unless there is a claim after the process of insurance issuance is done the customer and the company get to interact again during the following year's renewal. This makes it hard for an insurer to create relationship with their customers. Today customers are more discerning and are seeking for personalized experiences.

There are many incumbents entering this market with banks like; I&M which owns GA insurance, Co-operative Bank which has major shares in CIC insurance in Kenya (Cappiello, 2020). In the USA a Californian based company Trov has recognized the weakness that exists with insurers and introduced a flexible product that allows customers to switch their covers like electronic gadgets on and off just as one would do with their Wi-Fi connections. They are also increasing engagement with their customers as well as customer experience and data collection to help the company understand their customers better (Insurance Outlook Report 2020/2021). Insurers have no choice but to think of new business models and strategies to be able to compete in this industry.

In the current competitive business world, many organizations including those in the insurance industry have found it necessary to adopt CRM strategy in an attempt to attract, retain and maintain loyal customers. The Insurance Outlook Report (2020/2021) describes the fact that East African insurers will need to redefine their business models and operating strategies. The report points out the need for insurers to put their customers at the center and offer customers products and services that satisfy their needs while making them important reference during product development.

A review of previous studies demonstrated that CRM strategy such as the interaction can explain customer loyalty (Nicholls, 2010; Alawni et al., 2015; Kotler and Armstrong, 2013). Nevertheless, these studies were based on desktop review, which are limited in the sense that they do not provide details of the research process, an essential component of the study. Other studies have also paid attention on target marketing and service delivery and customer loyalty (Abu-Elsamen et al., 2011); Kotler and Armstrong, 2013; (Muga, 2013). However, these studies have focused on the analysis of how critical target marketing is and the role of customer service delivery on customer loyalty.

Therefore, it remains a challenge to understand the effect of target marketing and customer service delivery on customer loyalty. In addition, empirical evidence on the effect of CRM strategy on

customer loyalty within the Kenyan insurance industry is limited. Furthermore, there are few studies in the Kenyan context focusing on CRM strategy and customer loyalty in the Kenya's insurance sector. For instance, even though Waithaka (2014) focused on insurance industry in Kenya, the study investigated how the insurance firms differentiate their products to gain a competitive edge in the industry and not customer loyalty. A study by Munga (2013) paid attention on the assessment of customer service quality and how this affects customer satisfaction in the Kenyan insurance industry and not, the effect on customer loyalty. This study addresses these glaring gaps by focusing on insurance brokerage firms within the Kenyan context.

1.3 Research objectives

The purpose of this study was to determine the effect of customer relationship management strategy on customer loyalty in the insurance industry in Kenya.

1.3.1 Specific Objectives

The study was guided by the following specific objectives:

- I. To find out the effect of customer interaction on customer loyalty in the insurance industry in Kenya.
- II. To determine the effect of target marketing on customer loyalty in the insurance industry in Kenya.
- III. To find out the effect of customer service delivery on customer loyalty in the insurance industry in Kenya.
- IV. To determine the effect of loyalty programs on customer loyalty in the insurance industry in Kenya.

1.4 Research Questions

The study answered the following questions:

- I. What effect does customer interaction have on customer loyalty in the insurance industry in Kenya?
- II. What effect does target marketing have on customer loyalty in the insurance industry in Kenya?
- III. What is the effect of customer service delivery on customer loyalty in the insurance industry in Kenya?
- IV. What is the effect of loyalty programs on customer loyalty in the insurance industry in Kenya?

1.5 Justification of the Research

According to the Journal of Insurance of the 2019 issue on customer experience in an article entitled “Improving the customer experience, the author notes the importance of proper data collection that, according to the author, it has allowed companies that take this issue seriously to build empires. Because this data make them target users interested in their products and services effectively. Companies research ‘to create value for customers and establish meaningful relationships with them, marketers must first gain new and in-depth knowledge about what customers need and want (Kotler and Armstrong, 2013). The information gathered from customer information can be used to gain competitive advantage.

CRM as a strategy can be used to allow an organization to improve personalized marketing communication, improved cross-selling, and better segmentation, targeting, and positioning of its products, allowing the company to improve customer satisfaction and retention (Armstrong and Kotler, 2013). Past studies in the insurance industry have addressed other variables far from the CRM strategy and customer loyalty that this study will focus on.

This study will greatly add to the knowledge of marketing, as academicians and researchers in marketing will be able to make reference and therefore reduce the knowledge and literature gap in the

area of CRM and customer loyalty. It will also provide a basis for further research by academics in this field of study.

The study will benefit players in the insurance field to improve their relationship with their customers to build their loyalty and prevent an easy change of business. The information in this study will help insurers improve the customer experience; improve the establishment of needs, better product development and better customer retention.

1.6 Significance of the Study

This study determined the effect of CRM strategy on customer loyalty in the insurance industry in Kenya. It was to find out the effect of customer interaction, target marketing, customer service delivery and loyalty programs on customer loyalty in the insurance industry.

The findings of this study was to help determine; the current state of CRM, the existing gaps, challenges and opportunities to enable future proper planning and implementations of the strategy in the insurance sector. The findings were to help in giving recommendations on the effect of customer interaction, target marketing, customer service delivery and loyalty program on customer loyalty. This study was to provide a plan of action for other future studies especially those in the study area of CRM, marketing and HR in the insurance sector.

1.7 Scope of the Study

This study aim was to find out the effects of CRM strategy on customer loyalty in the insurance sector in Kenya. The population of this study was 204 insurance brokers authorized to conduct business as insurance brokers in Kenya in the year 2021 according to the list provided by IRA on their website on 31st December 2020. The sample was drawn from marketing managers working with insurance broker firms.

The study was to go on from January 2021 to October 2022 when the final defense of the dissertation was expected to have been done. The theory of reasoned action, the theory of motivational needs, and the theory of customer relationship management were discussed. The research was to cover the insurance brokerage firms in the entire country. Most general insurers depend on agents and brokers for businesses. The study was focused on insurance Brokers because they represent clients and are not limited to any insurance company, they can transact with all insurers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter has several sections that include introduction to theoretical review, empirical review, knowledge gap section, conceptual framework, and operationalization. In addition, the chapter presents empirical literature on the effect of CRM strategy on customer loyalty. The chapter also highlights gaps in the existing literature and finally, outlines a conceptual framework of the study.

2.2 Theoretical Review

A theory according to Kombo and Tromp (2006) can be described as "a reasoned statement or groups of statements, which are based on evidence, intended to explain phenomena." A theory is a systematic description of the connection between phenomena. Theories provide frequent clarification about an occurrence. In this section, a review of theories relevant to the effect of CRM strategy on customer loyalty is undertaken.

2.2.1 Theory of Reasoned Action

The Theory of Reasoned Action (TRA) was propounded by Martin Fishbein and Icek Ajzen in 1975. This theory focuses on constructing a system of observation of two groups of variables which are attitudes defined as a positive or negative feeling in relation to the achievement of an objective. It indicates that the customer will act based on their goal to achieve a specific result. It suggests that a person's behavior depends on his or her intention to act on the behavior, and that this objective is in turn, a function of his or her perception of behavior and basic rules. The stronger the intention to behave in a certain way the more likely someone will perform it. The basic concern is thus identification of underlying factors that influence the formation or behavioral change intentions (Fishbein and Ajzen, 1975).

The proponents of this theory stress the significance of intention more than the reality of usage. People who purchase products do so because they feel like doing so and not because of an actual need. Customers are sensible people and move in their best interest, they make decisions that will mainly profit them. From a theoretical point of view, an attitude is the basis of the decision-making process (Sheppard and Hartwick, 1988). TRA is often used to teach behaviors in which control is a variable factor and can be supplemented by a component called visual behavior control. This theory has previously been used to investigate specific environmental behaviors, such as changing travel patterns, and is useful for understanding behaviors by adding importance to controlling perceived behaviors. In this study, this perspective will help in understanding the relation between customer service delivery on their buying behaviour and by extension its effect on consumer loyalty in the Kenyan insurance industry.

The theory suggests that human behavior often determines the intention to do things in a given way and that behavior is an act of their view of nature and the original rules. They also behave the way they do because according to human beings, that is the most appropriate view of behavior and culture. Personal rules also have an effect, the more restrained one feels the stronger the person's intention to practice what they believe in.

The theory of Reasoned Action is of importance in studies that deal with understanding behaviour like this study which seeks to find out the effect of CRM strategy on customer loyalty. It posits that when people evaluate the suggested behaviors to be positive (attitude) and think others want them to perform the behavior which is a subjective norm then they are highly likely to perform the behavior because of having a higher intention as a result of the subjective norm (Hale, Householder and Greene, 2002). Nevertheless, Sheppard and Hartwick (1988) do not agree with this view with the argument that behavioral intention does not definitely lead to actual behavior. A limiting factor of cognitive theory where the TRA falls is that they do not provide mechanism of information with

regards to how personal decisions are made or how decisions that have already been made influence behavior.

TRA is based on an assumption that people make logical and reasoned decision before getting involved in a certain behavior, mainly by assessing the information that they are exposed to about the subject at hand. This where importance of customer to customer interaction and customer and company interaction counts, such interactions may make a customer consider a company's products especially where previous interactions lead to positive experience for the customer. Performance is then based on a person's intention to engage in doing it. TRA can be summarized as behavioral intention which is a function of both attitude of an individual towards performing the behavior and subjective norms that relate to performing the said behavior. This implies that whether one decides to perform towards the behavior or not depends on either positive or negative feelings of an individual towards the subjective norm. A subjective norm is a belief that an individual or group of people will approve and support certain behaviour (Hale, Householder and Greene, 2002).

The customer takes special action when there are specific subjective issues that persuade them to consider the deal or not to. From the moment a customer decides to do something until he or she completes the actual action he or she has the ability to completely change his or her mind and decide on a different course of action. From this perspective we learn that when marketing an item to consumers, marketers should relate to the purchase and should understand how to perfectly balance the idea of attitudes, subjective norms which is individual persuasion so as to get a positive decision and effective results from those targeted.

A study of school children in Vietnam's Mekong Delta reveals that TRA constructs are good predictors of intention in behavior. In their study using the theory of reasoned action, Hale, Householder and Greene (2002) found out that TRA includes normative influence on behavioral intentions. Subjective norms were found to be a task caused by two components that's perception of

how those important persons doing whatever it is and personal motivation to obey the desires of the people deemed to be important. The conclusion of this study is that TRA provides an important framework for expounding social influence outcomes that are thoughtful in nature and TRA directs studies towards strategies that have been proven to be successful and this is why this study will employ TRA in understanding behavioral effect of CRM strategy on customer loyalty.

2.2.2 Motivation Need Theory

Maslow came up with the concept of Motivation needs in 1943 where it was argued that individuals should satisfy low-level needs before moving on to meet high-level growth needs (McLeod (2007)). Maslow's hierarchy of needs theory can be used by marketers and other sectors to describe human behavior. It can be used to build on what motivates customers to act the way they do. Human resources are used to develop ways to boost morale while motivating workforce, this involves coming up with meaningful reward programs. The study will use a need-based perspective of Maslow's need theory to respond to the impact of reward programs on customer loyalty in the Kenyan insurance industry.

According to Maslow's hierarch of needs, physiological needs are satisfied the next level of needs are the safety needs, next in line after the safety needs social and belonging need comes, then the esteem and ego needs follow and finally the self-actualization. Maslow presents these needs in a pyramid with five levels from the most basic needs at the bottom of the pyramid to highest need on top. In marketing customer satisfaction is an important element. Customers on the other hand are motivated to satisfy needs that seem to be very important. Once immediately pressing needs are sorted then they will seek to satisfy other needs in the order of priority this is according to Maslow. Maslow holds that a human being would know of various needs that they have and rank them according to the order of priority.

Motivation can be described as the act that causes people to get into action (Uysal and Aydemir, 2017). Employee's motivation at the work place is known to be the reason for them to embrace an organization's culture and work towards achieving excellence and advance an organization's objectives. This is a pointer to today's managers and team leaders to fully understand importance of motivation in production increase. To also enable them understand the motivation flow and use it to create a culture of an organization with high production of employees due to spiked levels of motivation. Motivation has a role that cannot be under looked in the success and maintenance of a high productivity, although management and leadership style play a role in in motivating employees.

Employee motivation does not only need to be based on financial rewards but non-financial ones also. Motivation involves desires, wishes, needs, drives and interests. Employees perform their duties efficiently if they are encouraged to achieve organizational goals. Motivation affects mood and makes people act responsibly. Motivation helps to create a high level of enthusiasm to achieve the goals of an organization. Encouraging Vision Needs, Maslow thinks that people seem to want something and the need for something new depends on what they have now.

Classical management theories had a view that human beings are told what to do, this view is challenged by Maslow's hierarchy of needs theory because if an organization does not value performance and productivity then its continuity is at stake. Motivation has been there over time but was valued more after the classical management approach period (Uysal and Aydemir, 2017). When employee morale rises it can be used as a tool to drive customer behavior in a way that can be used to achieve organizational goals while also ensuring individual personal benefits. In any organization, management should be concerned about motivating its members. Individual productivity should never be ignored because it contributes to an organization's success. This will enable customer service delivery to be satisfactory. Thus the positive implementation of different motivational levels enables an organization to achieve its goals in this case the main goal being achievement of customer loyalty.

Brokers are the point of contact for insurers and therefore finding ways to use motivational perspectives to boost productivity are key to this study. Customers are encouraged if the organization's award program applies to them also.

The main focus of Maslow's theory is to explore how people's attitudes are stimulated by desire to meet needs in a society. The conclusion of a study by (Aruma and Hanachor, 2017) on Maslow's hierarchy of needs has no doubt that motivation strengthens desire to address human needs. When someone is motivated they will seek to satisfy personal desires of others better. This can be a factor that can explain customer service delivery which can be made smooth when team members are motivated and are focused on satisfying the desires of customers.

This theory will be used in this study as a guide to establishing the motivation of customers to purchase and become repeat buyers. Before a customer makes a purchase, there is always a need or a problem which makes a person to seek for an ideal situation that will solve the problem and make them feel better again. This state of stress is what creates a motive that results in the buying action in order to relieve the state of stress. It should be noted that a product or service is not a need until it is lacking that's when it creates a need.

In this study this theory will help in determining the effect of customer service delivery on customer loyalty. The question is whether customer service teams need to be motivated in order to serve customers better and also find an answer to what actually can be a motivator to these teams. It is an important aspect of an organization's success when their customer serving teams are well integrated, what such integrations help achieve in terms of loyalty of customers is a yearning that most organizations may want to establish. While motivation to the customer service team is to increase service delivery and continuity in a company. The hierarchy of needs theory will also be used in this study to help establish the effect of motivated teams on customer delivery and loyalty.

2.2.3 Customer Relationship Management Theory

Customer Relationship Management (CRM) theory is not a new concept as it is thought to be a marketing concept with its roots in the concept of relationship marketing. The theory was proposed by Berry in 1983 and expounded by Kotler (1997) and Gordon (1999). The CRM concept is about preserving customer's contacts to allow for future engagements. According to Parvatiyar and Sheth (2001), CRM is a comprehensive strategy and process for acquiring, maintaining and collaborating with select customers. CRM has advanced with the current development of information technology. The core of CRM is said to be in relationship marketing whose main objective is to improve long-term relationships and profitability for customers and organizations that enable them to move from product marketing to consumer marketing (Debnath, Datta and Mukhopadhyay, 2016). CRM helps to improve marketers' understanding of their customers and creates a better personalized experience. This theory will help to explain the question of how targeted marketing affects customer loyalty in the Kenyan insurance industry.

In the past, CRM was seen as a fast-paced IT solution. Labus and Stone (2010) reported that CRM emerged from total quality management (TQM) in the 1980s. Nitzan and Libai (2011) argued that organizations should be interested in CRM because it helps them to best understand their client and may be informed on ways to retain customers. This study will use CRM theory to understand the effect of customer interaction, target marketing, customer service delivery and loyalty programs on customer retention and loyalty. CRM theory should be able to discuss all this study variables.

Customer interaction is essentially communication that happens between a customer and a company. Companies that are aware that these interactions with customers are potential chance to connect for a lifetime and increase levels of retention do well on getting customers loyal. Interaction can be as simple as a simple enquiry on the company's product to dealing well on claims settlement. In a study by (Keh and Lee, 2006) they found out the main benefits of implementing CRM as a strategy

is that the overall satisfaction of customers is gained. They went ahead to establish tangible and intangible benefits of CRM. Some tangible benefits of CRM strategy as realized by the researchers were increased productivity, profitability of the company increases and the cost of marketing is reduced. The intangible benefits as deduced by them were customers are satisfied making them to become co-marketers of the company, customer segmenting and targeting is more efficient and needs of customers are better understood.

Customer Relationship Management strategy is a concept that involves the whole organization and cannot be done in one department alone, because it involves many organizational activities, these are marketing, sales and support which creates a customer relationship cycle using Information Technology. The information collected by these different departments by competent staff on relationship building is what will form customer's insights to enable establishment of needs, development of products that meet the established needs which results in satisfaction and retention. CRM should therefore be seen to be enabled by the interaction between customer and the organization, customer and customer, different departments of the organization and organization and technology.

The benefits of the Customer Relationship Management system go far beyond an organization. When an organization's customers are satisfied then this helps organizations improve relationships with existing customers, find new ones and win back lost ones. The main function of CRM system is to facilitate the collection, organization and management of customer information. It provides the organization with many strategic benefits, improves employee feedback which reduces complaints and builds honesty and provides effective feedback for the organization. Eventually the organization will face increased revenue because of the right target customers.

This theory will guide the study in understanding the effect of CRM strategy on customer loyalty in the Kenyan insurance sector. All the study's variables will be guided by this theory which also covers the major objective of this study. In particular, it will help on the understanding the effects

of customer interaction, target marketing, customer service delivery and loyalty programs on customer loyalty.

2.3 Empirical Review

There are various studies which have been conducted by researchers in an attempted to investigate the effect of CRM on customer loyalty across the world. This section presents a critical review of these studies based on the study objectives. At the end of this review, a summary and gaps within the previous studies are highlighted.

2.3.1 Customer Interaction and Customer Loyalty

Studies have investigated the relationship between customer interaction and loyalty. To begin with, Nicholls, (2010) conducted a study on how customer interaction affected loyalty using a desktop approach. The researcher found that every interaction with a client creates an opportunity to communicate with them, make them happy, and increase their retention and advocacy. According to Nicholls the number of channels in which communication can occur is constantly increasing, and in today's culture, communication can occur at any time especially with the many present day social media platforms. The study looked at the fact that it is important to find a way to ensure that opportunities to communicate with customers are not missed because customers have special needs in their corporate relationships. According to the study, when customers interact with a business, they look for different elements including: Confidence, Checking, Compassion and Response.

In another study, (Baumol, Hollebeek and Jung (2016) explained customer interaction as not only the interaction between the company and its customers but also the interaction between customers themselves and the interaction between the organization and its customer. The study established that the interaction between customers and the organization is changing at a very fast rate due to the influence of social media. The researchers pointed out that today's customers easily believe product information given by a fellow customer than product communication from an organization itself. These

consumers expect organizations they choose to purchase from to collaborate and have a personalized interaction with them which has a potential of enhancing customer loyalty. The study further observed that use of social media with CRM is rampant today and this has an impact on the creation of what is today known as social CRM. This requires an organization that has embraced customer centric approach. This approach appreciates that customer relationships are not controlled by just the company and the customers they focus on but also between the customers themselves (customer to customer interaction).

According to the study conducted by (Alawni et al (2015), communication is very critical to service delivery. This communication is what ultimately enables interaction, efficient target marketing by establishing groups with similar needs and coming up with reward system is a key component of CRM strategy. This is of paramount importance in the process of achieving customer service satisfaction and hence, loyalty. The social CRM can be used as one of the marketing tool to reach more customers and bring efficiency in marketing. Social media can be used as a way to facilitate segmentation and targeting of individual customer segments enabling concentration on the particular needs of this segments. Social CRM also enables timely responses and delivery of service requests (Baumol, Hollebeek and Jung, 2016).

According to Kim and Choi (2016), to increase service engagement, service marketers have a challenge in making sure they educate customers through interaction. The authors are of the view that customers play a variety of supportive roles such as engagement, assistants and referrals and actively participate when receiving a service. In addition, this study observes that customers have the ability to influence other customer experiences by providing other customers with useful information and thus, acting as promoters of company services. Furthermore, Kim and Choi argue that the quality of communication is the extent to which customers perceive that the flow of communication is adequate, appropriate, accurate, complete and reliable. Communication quality could also be determined with

how well customers understand the communication in the way it is intended. If they understand it well then the communication is quality. This provides an important basis for customer evaluation.

According to (Kotler and Armstrong (2013), it is important for an organization to produce effective messages, gain customer attention, capture their interest, stimulate their production desire and take action for example when sales are closed. The message prepared should be clear on what they want to say. Coming up with a message that communicates what the organization wants is another challenge when striving for interaction with customers. The goal should be that the message gets the intended objective from the focal customers.

In another study on the Kenyan insurance industry, Chen-Ying Lee (2019) noted that all successful sales mediators understand that customers need to be contacted more often to form important relationships. Cutting links with customers leaves a company in the dark concerning the needs of the customers and the trends to embrace. Therefore, customer interaction should be a key element in achieving customer loyalty. Customer interaction enables communication to establish needs, which if satisfied fully, develop a relationship which leads to loyalty of the customers.

2.3.2 Target Marketing and Customer Loyalty

The target market is made up of groups of buyers with similar needs or characteristics that the company decides to serve as defined by (Kotler and Armstrong, 2013). A company has a duty of evaluating different segments and after careful evaluation the company should decide on a segment to target then come up with a unique marketing program for the segment. The target marketing could be undifferentiated, niche, differentiated marketing or concentrated.

Camilleri (2018) in his study at the University of Malta suggested that organizations may not be able to meet all the needs of their clients, at all times and it may be difficult to meet the real requirements of each client. The researcher also found that people have different needs and preferences, so it is difficult to find one thing that can completely satisfy everyone. This is why most

companies go for targeted marketing strategy. Target marketing is about dividing the market into smaller groups called segments and then the company continues to come up with products or services to serve these segments. Target marketing strategy concentrates on customer needs and desires. Identifying the most lucrative market segments is the first step in the right direction of target marketing. The company may decide to focus on one or more of these segments. This makes the target marketing strategy different from mass marketing.

Madadi, Torres, Fazli-Salehi & Zuniga (2021) in their study on Hispanic target marketing's impact on consumer's brand love in services found out that ethnically targeted advertising leads to an increase in brand love among consumers. Group studies in the way consumers behave and the nature of behavior can be very useful in understanding customer engagement. Distributed markets can enable the next company to identify the components it can serve effectively. Weinstein held that a better understanding of customers' purchasing patterns helps companies retain customers and gain a larger portion of their business and that an effective strategy is to differentiate customers through analysis. Use and configuration of various marketing platforms is helpful here.

Kotler and Armstrong (2013) described the target market as a group of buyers with general terms or characteristics that the organization decides to serve. They thought that the target market can be set at different levels either called differentiated marketing which involves broad marketing, very narrow also known as micromarketing, or somewhere between the two also known as undifferentiated marketing. Not much is said about the target marketing of the insurance industry so this study will borrow a lot from the service industry as a whole.

Different consumers contribute differently to an organization's success. A study by Kuehnl, Jozic, Homburg (2019) on effective customer journey design came up with operationalization of an effective consumer journey design and demonstrated how effective to apply it. Yu and Tseng, L. M. (2016) avers that some users are more vital than others. These are A customers or heavy users in this

target market, and it needs attention through investment in resources, on-sale sales or support staff, time commitments. The researcher said that B customers or intermediate users are the ones who often provide basic corporate accounts and therefore strategies to protect and develop these customers should be tailored. C customers or simple users according to Weinstein should be served with low-cost programs such as call centers or websites. Key account management should be allocated to the highest-level A class clients. Specific marketing plans should be developed for these clients, the assigned team liaison manager, and one-on-one marketing should be implemented.

Kotler and Armstrong (2013) are of the view that smart targeting can help a company become more efficient and effective by focusing on the part they can satisfy in the best and most profitable way. They believe the target can help consumer companies serve specific groups of customers with offers carefully tailored to their needs. Dividing your customers based on their shopping habits, incentives and interests will not only help you engage in offers that are typically targeted but also make them feel special, creating preferences for your name (Bruneau, Swaen & Zidda, 2018). The biggest challenge is to identify a market segment that can be easily targeted (Camilleri, 2018).

Lupao (2017) in his Nairobi study described the target as a way of assessing each category as aesthetically pleasing and choosing one to enter. According to Lupao, the focus of an organization is the capacity of the organization and the resources available to it. After this study an analysis concluded that the target was used sparingly. The aspect of categorizing customers and focusing on the group that a company is able to meet their needs ensures best is given to the target meaning satisfaction, relationship and loyalty at the end.

2.3.3 Customer Service Delivery and Customer Loyalty

Various studies have examined the link between customer service delivery and customer loyalty. According to Kotler and Armstrong (2013), the main task of the service provider is to make the service concrete. Customer service and organization people interact to create the service. Effective interaction

relies heavily on the skills of the communication staff and the support process that supports these employees.

Hazee, Van Vaevenbergh, Delcourt (2020) conducted a study on service delivery system for risk management focusing on customer orientation and its impact on customer loyalty. The authors argue that, the core of the marketing concept is customer orientation. From the study we understand that in order for a business to be successful, people must be properly trained to meet the needs and desires of its customers. Research points to the need to understand customers and to identify their needs and requirements at the heart of the business. This, according to the study can be done by making the needs of the customers a priority for the organization. To set the requirements, the study observes that the communication staff should constantly ask for feedback from the customers and everyone in the organization should become responsible for customer satisfaction.

Munga (2013) held that the client's view of customer expectations is the most plausible. According to this study, there are several ways to improve customer service through CRM which should in turn enhance customer loyalty. In addition, the study argues that customers need cost effective products faster than anyone who will provide them. This implies that any firm that does this gains a competitive advantage. The basic premise is that good Customer Service (CS) results to successful interactions between the service provider and the customer before service, during service delivery and after service delivery process. This creates a positive and memorable experience in the eyes of the customer and the mind. Positive customer experience with the service provider leads to a solid customer base Loyalty to future purchases. (Abu-ELSamen et al, 2011).

A study by Munga (2013) noted that good customer service is not enough now, it should be higher. This means that firms must keep to their promises because consumer's or increasing the satisfaction of customers is the goal of any organization looking for results. Munga pointed out that customer understanding is the starting point for managing expectations and the starting point for

managing expectations in customer feedback through ongoing research. The best way to create customers and especially loyal customers is not to wait for the complaints, but it is to predict customer needs and problems and to establish realistic expectations through the introduction and customer communication strategies.

Kotler and Armstrong (2013) on the aspect of creating customer value and building strong customer relationships, argue that customer service team members should be good at managing partner relationships. The authors note that this idea changed the perception of marketing as it was about sales to marketing and customer support which ensured that every working site interacts with customers especially electronically. Everyone is expected to understand marketing and focus on customers. This creates information links to help customers gain maximum satisfaction from company service and have their problems solved.

When customers have problems, all employees should possess skills of approaching and receiving them in a powerful way, which will make them believe in the employees' skills and in what they do (Perez & Rodriguez del Bosque, 2015). This study highlights that organizations should focus their efforts and training on enhancing their employees' reputation building skills, nonverbal communication skills, and customer orientation skills, as all these factors were found to enhance customer satisfaction.

According to Abu-ELSamen (2011), educating the employees about the importance of body language cues in delivering a lasting impression about the company cannot be underestimated. In addition, the author argues that ensuring that service delivery consistently exceeds customer expectations is a major way of achieving customer loyalty. Furthermore, the study noted that building employees' problem-solving skills and verbal communications skills was critical is enhancing customer-employee interaction which is believed to have a positive effect on enhancing employees' verbal skills as they learn how to listen to their customers and anticipate their needs.

2.3.4 Loyalty Programs and Customer Loyalty

In his study, Kim (2012) explains that Loyalty programs are long-term, flexible promotions that businesses drive to their customers. In addition, the author argues that from a customer perspective, loyalty programs indicate that the company recognizes their needs and values each of them. The author further believes that organizations that start award programs end up using less advertising and can comfortably spend more time improving other activities within the company or the organization. Nastasoiu & Vandenbosch (2019) came up with a study on how to design successful customer loyalty programs to help organization come up with programs that help sharpen their competitive edge.

Armstrong and Kotler (2013) give the case to America where in 1981 when American Airlines was struggling to differentiate the recently regulated aviation industry, it came up with the paperwork program for it. American Express also followed suit when it responded to its competition crisis ten years later by American Airline by doing what it called a membership award. The strategy for the award programs has been used by many successful organizations in the service segment including Starbucks.

In his observation in the insurance industry, Waithaka (2014) argues that consumers often end up choosing their insurance products based on price. The author opined that there are fewer differences between insurance products and hence, it is more difficult for insurance companies to retain customers. This situation lowers honesty in the industry. In another study, Krishnan (2021) finds that the difference between thriving and non-thriving firms is in customer loyalty. Investing in customer acquisition causes a company to spend more than customer retention. In order to increase customer retention and the benefits that come from retaining loyal members, insurance companies implement member retention strategies or plan to have their membership renewed year after year

A study by Yi and Jeon (2013) established that the goal of loyalty programs should be to increase customer loyalty in profitable segments by providing greater satisfaction and value to certain

customers. The author also reports that greater satisfaction and loyalty leads to greater profitability (Yi and Jeon, 2013). The goal of loyalty programs is to reward customers for repeat purchases, thus building customer loyalty.

Research shows that people have a strong drive to behave in any way necessary to earn future rewards (Krishnan, 2021). Krishnan argues that loyalty programs can make it difficult for customers to switch to another supplier. Studies have shown that the success rate of selling to an existing customer is 60-70% based on marketing metrics, while the success rate of selling to a new customer is only 5-20%. The study also highlighted seven ways of building customer loyalty; listen to your customers, notice abandonment before it happens, target customers with special offers, automate emails, reward your most profitable customers (VIP), personalize your follow-ups, keep follow-up promises.

The effect of reward on customer loyalty cannot be underestimated, especially with these hard times. Rewarding a profitable segment that is targeted is a sure way for a company earning more sales, enhancing relationship and retention. This happens to be the goal of loyalty programs – to spike sales upwards by rewarding repeat purchases.

2.4 Summary and Knowledge Gap

Various studies on the link between customer relationship management strategy and customer loyalty have been reviewed. In the reviewed literature, it can be shown that CRM strategy is very crucial with regard to customer satisfaction and hence, loyalty. For instance, some studies have demonstrated that the interaction between the customer and the firm can explain customer loyalty (see Yeh, 2015; Alawni et al., 2015; Kotler and Armstrong, 2013). Nevertheless, these studies were based on desktop review, which are limited in the sense that they do not provide details of the research process, an essential component of the study.

There are also studies linking target marketing and customer loyalty as well as customer service delivery and customer loyalty (Abu-Elsamen et al., 2011; Kotler and Armstrong, 2013; Muga, 2013).

However, these studies have focused on the analysis of how critical target marketing is and the role of customer service delivery on customer loyalty. Therefore, it still remains a challenge to understand the effect of target marketing and customer service delivery on customer loyalty.

Furthermore, the study has reviewed various authors on the relationship between loyalty programs and customer loyalty (see Kim, 2012; Yin and Jeon, 2013; Krishnan, 2021). Again, these are analytical studies which have mainly focused on the goal of loyalty programs and not the effects on customer loyalty like the current study. In addition, studies on the effect of CRM strategy on customer loyalty within the Kenyan insurance industry are limited. This can be demonstrated by a few of the previous studies in the Kenyan context. For instance, even though Waithaka (2014) focus was on the insurance industry in Kenya, the study paid attention on how the insurance firms differentiate their products in an attempt to gain a competitive edge in the industry. In addition, a study by Munga (2013) focused on the assessment of customer service quality and how this affects customer satisfaction in the Kenyan insurance industry and not, the effect on customer loyalty. Thus, there is need to address these knowledge gaps.

2.5 Conceptual Framework

The conceptual framework of the study is represented in Figure 2.1. The framework explains the relationship between the dependent variable (customer loyalty) and the independent variables (customer interaction, target marketing, customer service delivery and loyalty programs). The measures of each variable are also highlighted in bullet form.

Independent Variables

Dependent Variable

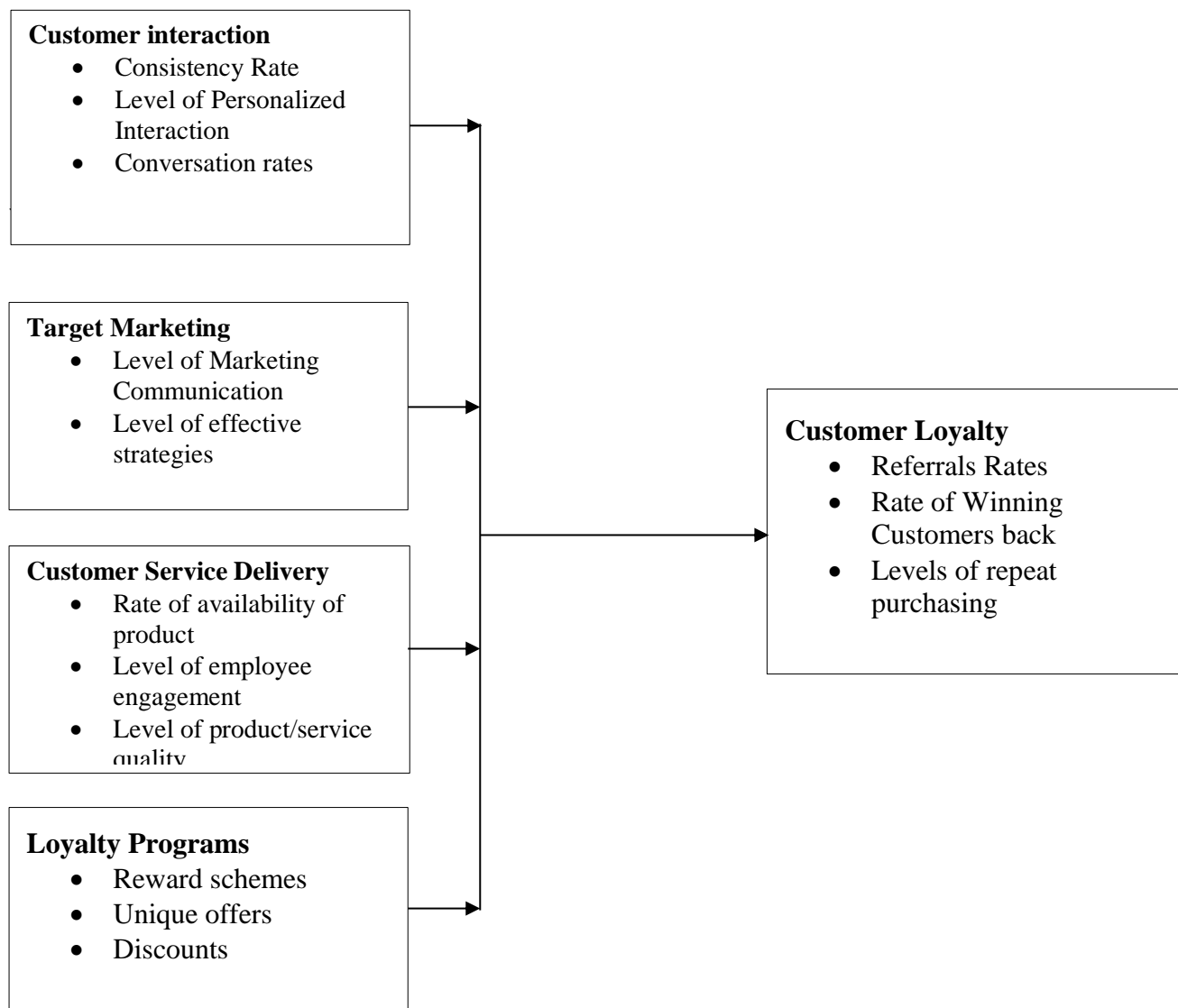


Figure 2.1: Conceptual Framework

Source: Author (2022)

2.6 Operationalization of Variables

Table 2.1 presents operationalization of variables.

Table 2.1: Variable Operationalization

Variable Type	Indicator	Scale	Questions in the Questionnaire
<u>Independent Variable</u>			
Customer Interaction	<ul style="list-style-type: none"> • Consistency Rate • Level of Personalized Interaction • Conversation rate 	Interval	Section B
Target Marketing		Interval	Section C
Customer Service Delivery	<ul style="list-style-type: none"> • Rate of Marketing Communication • Level of Effectiveness of Strategies 	Interval	Section D
Loyalty Programs		Interval	Section E

	<ul style="list-style-type: none"> • Rate of product availability • Level of Employee engagement • Level of product/service Quality <ul style="list-style-type: none"> • Reward schemes • Unique offers • Discounts 		
<p><u>Dependent Variable</u></p> <p>Customer Loyalty</p>	<ul style="list-style-type: none"> • Referral Rates • Level of repeat purchasing • Rate of Winning Customers <p>Back</p>	Interval	Section F

Source: Author (2022)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter explains research methods which will be adopted in conducting the study. These include a description of the research design, target population, sample size and sampling techniques. In addition, the chapter presents research instrument, reliability and validity of the instrument, data collection, analysis and ethical consideration.

3.2 Research Design

A research design as described by Creswell (2012) is the glue that holds together all the elements of a research project. It is then used to structure the research and show how all the main parts of the research project work together in addressing the core research issues. Orodho (2012) defines the research design as a plan that is used to help generate answers to a study's problem. The objective of the research design is to provide answers to research questions and to provide guidance in the process of answering the questions this is according to (Matula et al, 2018).

This study employed descriptive design which describes the state of things as they exist. Descriptive designs suits this study because of its nature that allows the design to be used in collecting information that concerns people's attitudes, their habits and opinions. Questions were constructed to help gather information that was desired, the individuals surveyed were identified and a summary was made in a way to allow the information to be descriptive.

3.3 Target Population

Target population is defined as a complete set of individuals, cases or objects with a set of common realizable traits by (Mugenda and Mugenda, 2019). This study targets insurance brokers in Kenya. According to the Insurance Regulatory Authority (IRA) statistics as at 31st December 2020, there are 204 insurance brokerage firms registered in Kenya (IRA, 2021). Appendix II provides a list of these

firms. The choice of insurance broker's is based on the fact that, they are the main link between the customer and the insurance firms. Insurance brokers are not limited to the number of firms they can work with like agents who are limited to three companies; they are allowed to work with all insurance companies.

3.4 Sample Size and Sampling Technique

A sample size refers to how many objects, people or phenomena the researcher selects from the target population for the study. Sampling as opposed to census becomes completely necessary for studies like the current one where the study population is scattered over a wider geographical area or the target population is too large to be studied given timeline and budget. Since the insurance brokerage firms in Kenya are widespread and hence, costly to study all of them, the current study arrived at a sample size based on Yamane (1967) formula expressed as:

$n_0 = \frac{N}{1+N(p)^2}$, where, N=size of the target population, n_0 is the sample size and p is the margin of error (assumed to be 5%) at 95% confidence level. In this case, the sample size for the study is give as:

$$n_0 = \frac{204}{1+204(0.05)^2} = 135.099, \text{ approximated as } 135 \text{ firms.}$$

Therefore, the study will select 135 insurance brokerage firms.

Sampling technique on the other hand refers to the strategy adopted to select the sample size from sampling frame. This study adopted simple random sampling approach to arrive at the study sample of 135 from a sampling frame of 204 at a sample size. Simple random sampling gave each firm an opportunity to be selected and hence, eliminate selection bias. One marketing manager in each insurance brokerage firm was to be selected for the study.

3.5 Research Instrument

The research tool that was used for this study was questionnaires and these were emailed to the recipients. Questionnaires were used because they can gather information about knowledge, attitudes, perceptions and other types of information. They can also be used to translate research objectives into questions that subjects can answer. The questionnaire items were based on the research objectives. The questions on the questionnaire were composed of closed and open ended questions (see Appendix I).

3.6 Validity and Reliability of the instrument

Validity is a degree to which an instrument measures what is supposed to measure (Mugenda and Mugenda, 2019). To determine validity a pilot test was carried out. This involved 14 insurance brokerage firms representing 10% of the sample size following Mugenda and Mugenda (2003). These firms were not be included in the final study. The purpose of the pilot study was to check whether questions in the tool adequately address the objectives. In addition, an expert opinion was adopted where the questionnaire were presented to my supervisor for advice on the content of the tool. The feedback on the length of the questionnaire and clarity of questions was also established and adjusted accordingly

Reliability is the extent to which data generated from a research instrument is consistently similar on repeated trials using the same toll and holding the setting constant. Therefore the instrument used must be reliable. The study used Cronbach Alpha coefficients approach to test reliability of the questionnaire. The coefficients range between 0 and 10 and the higher the coefficient, the more reliable the instrument is (Cronbach, 1951). Nevertheless, the threshold for a reliable instrument was set at 0.5. Thus, the study adopted this measure to analyze reliability of Likert scale variables.

3.7 Data Collection

Data collection refers to the collection of information in order to serve or prove some facts which is according to (Creswell, 2012). Primary data will be collected using questionnaires. The questionnaires were emailed to the respondents and were emailed back to the researcher after respondents had filled them in. The respondents were marketing managers who are in touch with customers and are therefore familiar with the study's subject matter.

3.8 Data Analysis

The dataset was checked for any missing data and outliers (Mugenda and Mugenda, 2019). The questionnaires collected were checked for consistency and correctness. The data was analyzed through the use of descriptive statistics (means, standard deviation and percentages), correlation analysis and multi regression analysis with the aid of Statistical Package for Social Sciences (SPSS) version 25. The multi-regression analysis with the help of Ordinary Least Square (OLS) model will. The regression equation is expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \hat{\epsilon} \dots\dots\dots 1$$

Where; β_0 = constant

Y= Customer Loyalty

X₁= Customer Interaction

X₂= Target marketing

X₃= Customer service delivery

X₄= Loyalty Programs

B₁ – B₄= coefficients to be estimated

$\hat{\epsilon}$ = Error term

3.9 Diagnostic Test

The study conducted post estimation tests such as normality, multicollinearity and heteroscedasticity. Jarque-Bera test was used to establish if residuals are distributed normally or not. The null hypothesis

of test states that residuals are distributed normally. This hypothesis was rejected if the p-value is less than 0.05. Variable Inflation Factors (VIF) test will be adopted to test the presence or absence of multicollinearity in the model. The null hypothesis states that there is multicollinearity. The hypothesis is accepted if the VIF is more than 10 or $1/VIF$ is less than 0.1. Finally, heteroscedasticity test will be conducted to check whether residuals have constant variance using Breusch-Pagan test. The alternative hypothesis of the test is that all residuals have constant variances. Rejection of this hypothesis means that estimates are biased due to either overestimation or underestimation of standard errors.

The other assumptions of OLS method include linearity where the link between explanatory and independent variable is presumed to be linear and the assumption of independence which presupposes that observations are independent of each other. Furthermore, the explanatory variables are not highly correlated with the explanatory variable otherwise, this might have led to spurious regression. Furthermore, there was an assumption of zero-conditional mean where the expected value of error term is 0 given any value of independent variables and also, the study assumed that the data used was accurately reported.

3.9 Ethical Consideration in Research

The research adhered to the fundamental requirements in social research ethics. The work was double checked to avoid unintentional plagiarism. Confidentiality was guaranteed to respondents and permission from all authorities that are relevant was sought before data collection is commenced. The authorities necessary for this study are KCA University and IRA.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND FINDINGS

4.1 Introduction

This chapter's purpose was to provide results, interpret, discuss and analyze data and presents the research findings. The main source of data was the research questionnaire. The findings were presented about the research objectives stated in the study. The findings are analyzed by both descriptive and inferential statistics guided by objectives of the study. Normality of the data is established. The study conducts correlation and regression analysis to establish the relationship between dependent and independent variables and to develop the research regression respectively.

4.2 Response Rate

In his study on response rate in academic studies Baruch (1999) explored what a reasonable response rate in academic studies is, the average acceptable response for Baruch's study was 55.6%. This study targeted a population of 135 marketers working with insurance brokers. Out of the target population the researcher was able to get response from 84 marketers this representing 62% of the whole target population. For the purpose of this research study 84 respondents represent 100%.

4.3 Demographic Information

The study was based on primary data and so in this section the demographic information of the study's respondents is shared. This includes gender, age, duration worked at the firm. The respondents were all marketing managers thus no need for information on level of management.

Going by the gender out of 84 respondents, 50(60%) were female while 34(40%) were male. Female respondents were willing to give responses on short notice as compared to their male counterparts.

This is not a gender based study therefore this position did not affect the outcome of the research.

Table 4.1: Category of Respondent by Gender

Gender	Count of Respondents	Percentage
Female	50	59.52%
Male	34	40.48%

The table 4.2 below provides data on the categories of respondent according to age. The majority of the respondents that is 64% (54 out of 84), were aged between 18 and 35 years and 36%(30 out of 84) were 36 years and above. More firms consider having younger marketing managers in this sector. Going by the data findings 64% are aged between ages 18 to 35, while 36% are aged 36 years and above. Having representation from all age groups helped with getting balanced views on perception they held about CRM and customer loyalty.

Table 4.2:Category of Respondents by Age

Age of Respondent	18-25	26-35	36-45	46 and above
Count	34	20	14	16
Percentage	40.48%	23.81%	16.67%	19.05%

Table 4.3 below provides data on the respondents going by the number of years they have worked in the firm. Going by service 0 to 3 years 31(37%), 4 to 9 years 36(43%) and 10 years and above 17(20%). The majority of the respondents 36 out of 84 representing 43% had worked for between 4 and 9 years at their current firm with 17 out of 84 representing 20% having worked for more than 10 years at the firm. Getting views from different categories who have worked for different duration of time in these firms makes the data rich because those with few years of service bring in new ideas whereas those who have worked for long give real time information.

Table 4.3:Category of Respondents by Duration at the Firm

Years at current Firm	0-3years	4-9 years	10 years and above
Count of Respondents	31	36	17
Percentage	36.90%	42.86%	20.24%

4.3 Study Variables

Having reviewed the demography of the study's respondent this part of the chapter dealt with the review of the effect of CRM on customer loyalty guided by Customer interaction, target marketing, customer service delivery and loyalty programs then presents the finding and analyze the data obtained from the individual respondents.

4.3.1 Customer Interaction and Customer Loyalty

To enable the researcher to determine the effect of Customer interactions on customer loyalty, the researcher developed a set of questions guided by importance of communication, whether knowing customer needs is important, effect of missed communication, importance of customer participation, importance of customer to customer communication, importance of customer education, customer as influencers and whether customer interaction enhances loyalty which were responded to and whose analysis is as shown on the Table 4.4 below.

Table 4.4:Customer Interaction and Customer Loyalty

Response	Average count of Respondents	Percentage distribution
Strongly Agree	26	31%
Agree	49	58%
Neutral	7	8%
Strongly Disagree	1	1%
Disagree	1	1%

From the results in table 4.3 above, 89% of the respondents agreed with the statements and questions asked that pointed to the fact that customer interaction has effect on customer loyalty. 8% neither agree nor disagree on this while 2% disagree. 31% (26 out of 84) strongly agreed, 58% (49 out of 84) agreed, neutral 8% (7 out of 84) strongly, those disagreeing 1%(1 out of 84) and strongly disagreeing 1%(1 out of 84). It is therefore established that interactions a firm has with its customers has effect on customer loyalty going by the respondents. Nicholls (2010) in his study came to a conclusion that every interaction creates an opportunity to communicate, increase retention and advocacy for a company. Aswani (2010) supports this finding by his study's conclusion that customers need to be contacted more to form important relationships

4.3.2 Target Marketing and Customer Loyalty

To determine whether target marketing has effect on customer loyalty, the researcher developed a set of questions in the questionnaire. The questions focused on finding out if target marketing is important, whether serving customers with similar needs leads to repeat buying, if respondent thought customer's purchasing pattern is important and if target marketing is an answer to repeat purchasing and satisfaction. The data showing respondent's responses are in Table 4.4 below.

Table 4.5: Target Marketing and Customer Loyalty

Outcome	Average count of Respondents	Percentage distribution
Strongly Agree	30	36%
Agree	41	49%
Neutral	8	10%
Disagree	4	5%
Strongly Disagree	1	1%

From the results in table 4.5 above, a total of (71 out of 84) being 85% of the respondents agreed that target marketing has effect on customer loyalty. (8 out of 84) representing 10% of the respondents neither agree nor disagree on this while (5 out of 84) 6% disagree. It is therefore established that targeted marketing approach by a firm has effect on customer loyalty. In their study's conclusion Bruneau, Swaen and Zidda, (2018) were in agreement with this study's finding when they came to a conclusion that when customers are divided into segments they feel special and make the company preferred therefore increasing customers loyalty.

4.3.4 Customer Service Delivery and Customer Loyalty

Questions were put forward to help establish whether customer service delivery levels influenced customer loyalty the key focus being on customer service skills possession by all personnel handling customer issues as well as interdepartmental collaborations within a firm to enhance customer service delivery and whether integrated communication is important and support processes. Table 4.5 below presents the results.

Table 4.6: Customer Service Delivery and Customer Loyalty

Response	Average count of Respondents	Percentage distribution
Strongly Agree	33	39%
Agree	42	50%
Neutral	8	11%
Disagree	1	1%
Strongly Disagree	1	1%

From the results in table 4.6 above, 39% (33 out of 84) strongly agreed, 50% (42 out of 84) of the respondents agreed that customer service delivery has effect on customer loyalty. 11% (8 out of 84) were neutral, 1% (1 out of 84) disagreed and 1% (1 out of 84) strongly disagreed. Customer service delivers has effect on customer loyalty.

4.3.4 Loyalty Programs and Customer Loyalty

The researcher put forward questions to help determine whether a firm's loyalty programs had an influence on customer loyalty. The key focus was on customer retention, repeat customers and awareness of customer needs by a firm. Table 4.7 below presents the results.

Table 4.7: Loyalty Programs and Customer Loyalty

Response	Average count of Respondents	Percentage distribution
Strongly Agree	23	27%
Agree	28	33%
Neutral	20	24%
Disagree	9	11%
Strongly Disagree	4	5%

From the results in table 4.7 above, 27% (23 out of 84) strongly agreed, 33% (28 out of 84) agreed, 24% (20 out of 84) gave a neutral response. 11% (9 out of 84) disagreed and 5% (4 out of 84) strongly disagreed. Customer service delivery, therefore, has effect on customer loyalty. Krishnan, (2021) posits that loyalty programs make it difficult for customers to switch from one company to another. Loyalty programs he argued should be a long term CRM strategy.

4.3.5 CRM and Customer Loyalty

Ten questions were put forth to help establish key indicators of customer loyalty and also determine whether the established variables under study influence customer loyalty. Table 4.7 below presents the results.

Table 4.8: Customer Relationship Management and Customer Loyalty

Response	Count of Respondents	Percentage distribution
Strongly Agree	27	32%
Agree	39	46%
Neutral	13	15%
Strongly Disagree	2	2%
Disagree	3	4%

From the results in table 4.8 above, 78% of the respondents agree that Customer loyalty is influenced by customer interaction, target marketing, customer service delivery, and loyalty programs and that it is measurable. 15% neither agree nor disagree on this while 6% disagree. Rowley (2005) in his study on the four Cs of Customer loyalty agreed that customer loyalty is important to ensure a business has a future and to get business in future. The study also agreed that loyal customers deserve attention and understanding the conditions that enable loyalty is key.

4.3.6 Descriptive Analysis

Findings were interpreted in consistency with the Likert scale values used. The values in the scale fell between 1 and 5, where 1 meant strongly disagree and 5 strongly agreed. 1 strongly disagree, 2 disagree, 3 neutral, 4 agree and 5 strongly agree. A mean of 1 meant respondent strongly disagreed while a mean of 4 to 5 meant strongly agreed.

From Table 4.9 descriptive statistics, the total sample size (n) was 84 respondents. Customer interaction had a mean of 4.15 and a standard deviation of 0.77 (M= 4.15, SD =0.77). The lowest value was 1.00, and the highest was 5.00. Target marketing shows a mean of 4.08 and a standard deviation

of 0.78 (M=4.08, SD =0.78). The lowest value was 2, and the highest was 5. Customer Service delivery had a mean of 4.24 and a standard deviation of 0.80 (M=4.24, SD=1.92) the lowest value was 1 and the highest 5.00. Loyalty programs had mean of 3.49, and standard deviation of 1.22(M=3.49, SD=1.22) the lowest value was 1.00 and the highest 5.00. Target marketing has mean of 4.13, and standard deviation of 0.86(M=4.13, SD=0.86) the lowest value was 1.00 and the highest 5.00.

Going by the analysis the one with the highest standard deviation at 1.22 is loyalty programs which should be an area to be looked into more. Standard deviation expresses how much a member of a group differs from the mean value for the group. High SD is an indication that the data are widely spread and less reliable. A high mean for a variable indicates strong agreement a low mean is vice versa. The rest of the variables had means of more than 4 which meant respondents agreed strongly apart from loyalty programs which had a mean of 3.49 meaning respondents were neutral on their response and did not strong agree nor disagree.

Common trends are noted in comparison with former research findings, (Kumar, Batista and Maull 2011) came to a conclusion that elements that form service delivery system do not work in isolation , rather the operation processes work to enhance each other even though not to the same extent. The ingredients that form loyalty are discussed differently by different studies but still loyalty is an important ingredient to business success Rowley (2005). Businesses should initiate and maintain relationships with its customers to enhance loyalty (Nashwan, Hassan (2017).

Table 4.9: Descriptive Statistics

Variable	N	Mean	S.D.	Min	Max
Customer interaction	84	4.15	0.768	1.00	5.00
Customer Loyalty	84	4.08	0.779	2.00	5.00
Customer Service Delivery	84	4.24	0.801	1.00	5.00
Loyalty Program	84	3.49	1.22	1.00	5.00
Target Marketing	84	4.13	0.861	1.00	5.00

4.4 Inferential Analysis

4.4.1 Correlation Analysis

Table 4.10 presents correlation analysis between customer loyalty and predictor variables. The results indicate that there is a positive correlation between customer loyalty and all the predictor variables. This implies that customer relationship management strategy is positively correlated to customer loyalty within the Kenyan insurance industry. Apart from customer service delivery, all other predictor variables have a strong correlation relationship with customer loyalty given the coefficients of greater than 5.

Table 4.10: Correlation Coefficients

	Customer loyalty	Customer interaction	Target Marketing	Customer Service Delivery	Loyalty Program
Customer Loyalty	1.00				
Customer interaction	0.80	1.00			
Target Marketing	0.88	0.89	1.00		
Customer Service Delivery	0.08	0.43	0.32	1.00	
Loyalty Program	0.81	0.79	0.81	0.06	1.00

4.4.2 Regression Analysis

Finally, the study conducted a regression analysis between customer loyalty and customer relationship management variables. Summary statistics are presented in Table 4.11 below. The ANOVA test (F-statistics) show that the regression is statistically significant given a p-value of 0.000 which is less than 0.05. The adjusted R-squared value demonstrated that the predictor variables combined have an impact of 82.55% on customer loyalty. This means that a unit change in customer relationship management strategy leads to 82.55% change in customer loyalty. To ascertain validity of the estimated results, the study conducted post-estimation tests which includes multicollinearity using variable inflation factors (VIF), normality (Jarque-Bera) and Breusch-Pagan for heteroscedasticity. The tests confirm the absence of multicollinearity, heteroscedasticity and that residuals are normally distributed. This therefore implies that the findings are unbiased.

Table 4.11:Regression Coefficients

Customer Loyalty	Coef.	Std. Err.	t	t P>t
Customer interaction	0.199	0.124	1.61	0.111
Target Marketing	0.631	0.101	6.23	0.000
Customer Service Delivery	-0.225	0.057	-3.94	0.000
Loyalty Programs	0.064	0.019	3.37	0.000
_cons	1.376	0.232	5.93	0.000
<hr/>				
Number of observations	84			
R-squared	0.8340			
Adj R-squared	0.8255			
F(4,79)	99.19			
Prob >F	0.000			
<hr/>				
VIF(multicollinearity)	4.70			
Jarque-Bera (JB)	14.56 (p-value=0.107)			
test(normality				
Breusch-	19.59 (p-value=0.060)			
Pagan(heteroscedasticity)				

The final regression equation of the study is presented as:

$$customer\ loyalty = 1.376 + 0.199customer\ interaction + 0.631target\ market - 0.225customer\ delivery + 0.064loyalty\ programs \dots\dots\dots 2$$

The regression coefficients indicate that there is a positive relationship between customer loyalty and customer interaction. Nevertheless, the coefficient is not statistically significant. The implication here is that customer interaction within the insurance industry does not influence customer loyalty.

Concerning the target market, the study has established a positive and statistically significant relationship. This means that target marketing strategies influences customer loyalty. The result indicated that a 1% change in target marketing leads to a 63.1 % increase in customer loyalty. This result suggests that target Marketing is the major factor in influencing customer satisfaction.

Likewise, as for Customer loyalty programs have a positive and statistically significant relationship between customer loyalty. This imply that the loyalty programs have a positive influence on customer loyalty within the Kenyan insurance industry. The result indicated that a 1% change leads to a 6.4% increase in customer loyalty. This result also suggests that Customer loyalty programs has a major effect on customer satisfaction.

Nevertheless, the study has established a negative relationship between customer service delivery and loyalty. This relationship is also statistically significant meaning that customer service delivery has a negative influence on customer loyalty within the Kenyan insurance industry. In fact, a 1% change leads to a 22.5% decline in customer satisfaction.

CHAPTER FIVE

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study was guided by the main objective which was to determine the effect of customer relationship management strategy on customer loyalty in the insurance industry in Kenya. It was specifically informed by four objectives. Findings are summarized citing past studies. The overall conclusion is drawn and recommendations are made to those in the insurance sector including recommendation for further study.

5.2 Summary of Study Findings

The summary of findings is provided below, guided by the four specific objectives of the study that is effect of customer interaction, target marketing, customer service delivery and loyalty programs on customer loyalty.

5.2.1 Effect of Customer Interaction on Customer Loyalty

The study sort to establish the effect of customer interaction on customer loyalty, this was to help establish whether an interaction between a company's employees and its customers and that between customers and customers could have an effect on customer loyalty. The questions asked to the respondents were to help in determining whether communication increases retention, knowing customer needs is an important aspect in enhancing loyalty, importance of customers referring others, effect of customer's communication with others, importance of customer education about products, effects of addressing customers concerns and if customers can influence others to buy.

From the findings respondents were in agreement that customer interaction has an effect on customer loyalty. This position is supported by past studies by Juanamasta et al (2019) in their study on the role of customer service through customer relationship management to improve customer

loyalty and good image. They got to a conclusion that customer interaction is a major step towards implementing customer relationship management and customer loyalty. Nicholls (2010) in his study found out that every interaction with a client creates an opportunity to communicate with them, makes them happy and leads to customer retention. The study by (Baumol, Holledee and Jung 2016) brought a realization to companies that customers value personalized interactions the conclusion of the study was that companies should embrace being customer centric. Alawni et al (2015) alludes to the fact that communication is critical to service delivery and thus communication is the enabler of interaction.

Therefore the findings from effect of customer interaction on customer loyalty objective of this study are that having interaction with customers will enhance customer loyalty. Findings from the study on this objective indicate that a 1% increase in customer interaction leads to 25.67% increase in customer loyalty. This finding is not a stand-alone going by the different findings by studies done in this area of customer interaction.

5.2.2 Effect of Target Marketing on Customer Loyalty

Targeting is where a company divides its customers into sub groups or subsets according to their needs. The respondents of the study helped in establishing whether; it is important for a company to practice target marketing, serving customers according to their needs, regions or ethnicity improves loyalty, can serving customers with similar needs make the prefer a company's products, target marketing is an answer to repeat purchasing, grouping customers according to their needs important and serving customers with similar needs will make them buy again.

From the findings it was established that target marketing had positive effect on customer loyalty. In the study by Camilleri (2018) it was concluded that organizations may not meet all needs of their clients all the time because it is difficult to find one thing that may meet all needs. This is the main reason companies consider target marketing as a strategy to loyalty. Target marketing focuses on

customer's desires. Bruneau, Swaen and Zidda, (2018) held that target marketing makes customers feel special and make them prefer a company. Madadi, Torres, Fazli-Salehi (2021) findings were that ethnically target marketing leads to an increased brand love among consumers. The study by Coelho and Henseler (2012) in their study on creating customer loyalty through service customization, found out that customization was a means to increase customer's perceived quality, satisfaction, trust and it results into loyalty of customers to the company or service provider.

This position is again proven right by this study who findings on the effect of target marketing on customer loyalty established that a 1% increase in target marketing enhances customer loyalty by 66.79% in the insurance sector.

5.2.3 Customer Service Delivery on Customer Loyalty

To help establish the effect of customer service delivery on customer loyalty, the questions on this part of the study's focus was on the skills by the people handling customers, on whether interdepartmental collaborations also known as integrated communication within a firm are important, effect of speed of service delivery, importance of feedback. Findings point to a strong positive relationship between customer service delivery and customer loyalty.

These findings are supported by a past study by Agbaje (2014) on CRM and customer loyalty where conclusions of the findings were that operation speed helps acquire customers and when a company is dependable it enhances customer loyalty. The study also deduced that quick service delivery, better communication, increased efficiency in dealing with customers improves acquisition and retention. Abu-ELSamen et al (2011) conducted a study on customer service delivery and its impact on customer loyalty. The authors argued that, the core of the marketing concept is customer orientation. Hazee, Van Vaevenbergh, Delcourt (2020) support this study's finding. In their study the

researchers designed service delivery system for risk management with a customer orientation approach.

The results of the analysis of effect of customer service delivery on customer loyalty further indicated a negative impact of customer service delivery on customer loyalty, the relationship between customer loyalty and Customer Service Delivery were a positive weak and nonlinear, with a significant statistical correlation. Though weak the relationship is still positive meaning customer service delivery has effect on customer loyalty. The best working combination should be carefully recognized in the insurance sector in Kenya.

5.2.4 Effect of Loyalty programs on Customer Loyalty

Key focus on this variable of the study was to establish whether reward programs are valued by customers, can rewards replace advertisements, is reward a tool of differentiation, retention and can it help avoid customers from switching to other brands. 60% of the respondents agreed that loyalty has an effect on customer loyalty. Though compared to the other three variables loyalty programs did not receive a strong response.

These findings are supported by the study of (Yi and Jeon 2013) on effect of loyalty program on customer satisfaction which reached a conclusion that loyalty programs have an impact on customer loyalty. In his study, (Kim, 2012) explains that Loyalty programs are long-term, meaning loyalty should be long term strategy according Kim's study. According to (Krishnan, 2021) loyalty programs when used by a company make it difficult for them to switch to other providers. Nastasoiu & Vandebosch (2019) designed came up with a study on how to design a successful customer loyalty program

Effect of loyalty programs on customer loyalty had a strong positive linear relationship with a correlation of ($r = .081$). From respondents reaction loyalty programs scored the list but further analysis shows the relationship is positive linear. This means it has a strong effect on customer loyalty in the insurance sector.

5.3 Conclusions

The purpose of the study was to determine the effect of CRM on customer loyalty in the insurance sector in Kenya. The study targeted 204 insurance brokers from which 135 firms were to be sampled using simple random sampling method. Data was collected from 135 marketing managers representing the brokerage firms using a semi-structured questionnaire. Both descriptive (mean, standard deviation, percentages) and inferential (correlation and regression) data analysis were to be adopted to estimate results with the aid of SPSS.

The results showed that customer interactions, target marketing, customer service delivery, and loyalty programs have a significant positive effect on customer loyalty. For loyalty programs, the analysis of the responses indicated that this variable has no major effect on customer loyalty as compared to other study variables. The study showed that customer interaction has a positive effect on customer loyalty. Customer interaction as an independent variable is a positive, strong, and linear relationship with a significant statistical correlation ($r = .803, p < 0.01$). The second variable, effect of target marketing on customer loyalty had a strong positive linear relationship to customer loyalty. The relationship between customer loyalty and target marketing had a positive strong linear with a significant statistical correlation of ($r = .812, p < 0.01$). While the relationship between customer loyalty and Customer Service Delivery is positive weak and nonlinear, with a significant statistical correlation ($r = .084, p < 0.01$). Though going by the mean and standard deviation this displayed great mean of 4.24 and standard deviation 0.80. Relationship between Customer Loyalty and loyalty

programs the last of the four study variables depicted a strong Positive linear relationship with a correlation ($r = .081$). However, Loyalty programs is not statistically significant as it has $p > 0.01$.

Therefore the study addressed customer relationship management under the marketing practices which are customer interaction, target marketing, customer service delivery and loyalty program and deduced that they have a positive effect to customer loyalty.

5.4 Recommendations for Future Research

This study recommends that insurance companies should adopt customer relationship management as this has a positive effect on customer loyalty. This will help in retaining customers and maintaining them for greater profitability. This study recommends the use of customer interaction, target marketing, customer service delivery and loyalty programs for companies in the insurance sector in the country.

A further study is recommended on loyalty programs this scored low according to the study's respondents meaning there is more to it to be looked into by scholars. Customer service delivery's relationship to customer loyalty was weak though positive meaning it is an area that scholars can delve into to establish how it will enhance customer loyalty.

The loyalty program initially recorded a low mean and standard deviation as compared to the other study variables, upon further analysis it showed a strong positive linear relationship. Companies using loyalty program in the insurance sector should use loyalty programs as an extension of CRM not as a basic tool for customer retention and loyalty.

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APPENDIX I: QUESTIONNAIRE

Name of the Insurance Broker firm.....

Date of data collection.....

Questionnaire serial number.....

SECTION A: RESPONDENTS BACKGROUND INFORMATION

This section of the questionnaire deals with background and biological information. The questions touch on personal information, this will be treated with utmost confidentiality. It is to help the researcher in comparing and grouping of respondents.

1. Gender of the respondent [] Female [] Male
2. Age of the respondent [] 18-25 [] 26-35 [] 36-45 [] 46 and above
3. For how long have you worked at the firm? [] 0-3years [] 4-9 years [] above 10 years
4. What is your position? [] Marketer [] Customer service personnel []

SECTION B: CUSTOMER INTERACTION

Tick appropriately in the boxes provided below indicating the extent to which you agree or disagree with the statement related to effect of CRM on customer loyalty in the insurance industry. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

5. Indicate the extent to which you agree or disagree with the statement related to effectiveness of customer interaction and behaviour tracking in influencing customer loyalty in the insurance industry. Where strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

Statement	1	2	3	4	5
When a company communicates with its customers is it a chance to increase customer retention					
Is knowing the needs of a customer an important aspect in helping interact with customers					
Is there an effect on missed communication opportunities with customers					
It is important for customers to participate in service delivery by referring others					
Does what one customer tell others matter to a company's reputation					
Do you believe that communication is a big part of service delivery					
Is it important to educate customers to enhance service participation					
Can addressing customer's concerns by employees lessen uncertain feelings on the part of customers					

Are customers able to influence others to buy or not to buy insurance					
Do you think knowing customers behavior can effectively enhance customer loyalty					

SECTION C: TARGET MARKETING

6. Indicate the extent to which you agree or disagree with the statement related to effectiveness of target marketing in influencing customer loyalty in the insurance industry by ticking appropriately. Where strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

Statement	1	2	3	4	5
Is targeting important					
Do you think serving customers according to their needs helps improve loyalty					
Can serving customer with similar needs make them buy again					
Is purchasing patterns a helpful tip to keep customers loyal to a company					
Do you think dividing customers based on their purchasing behavior will help make them feel special					
Dividing customers going by their interests creates a preference for a company's services					
Do you think target marketing is the answer to repeat purchasing by customers					
Do you think grouping of customers going by their needs is important					
Do you think serving customers who have common requirements will help them satisfied					
Can serving customers with similar needs make them buy again					

SECTION D: CUSTOMER SERVICE DELIVERY

7. Indicate the extent to which you agree or disagree with the statement related to effectiveness of customer service delivery in influencing customer loyalty in the insurance industry by ticking appropriately. Where strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

Statement	1	2	3	4	5
All employees should possess skills of handling customers issues					
Is communication between different departments important in the process enhancing customer satisfaction					
Effective service delivery depends on the service staff's skills					
Are support processes of a company of importance to service delivery					
Speed of service delivery can make customers to buy again					
Is partnership between different departments important in making customers experience enhanced					
Is having integrated communication about customer information between different departments helpful in improving service delivery to customers					
Is it important for customer feedback to be shared by different departments					
Customer service skills shared among service staff is important in creating customer loyalty					
Positive customer experience creates customer loyalty					

SECTION E: LOYALTY PROGRAMS

8. Indicate the extent to which you agree or disagree with the statement related to effectiveness of reward program in influencing customer loyalty in the insurance industry by ticking appropriately.

Where strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

Statement	1	2	3	4	5
Is reward programs equal value placed on customers					
Reward programs can be used in the place of advertisement					
Can reward programs be used to make a service firm different from competition					
Can reward programs increase customer retention					
Are reward programs away to avoid customer switching					
Is a reward program a signal of a company recognizing customer needs					

Do you think a reward program is a sign of value to customers					
Is reward a way to ensure repeat buying					
Can reward program increase customer loyalty to a company's service					
Reward programs can be used in differentiating a company from its competitors					
Offering discounts of products has led to return customers					
Discounts on our services influences customer loyalty					
Our unique services makes us competitive					

SECTION F: CUSTOMER LOYALTY

9. Indicate the extent to which you agree or disagree with the statement related to customer loyalty in the insurance industry by ticking appropriately. Where strongly Agree (5), Agree (4), Neutral (3), Disagree (2), strongly disagree (1).

Statement	1	2	3	4	5
Repeat buying equals customer loyalty					
Is Customer relationship management helpful in enhancing customer loyalty					
Is customer loyalty measurable					
Customer loyalty can help a firm get new customers					
Is customer loyalty helpful to retaining customers					
Customer loyalty can assist a company win back its lost customer					
Is customer loyalty an assurance of a company's future					
Is knowing a company's customers the first step toward customer loyalty					

How do you measure customer loyalty?.....

APPENDIX II: IRA'S LIST OF BROKERS

2020 REGISTERED INSURANCE INTERMEDIARIES AS AT 31ST DECEMBER 2020

IN PURSUANCE of Section 184 of the Insurance Act, the Commissioner of Insurance gives notice that the following are authorized to transact insurance business as Insurance Brokers for the year 2020 31st December 2020 (Tourbina, 2021).

Name Date Licensed

- 1 IRA/06/122/2020 AA Insurance Brokers Limited 2-Jun-2020
- 2 IRA/06/229/2020 ABC Insurance Brokers Limited 18-Dec-2019
- 3 IRA/06/061/2020 Aboo Insurance Brokers Limited 23-Mar-2020
- 4 IRA/06/599/2020 Acal Insurance Brokers Limited 17-Dec-2019
- 5 IRA/06/540/2020 Acentria Insurance Brokers Limited 10-Jan-2020
- 6 IRA/06/279/2020 Acropolis Insurance Brokers Limited 17-Dec-2019
- 7 IRA/06/572/2020 Acuity Insurance Brokers Limited 17-Dec-2019
- 8 IRA/06/526/2020 Afriq Insurance Brokers Limited 18-Dec-2019
- 9 IRA/06/226/2020 Afrishield Insurance Brokers Limited 18-Dec-2019
- 10 IRA/06/302/2020 AI- Amin Insurance Brokers Limited 23-Mar-2020
- 11 IRA/06/589/2020 Allicom Insurance Brokers Limited 29-Jul-2020
- 12 IRA/06/502/2020 Allion Insurance Brokers Limited 17-Dec-2019
- 13 IRA/06/488/2020 Alpine Insurance Brokers Limited 14-Jan-2020
- 14 IRA/06/525/2020 Amana Insurance Brokers Limited 10-Jan-2020
- 15 IRA/06/476/2020 Amro Insurance Brokers Limited 17-Jan-2020
- 16 IRA/06/313/2020 AMS Insurance Brokers Limited 17-Dec-2019
- 17 IRA/06/539/2020 Apis Insurance Brokers Limited 24-Apr-2020
- 18 IRA/06/481/2020 A-Plan Insurance Brokers Limited 23-Mar-2020
- 19 IRA/06/574/2020 Arena Africa Insurance Brokers Limited 17-Dec-2019
- 20 IRA/06/546/2020 Aris Insurance Brokers Limited 30-Mar-2020
- 21 IRA/06/114/2020 Aristocrats Insurance Brokers Limited 14-Jan-2020
- 22 IRA/06/515/2020 Aspen Insurance Brokers Limited 17-Dec-2019
- 23 IRA/06/390/2020 Associated Insurance Brokers Limited 17-Mar-2020
- 24 IRA/06/058/2020 Assured Insurance Brokers Limited 17-Dec-2019
- 25 IRA/06/604/2020 Assurelink Insurance Brokers Limited 17-Dec-2019
- 26 IRA/06/566/2020 Atlas Insurance Brokers Limited 21-May-2020
- 27 IRA/06/454/2020 Aum Insurance Brokers Limited 17-Dec-2019

28 IRA/06/563/2020 Avila Insurance Brokers Limited 17-Dec-2019
29 IRA/06/287/2020 Avocet Insurance Brokers Limited 17-Jan-2020
30 IRA/06/408/2020 Bafana Insurance Brokers Limited 2-Apr-2020
31 IRA/06/236/2020 Bahari Insurance Brokers Limited 21-Jan-2020
32 IRA/06/531/2020 Bapa Insurance Brokers Limited 17-Dec-2019
33 IRA/06/311/2020 Batlex Insurance Brokers Limited 28-Feb-2020
34 IRA/06/524/2020 Bilmax Insurance Brokers Limited 9-Apr-2020
35 IRA/06/582/2020 Bluecover Insurance Brokers Limited 21-Apr-2020
36 IRA/06/071/2020 Boma Insurance Brokers Limited 17-Dec-2019
37 IRA/06/384/2020 Bottomry Insurance Brokers Limited 17-Dec-2019
38 IRA/06/615/2020 Brighthouse Insurance Brokers Limited 21-Dec-2020
39 IRA/06/555/2020 Broadcover Insurance Brokers Limited 14-Jan-2020
40 IRA/06/414/2020 BTB Insurance Brokers Limited 18-Dec-2019
41 IRA/06/487/2020 Busam Insurance Brokers Limited 17-Dec-2019
42 IRA/06/125/2020 Canopy Insurance Brokers Limited 7-Jan-2020
43 IRA/06/443/2020 Centaur Insurance Brokers Limited 23-Mar-2020
44 IRA/06/095/2020 Chancery Wright Insurance Brokers Limited 17-Dec-2019
45 IRA/06/491/2020 Chartwell Insurance Brokers Limited 23-Mar-2020
46 IRA/06/319/2020 Chester Insurance Brokers Limited 18-Dec-2019
47 IRA/06/494/2020 Clarion Insurance Brokers Limited 17-Jan-2020
48 IRA/06/002/2020 Clarkson Insurance Brokers Limited 17-Mar-2020
49 IRA/06/550/2020 Complete Solutions Insurance Brokers Limited 9-Jan-2020
50 IRA/06/054/2020 Consolidated Insurance Brokers Limited 5-Mar-2020
51 IRA/06/207/2020 Covermax Insurance Brokers Limited 17-Dec-2019
52 IRA/06/613/2020 Crescent Insurance Brokers Limited 02-Oct-2020
53 IRA/06/045/2020 Crownscope Insurance Brokers Limited 4-May-2020
54 IRA/06/499/2020 D & G Insurance Brokers Limited 17-Dec-2019
55 IRA/06/284/2020 Disney Insurance Brokers Limited 17-Jan-2020
56 IRA/06/605/2020 Dovenest Insurance Brokers Limited 18-Dec-2019
57 IRA/06/471/2020 Dynamique Insurance Brokers Limited 18-Dec-2019
58 IRA/06/008/2020 Eagle Africa Insurance Brokers Kenya Limited 4-Feb-2020
59 IRA/06/440/2020 Eden Rock Insurance Brokers Limited 5-May-2020
60 IRA/06/612/2020 Einsurance Brokers Limited 17-Sep-2020
61 IRA/06/591/2020 Entreplat Insurance Brokers Limited 29-Jun-2020

62 IRA/06/573/2020 Enwealth Insurance Brokers Limited 17-Dec-2019
63 IRA/06/062/2020 Executive Insurance Brokers Limited 18-Dec-2019
64 IRA/06/338/2020 Fairsure Insurance Brokers Limited 19-Mar-2020
65 IRA/06/521/2020 FCB Takaful (Insurance) Brokers Limited 8-Jan-2020
66 IRA/06/288/2020 Fides Insurance Brokers Limited 20-Dec-2019
67 IRA/06/578/2020 First Accord Insurance Brokers Limited 28-Apr-2020
68 IRA/06/538/2020 First American Insurance Brokers Limited 18-Dec-2019
69 IRA/06/557/2020 Font Insurance Brokers Limited 2-Apr-2020
70 IRA/06/194/2020 Formax Insurance Brokers Limited 8-Jan-2020
71 IRA/06/335/2020 Fortress Insurance Brokers Limited 17-Jan-2020
72 IRA/06/323/2020 Fortune Insurance Brokers Limited 9-Apr-2020
73 IRA/06/418/2020 Four M Insurance Brokers Limited 10-Jan-2020
74 IRA/06/329/2020 Four Stars Insurance Brokers Limited 18-Dec-2019
75 IRA/06/449/2020 Fredblack Insurance Brokers Limited 17-Jan-2020
76 IRA/06/019/2020 Gachichio Insurance Brokers Limited 17-Dec-2019
77 IRA/06/110/2020 Getrio Insurance Brokers Limited 17-Dec-2019
78 IRA/06/565/2020 Goldfield Insurance Brokers Limited 17-Mar-2020
79 IRA/06/513/2020 Gras Savoye Kenya Insurance Brokers Limited 18-Dec-2019
80 IRA/06/466/2020 GRM Insurance Brokers Limited 10-Jan-2020
81 IRA/06/051/2020 H. G. Thanawalla Insurance Brokers Limited 17-Dec-2019
82 IRA/06/029/2020 H. S. Jutley Insurance Brokers Limited 18-Dec-2019
83 IRA/06/350/2020 Habari Insurance Brokers Limited 10-Jan-2020
84 IRA/06/474/2020 Harmony Insurance Brokers Limited 28-Feb-2020
85 IRA/06/586/2020 Hawk Bay Insurance Brokers Limited 27-Jul-2020
86 IRA/06/607/2020 Hillcroft Insurance Brokers Limited 18-Dec-2019
87 IRA/06/441/2020 Hillstone Insurance Brokers Limited 30-Apr-2020
88 IRA/06/510/2020 Homeland Insurance Brokers Limited 27-Aug-2020
89 IRA/06/461/2020 Hp Insurance Brokers Limited 7-Jan-2020
90 IRA/06/445/2020 Ick Insurance Brokers Limited 14-Jan-2020
91 IRA/06/413/2020 Image Insurance Brokers Limited 17-Dec-2019
92 IRA/06/548/2020 Imperial Insurance Brokers Limited 17-Dec-2019
93 IRA/06/416/2020 Insko Insurance Brokers Limited 14-Jan-2020
94 IRA/06/561/2020 Integrated Insurance Brokers Limited 20-Dec-2019
95 IRA/06/527/2020 J W Seagon Insurance Brokers (K) Limited 17-Dec-2019

96 IRA/06/601/2020 Jibl International Insurance Brokers Limited 17-Dec-2019
97 IRA/06/506/2020 Johncele Insurance Brokers Limited 17-Jan-2020
98 IRA/06/556/2020 Karen Direct Insurance Brokers Limited 10-Jan-2020
99 IRA/06/447/2020 Karen Insurance Brokers Limited 14-Jan-2020
100 IRA/06/522/2020 Kava Insurance Brokers Limited 18-Dec-2019
101 IRA/06/516/2020 Kelon Insurance Brokers Limited 12-Aug-2020
102 IRA/06/347/2020 Kenbright Insurance Brokers Limited 17-Jan-2020
103 IRA/06/439/2020 Kenfident Insurance Brokers Limited 4-May-2020
104 IRA/06/606/2020 Kenlord Insurance Brokers Limited 17-Dec-2019
105 IRA/06/576/2020 Kenoki Insurance Brokers Limited 10-Jan-2020
106 IRA/06/596/2020 Khushal Insurance Brokers Limited 18-Dec-2019
107 IRA/06/571/2020 Ksembi Insurance Brokers Limited 28-Feb-2020
108 IRA/06/364/2020 Lalit Sodha Insurance Brokers Limited 5-Mar-2020
109 IRA/06/554/2020 Laser Insurance Brokers Limited 17-Dec-2019
110 IRA/06/608/2020 Leadway Insurance Brokers Limited 23-Mar-2020
111 IRA/06/121/2020 Lema Insurance Brokers Limited 27-Oct-2020
112 IRA/06/013/2020 Liaison Group (Insurance Brokers) Limited 9-Jan-2020
113 IRA/06/412/2020 Lifecare International Insurance Brokers Limited 17-Dec-2019
114 IRA/06/603/2020 Linkham Services Insurance Brokers Limited 14-Jan-2020
115 IRA/06/308/2020 Losagi Insurance Brokers Limited 21-Feb-2020
116 IRA/06/339/2020 M. A. Khan Insurance Brokers Limited 7-Jan-2020
117 IRA/06/291/2020 Macly Insurance Brokers Limited 07-Jul-2020
118 IRA/06/419/2020 Maj Insurance Brokers Limited 10-Jan-2020
119 IRA/06/265/2020 Majani Insurance Brokers Limited 9-Jan-2020
120 IRA/06/231/2020 Masumali Meghji Insurance Brokers Limited 06-Nov-2020
121 IRA/06/382/2020 Mic Global Risks (Insurance Brokers) Limited 10-Jan-2020
122 IRA/06/492/2020 Microensure Insurance Brokers Limited 14-Jan-2020
123 IRA/06/503/2020 Midline Insurance Broker Limited 17-Dec-2019
124 IRA/06/250/2020 Mik Insurance Brokers Limited 28-Feb-2020
125 IRA/06/278/2020 Mima Insurance Brokers Limited 17-Jan-2020
126 IRA/06/581/2020 Minerva Insurance Brokers Limited 7-Jan-2020
127 IRA/06/014/2020 Minet Kenya Insurance Brokers Limited 3-Feb-2020
128 IRA/06/375/2020 Minlet Insurance Brokers Limited 31-Dec-2020
129 IRA/06/436/2020 Miran Insurance Brokers Limited 8-Jan-2020

130 IRA/06/560/2020 Modern Insurance Brokers Limited 18-Dec-2019
131 IRA/06/456/2020 Mombasa Insurance Brokers Limited 17-Dec-2019
132 IRA/06/240/2020 Nanyuki Insurance Brokers Limited 17-Dec-2019
133 IRA/06/263/2020 Nelion Insurance Brokers Limited 17-Dec-2019
134 IRA/06/484/2020 Nexus Insurance Brokers Limited 08-Oct-2020
135 IRA/06/517/2020 Nile Capital Insurance Brokers (E.A) Limited 9-Jan-2020
136 IRA/06/020/2020 Nomura Insurance Brokers Limited 17-Dec-2019
137 IRA/06/354/2020 Northridge Insurance Brokers Limited 13-Jan-2020
138 IRA/06/505/2020 Nyadwe Insurance Brokers Limited 07-Jul-2020
139 IRA/06/495/2020 Octagon Insurance Brokers Limited 28-Feb-2020
140 IRA/06/568/2020 Olea Kenya Insurance Brokers Limited 18-Dec-2019
141 IRA/06/479/2020 Options Insurance Brokers Limited 18-Dec-2019
142 IRA/06/077/2020 Pacific Insurance Brokers (Ea) Limited 14-Feb-2020
143 IRA/06/266/2020 Package Insurance Brokers Limited 17-Dec-2019
144 IRA/06/358/2020 Paladin Insurance Brokers Limited 23-Mar-2020
145 IRA/06/268/2020 Palsha Insurance Brokers Limited 18-Dec-2019
146 IRA/06/450/2020 Peace Of Mind Insurance Brokers Limited 17-Jan-2020
147 IRA/06/033/2020 Pelican Insurance Brokers (K) Limited 7-Jan-2020
148 IRA/06/293/2020 Pistis Insurance Brokers Limited 10-Jan-2020
149 IRA/06/463/2020 Plan & Place Insurance Brokers Limited 28-Feb-2020
150 IRA/06/462/2020 Platinum Insurance Brokers Limited 2-Apr-2020
151 IRA/06/280/2020 Prime Mover Insurance Brokers Limited 04-Nov-2020
152 IRA/06/196/2020 Primeken Insurance Brokers Limited 07-Jul-2020
153 IRA/06/611/2020 Prosight Insurance Brokers Limited 17-Sep-2020
154 IRA/06/583/2020 Qijito Insurance Brokers Limited 17-Dec-2019
155 IRA/06/497/2020 Real Alliance Insurance Brokers Limited 17-Jan-2020
156 IRA/06/587/2020 Reica Insurance Brokers Limited 17-Dec-2019
157 IRA/06/536/2020 Reval Insurance Brokers Limited 02-Oct-2020
158 IRA/06/580/2020 Richlands Insurance Brokers Limited 17-Dec-2019
159 IRA/06/055/2020 Risk Shield Insurance Brokers Limited 18-Dec-2019
160 IRA/06/148/2020 Roberts Insurance Brokers Limited 17-Dec-2019
161 IRA/06/544/2020 Royal Associates Insurance Brokers Limited 17-Feb-2020
162 IRA/06/609/2020 Royal Blue Insurance Brokers Limited 20-Dec-2019
163 IRA/06/430/2020 Safe N Sound Insurance Brokers Limited 25-Mar-2020

164 IRA/06/281/2020 Safenet Insurance Brokers Limited 17-Dec-2019
165 IRA/06/324/2020 Samnel Insurance Brokers Limited 23-Jul-2020
166 IRA/06/239/2020 Sapon Insurance Brokers Limited 17-Jan-2020
167 IRA/06/593/2020 Sasala Insurance Brokers Limited 18-Dec-2019
168 IRA/06/595/2020 Sc Insurance Brokers (K) Limited 17-Dec-2019
169 IRA/06/588/2020 Scoreline Insurance Brokers Limited 07-Jul-2020
170 IRA/06/035/2020 Sedgwick Kenya Insurance Brokers Limited 24-Feb-2020
171 IRA/06/191/2020 Select And Protect Insurance Brokers Limited 3-Apr-2020
172 IRA/06/588/2020 Shashi Insurance Brokers Limited 17-Dec-2019
173 IRA/06/267/2020 Shiv Insurance Brokers Limited 17-Dec-2019
174 IRA/06/340/2020 Shree Insurance Brokers Limited 21-May-2020
175 IRA/06/590/2020 Sib Insurance Brokers Limited 17-Dec-2019
176 IRA/06/257/2020 Skylark Africa Insurance Brokers Limited 07-Dec-2020
177 IRA/06/442/2020 Smartguard Insurance Brokers Limited 30-Apr-2020
178 IRA/06/483/2020 Snowcaps Insurance Brokers Limited 20-Dec-2019
179 IRA/06/336/2020 Sobhag Insurance Brokers Limited 8-Jan-2020
180 IRA/06/204/2020 Soin Insurance Brokers Limited 15-Jan-2020
181 IRA/06/509/2020 Spire Insurance Brokers Limited 19-Mar-2020
182 IRA/06/542/2020 Stegrap Insurance Brokers Limited 18-Dec-2019
183 IRA/06/352/2020 Sunland Insurance Brokers Limited 28-Apr-2020
184 IRA/06/501/2020 Swinton Insurance Brokers (K) Limited 26-Mar-2020
185 IRA/06/305/2020 Teevee Insurance Brokers Limited 17-Dec-2019
186 IRA/06/362/2020 The Great Five Insurance Brokers Limited 17-Mar-2020
187 IRA/06/553/2020 Transnep Insurance Brokers Limited 10-Jan-2020
188 IRA/06/205/2020 Trisons Insurance Brokers Limited 17-Dec-2019
189 IRA/06/306/2020 Trustmark Insurance Brokers Limited 15-Jan-2020
190 IRA/06/597/2020 Umma Insurance Brokers Limited 17-Dec-2019
191 IRA/06/569/2020 Underwriting Africa Insurance Brokers Limited 3-Apr-2020
192 IRA/06/036/2020 Unicorn Insurance Brokers Limited 18-Dec-2019
193 IRA/06/359/2020 Unipolar Insurance Brokers Limited 9-Jan-2020
194 IRA/06/070/2020 Universal Insurance Brokers Limited 17-Dec-2019
195 IRA/06/334/2020 Utmost Insurance Brokers Limited 17-Mar-2020
196 IRA/06/458/2020 Vefis Insurance Brokers (K) Limited 17-Dec-2019
197 IRA/06/584/2020 Verge Insurance Brokers Limited 14-May-2020

198 IRA/06/152/2020 Victoria Insurance Brokers Limited 21-Jan-2020
199 IRA/06/328/2020 Vike Insurance Brokers Limited 11-Mar-2020
200 IRA/06/529/2020 Viva 365 Insurance Brokers Limited 29-Jun-2020
201 IRA/06/598/2020 Wakiba Insurance Brokers Limited 17-Dec-2019
202 IRA/06/459/2020 Waumini Insurance Brokers Limited 28-Feb-2020
203 IRA/06/254/2020 Youjays Insurance Brokers Limited 27-Jan-2020
204 IRA/06/452/2020 Zamara Risk And Insurance Brokers Limited 21-Jan-2020

APPENDIX III: THE SCHEDULE OF RESEARCH PLAN

Activities	January 2021	March 2021	April 2021	July 2021	August 2021	September 2021	October 2022
Coming up with a researchable topic							
Writing Chapter 1							
Writing chapter 2							
Writing chapter 3 and Finalizing on the Research proposal							
Proposal Compilation and Presentation							
Data Collection and Analysis							
Presentation of final Dissertation							