KEY SUCCESS FACTORS IN KENYA'S INSURANCE INDUSTRY

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DECLARATION

This is my original work and has not been submitted for a degree in any university.

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DEDICATION

I gratefully dedicate this research project to son Ian Wachira and my two daughters Victory Wanjugu and Elaine Mwangi, let them know that with handwork and trust in the Almighty God they can achieve everything they would put their mind to achieve.

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ACRONYMS AND ABBREVIATIONS

AKI	-	Association of Kenya Insurers
ATMS	-	Automated Teller Machine
COMESA	-	Common Market for Eastern and Southern Africa
CRM	-	Customer Relationship Manager
CSFs	-	Critical Success Factors
EFTOs	-	Electronic Funds Transfer Options
GDP	-	Gross Domestic Product
IRA	-	Insurance Regulatory Authority
IT	-	Information Technology
KSFs	-	Key Success Factors
PAYD	-	Pay As You Drive

ABSTRACT

Key success factors for an industry are the two or three areas where companies must be distinctively better than its rivals in order to achieve sustainable competitive advantage. The researcher undertook this research study to determine the Key Success factors for the insurance industry in Kenya and the extent of their impact on the companies' competitive advantage and also to establish the extent to which insurance companies in Kenya have capitalized on the industry's KSFs in order to achieve sustainable competitive advantage. The study was conducted in Nairobi in August 2013 as census survey for all the 47 insurance companies in Kenya. Data was collected by the use of questionnaires which was dropped and picked later to the 47 respondents by the researcher. The results indicated that Kenya insurance industry key success factors at this particular point in time are: the ability to efficiently process claims and payments, ability to provide quality and convenient customer service, ability to have aggressive sales force, ability to formulate and implement strategies and the ability to maintain superior brand image. The study also found out that majority of the Kenya insurance companies have greatly ignored the industry's KSFs. It was concluded that these five are the key success factors for the Kenya insurance industry at this particular point in time and that insurance companies in Kenya must develop focused strategies around the KSFs if they are to achieve sustainable competitive advantage. It was recommended that the strategists of insurance companies in Kenya need to continuously assess the industry's KSFs in order to develop strategies that are of value to their customers and that they need to strategize on capitalizing on the industry's KSFs if they are to achieve sustainable competitive advantage. Suggestion for further study point at the Insurance Regulatory Authority (IRA) conducting a similar study being the body entrusted with the responsibility of overseeing and ensuring growth of insurance penetration in Kenya. This is because the insurance companies would freely give information to them without fear of unfair competition. Further study also need to be carried out to determine the extent to which insurance companies strategist understand the concept of key success factors in relation to strategic management.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations are environmental dependent for resources and also depend on the environment to discharge their outputs as they do not operate in a vacuum; they are environmental serving meaning that they operate in an environment in which they are inextricably interlinked. It is this environment in which they operate which shapes them and further influences their choices of the strategy and determines their performance. The external environment is very dynamic and it is assumed to possess certain fundamental requirements and limitations, threats and opportunities to which organizations must align their strategy, skills and resources, in order to achieve success. Ansoff (1987) brought out the need for an organization to evaluate the turbulence in the environment and to match their strategies to the level of turbulence in the environment.

Industry analysis enables organizations to identify their key success factors and align their actions with them in order to attain sustainable competitive advantage. Every industry has unique set of characteristics and having a thorough knowledge of these characteristics and understanding what makes the industry tick is essential to market place success. The key to good environmental analysis is to be aware that every industry is different. John, Scholes and Whittington (2008) contend that the identification of the Key Success Factors specific to an industry can be particularly valuable since an organization is able to achieve is “strategic fit” or the optimal match between its industrial conditions and the activities of that organization.

Bullen and Rockart (1981) argued that no organization can afford to develop a strategy which fails to provide adequate attention to the principal factors which underlie success in the industry. There is no point in having capabilities and strategies that are “valueless” in customers’ terms. The strategic capabilities should be built around the key success factors in order to be able to deliver what customers’ needs. It is important then to emphasis that if organizations seek to build competitive advantage they must have capabilities that are of value to their customers (Johnson et al., 2008). The fundamental basis of above-average performance in the long-run is sustainable competitive advantage (Porter, 1985). Hence, business producing offerings with higher perceived value and/or lower relative cost than competing business are also said to have a competitive advantage in the market.

Kenya’s insurance industry is a major player in the Financial Services Sector of the Kenyan economy. Unlike the other players, insurance industry is facing many challenges as growth trajectories in different parts of the world diverge, low penetration rate standing at 3%, high insolvency rate, bad public image, customers demanding more transparent and accessible products, technology revolutionizes risk analysis, customers’ profiling and existing business models at risk, and new entrants look to pick off the most profitable business. The question is does Kenyan insurance industry really understand its key success factors or does it require a Paradigm shift?

1.1.1 The Concept of Key Success Factor

Flouris and Oswaid (2012) defined Key Success Factors as those factors that positively affect a company's chance to prosper in the market place. In other words, they are the characteristics shared by truly successful companies. If a company is successful in a given industry, then this company must excel in certain things in order to be both financially and competitive successful. According to Flouris and Oswaid (2012) this factors could be product attributes, competitive capabilities, or even market achievements Bullen and Rockart (1981) confirmed that Key Success Factors (KSFs) in an industry are those things that determine the ability of members of an industry to prosper in that industry such as low cost, best quality, good product features, resources available, competitive capabilities and so on. They are the limited number of areas in which satisfactory results will ensure successful competitive performance for individual, department or organization. Key Success Factors are the few areas where "things must go right" for the business to flourish and for the manager's goals to be attained.

Flouris and Oswaid (2012) found that it is important to determine the key success factors in an industry. Managers have to be aware of what it takes to be successful competitively and what factors are necessary for success. As a manager, it is prudent to be able to diagnosis, accurately, what factors are most important for success. Thompson, Strickland, and Gamble (2008) found that correctly diagnosing an industry KSFs raises a company's chance of crafting a sound strategy. They further indicated that the goal of company's strategists should be to design a strategy aim at stacking up well on all of the industry's future KSFs and trying to be distinctive better than rivals on one (or possibly two) of the

KSFs. Indeed, companies that stand out or excel on a particular KSF are likely to enjoy a stronger market position. Being distinctively better than rivals on one or two key success factors tends to translate into competitive advantage (Thompson et al., 2008).

Key success factors truly are major opportunities for competitive advantage as they allow managers to determine where a company's major areas of weaknesses are and what must be done to change that company's position in the competitive arena (Flouris and Oswaid, 2012). Misunderstanding key success factors can result in misdirected strategies and failure in the market place. Hence, using the industry's KSFs as cornerstones for the company's strategy and trying to gain sustainable competitive advantage by excelling at one particular KSF is a fruitful competitive strategy approach. This allows one to determine where a company's major areas of weaknesses are and what must be done to change that company's position in the competitive arena. Thompson et al. (2008) discovered that key success factors vary from industry to industry and even from time to time within the same industry, as driving forces and competitive conditions change.

1.1.2 Kenya Insurance Industry

Insurance is the pooling of risks by the policyholders with the aim of indemnifying them from unforeseen risks. The principle of insurance is that the losses of the few are paid by many. Its underlying purpose is to provide protection against the risk of financial loss, thus giving peace of mind to the policyholders. Life insurance is also a way of creating an immediate estate for ones dependants. Insurance companies are financial institutions that function in the economy as part of the financial service industry. The financial services industry is made up of banks, building societies, insurance brokers, pension funds, fund management companies, stock brokers, real estate companies, savings and credit societies etc. it has important effect on the performance of Kenya's economy contributing approximately 11% of the Gross Domestic Product (GDP) with insurance contributing 3% to the GDP (IRA, 2012). Insurance promotes financial stability of individuals, families, and organizations by indemnifying those who suffer loss or harm. Business failure without insurance leads to reduction in shareholders wealth and many other kinds of negative externalities. Higher unemployment, loss of business, high prices of products, less government tax revenues and rising government responsibilities are few negative externalities associated with uninsured losses. This therefore implies that insurance promote financial stability by ensuring continuity in face of adversities.

In the fifty years since independence, Kenya's insurance industry has flourished. IRA (2012) indicates that the industry has grown at an average rate of 16% p.a. over the last 5 years. The market comprises of 47 insurance companies, transacting long-term and short-term insurance business. In addition, there are over 140 insurance brokers operating in the Kenyan insurance market. Competition is strong and therefore clear market positioning is essential. Kenya's insurance industry leads within the East Africa Community (a trading block of Kenya, Uganda and Tanzania), and is a key player in the COMESA region, (Common Market for Eastern and Southern Africa). The insurance ACT lays emphasis on the supervision of the insurers, as they are the risk carriers and, therefore the backbone of the insurance industry (Kogi, 2009). The industry has a member's association called The Association of Kenya Insurers (AKI) whose main objective is to promote adherence to prudent business practices by its members and to create awareness among the general public with a view of accelerating the growth of the insurance business in Kenya. The industry watch-dog Regulatory Authority (IRA) mission's is to effectively and professionally regulate, supervise and develop the insurance industry. It regulates the activities of the insurance companies in Kenya.

The insurance industry in Kenya is experiencing various challenges key among them being negative market sentiment following closure of at least five insurance providers over the past five years due to insolvency arising from high claims (Ndung'u, 2013). Due to this poor image, those customers who can afford insurance do not willingly buy insurance. Thus, except the case of compulsory insurance, many will not voluntarily buy insurance cover. Consequently, despite the importance of insurance as a risk transfer mechanism, insurance continues to be the last in the priority of needs of the public in Kenya. Wahome (2013) observed that insurers have turned to under pricing for survival and underwriting profits for the industry average 3% over the past 4 years and have however remained low due to weak pricing and increased fraudulent claims. Insurance penetration has remained low currently at 3.03% compared to 11.6% in South Africa (Ndung'u, 2013). This is a very low level of coverage and there still exist much untapped potential. The main reason advanced by insurers for this sorry state of affairs is poor perception of insurance by the public (Kogi, 2009). Rate cutting below economically justifiable levels is not uncommon coupled with unconventional competition practices such as unsustainable incentives for employees and others in order to win new business relationships (Wahome, 2013). With such thin premiums, some insurance companies have been unable to make good their promises to customers thus lowering public trust. With all these challenges facing insurance industry in Kenya, the question is does the industry understand its key success factors?

1.2 The Research Problem

In the 21st Century, the organizations that will remain successful are those that do understand the few key areas where “things must go right” for their business to flourish and for the manager’s goals to be attained thereby attaining a competitive advantage over their competitors. They put into consideration the concept of environment dependence and build their strategic capabilities and skill around their Key Success Factors (KSFs). Johnson et al. (2008) confirms that industry structure is very dynamic and competitive forces change over time. Identification of industry’s KSFs lead to the achievement of competitive advantage which is at the heart of a firm’s performance in competitive markets (Porter, 1985). Therefore, a theory or method contributing to an understanding of the KSFs in an industry would without doubt be of considerable academic and practical interest.

The concept of KSFs is what will determine whether the players in Kenyan insurance industry will succeed or fail as players of the Financial Services Sector. Insurance industry have over the years invested heavily in selling and marketing of products, it have spent valuable time and money to develop differentiated products but continues to experience numerous challenges which pose threats of viable growth of the industry. These challenges have been identified to include negative market sentiment following closure of at least five insurance providers over the past five years due to insolvency arising from high claims (average 61%), poor customers' awareness, poverty, corruption, cut throat competition, weak pricing, unethical business practices and increased fraudulent claims among others. Horror stories of clients' experiences in the hands of insurance companies have tainted the image of the industry. Further, potential clients interested in insurance services usually encounter smacks of discouragements from clients who had bad experiences.

A review of literature show that there have been several studies done on the insurance industry, notably those of Kaguma (2011) which focused on Customer Perception on Service Quality offered by Life Insurance Companies in Kenya, Govind (2009) confirmed widespread customer dissatisfaction in the insurance industry, stemming from poor service design and delivery. Nderitu (2006) researched on the cause of high motor vehicle claims in the insurance industry, Muthoni (2003) researched on factors that determine perceived quality of services in the insurance industry while Karua (2008) studied on the differentiation strategy in the insurance companies in Kenya. Several other studies have looked at the concept of KSFs in relation to other industries: Mutua (2010) focused on KSFs in the credit card industry, Owuoth (2010) looked at the Critical Success Factors (CSFs) in the pharmaceutical industry. Kamarkor2011) investigated the CSFs in the banking industry.

Kariuki (2007) is the only study that looked at the KSFs of insurance firms in Kenya. However, Kariuki (2007) only identified the KSFs of insurance companies in Kenya at one particular point in time. None of these studies has researched the extent to which Kenya insurance companies have strategized on the industry's Key success factors and the impact they have on the competitiveness of an insurance company. Since the year 2007, there are also many changes that have taken place in Kenya's insurance industry which would warrant a repeat of the study at this particular point in time. These changes include closure of at least five insurers as a result of insolvency, companies merger where small companies are merging in order to remain solvent (ICEA merged with Lion of Kenya). Five new companies have entered the industry since the year 2007'currently there are 47 insurance companies including one Takaful operator while we had 42 insurers in the year 2007.Kenya Re-insurance Corporation has also opened a Retakaful window. IRA has reintroduced No Claim Discount (NCD) system motor premiums rating and some insurers are now practicing risk based rating which was not there five years ago. Kenya's insurance companies are going international to Uganda, Southern Sudan, Tanzania and Rwanda despite the fact that the market share in Kenya is grossly unexploited currently at 3% of the GDP.

Globalization and this time of relentless and often disorientating changes resulting from technological advances has also created threats for some businesses, opportunities for others, and a combination of both for many and has prompted a need to relook at the concept of key success factors. For example, insurance industry has been traditionally paper based and predominantly used manual systems, today most of the players have embraced the concept of paperless office and high tech information systems. Insurers have exploited the benefits of E-commerce and mobile phone technology through development of innovative products such as Pay as you drive (PAYD) motor insurance cover, KilimoSalama weather index based agricultural product coupled with M-Pesa mobile phone technology and telematics just to mention a few of the innovations. Hence, it is very clear that a further study need to be done to establish what the Key Success Factors are in the Insurance industry in Kenya.

The challenges that are facing the insurance industry in Kenya can be attributed to the industry's lack of understanding of its KSFs. This study reflects my deepening belief that the poor performance of the insurance industry in Kenya stems from the industry's in ability to understand its key success factors which would enable it achieve sustainable competitive advantage. What are the Kenya's Insurance Industry Key Success Factors?

1.3Research Objectives

The objectives of the study were:-

I. To determine the Key Success Factors in Kenya's Insurance Industry and their impact on companies' competitive advantages.
II. To establish the extent to which insurance companies in Kenya are strategizing on the industry's Key Success Factors in order to achieve competitive advantage.

1.4The Value of the Study

The insurance industry in the recent past has faced a lot of challenges key among them being negative market sentiments following closure of at least five insurance companies due to insolvency. Therefore, for any insurance company operating in the Kenya industry to succeed, it must develop focused strategies that are of value to the customers. In this regard company strategists must identify the industry's Key Success Factors and build their strategies around these KSFs if they are to have competitive advantage. Hence, this study will benefit the management of insurance companies as it will empower them to develop focused strategies that are of value to their customers which are developed around the current KSFs identified in the study. The study has also identified a weakness in Kenya insurance industry where companies are ignoring the industry's KSFs and recommends that they should capitalizing on them if they are to achieve sustainable competitive advantage.

Second, the study is of great importance to the Kenyan Government and particularly the Insurance Regulatory Authority and other policy makers in formulating the appropriate legislations and policies for the industry. This benefit would arise from the recommendations of the study as they specifically pinpoint the need to conduct similar studies from time to time since the KSFs for an industry varies with time. Hence, the need for the industry's KSFs to be continually assessed for the policy makers to formulate appropriate policies. Finally, to the scholars and researchers the study will enrich the industry's knowledge on the topic of Key success factors and even point out specific areas of further research.

CHARPTER TWO: LITERATURE REVIEW

2.1 Introduction.

This chapter specifies a general theoretical framework relating the concept of Key Success Factors (KSFs) to the concept of competitive advantage. It then presents information from various sources and different authors across the world, gives solutions and methodologies of approaching them.

2.2 Theoretical Underpinning of the Study

The general theory underpinning KSFs is the open system theory. Organizations are environmental dependent for resources and also depend on the environment to discharge their outputs as they do not operate in a vacuum; they are environmental serving meaning that they operate in an environment in which they are inextricably interlinked. It is this environment in which they operate which shapes them and further influences their choices of the strategy and determines their performance. The external environment is very dynamic and it is assumed to possess certain fundamental requirements and limitations, threats and opportunities to which organizations must align their strategy, skills and resources, in order to achieve success. Ansoff (1987) brought out the need for an organization to evaluate the turbulence in the environment and to match their strategies to the level of turbulence in the environment. Industry analysis forms part of this greater environment and it is through industry analysis that a company is able to identify its KSFs.

Pearce and Robinson (1997) found that KSFs are those factors that identify the performance areas that are of greatest importance in implementing the company's strategies and must therefore receive continuous management attention. Johnson, Scholes and Whittington, (2008) further contends that for a company to be able to offer more value to its customers it must understand the few things that it must do right in order to attain competitive advantage. Managers have to be aware of what it takes to be successful competitively in an industry and what factors are unnecessary to success. This can only be achieved by a company understanding what its key success factors are in a given industry.

2.3 Industry Analysis

Thompson, Strickland & Gamble (2008) observed that all industries are characterized by trends and new developments that gradually or speedily produce changes important enough to require a strategic response from participating firms. He further observed that industry go through a life cycle of take-off, rapid growth, market saturation, and stagnation or decline and that the most powerful of the change agents are called driving forces because they have the biggest influence in reshaping the industry landscape altering competitive conditions. Porter (1985) found that in order for a company to compete effectively in an industry, there that in order for a company to compete effectively in an industry, there not only need to be a thorough understanding of the external environment but also a good understanding of the individual company's capabilities. Pearce and Robinson (1997) argue that designing viable strategies for a firm requires a thorough understanding of the firm's industry and competition condition. The forces in the macro-environment might influence the success or failure of an organization’s strategies.

Economic theory defines an industry as a group of companies producing the same principal product or, more, broadly, a group of companies producing products that are close substitute for each other (Johnson et al., 2008). From a strategic management perspective it is useful for managers in any organization to understand the competitive force in their industry since these will determine the attractiveness of that industry and the likely success or failure of particular organization within that industry. Porter (1996) stated that industry structure is relatively stable, but can change over time as an industry evolve. Structural change shifts the overall and relative strength of the competitive forces, and can positively or negatively influence industry profitability. Industry Analysis is a market assessment tool designed to provide a business with an idea of the complexity of a particular industry. Industrial analysis involves reviewing the economic, political and market factors that influence the way the industry develops. According to Newman, Logan and Hegarty (1989), Industry analysis helps anyone concerned with company strategy to decide which environmental changes are likely to affect the company. Industries vary in the frequency with which new products are introduced and the frequency of changes in processing technology. For example technology jumps quickly in the pharmaceutical, space, and urban renewal industries (Newman et al., 1989). The frequency of change means that the market positions are insecure; consequently caution in making investment is required hence the need for a company to understand its key success factors in order to make a wise decision about which factor is key and would warrant more resources investment than others.

2.4 Key Success Factors

The ultimate goal of the organizations is to be successful. Success can be described as Survival (long-term success), achievement of goals or above average returns/profitability. Customers will value many products and services features to a greater or lesser degree. From the potential providers' view point it is valuable to understand which features are of particular importance to a group of customers (market segment). These are known as critical success factors (CSFs) and are those product features that are particularly valuable by a group of customers and therefore, where the organization must excel to outperform competition (Johnson et al., 2008).

Thompson et al. (2008) defined key success factors as product attributes, competences, competitive capabilities, and market achievements with the greatest impact on future competitive success in the market place. Industry key success factors (KSFs) are those competitive factors that most affect industry member's ability to prosper in the market place – the particular strategy elements, product attributes, resources, competencies, competitive capabilities, and market achievements that spell the difference between being a strong competitor and a weak competitor and sometimes between profit and loss.

KSFs as Thompson et al. (2008) observed by their nature are so important to future success that all organizations in the industry must pay close attention to them or risk becoming an industry also-ran. How well an organization product offering, resources, and capabilities measure up against an industry's KSFs determine just how financially and competitively successful that organization will be. An organization can be able to identify its key success factors by knowing what resources and capabilities it need to have in order to be competitive and what it needs to attain a sustainable competitive advantage. Identifying KSFs, in light of the prevailing and anticipated industry and competitive conditions, is always a top-priority analytical and strategy-making consideration.

Mockler (1995) stated that pinpointing the steps that need to be taken to succeed in a selected market involves developing a profile of the kind of company likely to succeed in the future industry environment. This involves identifying the specific success formulas. Mockler (1995) identified various generic Key Success Factors such as controlling prices and quality, handling militant unions, maintaining brand image, expanding the lower end of the product line and meeting competitive pressure from the competition. Knowing what it takes to succeed in an industry under consideration gives a company a greater chance to success or competitive advantage. This helps to determine whether a company has or can get what it takes to make it have competitive advantage over its competitors in a given industry. Flouris and Oswaid (2012) gave examples of KSFs as product attitudes, competitive capabilities, or even market achievements. Bullen and Rockart (1981) said that Key Success Factors (KSFs) in an industry are those things that determine the ability of members of an industry to prosper in that industry such as low cost, best quality, good product features, resources available, competitive capabilities.

2.5 Key Success Factors and Competitive Advantage

Porter (1996) argued that competitive advantage is at the heart of the firm's performance in competitive markets and firms throughout the world face slower growth. He further argued that competitive advantage grows fundamentally out of the value a firm is able to create for its buyers that exceeds the firm's cost of creating it. Value is what buyers are willing to pay, and superior value stems from offering lower prices than competitors for equivalent benefits or providing unique benefits that more than offset a higher price. Competitive advantage describes the way a firm can choose and implement a generic strategy to achieve and sustain competitive advantage. A firm is profitable if the value it commands exceeds the costs involved in creating the product. Creating value for buyers that exceeds the cost of doing so is the goal of any generic strategy (Porter, 1985).

According to Johnson et al. (2008) the competitive advantage and superior performance of an organization can be explained by the distinctiveness of its capabilities. Johnson defined strategic capability as the resources and competences of an organization needed for it to survive and prosper. The creation of competitive advantage and superior performance depends on an organization having distinctive or unique capabilities that competitors will find difficult to imitate. Unique resources are those resources that critically underpin competitive advantage and that others cannot easily imitate or obtain. Core competences are the skills and abilities by which resources are deployed through an organization's activities and processes such as to achieve competitive advantage in ways that others cannot imitate or obtain. Johnson et al. (2008) discovered that a core competence is something that a company does especially well in comparison to its competitors. It represents a competitive advantage because the company acquires expertise that competitors do not have. It may be in the area of superior research and development, expert technological know-how, process efficiency or exceptional customer service.

Johnson et al. (2008) stated that information strategies can have a profound influence on creating and destroying the capabilities of an organization and hence it's competitive advantage. IT might impact on three "elements" of a core capability namely: ensuring that products/services are valued by customers, outperforming competitors and making capabilities difficult to imitate. IT has greatly transformed business processes thereby making them more effective and customer focused. Turban, Mclean, and Wetherbe (2004) contend that Information Technology has become the major facilitator of business activities in the world today. IT also is used as it is a catalyst of fundamental changes in the structure, operations, and management of organizations. This is due to the capabilities it gives for pursuing business objectives. Turban et al. (2004) said that these capabilities support the five business objectives: improving productivity, reducing costs, improving decision making, enhancing customer relationships, and developing new strategic applications. He further contends that IT is creating a transformation in the way business is conducted, facilitating a transition to a digital economy.

The digital economy refers to an economy that is based on digital technologies, including digital communication networks, computers, software, and other related information technologies. The digital economy is also sometimes called the Internet economy, the new economy, or the Web. With the advancement in mobile technology, many business activities can be conducted through wireless networks. M-commerce is experiencing rapid growth in terms of capabilities of mobile devices, services, applications, standards and network implementation. The most significant advantage that m-commerce offer is that it facilitates customers doing business transactions and using services regardless of their physical locations. A good example is M-Pesa which has greatly revolutionized the way business is being done globally by making it possible to pay bills at a click of your mobile phone button. Lay (2012) confirmed that telematics can become a solution to the low premiums and insurance rate under cutting. The concept is that the device produces data that reflects the true driving style of an individual by using road-specific metrics. It gives an indication of the driver's acceleration, braking and cornering, as well as details of the time of the day and type of road they are driving on. The information is then used to assess the driver's risk and inform their premium.

Organizations have been able to create sustainable competitive advantage through investing in Information systems capability such as Straight-through processing. Kennedy (2001) defined straight through processing as an environment in which transactions are processed without any manual intervention by the financial service organization's staff. Examples include ATMS withdraws and EFTOS transactions. Development of call centre has lead to improved customer service. A call centre is a comprehensive customer service entity in which companies take care of their customer service issues communicated mainly through telephones (now supplemented with capacity to handle e-mails).Customer Relationship Management Systems (CRM) enables an organization to collect, manage, share and store all information that may be used to acquire and keep customer, improve services and maximize the potential for greater sales.

CHARPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the various stages and phases that were followed in the completion of the study. It involves a blue print for the collection, measurement and analysis of data. This identifies the research and techniques that were used in the collection, processing and analysis of data, specifically the following subsections are included; research design, target population, data collection procedures and finally data analysis.

3.2 Research Design

The study was conducted through a cross-sectional descriptive survey. Cooper & Schindler (2006) said that a descriptive study is concerned with finding out who, what, where, when, or how, of a research study. A survey research seeks to obtain information that describes existing phenomena by asking individuals about their attitude, behavior or values (Mugenda and Mugenda, 2003).

This type of research design is suitable for this study because it concerns measurement of the same variables across all respondents in the same industry at a particular point in time. Cooper and Emory (1995) recommended this type of design for the studies carried at one point in time and representing same variables at a particular point in time.

3.3 Population of the Study

The population refers to an entire group of individual's events or objects having a common observable characteristic. According to Kumar (2005), population is the class, families living in the city or electorates from which you select a few students, families, electors to question in order to answer to your research question. The population of the study comprised of all the 47 insurers in Kenya as at 30th June 2013 according to the IRA report 2013.

A census survey was used because all the insurance companies in Kenya are few and are all located in Nairobi. It involves the collection of data from a given population for the purpose of analysis of a particular issue. A census is the procedure of systematically acquiring and recording information about the members of a given population. It enhances confidence as date is obtained from all the units of study.

3.4 Data Collection

The study used primary data collected using a structured questionnaire. The questionnaire was be divided into three parts, section one will seek to gather general information about the company (organization profile), section two sought information about insurance industry KSF and section three solicited information concerning the extent to which insurance companies strategized on the industry's KSFs. Likert scale question format was used since it permitted the respondent to select from a number of degrees of intensity which are usually five (Orodho, 2005). Likert scale is a verbal degree of agreements or disagreements number of statements about an object of interest.

The study targeted senior executive managers of insurance companies as they are better placed in providing the required data as they play a leading role in ensuring that organization strategies are built around the KSFs in order to attain competitive advantage. The questionnaire was administered through mail/ or “drop and pick” latter method. To enhance the response rate, the researcher called the respondents before emailing the questionnaire.

3.5 Data Analysis

Data analysis refers to extraction or derivation of meaningful information from a mass of data. The purpose is to obtain meaning from the collected data. Data was edited for completeness and consistency, coded, labeled before analysis. The data analysis method used was quantitative in nature using descriptive statistics. From the Likert Scales data, percentages, average mean, mode, frequencies and cross tabulations, the most significant factors were identified and ranked. This helped to determine the proportion of respondents for each of the KSF statement.

The extent to which the respondents agreed was tabulated, plotted on bar graphs and also ranked. Quantitative reports were generated through tabulations, percentages, frequency and measures of central tendency. Factor analysis was applied to the research to assist in identifying the KSFs. Factor analysis looks for groups of variables that share common variance, from the assumption that these groupings are 'caused' by the same unobservable (latent) factors. Frequency tables were used to present the findings upon which interpretations and conclusions were made.

CHARPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings of the study as set out in the research methodology. The research data was gathered exclusively through questionnaires as the primary research instrument. The questionnaire was designed in line with the research objectives of the study. To enhance quality of the obtained data, likert type questions were used whereby respondents indicated the extent to which they agreed with the variables in a five point likert scale.

The study targeted all the 47 insurance companies in Kenya as at 31st June, 2013. The researcher distributed a total of 47 questionnaires to all the insurance companies but managed to get response from 41 insurance companies only representing 87% response rate. The researcher noted that some insurance company feared disclosing information on the key success factors due to the stiff and cut throat competition in the industry. Data analysis is based on the respondents understanding or previous knowledge regarding Key Success Factors for the Insurance industry in Kenya.

4.2 Key Success Factors and Competitive Advantage

The first Key objective of this study was to find out which Factors the insurance companies considered as Key to their success and the extent to which they impact on the companies' competitive advantage. To achieve this objective, the respondents' responses were rated on a five point likert scale where (1) Represented No impact at all(2) Least impact(3) Great impact(4) Greater impact and (5) Greatest impact. The frequencies mean scores and percentages were computed and the results presented in the table below.

Table 4.2 Key Success Factors and Competitive Advantage

Key Success Factor	Response (Impact)	Frequency	Percentage	Mean	S.D
Ability to efficiently process claims and payments	Greatest Impact	40	98	**4.975**	**0.154**
	Greater Impact	1	2		
	Total	**41**	**100**		
Ability to provide quality and convenient customer service	Greatest Impact	27	66	**4.634**	**0.481**
	Greater Impact	14	34		
	Total	**41**	**100**		
Ability to sell and market the products aggressively	Greatest Impact	10	24	**3.780**	**1.000**
	Greater Impact	19	47		
	Great Impact	5	12		
	Least Impact	7	17		
	Total	**41**	**100**		
Ability to attract employees with the right skills and talents	Greatest Impact	11	27	**3.293**	**1.110**
	Great Impact	20	49		
	Least Impact	10	24		
	Total	**41**	**100**		

Training and development of employees	Greatest Impact	10	24	**3.853**	**0.782**
	Greater Impact	15	37		
	Great Impact	16	39		
	Total	**41**	**100**		
Ability to gain market share	Greatest Impact	6	15	**3.926**	**0.600**
	Greater Impact	26	63		
	Great Impact	9	22		
	Total	**41**	**100**		
Investment in product's attributes	Greatest Impact	4	10	**3.560**	**0.856**
	Greater Impact	21	51		
	Great Impact	10	24		
	Least Impact	6	15		
	Total	**41**	**100**		
Market achievements	Greatest Impact	4	10	**3.682**	**0.641**
	Greater Impact	20	49		
	Great Impact	17	41		
	Total	**41**	**100**		
Ability to acquire resources and huge capital base	Greatest Impact	1	2	**3.463**	**0.666**
	Greater Impact	20	49		
	Great Impact	17	41		
	Least Impact	3	8		
	Total	**41**	**100**		

Maintaining superior Brand image	Greatest Impact	26	63	**4.365**	**0.876**
	Greater Impact	4	10		
	Great Impact	63	27		
	Total	**41**	**100**		
Ability to control prices	Greatest Impact	12	29	**3.829**	**0.908**
	Greater Impact	12	29		
	Great Impact	15	37		
	Least Impact	2	5		
	Total	**41**	**100**		
Product quality control	Greatest Impact	12	29	**3.585**	**0.962**
	Greater Impact	2	5		
	Great Impact	25	60		
	Least Impact	2	5		
	Total	**41**	**100**		
Ability to handle militant unions	Greater Impact	1	3	**1.951**	**0.825**
	Great Impact	10	24		
	Least Impact	16	39		
	No Impact	14	34		
	Total	**41**	**100**		

Expanding the product line	Greatest Impact	17	41	**3.414**	**1.696**
	Greater Impact	8	20		
	Great Impact	3	1		
	Least Impact	1	3		
	No Impact	12	29		
	Total	**41**	**100**		
Meeting competitive pressures	Greatest Impact	11	27	**3.707**	**1.329**
	Greater Impact	21	51		
	Great Impact	2	5		
	Least Impact	7	17		
	Total	**41**	**100**		
Aggressive sales force	Greatest Impact	21	51	**4.489**	**0.546**
	Greater Impact	19	46		
	Great Impact	1	3		
	Total	**41**	**100**		
Prime business location	Greatest Impact	7	17	**2.732**	**1.415**
	Greater Impact	5	12		
	Great Impact	10	24		
	Least Impact	8	20		
	No Impact	11	27		
	Total	**41**	**100**		

Patent rights	Great Impact	9	22	**2**	**0.663**
	Least Impact	23	56		
	No Impact	9	22		
	Total	**41**	**100**		
Having expert know-how	Greatest Impact	23	56	**4.317**	**0.868**
	Greater Impact	9	22		
	Great Impact	8	20		
	Least Impact	1	2		
	Total	**41**	**100**		
Ability to formulate and implement strategies	Greatest Impact	16	39	**4.366**	**0.530**
	Greater Impact	24	59		
	Great Impact	1	2		
	Total	**41**	**100**		

The study finding illustrated in table 4.2 indicate that out of a maximum score of 5 on the likert scale, the ability to efficiently process claims and payments had the highest mean score of 4.975 with the lowest standard deviation of 0.154 followed by the ability to provide quality and convenient customer service with a mean score of 4.634 and a standard deviation of 0.481.Having aggressive sales force factor followed closely with a mean score of 4.489, standard deviation of 0.546 while the ability to formulate and implement strategies comes next with a mean score of 4.366 and a standard deviation of 0.530 followed by the ability to maintain superior brand image had a mean score of 4.365

and a standard deviation of 0.876 closely followed by having the expert know-how with a mean score of 4.317 and standard deviation of 0.868.

Other factors identified by the respondents as key to success but with a lesser impact on the companies' competitive advantage included the ability to control prices with a mean score of 3.829 and a standard deviation of 0.908, the ability to sell and market the product aggressively followed with a mean score of 3.780 and a standard deviation of 1 followed by the ability to meet competitive pressure with a mean score of 3.707 and standard deviation of 1.329. Product quality control came next with a mean score of 3.585 and standard deviation of 0.908 in this category.

There are other factors which were identified by the respondents as having the least impact on the company's competitive advantage and they included the ability to handle militant unions with the lowest mean score of 1.951 and a standard deviation of 0.825 followed by having patent rights with a mean score of 2 and a standard deviation of 0.663 then having a prime business location with a mean score of 2.732 and a standard deviation of 1.415. The findings indicated that these factors are not key to the success of an insurance company.

The first group of factors can be considered as the insurance industry KSFs since their mean scores were all above 4 out of the 5 likert scale scores and the least standard deviations. Meaning they have these factors have the greatest impact on the companies' competitive advantage in the Kenya insurance Industry at this particular point in time.

The second category of factors have lesser impact on competitive advantage compared to the first category of factors meaning they are important factors but not very key to insurance companies success at this particular point in time. The third category of factors has very little or no impact on the success of an insurance company. Hence they need not to be given much attention to by insurance companies.

4.3Extent to which Companies Capitalizeon the Industry's KSFs.

To achieve the second objective, the respondents were asked to indicate the extent to which their company's Key Success factors mirror those of the industry or the extent to which their company strategizes on the industry's Key Success Factors. The frequencies, mean scores and percentages were computed and the results presented in the table below.

Table 4.3Extent to which Companies Capitalize on the KSFs

Extent of Impact	**Frequency**	**Percentage %**	**Mean**	**S.D**
Large	3	7	**2.8536**	**0.52083**
Moderate	29	71		
Small	9	22		
Total	**41**	**100%**		

From the study finding out of the highest likert scale score of 5 Kenyan insurance have mean score of 2.8536 with a standard deviation of 0.52083 representing the extent to which they have strategized on the industry's KSFs. This represent a very low extent and it may be the reason why only a small number of the insurance companies in Kenya are successful.

To enhance the confidence level on the research findings, the researcher also sought to find out information regarding the profiles of the insurance companies in Kenya and this information from the respondents indicated that majority of the companies 78% had over 150 employees, 95% were locally owned and had been in the industry for over 10 years. These information support the researcher's findings on the KSFs as it clearly indicate that the respondents were large insurance companies, locally owned and have operated long enough in the Kenya industry to understand industry's Key Success Factors.

4.4Discussion

These findings are in agreement with Thompson et al. (2008) who observed that Industry's KSFs are the two or three areas where companies must be distinctively better than its rivals in order to have competitive advantage. The study finding identified a first group five factors that have the greatest impact on insurance companies competitive advantage. The first two or three of these factors can be considered the insurance industry KSFs. Thompson et al. (2008) further observed that companies that stand out or excel on a particular KSF are likely to enjoy a stronger market position. This means that the factor that would distinguish an insurance company from the others and give it sustainable competitive advantage are the first group of factors namely: the ability to efficiently process claims and payments, ability to provide quality and convenient customer service, ability to have aggressive sales force and the ability to formulate, implement strategies, ability to maintain superior brand image. Therefore for any insurance company joining the Kenya insurance industry to succeed, it has to be distinctively better than its rivals in one or two of the above five factors. The efficiency and quality of service greatly impact on the confidence that customers have on the company and also enhances the customer loyalty. The findings of the study are in agreement with the findings of the study by Kamarkor (2011) who noted that operations management measures includes four objectives of dependability, efficiency, flexibility and quality. Kariuki (2007) also noted the ability to pay claims as key success factor though he put it in the category of other factors. Kariuki (2007) identified the core competencies such as staff skills, unique services, and experience in the market as the Key success factors at that point in time.

The research study findings are also in agreement with Pearce and Robinson (1997) who found out that KSFs are those factors that identify the performance areas that are of greatest importance in the implementation of the company's strategies and must therefore receive continuous management attention. Johnson et al. (2008) also noted that for a company to be able to offer more value to its customers it must understand the few things it must do right in order to attain competitive advantage and be aware of what it takes to be successful competitively in an industry and what factors are unnecessary to success.

The research study is also in agreement with Bullen and Rockart (1981) who observed that there is no point in having capabilities and strategies that are "valueless" in customers' terms. The strategies capabilities should be built around the Key success factors in order to be able to deliver what the customers' need. This indicate that the insurance companies in Kenya must capitalize on the industry's KSFs if they would like to increase their penetration rate from the current 3% to a two digit figure. The findings are also in agreement with Johnson et al. (2008) who noted that information strategies can have a profound influence on creating and destroying the capabilities of an organization and hence competitive advantage. Therefore any investment that would give a company ability to process it claims efficiently or provides quality and convenient customer service to the customers such as investment in information technologies like paperless office and Customer Relationship Management Systems (CRM) would lead to a company achieving sustainable competitive advantage.

CHARPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also gives the conclusion and recommendations of the study based on the objectives of the study. The objectives of the study were first to determine what the Kenya Insurance Industry's Key Success Factors are at this particular point in time and the extent of their impact on the companies' competitive advantage and second to establish the extent to which Kenya insurance companies have capitalized on the industry's KFS.

5.2 Summary of the Findings

From the above research findings it can be deduced that the one of the key findings in line with the research study objectives is that Kenya insurance industry key success factors at this particular point in time are: the ability to efficiently process claims and payments, ability to provide quality and convenient customer service, ability to have aggressive sales force, ability to formulate and implement strategies and ability to maintain superior brand image based on their impact on an insurance company's competitive advantage.

The second key finding is that majority of the Kenya insurance companies have greatly ignored the industry's KSFs. Meaning that they do not strategize on capitalizing on the industry's KSFs in order to achieve sustainable competitive advantage over their competitors. This may be the main reason why the industry is experiencing numerous challenges and low penetration rate in the insurance market.

5.3 Conclusion of the Study

On the basis of the key research findings discussion, it can be concluded that the few key areas where “things must go right” for the insurance business to flourish and for the manager’s goals to be attained thereby attaining a competitive advantage over their competitors are: the ability to efficiently process claims and payments, ability to provide quality and convenient customer service, ability to have aggressive sales force and the ability to formulate and implement strategies and ability to maintain superior brand image. These can be considered as the Key success Factors for any insurance company wishing to succeed in the Kenya Insurance Industry.

Further, the study indicates that Kenya insurance companies have largely ignored their Industry’s. This may be concluded as the main reason why the industry is experiencing a lot of challenges like very low penetration rate of only 3% of the GDP compared to other African countries like South Africa with a penetration rate of 12%, very poor public image and very high insolvency rate. This is in line with the theory which contends that misunderstanding the key success factors can result in misdirected strategies and failure in the market place.

The study findings have to a great extent concurred with the theory and other studies that have been done in the recent past regarding KSFs. It concur with Thompson et al. (2008) who observed that industry’s KSFs are the two or three areas where companies must be distinctively better than rivals in order to have competitive advantage. The findings also concur with other previous studies like Kariuki (2007) who identified the industry KSFs at a particular point in time as the company's core competencies.

5.4 Recommendations for Policy and Practice

The strategist of insurance companies need to continuously assess the Industry KSFs if they are to develop strategies that are of value to customers which meet customers' needs. This is because the industry's KSFs vary from time to time. In the same regards the Insurance Regulating Authority and other policy formulators need to continually assess the industry's KSFs to ensure that their policies are formulated around the industry's KSFs. Hence the researcher recommends that the regulator formulate policies that would ensure that claims payment procedures are included as part of the policy document clearly indicating the claims payments service standards. This would restore the customers' confidence in insurance and greatly improve on the Kenya's insurance industry penetration rate.

The researcher recommends that the management of insurance companies strategize on the capitalization of the industry's' KSFs if they are to gain sustainable competitive advantage. At this particular point in time the study has revealed that despite the fact that majority of Kenya insurance companies have been in the industry long enough to understand the importance of KSFs, very few capitalizes on the benefits of the industry KSFs.

5.5 Limitations of the Study

The study was carried out at a time when the industry was going through major challenges such as low penetration rate, high insolvency rate, and cut throat price competition. Therefore most of the respondents were not willing to give freely information on key success factors.

The researcher mainly relied on the respondents understanding or their previous knowledge of the concept of the Key Success Factor. The concept of KSFs is not fully understood by many managers especially the fact that in strategic management KSFs are tied to an industry and can only be discovered through industry analysis. KSFs are not limited to a particular insurance company. Hence it was difficult for the respondents to link the need for their Key success factors to mirror those of the industry.

Finally, in terms of the methodology, the research study was limited by the fact that there was limited time to collect the data and the respondents had busy schedules making data collection difficult. However, the researcher overcame the time limitation problem by using the drop and pick later method which gave the respondent ample time to fill the questionnaire.

5.6 Suggestions for Further Research

The Insurance Regulatory Authority (IRA) is the body entrusted with the responsibility to oversee and ensure the growth of the insurance penetration rate in the Kenyan. This puts them in a better position to carry out a similar study that is all inclusive since most insurance companies would not fear to provide information regarding KSFs to the authority as they would to a competitor. Similar study should also be done from time to time since the factors of success in an industry are bound to change with the changes in the external environment.

A further study needs to be carried out to determine the extent to which insurance companies strategist understand the concept of key success factors in relation to strategic management. Most of the managers seemed not to fully understand the concept of KSF and especially the fact that KSFs are unique to an industry and are not limited to a particular insurance company. This would enable identify training requirements for the companies strategists in the field of strategic management and especially KSFs.

Finally, a similar study should be carried out using a different methodology which can be able to overcome the time and busy schedule limitation. Most preferably this should be carried out by a researcher outside the academic program where he/she is not tied to a particular academic time frame. This would allow the researcher ample time to correct data from all the companies in the Kenya insurance industry.

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APPENDIX I: LETTER OF INTRODUCTION (SELF)

Dear respondent

RE: Collection of Research Data

I am a post graduate student of the School of Business, University of Nairobi, In order to fulfill the Masters of Business Administration degree requirement; I am undertaking a management research project "Key Success Factors in Kenya's Insurance Industry".

You have been selected to form part of this study. This is to kindly request you to assist in the data collection.

The information collected will be used for academic purpose and will be treated with strict confidentiality. I will avail a copy of the final paper upon your request.

All the information you give will be treated with utmost sincerity

Your's Researcher

Charles Mwangi Wachira

APPENDIX II: UNIVERSITY'S LETTER OF INTRODUCTION

APPENDIX III: QUESTIONNAIRE

Introduction

The research will be carried to investigate the Key Success Factors in Kenya's Insurance Industry.

Section One: Background Information

1. Name of the Company
   …………………………………………………………………………….
2. **Age group of the Insurance Company**
   Using the categories below, please indicate the age bracket of your company (Please tick one)
   Less Than 10 Years ☐
   11 to 30 Years ☐
   31 to 40 Years ☐
   41 to 50 Years ☐
   Over 50 Years ☐
3. **Type of insurance business**
   Using the categories below, please Indicate the nature/category of the Company. (Tick one)
   General Business only ☐
   Life Business only ☐
   Medical Business only ☐
   Composite life and general ☐
4. **Please indicate the ownership structure of your company. (Tick one)**
   Locally owned ☐
   Foreign Owned ☐
   Foreign and locally owned ☐

5. Size of the Insurance Company

Using the categories below, please indicate the number of employees in your company. (Please tick one)

1 to 50	☐
51 to 100	☐
101 to 150	☐
Over 150	☐

Section Two: Key Success factors

6. What do you consider to be the major contributing factor to the low insurance penetration rate in Kenya (3%) compared to South Africa's (12%) of the Gross Domestic Product (GDP)____

____

7. Indicate the extent to which you agree with the following statements if Kenya's insurers were to understand their Key Success Factors (*one or two things that they need to do right in order to outperform their competitors)*

	Strongly (4) Agree	Agree (3)	Disagree (2)	Strongly (1) Disagree
Insurance penetration rate would increase	☐	☐	☐	☐
Companies would be able To develop focused strategies	☐	☐	☐	☐
Companies would be able to build sustainable Competitive advantage	☐	☐	☐	☐

8. Please indicate the impact of the under mentioned factors on the ability to have success and/or achieve competitive advantage over competitors for any insurance company operation in Kenya's Insurance Industry.

	Factor	**Greatest Impact (5)**	**Greater Impact (4)**	**Great Impact (3)**	**Least Impact (2)**	**No Impact (1)**
1.	Ability to efficiently process claims and payments thereof					
2.	Ability to provide quality and convenient customer service					
3.	Ability to sell and market the products aggressively					
4.	Ability to attract employees with the right key skills and talents					
5.	Training and development of employees					
6.	Ability to gain market share					
7.	Investment in product attributes					
8.	Market achievements					
9.	Ability to acquire resources and huge capital base					
10.	Maintaining Brand image					
11.	Ability to control the prices					
12.	Product quality control					
13.	Ability to handle militant unions					
14.	Expanding the product line					
15.	Meeting competitive pressures					
16.	Aggressive sales force					
17.	Prime business location					
18.	Patent rights					
19.	Having expert know-how					
20.	Ability to formulate and implement a strategy					

Section Three: Extent to which companies capitalize on the industry's KSFs

9. Please indicate the extent to which your company's Key Success Factors mirrors those of the industry (or the extent to which your company strategizes on the industry's Key Success Factors). Tick one

Large (5) Very Large	Extent (4) Large	Extent (3) Moderate	Extent (2) Small	Extent (1) Very small
☐	☐	☐	☐	☐

THANK YOU FOR TAKING TIME TO COMPLETE THIS QUESTINNAIRE

APPENDIX IV: LIST OFLICENSED INSURANCE COMPANIESIN KENYA

NO	NAME	LOCATION
1	A P A Insurance Limited	Appollo centre, off ring road
2	Africa Merchant Assurance Company Limited	Transnational plaza, Mama Nginastr
3	Apollo Life Assurance Limited	Appollo centre, off ring road
4	British-American Insurance Company (K) Limited	British American Centre
5	Cannon Assurance Limited	Business Park, Mombasa Road
6	CfC Life Assurance Limited	CFC Hse, Mamlaka Rd
7	Chartis Kenya Insurance Company Limited	ChartisHse, Eden square Chiromo Rd
8	CIC General Insurance Limited	CIC Plaza, Mara Rd, Upper Hill
9	CIC Life Assurance Limited	CIC Plaza, Mara Rd, Upper Hill
10	Concord Insurance Company Limited	Yaya Centre 4thFl, ArgwingKhodhek
11	Corporate Insurance Company Limited	Corporate Place, Kiambere Rd
12	Directline Assurance Company Limited	Hazina Towers, Monorovia St
13	East Africa Reinsurance Company Limited	
14	Fidelity Shield Insurance Company Limited	Fisco Centre, Muthangari Drive
15	First Assurance Company Limited	First Assurance Hse, Gitanga Rd
16	GA Insurance Limited	GA Hse, Ralph Bunche Rd
17	Gateway Insurance Company Limited	Gateway Place Milimani Rd
18	Geminia Insurance Company Limited	Geminia Ins. Plaza, Kilimanjaro Av
19	ICEA LION General Insurance Company Limited	ICEA Bidg Kenyatta Av
20	ICEA LION Life Assurance Company Limited	ICEA Bidg Kenyatta Av
21	Intra Africa Assurance Company Limited	Williamson Hse, Ngong Av
22	Invesco Assurance Company Limited	Bishop Mungua Centre, Lenana Rd
23	Kenindia Assurance Company Limited	KenindiaHse, LoitaStr
24	Kenya Orient Insurance Limited	Capital Hill Tower, cathedral Rd
25	Kenya Reinsurance Corporation Limited	
26	Madison Insurance Company Kenya Limited	Madison Hse, Upper Hill Rd
27	Mayfair Insurance Company Limited	Barclays Plaza, Loita St
28	Mercantile Insurance Company Limited	Eco Bank Hse, MuindiMbingu St
29	Metropolitan Life Kenya Limited	International Hse, Mama Ngina St
30	Occidental Insurance Company Limited	Corner Plaza, Parklands
31	Old Mutual Life Assurance Company Limited	Old Mutual Bldg, Upper Hill
32	Pacis Insurance Company Limited	Centenary Hse, Ring Rd Westlands
33	Pan Africa Life Assurance Limited	Pan Africa Hse, Kenyatta Av
34	Phoenix of East Africa Assurance Company Ltd	AmbankHse, University way
35	Pioneer Assurance Company Limited	Pioneer Hse, Moi Av
36	REAL Insurance Company Limited	Royal NgaoHse, Upper Hill
37	Shield Assurance Company Limited	Avenue Office Suites, Ngong Rd
38	Takaful Insurance of Africa	
39	Tausi Assurance Company Limited	Tausi Court, Tausi Rd,
40	The Heritage Insurance Company Limited	CFC Centre, Chiromo Rd
41	The Jubilee Insurance Company of Kenya Limited	Jubilee Ins. Hse, Wabere St
42	The Kenyan Alliance Insurance Co Ltd	ChestarHse, Koinange St
43	The Monarch Insurance Company Limited	Prudential Assurance Bldg, Wabere St

44	Trident Insurance Company Limited	Capital Hill Towers, Cathedral Rd
45	UAP Insurance Company Limited	Bishops Garden Tower, Community
46	UAP Life Insurance Company Limited	Bishops Garden Tower, Community
47	First Re-Insurance Company Limited	

Source: IRA, 2013: The insurance Industry Report 2013