

Influence of Product Planning Strategies on Sales of Insurance Products: A Case of Pan Africa Insurance Holdings Limited, Kisumu Branch

TONY OTIENO WERE

School of Business and Economics, Jaramongi Oginga Odinga University of Science and Technology, Kenya

Abstract: Insurance industry in Kenya has faced numerous challenges from the volatile market environment, high interest rate to encroachment of the market by foreign insurance firms with the resultant liquidity crunch, decline in the stock market, heightened inflation, depreciation of the Kenya shilling and insecurity mostly from emerging terrorism. The poor performance was manifested in the numerous profit declines. Global insurance industry emerged from the combination of financial turmoil and economic uncertainty of the economic meltdown in 2014. In Asia-Pacific, rising individual wealth and aging populations are influencing revenue growth. Latin America continued to offer substantial growth potential to insurers. In the United States, Europe and Canada, many insurers have rebuilt their capital positions hence poised for growth. The purpose of the study was to establish influence product planning strategies (PPS) on sales of insurance products / services and to suggest specific recommendations to make positive improvement. Case of Pan Africa Insurance Holding Limited (PAIHL) in Kisumu. The study was guided by the following specific objectives: i) establishing influence of market penetration, ii) market development, iii) product development and iv) product diversification on sales of insurance products / services. The target population was 200 respondents comprising of 100 PAIHL staff and 100 PAIHL customers. Sample size was 132 respondents of which 66 were PAIHL staff and 66 were PAIHL customers. The study enabled PAIHL and other insurance companies to appreciate the significance of product planning strategies. It was demonstrated how PPS enhanced sales. The study also formed a basis for further research. This study used questionnaires and interview schedules to obtain data. Stratified and simple random sampling techniques were also used to sample the respondents. The questionnaires were tested on a sample of respondents to check on their reliability and validity. Data was analyzed using descriptive and inferential statistics. The study found out that product planning strategies increased products / services competitiveness, market share, sales volume and customer satisfaction. Based on the finding, the study concluded that product planning strategies played a vital role in products / services competitiveness, increased market share, increased sale volume, and increased customer satisfaction.

Keywords: Insurance Products, customer satisfaction, competitiveness.

1. INTRODUCTION

1.1 Background and Introduction:

Insurance industry in Kenya has faced numerous challenges from the volatile market environment, high interest rates to encroachment of the market by foreign insurance companies such: Liberty, AIG, with the resultant liquidity crunch, decline in the stock market, heightened inflation, depreciation of the Kenya shilling and insecurity mostly from emerging terrorism. Results recorded slowed down revenue growth, low investment earnings against a significant rise in operating costs. The poor performance was manifested in the numerous profit warnings by listed firms that hit a record high of 15 by the end of 2015 (PAIHL's Annual Report, 2015).

Pan African Insurance Holdings Limited is a company whose shares are traded publicly on the Nairobi Securities Exchange (NSE). It was incorporated in Kenya on 26 October under the Kenyan Companies Act and is domiciled in Kenya. PAIHL's principal activity is underwriting of all classes of long-term and short term insurance business with the exception of industrial life insurance. (PAIHL's Annual Report 2015). In spite of its long standing experience and investment in the industry, PAIHL continues to face major challenges in executing its core mandate. This is why the Researcher chose it to establish whether those concerns could be attributed to Product Planning Strategies

The insurance industry in Kenya is known for perennially relying on conventional (traditional) insurance products, services and distribution channels. Very little effort is directed at research and development by insurers leading to very limited innovations. Largely, existing insurance products do not reflect the needs of Kenyans, particularly the low income group and the youth. Although micro insurance portend a huge opportunity for attracting the low income group to buy insurance, the industry should look further than merely reducing the price of insurance. In addition, price reduction should be accompanied by simplifying policy wordings, terms and conditions without compromising the legal element of the product. This is the essence of simplicity that has been employed by the mobile service providers and banks (IRA's Annual Report, 2015)

This study was based on Ansoff Igor's Growth Matrix of market and the product. Product planning may be described as an integrated decision making process/system of developing a business idea for a companies finished goods or service. "Plan is design of the desired future and of effective ways of bringing it about," Ansoff (1971:1). Planning is coordinating activities, taking future into account, being rational / realistic and taking control of activities. Strategy on the other hand encompasses integrated plans, and includes: a direction, a guide or a course of action into the future. Its a consistent pattern of behavior over time. A company that perpetually markets the most expensive products in its industry peruses what is commonly called High-end Strategy.

Insurance is simply defined as the payment of little money or fees for purpose of protection (indemnify) against unpredicted expenses which are known as claims or losses. It is the promise given from one party to another in protection of individuals and assets against any risk by paying premiums as protection assurance. The risk is an outcome of unforeseen circumstances. (Investor words 2010). There are over 44 insurance companies in Kenya today. This is as a result of adequate response to various insurance needs of customers/clients. Some of the leading companies include: Pan Africa Insurance Holding Limited (PAIHL - there is a proposal to change the name to "Sanlam Kenya Plc" during Annual General Meeting in May 2016), British American Insurance Company, UAP Insurance and Jubilee Insurance Company. Some of the products / services in the insurance market include: Life Insurance and Non-Life business cover (health, pension, retirement, motor general liability, casualty, corporate life, workers compensation, captive services, global energy, marine, financial services, risk engineering and international programme).

Insurance industry in Kenya has developed a big potential over the past 50 years since independence, making Kenya the leader within COMESA region. Despite the potential of the industry, National Financial Access Survey of 2009 reported that only 7% of the population used insurance products and 91% never used (Ndungu, 2010) Therefore, out of a population of 40 million, those using any insurance products were approximately 1.3 million only. . It was also found out that "48% of the population was ignorant of the need for insurance and its usefulness" (Miriri, 2010).

This indicates that Kenya is a potential market and lots of research is to be considered in order to improve on the prevailing problems inhibiting consumption of insurance products / services. The level of customer dissatisfaction is high and widely spread in the insurance industry sector. This is further characterized by poor service design and delivery. Association of Kenyan Insurers (AKI) was established in 1987 in order to create awareness on the matters concerning insurance business in Kenya (AKI Report, 2009).

1.2 Statement of the Problem:

Competition in the insurance industry. Over 40 licensed insurance companies compete for a limited market characterized by low penetration at 3% due to: a general lack of a savings culture among Kenyans, Low disposable incomes for the majority of the population, with close to 50% of Kenyans living below the poverty line; Inadequate tax incentives that could encourage the middle class to purchase life insurance products; and a perceived credibility crisis of the industry in the eyes of the public particularly with regard to settlement of claims. Kenyans' uptake of insurance cover, both at

corporate and personal level, remains predominantly in the motor, fire industrial and personal accident (mainly group medical cover) classes. This illustrates a poor attitude towards personal insurance cover in general. Given the complex product marketing nature, the current environment provides opportunity for continuous product planning strategies to attain dynamic cutting edge Continuous product improvement may help to minimize threats easing entry into new markets, hence aids in development of new products or services. Product planning ensures that organizations' resources are used in the most efficient manner to create, communicate, deliver and sustain better-quality value for both the customers and the organization

Market leadership in the insurance market. Insurance Regulatory Authority's (IRA) Industry report for quarter three covering the period January to September 2015 indicates that Jubilee, APA, UAP, CIC, ICEA, Heritage, AAR, GA, AIG and Britam were the market leaders in general insurance. These companies controlled a big share of the industry's total gross premium income. These 10 companies control 67.1% of the market as the number of players rose to 51 from 48. Jubilee Insurance cemented its market leadership position by growing its share from 11.74 per cent as at end September 2014 to 12.64 per cent. CIC General's market share was shrunk to 8.09 per cent from 10.13 per cent while APA gained with a market share of 9.27 per cent from 8.82 per cent previously (IRA Report 2015). It is evident that PAIHL is losing its grip on the Market share.

Sales volume. IRA 2015 1st quarter report indicates that PAIHL return on gross premium income stood at 8.71% coming after APA Life Assurance, ICEA Lion and Jubilee. The industry's insurance premiums grew by 16.4% during the first quarter of 2015. The 2015 quarter one premiums stood at KES 50.41 billion growing from KES 43.29 billion. The premium income reported under life insurance business amounted to KES 15.98 billion while general business premiums were KES 34.43 billion. There is glaring opportunity for PAHL to increase their premium return with good product planning strategies.

Customers frequent changes of need. Traditionally, there are certain sets of risks such as riot situations, terror attacks and certain chronic ailments that were previously not covered by most insurance companies. Times have however changed and many Insurance firms including PAIHL now cover those types of risks. This therefore calls for re-engineering of contemporary products to meet customer needs. PAIHL was the first to introduce insurance cover for HIV/AIDS patients (PAIHL Annual Report 2015) but other players have since joined the fray. Customers' needs are constantly changing and Insurance firms including PAIHL are finding it difficult to cope. Level of customer dissatisfaction is high and widely spread in the insurance industry sector, which is characterized by poor service design and delivery (Wells & Stafford, 1995).

1.3 Objectives of the Study:

1.3.1 General Objective:

To establish influence of Product Planning strategies on sales of Pan African Insurance Holdings Limited products / services.

1.3.2 Specific Objectives:

- i) To establish influence of market penetration on sales of insurance products /services
- ii) To establish influence of market development on sales of insurance products / services.
- iii) To establish influence of product development on sales of insurance products / services.
- iv) To establish influence of products diversification on sales of insurance products / services

1.4 Hypotheses:

H₁: There is no significant relationship between market penetration and sales of insurance products /services

H₂: There is no significant relationship between market development and sales of insurance products / services.

H₃: There is no significant relationship between product development and sales of insurance products / services.

H₄: There is no significant relationship between products diversification and sales of insurance products / services

1.5 Significance of the Study:

The study will enable Insurance companies to appreciate the importance of product planning strategies. The study will further help to improve on the focus of product planning strategies to enhance quality of their products and sales. The study formed also a basis for further research. The study will enabled policy makers to design appropriate product planning strategy policies. The findings of the study will significantly contribute new knowledge to the body of existing knowledge.

1.6 Scope of the study:

The study was based on influence of Product Planning Strategies (PPS) on the sales of products / services. The study population was 100 staff members of PAIHL and 100 assorted PAIHL customers. The study design was case study. It was done in PAIHL, Kisumu Branch. The study was done between September to December (2015). The concepts that were dealt with included competition, market share, sales volume, and customer satisfaction in regard to PAIHL products/services.

The study adopted a cross sectional survey research design as an efficient way to obtain information needed to describe opinion and views of PAIHL staff and customers on performance of PAIHL insurance products / services.

1.7 Limitations of the Study:

This study had certain limitations; the study limited the exploration to specific Insurance firm (PAIHL) and the subject which is product planning strategies and its influence on performance of PAIHL products / services in Kenyan market. In terms of geographical location, it concentrated within Kisumu town, Kenya's third largest city. Due to strict company policies on official communication, certain cadres of managers were not allowed to reveal certain company information. The Management of PAIHL needed to be persuaded on the intentions of the researcher. The methodology used such as random sampling and the type of data collection tools such as questionnaires may not have been very accurate. To overcome the limitations, it was taken into account that all Insurance companies in Kenya operate under same regulations by IRA. Therefore results of a study done in one company can be used as a benchmark on the others too.

1.8 Assumptions of the study:

The study was based on the assumption that all employees in the company were to give sincere and correct information. It was also based on the assumption that the records given by the company were accurate and reliable. It was also assumed that the respondents from different levels of management did not give very divergent views on product planning strategies. There was also an assumption that product planning strategies positively influence sales performance of insurance products/services. The study assumed that all the staff members are conversant with product planning strategies PAIHL. The study also assumed that product planning strategies is not regularly prioritized in the insurance companies.

1.9 Definition of Operational terms:

Market share	A fraction of the market served by PAIHL
Planning	Assessment of PAIHL current and future business environment in order to determine future strategies for the company's products and services in the market
Product	Anything that is offered to a market to satisfy a need or a want
Profits	Rewards attained by entrepreneurs as a result of doing business
Sales	Quantity of products /services sold by a company
Insurance	Payment of little money or fees for purpose of protection (indemnity) against unpredicted expenses which are known as claims or losses
Quality	Positive Features and characteristics of products and services
Strategy	Plan of action or policy designed to achieve a better competitiveness of its products and services in the market.

2. LITERATURE REVIEW

2.1 Introduction:

The global insurance industry gained momentum in 2014, even though the economic environment improved only marginally, says Swiss Re's latest sigma study. Total direct premiums written were up 3.7% to USD 4,778 billion after having stagnated the previous year. The life sector returned to positive growth, with premiums up 4.3% after a 1.8% decline in 2013, and non-life premium growth accelerated to 2.9% from 2.7%. A notable feature of the renewed momentum across the insurance industry was a significantly stronger performance in the advanced markets (IRA Report, 2015).

According to Swiss Re's Sigma 4/2015, Africa premiums amounted to USD 69 billion in 2014; life premiums grew by 1.6% while non-life premiums grew by 1.8%. The growth in life premiums dropped from 6% in the previous year which can be attributed to the stagnated growth in South Africa's life premiums which accounts for 87% of Africa's premiums. Africa's life premiums account for 1.7% of the world's market share while non-life premiums account for 1.1%. (IRA Report, 2015).

This section reviewed literature based on the following concepts: product planning strategies in relation to market penetration, market development, product development and product diversification of Pan Africa Insurance Holdings Limited insurance products / services (Kisumu Branch). This chapter looked into the critical review, key highlights and gaps to be filled by the study.

2.2 Market Penetration and Sales Volume:

A firm develops new products targeted to its existing market segments. Moreover, the company may stand the risk of having to loose its hold of the present market share to competitors if its new product does not meet the expectations of the consumers (Aghion 2005). Njihia (2013) did a study on the challenges of market penetration of general insurance firms in Kenya. The main objective of the study was to establish the challenges of market penetration of general insurance companies in Kenya. The study adopted a cross sectional survey research design as an efficient way to obtain information needed to describe opinion and views of insurance companies' functional and divisional managers on the market penetration challenges. The target population of this was 10% of all 44 licensed insurance companies in Kenya that were selected using simple random sampling. The findings on the contribution of the three strategies to enhance market penetration in the Kenyan market revealed that most of the respondents were of the opinion that Low cost leadership, differentiation, as well as market focus strategies can enhance market penetration of general insurance companies. Concerning the internal factors that make insurance companies to enhance market penetration, the study revealed that the majority of the respondents, highly rated product differentiation as an internal capability that enhances market penetration. At the same time majority of the respondents highly rated, pricing, customer service, management expertise and human resources, client communication, asymmetries, switching costs as internal factors that influence market penetration for general insurance companies in Kenya. With regards to the external factors that influence market penetration for general insurance companies in Kenya. The study findings revealed that the first mover advantage was highly rated to be the highest influencer as far as market penetration is concerned. This is also the case for government policy and regulation pressure, market conditions, as well as the strategic alliances.

2.3 Market Development and Sales Volume:

Osinde (2014) investigated the effect of business development services on the performance of small scale entrepreneurs in Kenya. A survey of small scale enterprises in Kisii municipality. The purpose of this study was to investigate the effect of business development services on the performance of Small Scale enterprises. A cross-sectional survey research design was used in the study. The target population was 2665 owners or managers of 1224 trading, 394 manufacturing, 748 service, 54 agricultural processing and 245 food and beverages/restaurants SSEs. Stratified random sampling technique was used to obtain a sample size 96 SSEs. The study found out that the SSEs who received business development services recorded an improvement in the growth of sales and growth in market shares on the various businesses they were operating. The Government of Kenya should establish micro and small centers of excellence in each county for information dissemination, research, and product development and program promotion. The Government of Kenya should

develop and implement innovative curriculum materials and methods for training needs related to self –employment and entrepreneurship.

A firm seeks growth by targeting its existing products to new market segments to gain higher market share. The Company also stands the risk of market failure or product rejection. The old product may not be acceptable if it has no appealing features. Product innovation may have different impact on the old product in different companies. In some companies, product innovation may lead to the withdrawal of the old product from the market. In some other companies, the old product will be marketed alongside with the new product. This could in a way increase the market share of the company (Lawrence, Ayozie & Asolo 2000).

This view could also be aligned with practical approach of the 4ps (Product, Price, Promotion and Place). Today's market is very volatile and only continuous product improvement will endear positive performance in the market.

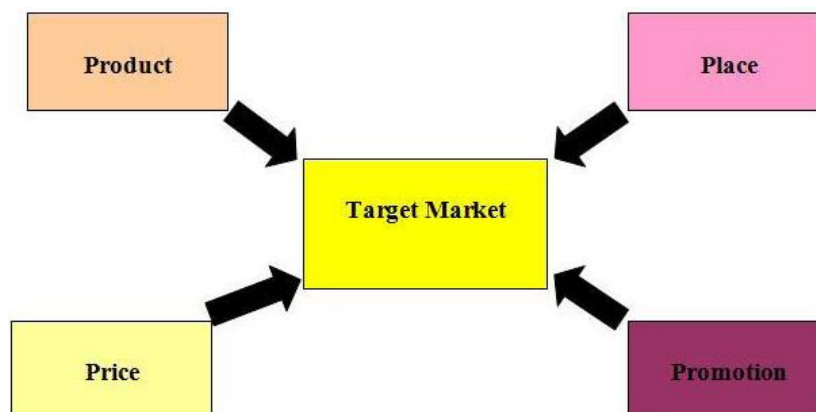


Figure 2. 1: The marketing mix modified for the study 2016

2.4 Product Development and Sales Volume:

A firm develops new products targeted to its existing market segments. Moreover, the company may stand the risk of having to loose its hold of the present market share to competitors if its new product does not meet the expectations of the consumers (Aghion 2005). Research on the link between product innovation and profitability at the firm or establishment level suggests that innovators are persistently more profitable than non-innovators (Carlin, Wendy, Mark, & Paul 2004). This may arise because innovators, due perhaps to their market position, are able to protect their new products from the competition which normally erodes such profits, or because innovating firms are able to introduce multiple innovations over time, and are therefore able to maintain high profits although the profit effect of any individual innovation may be transitory.

A firm seeks growth by targeting its existing products to new market segments to gain higher market share. The Company also stands the risk of market failure or product rejection. The old product may not be acceptable if it has no appealing features. Product innovation may have different impact on the old product in different companies. In some companies, product innovation may lead to the withdrawal of the old product from the market. In some other companies, the old product will be marketed alongside with the new product. This could in a way increase the market share of the company (Lawrence, Ayozie & Asolo 2000).

Chu-Mei, Kuo-Wei, and Chien-Jung (2014) studies the effect of product development on operating performance in Textile Industry. The study explored the effects of Product Development on Operating Performance in textile industry with quantitative questionnaire survey. Total 450 copies of questionnaires were distributed to the supervisors, employees, and customers of Tainan Spinning and 384 copies were retrieved, in which 347 copies were valid, with the retrieval rate 77%. The research results show more successful product development could better enhance operating performance in textile industry. Apparently, electronic marketing has largely changed consumers' purchase behaviors. Especially, consumers do not need to shop on streets, but relaxingly purchase desired goods through the Internet. Online shopping therefore has become the trend for modern people. However, consumer demands are changeable that it is essential to understand the factors in customers shopping online in order to increase sales.

Mbithi, Muturi and Rambo (2016) investigated the effect of Product Development Strategy on Performance in Sugar Industry in Kenya. The purpose of this research was to examine empirically the effects of new product development strategy on company performance. To do so, two indicators of product development strategy which include development of new product and improvement of existing products were considered as independent variable indicators while performance measures were total output turnover, profitability, sales quantities and capacity utilization. Consistent with the study's hypothesis, this study's results show that introduction of other new products other than sugar has largely been minimal while improvement of existing products has adopted through packaging and branding. Resultant performance was positive in total output turnover, sugar sales quantities, capacity utilization was moderate while profitability after tax gave fluctuating results. Performance was fairly responsive to improvement of product processes procedures but poor in introduction of new products since actualization is yet to be realized. Implication aspect of this study's results depicts the crucial need of actualization of new products to the consumer and to exhaustively factory capacities. Introduction of current technologies though been effected by some companies is promising to be a key in investment both for high, diverse production and cheaper with minimum wastage.

Cusumano and Nobeoka (1991) examined recent empirical research conducted or published on product development in the automobile industry. Their objective was to identify what has been learned, and what is yet to be learned about the effective management of this activity. The study focused on 22 organizations from Japanese manufacturers in general, while the basic framework used to compare the studies examined variables related to product strategy, project structure or organization, and project as well as product performance. Evidence from the study indicated that Japanese automobile producers have demonstrated the highest levels of productivity in development as well as of overall sales growth, and have used particular structures and processes to achieve this. The evidence does not however clearly indicate what the precise relationships are between development productivity and quality or economic returns.

2.5 Product Diversification and Sales Volume:

Aghion (2005) states that it is essential for a firm to keep developing new products – as well as modifying its current products – to meet the changing customer needs and competitors' actions. Not having an active new product development process means that consciously – or subconsciously – the firm has decided to milk its current products and go out of business. New product planning is not an optional matter. It has to be done just to survive in today's dynamic markets.

Wakwoma (2007) did a survey of the product diversification strategies adopted by firms in the banking industry in Kenya. The objective of this study was to establish the extent to which commercial banks have adopted product diversification strategies, determine the benefits of employing such strategies and the challenges faced thereof. The study was based on a descriptive design; the population included all the 44 commercial banks operating in Kenya. The research findings revealed that product diversification is adopted by commercial banks to a large extent. They widely pursued related diversification with relative variation across banks. The main benefits cited for product diversification strategy was increase in profitability, stability of earnings and customer loyalty while the main challenges faced was increased cost of coordination among various new products.

Achuti (2012) studied the application of diversification strategies at Safaricom Limited, Kenya. She that the purpose of diversification is to allow the company to enter a line of business that are different from current operations. The specific areas covered are the concepts of corporate strategy. The areas covered include; the value of diversification, problems of diversification and diversification and performance. Diversification' strategies allow a firm to expand its product lines and operate in several different economic markets. The most common strategies include concentric, horizontal and conglomerate diversification. This study employed a case study. According to the results of the study, the Company has applied product diversification strategies over the years to become the leading telecommunication company in the country. The study also established that the diversification strategies used by Safaricom contributes to its growth and help the Finn to retain its relative position. Diversification generally requires new skills, new techniques, and new facilities. As a result, it almost invariably leads to physical and organizational changes in the structure of the business which represent a distinct break with past business experience.

Munene (2008) investigated the diversification strategies on Christian Community Services in Mt Kenya East region. She found that the levels of diversification were not associated with profitability of the firm. Mwindi (2003) did the analysis of application of unrelated diversification strategy by major oil companies. She also found that the companies used the

strategy to enhance customer satisfaction rather than for improving the company's financial performance. Kiilu (2004) carried out a survey on the extent of the application of Ansoff's growth strategies to the public sector. He established that market penetration and market development had moderate extent while product development and diversification had a small extent. Wakwoma (2007) carried out a survey of product diversification strategies adopted by firms in banking industry. She found that majority of banks pursued related product diversification where the product had some kind of strategic fit. The above studies focused on different aspects and are only applicable to relevant industries. Only Kimani (2006) has studied on CCS in Kenya and he focused on the strategic response to the changes in the environment. He found that the organizations adopted diversification amongst other strategies to effectively face the challenges. However, the study on CCS did not explore the diversification strategies applied and their effectiveness hence there is an existing gap in the research on the diversification strategies.

Lole (2009) did a study on diversification strategies in the banking industry in Kenya. The study sought to identify the types of bank diversification strategies in Kenya and to determine the benefits and costs of diversification on the commercial banks in Kenya. This was a cross-sectional survey of commercial banks in Kenya. The population of this study was all the commercial banks which had been operating in Kenya for at least five years. This study was a census of all the 43 commercial banks that had been operating in Kenya. The study revealed that three types of strategies (horizontal diversification, vertical diversification and geographical diversification) were prevalent within the banking industry in Kenya. But the most used strategy was the horizontal diversification followed by the geographical diversification. The study therefore concluded that the banks are using various diversification strategies in the industry in order to be competitive in the market. On the benefits of bank diversification, it was noted that benefits included greater income growth potential, improvement of the performance of distribution channels, risk control, acquisition of new technology, and change of business focus.

Product diversification may also achieve competitive advantage for companies through economies of scale and other synergies from using the company's resources and capabilities across different product lines (Geringer et al., 2000). Product diversification may also achieve competitive advantage for companies through economies of scale and other synergies from using the company's resources and capabilities across different product lines (Geringer et al., 2000). Such synergies from product diversification are more likely to be realized when firms expand into related lines of new products and markets (Qian, 1997; Luo, 2002). Therefore, Qian (2002) reported that product diversification is positively related to a firm's profitability.

Wefwafwa (2009), investigated product diversification strategies adopted by Nzoia sugar company ltd. The study sought to determine product diversification strategies adopted by Nzoia Sugar Company and also to establish what managers of the company consider to be the relationship between product diversification and performance. The study established that the product diversifications strategies adopted by Nzoia Sugar Company were moving from 50 kilogram unbranded sugar into packaged branded sugar in 5 kilogram 1 kilogram packet, 2 kilogram packet, ½ kilogram packet and 10 kilogram packet. The company by-product (molasses) is sold to other users for making industrial products like Spirits and other commercial alcoholic products and also develops cane seedlings that are sold to farmers. Product diversification increased the company's sales, creates competitive advantage, it grows the business portfolio and profitability of the company and also improved company turnover.

Arasa (2014) investigated diversification strategy and performance of Kenya Commercial Bank Group. The purpose of the study was to establish the effect of the diversification strategy on the performance of Kenya Commercial Bank group. Both primary and secondary data were collected by the researcher. Primary data was successfully collected from five senior managers of the bank, whereas secondary data was collected from the audited financial reports of Kenya Commercial Bank group limited. The findings revealed that Kenya Commercial Bank group has adopted three main diversification strategies. The first form of diversification is geographical which involved opening of wholly owned subsidiaries in the region. The other is product diversification where the bank has managed to unveil several products to its customers to meet their needs. The bank also engages in unrelated diversification such provision of insurance services through agency. Diversification had a positive effect on the performance of KCB group. As the income from diversification increases, the total profits of the banks have also registered significant increment.

Maina (2013) investigated the main effect of product diversification on the financial performance of micro finance companies in Kenya. The main objectives of this study were to identify the types of diversification in the Kenyan microfinance market and how they relate to performance and to establish the effect of non interest based diversification on the financial performance of MFI's. The study adopted a descriptive survey design and relied on secondary data collected from the financial statements, news bulletins and websites of Central Bank of Kenya (CBK) and Deposit Taking Microfinance Institutions. The findings showed that the diversification indicator, Return on Assets (R.O.A) indicator and Return on Equity (R.O.E) indicator were on a growth pace from 2008 to 2012. In addition, the findings indicated that diversification of products and services at the DTMs explained 62.11% on the financial performance of the DTMS.

2.6 Analytical review and gaps filed by the study:

Recognitions of workers participation cannot be denied. The workers involvement is important in any quality improvement programme because involvement implies easier acceptance of the programme and solutions. Similarly, people who are engaged in doing the work can recognize the vast cause of the problem. Their reaction is a tangible quality problem which needs to be addressed. It is very useful in provoking ideal goal setting behaviour in an organization. This compares with Thomas J. Watson founder of IBM saying that "it is better to aim at perfection and miss than it is to aim at imperfections and achieve it" Acceptance that certain problems cannot be solved could be seen as reinforcing behaviour and attitude which ensure that they never will be solved.

2.7 Literature Review Summary:

Past researchers have concentrated their studies on the effects of other business concepts on the performance of organizations. However, very little has been done on influence of product planning strategies on sales performance of insurance products / services. This is why I chose to carry out a study assessing the title subject.

2.8 Theoretical Framework:

Planning strategy theories:

Planning is one of the fundamentals of modern life. We all practice it to a greater or lesser extent. In our personal lives, we plan holidays, careers, the acquisition of assets (e.g. cars, consumer goods, house etc); sometimes we do detailed planning with budget, on other occasions we do it fairly informally, simply 'work things out in our heads' But however way we do it, planning, essentially is the 'organization of a series of actions to achieve specified outcome.

Henry Fayol (1841-1925) whose work still endures today included planning amongst what he said were prime responsibilities of management: planning, organize, command, co-ordination and control. He described planning as "examine the future, declaring what needs to be done and developing plan of action".

In work environment, where we typically refer to as 'business planning', we adopt a generally more systematic, disciplined approach. We plan projects, plan and develop new products and services, new initiatives and programme. We also draw up plans for change, for doing things differently, doing things better. We also discuss, draft and then implement short, medium and long term plans to where, organizationally, we want to get to what we want to achieve.

Strategic planning is a systematic process of envisioning a desired future, and translating it this vision into broadly defined goals or objectives and a sequence of steps to achieve them. In contrast to long term planning (which begins with current status and lays down a path to meet estimated future needs), strategic planning begins with desired end and works backward to the current status. At every stage of long-range planning, the planner asks:

'what must be done here to reach the next (higher) stage?' At every stage of strategic planning, the planner asks, "what must be done at the previous (lower) stage to reach here? Also, in contrast to tactical planning which focuses on achieving narrowly defined interim objectives with pre-determined means, strategic planning looks at the wider picture and is flexible in choice of means (Edward Brech, 1975)

Strategic planning helps determine the direction and scope of an organization over their long term, matching its resources to its changing environment and in particular its markets, customs and client so as to meet stakeholders expectations" (Johnson and Scholes, 1993).

Igor Ansoff is another acknowledged contributor to the development of thinking and practice on business strategy. Regarded by many as one of the pioneers of strategic planning, he was a strong proponent of the ‘Planning’ school of thinkers. His book ‘Corporate Strategy’ published in 1965 focused largely on the external, rather than internal, concerns of organizations, including the matching of products to different types of market- for the analysis of which Ansoff introduced his well known Matrix (Ansoff’s Matrix), (Ansoff, 1965) another strategic planning tool that is still widely used today.

Igor Ansoff presented a matrix that focused on the firm’s present and potential products and markets (customers). By considering ways to grow via existing products and new products, and existing markets and new markets, there are four possible products-market combinations. Ansoff’s Matrix is shown below:

Table 2. 1: Ansoff’s Matrix (Provides four different growth strategies)

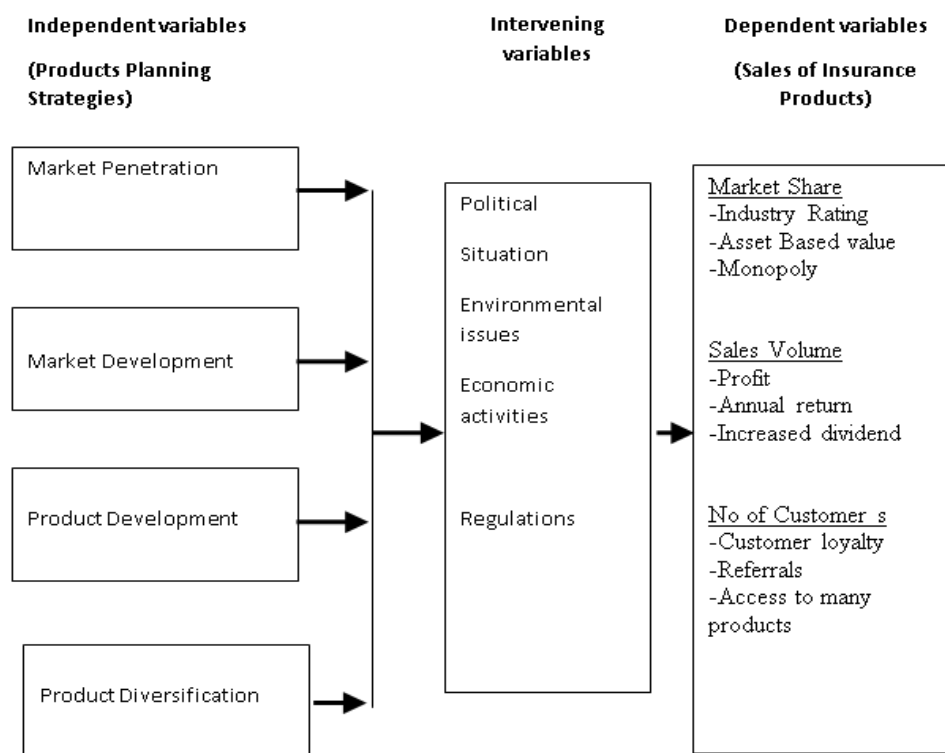
	Existing Products	New Products
Existing Markets	Market Penetration	Product Development
New Markets	Market Development	Diversification

There is more than one approach, but all strategic planning needs to go through a systematic process to determine an approach required. Choices have to be made based on a rationale and on information, and a procedure or planning method has to be followed. Beyond making decisions, ‘strategic planning’ can and should be used to interact with internal and external stakeholders, building understanding and commitment (Ansoff, 1965)

Ansoff Matrix is a strategic planning tool that links an organization’s marketing strategy with its general strategic direction. Prior to using Ansoff Matrix, an organization should conduct a SWOT analysis. One dimension of the matrix considers ‘products’ (existing and new) and the other dimension considers ‘market’ (existing and new)

Depending on the circumstances, ‘strategic planning’ can take one day or several months. The time period in the plan varies, although most authors seem to agree on time horizon of three (3) years or so.

2.9 Conceptual Framework:



Source: Constructed for the study (2016)

Figure 2. 2: Conceptual Framework

2.10 Conceptual Framework Summary:

The conceptual framework above shows the relationship between product planning strategies and overall sales performance. There were three variables considered: independent, intervening and dependent variables. On independent variables, special focus was placed on PPS elements such as: i) Market penetration ii) Market development, iii) Product development, and iv) Product diversification which in effect influenced competition, market share, sales volume, and customer satisfaction.

In the subsequent variable (intervening), there were other factors such as political, environmental, sociological, technological and overall economy (PESTEL) that also influenced the outcome / results. It was observed that any PPS must take PESTEL into account to achieve desired results ((Kotler et al 2012)

Finally, dependent variable which was influenced by the two preceding variables had a relationship with market share, sales volume and customer's satisfaction. In essence, the outcomes under this variable were in-directly or directly influenced by the first and the second variables.

3. RESEARCH METHODOLOGY

3.1 Introduction:

This Chapter discusses the methodology, research design and data collection methods that were used to collect data for this research. It further discusses targeted population, sample size and sampling techniques applied. Finally, it delves into data analysis and presentation.

3.2 Research Design:

The study adopted a case study design. Kothari (2006) defines case study research design as a method that involves a careful and complete observation of a social unit, be that unit a person, a family, an institution, a cultural group or even an entire community. The case study design was chosen because it places more emphasis on the full analysis of a limited number of events or conditions and their interrelations.

3.3 Study Area:

The research study was carried out at Pan Africa Insurance Holding Limited (PAIHL) offices in Kisumu. PAIHL has its Headquarters in Nairobi and a number of branches in major towns in Kenya. In Kisumu, their office is located within central business district, a long Oginga Odinga road at Central Square Building.

3.4 Target Population:

The study population comprised of the management and staff members of PAIHL, Kisumu branch plus assorted clients. PAIHL Kisumu branch had a total of 100 staffs derived from various departments such as: Administration, Finance, Marketing and Operations, and 100 PAIHL clients within Kisumu City. The study population was a total of 200 respondents.

3.5 Sample size and sampling techniques:

The study sample was carried on 132 out of 200 respondents. The study used Krejcie and Morgan (1970) method of selecting sample size. A saturated method was applied on PAIHL staff since that was the total no of employees spread in various departments. Critical Case Sampling in purposive sampling (Palys, T & Atchison C., 2008) was used to select 100 PAIHL staff to correspond with the no of PAIHL staff and final 66 respondents (clients) were selected using simple random sampling technique. A sample is a subset of the population under study (Oso and Onen, 2008). Stratified and simple random sampling techniques were used to select the sample. Stratified sampling entails ensuring that all strata are represented in the sample (Oso and Onen, 2008). Stratified sampling was used to group the target population into categories. From each category, representative respondents were sampled by simple random methods. This ensured that all the individuals in the target population had an equal chance of being in the sample. According to Kothari (2006), an optimum sample is the one that fulfills the requirements of efficiency, representative, reliability and flexibility.

Table 3. 1 Sample Design and Size

Category	Target population	Sample Size	% of target
	N=200	n=132	population
Administration & Human Resource	15	10 ($\frac{15 \times 132}{200}$)	66.6%
Finance	10	7 ($\frac{10 \times 132}{200}$)	70%
Marketing & Operations	75	50 ($\frac{75 \times 132}{200}$)	66.6%
PAIHL Clients	100	66	66%
Total	200	132	66%

Source: Adapted from Krejcie and Morgan (1970)

3.6 Data Collection Procedures:

The researcher administered the self-completion questionnaires. The subjects were assured of confidentiality of the information they gave. The questionnaires comprised of both quantitative and qualitative questions. Both primary and secondary data was collected. Questionnaires comprised of open and close-ended questions. The close-ended questions gave the subjects freedom of response while open-ended questions facilitated consistency of cross examining respondents. The questionnaires addressed aspects of all the objectives of the study.

Data collection procedures involved seeking permission from PAIHL authorities before engaging the staff for data collection. Letters notifying the respondents of the intended research presented prior to the researcher's official visits to the institution.

3.6.1 Validity of Research Instruments:

To establish the dependability and quality of the research data gathered, it was important to take into account two major tests: i) Validity and ii) Reliability tests. Validity test is further divided into internal validity and external validity, each emphasizing a different quality.

3.6.2 Internal validity test:

Data was gathered from a considerable amount of researchers in support of theoretical framework in this project to guarantee the internal validity. References to all sources mentioned were shown to strengthen the internal validity of study. The questionnaire guide was generated based on a given framework to ascertain consistency and coherency throughout the entire project work. The materials used in constructing the frame of reference are reliable sources from published books and articles, from various acclaimed authors in the service management field.

3.6.3. External validity test:

External validity test focuses on establishing the domain to which a study's finding can be generalized." The external validity of the research was to established if indeed the relationship exists between the specific objectives and the overall PAIHL products / service sales

Mugenda and Mugenda (2013) define validity as the accuracy and meaningfulness of inferences, which are based on research results. The test-retest technique was used to test the validity of the research instruments; the test involved administering the same instrument twice to the same group of subjects. The researcher provided a time lapse between the first test and the second tests.

3.6.4. Reliability of Research Instruments:

Reliability is the degree to which a measure is consistent in producing the same reading of results when measuring the same thing at different times (Mugenda and Mugenda, 2013). The reliability of the instruments was ensured by assessing the responses during the pilot study which was done with 20 respondents, which is 10% of the study population (Kothari, 2011). Creswell (2014) recommends a test of reliability of instruments in order to ensure dependability.

According to Kasomo (2006), reliability refers to how consistent a research procedure or instrument is. It therefore means the measure of degree to which research instruments yields consistent results or data after repeated trials. The test re-test method was used to assess the reliability of the instruments. This involved administering the same questionnaires 20

respondents independently. After administering the questionnaires, a correlation co-efficient was calculated using appropriate formula to establish the relationship between the two set of scores. Spearman's Brown Prophecy formula was applied as shown below:

$$\text{Reliability of the entire test} = \frac{(\text{Reliability of 0.5 test}) (r)}{1 + (\text{Reliability of 0.5 test}) (r)}$$

Where r , is Coefficient of correlation

The coefficient of correlation was established at 0.78, this meant that the data collection instrument was reliable and therefore the data was fit for statistical analysis and that the conclusions and recommendation are valid. According to Kasomo (2006), a coefficient of 0.7 and above would mean that the research instruments are reliable hence a display consistence in the research finding.

The twenty respondents were selected randomly from the target population (10 from PAIHL staff and 10 from PAIHL customers). The twenty identified for pilot survey were later excluded from the final sampling. The purpose of the pilot study was to pretest the research instruments in order to validate and ascertain their reliability. The number 20 was chosen for pre-test because it is the smallest number that could yield meaningful results in data analysis of a research (Mugenda & Mugenda, 2013). The purpose of the pilot study was to establish the suitability and clarity of the questions on the instruments designed and relevance of the information sought. The main purpose was to check on the suitability and clarity of questions on the instruments, the relevance of the information being sought, the language used. For the researcher to ensure consistent reliability of the research. The researcher used structured questionnaires in order to limit the respondents within the aspects that were tested.

3.7 Data Analysis Methods:

Data analysis comprised of descriptive and computer based excel spread sheet. Quantitative data from closed ended items of the questionnaires was analyzed by descriptive statistics. When the questionnaires were collected, the process of editing followed. This was a process of examining the collected data to delete errors and correct omissions. Thereafter, data was entered in the computer clearing process and analyzed using Statistical Package for Social Sciences (SPSS) version 22. Qualitative data from open ended items of the questionnaires and interviews guides were analyzed using thematic analysis as per the objectives of the study. According to Braun and Clarke (2006), thematic analysis is a method for identifying, analyzing and identifying patterns or themes within data. Qualitative data analysis was found appropriate for the study because it is not grounded in any particular theoretical and epistemological framework and can be applied across a wide range of qualitative approaches, making it flexible. Chi-square statistic was used to determine whether calculated values were statistically significant (Kothari 2004) in relation the study hypotheses.

3.8 Ethical Issues:

According to Creswell (2014), the researcher has to be careful to avoid causing psychological harm to respondents by asking irrelevant questions, using bad language or making respondents uneasy. The consent of the respondents to participate in the study was sought by informing them of the purpose of the study. Assurance of maintaining confidentiality and anonymity was given. This was done by having the identity part on the questionnaires optional. In order to gain consent of the respondents, a letter of introduction from the relevant authority was shown to the respondent. The details of research and objectives of the study were explained to the respondents. The privacy and confidentiality of their responses was prioritized.

4. RESULTS AND DISCUSSIONS

4.1 Introduction:

This chapter presents and discusses the findings of the study from the analysis of the selected respondents in fulfillment of objectives of the study. Personal background information of the respondents such as: gender, current designation, number of years of experience, awareness to PAIHL products and services and the level of training. After the personal background, the researcher presented the findings on the study objective and questions. Data analysis was both quantitative and qualitative. Quantitative data was analyzed using descriptive statistics and qualitative data was analyzed using thematic analysis approach. The descriptive statistics was used to describe and summarize the data in form of tables, frequencies and percentages. The statistical package for social science (SPSS) version 22 was used to analyze the data.

4.2 Demographic Characteristics of the respondents:

The study analyzed the personal information of the respondents which included: Gender, Age, and Level of education, year of experience and the awareness of the PAHL's policy on product planning. The conceptual analysis of the data collected is presented on Table 4.1 below:

Table 4. 1: Respondent's Demographic information

Respondents Profile	Item No	No of Employees	Valid Percentage %	No of Customers	Valid Percentage %
Gender					
Male	1	36	54.5	31	46.96%
Female	2	30	45.5	35	53.04%
Total & (%)	3	66	100.0	66	100.00
Age					
15-30	4	38	57.6	19	28.79
31-40	5	26	39.4	17	25.76
41-50	6	2	3.0	21	31.82
51 and above	7	0	0.0	9	13.64
Total No & %	8	66	100.0	66	100.00
Level of Education					
Post Graduate	9	1	1.5	1	1.52
Bachelors Degree	10	5	7.6	19	28.79
Diploma	11	42	63.6	10	15.15
Secondary	12	18	27.3	26	39.39
Primary	13	0	0.0	10	15.15
Total No and %	14	66	100.0	66	100.00
Duration (Years) worked at PAIHL					
Below 1 yr	15	10	15.2	4	6.06
2-3 yrs	16	38	57.6	14	21.21
4-5 yrs	17	16	24.2	11	16.67
6yrs & above	18	2	3.0	37	56.06
Total and %	19	66	100.0	66	100.00
Specialized Training					
Yes	20	47	71.2	41	62.12
No	21	19	28.8	25	37.88
Total and %	22	66	100.0	66	100.00

Source: Research Data (2016)

Table 4.1 showed that majority (54.5%) of the PAIHL employees was male and 45.2.5% was female. Further, the finding of the study revealed that 46.96% of the PAIHL customers were male and 53.04% were female. The finding of the study implied that there 50.75% were while 49.25 were female respondents. We can conclude from the results of the study that the near balance ratio of male to female may be attributed to the changing trends of equal opportunities for all gender.

Further, Table 4.1 shows that majority (57.6%) of the PAIHL employees were of age 15-30, and 39.4% of them were between the age 31-40 years. Just 3.0% of the PAIHL employees were of age 41-50 years. The findings of this study revealed that over 96.96% of the PAIHL respondents were of age 40 and below. This is a representation of a youthful

work force that is very dynamic and suited for insurance business. Indeed insurance business involves a lot of field work which many young employees do very well.

Further, the findings of the study showed that 28.79% of the PAIHL customers were of age 15-30 years, 25.76% of them were of age 31-40 years, 31.82% of them were of age 41-50 years, and 13.64% of the customers were of age 51 and above years. This is a mixed age group that is suited for various categories on insurance products / services hence continuity of business. The 28.79% is the age of fresh employees (customers) who looking forward to establishing families and therefore big opportunities for PAIHL. Age 30 – 50 years is a group of established / active and with bigger purchasing potential for insurance products / service. Only 13.64% PAIHL customers of were above 51 years. The implication of this is that these are customers if not in own business is gliding towards retirement hence lower purchasing potential.

The results of the research on Table 4.1 showed that 100% of the PAIHL staff had above secondary school education and above which is a perfect entry for insurance business because all can understand basic insurance sales and management concepts. Moreover, the findings of the study revealed that 85%% of the customers had post secondary education, again implying that the level of understanding insurance products / service may be much better. It's expected that these customers understand the need for procuring insurance cover. Of the 15%, reinforced skills may be required to recruit and retain them.

Table 4.1 item 16 above showed that 57.1% of the PAIHL employees had worked with the company for 2-3 years and 24.2% (item 17) of them had 4-5 years of experience with PAIHL. Further, 15.2% (item 15) of the employees had less than 1 year with PAIHL and only 3. % of them had 6 years and above experience with PAIHL. The reading of the finding is that PAIHL had 97% adequately experienced staff to execute their insurance business. Many firms require at least three years and above.

There was equally a balance of experience with the PAIHL customers as well. - 56% above 6 years and 37% above 2 years experience in their various places of income earning and association with PAIHL. There is need to put extra effort for customer recruitment which is standing at 6% under 1 year experience with PAIHL. The findings indicated that over half of the respondents had 4 years and above experience with PAIHL products and services.

Table 4. 2: Type of specialized training

Type of Specialized Training	Frequency (PAIHL Staff)	Valid Percent %	Frequency (PAIHL Customers)	Valid Percent %
Degree - Bachelor of Commerce	1	1.52	24	36.36
Business Management	1	1.52		
Cooperative Management	1	1.52		
Diploma in Administration	1	1.52		
Certificate of Proficiency (COP – Insurance)	46	69.70		
Diploma in Sales and Marketing	1	1.52	13	19.70
Hotel Management	1	1.52		
ICT	1	1.52		
Marketing Management	8	12.12		
Plant Operation	2	3.03		
Refresher training	1	1.52		
Social work	2	3.03	29	43.94
Total	66	100.0	66	100.00

Source: Research Data (2016)

Table 4.2 showed that the majority (69.8%) of the PAIHL employees have attained Certificate of Proficiency which is a basic Insurance Industry requirement. 12.12 % of them have Marketing Management which as an added advantage. Other 18% have also trained in other fields and the additional skills are vital service delivery at PAIHL.

Table 4.2 further showed that 36% PAIHL customers were graduates, 19% had diploma and 43% had social work back ground. These were skilled respondents with capacity procure various insurance products / services, generate more referrals and provide quality feedback to PAIHL.

4.3 Market Penetration and Sales:

This section analyses, presents and discusses data relating to the first objective of the study; to establish influence of market penetration on sales of insurance products /services. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree,2-Disagree, 3-Neutral,4-Agree and 5-Strongly Agree, the means were computed and interpreted. The findings are as shown in table 4.3

Table 4. 3: Market Penetration and sales of insurance products

Statements	D (%)	N (%)	A (%)	Mean	SD
The company increased its clients base over the past three years	15(11.3%)	10(7.6%)	107(81.1%)	4.30	1.152
The company attracted more potential use to adopt its products	40(30.3%)	3(2.3%)	89(67.5%)	3.84	1.497
The company experienced greater usage of its products over the past three years	16(12.1%)	9(6.8%)	107(81.1%)	4.07	1.120
The company had greater exploration of the existing market segments over the past three years	15(11.4%)	6(4.5%)	111(84.1%)	4.33	1.068
The company expanded its geographical spread of products supply	28(21.2%)	9(6.8%)	95(72%)	3.82	1.271
Average score				4.072	

Source: Research Data (2016)

The average score was 4.072; this means majority of the respondents agreed that market penetration had been implemented to a great extent at PAIHL Majority of the respondents said that they agree that the company has increased its client base over the three years (n=107(81.1%), Mean=4.30, SD=1.152), this converges with the findings of Adamba & Owusu, (2011) explaining that there is increased clients base as it is becoming increasingly necessary for persons in low income countries to find financial buffer for times of unexpected need. Majority of the respondents also indicated that the company attracted more potential use to adopt its products which stood at (n=89(67.5%), Mean=3.84, SD=1.497). it was popular among the respondents to agree to the fact that the company experienced greater usage of its products over the past three years (n=107(81.1%), Mean=4.07, SD=1.120). Majority of the respondents further agreed to the notion the company had greater exploration of the existing market segments over the past years which was (n=111(84.1%) Mean=4.33, SD= 1.068), this is supported Aghion (2005) that a firm needs to develop new products targeted to its existing market segments. He however noted that in such a case, the company may stand the risk of having to loose its hold of the present market share to competitors if its new product does not meet the expectations of the consumers. A large number of the respondents also agreed that the company expanded its geographical spread of products supply which was recorded as (n=95(72%), Mean=3.82, SD=1.271).

A interview with the marketing manager also confirmed that the client base over the past three years had grown two folds but the company was still striving to get more potential clients adopt their products, this they noted was done by giving them attractive offers. They confirmed that the company explored existing markets including expanding geographical spread. As a result, the company realized greater use of its products.

The researcher did a Pearson's correlation analysis and the findings were as shown in table 4.4

Table 4. 4: Correlation between market penetration and sales

		Market Penetration	Sales of Insurance Product
Market Penetration	Pearson Correlation	1	.391**
	Sig. (2-tailed)		.000
	N	132	132
Sales of Insurance Product	Pearson Correlation	.391**	1
	Sig. (2-tailed)	.000	
	N	132	132

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2016)

There was a strong significant relationship between market penetration and sales of insurance products (N=132; C.I. =0.01, $r=0.391$, $p<0.01$). This significance supports the findings by (Njihia, 2013) establishing that to enhance market penetration in the Kenyan market, low cost leadership, differentiation as well as market focus strategies can enhance it.

4.4 Market Development and sales:

The second objective of the study sought to establish influence of market development on sales of insurance products / services. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree, 2-Disagree, 3-Undecided, 4-Agree and 5-Strongly Agree, the means were therefore computed and interpreted. The responses are as shown in table 4.5

Table 4. 5: Market development and sales of insurance products

Statements	D (%)	N (%)	A (%)	Mean	SD
The company adopted a new marketing idea	0	9(6.8%)	123(93.1%)	4.73	0.581
The company explored a new marketing segment	9(6.8%)	3(2.3%)	120(90.9%)	4.54	0.920
The company adopted a new distribution channel	6(4.5%)	3(2.3%)	123(93.2%)	4.66	0.907
The company adopted a new product marketing process	69(52.3%)	3(2.3%)	60(45.5%)	3.09	1.762
The company entered a foreign market with its products	3(4.6%)	6(4.5%)	120(90.9%)	4.68	0.850
Average score				4.34	

Source: Research Data (2016)

The average score was 4.34, this meant that majority of the respondents held the opinion that market development is properly entrenched as a marketing strategy at PAIHL. Majority of the respondents strongly agreed with the opinion that the company had adopted new marketing idea (n=123(93.1%), Mean=4.73, SD=0.581). It was common among the respondents to agree with the notion that the company explored a new marketing segment (n=120(90.9%), Mean=4.54, SD=0.920). Majority of the respondents agreed that the company adopted a new distribution channel (n=123(93.2%), Mean=4.66, SD=0.907). Majority of the respondents disagreed that the company adopted a new product marketing process (n=69(52.3%), Mean=3.09, SD=1.762). It was popular among the respondents to agree that the company entered a foreign market with its product (n=120(90.9%), Mean=4.68, SD=0.850).

Interview with the marketing managers revealed that the company adopted new marketing ideas to have a range of products available for the clients and as part of making sure that the products are well absorbed, the company adopted new distribution channels and marketing processes for effectiveness.

The findings of this study converges with the findings of (Kotler, 2006) establishing that Property, casualty and liability insurance marketing however not only includes the traditional marketing sales function but incorporates services such as customer needs analysis, market segmentation, product development and distribution that must be incorporated into a successful marketing mix

The researcher also did a Pearson's correlation analysis and the findings were as shown in table 4.6

Table 4. 6: Correlation between market development and sales

		Sales of Insurance Product	Market Development
Sales of Insurance Product	Pearson Correlation	1	.583**
	Sig. (2-tailed)		.000
	N	132	132
Market Development	Pearson Correlation	.583**	1
	Sig. (2-tailed)	.000	
	N	132	132
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Research Data (2016)

There was a strong significant positive correlation between market development and sale of insurance products. (N=132, C.I. = 0.01, $r=0.583$, $p<0.01$). The findings converge with those of Osinde (2014) that the SSEs who received business/market development services recorded an improvement in the growth of sales and growth in market shares on the various businesses they were operating

This research finding supported Lawrence, Ayozie & Asolo (2000) who highlighted that product planning strategies can increase the market share of the company. This finding therefore implies that the management of the Insurance Company must ensure that alongside the new products they sell the old products so that they expand the market share of the products and services.

4.5 Product Development and sales:

Third objective of the study was to assess influence of product development on sales of insurance products / services. . The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree,2-Disagree, 3-Neutral,4-Agree and 5-Strongly Agree; the means were calculated and interpreted . The responses are as shown in table 4.6

Table 4. 7: Product development and sales of insurance

Statements	D (%)	N (%)	A (%)	Mean	SD
The company came up with a new product idea	6(4.6%)	0%	129(97.8%)	4.91	0.470
The new product idea was evaluated	18(13.6%)	0%	114(86.4%)	4.34	1.265
A market evaluation was done for the product	12(9%)	6(4.5%)	114(86.4%)	4.38	1.074
The company developed new processes and procedures for delivering a new product	18(13.6%)	4(3.0%)	110(83.3%)	4.23	1.270
The company developed a new product	9(6.8%)	0%	123(93.2%)	4.67	0.880
Average score				4.506	

Source: Research Data (2016)

The average score was 4.506, this could be interpreted to mean that product development one of the largely applied product planning strategies at PAIHL Majority of the respondents strongly agreed that the company came up with a new product idea (n=129(97.8%), Mean=4.91, SD=0.470).This is supported by the idea of Aghion (2005) that from the idea, a firm develops new products targeted to its existing market segments. Most of the respondents agreed that the new product idea was evaluated (n=114(86.4%), Mean=4.34, SD=1.265). It was popular among the respondents to agree that a market evaluation was done for the product (n=114(86.4%), Mean=4.38, SD=1.074).Majority of the respondents agreed that the company developed new processes and procedures for delivering a new product (n=110(83.3%), Mean=4.23, SD=1.270).

Aghion (2005) observed that whenever a company comes up with new products it may stand the risk of having to loose its hold of the present market share to competitors if its new product does not meet the expectations of the consumers. Therefore it is important that the new idea is thoroughly evaluated and new processes to deliver the product adopted. Most of the respondents agreed that the company developed a new product (123(93.2%), Mean=4.67, SD=0.880).The findings of this study concur with (Mills & Morris, 1986) establishing that insurance must continually invent new products and services in light of changes brought by the Internet and also make existing products more suitable for online delivery. The researcher did a Pearson's correlation analysis and the findings were as shown in table 4.8

Table 4. 8: Correlation between product development and sales

		Sales of Insurance Product	Product Development
SalesOfInsuranceProduct1	Pearson Correlation	1	.802**
	Sig. (2-tailed)		.000
	N	132	132
Product Development	Pearson Correlation	.802**	1
	Sig. (2-tailed)	.000	
	N	132	132

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2016)

There was significant and strong positive correlation between product development and sales of insurance product (N=132; $r=0.802$, $p<0.01$). This means that for any insurance company to diversify effectively and increase its market share investment, product development is critical. This significance supports the observations by (Wakwoma, 2007) that product development adopted by commercial banks increased profitability, stability of earnings and customer loyalty. Similarly, the findings concur with those of Chu-Mei, Kuo-Wei, and Chien-Jung (2014) more successful product development could better enhance operating performance in textile industry. Mbithi, Muturi and Rambo (2016) whose results show that introduction of other new products other than sugar has positively influenced performance of the sugar company through positive turnover and sugar sales quantities.

The interview with the managers revealed that the firm developed new products targeted to its existing market segments. It was noted that the due processes were followed in coming up with new product. The managers indicated that the new product ideas were thoroughly evaluated for feasibility, there after the market readiness was also assessed and evaluated before the actual rollout. The interviews revealed that the process was highly consultative and had the participation of all the stakeholders.

However, Aghion (2005) established that the new product may not be acceptable if the innovation is not properly carried out. Moreover, the company may stand the risk of having to lose its hold of the present market share to competitors if its new product does not meet the expectations of the consumers. It was therefore necessary for the Insurance companies to engage in the proper product innovation to be able to have customer's loyalty thus increase sales volume.

4.6 Product Diversification and sales:

Finally, the study objective was to establish influence of product diversification on sales of insurance products / services. The respondents were given several 5 point Likert Scale questions to respond to 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly Agree; the means were worked out and interpreted. The responses are as shown in table 4.9

Table 4. 9: Product diversification and sales of products

Statements	D (%)	N (%)	A (%)	Mean	SD
The company did a modification of a current product	24(18.2%)	13(9.8%)	95(72%)	4.03	1.419
The company added a new product to the range	9(6.8%)	0%	123(93.2%)	4.61	0.889
The company creating a new customer base by expands the market potential of the original product.	34(25.8%)	12(9.1%)	86(65.8%)	3.79	1.473
The company formed a product extension with the same brand name	9(6.8%)	0%	123(93.2%)	4.60	0.890
The company expanded the market potential of an original product	9(6.8%)	6(4.5%)	117(88.6%)	4.61	1.009
Average score				4.328	

Source: Research Data (2016)

The average score was 4.328, this means that majority of the respondents were of the notion that product diversification was a good product planning strategy in the organization and was creating value. Majority of the respondents agreed that the company did modification of a current product (n=95(72%), Mean=4.03, SD=1.419). The finding of the study supports Aghion (2005) who highlighted that it is essential for a firm to keep developing new products as well as modifying its current products to meet the changing customer needs and competitors' actions. Most of the respondents agreed to the notion that the company added a new product to the range (n=123(93.2%), Mean=4.61, SD=0.889). Qian, (1997) and Luo, (2002) noted that such synergies from product diversification are more likely to be realized when firms expand into related lines of new products and markets. It was popular among the respondents to state that The company creating a new customer base by expands the market potential of the original product (n=86(65.8%), Mean=3.79, SD=1.473). Majority of the respondents agreed that the company did formed a product extension with the same brand name (n=123(93.2%), Mean=4.60, SD=0.890). The findings of this study is supported by the assertion of Kotler (2003) that organizations should concern themselves with sales promotion campaigns because of factors such as competitive pressures from their counterparts, leading to the need of differentiation of their products and services. A large number of respondents agreed

that the company expanded the market potential of an original product ($n=117(88.6\%)$, $Mean=4.61$, $SD=1.009$), in such a case Geringer *et. al.* (2000) noted that product diversification may also achieve competitive advantage for companies through economies of scale and other synergies from using the company's resources and capabilities across different product lines.

In the interview, the managers observed that to remain competitive and excite the clients to loyalty, they had to modify some of their products to suit the needs of their clients, in some cases, the company added new product range to give clients more choice. Asked about how they expanded the market base, the managers said that formed product extensions with the same brand names. They were very quick to note the product diversification strategy was very helpful in helping them realize greater sale of insurance products and services.

The researcher did a Pearson's correlation analysis and the findings were as shown in table 4.10

Table 4. 10: Pearson's correlation on Product diversification

Product Diversification Vs Sales		Sales of Insurance Product	Product Diversification
Sales of Insurance Product	Pearson Correlation	1	.795**
	Sig. (2-tailed)		.000
	N	132	132
Product Diversification	Pearson Correlation	.795**	1
	Sig. (2-tailed)	.000	
	N	132	132

** . Correlation is significant at the 0.01 level (2-tailed)

Source: Research Data (2016)

There was a strong and significant positive correlation between product diversification and sale of insurance products. ($N=132$, $C.I.= 0.01$, $r=0.795$, $p<0.01$). Wefwafwa (2009) also established that product diversification increased the company's sales, creates competitive advantage, it grows the business portfolio and profitability of the company and also improved company turnover The findings of the present study converge with those of Arasa (2014) where diversification had a positive effect on the performance of KCB group. Qian (2002) also reported that product diversification is positively related to a firm's profitability. The findings however diverges with Munene (2008) who established that the levels of diversification were not associated with profitability of the firm.

This research finding agrees with Cohen (2005) who highlighted that top management's should understand their customers so that they can build support for customer retention initiatives. It is therefore necessary for the management to develop structures that are customer friendly and could lead to brand loyalty and retention of customers to a particular product and service.

This study finding concurs with Blundell (2006) who indicated that Customer satisfaction is when customer expectations of a product or service are met or exceeded. Blundell (2006) further stated that quality of a product and an after-sales service can also be a crucial factor in influencing any purchasing decision according to Blundell. Brand loyalty without the customer is impossible for any business to sustain itself. Achieving the desired results is frequently a result of customer actions. Any business without a focus on customer satisfaction is at the mercy of the market.

The finding of this study therefore showed that Insurance companies must ensure that the product and service quality is improved so that more customers can be attracted and retained. Customers will only stick to a certain product or service when their needs are met by the same product or services. In service sector excellent service quality is the core of customer satisfaction wherein motivated employees are essential for improving the quality of service (Chen, 2011).

4.7 Testing hypotheses of the study:

Table 4.11 shows summary of chi square results. Chi square test findings were to test the hypotheses of the study which included; H_1 : There is no significant relationship between market penetration and sales on insurance products / services. H_2 : There is no significant relationship between market development and sales of insurance products / services. H_3 : there is no significant relationship between product development and sales of insurance products / services H_4 : There is no significant relationship between product diversification and sales of insurance products / services.

The researcher tested the four research hypotheses using the critical value approach.

Table 4. 11: Testing hypotheses of the study

Ind. Variables	Value	df	Asymp. Sig. (2-sided)	Critical value	CI
Market penetration	250.112 ^a	104	.000	135.8	0.01
Market development	265.430 ^a	72	.000	112.3	0.01
Product development	420.048 ^a	80	.000	112.3	0.01
Product diversification	305.636 ^a	72	.000	112.3	0.01

Source: Research Data (2016)

With regard to H₁, that there is no significant relationship between market penetration and sales of insurance products /services the $X^2=250.112^a > 135.8$ therefore the null hypothesis is rejected. H₁ holds, there is therefore a significant relationship between market penetration and sales of insurance products /services.

With regard to H₂, there is no significant relationship between market development and sales of insurance products / services the $X^2=265.430^a > 112.3$ therefore the null hypothesis is rejected. H₂ holds that there is therefore significant relationship between market development and sales of insurance products / services.

In respect to H₃ that there is no significant relationship between product development and sales of insurance products / services $X^2=420.048^a > 112.3$ therefore the null hypothesis is rejected. H₃ holds, there is a significant relationship between product development and sales of insurance products / services.

In reference to H₄ that there is no significant relationship between products diversification and sales of insurance products / services $X^2=305.636^a > 112.3$ therefore the null hypothesis is rejected. H₄ holds that there is a significant relationship between products diversification and sales of insurance products / services.

Table 4. 12: Chi square Results on Hypothesis

Variables	P value
Market penetration	0.0409
Market development	0.0301
Product development	0.0332
Product diversification	0.0471

Source: Research Data (2016)

The findings of the study is further supported by Table 4.12 which showed that the p values obtained and all the variables had a p value of less than 0.05 which showed statistical significance of all the variables assessed. From research findings, the p value of 0.0409 was obtained for the competitive products and services. This indicates that there is significant influence of market penetration strategies on sales of insurance products and services. Moreover, the study results revealed that market development had a p value of 0.0301; therefore it was evident that there was influence on sales. Further, the study showed a p- value of 0.0332, which showed that there was influence of product development on sales. Finally, the study showed that product diversification had p-value of 0.0471, and therefore it was evident that there was influence on sales. Since, the p-values of the tested variables were less than 0.05, the null hypothesis was rejected, and the alternative one accepted. Overall, the study reveals that there was relationship between product planning strategies sales products and services.

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction:

This chapter provides summaries of findings, conclusions and recommendations of the outlined study objectively.

5.2 Summary of the study findings:

The first objective of the study was to establish influence of market penetration on sales of insurance products /services. Majority of the respondents said that they agree that the company has increased its client base over the three years (n=107(81.1%), Mean=4.30, SD=1.152), Majority of the respondents also indicated that the company attracted more

potential use to adopt its products which stood at (n=89(67.5%), Mean=3.84, SD=1.497). it was popular among the respondents to agree to the fact that the company experienced greater usage of its products over the past three years (107(81.1), Mean=4.07, SD=1.120). Majority of the respondents further agreed to the notion the company had greater exploration of the existing market segments over the past years which was (111(84.1%) Mean=4.33, SD= 1.068). A large number of the respondents also agreed that the company expanded its geographical spread of products supply which was recorded as (95(72%), Mean=3.82, SD=1.271). There was a strong significant relationship between market penetration and sale of insurance product (N=132; C.I. =0.01, r=0.391, p<0.01).

The second objective of the study was to establish influence of market development on sales of insurance products / services. Majority of the respondents strongly agreed with the opinion that the company had adopted new marketing idea (n=123(93.1%), Mean=4.73, SD=0.581). It was common among the respondents to agree with the notion that the company explored a new marketing segment (n=120(90.9%), Mean=4.54, SD=0.920). Majority of the respondents agreed that the company adopted a new distribution channel (n=123(93.2%), Mean=4.66, SD=0.907). Majority of the respondents disagreed that the company adopted a new product marketing process (n=69(52.3%), Mean=3.09, SD=1.762). it was popular among the respondents to agree that the company entered a foreign market with its product (n=120(90.9%), Mean=4.68, SD=0.850). There was a strong significant positive correlation between market development and sale of insurance products. (N=132, C.I. = 0.01, r=0.583, p<0.01)

The third objective was to establish influence of product development on sales of insurance products / services. Majority of the respondents strongly agreed that the company came up with a new product idea (n=129(97.8%), Mean=4.91, SD=0.470). most of the respondents agreed that the new product idea was evaluated (n=114(86.4%), Mean=4.34, SD=1.265). it was popular among the respondents to agree that a market evaluation was done for the product (n=114(86.4%), Mean=4.38, SD=1.074). majority of the respondents agreed that the company developed new processes and procedures for delivering a new product (n=110(83.3%), Mean=4.23, SD=1.270). most of the respondents agreed that the company developed a new product (123(93.2%), Mean=4.67, SD=0.880). There was significant and strong positive correlation between product development and sales of insurance product (N=132, C.I.= 0.01; r=0.802, p<0.01).

The fourth objective was to establish influence of products diversification on sales of insurance products / services. Majority of the respondents agreed that the company did modification of a current product (n=95(72%), Mean=4.03, SD=1.419). most of the respondents agreed to the notion that the company added a new product to the range (n=123(93.2%), Mean=4.61, SD=0.889). it was popular among the respondents to state that The company creating a new customer base by expands the market potential of the original product (n=86(65.8%), Mean=3.79, SD=1.473). majority of the respondents agreed that the company did formed a product extension with the same brand name (n=123(93.2%), Mean=4.60, SD=0.890). A large number of respondents agreed that the company expanded the market potential of an original product (n=117(88.6%), Mean=4.61, SD=1.009). There was a strong and significant positive correlation between product diversification and sale of insurance products. (N=132, C.I.= 0.01, r=0.795, p<0.01).

5.3 Conclusions of the study:

With regard to the first objective which was to establish influence of market penetration on sales of insurance products /services. The researcher deduced that market penetration greatly influences sale of insurance products. The researcher also concluded that there is a strong and significant positive correlation between market penetration and sales of insurance products and services

In respect to the second objective; to establish influence of market development on sales of insurance products / services. The researcher concludes that there is a strong relationship between market development and sale of insurance products.

In relation to the third objective; to establish influence of product development on sales of insurance products / services, the researcher concludes that product development is a major factor contributing to the sale of insurance products. The researcher concludes that there is a strong association between product development and the sale of insurance product.

Pertaining to the fourth objective; to establish influence of products diversification on sales of insurance products / services. The researcher concludes that there is a strong association between product diversification and sale of insurance products.

5.4 Recommendations of the study:

Based on the research findings, the researcher made some recommendations that are aimed at strengthening the company's performance within the Insurance industry.

The researcher recommends that PAIHL should continue building their client base by attracting potential clients to adopt the product, this will further improve the sales and the financial performance.

The study therefore recommends that company should maximize on their internal capabilities in order to enhance market penetration. The external factors that contribute to market penetration indeed play a vital role in the success of any insurance companies.

As part of market penetration, the researcher recommends that PAIHL should have greater exploration of the existing market segment; this will enable them to improve their sales as well as the financial performance.

The researcher recommends the company should do more to source for new market ideas, explore new market segment to enhance the sale of insurance products and services, this will improve their financial outcomes.

The company should also adopt a new distribution channel and product marketing processes for their products and services to enhance the sales.

The company should come up with up with greater number of new product idea and evaluate the ideas for feasibility before implementing them, this will ensure that the new products picked are the most viable; this will enhance the company's financial outcomes.

It is recommended that in undertaking diversification, the firm should do so in the context of explicit policy regarding what the objectives of such should be in order to minimize pitfalls and increase shareholder value.

The company needs to develop new processes and procedures for delivering new products, this will ensure enhance effectiveness and efficiency.

The company should strengthen creation of a new customer base by expands the market potential of the original product; this would enhance sales to a greater extent.

5.5 Suggestion for further research:

The study suggests that there is need to carry out further studies on lower penetration of insurance services to the wider population. A follow up study in the same study area using a larger industry sample to determine if similar views prevails and what their implications are to insurance Industry in Kenya. A research in this context could bring about changes in findings. This is because of wider scope in the industry.

ACKNOWLEDGEMENT

My profound gratitude goes to the Almighty God who gave me the gift of life and an enabling environment for the completion of this work.

The Project would not have been realized without the valuable inputs of my lecturers in the School of Business and Economics. My immense gratitude goes to my supervisors: Prof. Maria Onyango and Dr. Michael Nyagol. Their resourceful inputs made the accomplishment of this work possible. I am grateful for their constructive criticism and guidance, which has contributed to the outcome of this report.

I am also very thankful to Jaramogi Oginga Odinga University of Science and Technology (JOUST) administration for the opportunity granted to undertake my studies at the Institution. I cannot forget the positive unity of my former classmates during our studies.

This outcome could not have been achieved without valuable support and understanding from Pan African Insurance Holdings Limited, their staff and clients. They shared their thoughts freely and provided the information that was very critical for analysis.

REFERENCES

- [1] Aghion, P. (2005). Competition and Innovation: an Inverted U Relationship, *Quarterly Journal of Economics*, 20(2): 701-728.
- [2] AKI. (2015). *Insurance Industry Annual Report*. Retrieved February 2016, from http://www.akinsure.or.ke/public_site/webroot/cache/article/file/AKI
- [3] Anderson, E. W., Fornell, C., & Lehmann, D. R. (1994). Customer satisfaction, market share, and profitability: Findings from Sweden. *Journal of Marketing* 58 (3) 53-66.
- [4] Anderson, E.W., & Fornell, C. (2000). Foundations of the American Customer Satisfaction Index, *Total Quality Management*, 11(7), 869- 882.
- [5] Bell M. L. (1999). *Marketing Concept and Strategy* (3rd edition), Houghton Mifflin Coy. Boston. 1987
- [6] Braun, V. & Clarke, V. (2006). Using Thematic Analysis in Psychology. *Qualitative Research Vol.3*, 77-101
- [7] Bryan A. L, and Ferrell O. C., (2002). *The Effect of Market Orientation on Product Innovation*. New York. John Wiley and Sons, Inc.
- [8] Chen, S. H. (2011). Integrating Service Quality Evaluation Model to Improve Employees Satisfaction for High-Tech industry, *Human Factors and Ergonomics in Manufacturing & Service Industries*, 01, 163–180. DOI: 10.1002/hfm.20294.
- [9] Cohen, W. (2005) “Empirical Studies of Innovative Activity,” pp. 182-264 in Stoneman, P. (ed.), *Economics of Innovation and Technological Change Handbook*, Oxford: Blackwell Publishers Ltd.
- [10] Cooper R. G. (2005), *Product leadership: pathways to profitable innovation*, Basic Books, Oxford: Blackwell Publishers Ltd.
- [11] Creswell, J. (2014). *Mixed Methods Research*. University on Nebraska, Lincoln, USA. Sage Publishers
- [12] Curtis R. C., and William W. Wilmot (2006). *Innovation: the five disciplines for creating what customers want*, Crown Business.
- [13] Dotchin, A. and Oakland, (2004). Dotchin, John S. Oakland, (2004) "Total Quality Management in Services: Part 3: Distinguishing Perceptions of Service Quality", *International Journal of Quality & Reliability Management*, Vol. 11
- [14] Edward Brech (1975). *The principles and practice of management*, 3rd ed London: Longman, 1975
- [15] Gotlieb, J. B., Grewal, D. & Brown S. W. (2008). Consumer satisfaction and perceived quality: Complementary or divergent constructs? *Journal of Applied Psychology* 79 (6) 875-885.
- [16] Grönroos, C. (2001). ‘Relationship marketing approach to the marketing function in service contexts: the marketing and organizational behavior influence’, *Journal of Business*
- [17] Investopedia. (2010). *Market penetration*. Retrieved 1 February, 2011, from <http://www.investopedia.com/terms/m/market-penetration.aspx>
- [18] Kau, A. K., & Loh, E. W. (2006). The effects of service recovery on customer satisfaction; A comparison between complaints and non-complainants. *Journal of Services Marketing*, 20(2), 101-111
- [19] Kothari C.R. (2006). *Research Methodology, Methods and Techniques*, New Delhi, New Age International Ltd, Asari Road, Driangaj
- [20] Kothari, C. R., (2004), *Research Methodology: Methods and Techniques*. New age International, New Delhi (2nd Edition).
- [21] Kothari, C.R. (2011). *Research Methodology, Methods and Techniques*. New Age International Publishers, New Delhi.
- [22] Kotler P. (1984). *Principles of Marketing* (2nd edition) Prentice Hall Inc, Eagle wood Cliffs, New Jersey.

- [23] Krejcie, R. V. & Morgan, D. W. (1970). *Determining Sample Size for Research Activities*, *Educational and Psychological Measurement*, retrieved December 22,2015 from <http://www.fns.usda.gov/fdd/processing/info/sales/verificationTable>.
- [24] Lamb, J.F.,& Charles, C.W. (2007). *Marketing*. South West. Quebec: Thomson Michel R. (2010). *Product innovation strategy pure and simple: how winning companies outpace their competitors*, California: Sage publications, Inc
- [25] Lewis, B.R. & Mitchell, V.W. (2000). Defining and measuring the quality of customer service. *Marketing Intelligence & Planning*, 8(6), 11-17.
- [26] Mugenda, O.M.& Mugenda, A.G. (2013). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACTS Press.
- [27] Ngechu M (2004). *Understanding the Research Process and Methods: An Introduction to Research Methods* Nairobi, Acts Press.
- [28] Ogbechi. A. D. (2006). *An Insight into Marketing (Principles, Concepts and practice)*. (2nd Edition). Accra: 21st Century Publishing Press.
- [29] Oso & Onen. (2009). *A General Guide to Writing Research Proposal and Reports in Education and Social Sciences*, Kenya Enterprise, Nairobi.
- [30] Palys, T., & Atchison, C., (2008), *Research decision: Qualitative and qualitative perspectives*, Toronto Canada, Thomas Nelson.
- [31] Sheth, J.N. & Uslay, C. (2007). 'Implications of the revised definition of marketing: From exchange to value creation', *Journal of Public Policy and Marketing*, 26(2): 302-307.
- [32] Zerbe, W.J., Dobni, D., & Harel, G.H.(1998).Promoting employee service behaviour: The role of perceptions of human resource management practices and Service Culture. *Canadian Journal of Administrative Sciences*, 15(2), 165-179.