AN EXPLORATORY STUDY OF CUSTOMER CENTRICITY PERCEIVED BY CUSTOMERS OF SOUTH AFRICAN SHORT-TERM INSURANCE ORGANISATIONS

by

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An exploratory study of customer centricity displayed by South African short-term insurance organisations

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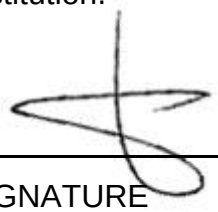

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I give all glory and honour to my Lord and Saviour, Jesus Christ, for giving me the strength and endurance to see this degree through to the end.

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ABSTRACT

South African legislation requires insurance organisations (insurers) to adopt a ‘market conduct’ focus in their businesses and to adhere to the principles of Treating Customers Fairly to ensure they consider customers throughout the customer-product lifecycle. Current literature shows that organisations that adopt customer-centric strategies outperform their less customer-centric rivals across industries, reaping the rewards of increased customer loyalty and retention, and utilising customer lifetime value to maximise customer revenue and profits. Accordingly, this study aimed to determine the customer centricity displayed by South African short-term insurers as perceived by their customers, and the effects of adopting a customer-centric organisational focus. Research participants completed an anonymous, self-administered online questionnaire that focused on 21 insurer business functions (metrics). The research findings indicated that insurers display a high degree of customer centricity within these metrics, and insurers’ performance will influence respondents’ willingness to insure new assets and retain their current policies. However, respondents indicated that improvements in all metrics were necessary.

Key terms

Customer experience, customer lifetime value, customer satisfaction, customer centricity, insurance, market conduct, new business, policy, retention, Treating Customers Fairly

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CHAPTER 1:
INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Insurance is frequently regarded as a ‘grudge purchase’ by customers for a number of reasons, for example, the cost of insurance, with premiums that are often considered excessively high and unaffordable; limitations on cover; high excesses on claims; complex policy wording; and the belief that insurers intentionally seek reasons to reject claims (Benetton, 2008; Ombudsman for Short-Term Insurance, 2018; Smith, 2018b). Thus, the potential exists that customers will either not purchase insurance, or will not purchase the correct type of insurance, or will not purchase adequate levels of cover. This may expose them to potentially ruinous financial losses or even the total loss of their assets in the event of damage or theft (Sibiya, 2018). Insurance organisations (hereafter, insurers) should recognise this opportunity to dispel such negative beliefs, and position insurance purchases as a means for customers to protect their assets and safeguard themselves from the financial burden of suffering uninsured losses (Sibiya, 2018).

Legislative developments within South Africa have introduced the principles of ‘market conduct’ and ‘Treating Customers Fairly’, which consider the conduct of organisations operating in the financial sector and their treatment of customers (National Treasury, 2014). These concepts are intrinsically connected to customer centricity, which requires an organisation to deliberately orientate its strategy and operations around fulfilling the needs of customers when pursuing its strategic objectives (Storm, 2005; Guse & Kells, 2017). Astute insurers will realise the synergies between observing these legislative requirements and adopting a customer-centric focus, namely, increased profitability and sustainability, and adherence to relevant legislation.

Where deviations from a customer-centric approach are evident, the current study posited that as an organisation moves to a more customer-centric strategy, it can increase sales to new and existing customers, and retain existing customers. Such increased sales and customer retention creates an expectation that profits will organically increase, and the organisation’s overall competitive advantage will improve (Goman, 2017). Accordingly, the study’s overall objective was to establish the level of

customer centricity displayed by South African short-term insurers, as perceived by their customers, and to establish what insurers can do to improve customer centricity within their businesses.

This chapter provides a background to the research problem and briefly unpacks the study's rationale. The research problem, objectives, questions and hypotheses are discussed, together with the study's research methodology and salient ethical considerations. An outline of the study, to orientate the reader and assist with document navigation, concludes the chapter.

1.2 BACKGROUND TO THE RESEARCH PROBLEM

Various legislative requirements are currently prescribed to compel the South African insurance industry to adopt a more customer-centred focus. The legislative market conduct requirements placed on insurers operating in South Africa, and the synergies between adhering to these requirements and adopting a customer-centric organisational focus, are non-negotiable.

The South African National Treasury published a draft market conduct policy framework in 2014, discussing how customers were treated in South Africa by various financial institutions (National Treasury, 2014). This document raised the concept of 'market conduct', which considers "how persons involved in the financial sector conduct themselves and their businesses in relation to clients, customers, and each other, with a focus on fairness and integrity." (National Treasury, 2014:10). This document noted that numerous organisations have recognised that business opportunities are derived from being ahead of the market conduct curve, and have improved their market conduct practices accordingly. Consequently, these organisations are increasing their strategic focus on meeting the needs of customers at all organisational levels, working with the appropriate regulators to entrench the principles of Treating Customers Fairly and improving effective communication with customers (National Treasury, 2014). However, the document noted that the business practices, organisational cultures and customer engagement practices of many organisations were lagging behind the aforementioned market conduct curve, and that the applicable regulators had taken appropriate action to protect consumers and improve the industry's customer focus (National Treasury, 2014).

In 2020, KPMG's Market Conduct Survey observed that insurers had made progress in complying with conduct legislation, particularly regarding treating customers fairly and maintaining a favourable reputation (Danckwerts, 2020). Despite these advances, the KPMG survey identified insurers as having the lowest perceived level of customer trust when compared to other financial services organisations. Feedback from customers regarding their reasons for this low rating included claims failures (non-payment and settlement delays) and unfavourable Ombud reports (Danckwerts, 2020). The KPMG survey also indicated that insurers should devote more attention to addressing the concerns of customers in efforts to gain their trust and retain their business, and thereby increase their market share. Insurers should increase their efforts to entrench customer centricity into their businesses.

To further entrench, unify and streamline market conduct in the South African financial services industry, the government is currently introducing the Conduct of Financial Institutions (CoFI) Bill. The CoFI Bill will effectively regulate market conduct, to prevent and manage unfavourable outcomes when financial organisations conduct their business in a way that undermines financial market integrity and confidence, or the fair treatment of customers (National Treasury, 2018). The CoFI Bill aims to streamline legislative requirements by replacing existing market conduct provisions and creating an inclusive, overarching framework applicable to all organisations performing financial activities (National Treasury, 2018). The CoFI Bill is in draft form at the time of this writing (Masthead, 2020), but, once implemented, will legislate a pro-customer approach by financial organisations, in a harmonised manner, mandating a shift towards greater customer centricity by South African insurers.

1.2.1 Overview of customer centricity

Satisfying the needs of customers is not a new concept, nor is incorporating a customer-centric approach in business strategy: Peter Drucker advocated as early as 1973 that an organisation must singularly focus on the customer as the definer of the business and stated, "To satisfy the customer is the mission and purpose of every business." (Drucker, 1986:59). Current definitions of customer centricity include placing a deliberate focus on the customer and the intentional alignment of organisational strategy to fulfil the needs of profitable customers, and to acquire similar customers. This will improve customer loyalty and retention, and, ultimately, the

organisation's profitability. Customer centricity has altered how organisations operate, shifting the organisational focus from transactional to relational and placing the customer at the centre of the organisation's activities (Guse & Kells, 2017; Brenski, 2015). Customer centricity should be linked directly to the organisation's overarching business plan, spanning every department and function, and directing its culture, structure and leadership (KPMG Nunwood, 2017).

Customer Lifetime Value (CLV) and Customer Relationship Management (CRM) reinforce customer centricity (Fader, 2012). An individual customer's net future cash flows in present value are represented by Customer Lifetime Value, which allows an organisation to value its customers separately and collectively (Parniangtong, 2017; Fader, 2012). Customer centricity is applied in an organisation through CRM in order to understand the characteristics of its customers, the lifetime value the organisation can expect of them, and the resources the organisation must employ to service them (Fader, 2012; Buttle & Maklan, 2015).

The combined definitions of customer centricity have been applied in this research to emphasise its overarching, long-term strategic nature, together with its strong operational focus. Specifically, customer centricity is an intentional organisational focus, in which fulfilling the needs of customers informs business strategy and operations. Furthermore, organisations should intimately understand their customer base and actively seek to entrench profitable relationships, while purposefully acquiring similar customers that will provide long-term, sustained profitability.

1.2.2 Considerations for pursuing a customer-centric strategy

Critical objectives for pursuing a customer-centric strategy are: creating positive customer experiences pre-sale, during the sale, and post-sale; encouraging repeat business; engendering customer loyalty; and reaping the associated increase in profits (Goman, 2017). Profit maximisation is partly achieved by implementing the strategy across the organisation and building it based on identifying and understanding the organisation's most profitable customers, mining them for information, and creating experiences for them (Simon, Van den Driest & Wilms, 2016; Kiriri, 2014; Naidu & Mashanda, 2017). An enormous number of devices are, and will continue to be, connected to the internet (Nick, 2021). These devices create significant data flows and subsequent opportunities for organisations to leverage off what customers are actively

seeking when considering their customer-centric strategy pursuits (Van den Driest, Sthanunathan & Weed, 2016).

Organisations can use CLV to calculate individual customer profitability and maximise per-customer revenue (Agrawal, 2017; Kilara & Rhyne, 2014; Brenski, 2015). Accordingly, organisations should objectively decide how to manage unprofitable or less-profitable customers, potentially either by raising the prices of the less-profitable products they purchase, selling more profitable products to them, or encouraging them to defect to competitors (Kotler & Keller, 2016).

CLV enables an organisation to calculate the maximum it should spend on acquiring new customers, and effectively and critically measure its sustainability (Fader, 2012; Rawat, 2016). A customer's lifetime value encourages organisations to expand their customer view beyond the immediate transaction to consider value propositions tailored to the customer, where this is feasible (Senn, Thoma & Yip, 2013).

Customer-centric organisations display more significant revenue growth than their rivals across industries that display less customer-centric and product-centric behaviour (Simon *et al.*, 2016; García-Guijas, 2018). Customer centricity improves profitability by creating a competitive advantage that an organisation's competitors cannot readily recreate (García-Guijas, 2018). A critical requirement to creating this competitive advantage is to effectively leverage the organisation's customer information so as to create customer experiences that treat each customer uniquely and thereby increase their individual value (Peppers & Rogers, 2017; Simon *et al.*, 2016; Varnali, 2019; Rawat, 2016; García-Guijas, 2018).

A further cornerstone to building a competitive advantage is to develop customer loyalty in order to drive customer retention and repeat sales (Andotra & Abrol, 2016; García-Guijas, 2018). Customer loyalty is essential to increase customer repurchase rates, increase spending over time, and advocate the organisation to others (Toman, DeLisi & Dixon, 2013; Burritt & Coetzee, 2016). Customers who have had a positive service experience at the purchase stage will increase their spend by up to 140% at their next purchase (García-Guijas, 2018). Furthermore, loyal customers can be worth ten times their initial purchase, and the likelihood of selling to them is 60 to 70% (positively impacting CLV) compared to the 5 to 20% purchase probability of new prospects (Webb, 2017).

Considering that acquiring a new customer is up to five times more costly than retaining an existing customer, an overarching objective of customer retention is for an organisation to build long-term relationships with them (Solomon, 2021; Parniangtong, 2017). As these customer relationships develop and strengthen, loyalty, retention and CLV increase, and the risk of attrition decreases (Thomas, 2016; Marr, 2016; Vojvodic & Hitz, 2018). Furthermore, leading customer-centric organisations place their customers ahead of their operations, so as to meet customers' ever-increasing expectations and reduce their risk of defecting to competitors (Webb, 2017). Proactively and enthusiastically dealing with customer complaints demonstrates to customers that the organisation cares about them, and increases rapport, loyalty and CLV (Thomas, 2016). These factors increase the growth rates and profitability of organisations, and can help them battle the ever-increasing tide and ferocity of competition (Thomas, 2016; Marr, 2016).

1.2.3 Requirements for successfully creating a customer-centric strategy

The current age of tough, global competition has created the need for organisations to reconsider how they manage their customer portfolios and how they interact with their customers, particularly as customers have become better informed, better connected, and more demanding (Moodley & Govender, 2020). Customers' trust in traditional advertising and organisations has reduced, and their decisions and alternatives have accelerated and become less transparent (Hernandez, Kruh & Drummond, 2018). Organisations are compelled to understand the differences in customer tastes and preferences, and are under pressure to adapt their product offerings to meet these requirements (Hill, 2014).

As some customers matter more to an organisation than others, the organisation must decide which customers justify more of its focus and resources, and thus receive more, and which customers matter less, and therefore receive less (Fader, 2012; Kumar & Reinartz, 2018). Correctly identifying and defining the customer segment at the outset is essential to ensure that changes in the organisation and investments in customer centricity are profitable, whilst reducing costs and minimising waste (Agrawal, 2017; García-Guijas, 2018). Furthermore, all employees and business partners must clearly understand the customer base and its needs, in order to ensure alignment of the organisation's core values relating to these customers (Agrawal, 2017).

Considering the competitive landscape, with the markets that are saturated with homogenous and substitutable products and services, organisations need to develop unique product, service and experience offerings to secure their market share and realise profits (Rawat, 2016; Moodley & Govender, 2020).

An organisation's customer value proposition differentiates it from its competitors by providing a greater benefit-to-cost ratio than its competitors are able to provide (Parniangtong, 2017). It is an integrated suite comprised of the "product, service, process, price, communication, and interaction that customers experience during their relationships with a company." (Kumar & Reinartz, 2018:43).

Such a value proposition is intended to retain strategically important customers by satisfying them and creating long-term relationships with them through a thorough understanding of their needs and challenges (Kumar & Reinartz, 2018; Alguacil-Mallo, 2018; Rawat, 2016). Thus, the customer value proposition is "the superior value that customers can expect to experience from the company's offerings" (Parniangtong, 2017:116) and is intended to counter the damaging effects of negative customer experiences, such as customer attrition to competitors, customer lapses and account dormancy (Burritt & Coetzee, 2016).

An organisation's business model is the manner in which it has structured itself to create and deliver value profitably to its shareholders and customers (Parniangtong, 2017). It reflects the organisational philosophy of customer needs, how customers would like their needs fulfilled, and the organisation's responding structure to meet those needs profitably (Parniangtong, 2017). An organisation may need to realign its strategy by abandoning the traditional inside-out product focus in favour of an outside-in customer-centric approach that considers its future strategic plans from a customer perspective and emphasises end-to-end customer journeys over discrete touchpoints (Simon *et al.*, 2016; García-Guijas, 2018; Cianco, 2017; Maechler, Neher & Park, 2016).

However, undertaking such a customer-centric strategic realignment requires significant operational, methodological and mindset changes (Kilara & Rhyne, 2014). Coupled with this realignment is the need to re-engineer multiple facets of the organisation, including profitability and equity metrics, research and development, and all the elements of daily operations required to satisfy its defined target market (Fader,

2012). Due to the scope of the alignment, the organisation may need to incrementally implement it over an extended period, with initial successes validating its continued implementation (Vojvodic & Hitz, 2018).

The belief in, commitment to, and active promotion of the organisation's customer-centric philosophy by the Chief Executive Officer and other top managers is paramount to driving the strategy forward and securing its organisation-wide commitment (Hoch & Bernstein, 2015; Kumar & Reinartz, 2018; Ang, 2018). The top management team must set the example for the organisation to follow and must provide ongoing support to their staff in order to achieve the organisation's customer-centric realignment (García-Guijas, 2018, Sapienza, 2020). Furthermore, they must formulate and align the vision and strategy, delineate the values, objectives, and metrics, and ensure that the organisation understands them and that legacy-siloed thinking is broken down (Moodley & Govender, 2020; Agrawal, 2017; Burritt & Coetzee, 2016).

Organisations with customer-centric corporate cultures place their customers' needs at the same level as their own, and actively seek to understand what being a customer or employee of their organisation entails (KPMG Nunwood, 2017). A customer-centric culture will prioritise the customers' acquisition and use of the organisation's products and services over other activities, meeting customers' expectations during every interaction (Vojvodic & Hitz, 2018; Wheatley, 2014). The organisation's culture, employee experiences and behaviour, and customer experiences are inextricably interconnected (KPMG Nunwood, 2017). As the success of the customer-centric strategy requires the active support of all employees, it should be incorporated into their performance goals, measures, and reward structures (Cianco, 2017; Burritt & Coetzee, 2016; Kilara & Rhyne, 2014).

A clearly defined scope of operations is essential to reinforce the organisation's customer value proposition, while lowering costs and preventing time, effort and resource wastage (Parniangtong, 2017). It must be supported by agile decision-making and prioritisation, the flexibility to adapt to changing circumstances, the ability to execute decisions rapidly, and by appropriate processes and tools (Sapienza, 2020; Forshew, 2019). Furthermore, robust front-office, back-office and cross-department integration, collaboration and accountability are needed to ensure the execution of the scope of operations (Peppard, 2000; Forshew, 2019; Howes & Hassel, 2017).

An organisation's central emphasis, holistic alignment and employee commitment to the customer agenda will organically alter its operations from the traditional functional focus to the customer journey. Successfully executing the customer-organisation connection will result in favourable customer experiences (Howes & Hassel, 2017; KPMG Nunwood, 2017; Forshew, 2019). This focus on customer goals will unify organisational thinking, accelerate decisions and diminish the influence of functional thinking (KPMG Nunwood, 2017).

1.2.4 Preliminary literature review: customer centricity in the South African insurance industry

It is paramount for South African short-term insurers to have a clear understanding of what customer centricity is in order to fully align their strategies to the requirements of their customers. Furthermore, they require knowledge of the drivers of customer centricity, the potential benefits of adopting such a strategy, the risks that not adopting a customer-centric approach could expose the organisation to, and the organisational requirements of adopting such a strategy. Considering the 'grudge purchase' nature of insurance (Visser, 2020; Smith, 2018a; Benetton, 2008), the risk of customer defection, the cost of customer acquisition versus retention, and the significant revenue gains of increased customer retention, a compelling argument is made for customer-centric strategic alignment and the building of a customer-centric organisation.

Driven by technological trends and empowered by almost unlimited information access, customers are becoming more aware of insurers' offerings and more demanding of the experiences they receive from them (Ang, 2018; Fen, 2019; Abbas, 2018a). Customers expect to obtain advice or information from their insurers efficiently and conveniently across multiple channels (Abbas, 2018a, Langmore, 2018). Thus, insurers are challenged to maximise the customer experience, meet customers' increasing expectations, gratify them across numerous channels and build their loyalty to the insurer (Super & Cairns, 2018, Bain & Company, 2018).

Customers expect insurers to expand their product ranges beyond traditional insurance suites and to provide easy access to their offerings at competitive prices (Biondi & Cronin, 2018; Korsgaden, 2019; Ang, 2018). Thus, insurers must include non-insurance products and services in their core offerings, to bolster their value

propositions and drive customer acquisition and retention (Rush, Montalbo, Baumann & Evans, 2020). Additionally, insurers need to simplify their products and make them easier to understand, purchase and update, thereby empowering customers to make more informed decisions (Abbas, 2018a; Sutton & King, 2017; Roesner, 2018).

Proactive customer communication and engagement are critical customer-centric requirements (Burand, 2018). Personalised communications to customers make them feel valued and strengthen the relationship with the insurer (Sheedy, 2018). Furthermore, the way in which an insurer's employees engage with its customers can have a material effect on the customer's relationship with, and loyalty to, the insurer. This is influenced by how engaged staff are with customers, and by their motivation to provide levels of personalised service to them that meet their expectations (Malani & Alexander, 2017; Abrol, 2017).

Claims represent an opportunity for insurers to develop ties with their customers and entrench themselves in their lives (Fiebelmann, 2019; Fen, 2019). During these 'moment-of-truth' events, the insurer's performance can materially influence the customers' loyalty. Favourable performance will result in significantly increased loyalty, while poor performance will result in diminished loyalty (Bain & Company, 2018). Insurers can improve their customers' claims experiences in multiple ways in order to provide the most favourable experience possible during the fulfilment of the claim (Bain & Company, 2018, Dubois & Simpson, 2020).

1.3 RESEARCH PROBLEM, OBJECTIVES, QUESTIONS AND HYPOTHESES

This section will briefly discuss the research problem, the study's objectives, the research questions and the associated hypotheses. These elements are discussed in greater detail in Section 3.2.

1.3.1 Problem statement

Significant international literature relating to customer centricity in insurance is available, from foreign publications relating to foreign insurers, to literature broadly discussing customer centricity. Reviewing the current customer-centric literature has shown that organisations incorporating a customer-centric strategic focus outperform their less customer-centric rivals. This is discussed further in Chapter 2. However, very

little customer-centric information is available in a South African context for domestic insurers. Thus, it is currently unknown if South African insurers have incorporated customer centricity into their business models, if short-term insurers' customers believe their insurers are customer-focused, and what short-term insurers should do to increase their level of customer centricity. Accordingly, this study aimed to determine if adopting a customer-centric approach would improve South African insurers' sales to new and existing customers, customer retention rates, and their competitive position against their less customer-centric industry peers.

1.3.2 Objectives of the study

The research problem informed the study's overall objective, namely, establishing the level of customer centricity displayed by South African short-term insurers as perceived by their customers, and what insurers can do to improve customer centricity within their businesses.

The research objectives can thus be described as follows:

Primary objective

- To determine customer centricity displayed by short-term insurance organisations in South Africa.

Secondary objectives

- To investigate whether the adoption of a customer-centric organisational strategy would increase sales to new and existing customers.
- To investigate whether the adoption of a customer-centric organisational strategy would improve customer retention levels.
- To determine/assess what short-term insurance organisations can do to improve their customer centricity.

1.3.3 Research questions and hypotheses

The research questions were formulated from the literature review, the research objectives, and the researcher's observations of customer orientation in the South African short-term insurance industry over a period of ten years. The research questions and, where applicable, hypotheses can be stated as follows:

- How is customer centricity displayed by short-term insurers, as an aggregate, within South Africa, as perceived by their customers?

    H1 South African short-term insurers display a high degree of customer centricity perceived by their customers.

- Will the adoption of a customer-centric organisational strategy increase sales to new and existing customers?

    H2 An insurer that displays a high degree of customer centricity will benefit from increased sales to new and existing customers.

- Will the adoption of a customer-centric organisational strategy improve customer retention levels?

    H3 Insurers who have adopted customer-centric strategies display higher degrees of customer retention than insurers who have not.

- What could insurers who have failed to implement customer-centric strategies do to enhance their customer centricity and improve their financial performance, customer satisfaction, and customer retention?

1.4 RESEARCH METHODOLOGY

This section briefly discusses the research methodology employed for this study, namely, the research design, population and sampling, data collection, and data analysis. The research methodology entails a study's systematic design to ensure results are reliable and valid and address the objectives of the research (Jansen & Warren, 2020). These elements are discussed in greater detail in Chapter 3.

1.4.1 Research design

Mouton (2015:55) summarised the research design as a "plan or blueprint" of how the research will be conducted, and noted that the research questions and the type of study to be undertaken will determine the research design that is employed. Accordingly, a quantitative, empirical research design, consisting of fixed choice and scale response questions and content was selected for this study. It was presented in a self-administered online survey questionnaire to obtain a breadth of information from primary sources.

Furthermore, the research design was non-experimental, identifying and describing the research variables and considering the relationships between them (Van Zyl, 2014), without determining causality (which would seek to estimate an intervention's effect on the result) (Fé, 2020). The descriptive research design could describe the characteristics of any existing phenomena, and it included a correlational element to ascertain what relationships existed between the variables (Van Zyl, 2014).

1.4.2 Population and sampling

A population is a group of potential participants that a researcher would use to generalise the results of a study, while a sample is a subset of that population (Van Zyl, 2014; Akremi, 2020). Furthermore, the population identified in the research question and objectives is represented by the sample selected (Saunders; Lewis; Thornhill, 2016). Van Zyl (2014) maintained that a minimum of 30 participants should be present within each group, and this number should be increased where there is a greater amount of variability between groups.

As of June 2017, approximately 4.5 million South Africans owned some form of short-term motor insurance policy (Automobile Association of South Africa, 2017). These 4.5 million insured South Africans were deemed to be the population for this study. Based on the above recommendations by Van Zyl (2014), a sample size of at least 100 short-term insurance customers was sought to fulfil the research questions and associated hypotheses. This sample represented the group identified for the study: customers who were premium-paying policyholders of a South African short term insurance policy. However, owing to the population's size, a larger sample than initially sought was collected, to increase the accuracy and the anticipated representativeness of the data obtained.

1.4.3 Data collection

Primary data can be collected through several methods, including observation, interviews and the completion of questionnaires, with each technique having particular applications and possessing advantages and disadvantages (Saunders *et al.*, 2016; Van Zyl, 2014). A questionnaire ensures that all respondents complete the same question set to strengthen the representativeness thereof to the population and efficiently gather such responses (Saunders *et al.*, 2016).

As the study fulfilled non-experimental, descriptive and empirical requirements, and sought the opinions of short-term insurance customers, a survey questionnaire was well suited to this type of data collection, and was therefore chosen as the data collection method. Specifically, a self-administered online questionnaire allowed its distribution to a vast and randomised audience to obtain a representative view of the population. The survey was immediately accessible to any respondent with an internet connection, and responses were automatically recorded as respondents worked through the questionnaire. The survey was anonymous to encourage respondents to provide honest answers without fear of identification or association.

1.4.4 Data analysis

Data analysis is described by Mouton (2015:108) as "breaking up the data into manageable themes, patterns, trends and relationships." This analysis is undertaken to understand the relationships between data variables and concepts, establish themes in the data, or identify trends or patterns (Mouton, 2015). The quantitative data collected for this study were analysed in IBM SPSS and described using descriptive and inferential statistics.

1.5 ETHICAL CONSIDERATIONS

Research for this study was conducted according to the University of South Africa's Research Ethics Policy. The University of South Africa's College for Economic and Management Sciences Research Ethics Review Committee granted ethical clearance to conduct the study on 28 November 2019. The ethical clearance certificate (attached as Appendix E) was subsequently received, and the survey questionnaire was distributed on 2 December 2019.

1.6 OUTLINE OF THE DISSERTATION COMPONENTS

Chapter 1: Introduction and Background

Chapter 1 introduces the study by providing a background to the research problem, stating the research problem, objectives, questions and hypotheses, briefly considering the research methodology, and highlighting the study's salient ethical considerations.

Chapter 2: Literature Review

Chapter 2 discusses the legislative market conduct requirements placed on insurers operating in South Africa, and the synergies between adhering to these requirements and adopting a customer-centric organisational focus. The review broadly considers customer centricity and compares it to product centricity. The rationale for pursuing a customer-centric strategy, and the requirements to successfully implement such a strategy, are discussed. The relevance of current insurance-orientated literature pertaining to customer centricity for the South African insurance industry is considered.

Chapter 3: Research Design and Methodology

Chapter 3 focuses on the research methodology employed to answer the research objectives and questions introduced in Chapter 1. This chapter specifically discusses the research problem, objectives, questions and hypotheses; the research philosophy, design, and approach; the population and sampling; the data collection and ethical clearance; the measuring instrument design; and the data preparation and analysis.

Chapter 4: Results and Findings

Chapter 4 presents and discusses the results of the study. The descriptive and inferential analyses provide insight into the research respondents' demographics and responses on the identified insurer metrics, and into the statistically significant associations and differences that were identified.

Chapter 5: Conclusions and Recommendations

Chapter 5 concludes the study by reviewing the nature and purpose of the research, discussing the research conclusions and relevant recommendations, evaluating the research results against the research objectives, questions and hypotheses, and discussing the study's limitations, implications and future research considerations.

1.7 CONCLUSION

This chapter introduced the study by providing a background to the research problem and briefly unpacking the study's rationale. The research problem, objectives, questions and hypotheses were briefly discussed, and the study's research methodology and salient ethical considerations were noted. An outline of the study to assist with reader orientation and document navigation, concluded the chapter.

Chapter 2 provides a comprehensive literature review to expand on the topics introduced in this chapter.

CHAPTER 2:
LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 1 provided an introduction and background to this study by considering the need for organisations to adopt a customer-centric focus; the research problem that gave rise to the study; the purpose and objectives of the study; the research questions and hypotheses developed for the study; the rationale for undertaking the study; the research methodology employed to address the questions and hypotheses; and the ethical considerations for undertaking the research.

This literature review discusses the legislative market conduct requirements placed on insurance organisations operating in South Africa, and the synergies between adhering to these requirements and adopting a customer-centric organisational focus. The review broadly considers customer centricity and compares it to product centricity. The rationale for pursuing a customer-centric strategy, and the requirements to successfully implement such a strategy, are discussed. As a point of departure, the review considers the relevance of current insurance-orientated literature pertaining to customer centricity for the South African insurance industry.

2.2 LEGISLATIVE REQUIREMENTS TO ADOPT A CUSTOMER FOCUS

2.2.1 Draft market conduct policy framework

The South African National Treasury published a draft market conduct policy framework in 2014, discussing how customers were treated in South Africa by various financial institutions. This document raises the concept of ‘market conduct’, which considers “how persons involved in the financial sector conduct themselves and their businesses in relation to clients, customers, and each other, with a focus on fairness and integrity.” (National Treasury, 2014:10). This document noted that numerous organisations have recognised the business opportunities that can be derived from being ahead of the market conduct curve and have accordingly improved their market conduct practices. Such positive initiatives include: a strategic focus by executive and senior management on meeting customer requirements; embedding Treating

Customers Fairly principles within their organisations; and focusing on effective customer communications (National Treasury, 2014). Consequently, these organisations are increasing their strategic focus on meeting the needs of customers at all organisational levels, working with the appropriate regulators to entrench the Treating Customers Fairly principles (discussed below), and improving effective communication with their customers (National Treasury, 2014).

Despite this forward-looking approach, the document noted that many organisations were lagging behind this market conduct curve regarding their business practices, organisational culture and methods of engaging with their customers (National Treasury, 2014). Typical poor practices identified within the insurance industry include: the inadequate disclosure of product terms; the failure of customers to understand technical insurance policy language; insurer or intermediary commission structures that can create conflicting interests between insurer, intermediary and customer needs; contentious claims handling processes, particularly the repudiation of claims; non-transparency of policy exclusions; unreasonable policy excesses for the risks insured; policy underwriting when a claim is submitted rather than when the policy commences; and an excessive focus on reduced policy premiums at the expense of value offered (National Treasury, 2014).

Being cognisant of the poor practices noted above, the applicable regulators have taken appropriate action from 2004 to date, by introducing legislation targeted at the protection of consumers, and have actively worked to improve the industry's customer focus (National Treasury, 2014). Despite such regulatory and engagement interventions, a focus on customer interests and needs remains inadequate amongst many industry participants. Market conduct challenges remain common-place. Structural intervention between product providers, intermediaries and customers relating to costs and fees may be necessary; and abusive practices persist (National Treasury, 2014).

The findings of a study that was conducted between December 2012 and August 2013 by the South African Financial Services Board (rebranded the Financial Services Conduct Authority in 2017) are of significant interest. The study required various financial organisations to rate themselves against the six Treating Customers Fairly (TCF) Outcomes. All the financial organisations participating in the study rated themselves lowest on TCF Outcome 1 – the fair treatment of customers within the

organisational culture (National Treasury, 2014). Additional low self-ratings were observed where reward, recognition and remuneration practices were linked to the TCF objectives (National Treasury, 2014), indicating a distinct disconnect between customer needs and organisational goals. As a result, it was evident that further action was required by the government, the regulators, and the industry to determine sensible solutions to drive financial sector conduct improvements (National Treasury, 2014).

These challenges considered, South African regulators sought further to steer the customer focus within the financial services industry. Regulators ultimately embedded the TCF framework into regulatory and supervisory frameworks to regulate financial organisations to apply specific fairness standards to all financial customers (National Treasury, 2014).

The South African TCF legislation is an adaptation of the United Kingdom's Treating Customers Fairly framework (Billingham, 2012), and functions according to the same six TCF principles:

1. Customers can be confident they are dealing with firms where TCF is central to the corporate culture.
2. Products and services marketed and sold in the retail market are designed to meet the needs of identified customer groups and are targeted accordingly.
3. Customers are provided with clear information and are kept appropriately informed before, during and after the point of sale.
4. Where advice is given, it is suitable and takes account of customer circumstances.
5. Products perform as firms have led customers to expect, and service is of an acceptable standard and as they have been led to expect.
6. Customers do not face unreasonable post-sale barriers imposed by firms to change products, switch providers, submit a claim or make a complaint.

(National Treasury, 2014:51)

Within the ambit of the TCF framework, financial organisations need to demonstrate these outcomes to their customers. These outcomes encompass the complete value chain, including product design and promotion, providing advice and customer servicing, and handling claims and complaints (National Treasury, 2014). Expanding

on the TCF framework concepts, ‘activities-based’ seeks to create market consistency by requiring that a financial service category applies the TCF outcomes, regardless of the type of organisation offering such a service (National Treasury, 2014:50). This approach effectively regulates all financial service organisations in the same manner, irrespective of their institutional type (National Treasury, 2014). The ‘outcomes focus’ serves to guide regulation towards positive outcomes by applying organisational behaviour-affecting standards, effectively creating a regulatory framework that supports the financial sector to better serve South African consumers (National Treasury, 2014:79).

A fundamental need identified within the National Treasury draft market conduct policy framework was to improve the financial education, literacy and capabilities of consumers, so as to reduce information asymmetries between consumers and financial organisations, and to empower and protect customers against abuse by financial organisations (National Treasury, 2014). This consumer education strategy is deemed a core component of a robust solution for protecting financial services customers and is spearheaded by the government, with responsibility for its success shared among many stakeholders (National Treasury, 2014).

A Financial Services Consumer Education Foundation has been established to raise the funds necessary for this initiative, supported by financial services organisations, and providing tax incentives to fund donors to increase the attractiveness of committing to this strategy (National Treasury, 2014). Furthermore, where financial services organisations have transgressed legislation and are fined, these finances may be channelled into a fund established by the Financial Sector Conduct Authority to fund consumer education and other protection initiatives (National Treasury, 2014). In this way, the government can offer the proverbial carrot, or wield the proverbial stick, to raise funding for this consumer education strategy.

2.2.2 Conduct of Financial Institutions Bill

The TCF framework has been embedded in and expanded upon within the Conduct of Financial Institutions (CoFI) Bill, which was in draft form at the time of this writing (Masthead, 2020). This overarching piece of legislation will holistically encompass South African financial services, intending to create consistency across the industry (National Treasury, 2018).

The CoFI Bill will effectively regulate market conduct to prevent or manage unfavourable outcomes when financial organisations conduct their business in a way that undermines financial market integrity and confidence or the fair treatment of customers (National Treasury, 2018). To facilitate financial organisations' implementation of this objective, the CoFI Bill aims to streamline legislative requirements placed on them by replacing existing market conduct provisions and creating an inclusive, overarching framework applicable to all organisations performing financial activities (National Treasury, 2018).

As of 2021, market conduct requirements are distributed across thirteen different pieces of legislation, with the adherence to such requirements differing by the financial organisation form, and according to the legislation that the respective financial organisation is governed by (National Treasury, 2018). This approach creates significant inconsistencies across the financial sector in South Africa and is exacerbated where a financial services group spans multiple organisational forms (National Treasury, 2018). Thus, where a strategic business unit within a financial services group is licensed to render a specific set of financial services and needs to comply with limited market conduct requirements, another strategic business unit within the same group may be licensed for a different category of financial services and be subjected to more onerous market conduct requirements (National Treasury, 2018). This creates inter-sector and inter-organisational inconsistencies in the approach and adherence to legislative market conduct requirements (National Treasury, 2018).

The CoFI Bill aims to streamline the current legislative framework by replacing the varied financial services market conduct requirements, and providing flexible, holistic legislation that prescribes minimum high-level requirements for all types of financial organisations (National Treasury, 2018). This legislative alignment will give financial services groups the ability to create a uniform approach to market conduct, creating consistency in strategy and a consistent customer-centric approach. Additionally, the CoFI Bill's principles-based focus will shift supervision of organisations' market conduct adherence from a 'tick-box' exercise, to measuring the achievement of specified outcomes, giving financial organisations greater freedom to determine the best way to achieve these market conduct outcomes (National Treasury, 2018). Thus, organisations can develop or align their strategies with a customer-centric focus while

simultaneously adhering to legislative requirements. This meshing of strategy and compliance is a significant win-win-win scenario for customers, who are assured of dealing with an organisation that focuses firmly on their needs; for the organisation, who benefits from the increase in sales revenue and customer retention rates; and for the regulators, who have the confidence that the respective organisation will voluntarily and enthusiastically embrace and adhere to these market conduct requirements.

2.3 OVERVIEW OF CUSTOMER CENTRICITY

Chapter 1 highlighted the importance of meeting customers' requirements, creating a need for organisations to understand customer centricity and ensure strategic alignment with these requirements. Section 2.2 emphasised the keen regulatory focus on the market conduct of financial organisations in South Africa. Accordingly, understanding customer centricity, why it is essential, and how it differs from product centricity, is needed to position its role in business strategy (Swaim, 2010).

The satisfaction of customers' needs and the incorporation of customer centricity in business strategy are firmly established concepts. Peter Drucker, often considered as the "Father of Modern Management" (Swaim, 2010:ix), advocated from 1973 that an organisation's purpose and mission must be singularly focused on the customer, who defines the business (Drucker, 1986). In the subsequent (1986) publication of *Management Tasks, Responsibilities, Practices*, Drucker stated, "To satisfy the customer is the mission and purpose of every business." (Drucker, 1986:59).

However, it can be questioned whether Drucker's approach is consistent with the current views on customer centricity? A consideration of current customer centricity definitions within scholarly and business literature provides the following interesting insights:

- "The primary purpose of being customer-centric is to create value for both customers and firms by developing a deep understanding of customers and building long-term customer relationships." (Palmatier, Moorman & Lee, 2019:1).
- Customer centricity is "an organization-wide philosophy that focuses on the systematic and continuous alignment of the firm's internal architecture, strategy, capabilities, and offerings with external customers." (Palmatier *et al.*, 2019:2)

- “A truly customer-centric organisation seeks to understand the inherent characteristics that make up its highest-valued customers, often leaning on modern customer relationship management (CRM) systems to deliver the necessary insight and then – having gained newfound perspective – find and acquire other customers with similar characteristics.” (Fader & Toms, 2018: 12).
- “Consequently, customer centricity has gone from being a buzzword to a strategic business imperative if companies wish to attract, retain and evangelise customers – in short, be competitive and achieve sustainable profitability.” (Giménez, 2018:1).
- “But customer centricity is more than just a cliché or fad. It is about putting customers at the center of an enterprise. After all, there is no reason for a business enterprise to exist if it cannot serve its customers profitably.” (Parniangtong, 2017:91).
- Customer centricity is “the extent to which an organisation is focused on understanding customers and delivering customer-focused solutions.” (Vlašić & Tutek, 2017:2).
- “Customer centricity is a business strategy and culture that is designed around customer satisfaction at all levels of the organization. A customer-centric organization infuses principles of positive customer experience in leadership, management, product or service development, marketing, after-sales service, and every other facet of business operations.” (Agrawal, 2017:1).
- “Customer centricity is not a goal; it’s a management approach to executing a business strategy [for] delivering the total customer value that drives genuinely loyal customer attitudes and behaviours in a target market.” (Thompson, 2014:21).
- “Customer centricity is a strategy that aligns a company’s development and delivery of its products and services with the current and future needs of a select set of customers in order to maximise their long-term financial value to the firm.” (Fader, 2012:39).
- “Being customer-centric is simply a business strategy. It is a commitment by the entire organisation to focus on the customer in contrast to focusing on the products, services or financials” (Storm, 2005:11).

An overarching theme can be derived from these definitions: customer centricity demands a deliberate focus on the customer and the intentional alignment of

organisational strategy to fulfil customer needs and acquire similar customers to drive customer loyalty, retention and, ultimately, the organisation's profitability. While this has evolved from Drucker's definition, the customer remains at the organisation's core.

2.3.1 What is customer centricity, and why is it important?

Fader (2012:9) described customer centricity as "a strategy to fundamentally align a company's products and services with the wants and needs of its most valuable customers. That strategy has a specific aim: more profits for the long term." Such a strategy places these profitable customers at the centre of the organisation (Latinovic & Chatterjee, 2019; García-Guijas, 2018), intending to improve customer acquisition, retention and service (Burritt & Coetzee, 2016), and build long-term relationships with them (Rawat, 2016; Palmatier *et al.*, 2019) by understanding their behaviours and lifestyles and adapting to their changing needs (Moodley & Govender, 2020). Mutually giving and receiving long-term customer value may propel an organisation ahead of its peers and create challenges for competitors to equal (Naidu & Mashanda, 2017).

As a business strategy, customer centricity has altered how organisations operate, shifting the organisational focus from transactional to relational, and placing the customer at the centre of the organisation's activities (Storm, 2005, Guse & Kells, 2017; Brenski, 2015). Customer centricity is thus at the centre of the organisation, linked directly to its overarching business plan, spanning every department and function, and directing its culture, structure and leadership (Storm, 2005, KPMG Nunwood, 2017). This reorientation of the organisation's operating model around the customer increases customer satisfaction, long-term profitability, and value to its bottom line (Van Schalkwyk, 2014). It fundamentally steers the organisation, guiding all the members in understanding how their treatment of the customer (Storm, 2005, KPMG Nunwood, 2017) influences the organisation's market position (Brenski, 2015).

Underpinning customer centricity is Customer Lifetime Value (CLV) and Customer Relationship Management (CRM) (Fader, 2012). CLV represents an individual customer's net future cash flows in present value and permits an organisation to value its customers separately and collectively (Parniangtong, 2017; Bejou, Keiningham, & Aksoy, 2006, Fader, 2012; Vinod, 2008). CRM is the application of customer centricity by an organisation to understand its customers' individual characteristics, expected lifetime value, and the resources necessary to service them, by gathering these

customers' data (Fader, 2012; Buttle & Maklan, 2015). CRM spans the entire organisation and is designed to optimise customer satisfaction, revenue and profitability by focusing on designated customer segments and putting these customers first to maximise organisational success (Petty, Palich, Hoy & Longenecker, 2012).

Customer centricity and Customer Lifetime Value are discussed further in Sections 2.4.1 and 2.4.2.

2.3.2 Customer centricity compared to product centricity

Product centricity stands in contrast to customer centricity. Pioneered by Henry Ford in the 1920s (Fader, 2012), product centricity emphasises using economies of scale to produce products at the lowest production costs to increase profits and gain market share through increased sales volumes (Parniangtong, 2017) to the greatest number of customers (Thompson, 2014). Thus, product-centric organisations emphasise production efficiencies to reach more customers, but with little consideration of these customers' needs (Peppers & Rogers, 2017). A significant risk for an organisation designed around the product (Fader, 2012), is that such a strategy generally cannot address increasing customer demands and frequently changing requirements (Kumar & Reinartz, 2018).

Furthermore, a product-centric approach creates an adversarial relationship between the organisation and its customers, because the organisation wants to utilise the least resources possible to produce their products but sell them at the highest price, while the customer wants to buy as much as possible at the lowest price (Peppers & Rogers, 2017). If such an approach results in a once-off transaction with a customer, that customer's profitability is limited to that single transaction (Peppers & Rogers, 2017), and the organisation continually needs to chase new sales to increase its revenue (Fader & Toms, 2018).

The exponential growth rate of technology has created a hyper-connected world[1] (Rawat, 2016; Kruh & Freedman, 2016) where mobile computing and on-demand access to information, social media, and peer-to-peer product and service reviews

[1] Billions of devices, products and homes are connected to the internet, and the number of smartphones in existence exceeds the population (Kruh & Freedman, 2016).

have empowered customers (Ang, 2018; García-Guijas, 2018; Ndawona, 2014). These technological advancements have resulted in customers who are better informed, more sophisticated, impatient, fickle and demanding, and thus more discerning regarding which organisations they purchase from, potentially limiting their business to select trusted organisations (Ang, 2018; Ndawona, 2014; Moodley & Govender, 2020). The offering of product-centric organisations are thus at risk of being rejected by customers, who demand solutions that cater for their convenience, rather than being forced to use the organisations' current solutions (Simon *et al.*, 2016), and where they, not the product, are the organisation's focus (Rawat, 2016). Thus, organisations can no longer permit strategies that result in customers becoming "by-products" of their operations; instead, an organisation's customers must be at its very core (Hoch & Bernstein, 2015).

2.4 CONSIDERATIONS FOR PURSUING A CUSTOMER-CENTRIC STRATEGY

Before embarking on the journey to realign the organisation's strategy and operations to centre around the customer, it is imperative for the organisation to understand why this needs to be done, as well as the positive and negative ramifications of this realignment. These considerations will be discussed in this section.

2.4.1 Customer-centric strategy objectives

The key objectives for pursuing a customer-centric strategy are: creating positive customer experiences pre-sale, during the sale, and post-sale, to encourage repeat business, engender customer loyalty (both of which speak to customer retention) and reap the associated increase in profits (Goman, 2017). Customer centricity must not be confused with customer service. While customer service also puts the customer first in providing the best customer service possible (Klaus, 2015) to satisfy customers and potentially increase customer retention (García-Guijas, 2018), the key difference is in the receiving end and the action's final objective (Simon *et al.*, 2016).

Customer service has the goal of customer satisfaction, despite cost or profit considerations (Simon *et al.*, 2016), while customer centricity emphasises making and maximising profits over the longest period possible (Fader & Toms, 2018; Simon *et al.*, 2016). This profit maximisation is partly achieved by implementing the strategy

across the organisation and building it based on identifying and understanding the organisation's most profitable customers, mining them for information, and creating positive experiences for them (Kiriri, 2014; Simon *et al.*, 2016; Naidu & Mashanda, 2017). Additionally, achieving customer centricity requires that the human element, organisational connectedness, orchestration skills, and leadership qualities must be present (Kilara & Rhyne, 2014) and should be emphasised over technology, data science, and software (Simon *et al.*, 2016).

Fifty billion devices (spanning computing, telephony and all internet-capable devices) were expected to be connected to the internet in 2020, at an average of 50 devices per household (Nick, 2021). By 2035, these numbers are expected to increase to 125 billion devices globally and fifteen devices per person (Nick, 2021). Such an enormous number of connected devices generate an unprecedented flow of data, which is expected to increase from 17.3 zettabytes in 2019 to 73.1 zettabytes by 2025 (Crane, 2021).

The enormous amount of behavioural data included in this data flow creates significant opportunities for organisations to gain a deep understanding of customers when considering their customer-centric strategy pursuits. This permits them to directly leverage off what customers are actively seeking (Van den Driest *et al.*, 2016). The incorporation of these digital technology advancements into an organisation's customer-centric strategy is expected to yield a return on investment that is 30% greater than incorporating strategies that are not customer-centric (Vlašić & Tutek, 2017).

2.4.2 Customer Lifetime Value

As noted in Section 2.3.1, Customer Lifetime Value (CLV) underpins customer centricity and represents an individual customer's net future cash flows in present value, and permits an organisation to value its customers separately and collectively (Fader, 2012; Parniangtong, 2017; Bejou *et al.*, 2006; Vinod, 2008). Thus, CLV can be used to calculate individual customer profitability (Agrawal, 2017; Kilara & Rhyne, 2014), where a profitable customer is one from whom the organisation generates more revenue during the relationship than was spent to acquire, satisfy and retain them (Parniangtong, 2017; Kotler & Keller, 2016).

It is essential to obtain a keen understanding of each customer's cost and to predict their tenure with the organisation to calculate CLV accurately (Gurau, Ranchhod & Hackney, 2003). Such an understanding is needed to maximise individual customer revenue (Brenski, 2015), and requires correctly balancing financial performance (profits), operational efficiencies and customer relationships (customer centricity) in determining strategy and allocating resources (Storm, 2005; Lamberti, 2013). KPMG (Hernandez, 2017) posited that organisations must strike the correct balance between customer expectations and the experience that is delivered to them to ensure economic value is maximised and operating costs are not higher than necessary, as graphically illustrated in Figure 2.1 below.

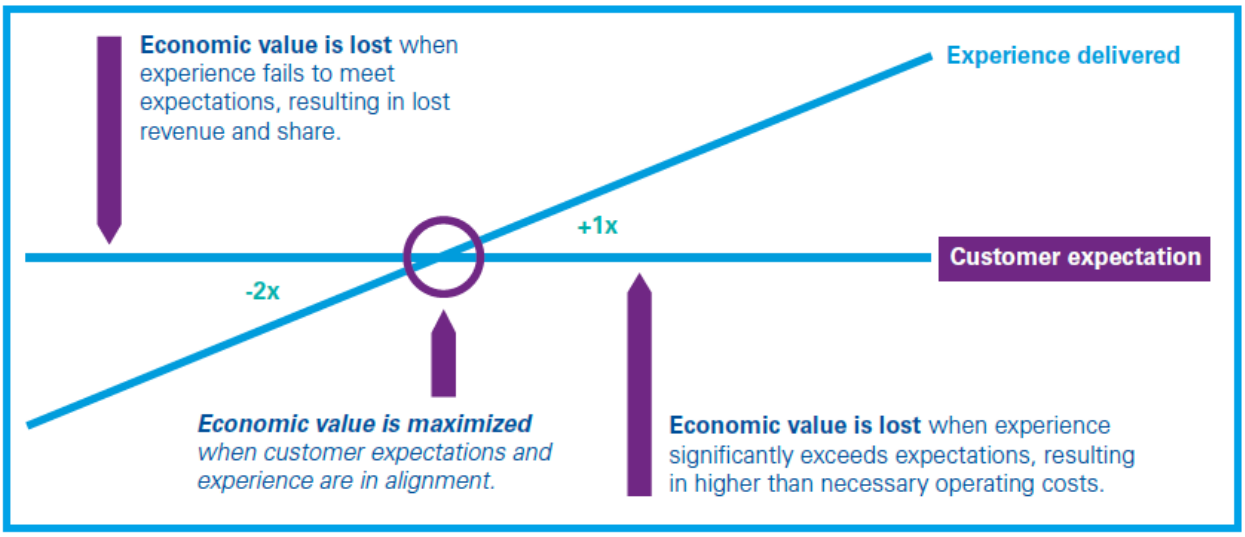

Figure 2.1: The economics of customer experience

Source: Adapted from Hernandez (2017:12)

Expanding on this, CLV enables an organisation to calculate the maximum it should spend to acquire new customers and determines the customer base's marketing resource allocation (Fader, 2012). Rawat (2016) argued that CLV can effectively and critically measure an organisation's sustainably, and customer revenue can be increased, and retention costs optimised, by observing acquisition and retention costs while cross-selling and up-selling to customers. A customer's lifetime value encourages organisations to expand their customer view beyond the immediate transaction and to consider value propositions tailored to the customer, where this is feasible (Senn *et al.,* 2013). Expanding on the CLV of individual customers, organisations can use CLV to calculate the profit potential of different market

segments and use these calculations to adapt their retention strategy for each market segment they serve (Zerres, Zerres & Baran, 2014).

Kotler and Keller (2016) discussed maximising CLV by determining the profitability categories into which customers fall and recommended that organisations conduct customer profitability analyses. While a discussion of their Customer-Product Profitability Analysis falls outside the scope of this literature review, they provided a hypothetical example that bears mentioning (Kotler & Keller, 2016). The matrix illustrated in Figure 2.2 below plots the profitability of four products (P1 to P4) and three customers (C1 to C3).

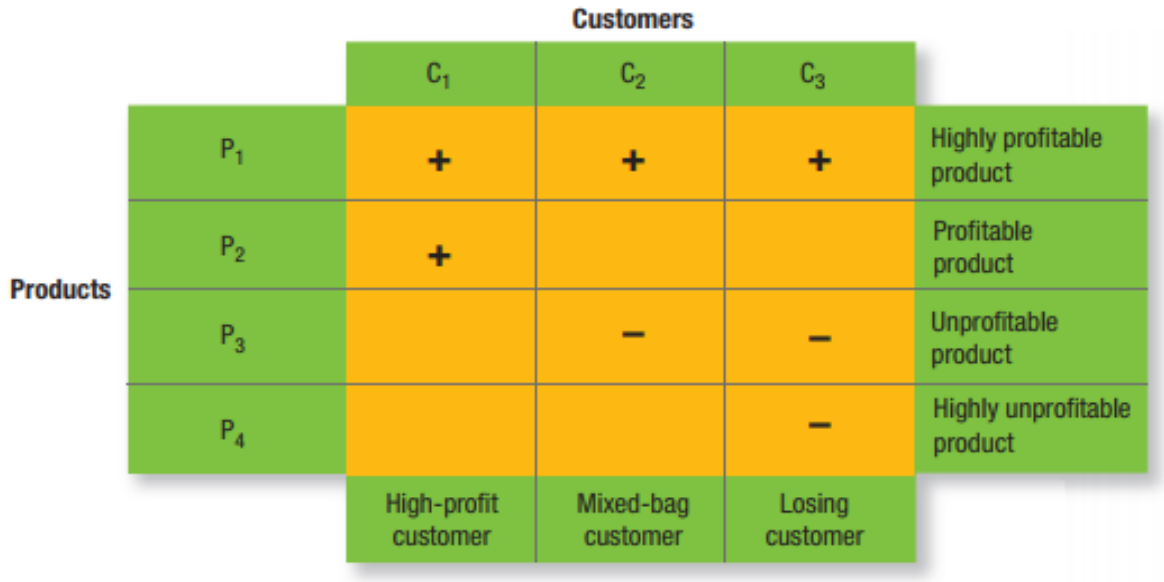

Figure 2.2: Customer-Product profitability analysis

Source: Adapted from Kotler & Keller (2016:159)

As can be seen in the figure, Customer C1 is profitable, as he buys two profitable products (P1 and P2). Customer C2's profitability is mixed as he buys one profitable product (P1) and one unprofitable product (P3). Customer C3 is unprofitable as he buys one profitable product (P1) and two unprofitable products (P3 and P4) (Kotler & Keller, 2016). Kotler and Keller (2016) advised that organisations can consider the following possible actions regarding unprofitable or less-profitable customers: increase the prices of the less-profitable products or discontinue them; attempt to sell profitable products to them to raise their profitability; not concern themselves with unprofitable customers who defect to the competition; and encourage unprofitable customers to move their business to competitors.

Scholars have mixed views regarding the last point (namely, allowing or even encouraging unprofitable customers to defect), for example, Fader and Toms (2018) noted that less-profitable customers should not be 'fired', but the level of attention given to them should be reduced accordingly to minimise wasting resources. Parniangtong (2017) supported Kotler and Keller's view of allowing or encouraging the lowest-performing customers to defect, and noted that this could be achieved by increasing the prices of unprofitable products and services to create natural attrition, as these customers seek lower-priced alternatives. Similarly, Peppers and Rogers (2017) observed that as profitable customers subsidise unprofitable ones, firing unprofitable customers will improve the organisation's profitability and overall value proposition. Marr (2016) also supported Kotler and Keller's view by noting that customers who cost organisations money should be encouraged to move to competitors. Bejou *et al.* (2006) noted that CLV calculations should explicitly account for future customer defection, thereby factoring in customer attrition.

Based on this limited view, it appears that an organisation should be willing to terminate unprofitable customer relationships, and the overall CLV calculation should factor in customer defection, either initiated by the organisation or by the customer (Marr, 2016).

2.4.3 Competitive advantages of customer centricity

Research has shown that customer-centric organisations display more significant revenue growth than their less customer-centric and product-centric rivals across industries (Simon *et al.*, 2016; García-Guijas, 2018). Abbas (2018a) quantified this statement by observing that revenue growth is higher by 19% and profitability by 17%, in organisations that prioritise investments in customer experiences, as compared to those that do not, and noted a return on investment of up to 300% for customer experience investments. Research conducted by KPMG also highlighted the accelerated growth rates of organisations that are customer-centric, if compared to those organisations that are not (Hernandez, 2017).

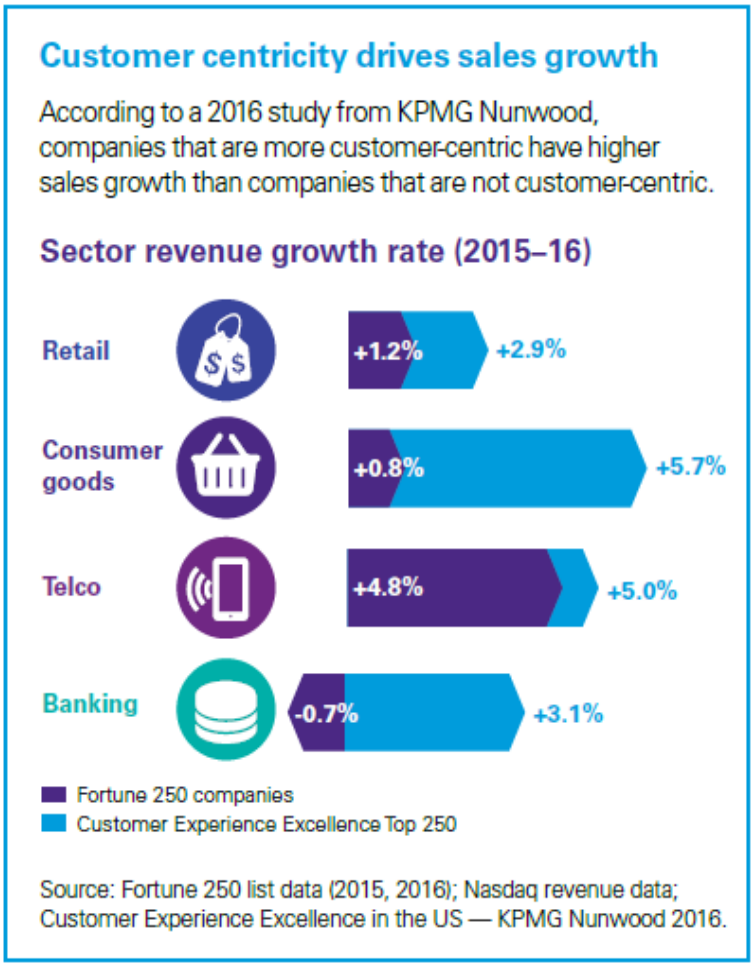

Figure 2.3: Customer centricity drives sales growth

Source: Adapted from Hernandez (2017:5)

As seen in the above graphical illustration, organisations from the United States (US) that rank within the Customer Experience Excellence Top 250 exceed sector revenue growth and the growth displayed by the Fortune 250 organisations[2]. Thus, adopting a customer-centric strategy that surpasses their closest rivals will assist organisations in maintaining and increasing their market share (Vlašić & Tutek, 2017).

García-Guijas (2018) noted that customer centricity improves profitability by creating a competitive advantage that competitors cannot readily replicate. The source of this competitive advantage is building maximum customer equity (Parniangtong, 2017) by understanding customer needs and serving them quickly, transparently, credibly

[2] The Fortune media organisation publishes an annual ranking, the Fortune 500 list, of the largest companies by gross revenue in the USA. The Fortune 250 represents the top 250 organisations in this list (Fortune.com, 2022)

(Simon *et al.*, 2016) and better than the competition (Van den Driest *et al.*, 2016). These factors allow customer-centric organisations to deliver superior outcomes that customers most value (Parniangtong, 2017) while managing and strengthening customer relationships to maximise CLV (Peppers & Rogers, 2017; Klimontowicz, 2014) and drive customer loyalty (Sapienza, 2020).

A critical requirement to the creation of this competitive advantage is the leverage of customer information held by the organisation to create unique customer experiences and to increase their individual value (Peppers & Rogers, 2017; Simon *et al.*, 2016; Varnali, 2019; Rawat, 2016; García-Guijas, 2018). In addition, organisations should use such customer data predictively to proactively create new customer experience opportunities (Hicks & Rumsey, 2017) and to improve existing experiences to build loyalty (Baer, 2016).

A 2017 KMPG study (KPMG Nunwood, 2017) compared the revenue growth of the top customer experience leaders versus the top Fortune 500 organisations, as well as revenue and profit growth of customer experience leaders versus laggards in the US, as illustrated in Figure 2.4.

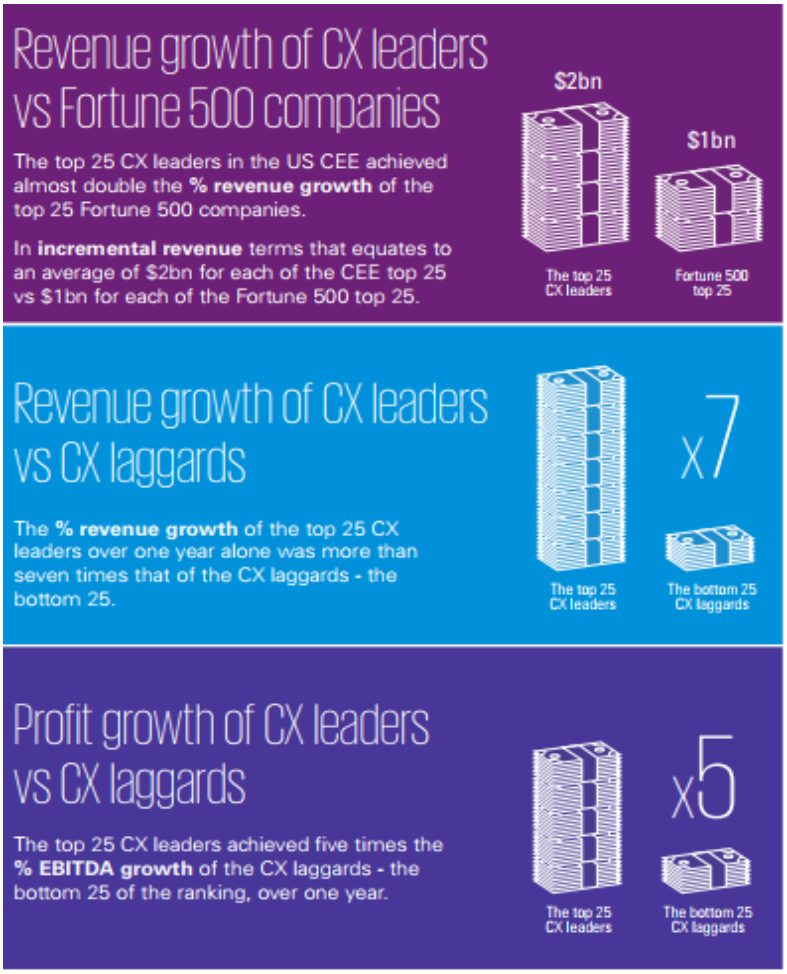

Figure 2.4: Customer experience leaders' revenue and profitability growth

Source: Adapted from KPMG Nunwood (2017:25)

Per the above graphic illustration (Figure 2.4), customer experience leaders display approximately twice the top Fortune 500 organisations' revenue growth, and significantly higher revenue and profit growth than the bottom customer experience organisations.

A further cornerstone of building a competitive advantage is to develop customer loyalty in order to drive customer retention and repeat sales (Andotra & Abrol, 2016; García-Guijas, 2018). Customer loyalty is discussed in greater detail below. In addition to increasing profitability through these repeat sales, costs are lower than those of acquiring new business (Andotra & Abrol, 2016; Parniangtong, 2017), with customer acquisition noted to cost up to five times more than customer retention (García-Guijas, 2018; Solomon, 2021). Furthermore, Baer (2016) argued that an increase in profits by 25 to 85% can be realised by increasing customer retention by as little as 5%. By

contrast, it is estimated that US organisations lose between USD 62 and 75 billion per annum due to poor customer experiences (Business Wire, 2018; Hyken, 2017).

2.4.4 Relationship development, customer retention, attrition and competition

The importance of customer relationship development as a core component of customer centricity, impacting customer loyalty, retention, attrition and competitors, is discussed at length within the literature. Customer loyalty and the associated retention and development of a loyal customer base are considered a strategic business imperative and a critical driver of an organisation's performance and success (Pennington, 2016; Kruh & Freedman, 2017), as noted above. Furthermore, customer loyalty is regarded as an essential requirement to increasing customer repurchase rates and spending over time, and their willingness to advocate the organisation to others (Toman, DeLisi & Dixon, 2013; Burritt & Coetzee, 2016).

García-Guijas (2018) noted that customers who have had a positive service experience at the purchase stage will increase their spend by up to 140% at their next purchase. Conversely, an unfavourable customer service experience will materially impact a customer's likelihood of repurchasing from an organisation. Solomon (2021) stated that more than 30% of customers will not purchase from an organisation after having only one unfavourable experience. Similarly, nearly a quarter of customers surveyed in a 2017 Interactions.com study refused to repurchase from an organisation after a negative experience, and more than half of the respondents were undecided on repurchasing, as depicted in Figure 2.5 below.

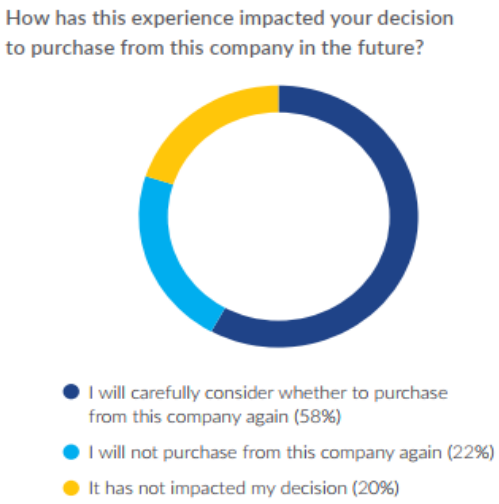

Figure 2.5: Impact of negative customer experiences on repurchase propensity

Source: Adapted from Interactions.com (2017:9)

Webb (2017) observed that over their lifetime with an organisation, loyal customers can be worth ten times their initial purchase, and the likelihood of selling to them is 60% to 70% (collectively, these factors positively impact CVL) compared to a purchase probability of 5% to 20% for new prospects. Mechanisms for building such customer loyalty and retention include: creating superior service, customer satisfaction, customer targeting, developing trust and meaningful relationships, effective communication, competence, commitment, and effective conflict handling (Andotra & Abrol, 2016; Brenski, 2015; Nasir, 2015).

Organisations not only need to define, develop, cultivate and foster deep, enduring, mutually beneficial relationships with customers, but do so better and more efficiently than their competitors do (Walden, 2017; Williams, 2014). By understanding the relationship between their expected experience and the price they will pay an organisation, customers will develop baseline expectations of that organisation (Webb, 2017). Thus, organisations must manage, meet and exceed customers' baseline expectations (KPMG Nunwood, 2017; Webb, 2017) and deliver "beautiful experiences" to them (Webb, 2017:79).

Additionally, organisations should create frictionless processes that minimise customers' efforts in dealing with them and provide individualised attention through personalised customer experiences (KPMG Nunwood, 2017). These relationships are founded on trust, with the simple premise that customers are more likely to buy from organisations they trust (Thomas, 2016; Hollander, Hertz & Wassink, 2013). Furthermore, they will procure more of the organisation's services, thereby deepening their relationship with the organisation (Burritt & Coetzee, 2016). Organisations can earn such trust through the consistent delivery of products, services, promises and solutions, thereby driving repeat business, generating loyalty and tangible price-to-earnings ratios that increase margins and profits (Pennington, 2016). Maintaining such trust requires that organisations consistently act in their customers' best interest and that such actions are evident (Pennington, 2016). Moreover, organisations must act with the utmost integrity, be deemed trustworthy, and possess a favourable online profile to engender customers' trust (KPMG Nunwood, 2017; Kruh & Freedman, 2016).

Parniangtong (2017) noted that the overarching objective of customer retention is for an organisation to foster long-term relationships with their customers, believing it is significantly more costly to acquire new customers than to retain current ones. García-

Guijas (2018) and Solomon (2021) quantified this statement by observing that new customer acquisition is five times more costly than existing customer retention. Commoditisation, customer churn, increasing competition, and improvements in the quality and availability of customer information, force organisations to improve their retention efforts to prevent customers from defecting to competitors (Aksoy, 2007, Guse & Kells, 2017). Thus, the danger organisations face in permitting competitors to exceed their value proposition and eclipse their retention efforts, creates the threat that customers will defect to such competitors, undermining retention efforts, increasing acquisition costs, and eroding profits (Aksoy, 2007, Guse & Kells, 2017).

As customer relationships develop and strengthen, loyalty, retention and CLV increase, and the risk of attrition decreases (Thomas, 2016; Marr, 2016; Toman *et al.*, 2013; Vojvodic & Hitz, 2018). Furthermore, leading customer-centric organisations place their customers ahead of their operations to meet customers' ever-increasing expectations and reduce their risk of defecting to the competition (Webb, 2017). These factors increase organisations' growth rates and profitability and can help them battle the ever-increasing tide and ferocity of the competition (Thomas, 2016; Marr, 2016).

Hegelson (2017) observes that an organisation will likely only hear about 5% of customer complaints. Organisations should be cognisant of what these customers are complaining about, as other customers may experience the same problems but not inform the organisation, increasing their risk of silently defecting to competitors (Hegelson, 2017). Furthermore, there is a 95% probability of customers vocalising poor experiences online or to family and friends (García-Guijas, 2018), while being 20 times more likely to post negative experiences online than positive ones (Hegelson, 2017). Therefore, organisations are encouraged to handle customer complaints proactively and enthusiastically to remedy errors on the organisation's part and demonstrate to customers that they care about them (Thomas, 2016).

Such empathy for the circumstances and challenges a customer may be experiencing, drives customer rapport and is essential for their psychological satisfaction, allowing them to feel understood and have a perception of belonging (KPMG Nunwood, 2017). Thus, effective conflict handling is core to building customer loyalty. Satisfactorily addressing customer complaints positively influences organisational performance (Yilmaz; Varnali & Kasnakoglu, 2015) by increasing customer loyalty, revenue, advocacy and word-of-mouth marketing, as well as employee motivation, morale and

performance (Baer, 2016; Price & Dean, 2017; Yilmaz *et al.*, 2015). Such a proactive, earnest, and empathetic approach may generate lifetime customer loyalty, increasing the customer's CLV (Thomas, 2016).

2.5 REQUIREMENTS FOR SUCCESSFULLY CREATING A CUSTOMER-CENTRIC STRATEGY

There are numerous benefits to adopting a customer-centric strategy for an organisation, as discussed within this literature review. True to Arthur M. Jolly's "if it was easy, everyone would do it" (Jolly, 2009), the implementation of a customer-centric strategy has (not insubstantial) requirements and presents organisational challenges. These requirements and challenges will be discussed within this section, under the following broad categories: competition and customer buying power; customer selection; customer-value proposition; business model; and scope of operations and execution.

2.5.1 Competition and customer buying power

The current age of tough, global competition has created the need for organisations to reconsider how they manage their customer portfolios and interact with their customers, particularly as customers have become better informed, more connected and more demanding (Moodley & Govender, 2020). Converging market preferences, the integration of national economies, improvements in global communications, the reduction in international barriers to trade, as well as globalisation-encouraging trade agreements, have seen purchasing power progressively shifting from organisations to customers (Senn *et al.*, 2013; Petty *et al.*, 2012).

This purchasing power shift is spurred by customers' ability to source their products globally from select, trusted organisations (Senn *et al.*, 2013; Petty *et al.*, 2012).. Customers have less trust in traditional advertising and organisations, and customer decisions and alternatives have accelerated and become less transparent (Hernandez *et al.,* 2018). In addition, the competition-promoting and monopolistic-reducing regulations of most developed countries, increase competition and limit the prices organisations can charge. This further empowers customers by giving them a greater choice of organisations to purchase from (Hill, 2014).

Organisations exposed to greater within-category competition face an increased risk of losing customers to competitors[3]. This forces organisations to consider their customers and adjust their business strategy to their customers' changing preferences (Vlašić & Tutek, 2017). Organisations facing such within-category competition are compelled to understand the differences in customer tastes and preferences, creating pressure to adapt their product offerings to meet these requirements, particularly where the organisation offers its products to varied nations and cultures (Hill, 2014). However, traditional market research, demographic profiling, and transactional data are no longer fully capable of determining what customers are doing and why they reach their purchase decisions (Hernandez *et al.*, 2018). Thus, organisations may fail to gain deep insight into the increasing complexity of customers' decision-making drivers, potentially creating misalignment between what customers want from organisations and the organisations' ability to accurately determine and satisfy these wants (Hernandez *et al.*, 2018).

One manner of establishing customer requirements is to directly engage with them in designing and refining product offerings (Pycraft *et al.*, 2011; Ulwick, 2014). Such design and refinement can be done through a combination of structured research tools (such as questionnaires and interviews) and informal, unstructured discussions with customers to collect suggestions and ideas on desired adaptations, enhancements, new product offerings, and so forth (Pycraft *et al.*, 2011; Ulwick, 2014). Sapienza (2020) noted that involving demanding, motivated and engaged customers during development can reduce uncertainty, while accelerating the development process.

2.5.2 Customer selection

Parniangtong (2017:116) defined customer selection as "determining what customer segments to target and how to compete in each segment differently." Kumar and Reinartz (2018) observed different needs and values per customer type as customers are heterogeneous, with this heterogeneity providing opportunities for customer-centric organisations (Fader, 2012). Because of this heterogeneity, some customers matter more to an organisation and deserve more attention than others (Fader, 2012;

[3] When compared to organisations facing low within-category competition, who can focus on their product or service offering while largely disregarding the market as their customers will look to other industries to satisfy needs that the organisation cannot satisfy (Vlašić & Tutek, 2017).

Kumar & Reinartz, 2018). Consequentially, the organisation must decide which customers justify more of its focus and resources, and thus get more, and which customers matter less and therefore receive less (Fader, 2012; Kumar & Reinartz, 2018).

Thomas Edison adopted a needs-first approach to his inventions to maximise the likelihood that his inventions would gain customer interest and satisfy their needs (Caldicott, 2018). This needs-first approach can be adopted by organisations when defining their target market. Correctly identifying and defining the customer segment at the outset (Agrawal, 2017) is essential to ensure that changes in the organisation and investments in customer centricity are profitable, while reducing costs and minimising waste (García-Guijas, 2018). Furthermore, all employees and business partners must clearly understand the customer base and its needs, to ensure alignment of the organisation's core values relating to these customers (Agrawal, 2017).

Based on these parameters, the following steps can assist organisations in their customer identification and selection process (Caldicott, 2018; Gurau *et al.,* 2003; Kilara & Rhyne, 2014; Peppard. 2000; Sapienza, 2020; Wheatley, 2014; Yoon, Ferreira & Ramsing, 2019):

Step 1

The unique characteristics of potential customers must be identified. Customer units (for example, businesses, key accounts, or individuals) must be defined to create customer segments and can be based on demographics, inclination to purchase, or clustering algorithms that separate high- and low-yield customers. Relevant customer information must be collected and analysed to gain a profound understanding of these customer segments. This includes transaction data, backgrounds, behaviours, needs, priorities, preferences, spending habits, intended use and expectations of the product or service, ability or requirements to use the product or service, as well as costs and risks posed to the organisation.

Step 2

The present and potential value of these customers must be modelled. These customers' CLV must be calculated to determine their financial viability as discussed in Section 2.4.2.

Step 3

Commencing with customers representing the highest value, strategies and business rules must be developed that will enable the desired experiences for the identified customers. Value segmentation will assist with understanding each customer's CLV and the suitable strategy to manage them. Focus must remain on the identified customer segments to ensure that the correct activities are linked to them.

Step 4

The organisation, with its technology, processes and rewards system, must be redesigned to ensure the relationship strategies can be implemented and managed effectively.

A thorough understanding of the chosen customer type will allow organisations to target them accurately, identify and acquire similar customers, and ensure limited resources are appropriately channelled into serving these customers and increasing the organisation's market value (Fader & Toms, 2018).

2.5.3 Customer value proposition

Steve Jobs, the co-founder of Apple Inc. (Levy, 2021), said, "Get closer than ever to your customers. So close that you tell them what they need well before they realise it themselves." (Lagacé, 2021:1). Considering Mr Jobs' quote, organisations are encouraged to have deep knowledge of their customers in order to proactively develop products, services and solutions that meet needs their customers have not become aware of yet. Considering the competitive landscape and markets saturated with homogenous and substitutable products and services, organisations need to develop unique products, services and experience offerings in order to secure market share and realise profits (Rawat, 2016; Moodley & Govender, 2020).

An organisation's customer value proposition differentiates it from its competitors by providing a greater benefit-to-cost ratio than competitors are able to provide

(Parniangtong, 2017), and is intended to retain strategically important customers (Kumar & Reinartz, 2018) by satisfying them and creating long-term relationships with them (Alguacil-Mallo, 2018), through a deep understanding of their needs and challenges (Rawat, 2016). Thus, the customer value proposition is “the superior value that customers can expect to experience from the company’s offerings” (Parniangtong, 2017:116) and is intended to counter the damaging effects of negative customer experiences, such as customer attrition to competitors, customer lapses and account dormancy (Burritt & Coetzee, 2016).

These negative customer experiences can stem from undifferentiated products or services that are easily substituted, and from inferior product or service designs that do not address customer needs, do not provide value, fail to deliver on their promises, or are challenging or frustrating to use (Burritt & Coetzee, 2016; García-Guijas, 2018; Interactions.com, 2017). Considering that customers compare their experience with an organisation to their most recent favourable service experience, irrespective of the industry in which they received that positive experience (Siegel, 2018; Howes & Hassel, 2017), organisations must meet these customer demands to mitigate the risk of being deemed irrelevant (Howes & Hassel, 2017).

A customer value proposition is an integrated suite comprised of the “product, service, process, price, communication, and interaction that customers experience during their relationships with a company.” (Kumar & Reinartz, 2018:43). As discussed in Section 2.5.2, in order to effectively develop its value proposition, an organisation must ensure it has a deep understanding of its customers and their usage behaviour, to ensure that products, services and experiences provide value and meet their needs. It must develop excellence in the culture that permeates the organisation, together with relevant processes that provide transactional accuracy and are simplified to provide customer convenience. Customer experiences must be exceptional, personalised, trustworthy, timely, and seamless across all contact points. Services and communication channels must be straightforward and readily available, online and offline, via multiple channels, and information must be specific to the user and situation (Ang, 2018; Sutton & King, 2017; Aunkofer, 2018; García-Guijas, 2018; Howes & Hassel, 2017; Wheatley, 2014; Kiriri, 2014).

Organisations can adopt the following high-level approaches to understand their customers’ needs and ensure that products, services and experiences are designed

to provide value and meet these needs, thereby improving customer satisfaction and loyalty (Rawat, 2016; Kilara & Rhyne, 2014; García-Guijas, 2018; Sapienza, 2020; Vojvodic & Hitz, 2018; Duncan, Fanderl, Maechler & Neher, 2016; Ulwick,2021; Watkin, 2019):

- They should engage with, and listen to customers using technology, surveys, social media and peer conversations, interviews, or face-to-face contacts to ascertain their expectations, concerns, and overt and hidden needs, and to link customers' feedback to their behaviour where historical data is available.
- They should obtain first-hand experience and insights from frontline staff and external vendors who regularly engage with customers.
- They should directly involve customers during product and service development, and concentrate on the end-to-end customer experience and all elements of the integrated customer solution, identifying innovation opportunities to explore and problem areas to improve or eliminate.
- They need to ensure that the current markets are well understood, and future trends are considered.

2.5.4 Business model

An organisation's business model can be summarised as the manner in which it has structured itself to create and deliver value profitably to its shareholders and customers (Parniangtong, 2017). Furthermore, it reflects the organisational philosophy of customer needs, how they want those needs fulfilled, and the organisation's responding structure to meet those needs profitably (Parniangtong, 2017). This business model concept will be briefly explored from a customer centricity perspective under the following three sub-sections: organisational alignment; organisational challenges; top management buy-in, organisation-wide commitment, and corporate culture.

2.5.4.1 Organisational alignment

The benefits of becoming customer-centric may be well understood by organisations. However, such an organisational shift may be difficult to undertake (Ulwick, 2021), and may require significant operational, methodological and mindset changes (Kilara & Rhyne, 2014). Due to the scope of the alignment, it may need to be incrementally

implemented over an extended period, with initial successes validating its continued implementation (Vojvodic & Hitz, 2018).

An organisation may need to realign its strategy by abandoning the traditional inside-out product focus in favour of an outside-in customer-centric approach (Simon *et al.*, 2016; García-Guijas, 2018) that considers its future strategic plans from a customer perspective (Cianco, 2017) and emphasises end-to-end customer journeys over discrete touchpoints (Maechler *et al.*, 2016). Maechler *et al.* (2016:15) define touchpoints as "the individual transactions through which customers interact with parts of the business and its offerings." Focusing on touchpoints creates accountability and organisation within the business, where the organisation tries to ensure that customers are happy each time they interact with any part of the organisation (Maechler *et al.*, 2016). However, the risk of such a siloed touchpoint focus is that an organisation may miss the more important bigger picture of the end-to-end customer experience that spans the organisation (Maechler *et al.*, 2016). Such a strategic realignment requires organisation-wide commitment to ensure that customer value creation is supported by all business decisions, and that superior customer experiences are consistently delivered.

This approach can be achieved by obtaining customers' insights in order to understand their thought and behavioural processes, to identify their needs and create complete customer profiles so that their future requirements and behaviours per identified customer segment can be predicted. To ensure they are suitably addressed, current products and services should be redefined according to customers' primary needs, and to drive loyalty and retention.

The organisational focus should be altered from product-profitability to customer-profitability by using CLV instead of sales as a performance metric, emphasising cross-selling and up-selling to current customers to boost customer retention and income while optimising expenses. Market share and brand equity as performance measures should shift to customer equity share. Integrated customer journeys should be created that consider pre-, during, and after-sales experiences that can span multiple channels and touchpoints over an extended period (Vlašić & Tutek, 2017; Owens, 2017; Ulwick, 2021; Cianco, 2017; Rawat, 2016; Kiriri, 2014; Maechler *et al.,* 2016).

The organisation's stage of customer-centric maturity (if any) may further influence its strategic shift (Thompson, 2014). For example, it may determine if the organisation should focus on sales to its targeted customers, improve its current value proposition based on customer input, deepen relationships to encourage customer advocacy, or proactively develop solutions to address predicted needs (Thompson, 2014).

2.5.4.2 Organisational challenges and ways to address them

As discussed in the previous section, the realignment of an organisation from product-centric to customer-centric requires a fundamental change to its design and structure (Ambaram, 2013; García-Guijas, 2018). Coupled with this realignment is the need to re-engineer multiple facets of the organisation, including profitability and equity metrics, research and development, and all elements of daily operations to satisfy its defined target market (Fader, 2012). However, the extent of such transformation and the successful execution of customer-centric strategies is complex and can prove challenging and costly for organisations, requiring analysis and monitoring to verify if changes and implementation were successful (Moodley & Govender, 2020; Fader, 2012; García-Guijas, 2018; Vojvodic & Hitz, 2018).

Traditional organisational silos that generally resist information sharing and cooperation, must be broken down to permit collaboration between business units to ensure the adoption of a coordinated customer focus that considers the end-to-end customer journey (Naidu & Mashanda, 2017; Ambaram, 2013; Owens, 2017; Maechler *et al.*, 2016; Rytilahti, 2019).

Ambaram (2013) further suggests that organisations create business units according to their customer segments' unique needs. Additionally, organisations must develop an internal definition and understanding of customer centricity and clearly understand their target market (Ulwick, 2021; Boyarsky, Enger & Ritter, 2016; Cianco, 2017). This will assist in ensuring that important decisions are made with a customer-centric lens, to increase the likelihood of successful product, service, and experience development and subsequent launch (Ulwick, 2021; Cianco, 2017; Boyarsky *et al.*, 2016; Ang, 2018; Kruh & Freedman, 2017; Duncan *et al.*, 2016a).

The increasing unpredictability of customers, together with their declining loyalty, reduced attention spans, changing preferences, behaviour and shopping habits, sense of immediacy, as well as the influence of social media and online or peer

reviews, creates complexities for organisations to be able to satisfy customers' current needs and predict their future needs and preferences (Kruh & Freedman, 2017; Duncan *et al.,* 2016a; Ang, 2018).

Organisations can combat these challenges as follows (Hernandez, 2017; KPMG Nunwood, 2017; Owens, 2017; Duncan *et al.*, 2016a; Jenkins, 2017):

- Organisations should ensure that they get closer to their customers and become more relevant in their lives by understanding their interests, options and challenges, and providing custom content and experiences.
- They should also increase their responsiveness, presence and significance on social media and online platforms, personalise their customer interactions and remove engagement barriers.
- They should have brands that are attractive, differentiated and trustworthy, and should conduct themselves with integrity.
- They should provide products and services that are appropriate, dependable and understandable.
- They should have staff that are reliable, knowledgeable, and empowered to assist their customers and promptly meet their increasing expectations.
- They should digitise customer journeys to speed up processing and improve convenience.
- They should provide omnichannel or multichannel integration to allow customers to move readily between channels during a transaction.
- They should address operational issues that may cause customer frustration.
- They should secure, protect and respect customer information, only use it as stated, and treat it as a corporate asset.

2.5.4.3 Top management buy-in, organisation-wide commitment, and corporate culture

The belief in, commitment to, and active promotion of the organisation's customer-centric philosophy by the Chief Executive Officer and other top managers is paramount in order to drive the strategy forward and secure its organisation-wide commitment (Hoch & Bernstein, 2015; Kumar & Reinartz, 2018; Ang, 2018; Burritt & Coetzee, 2016; Wheatley, 2014). The top management team must set the example for the

organisation to follow and provide ongoing support for achieving the organisation's customer-centric realignment (García-Guijas, 2018; Sapienza, 2020; Palmatier *et al.*, 2019; Bhattacharjee; Müller & Roggenhofer, 2016). Furthermore, managers and employees who share top management's customer-centric beliefs will be attracted to the organisation, naturally embedding customer centricity into its corporate culture (Ehlers & Lazenby, 2012).

Conversely, the absence of top management support signals that the customer-centric endeavour does not rank as a top organisational concern, and risks failure due to employee indifference. The endeavour would need to compete against current daily tasks, and would be at risk of being lost within organisational silos, and failing to achieve a full-bodied operational distribution model (Hoch & Bernstein, 2015; Kumar & Reinartz, 2018; Moodley & Govender, 2020; Howes & Hassel, 2017).

Entrenching customer centricity within the organisation and creating a pro-customer-centric culture requires that top management formulate and align the vision and strategy, delineate the values, objectives and metrics, and ensure the organisation understands them and breaks down legacy siloed thinking (Moodley & Govender, 2020; Agrawal, 2017; Burritt & Coetzee, 2016; Kilara & Rhyne, 2014; Wheatley, 2014).

Cascading these customer-centric values, objectives and metrics throughout the organisation, while aligning the organisation to the vision and strategy and regularly reinforcing them, will drive commitment to customer centricity, encourage customer-centric behaviours and synergise customer centricity within the corporate culture (Moodley & Govender, 2020; Agrawal, 2017; Palmatier *et al.*, 2019).

However, organisations must ingrain cultural awareness of listening to what customers are actually expressing, rather than what the organisation would like them to say (Kruh & Freedman, 2017). Successfully embedding customer centricity in the organisation's structure and culture creates a virtuous circle of loyal, satisfied customers who are less costly to serve and have increased CLV, as well as engaged employees who derive satisfaction from assisting them (Maynes & Rawson, 2016; Wheatley, 2014).

Organisations with customer-centric corporate cultures place their customers' needs at the same level as their own and actively seek to understand what being a customer or employee of their organisation entails (KPMG Nunwood, 2017). Thus, a customer-centric culture will prioritise customers' acquisition and use of the organisation's

products and services over other activities (Vojvodic & Hitz, 2018), and would meet customers' expectations during every interaction (Wheatley, 2014). Furthermore, providing staff with guidelines instead of fixed rules, and upskilling and empowering them to use their discretion in meeting customer needs, will promote their happiness and translate into a positive customer outlook and favourable customer engagement (Baer, 2016; Cianco, 2017). Thus, the organisation's culture, the employee experiences and behaviour, and the customer experiences are inextricably interconnected (KPMG Nunwood, 2017). Considering customers will likely refer to the person who assisted them when recalling a particular interaction with an organisation, a customer-centric attitude must permeate its culture to increase positive recollections and advocacy (Thompson, 2014).

An organisation's employees may display resistance to the customer-centric realignment due to familiarity with, and efficiency in, their current roles, resistance to new requirements and practices, and natural opposition to change (Kilara & Rhyne, 2014; Parniangtong, 2017; Kumar & Reinartz, 2018; Klaus, 2015). Thus, staff will require orientation and training on the new philosophy, strategy and operational processes before being fully rolled out into the organisation (Kilara & Rhyne, 2014). Management should also communicate the reasoning for, and the impact of, the realignment, and encourage staff to discuss the changes and provide them with support and encouragement during the transition (Kumar & Reinartz, 2018; García-Guijas, 2018). If necessary, change agents can assist staff in dealing with the realignment (Duncan, Fanderl & Maffei, 2016).

The success of the customer-centric strategy will require the active support of all employees and should thus be incorporated into their performance goals, measures, and reward structures (Cianco, 2017; Burritt & Coetzee, 2016; Kilara & Rhyne, 2014). Considering that engaged employees contribute to increased customer loyalty and heightened annual revenue (Owens, 2017), a compelling case for linking financial rewards to positive customer-centric performance exists. Additionally, non-financial incentives, such as recognition certificates signed and presented by top management, can reinforce positive behaviours and be a powerful driver to encourage staff to embrace the customer-centric model (Bhattacharjee *et al.*, 2016).

2.5.5 Scope of operations and execution

Parniangtong (2017:116) defined an organisation's scope of operations and execution as "clarifying the scope and boundaries of business operations and producing an execution plan for delivering superior value profitably." Expanding on this definition, the scope of an organisation's business operations encompasses the operational depth (range of activities) and breadth (geographical spread and mix of offerings) necessary to support its chosen business model (Parniangtong, 2017). A clearly defined scope is essential to reinforce the organisation's customer value proposition while lowering costs, and preventing wastage of time, effort and resources (Parniangtong, 2017). It must be supported by agile decision-making and prioritisation, flexibility to adapt to changing circumstances, as well as the ability to rapidly execute appropriate processes and tools (Sapienza, 2020; Forshew, 2019). This requires robust front-office, back-office and cross-department integration, collaboration, and accountability (Peppard, 2000; Forshew, 2019; Howes & Hassel, 2017).

In practical terms, scholars such as Agrawal (2017), Cianco (2017), Rawat (2016), Burritt and Coetzee (2016), Kilara and Rhyne (2014), Rytilahti (2019), Vojvodic and Hitz (2018), Palmatier *et al.* (2019), Bhattacharjee *et al.* (2016), Forshew (2019), Interactions.com (2017), and Wheatley (2014), have made the following recommendations:

- Organisations should consider supporting and developing their customer-centric endeavours by developing an overarching framework that delineates favourable customer experience principles and relevant operational and practical elements of serving the organisation's customers.
- Individual roles and team structures can be adapted or redefined to introduce cross-functionality and cooperation that spans the entire customer journey, tailored per customer segment.
- Processes and customer experiences should be designed from the end-user perspective, focusing on customer ease-of-use and understanding at each touchpoint in the customer journey, potentially guided by customer focus groups and external or independent testers.
- Incremental improvements that create perceived customer value should be continually undertaken to maintain realignment momentum.

- Complaint resolution should be streamlined and require the least time and effort from customers, to minimise their frustration and time spent resolving problems.
- Customer relationship managers should have dedicated resources that monitor the quality of customer experiences and engage customers in order to understand their experiences.
- Social listening should be a continuous activity to understand customers' experiences and sentiments towards the organisation on social media.
- The value and quality of customer experiences should be accurately recorded and objectively measured, with ongoing improvements made based on this data.
- Employees should be provided with customer information relevant to their roles, and as noted above, upskilled and empowered to meet customers' needs to deliver favourable customer experiences.
- Furthermore, they should provide objective feedback to management on customer experience successes and failures in order to drive improvements.
- A sense of customer ownership should be instilled in all employees, and favourable behaviour rewarded to reinforce every employee's responsibility to build customer relationships.
- Where relevant, customers can be permitted to test or trial-use an organisation's products or services to learn more about them and develop an affinity for them.

An organisation's central emphasis, holistic alignment and employee commitment to the customer agenda will organically alter its operations from the traditional functional focus, to the customer journey (Howes & Hassel, 2017; KPMG Nunwood, 2017). Favourable customer experiences will be developed by successfully executing the customer-organisation connection (Forshew, 2019). This focus on customer goals will unify organisational thinking, accelerate decisions and diminish the influence of functional thinking (KPMG Nunwood, 2017).

2.6 RELEVANCE OF THE CURRENT LITERATURE TO THIS STUDY: CUSTOMER CENTRICITY IN THE SOUTH AFRICAN INSURANCE INDUSTRY

2.6.1 Overview

For South African short-term insurance organisations (hereafter, insurers) to fully align their strategies to the requirements of their customers, it is paramount that they have a clear understanding of what customer centricity is. Furthermore, they require knowledge of the drivers and the potential benefits of adopting such a strategy, the risks not adopting a customer-centric approach could expose the organisation to, and the organisational requirements of adopting such a strategy. These considerations have been discussed within this literature review. A compelling argument is made for customer-centric strategic alignment and building a customer-centric organisation, considering the 'grudge purchase' nature of insurance (Visser, 2020; Smith, 2018a; Benetton, 2008), the risk of customer defection as previously discussed, the cost of customer acquisition versus retention, and the significant revenue gains of increased customer retention.

A 2017 study by KMPG into the need for insurers to become significantly more customer-centric in order to thrive in the highly competitive insurance market, provides practical advice and points for consideration for South African insurers (Reader & Portelli, 2017). Insurance CEOs are acutely aware that the survival of their organisations depends on their ability to realign their businesses around the customer. However, significant challenges to achieving meaningful customer-centric improvements are observed (Reader & Portelli, 2017). These challenges include the difficulty, complexity, and reluctance that accompany changing legacy business models, operations and systems; disaggregated customer data silos; and the development of new visions, insights, cultures, and partnerships that position the customer at the organisation's core (Reader & Portelli, 2017; Ang, 2018; Ratcliff & Wallace, 2019; Hollander *et al.*, 2013).

These challenges are exacerbated as the business landscape evolves from a sales and product-centric focus to a customer-centric focus, with rapidly increasing competition forcing insurers to differentiate themselves from their rivals in order to

provide greater value, increase customer satisfaction and loyalty, and gain competitive advantages (Silverhart, 2018; Abbas, 2018a; Ang, 2018; Super & Cairns, 2018).

2.6.2 Customer expectations and loyalty

Driven by technological trends and empowered by almost unlimited information access, customers are becoming more aware of what insurers offer, and therefore, more demanding in their experiences with insurers (Ang, 2018; Fen, 2019; Abbas, 2018a). They expect the same personalised, relevant, timeous and simple experiences from insurers that they receive from customer experience champions in other industries (Super & Cairns, 2018; Jenkins, 2017; Roesner, 2018; Biondi & Cronin, 2018).

In addition, customers expect to deal with insurers and obtain advice and information efficiently and conveniently across multiple channels, at their convenience (Abbas, 2018a; Langmore, 2018). They should be free to select their preferred channel of engagement with the insurer, rather than being routed to the insurer's default or preferred channel after initial contact (Sutton & King, 2017; Biondi & Cronin, 2018). Insurers are being challenged to maximise the experiences of customers to meet their increasing expectations and satisfy them across numerous channels, and thus, build their loyalty to the insurer (Super & Cairns, 2018; Bain & Company, 2018).

When measured by Net Promoter Scores during a 2018 study, Bain and Company observed that the customers of multichannel Property and Casualty (P&C) Insurance[4] displayed the highest loyalty when compared to customers who engaged only digitally or only with an insurer's representatives. This is illustrated in Figure 2.6 below:

[4] Property and casualty insurance is the U.S. equivalent of non-life (short-term) insurance in South Africa.

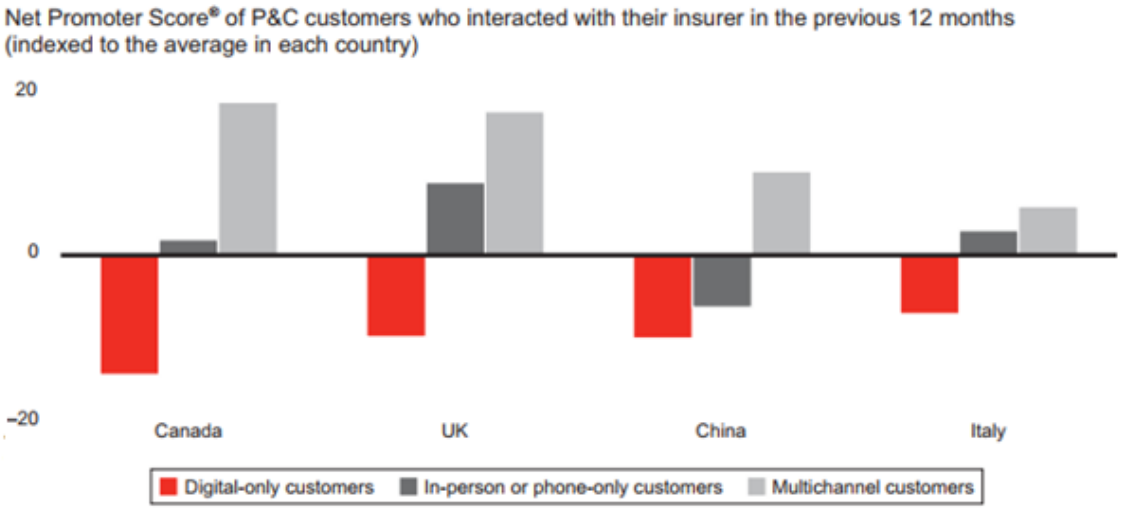

Figure 2.6: Customer loyalty scores compared across engagement channels

Source: Adapted from Bain & Company (2018:31)

By fully utilising customer data and embracing technological advancements to employ predictive customer modelling, insurers can develop relevant products for their target markets, connect with their customers, and create valuable touchpoints and journeys to drive customer retention and loyalty (Jenkins, 2017; Silverhart, 2018). Furthermore, customers expect insurers to use their data to improve their value propositions by providing innovative, customised solutions and education, improving needs and risk assessments, and proactively reducing risk whilst preventing and minimising losses (Roesner, 2018; Biondi & Cronin, 2018; Ratcliff & Wallace, 2019, Sheedy, 2018).

A 2020 study by Rush *et al.* (2020) undertaken at Deloitte summarised insurers' views of the customer experience enhancements that are expected to be most effective in maintaining customer loyalty:

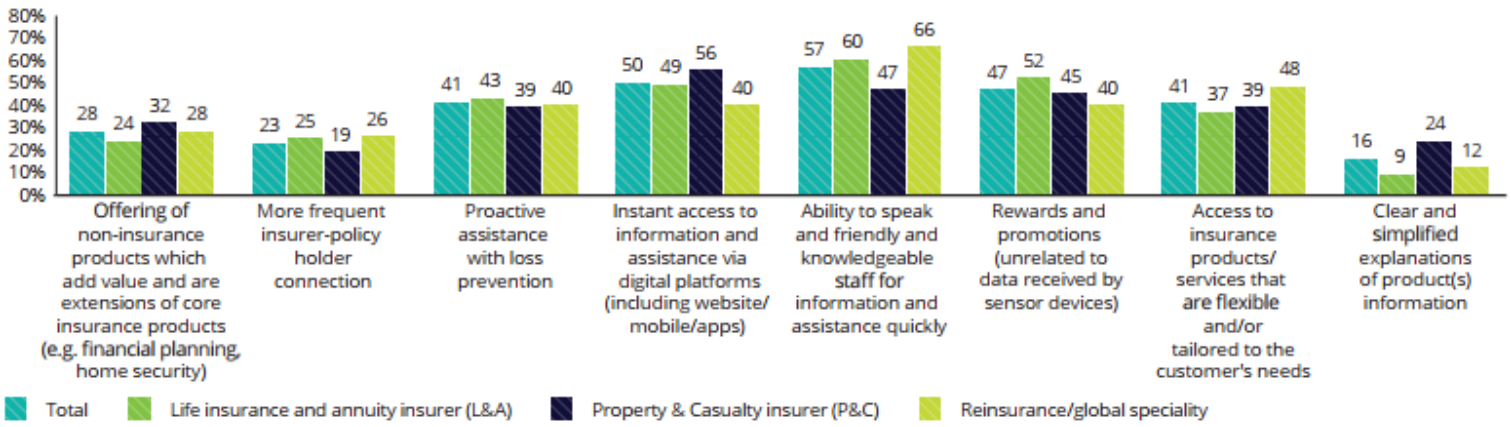

Figure 2.7: Insurers' views of the enhancements that are expected to be most effective in maintaining customer loyalty

Source: Adapted from Rush *et al.* (2020:8)

2.6.3 Product and service offerings

Customers expect insurers to expand their product ranges beyond traditional insurance suites, and to provide easy access to their offerings at competitive price points (Biondi & Cronin, 2018; Korsgaden, 2019; Ang, 2018; Bain & Company, 2018). During the abovementioned 2020 study undertaken at Deloitte, Rush *et al.* (2020) observed insurers' beliefs that, after price, non-insurance offerings were the most important consideration for customers. Accordingly, a critical focus area for insurers to drive customer acquisition and retention, is to expand their core insurance offerings to include non-insurance products and services that bolster their value propositions (Rush *et al.*, 2020):

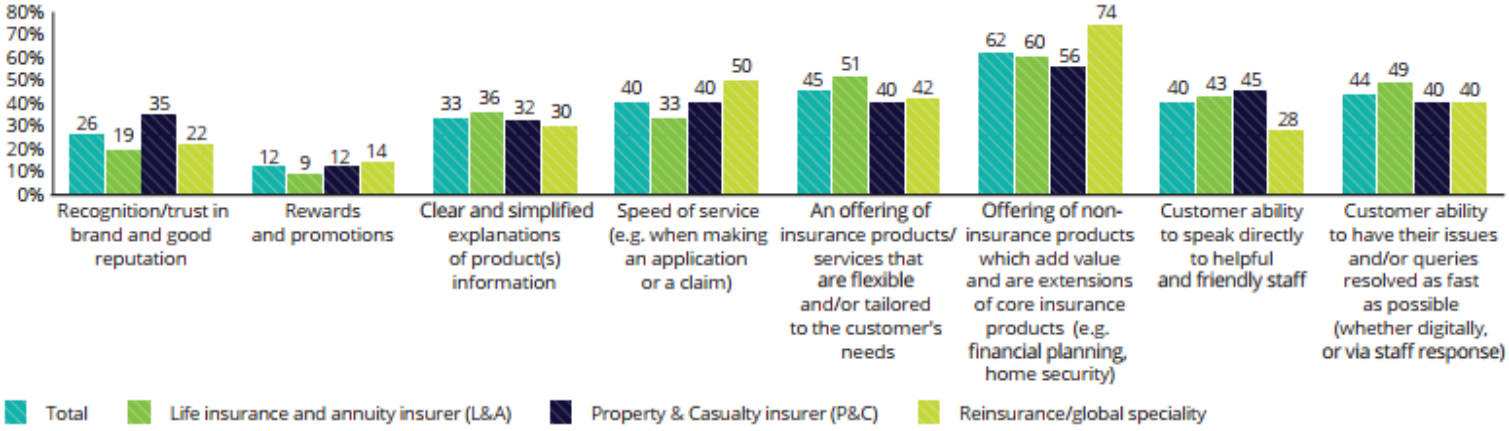

Figure 2.8: Insurers' views of the most important customer considerations (excluding price) when selecting an insurer

Source: Adapted from Rush et al. (2020:7)

Additionally, insurers must simplify their products to make them more transparent and easier to intuitively understand, purchase and update (Abbas, 2018a; Sutton & King, 2017; Malani & Alexander, 2017; Acharya & Hebbar, 2018), thereby empowering customers to make better informed decisions (Roesner, 2018).

It is necessary to have synergies between an insurer's marketing, research and development, underwriting, and claims departments to align its operating model to its customer-centric objectives (Fen, 2019). Partnerships with other providers can expand the insurer's offering, increase customer personalisation and enhance its value proposition (Korsgaden, 2019; Sheedy, 2018). Digitising communication channels enables content integration across multiple channels and allows insurers to empower

their customers by providing convenient automated customer self-service processes (Biondi & Cronin, 2018; Ratcliff & Wallace, 2019).

2.6.4 Customer engagements

Proactive customer communication and engagement are critical customer-centric requirements (Burand, 2018). During the 2018 Bain and Company study noted in section 2.6.2, it was observed that as property and casualty (P&C) insurers' customer engagements increased, so did these customers' loyalty:

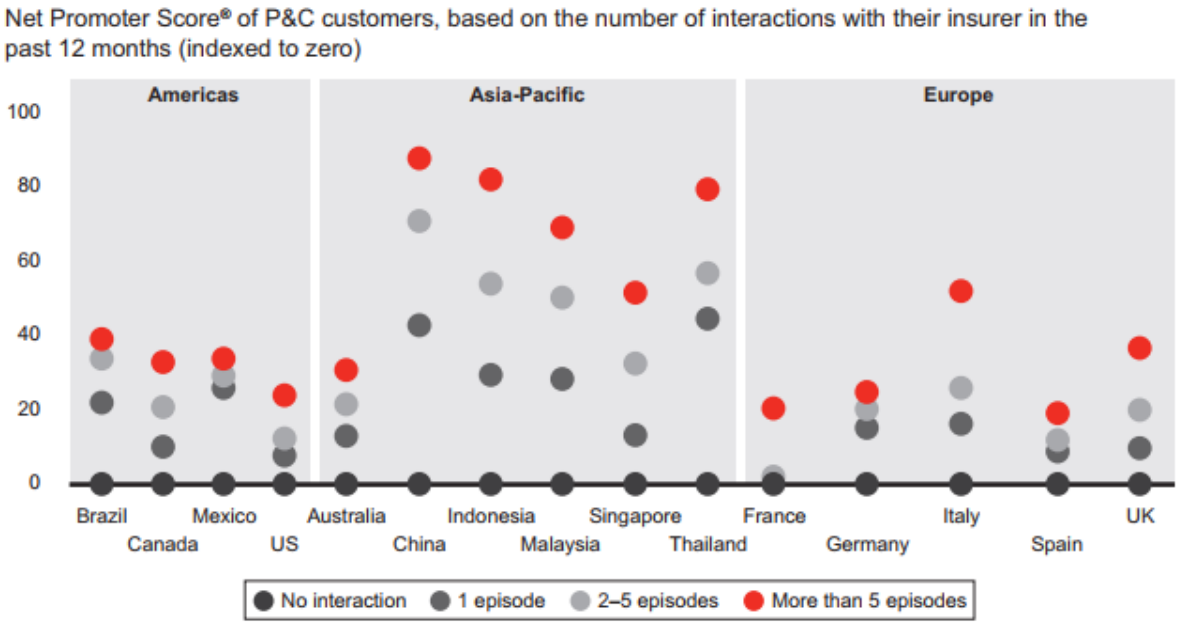

Figure 2.9: Increased customer engagement creates more opportunities to enhance loyalty

Source: Adapted from Bain & Company (2018:23)

Figure 2.9 indicates the relationship between the number of interactions an insurer has with their customers and the Net Promoter Scores given by these customers. As Net Promoter Scores increase, so too does the expectation of increased customer loyalty to the insurer. Conversely, a low number of interactions results in insurers' customers providing low Net Promoter Scores with concurrent low customer loyalty expectations.

Accordingly, combining human components with digital engagements may improve customer experiences where the insurer's value proposition requires personalisation, explanation or education to entrench a customer and develop a relationship with them (PWC, 2019).

The manner in which an insurer's employees engage with its customers can have a material effect on the customer's relationship with, and loyalty to, the insurer. This is influenced by how engaged staff are with customers, as well as their motivation to provide customers with anticipated levels of personalised service (Malani & Alexander, 2017; Abrol, 2017). Personalised communications to customers (for example, by thanking them for their business and summarising their product holdings) makes them feel valued and strengthens the relationship with the insurer (Sheedy, 2018).

Insurers are also encouraged to drive intermediaries to engage their customers at least annually at policy renewal to determine if their current policies remain fit-for-purpose or if changes are required (Burand, 2018). Burand (2018) argued that intermediaries' renewal commission should be forfeited where they renew policies on an as-is basis, without first discussing the requirements of the customer at the time of policy renewal. KPMG's 2020 Market Conduct Survey observed that South African insurers rated inadequate communications with customers during a product's lifecycle to be one of their five most significant conduct risks (Danckwerts, 2020), highlighting the critical importance of appropriate client communications for insurers.

2.6.5 Claims

As a 'moment-of-truth' event, claims represent an opportunity for insurers to develop ties with their customers and entrench themselves in their lives (Bassi *et al.*, 2018; Fiebelmann, 2019; Fen, 2019). During these events, the insurer's performance can materially influence the customers' loyalty, with favourable performance significantly increasing their loyalty and with poor performance diminishing their loyalty, as observed in Net Promoter Scores (Bain & Company, 2018):

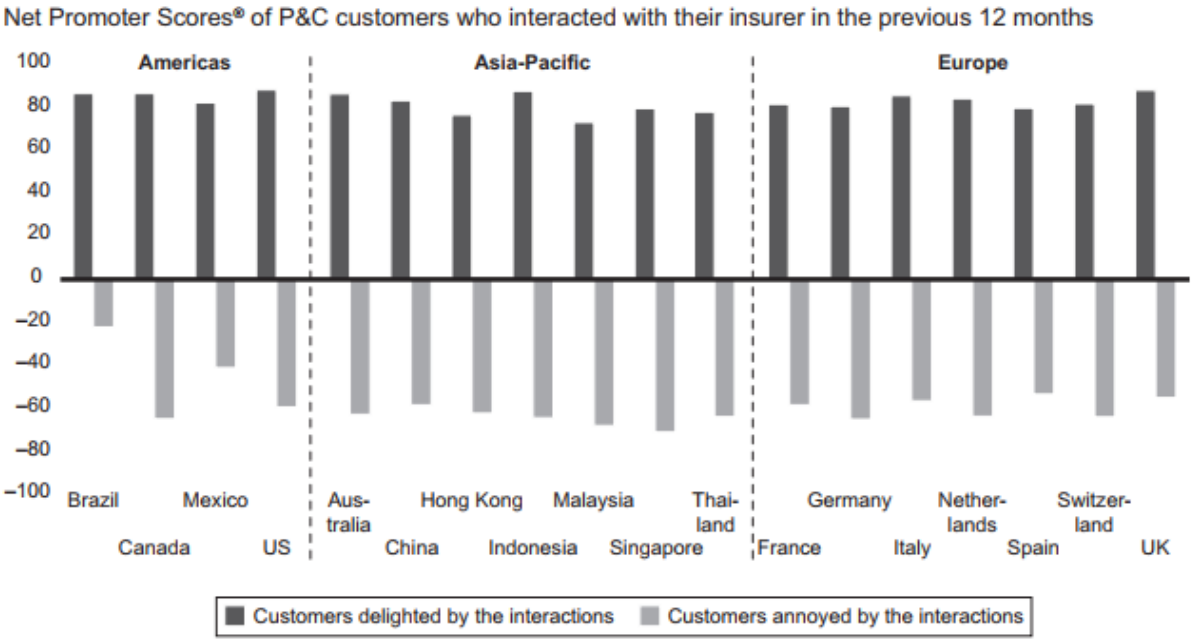

Figure 2.10: The quality of interactions strongly affects customers' loyalty ratings

Source: Adapted from Bain & Company (2018:23)

Figure 2.10 indicates the relationship between the quality of interactions an insurer has with their customers (in terms of customers being delighted or annoyed by the interactions) and the Net Promoter Scores given by these customers. The more delighted customers are with the interactions, the higher their Net Promoter Scores and the greater their expected loyalty to the insurer. Conversely, the more annoyed customers are with the interactions, the lower their Net Promoter Scores and the lower their expected loyalty to the insurer.

Insurers can enhance their customers' claims experiences by considering the claims process from a customer point of view, and ensuring claims are allocated at the correct seniority level from the outset, to prevent escalations (Fen, 2019). Actively tracking claims and proactively keeping customers abreast of the status of their claim, are essential customer-centric requirements for an insurer (Burand, 2018). Similarly, insurers should actively monitor claim turn-around times, and take corrective action where they observe deviations, in order to improve customer experiences (Burand, 2018).

Fen (2019:81) observed a shift from managing traditional claim turn-around times to more customer-centric "claim cycle time" management by certain insurers to measure a more significant number of elements of claims and permit increased analyses. This

would help to identify and remediate gaps in the claims process. In addition, insurers can consider automating claims processing for minor and frequent claims, to streamline the process and speed up claim pay-outs, thereby providing favourable customer experiences (Abbas, 2018b). Considering that most engagements with customers are after a potentially traumatic, claimable event, insurers are encouraged to lessen customers' stress by appropriately engaging with them to fulfil their claim and provide the most favourable experience possible (Bain & Company, 2018; Dubois & Simpson, 2020).

2.6.6 Summary

Increased competition and customer expectations will place insurers under pressure to stand out in a saturated market of commoditised insurance products, where customers select insurance offerings based predominantly on price from aggregator sites (Bain & Company, 2018). Insurance value propositions that transcend traditional core insurance offerings will become qualifying criteria[5] for customers, and customers will increasingly expect to interact with an insurer whenever and however they choose. A poorly handled claim experience could sound the death knell for an insurer's relationship with a customer, while a favourable claim experience could deepen a customer's loyalty.

While the above discussion may provide a useful starting point for insurers that are considering a customer-centric strategy alignment, insurers are encouraged to critically examine their philosophy, business model, and operations to identify 'hot-spots' and prioritise their remediation.

2.7 CONCLUSION

2.7.1 Main highlights

This literature review has drawn on existing literature to build a case for incorporating customer centricity in an organisation's vision, mission and overall business strategy. The review discussed the legislative market conduct requirements placed on insurance organisations operating in South Africa and the synergies between adhering

[5] Qualifying factors or criteria require the organisation to perform at least at a certain standard to be considered by the customer, while failure to meet this standard will result in many customers disregarding the organisation's products outright (Pycraft *et al.*, 2011).

to these requirements and adopting a customer-centric organisational focus. An overview of the importance of customer centricity was considered, together with the differences between customer centricity and product-centricity. The considerations for pursuing a customer-centric strategy were discussed, focusing on strategic objectives, customer lifetime value, competitive advantages, customer relationship development, retention, attrition, and competition. The requirements for successfully creating a customer-centric strategy were addressed by considering competition and customer buying power, customer selection and customer value propositions, business model realignment, and organisational scope of operations and strategy execution. Finally, the relevance of the current literature relating to South African insurers was considered, specifically regarding customer expectations and loyalty, insurers' product and service offerings, customer engagements, and claims processing.

2.7.2 Aspects for consideration

Existing literature has shown that increasing competition and customer buying power, customer information access, changing customer preferences, and social media influences, place organisations at risk of losing significant market share if they are not in touch with their customers. Thus, massive pressure is placed on organisations to adopt a customer-centric focus to build customer loyalty and mitigate attrition. Acquiring a new customer can cost up to 5 times more than retaining an existing one, and upwards of 20% of customers will not repurchase from an organisation after a single negative experience. Furthermore, as revenue and profit growth of customer experience leaders exceeds that of laggards by up to 700% and 500% respectively, a compelling financial argument is made for placing the customer at the centre of the organisation.

Current and pending legislation forces South African financial organisations (including insurers) to actively consider their customers in all aspects of their businesses. The six Treating Customers Fairly outcomes force organisations to consider customers from a corporate culture perspective, and to evaluate their product or service design, suitability and performance, and how they are marketed and sold. The congruence between adhering to this legislation and the positive impact of customer-centric alignment are apparent, and insurers should embrace such a strategic shift from a regulatory and revenue perspective.

Despite the bleak picture portrayed by the 2014 draft market conduct policy framework discussed in Section 2.2.1 – market conduct challenges, inconsideration of customer needs, abusive practices by insurers, and regulator intervention needed between product providers, intermediaries and customers relating to costs and fees – KPMG's 2020 Market Conduct Survey observed that insurers had made positive strides in complying with conduct legislation for several reasons:

Figure 2.11: Important motivators for South African insurers to comply with conduct legislation

Source: Adapted from Danckwerts (2020:13)

As per the above image, most insurers were concerned with treating their customers fairly, maintaining favourable reputations and gaining competitive advantages. These results directly correlate with the observations in this literature review and indicate a generally pro-customer-centric approach by South African insurers.

As per KMPG's 2020 South African Insurance Survey, the South African non-life (short-term) insurance industry recorded ZAR 110.6 billion of gross written premiums and profit, after tax, of ZAR 7.7 billion in 2019 (Vosloo, 2020). However, the 2020 KPMG Market Conduct Survey identified insurers as having the lowest perceived level of customer trust (compared to other financial services organisations), as observed in the diagram below. Reasons cited by customers for this low rating included claims failures (non-payment and settlement delays) and unfavourable Ombud reports (Danckwerts, 2020). Despite these motivators, feedback from customers indicates that

insurers must devote further attention to addressing their concerns in order to gain their trust, retain their business and increase their market share.

Figure 2.12: The perceived level of customer trust in South African financial services organisations

Source: Adapted from Danckwerts (2020:9)

2.7.3 Research gaps and implications

Figure 2.12 graphically represents the perceived level of trust customers of South African banks, insurers and asset managers have in these sectors. Of the three sectors, insurers enjoyed the lowest levels of trust from their customers for the reasons provided above the figure, with only 2.7 out of five customers having trust in the sector.

Significant literature relating to customer centricity in insurance is available internationally from foreign publications relating to foreign insurers. However, very little corresponding information is available in a South African context for domestic insurers. South Africa's financial sector represented 20% of the country's GDP as of 2019 (Fourie, 2020). Considering the above premiums held by South African non-life insurers, as well as customers' mistrust of insurers, a compelling case is created for further research into customer centricity and related aspects in the South African insurance industry.

The next chapter focuses on the research methodology and data collection employed to ascertain the level of customer centricity displayed by South African short-term insurance organisations, as perceived by their customers.

CHAPTER 3:
RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

Chapter 2 explored the existing literature related to customer centricity in detail and ascertained that positive effects on new business sales and customer retention were realised by organisations who employed customer-centric strategies. Specific focus was given to customer centricity in the South African short-term insurance industry.

This chapter focuses on the research methodology employed to seek answers to the research objectives and questions introduced in Chapter 1 and described below. Accordingly, the research problem, objectives, questions and hypotheses; research philosophy, design, and approach; population and sampling; data collection and ethical clearance; measuring instrument design; data preparation and analysis are discussed in this chapter.

3.2 RESEARCH PROBLEM, OBJECTIVES, QUESTIONS AND HYPOTHESES

3.2.1 Problem statement

The research problem is described as the topic that has been identified for investigation, essentially determining the information the researcher seeks to obtain (Connaway & Powell, 2010; Kumar, 2019). Formulating a robust research problem that is able to withstand procedural scrutiny requires extensive research methodology and subject matter knowledge (Kumar, 2019). Additionally, the research problem should aim to contribute to the identified field of study and expand on the current body of knowledge (Van Zyl, 2014).

The researcher determined that there is limited research on the effects of adopting a customer-centric organisational strategy in the South African short-term insurance industry. This lack of research made it difficult to determine the extent to which short-term insurers have aligned their strategies and operations around fulfilling their customers' needs. Thus, it is currently unknown if South African insurers have incorporated customer centricity into their business models, if short-term insurers' customers believe their insurers are customer-focused, and what short-term insurers

should do to increase their level of customer centricity. While KPMG observed the strides that the insurers have made to improve their market conduct and treat customers fairly (Danckwerts, 2020), their 2020 South African Insurance Survey highlighted that insurers must do more to gain customers' trust, retain customers' business and increase their market share. Accordingly, exploring customer centricity directly from a short-term insurance customer perspective may provide insight into whether a customer-centric strategic alignment will improve an insurer's sales to new and existing customers, improve its customer retention rates, and improve its competitive position against its less-customer-centric industry peers.

An eight-year study, conducted by KPMG between approximately 2009 and 2017, determined that the top twenty-five customer experience leaders in the United States displayed almost double the percentage revenue growth of the top twenty-five Fortune 500 organisations (KPMG Nunwood, 2017). Furthermore, the absence of a customer-centric organisational strategy will cause an organisation to lag behind its industry's customer-centric leaders, suffering reduced customer retention, decreasing profits and weakening their competitive position (KPMG Nunwood, 2017). Adopting a customer-centric strategy is necessary to counter these risks and ultimately elevate the organisation's competitive position. Based on the findings of this research, the researcher expects that improvements in South African insurers' customer centricity will yield positive results in their revenue growth as sales and retention improve.

3.2.2 Purpose and objectives of the study

Saunders *et al.* (2016:726) described research objectives as "clear, specific statements that identify what the researcher wishes to accomplish as a result of doing the research." Kumar (2019) adopted a similar approach and noted that research objectives clearly delineate the goals to be achieved by the end of the study. Accordingly, this study aimed to establish customer centricity displayed by South African short-term insurers by focusing on 21 specific insurer metrics (business functions) that directly impact short-term insurance customers or have an indirect but material effect on them. In addition, the study examined whether a customer-centric approach would increase sales and customer retention, and how short-term insurers could become more customer-centric. The researcher expected research respondents who believed their insurers displayed a high degree of customer centricity, to

favourably rate the survey questions relating to insurer metric performance. Conversely, the researcher expected unfavourable responses where respondents felt their insurers performed poorly in their performance of the insurer metrics.

Where deviations from a customer-centric approach were evidenced by unfavourable survey results, the study posited that as an organisation moves to a more customer-centric strategy, it can increase sales to new and existing customers and retain existing customers. Such increased sales and customer retention creates an expectation that profits will organically increase, and the organisation's overall competitive advantage will improve (Goman, 2017). Thus, the study's overall objective was to establish the level of customer centricity displayed by South African short-term insurance organisations, as perceived by their customers, and what insurers can do to improve customer centricity within their businesses.

The research objectives can thus be described as follows:

Primary objective

- To determine customer centricity displayed by short-term insurance organisations in South Africa.

Secondary objectives

- To investigate whether the adoption of a customer-centric organisational strategy will increase sales to new and existing customers.
- To investigate whether the adoption of a customer-centric organisational strategy will improve customer retention levels.
- To determine/assess what short-term insurance organisations can do to improve their customer centricity.

3.2.3 Research questions and hypotheses

Saunders *et al.* (2016:726) described the research question as "the key question that the research process will address, or one of the key questions that it will address." Kumar (2019) concurred and noted that research questions are those questions seeking answers through research. According to Saunders *et al.* (2016:717), the hypothesis is a "testable statement that there is an association, difference, or

relationship between two or more variables" and will provide a study with focus, direction and specificity (Kumar, 2019).

The research questions for the current study were formulated from the literature review, the research objectives, and the researcher's observations of customer orientation in the South African short-term insurance industry over a period of ten years. The research questions and, where applicable, hypotheses were stated as follows:

- How is customer centricity displayed by short-term insurers, as an aggregate, within South Africa, perceived by their customers?

  H1 South African short-term insurers display a high degree of customer centricity as perceived by their customers.

- Will the adoption of a customer-centric organisational strategy increase sales to new and existing customers?

  H2 An insurer that displays a high degree of customer centricity will benefit from increased sales to new and existing customers.

- Will the adoption of a customer-centric organisational strategy improve customer retention levels?

  H3 Insurers who have adopted customer-centric strategies display higher degrees of customer retention than insurers who have not.

- What could insurers who have failed to implement customer-centric strategies do to enhance their customer centricity and improve their financial performance, customer satisfaction, and customer retention?

3.3 RESEARCH PHILOSOPHY, DESIGN AND APPROACH

3.3.1 Research philosophy

Saunders *et al.* (2016:124) describe research philosophy as a "system of beliefs and assumptions about the development of knowledge" or how knowledge in a specific field is developed. The development and understanding of the research questions, the research methods employed and how the research findings are interpreted, will be influenced by the assumptions and human knowledge the researcher has, in other words, the constructs of a theoretical nature (epistemology). The realities met during

the research process (ontology) and the researcher's own values (axiology) will also impact the research. (Saunders *et al.*, 2016; Wyatt & Leydesdorff, 2019). Accordingly, the development of a rational research project, composed of interlinking research elements, is dependent on consistent assumptions that serve to underline the methodological choice, research strategy, data collection techniques and analysis procedures employed (Saunders *et al.*, 2016; Wyatt & Leydesdorff, 2019).

Ontology deals with assumptions regarding the nature of reality and influences how research objects are studied and determines the researcher's chosen topic to be researched (Saunders *et al.*, 2016; Wyatt & Leydesdorff, 2019). Epistemology can briefly be described as knowledge assumptions, knowledge that is considered legitimate and valid, and how knowledge is communicated, and will directly influence the research method selected for the study (Saunders *et al.*, 2016; Wyatt & Leydesdorff, 2019). Axiology considers the ethics and values applied in the research process and compels the researcher to consider how their own values, and those of the research participants, influence the study, to ensure that credible research results are obtained (Saunders *et al.*, 2016).

The development of the researcher's research philosophy is an intuitive process in which the researcher's thoughts, actions and beliefs are questioned, and critically and objectively examined (Saunders *et al.*, 2016). The researcher synergises their beliefs, assumptions and research philosophies in developing the research design (Saunders *et al.*, 2016).

Accordingly, this study was stimulated by observations conducted during meetings with different business stakeholder groups over several years that showed that South African insurance organisations display, to a lesser or a greater degree, inadequate levels of customer centricity. The researcher further observed that a more customer-centric and inclusive approach would engender sales to both new and existing customers, and would compel existing customers to remain with their current insurer (by retaining their policies).

A quantitative research design was selected to objectively quantify the potentially subjective views that customers have of customer centricity, by linking customer centricity to defined insurer metrics. These metrics are discrete activities or business functions performed by insurance organisations that directly impact customers or have

an indirect, but material, effect on them. The following insurer metrics were included in the study for their high customer impact:

Table 3.1: Insurer metrics and customer impact

#	Metric	Customer Impact
1	Starting a new policy – efficiency	The efficiency with which customers can start a new policy with an insurer.
2	Policy servicing – efficiency	The efficiency with which customers can service (make changes to) their existing insurance policies.
3	Policy servicing – accuracy	How accurately an insurer makes servicing changes to customers' policies upon the first request.
4	Insurer contactability – ease of telephonic contact	The ease with which customers can contact an insurer telephonically, such as the extent of automated phone menus and the length of on-hold times.
5	Omnichannel – multiple contact options	The number of options an insurer offers customers to contact them or access their policy.
6	Staff – availability during business hours	The availability of an insurer's staff during business hours to assist customers with their policies.
7	Management – availability during business hours	The availability of an insurer's management during business hours to assist customers with complex matters or complaints.
8	Claims – efficiency	The efficiency with which customers can register claims and the insurer's claims process's overall efficiency.
9	Claims – fairness	How fair the insurer is in deciding the outcome of claims based on all available information.
10	Complaint handling – efficiency	The efficiency with which customers can register complaints and the overall effieciency of the insurer's complaint process.
11	Complaint handling – fairness	How fair the insurer is in deciding the outcome of complaints based on all available information.
12	Communication – frequency	The frequency with which an insurer distributes communications (all forms) to its customers.
13	Communication – content	The relevance or usefulness of the content in communications an insurer sends to its customers.
14	Premium billing – accuracy	The accuracy and timeliness of insurance premiums an insurer debits to its customers' accounts.
15	Innovation	The level of innovation an insurer displays in developing or enhancing its products, benefits, or services.

#	Metric	Customer Impact
16	Product – design	The level of flexibility or adaptability an insurer's products offer for changing customer needs.
17	Product – variety	The variety of products an insurer offers to cater to different customers.
18	Policy benefits	The level of policy benefit comprehensiveness an insurer offers its customers.
19	Rewards	Whether or not an insurer offers policy rewards and the robustness of the rewards.
20	Pricing/premiums	Whether the insurer's premiums are in line with market norms for specific insurance risks.
21	Value-for-money	Whether the insurers' insurance cover and benefits provided offer value for its customers' premiums.

Source: Researcher's own compilation

Finally, in an attempt to obtain 'unmasked' responses in which respondents felt in no way compelled to respond in a particular manner, an anonymous, self-administered online survey was selected as the research instrument. Such a survey allowed respondents to complete the questionnaire in their own time and without the potential pressure of completing an interviewer-led survey. Furthermore, the self-administered online survey ensured that all respondents completed the same question set to strengthen the representativeness to the population. It also allowed the researcher to gather such responses efficiently and ensured the data were accurately recorded and easily exportable for statistical analysis.

3.3.2 Research design and methodology

Saunders *et al.* (2016) described the research design as the framework employed to collect and analyse data to answer the research question and achieve the research objectives, providing considered justification for data source choices, methods of collection and analysis techniques. Kumar (2019) offers a more simplistic view, noting that the research design provides a route map to follow in answering the research questions accurately, validly, objectively and economically.

Van Zyl (2014) expanded on this by advising that a research design, or model of scientific enquiry, establishes the course of action to be undertaken in the research process, with each step setting a departure point for the next step, intending to obtain

accurate information resulting in a realistic and suitable answer to a research problem. Mouton (2015:55) summarised the research design as a “plan or blueprint” of how the research is intended to be conducted and noted that the research questions and the type of study to be undertaken will determine the research design employed.

The types of research methods to be considered in answering the research problem differ primarily in terms of three dimensions, namely, the nature of the research question being asked, the methods employed to answer the research question, and the level of precision the methods provide to answer the research question (Van Zyl, 2014). Research designs can be qualitative (testing for non-numerical data), quantitative (intending to identify and describe variables in a given context at a specific point in time through numerical data) (Van Zyl, 2014), or a combination thereof in a mixed-method approach.

Research types can either be non-experimental (examining the relationship between variables, without considering cause-and-effect relationships), or experimental (examining the cause-and-effect relationships between variables) (Van Zyl, 2014). Non-experimental research can be classified as descriptive (describing the characteristics of an existing phenomenon), historical (relating past events to current events), correlational (examining the relationships between variables), and qualitative (examining human behaviour and the cultural, social and political context within which such behaviour occurs) (Van Zyl, 2014). In contrast, experimental research can be classified as true experimental (testing for true cause-and-effect relationships), or quasi-experimental (testing for causal relationships without having full control) (Van Zyl, 2014).

Mouton (2015) recommended that the selection of the appropriate research design should be considered against the following four dimensions: whether the study is empirical or non-empirical; whether primary data will be obtained or secondary data analysed; whether the nature of the data is numerical or textual; and the degree of control required, namely, natural field conditions or highly structured laboratory conditions.

Based on the above descriptions, research questions, and associated hypotheses, a quantitative, empirical research design was employed for this study, consisting of fixed choice and scale response questions and content, to obtain a breadth of information

collected from primary sources. Furthermore, the research design was non-experimental, identifying and describing the research variables and considering their relationships (Van Zyl, 2014). However, the caveat exists that causality between the variables was not determined (Van Zyl, 2014). The research is descriptive in order to describe any existing phenomena's characteristics (Van Zyl, 2014). Additionally, the research included a correlational element to ascertain what relationships exist between the variables (Van Zyl, 2014).

A self-administered online survey questionnaire was employed as the research instrument presented to research participants to acquire the requisite primary information using closed-ended and scaled-response questions (Van Zyl, 2014; Kumar, 2019).

3.3.3 Research process

Van Zyl (2014) positions the research process as a series of discrete phases, as depicted in Figure 3.1 below.

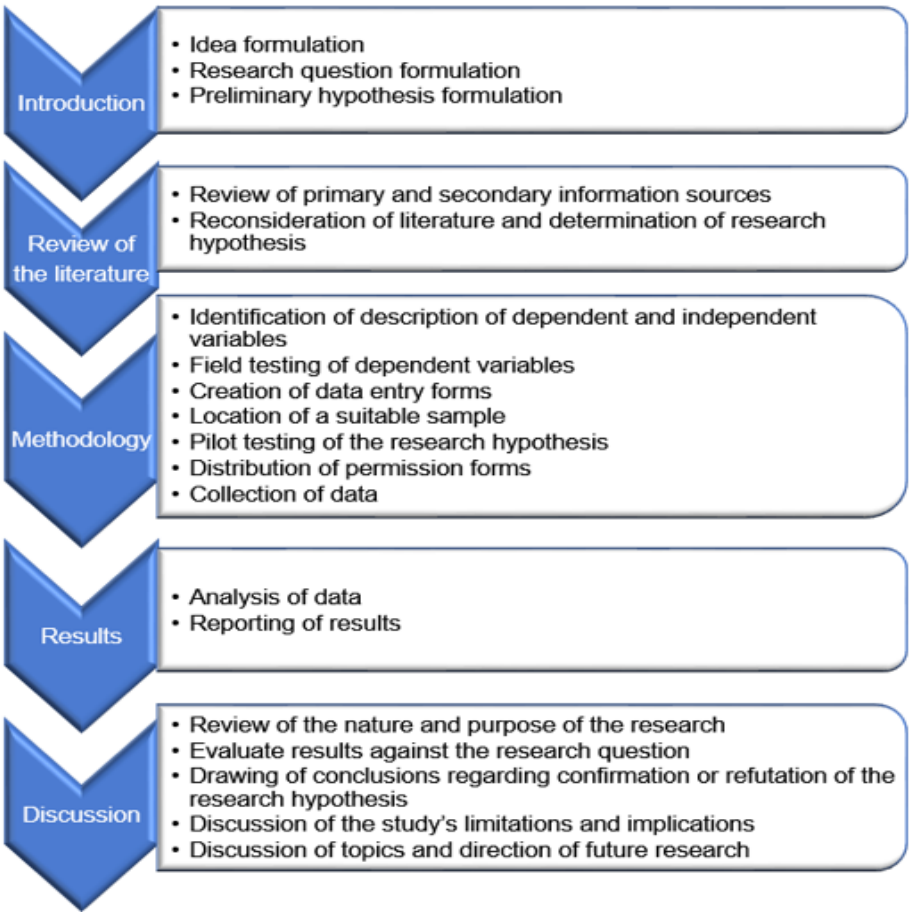

Figure 3.1: The research process

Source: Adapted from Van Zyl (2014:264)

This approach sees the initial research idea formally stated as the research question, and the preliminary hypothesis developed from there. The literature review draws together current literature on the topic of study and is used to formulate the alternative hypotheses. Identifying the dependent and independent variables, testing the dependent variables, selecting the sample, creating the data collection instrument and collecting the data are addressed in the methodology section. Results are then analysed and reported on, and a final discussion or presentation of the study draws the study to a close.

Mouton (2015) adopts a similar approach and delineates the research process into the following four phases:

- **Phase 1:** Developing the research question or problem. This is where the research idea is transformed into a viable research problem.
- **Phase 2:** Formulating the research design. This is where the type of study to be undertaken is determined, to yield acceptable answers to the research question or problem.
- **Phase 3:** The research process determines how the research will be undertaken. Key aspects addressed within this section include the literature study, the sampling to be utilised, the development of the data collection instrument, the collection and analysis of the data, and the interpretation of the results.
- **Phase 4:** Writing the thesis or dissertation to bring the study into a consolidated report.

Kumar (2019) simplifies the research process into a three-phased approach, as follows:

- **Phase A:** Decide what research questions need to be answered.
- **Phase B:** Plan how evidence will be gathered to answer the research questions.
- **Phase C:** Conduct the study and collect the necessary information.

This study followed an adapted combination of these approaches, namely

- The research problem was determined, and the research questions were developed from it.

- The research design was formulated, and how the evidence would be gathered to answer the research questions was planned.
- The research process to be undertaken was determined.
- The study was conducted, and the necessary information was collected.
- The dissertation was written to conclude the study and present the research findings.

This process enabled the researcher to produce a research report (dissertation) that will serve as a launch pad for further studies into customer centricity in the South African insurance industry.

3.4 POPULATION AND SAMPLING

3.4.1 Target population and context

According to Van Zyl (2014), a population is a group of potential participants to whom a researcher wants to generalise a study's results, while a sample is a subset of that population. Similarly, Saunders *et al.* (2016) maintained that the population identified in the research question and objectives should be represented by the sample selected.

As at June 2017, approximately 4.5 million South Africans owned some form of short-term motor insurance policy (Automobile Association of South Africa, 2017). These 4.5 million insured South Africans were deemed to be the population for this study.

3.4.2 Sample size and sampling method

Sampling is used to obtain a representative understanding of the characteristics displayed by a population (Saunders *et al.*, 2016; Sileyew, 2020), while the accuracy of the study's findings is materially influenced by the manner in which the researcher selects the sample (Kumar, 2019). Sampling is employed in favour of collecting data from the entire population in certain circumstances. This includes where it is impractical to survey the whole population (due to, for example, the size or geographical dispersion of the population), where it is not financially possible to survey the entire population or where time constraints do not permit surveying the whole population (Saunders *et al.*, 2016).

A sample size of at least 100 short-term insurance customers was sought to fulfil the research questions and associated hypotheses. This sample represented the group

identified for the study: customers who were premium-paying policyholders of a South African short term insurance policy. Van Zyl (2014) noted that a minimum of 30 participants should be present within each group, and this number should be increased where a greater amount of variability between groups exists. Such increasing variability between the groups will result in more diverse data points, with a more significant number of data points required to represent them accurately (Van Zyl, 2014). Owing to the population's size, a larger sample size than that recommended by Van Zyl (2014), and initially sought, was collected to increase the accuracy of the data obtained and the anticipated representativeness thereof.

Two sampling techniques are available to researchers, namely, non-probability (non-random) sampling and probability (representative) sampling (Saunders *et al.*, 2016; Van Zyl, 2014). Non-probability sampling is characterised by the inclusion of subjective judgement in determining the sample to be collected and research participants to be included in the study (Saunders *et al.*, 2016). It may help provide in-depth information from such a limited number of research participants (Saunders *et al.*, 2016). Probability sampling provides that the probability (chance) of each respondent being selected from the target population is known (Saunders *et al.*, 2016). Accordingly, through this sampling technique, research questions may be answered, and the characteristics of the target population may be statistically estimated (Saunders *et al.*, 2016) to accurately represent the population (Akremi, 2020).

Probability sampling techniques are further divided into five primary techniques: simple random, systematic random, stratified random, cluster and multi-stage sampling (Saunders *et al.*, 2016; Van Zyl, 2014). Onghena (2020:2) described randomisation as "random sampling in survey design". Simple random sampling provides that an equal and independent chance of being selected and included in the sample is afforded to each member of the population, with no bias afforded to one respondent over another (Van Zyl, 2014; Onghena, 2020). Thus, simple random sampling is used when elements of the population have exactly the same characteristics with respect to the properties being investigated.

Non-random sampling was selected for this study, to obtain in-depth information from a specific type of research participant, as described above.. Eliminating sampling bias was essential to ensure that the findings were not distorted in a particular direction,

that systematic error was not introduced into the findings, and that sections of the target population were not under-represented (Hammersley, 2020).

Data was obtained through the completion of self-administered online survey questionnaires hosted on SurveyMonkey.com. The questionnaire's hyperlink was broadly distributed through social media, specifically, LinkedIn, Facebook and the hobby forum Gunsite.co.za. This approach permitted the researcher to distribute the survey to his professional network, social network and an interest group, sharing only one commonality – safe and responsible firearm ownership and activities enjoyed by licenced South African firearm owners.

Despite the non-random sampling method employed, the researcher extended the survey's reach and increased the sample's representativeness through snowballing by encouraging research participants to share the survey hyperlink with their social networks. This approach permitted access to a vast audience with a good representation of the insurance customer population within South Africa. This approach further allowed the researcher to rely on the law of large numbers where the normality approximated smoothened the sample to population 'representativity'. The researcher had no control over who completed the questionnaire. Screening statements were included in the survey cover page to eliminate null responses as far as possible. This approach enabled inferences to be made to the population.

3.5 DATA COLLECTION

3.5.1 Data collection method

Primary data can be collected through several methods, including observation, interviews and the completion of questionnaires, with each technique having particular applications and possessing advantages and disadvantages (Saunders *et al.*, 2016; Van Zyl, 2014; Kumar, 2019). The data collection method selected for this study was the survey questionnaire. The study fulfilled non-experimental, descriptive, and empirical requirements and sought short-term insurance customers' opinions. A survey further ensures that all respondents complete the same question set to strengthen the representativeness thereof to the population and efficiently gather such responses (Saunders *et al.*, 2016). A survey questionnaire was well suited to this type of data collection and was accordingly chosen as the data collection method.

Questionnaires can either be self- or interviewer-completed, with the former typically referred to as surveys (Saunders *et al.*, 2016). Self-completed questionnaires can be submitted online, posted to respondents or delivered to respondents and subsequently collected from them; interviewer-completed questionnaires are either completed telephonically or in-person with respondents (Saunders *et al.*, 2016). The choice of the questionnaire to be utilised will be determined by several factors that relate to the research questions and objectives. These factors include the characteristics of the respondents, the ability to reach particular respondents, the need for responses remaining undistorted or uncontaminated, the sample size required, and the number and types of questions required to collect the data (Saunders *et al.*, 2016).

A self-completed questionnaire, hosted online on SurveyMonkey.com and accessed via the survey's unique URL, was selected as the data collection instrument. This online hosting allowed the questionnaire to be distributed to a vast and randomised audience to obtain a representative view of the population. The survey was immediately accessible to any respondent with only an internet connection required to complete it, and the SurveyMonkey system automatically recorded responses as respondents worked through the questionnaire. The survey was anonymous to encourage respondents to provide honest answers without fear of identification or association.

The questionnaire's hyperlink was posted on the researcher's social media accounts, notably Facebook and LinkedIn, and the hobby forum Gunsite.co.za. Respondents were encouraged to complete the questionnaire and on-share it to their social media networks if they were comfortable to do so. Upon closing the survey, 213 responses had been received. A survey completion rate of 71.84% was recorded, providing a net of 153 fully completed surveys. Drop-offs were observed at distinct points in the questionnaire, and the statistical analysis, discussed in Chapter 4, was adjusted for these drop-offs.

3.5.2 Ethical considerations

Mouton (2015:238) noted, "The ethics of science concerns what is wrong and what is right in the conduct of research" and provides particular conventions or rules regarding ethical behaviour to be displayed by the researcher when conducting research. These rules, as adapted from Mouton (2015:239-244), can be summarised as follows:

The researcher should remain objective and display integrity

The researcher cast a ‘wide net’ via the social media channels detailed above for research participants to choose whether or not they wanted to complete the survey questionnaire. As the survey was anonymous, the researcher had no way of knowing who completed it or which participant responded in a specific manner. Guided by the researcher’s supervisor and the University Research Ethics Committee, this approach was intentionally chosen to ensure objectivity and eliminate potential researcher bias when analysing results, namely, the researcher’s preferences, preconceptions or commitments that might have influenced the study’s results (Hammersley, 2020).

The researcher should not fabricate or falsify data or observations under any circumstances

Upon closing the survey on SurveyMonkey.com, the researcher downloaded the survey data and securely transmitted it to the statistical analyst for independent analysis. IBM SPSS-analysed results were accepted as accurate and copied verbatim from the statistical analyst’s datasheets for inclusion in this dissertation. At no point was the pre- or post-analysis data altered or manipulated by the researcher. Any adjustments to the analysis methods, to permit accurate analysis, are disclosed and fully described in Chapter 4.

The researcher should always be willing to disclose their methodology and analysis techniques

The research design and methodology used in the study and analysis of the data obtained from the survey questionnaire are detailed in this chapter as well as in Chapter 4.

The researcher should follow ethical publishing practices, including appropriately crediting authors of other publications, rejecting plagiarism in any form and not simultaneously submitting manuscripts to more than one journal or publisher

All authors and publications from which the researcher obtained information used in this dissertation, are accurately and appropriately cited and detailed in the References section.

The researcher should maintain accountability to society for their actions, including not undertaking covert research, openly and freely disseminating research results, and maintaining responsibility towards research sponsors and funders

The survey questionnaire cover sheet was explicitly compiled to ensure research participants were duly informed of the nature of the study and the purpose for which their responses would be used. Furthermore, the questionnaire only requested information directly related to this study and no unrelated information was obtained. The survey and cover letter were reviewed and approved by the researcher's supervisor and the university's Research Ethics Committee before the researcher distributed the survey for participant completion. Ethical review and approval are discussed below.

The researcher should respect the rights of research participants, including their right to privacy, anonymity and confidentiality. Informed consent should be obtained from research participants. Participants should not be harmed in any manner and the rights of 'vulnerable' groups should be considered

No personal information was collected at any stage of the study, to ensure research participant anonymity. Furthermore, the survey questionnaire cover sheet complied with the university's ethical requirements, ensured that only eligible research participants completed the questionnaire, and provided informed consent before commencing the survey online.

The environment should not be harmed in any way

As the survey questionnaire was hosted online, no physical media existed that may have been detrimental to the environment.

Research for this study was conducted according to the University of South Africa's Research Ethics Policy. The University of South Africa's College for Economic and Management Sciences Research Ethics Review Committee granted ethical clearance to conduct the study on 28 November 2019, and the ethical clearance certificate was received accordingly (attached as Appendix E). The questionnaire was subsequently distributed on 2 December 2019 to the aforementioned social media accounts and hobby forum and closed on 25 June 2020.

Relating to the above conventions noted by Mouton (2015), a covering letter preceded the questionnaire. This covering letter addressed the purpose of the survey, confirmed that the survey was anonymous, and that research participant responses were confidential. The cover letter confirmed that the results would be aggregated to form part of the overall study results and advised that participants may request the aggregated results upon completion of the study. The covering letter also advised that participation was voluntary, and that participants could withdraw from the study at any time, without suffering any harm for participating in the study, nor would they incur any costs to complete the questionnaire. The covering letter and questionnaire are included in Appendix C.

3.6 MEASURING INSTRUMENT DESIGN

3.6.1 Questionnaire design

Saunders *et al.* (2016) introduced their chapter on questionnaires by warning that the development of a quality questionnaire is significantly more difficult than researchers frequently anticipate. The survey must collect the precise data required to answer the research questions and achieve the study's objectives – the researcher will often be unable to engage research participants to collect additional data or seek clarification on responses provided once they have completed the survey (Saunders *et al.*, 2016). Saunders *et al.* (2016) further argued that the response rate, data reliability and data validity will be affected by the questionnaire's design. Maximising these metrics can be achieved through clearly explaining the questionnaire's purpose; carefully designing the individual questions and providing examples as necessary; presenting the questionnaire clearly, professionally and attractively; ensuring the questionnaire flows logically; pilot testing the questionnaire; delivering the questionnaire appropriately for the selected respondent sample (Saunders *et al.*, 2016; Van Zyl, 2014; Kumar, 2019). McDaniel and Gates (2015) delineated the questionnaire design process in a series of discrete steps, as depicted below in Figure 3.2 and briefly discussed thereafter.

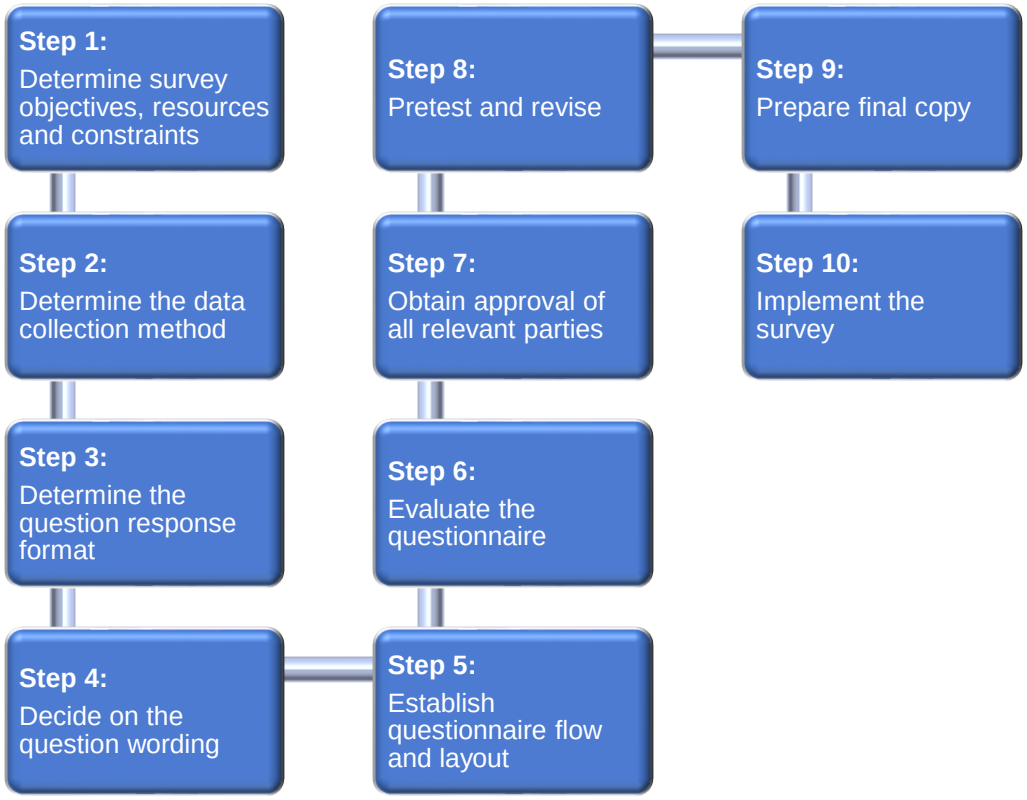

Figure 3.2: Questionnaire design process

Source: Adapted from McDaniel and Gates (2015:275)

3.6.1.1 Step 1: Determine survey objectives, resources and constraints

A lack of relevant secondary data to answer the research questions and to achieve the research objectives will frequently trigger the research process (McDaniel & Gates, 2015). The survey's objectives should be crystalised to ensure that the survey can obtain the data necessary to meet the research objectives and ensure the research process is efficient and streamlined (McDaniel & Gates, 2015).

As discussed in Section 3.2.2 above, the aim of this study was to establish customer centricity displayed by South African short-term insurers; whether a customer-centric approach would increase sales and customer retention; and how short-term insurance organisations can become more customer-centric.

3.6.1.2 Step 2: Determine the data collection method

Various methods of gathering survey data are available to the researcher. These methods include self-administered, internet, mail, telephone, and shopping mall or public place intercept questionnaires (McDaniel & Gates, 2015; Saunders *et al.*, 2016; Van Zyl, 2014; Kumar, 2019). The method selected will impact the design of the

questionnaire (McDaniel & Gates, 2015; Saunders *et al.*, 2016). In addition, the researcher's options to collect the necessary data will be determined by the type of information required to meet the research objectives (McDaniel & Gates, 2015).

As discussed in Section 3.5.1 above, an internet-based, self-administered survey questionnaire was selected for this study.

3.6.1.3 Step 3: Determine the question response format

After determining the data collection method, the researcher must decide on the type of questions to be used in the survey. McDaniel and Gates (2015) identify open-ended, closed-ended and scale-response questions. Open-ended questions require that respondents use their own words to answer a question, while closed-ended and scale-response questions require respondents to answer a question from a defined list of responses (McDaniel & Gates, 2015). Saunders *et al.* (2016) identify the following sub-categories of closed-ended questions: list, category, ranking, rating, quantity and matrix questions.

Closed-ended questions were selected for the study's questionnaire, specifically list questions, providing respondents with a list of responses from which to choose (Saunders *et al.*, 2016) and rating questions to obtain respondents' opinions (Saunders *et al.*, 2016). These question types permitted the necessary data to be obtained, while keeping the time required to complete the survey as short as possible.

3.6.1.4 Ensuring essential data is collected

Complementing the McDaniel and Gates (2015) questionnaire design process, Saunders *et al.* (2016) noted the types of data variables that can be collected by questionnaires. These are briefly discussed in the table below. These distinctions help determine the ease with which the type of information can be obtained from research participants and how individual questions are phrased in the questionnaire (Saunders *et al.*, 2016).

Table 3.2: Types of data variables

Data variable	Description
Factual or demographic variables	Data that is readily available to respondents and should be accurate if respondents are willing to disclose it. Included within the variable set are gender, age, marital status, income, occupation and education. These variables can be used to ascertain the total population representativeness of the

Data variable	Description
	collected data and explore differences between behaviours and events, and attitudes and opinions.
Attitude and opinion variables	These variables are influenced by the context in which the question was positioned. They may require respondents to consider their responses before answering. Respondents will thus record what they believe to be true or false or their feelings about the topic.
Behaviour and event variables	These variables may also be influenced by the context in which the question was positioned. They contain data about past, present or future events and respondents' behaviours or actions.

Source: Adapted from Saunders *et al.* (2016:445)

To ensure that the data collected by the survey questionnaire can answer the research questions and achieve the research objectives, Saunders *et al.* (2016) recommend creating a data requirements table that will guide the development of the survey questionnaire. The data requirements table is developed according to a six-stage process and includes investigative questions created according to the research questions and objectives that must be met (Saunders *et al.*, 2016). The process to develop the data requirements table is depicted below in Figure 3.3.

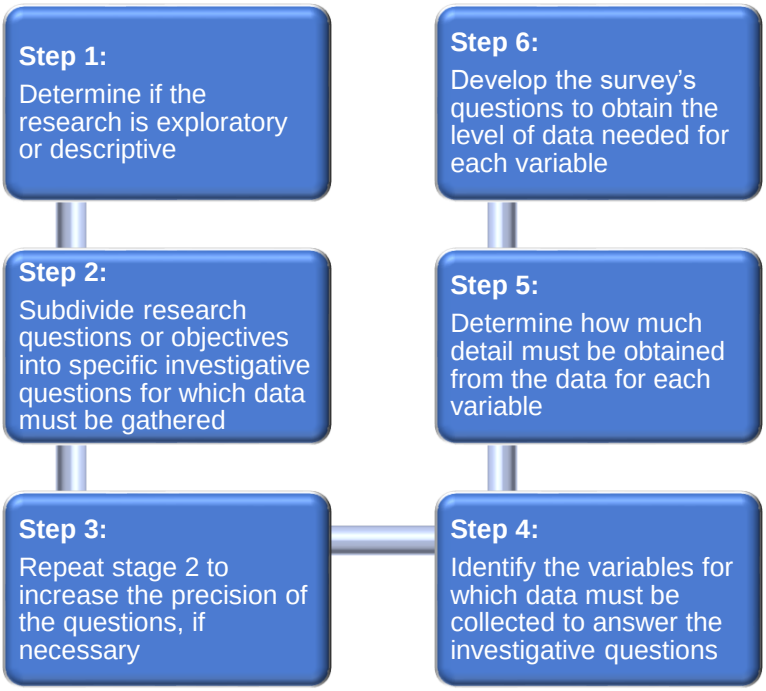

Figure 3.3: Data requirements table development

Source: Adapted from Saunders *et al.* (2016:447)

A data requirements table was developed as per this recommendation, following the above process. The data requirements table was divided into four sections corresponding to the study's four research objectives (Section 3.2.2). Individual questions were numbered according to the section in which they were placed. The data variable for each question was identified according to the type of information to be collected, as described in Table 3.2 above. The detail required per question was developed and recorded and any relation to theory and key literature concepts was identified and noted.

The data requirements table is included as Appendix B.

3.6.1.5 Step 4: Decide on the question wording

Structuring the wording of the questions is the next step and requires care to ensure that accurate responses are obtained (Saunders *et al.*, 2016). McDaniel and Gates (2015) advise that questions must be clearly worded, the phrasing must not create respondent bias, and respondents must be able and willing to answer them. Saunders *et al.* (2016) further recommend that questions are contextually reviewed to ensure respondent understanding.

Each question included in the study's questionnaire was formulated according to these requirements. The questions were then reviewed by a training manager with extensive experience in content design within the researcher's organisation and revised until these requirements were met.

3.6.1.6 Step 5: Establish the questionnaire flow and layout

After the wording of the questions has been developed, the questions must be sequenced, and the questionnaire's layout developed to be logical to the respondent, and to elicit accurate and considered responses (McDaniel & Gates, 2015; Saunders *et al.*, 2016). McDaniel and Gates (2015:290) suggest that questionnaire flow is designed according to the following guidelines:

Screening questions should be used to identify qualified respondents, and only responses from them are included in the study

The survey questionnaire covering letter contained screening statements informing potential research participants of eligibility to complete the survey. Additionally,

screening questions were included in the demographics portion of the survey to ensure that only eligible responses were received and considered for the study.

The questionnaire should commence with questions that are simple, non-threatening and engage the respondent, to encourage them to progress with the questionnaire

The survey opened with demographic questions as recommended by Van Zyl (2014) and discussed below, followed by questions related to the respondents' insurer, including their tenure and premiums with the insurer, and the assets insured.

General questions should be asked at the start of the questionnaire before more specific questions are asked

As described above, the survey commenced with demographic and insurer-related questions to gain an understanding of the respondents and their insurance profiles.

Questions that require greater respondent consideration should be placed in the middle of the questionnaire

The detailed questions relating to the insurer metrics followed the insurer-related questions. Specifically, these questions requested information regarding the importance that respondents placed on the individual insurer metrics, and how well insurers performed in these metrics. Thereafter, respondents were requested to indicate what the effects of improved and worsened insurer performance would have on their likelihood of insuring new assets and retaining their current policies. Finally, respondents were requested to indicate the metrics they believed required correction to increase their likelihood of insuring new assets and retaining their current policies.

Sensitive, threatening and demographic questions should be placed at the end of the questionnaire

The survey did not contain threatening questions, but demographic questions were placed at the start of the questionnaire. The researcher deemed the demographic question relating to respondents' incomes as potentially threatening and included "Prefer not to answer" as an option. Sixteen (7.51%) respondents selected this option.

Instructions should be in uppercase to draw the attention of respondents to them and to distinguish instructions from questions

Instructions in the online survey questionnaire were sufficiently distinct to ensure respondents could readily distinguish them from the research questions.

The questionnaire must have a proper introduction and closing, to position the questionnaire and thereafter to conclude the survey accurately

The covering letter detailed the purpose of the study and the contribution the responses would have in determining the level of customer centricity displayed by South African short-term insurers. Each question set was preceded by a brief introduction to position the questions and to orient respondents. The survey closed by thanking respondents for their time and contribution and reiterated how their responses would be used.

Saunders *et al.* (2016) and Van Zyl (2014) offered similar recommendations regarding questionnaire flow and layout. However, Van Zyl (2014) classified demographics as non-intimidating and recommended placing such questions early in the questionnaire. The study's questionnaire was developed according to the guidelines provided by these authors; however, demographic questions were placed early in the questionnaire, according to Van Zyl's (2014) recommendation.

3.6.1.7 Step 6: Evaluate the questionnaire

McDaniel and Gates (2015) recommended evaluating the questionnaire once the layout and flow have been decided on. Such an evaluation will critically consider each question's necessity, whether the questions will provide the information necessary to meet the research objectives, and the questionnaire length (McDaniel & Gates, 2015). Saunders *et al.* (2016) provide further guidelines on questionnaire length; notably, that the length should not exceed what is necessary to meet the research questions and objectives. Saunders *et al.* (2016) offer additional suggestions to reduce the apparent survey length without sacrificing legibility.

Each questionnaire question was carefully considered to determining its ability to obtain the information necessary to meet the study's research objectives. Questions with marginal value were discarded, and each question included in the final survey was deemed necessary. However, technological limitations in the survey host's skip-logic became apparent when creating the survey online, resulting in the questionnaire's final length exceeding the planned survey length. The final survey

totalled 100 questions over ten web pages and caused some research participants to abandon the survey at various stages of completion, as noted in Section 3.5.1.

3.6.1.8 Step 7: Obtain approval of all relevant parties

McDaniel and Gates (2015) suggested obtaining the approval of the necessary parties who have direct authority and/or influence over the study.

Approval was obtained from the University of South Africa's College for Economic and Management Sciences Research Ethics Review Committee and the researcher's Supervisor before finalising and distributing the survey for research participant completion.

3.6.1.9 Step 8: Pre-test and revise

Once approval has been obtained, McDaniel and Gates (2015) and Saunders *et al.* (2016) advised that the questionnaire be pre-tested with similar respondents to those in the research sample. Such pre-testing should identify respondent confusion or misinterpretation, continuity failures, inferior skip patterns, closed-ended question alternatives and obtain respondents' general reactions to the questionnaire (McDaniel & Gates, 2015). Ensuing corrections and questionnaire refinement will ensure that respondents can readily answer all questions and data can be accurately recorded (Saunders *et al.*, 2016).

The initial questionnaire was reviewed by the training manager within the researcher's organisation, and by short-term insurance customers identified as possessing the necessary understanding of the subject matter. This pre-testing allowed the researcher to determine the clarity of the questions and ease of answering, to minimise errors and revise any questions that survey participants may have found difficult to answer. The revised questionnaire was sent to the same testers for follow-on testing.

3.6.1.10 Step 9: Prepare the final questionnaire copy

According to McDaniel and Gates (2015), a professional-looking questionnaire can positively influence response rates, and they maintained that survey software should be used to create the survey to achieve this objective.

The study's final questionnaire was created using SurveyMonkey.com's Advantage Plan and tailored to create a professional, easy-to-read, and understandable online survey.

3.6.1.11 Step 10: Implement the survey

McDaniel and Gates (2015) noted that once the questionnaire is complete, it can be used to obtain the data necessary to achieve the research objectives and questions. Saunders *et al.* (2016) provide guidelines for observing internet etiquette when employing internet surveys. Such 'netiquette' guidelines include not spamming respondents; limiting the number of recipients in each mailing list; avoiding duplication emails to recipients who may be in multiple mailing lists; and avoiding attachments in emails to minimise the risk of viruses (Saunders *et al.*, 2016).

The link to the finalised questionnaire on SurveyMonkey.com was distributed to the identified research participants. The webpage included the covering letter which explained the purpose and importance of the study, provided an assurance of confidentiality, and noted the period during which the survey was available for completion.

The final survey questionnaire is attached as Appendix C.

3.7 DATA PREPARATION

After the data has been obtained through the data collection instrument, it is prepared for analysis. McDaniel and Gates (2015) noted that this process should entail editing, coding, entering, cleaning and tabulating the data in preparation for analysis. However, the procedure to be followed throughout this process is aimed at data collected, and which needs to be organised before being ready for analysis. As the data for this study was collected online using SurveyMonkey.com's Advantage Plan, the data obtained from the questionnaires was downloaded in a format ready for immediate analysis in IBM SPSS.

3.8 DATA ANALYSIS

Data analysis is described simply by Mouton (2015:108) as "breaking up the data into manageable themes, patterns, trends and relationships." This analysis is undertaken to understand the relationships between data variables and concepts, to establish themes in the data or to identify trends or patterns therein (Mouton, 2015).

The quantitative data collected for this study were analysed in IBM SPSS and described using descriptive and inferential statistics.

3.8.1 Descriptive statistics

As a departure point in analysing the collected data, the data were described using descriptive statistics to determine the general characteristics (Van Zyl, 2014). This description allowed the researcher to understand “what the data look like” (Van Zyl, 2014:162).

Accordingly, the data were edited, coded and scrubbed to ensure accuracy, and presented using frequency counts. The data were further presented through mean scores (a measure of central tendency, representing the averages of the data set and frequency distribution) in an attempt to determine how many scores of a particular type occur for the variables under consideration (Van Zyl, 2014), and illustrated as appropriate in tables and graphs.

3.8.2 Inferential statistics

Once the data were summarised and described using descriptive statistics, inferential statistics were used to make inferences regarding the population from which the sample was obtained, based on the sample’s characteristics (Van Zyl, 2014; Saunders et al., 2016; Fé, 2020) using cross-tabulations and chi-square tests. The notion of inference assumes that a sample can be accurately selected to maximise the representativeness of the population, permitting that the results of the tests and experiments conducted using the sample can be generalised to the population (Van Zyl, 2014; Fé, 2020).

Hypotheses must be tested to determine if they are to be accepted or rejected. Van Zyl (2014:7) describes a hypothesis as “an objective extension of the question that was originally posed.” Additionally, the most important role of a hypothesis is to “reflect the general problem statement or the question that motivated undertaking the research study” (Van Zyl, 2014:27). Van Zyl (2014) further noted that well-formulated hypotheses should be stated in a declarative form, posit an expected relationship between variables, reflect the theory on which the hypotheses are based, be succinct, and be testable. Two types of hypotheses were developed to test the general problem statement:

1. The Null hypothesis: a statement of equality, representing no relationship or significant difference between the variables and acting as a starting point and a

benchmark against which the study's outcomes will be measured (Van Zyl, 2014; Saunders et al., 2016).

2. An Alternative or Research hypothesis: a statement of inequality, representing a definite relationship or significant difference between two variables, where one or more alternative or research hypotheses can exist for every null hypothesis (Van Zyl, 2014; Saunders et al., 2016).

This study's hypotheses were tested using the procedure recommended by Zikmund *et al.* (2013). The hypotheses were derived from the research objectives and stated as precisely as possible. The sample was obtained, and the appropriate variables were measured. The measured values obtained in the sample were compared to explicitly stated or implied values in the hypotheses. The level of statistical significance determined whether or not the hypotheses were supported. More specifically, the hypotheses were supported where the values were consistent with the hypotheses, but were not supported where the values were not consistent with the hypotheses. A conclusion was reached, or particularly, an inference made about the population based on the results of the sample data analyses (Van Zyl, 2014).

3.8.3 Measures to ensure reliability and validity

The research instrument must be tested for reliability and validity. Failure to do this could result in the rejection of correct alternative hypotheses, or the acceptance of incorrect alternative hypotheses, and the study's overall failure (Van Zyl, 2014).

Reliability is a practical measure of a measurement instrument's consistency and stability when the instrument measures the same item on more than one occasion, resulting in the same outcomes in each instance (Van Zyl, 2014; Sileyew, 2020; Kumar, 2019). Van Zyl (2014) further posited that reliability can be determined through observed scores, true scores, and error scores, where:

- An observed score is a function of the true and error scores, specifically, *Observed Score = True Score + Error Score.*
- A true score is a perfect reflection of a variable's true value in the absence of other internal or external influences.
- An error score includes all factors that cause the true and observed scores to differ.

Reliability can be calculated as *Reliability = True score ÷ (True score + Error score)*, where a reduction in the error portion of the equation increases reliability, and an increase in the error portion decreases reliability (Van Zyl, 2014). Additionally, the closer the measurement instrument is to the true score, the more reliable it is deemed to be (Van Zyl, 2014).

The instrument's reliability can be increased by increasing the sample size, eliminating items in the measurement instrument that might be unclear, standardising testing conditions, moderating the degree of difficulty of the measurement instrument, minimising the effects of external events, standardising instruction, and maintaining consistent procedures for scoring the measurement instrument (Van Zyl, 2014; Kumar, 2019). The questionnaire for this study was developed and implemented according to these recommendations to maximise its reliability, specifically

- The sample size was increased from 30, as recommended by Van Zyl (2014), to at least 100 (the researcher closed the survey once 213 responses had been recorded).
- The questionnaire's layout, design, instruction wording, and questions contents and wordings were critically evaluated by the researcher and reviewed by a training manager within the researcher's organisation to remove any unclear elements.
- Responses were automatically recorded by the survey host (SurveyMonkey.com) as research participants entered their responses. The researcher downloaded an IMB SPSS-ready dataset from SurveyMonkey.com and submitted this dataset to the statistical analyst for analysis in IBM SPSS. These steps ensured consistency in recording and analysing the data.

However, the researcher was unable to standardise testing conditions or account for differences in the effects of external events of respondents, as they completed the survey independently, from remote locations, in their own time.

Validity can be defined as the measurement instrument's ability to measure what it was designed to measure, within the context of how it is used (Van Zyl, 2014; Sileyew, 2020; Kumar 2019). The following notable aspects of validity must be considered: it refers to the results provided by the measurement instrument, not the instrument itself; the degree of validity progression will range from low to high; the validity of the instrument results must be interpreted within the context of the instrument (Van Zyl,

2014; Kumar 2019). Van Zyl (2014) and Kumar (2019) noted that the following three types of validity exist:

Content validity – a measure of how well the 'items' included in the measurement instrument represent the complete universe of items.

The survey questionnaire sought respondents' views on twenty-one specific insurer metrics, specifically, the importance of each metric, the insurers' performance of each metric, the effects of improvement or deterioration of insurers' performance of the metrics, and the metrics that required correction. All items included in the questionnaire collectively formed the content universe required to obtain the necessary responses in order to accurately understand the level of customer centricity displayed by the relevant South African insurers as perceived by their customers, as well as the measures needed to improve their customer centricity.

Criterion validity – a measure of the instrument's ability to estimate and/or predict a criterion.

The questions included in the survey questionnaire were carefully designed to ensure only the desired condition was considered per metric with no ambiguity or ambivalence. For example, determining respondents' views on how important it was to efficiently service their policy with their insurer.

Construct validity – a measure of the instrument's ability to assess an underlying construct.

Based on the content and criterion validity, the questionnaire results were able to accurately determine respondents' views on the insurer metrics and determine the level of customer centricity displayed by the insurers as perceived by the respondents.

3.8.4 Reporting and interpreting data findings

The final phase in the research process is to report the study's findings and interpret them (Mouton, 2015; Saunders *et al.*, 2016). Reporting the study's findings allows the researcher to explain what was discovered through the study (Saunders *et al.*, 2016). Thereafter, interpreting the study's data synthesises the individual elements into meaningful wholes, explains observations and data trends, and relates the results to existing bodies of knowledge, either in support of, or opposition to, these bodies of knowledge (Mouton, 2015). Reporting and interpreting the study's findings are

discussed in Chapters 4. Conclusions and recommendations stemming from the study's findings are discussed in Chapter 5.

3.9 CONCLUSION

This chapter discussed the research design and methodology employed to obtain the data needed to answer the study's research objectives and questions. A non-experimental, quantitative, empirical, descriptive study was undertaken to identify and describe the research variables and consider their relationships, without determining causality between them. Furthermore, the study obtained a breadth of information collected from primary sources, described existing phenomena characteristics, and ascertained the relationships between the variables. Research participants from the identified population were selected using non-random sampling, aided by snowballing and the law of large numbers to obtain smoothened population representativity. A robust survey questionnaire design process was undertaken to ensure that the measuring instrument could obtain the data needed to complete the study. Primary data were collected from research participants through an online, self-administered survey questionnaire employing closed-ended and scaled-response questions. Data were analysed using IBM SPSS. Ethical clearance was duly obtained before research commenced. The following chapter will detail the results and findings of the study.

CHAPTER 4:
RESULTS AND FINDINGS

4.1 INTRODUCTION

Chapter 3 discussed the research design and methodology employed for this study. This chapter will present and discuss the results of the study. Accordingly, the descriptive and inferential analyses presented in this chapter will provide insight into the respondents' demographics and responses on the identified insurer metrics and determine what statistically significant associations and differences may exist. The responses on the identified insurer metrics will specifically consider the importance of these metrics to the respondents; insurers' performance of these metrics; the impact of this performance on the likelihood that respondents will place new business and retain existing policies with their insurers; and correction required by insurers to increase the likelihood that respondents will place new business and retain existing policies with their insurers.

Data were analysed in IBM SPSS, and interdependencies between variables were displayed using frequency tables (Saunders *et al.*, 2016), specifically, the frequency of responses, percentages and cumulative percentages of responses, as well as percentages adjusted for missing responses for each option per question. The appropriate graphs were developed in Microsoft Excel to represent the data graphically. Cross-tabulations and chi-square tests were further conducted in IBM SPSS to understand the insurer metrics as noted above and detailed in the applicable sections that follow. Cross-tabulations permit interdependence between variables to be displayed while chi-square tests determine the likelihood of the variables being independent of one another by comparing the values observed in the cross-tabulation with complete independence expectations between the distributions (Saunders *et al.*, 2016).

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Research participants were requested to provide the following specific demographic information to assist with developing a robust demographic profile of short-term insurance customers in South Africa:

- Geographical location
- Gender
- Ethnic group
- Age
- Life status
- Employment status
- Gross income
- Education
- The insurer with which the primary vehicle was insured
- Duration of the insurance policy with this insurer
- Other assets insured with this insurer
- Monthly insurance premium

The results of these analyses are graphically represented below, and the individual frequency tables are included in Appendix C.

4.2.1 Geographical distribution of respondents

The respondents' geographical distribution is graphically represented in Figure 4.1 below. Refer to Table C1 in Appendix C.

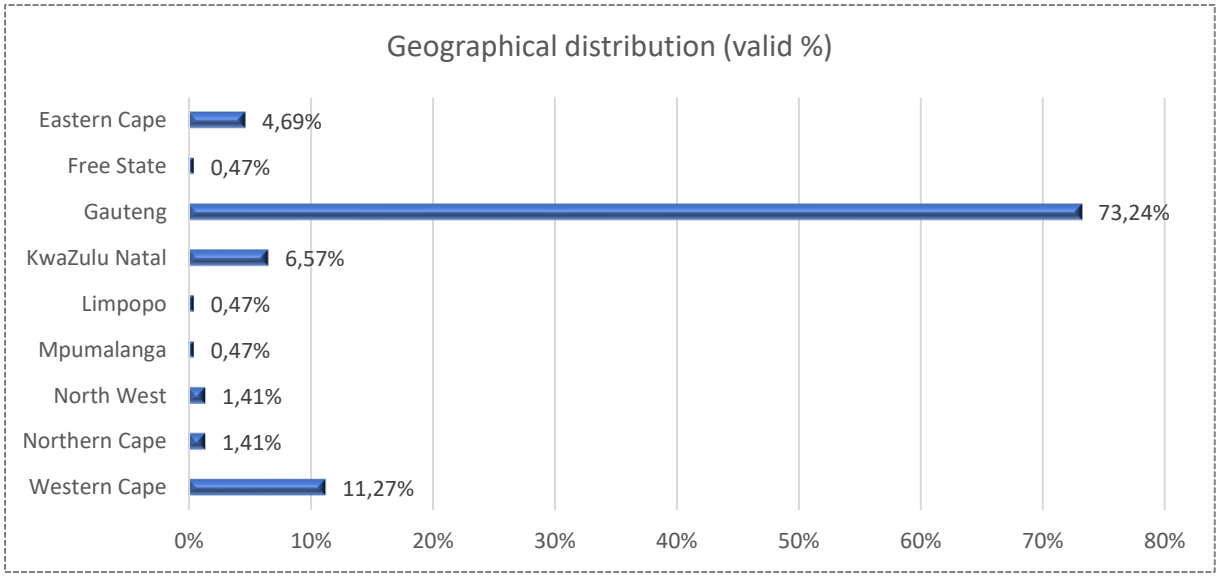

Figure 4.1: Geographical distribution of respondents (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that they reside in Gauteng (73.24%), followed by the Western Cape (11.27%), KwaZulu Natal (6.57%) and the Eastern Cape (4.69%). The Free State, Limpopo, Mpumalanga, the North West and Northern Cape comprised the remaining 4.23% of respondents.

4.2.2 Gender distribution of respondents

The respondents' gender distribution is graphically represented in Figure 4.2 below. Refer to Table C2 in Appendix C.

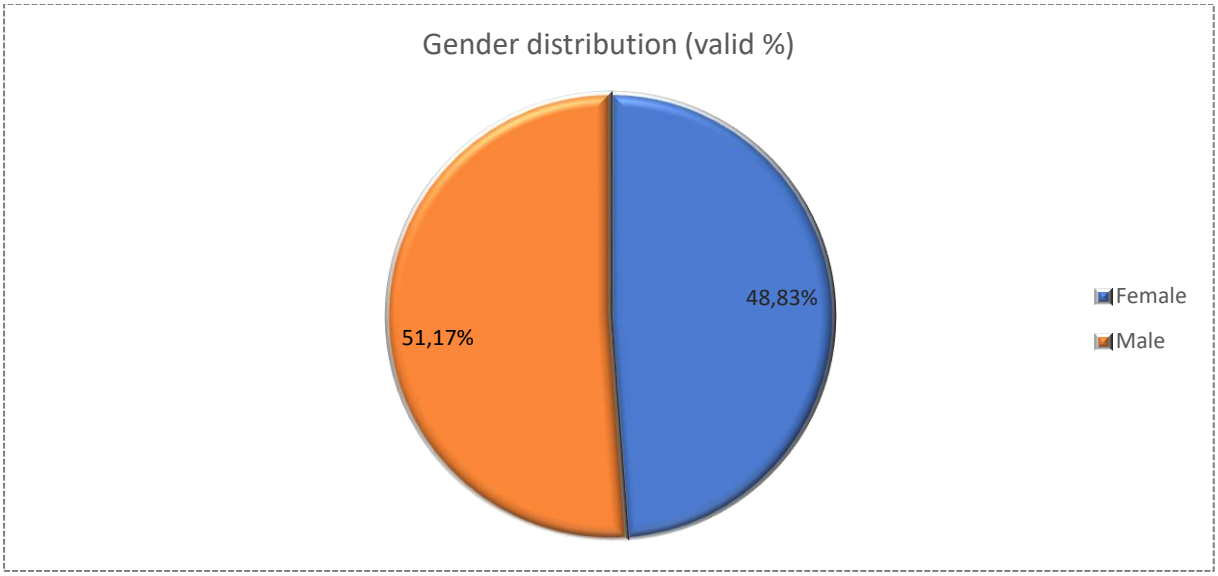

Figure 4.2: Respondents' gender distribution (n = 213)

Source: Researcher's own compilation

The split between male and female respondents was almost even, with males representing 51.17% and females representing 48.83%.

4.2.3 Ethnic group distribution of respondents

Respondents' ethnic group distribution is graphically represented in Figure 4.3 below. Refer to Table C3 in Appendix C.

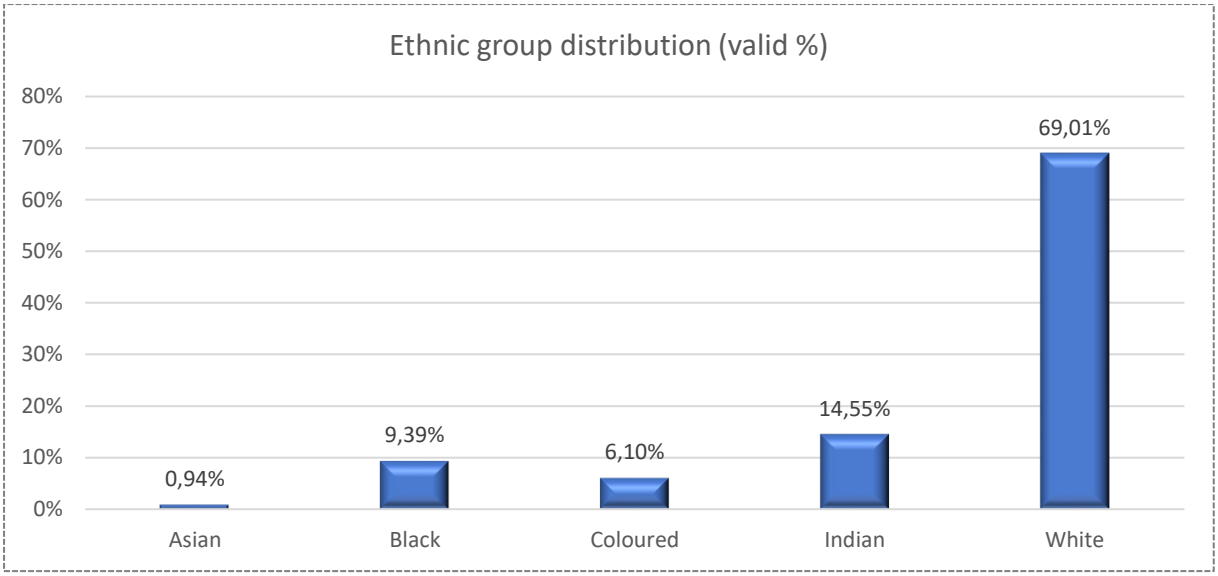

Figure 4.3: Respondents' ethnic group distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that their ethnic group was White (69.01%), followed by Indian (14.55%), Black (9.39%), Coloured (6.10%) and Asian (0.94%).

4.2.4 Age distribution of respondents

Respondents' age group distribution is graphically represented in Figure 4.4 below. Refer to Table C4 in Appendix C.

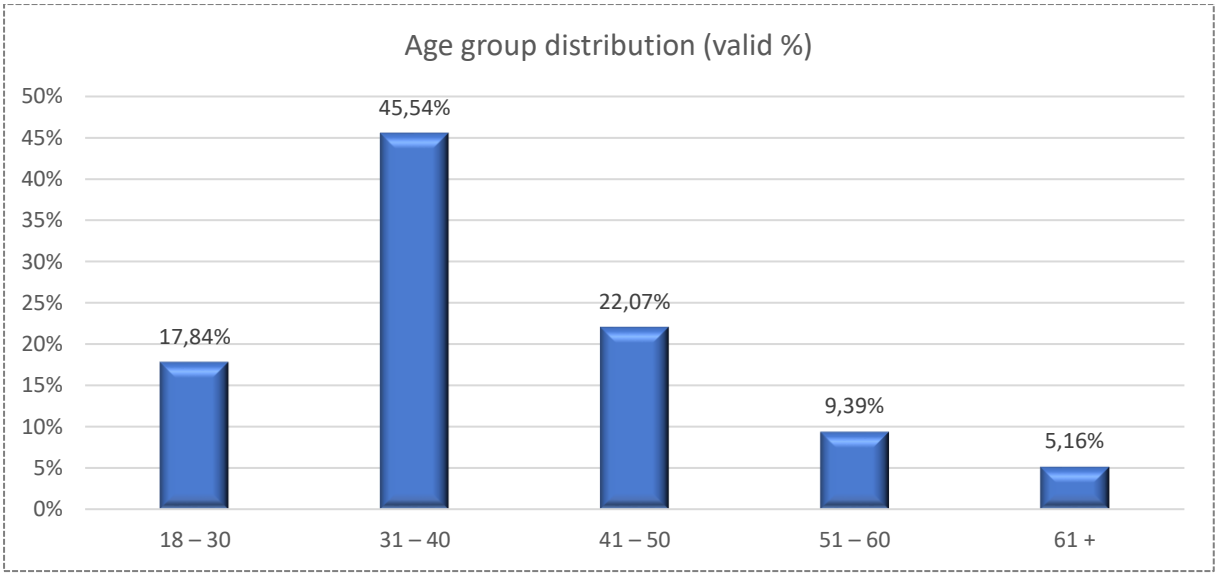

Figure 4.4: Respondents' age group distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that they were in the 31-to-40-year age group (45.54%), followed by 41 to 50 (22.07%), 18 to 30 (17.84%), 51 to 60 (9.39%) and 61 and over (5.16%).

4.2.5 Life status distribution of respondents

The respondents' life status group distribution is graphically represented in Figure 4.5 below. Refer to Table C5 in Appendix C.

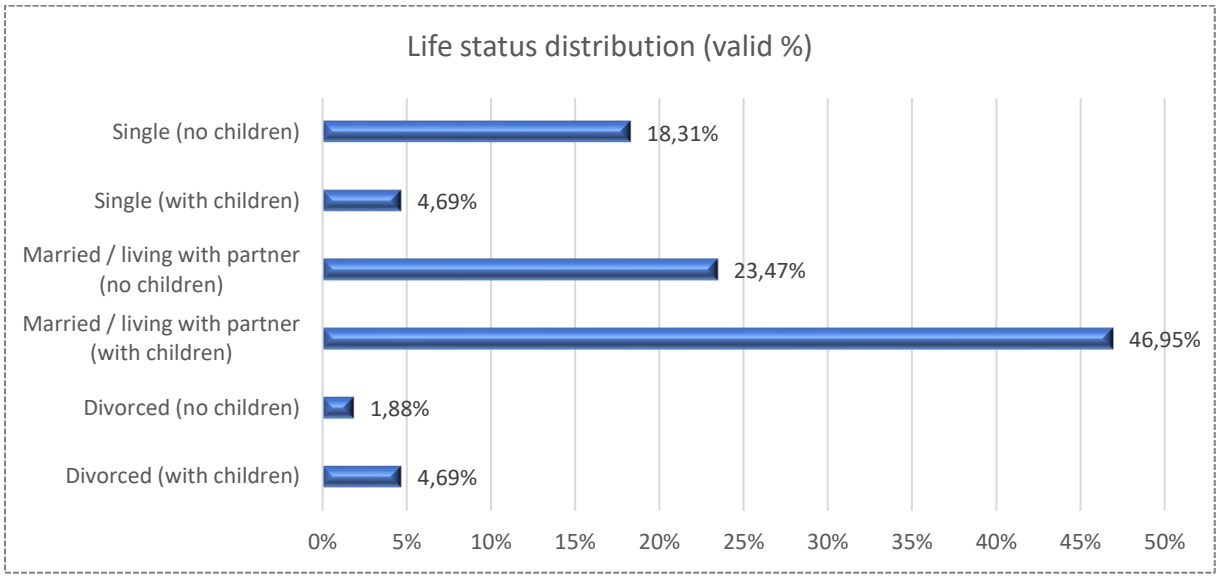

Figure 4.5: Respondents' life status group distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that they were married or living with a partner with children present (46.95%), followed by married or living with a partner without children (23.47%), single without children (18.31%), single with children and divorced with children, were identical (4.69%) and divorced without children (1.88%).

4.2.6 Employment status distribution of respondents

The respondents' employment status distribution is graphically represented in Figure 4.6 below. Refer to Table C6 in Appendix C.

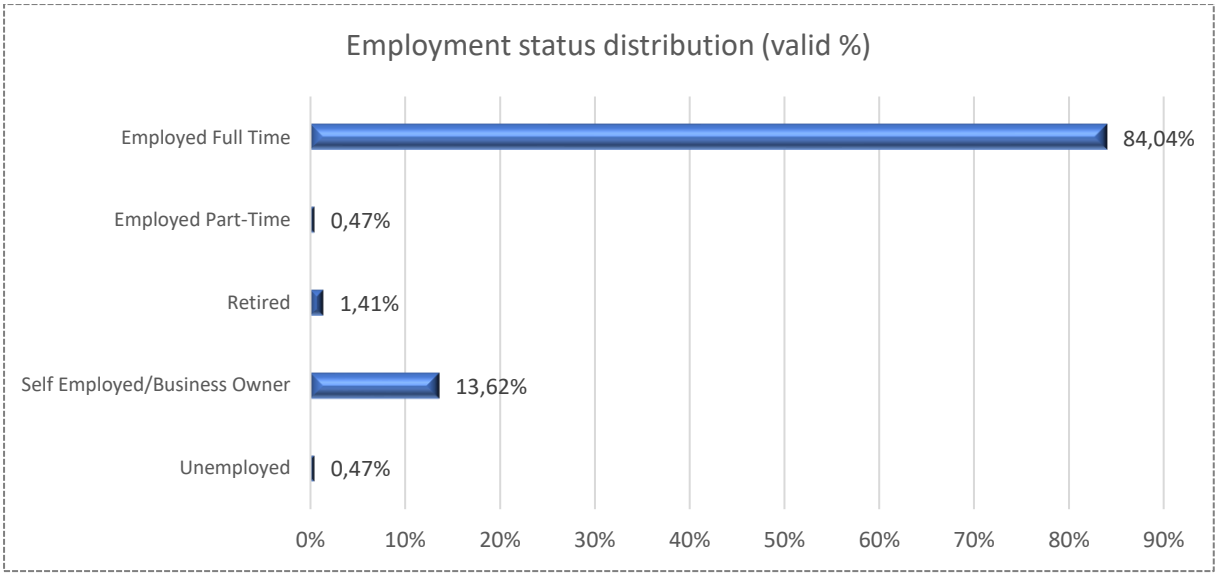

Figure 4.6: Respondents' employment status group distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that they were employed on a full-time basis (84.04%), followed by self-employed or business owners (13.62%), retired (1.41%), and employed on a part-time basis and unemployed were identical (0.47%).

4.2.7 Gross monthly income distribution of respondents

Respondents' gross monthly income distribution is graphically represented in Figure 4.7 below. Refer to Table C7 in Appendix C.

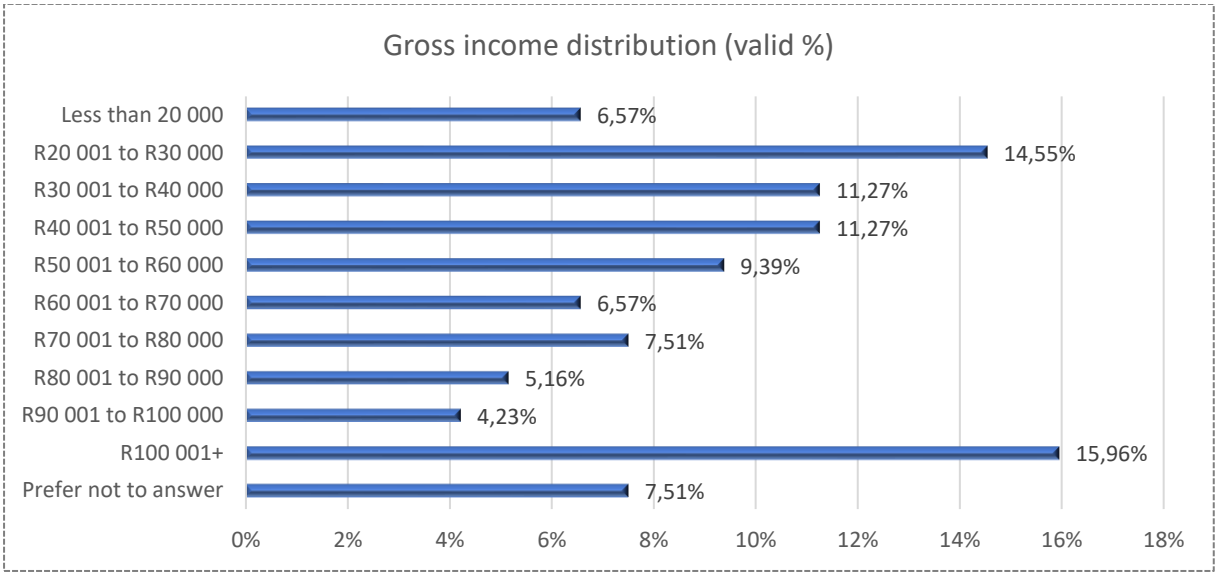

Figure 4.7: Respondents' gross income distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that their (combined, where applicable) gross monthly income was R100,001 and above (15.96%), followed by R20,001 to R30,000 (14.55%), R30,001 to 50,000 (11.27%), R50,001 to R60,000 (9.39%), R70,001 to R80,000 (7.51%), R60,001 to 70,000 and less than R20,000 were identical (6.57%), R80,001 to R90,000 (5.16%) and R90,001 to R100,000 (4.23%). 7.51% of respondents preferred not to indicate their incomes.

4.2.8 Education distribution of respondents

The respondents' education level distribution is graphically represented in Figure 4.8 below. Refer to Table C8 in Appendix C.

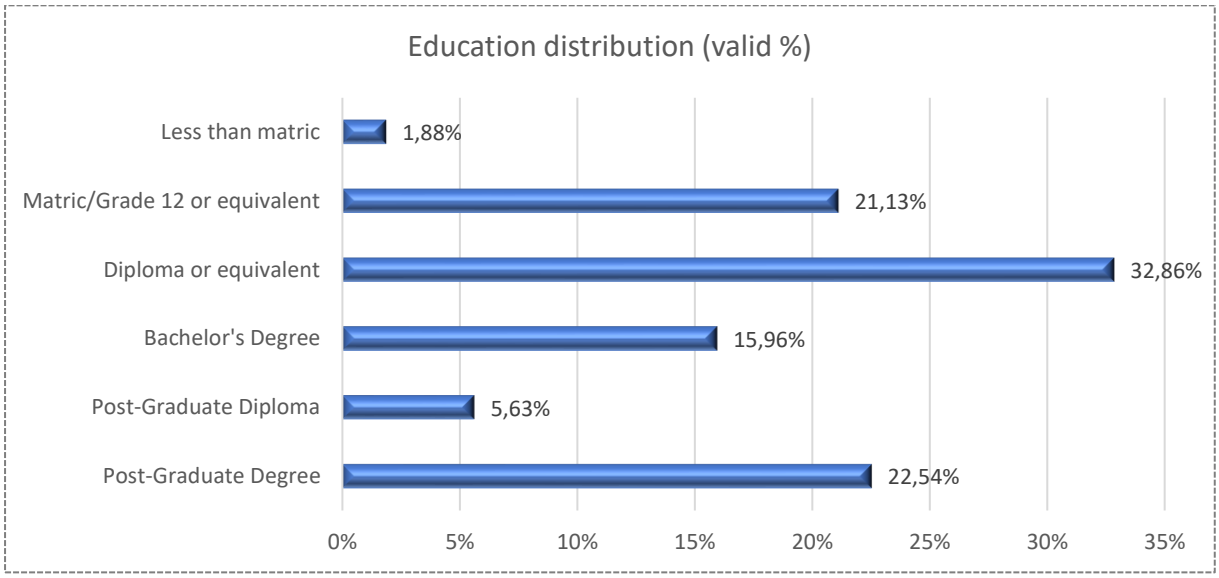

Figure 4.8: Respondents' education distribution (n = 213)

Source: Researcher's own compilation

The majority of respondents indicated that their highest level of education was a diploma or equivalent (32.86%), followed by a post-graduate degree (22.54%), Matric/Grade 12 or the equivalent (21.13), a bachelor's degree (15.96%), a post-graduate diploma (5.63%) and less than Matric/Grade 12 or equivalent (1.88%).

4.2.9 Insurer distribution of respondents

The respondents' insurer distribution is graphically represented in Figure 4.9 below. Refer to Table C9 in Appendix C.

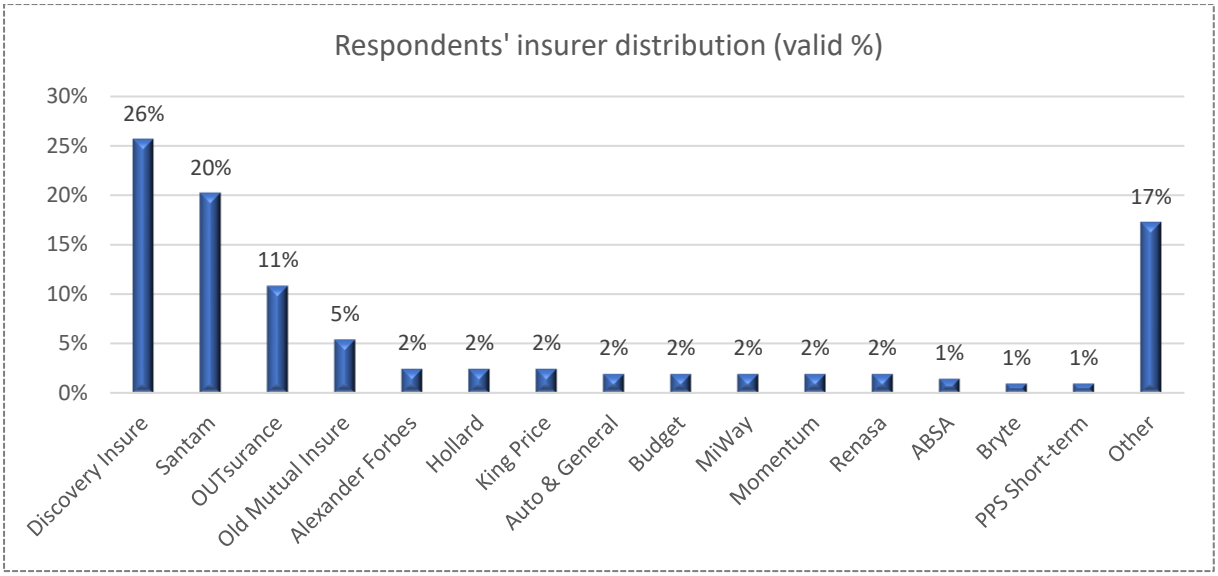

Figure 4.9: Respondents' insurer distribution (n = 203)

Source: Researcher's own compilation

Twenty-five South African short-term insurance organisations from which respondents could select were included in the questionnaire, with an "Other" category for insurers not explicitly included. For the above graphical representation, only insurers with a response frequency of one or more (1% of responses and above) were included with frequencies of one combined and included in the "Other" category. Ten missing responses were observed (203 responses were recorded) and are factored into the graph. The full insurer list and associated response frequencies are provided in Table C9 in Appendix C.

The majority of respondents indicated that they were insured with Discovery Insure (25.62%), followed by Santam (20.20%), OUTsurance (10.84%) and Old Mutual Insure (5.42%). Alexander Forbes, Hollard and King Price were equal at 2.46%, as were Budget, MiWay, Momentum and Renasa at 1.97%. Representation for ABSA was 1.48%, and Bryte and PPS Short-term were equal at 0.99%. No decimal points are included in the graph for legibility; however, response percentages are rounded to two decimal points in Table C1.9 for granularity.

4.2.10 Insurer tenure of respondents

Respondents' insurer tenure distribution is graphically represented in Figure 4.10 below. Refer to Table C10 in Appendix C.

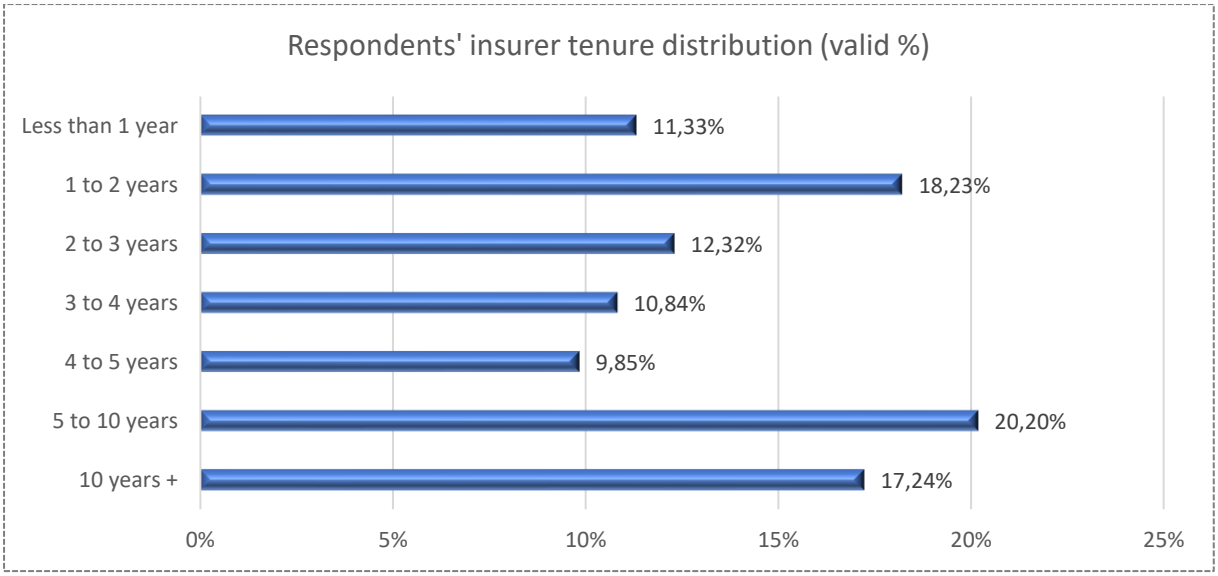

Figure 4.10: Respondents' insurer tenure distribution (n = 203)

Source: Researcher's own compilation

The majority of respondents indicated that that the length of time they were insured with the insurer stated in Figure 4.10 above was 5 to 10 years (20.20%), followed by 1 to 2 years (18.23%), 10 or more years (17.24%), 2 to 3 years (12.32%), less than 1 year (11.33%), 3 to 4 years (10.84%) and 4 to 5 years (9.85%).

4.2.11 Other insured assets of respondents

The respondents' other insured assets distribution is graphically represented in Figure 4.11 below. Refer to Table C11 in Appendix C.

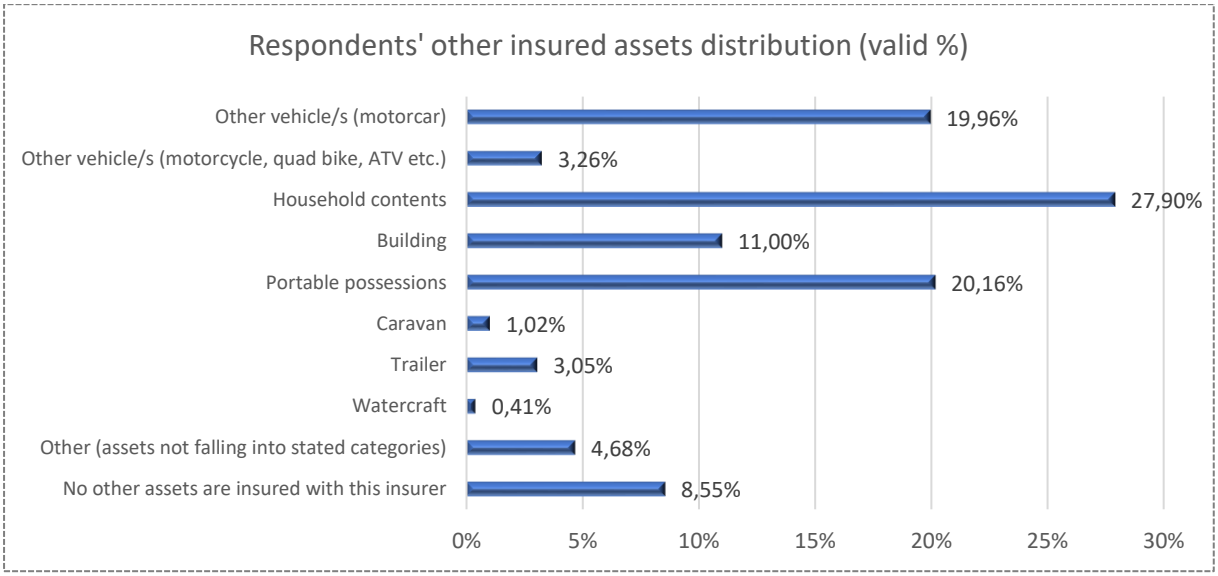

Figure 4.11: Respondents' other insured assets distribution (n = 203)

Source: Researcher's own compilation

Respondents were requested to indicate what other assets (if any) were insured with the insurer indicated in Figure 4.11 above. Multiple selections were possible and 491 selections were made by n = 203 respondents who participated in this question.

The majority of respondents indicated that they had household contents insured with this insurer (27.90%), followed by portable possessions (20.16%), other vehicles (motorcars) (19.96%), buildings (11.00%), other vehicle/s (motorcycles, quad bikes, ATV etc.) (3.26%), trailers (3.05%), caravans (1.02%) and watercraft (0.41%). 4.68% of respondents indicated that they had assets not specifically listed insured with this insurer, and 8.55% of respondents recorded they had no assets other than their primary vehicle insured with this insurer.

4.2.12 Monthly insurance premium of respondents

The respondents' monthly insurance premium distribution is graphically represented in Figure 4.12 below. Refer to Table C12 in Appendix C.

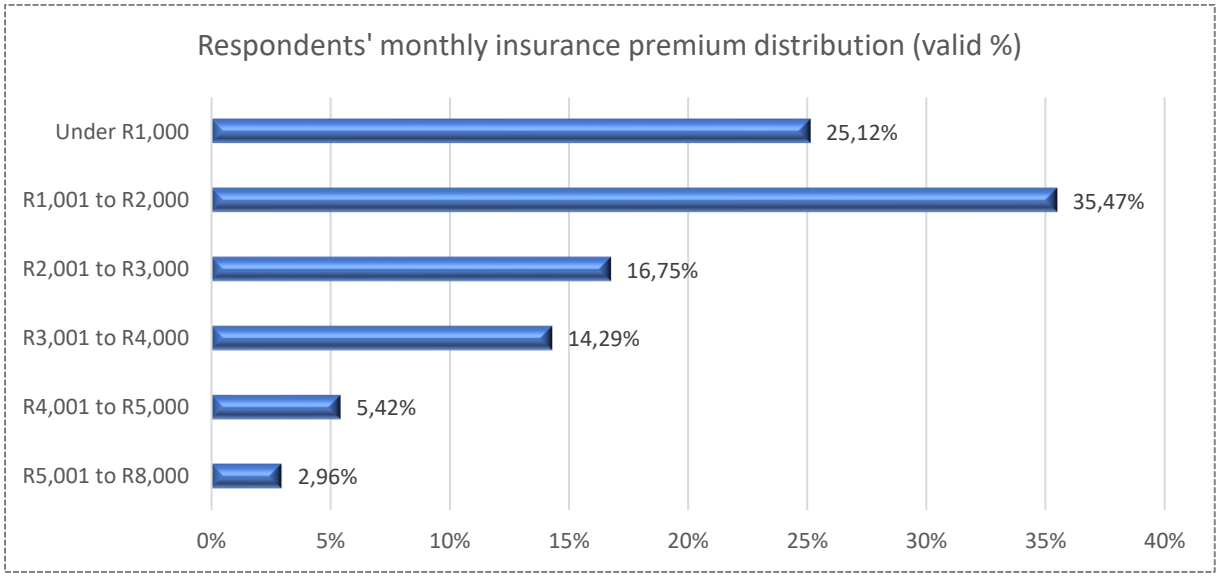

Figure 4.12: Respondents' monthly insurance premium distribution (n = 203)

Source: Researcher's own compilation

The majority of respondents indicated that their monthly insurance premium was between R1,001 and R2,000 (35.47%), followed by under R1,000 (25.12%), R2,001 to R3,000 (16.75%), R3,001 to R4,000 (14.29%), R4,001 to R5,000 (5.42%) and R5,001 to R8,000 (2.96%).

The following section will consider the importance of the twenty-one insurer metrics to respondents.

4.3 INSURER METRICS – IMPORTANCE TO RESPONDENTS

Based on his career within the short-term insurance industry, the researcher identified 21 specific insurer metrics (business functions) that either directly impact short-term insurance customers or have an indirect, but material, effect on them. Research participants, as customers of the insurance organisations identified above in Section 4.2.9, were requested to rate the importance of these metrics. This rating provided an informal benchmark and allowed the researcher to determine how well these insurers performed against these metrics, as discussed in Section 4.4 below. The specific insurer metrics included in the survey were:

1. Starting a new policy – efficiency
2. Policy servicing – efficiency
3. Policy servicing – accuracy
4. Insurer contactability – ease of telephonic contact
5. Omnichannel – multiple contact options
6. Staff – availability during business hours
7. Management – availability during business hours
8. Claims – efficiency
9. Claims – fairness
10. Complaint handling – efficiency
11. Complaint handling – fairness
12. Communication – frequency
13. Communication – content
14. Premium billing – accuracy
15. Innovation
16. Product – design

17. Product – variety
18. Policy benefits
19. Rewards
20. Pricing/premiums
21. Value-for-money

The results of these analyses are graphically represented below, and the individual frequency tables are appended in *Appendix C.*

4.3.1 Starting policy efficiency importance distribution

The responses to the question regarding the importance of efficiently starting a new policy with their insurer are graphically represented in Figure 4.13 below. Refer to Table C13 in Appendix C.

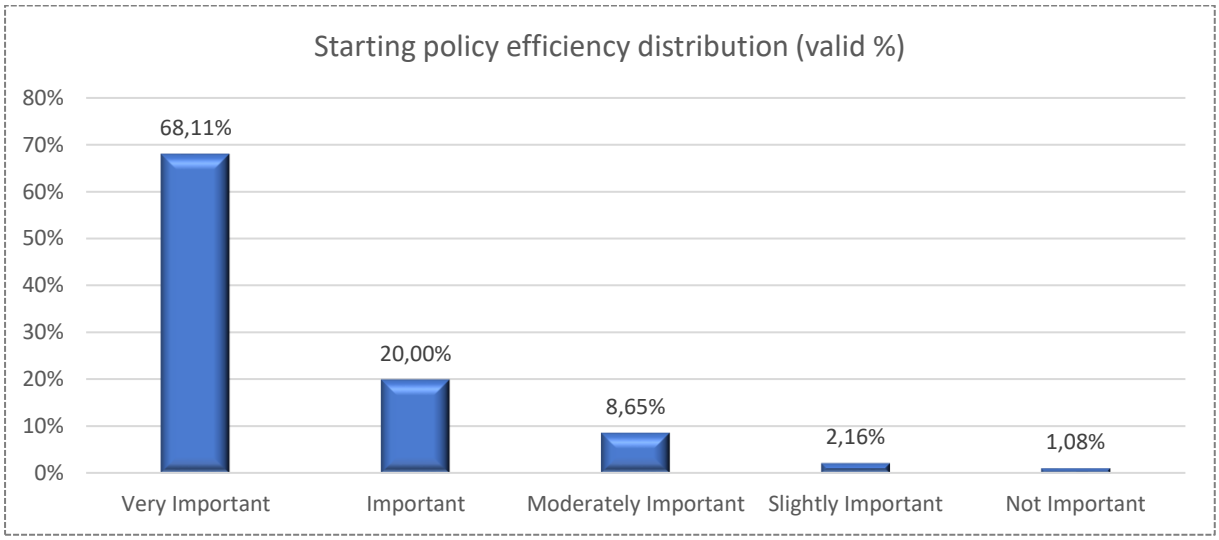

Figure 4.13: Starting new policy efficiency importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that efficiently starting a new policy with their insurer was very important (68.11%), followed by important (20.00%), moderately important (8.65%), slightly important (2.16%) and not important (1.08%).

4.3.2 Servicing policy efficiency importance distribution

The responses to the question regarding the importance of efficiently servicing their policy with their insurer are graphically represented in Figure 4.14 below. Refer to Table C14 in Appendix C.

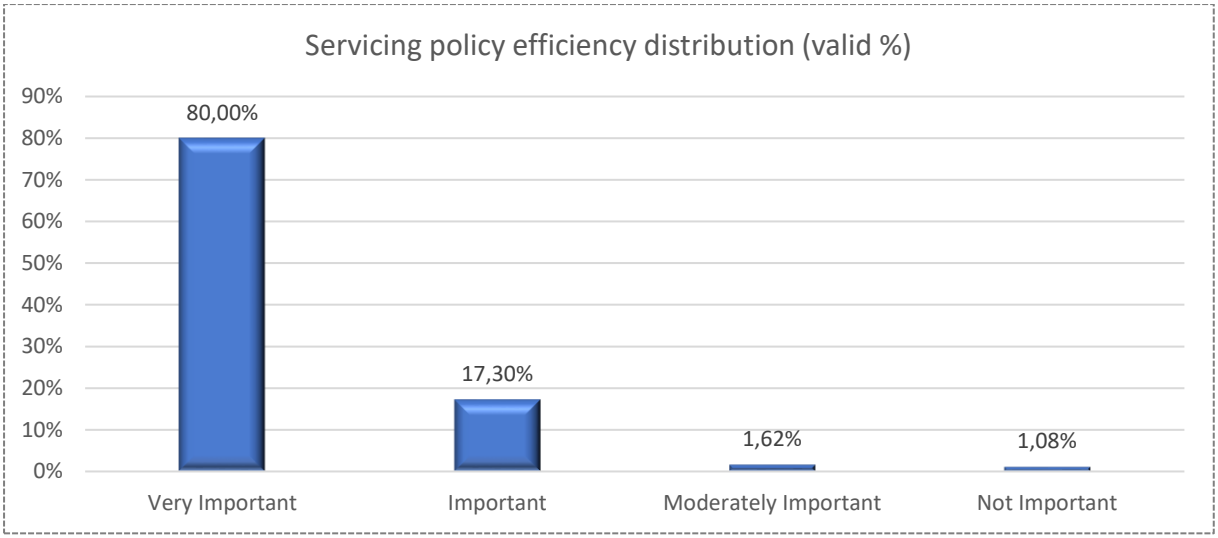

Figure 4.14: Servicing policy efficiency importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that the importance of efficiently servicing their policy with their insurer was very important (80.00%), followed by important (17.30%), moderately important (1.62%), and not important (1.08%).

4.3.3 Servicing policy accuracy importance distribution

The responses to the question regarding the importance of their insurer accurately performing servicing instructions upon the first request are graphically represented in Figure 4.15 below. Refer to Table C15 in Appendix C.

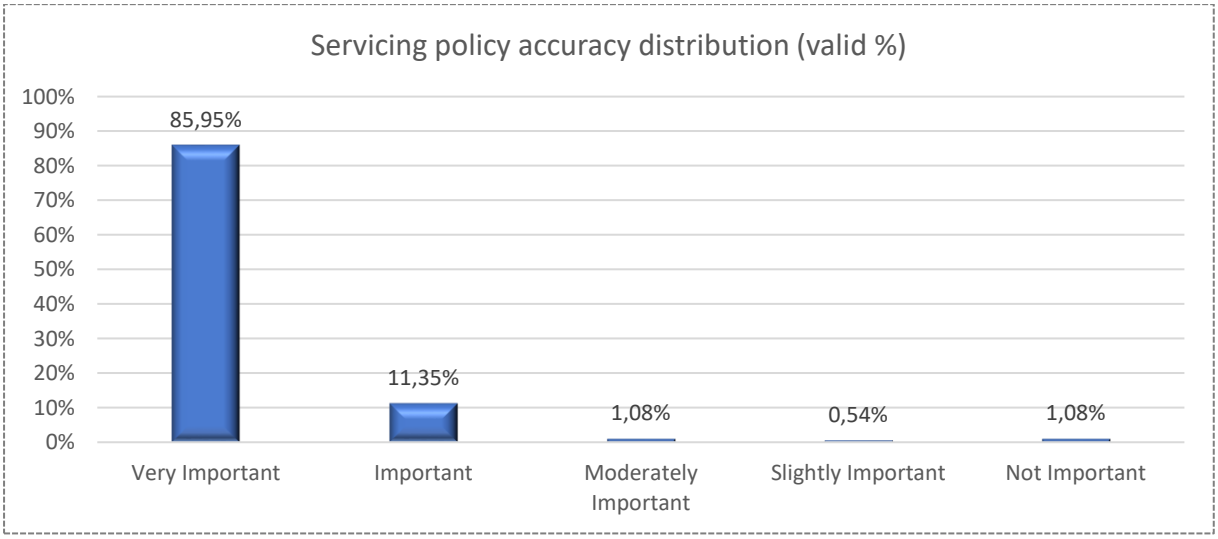

Figure 4.15: Servicing policy accuracy importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that the need for any policy servicing instructions given to their insurer being performed accurately, upon the first request, was very important (85.95%), followed by important (11.35%), moderately important (1.08%), not important (1.08%) and slightly important (0.54%).

4.3.4 Ease of insurer contactability importance distribution

The responses to the question regarding the importance of easily contacting their insurer by telephone are graphically represented in Figure 4.16 below. Refer to Table C16 in Appendix C.

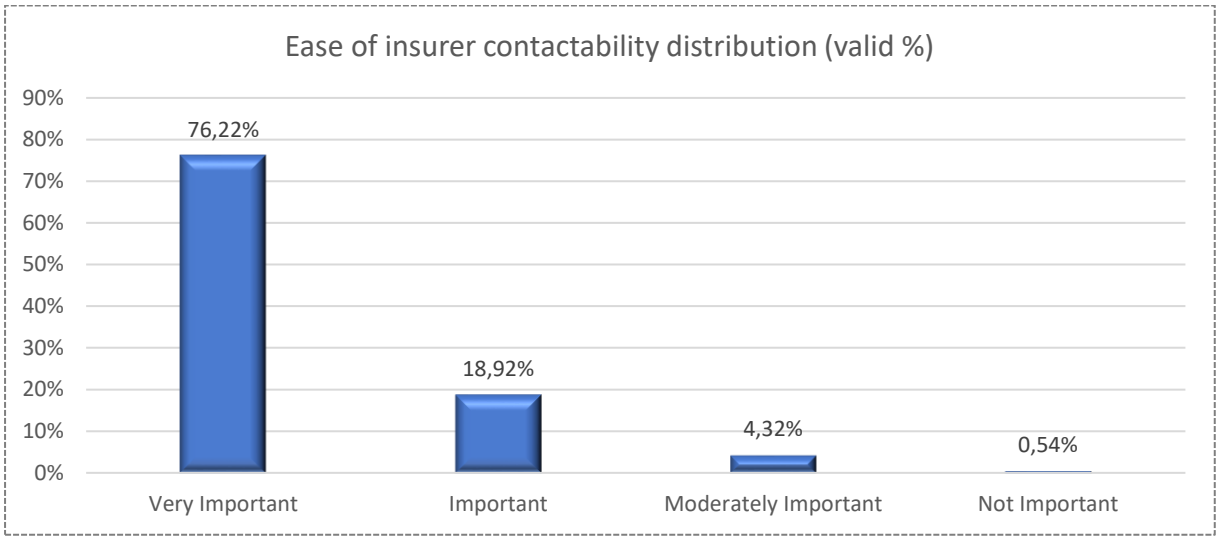

Figure 4.16: Ease of insurer contactability importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that being able to contact their insurer easily by telephone was very important (76.22%), followed by important (18.92%), moderately important (4.32%), and not important (0.54%).

4.3.5 Insurer multiple contact options importance distribution

The responses to the question regarding the importance of having multiple options to contact their insurer or access their policy are graphically represented in Figure 4.17 below. Refer to Table C17 in Appendix C.

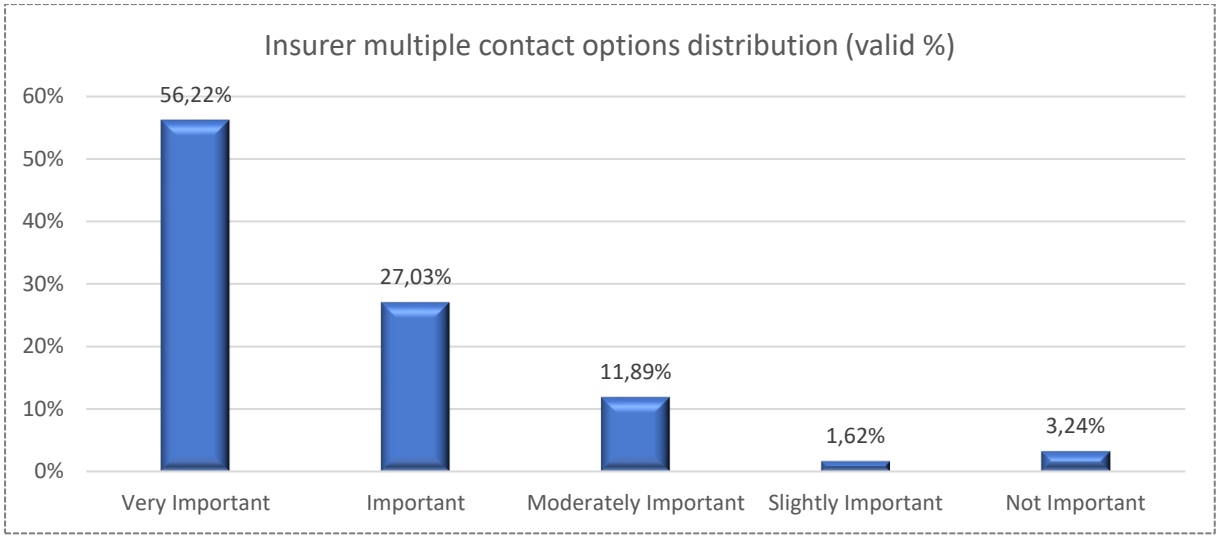

Figure 4.17: Insurer multiple contact options importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that having multiple options to contact their insurer or access their policy was very important (56.22%), followed by important (27.03%), moderately important (11.89%), not important (3.24%) and slightly important (1.62%).

4.3.6 Staff availability importance distribution

The responses to the question regarding the importance of their insurers' staff being readily available during business hours should they require assistance with their policy are graphically represented in Figure 4.18 below. Refer to Table C18 in Appendix C.

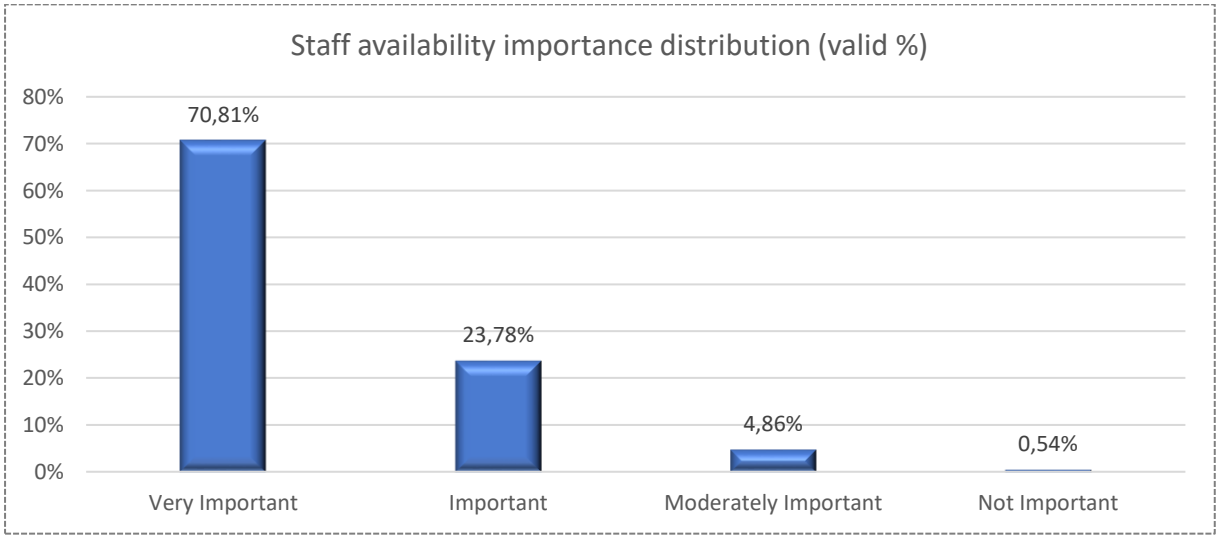

Figure 4.18: Staff availability during office hours importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer's staff are readily available during business hours to provide policy assistance was very important (70.81%), followed by important (23.78%), moderately important (4.86%), and not important (0.54%).

4.3.7 Management availability importance distribution

The responses to the question regarding the importance of their insurers' management being readily available during business hours should they need to discuss complex matters or escalate a complaint are graphically represented in Figure 4.19 below. Refer to Table C19 in Appendix C.

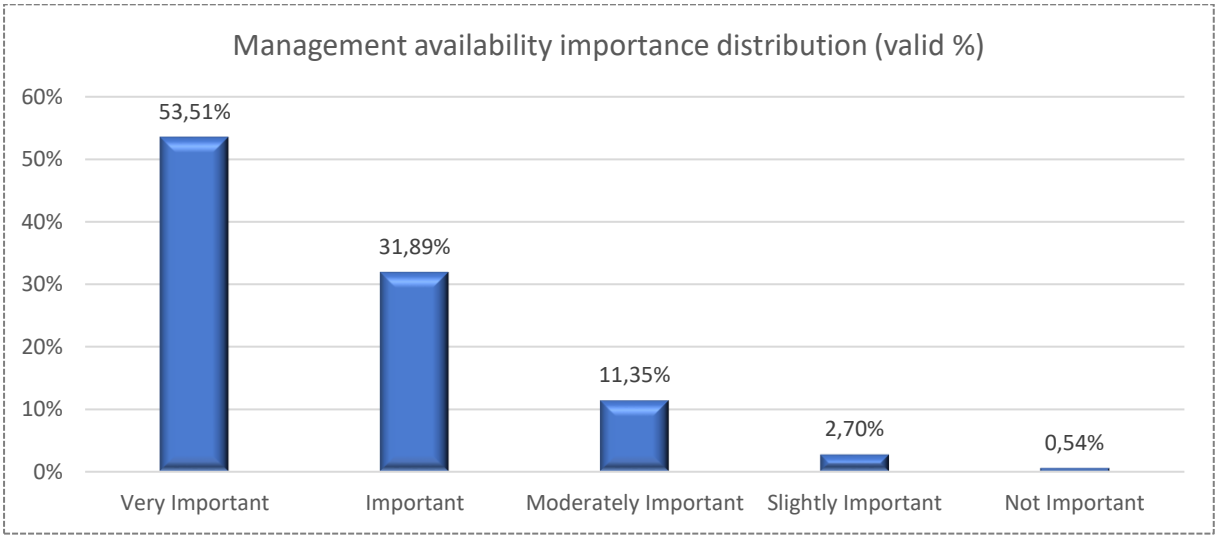

Figure 4.19: Management availability during office hours importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer's management being readily available during business hours to assist with complex matters, or complaint escalation, was very important (53.51%), followed by important (31.89%), moderately important (11.35%), slightly important (2.70%) and not important (0.54%).

4.3.8 Claims efficiency importance distribution

The responses to the question regarding the importance of their insurer offering an efficient claims process are graphically represented in Figure 4.20 below. Refer to Table C20 in Appendix C.

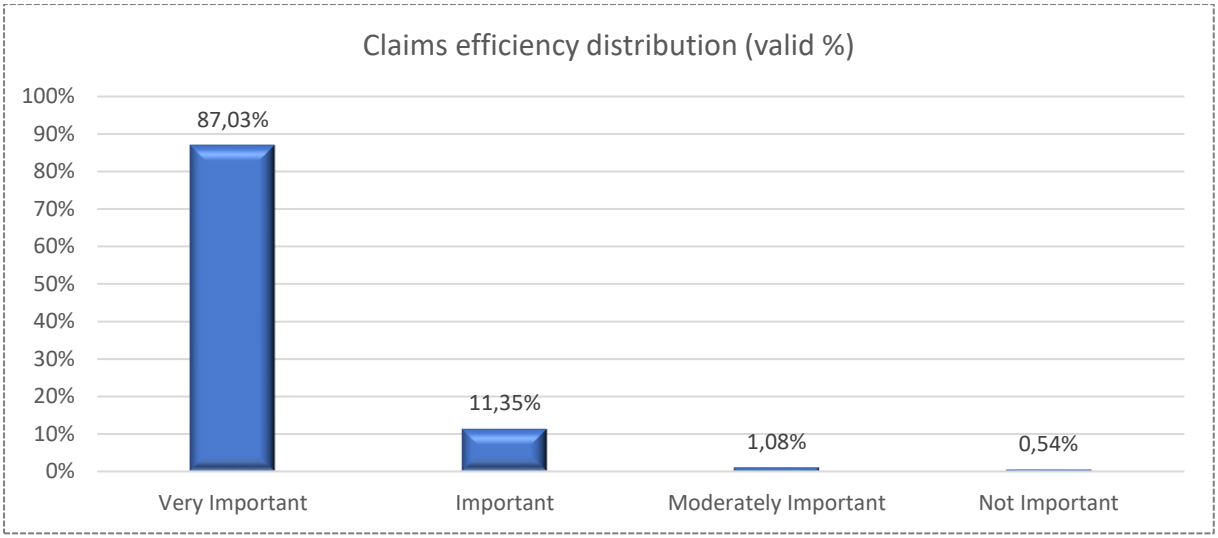

Figure 4.20: Claims efficiency importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that the importance of their insurer offering an efficient claims process was very important (87.03%), followed by important (11.35%), moderately important (1.08%) and not important (0.54%).

4.3.9 Claims fairness importance distribution

The responses to the question regarding the importance their insurer fairly considering the merits of a claim they submit in deciding the outcome thereof are graphically represented in Figure 4.21 below. Refer to Table C21 in Appendix C.

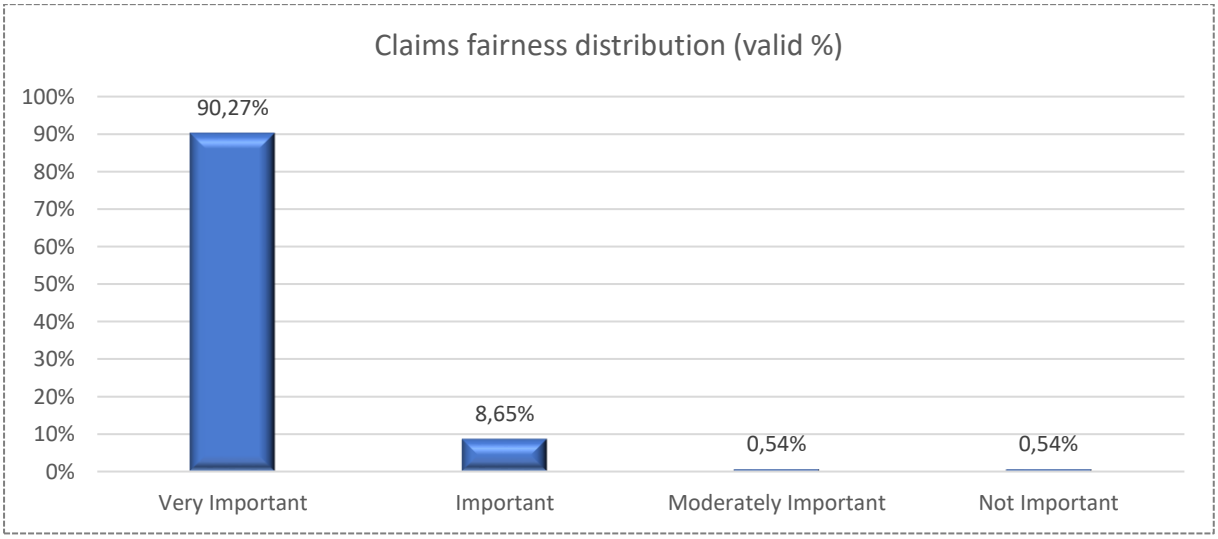

Figure 4.21: Claims fairness importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer fairly considering the merits of a claim they submit in deciding the outcome thereof was very important (90.27%), followed by important (8.65%), moderately important (0.54%) and not important (0.54%).

4.3.10 Complaint handling efficiency importance distribution

The responses to the question regarding the importance of their insurer providing an efficient process to submit complaints are graphically represented in Figure 4.22 below. Refer to Table C22 in Appendix C.

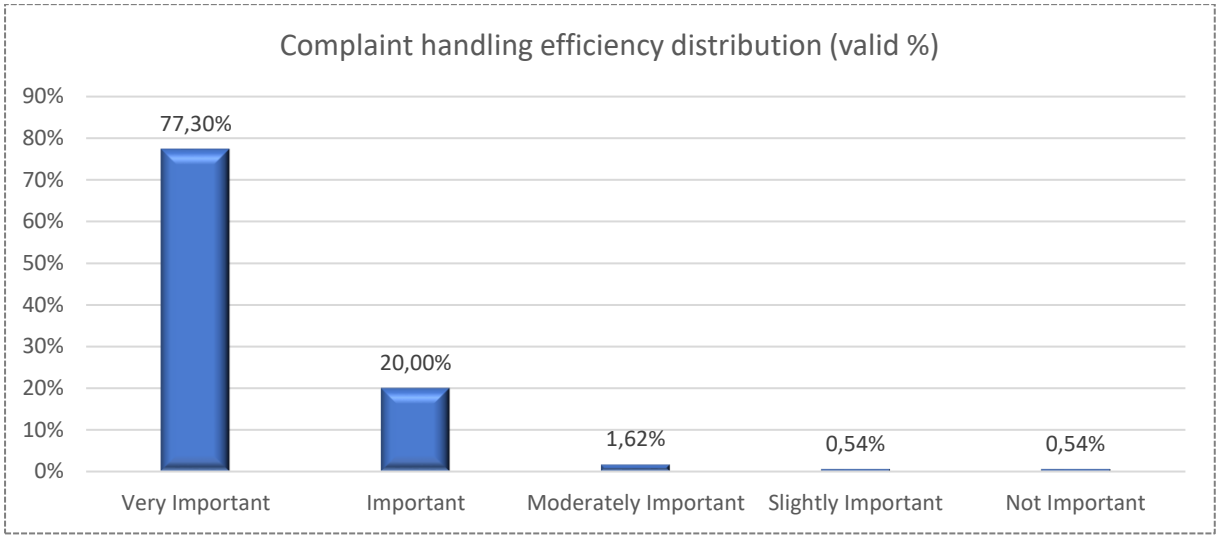

Figure 4.22: Complaint handling efficiency importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer providing an efficient process to submit complaints was very important (77.30%), followed by important (20.00%), moderately important (1.62%), slightly important (0.54%) and not important (0.54%).

4.3.11 Complaint handling fairness importance distribution

The responses to the question regarding the importance of their insurer fairly considering the merits of a complaint they submit in deciding the outcome thereof are graphically represented in Figure 4.23 below. Refer to Table C23 in Appendix C.

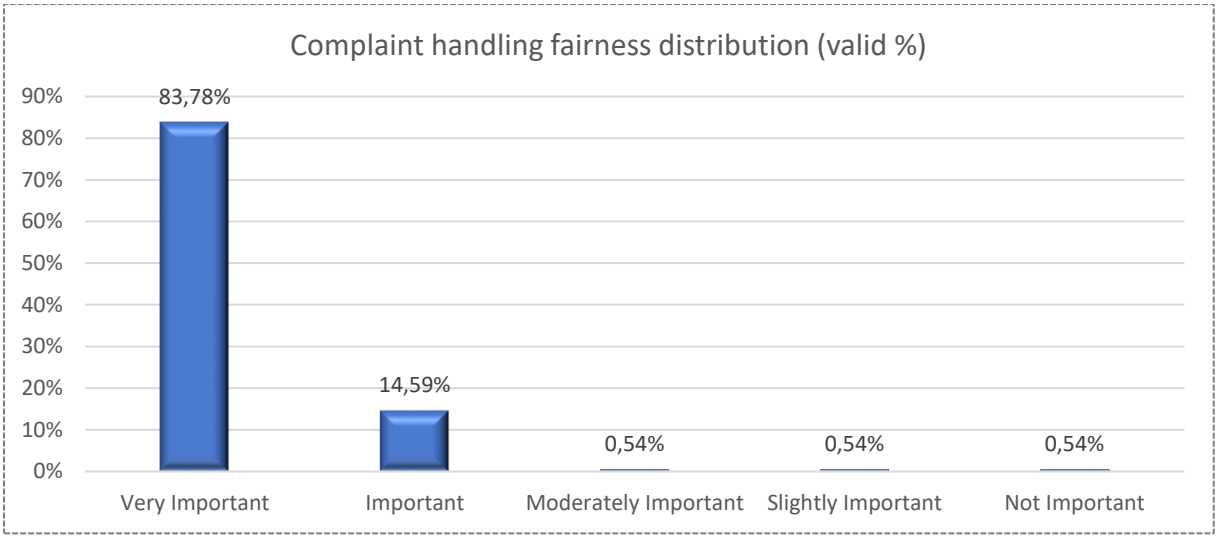

Figure 4.23: Complaint handling fairness importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer fairly considering the merits of a complaint they submit in deciding the outcome thereof was very important (83.78%), followed by important (14.59%). Moderately important, slightly important and not important were even at 0.54%.

4.3.12 Communication frequency importance distribution

The responses to the question regarding the importance of their insurer not being excessive in the number of communications sent are graphically represented in Figure 4.24 below. Refer to Table C24 in Appendix C.

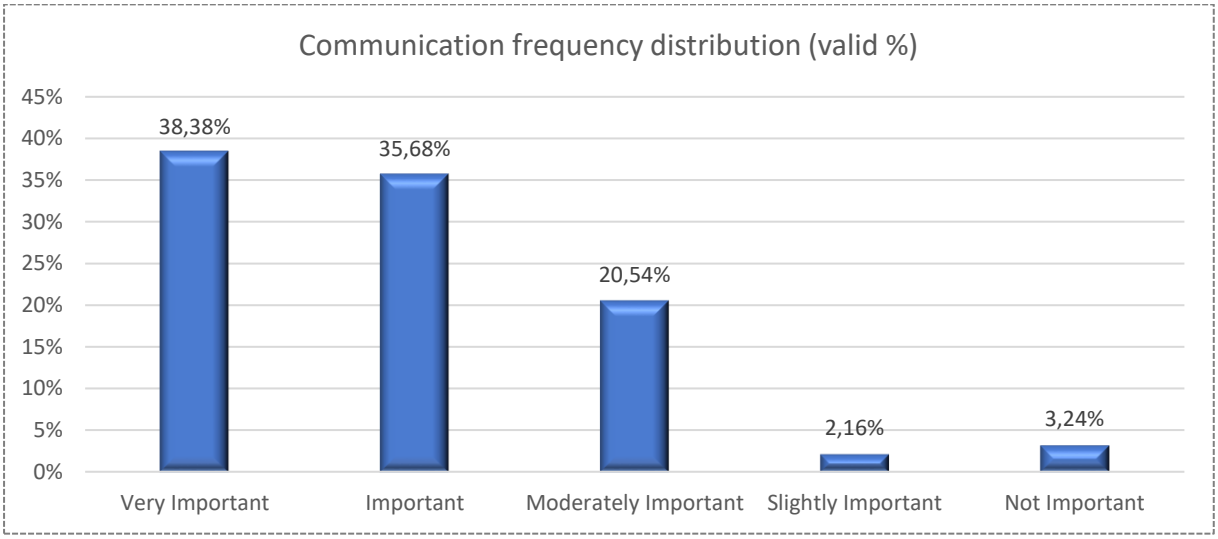

Figure 4.24: Communication frequency importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer not being excessive in the number of communications sent was very important (38.38%), followed by important (35.68%), moderately important (20.54%), not important (3.24%) and slightly important (2.16%).

4.3.13 Communication content relevance importance distribution

The responses to the question regarding the importance of their insurer providing relevant or useful content in their communications are graphically represented in Figure 4.25 below. Refer to Table C25 in Appendix C.

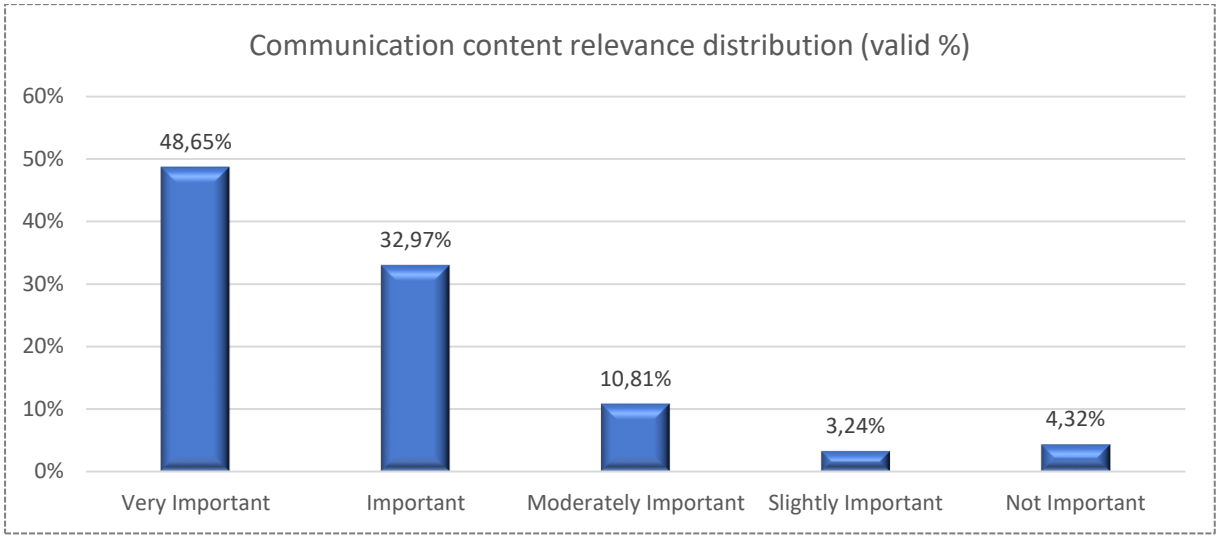

Figure 4.25: Communication content relevance importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer providing relevant or useful content was very important (48.65%), followed by important (32.97%), moderately important (10.81%), not important (4.32%) and slightly important (3.24%).

4.3.14 Premium billing accuracy importance distribution

The responses to the question regarding the importance of their insurer accurately collecting premiums are graphically represented in Figure 4.26 below. Refer to Table C26 in Appendix C.

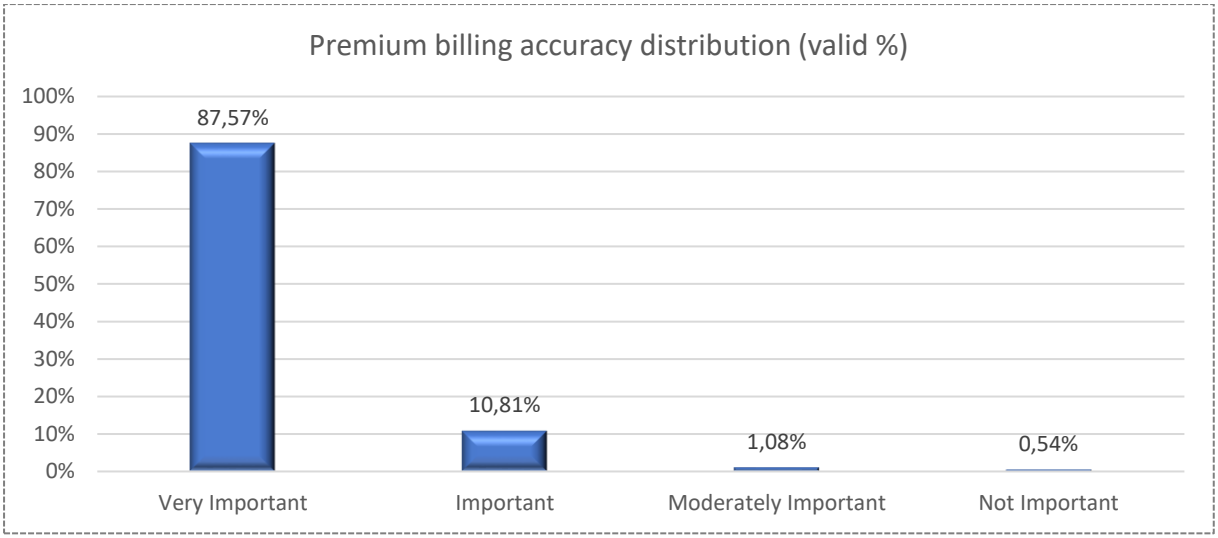

Figure 4.26: Premium billing accuracy importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that the insurer accurately collecting premiums was very important (87.57%), followed by important (10.81%), moderately important (1.08%) and not important (0.54%).

4.3.15 Innovation importance distribution

The responses to the question regarding the importance of their insurer being innovative and frequently offering new or unique products, benefits or services are graphically represented in Figure 4.27 below. Refer to Table C27 in Appendix C.

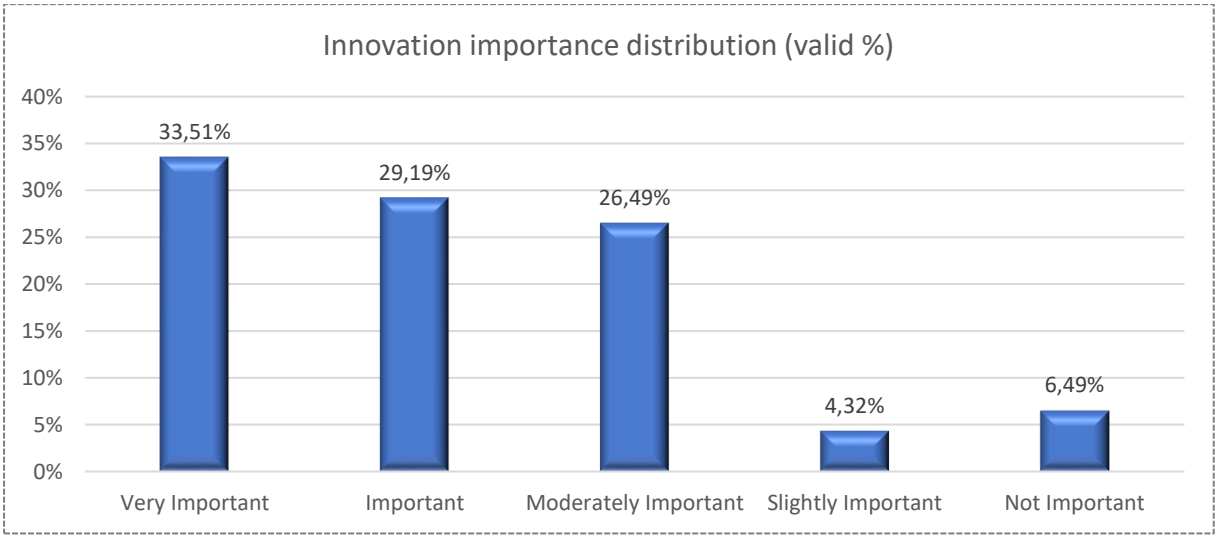

Figure 4.27: Innovation importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer being innovative and frequently offering new or unique products, benefits or services was very important (33.51%), followed by important (29.19%), moderately important (26.49%), not important (6.49%) and slightly important (4.32%).

4.3.16 Product design importance distribution

The responses to the question regarding the importance of their insurer offering products, benefits or services that can adapt to their needs are graphically represented in Figure 4.28 below. Refer to Table C28 in Appendix C.

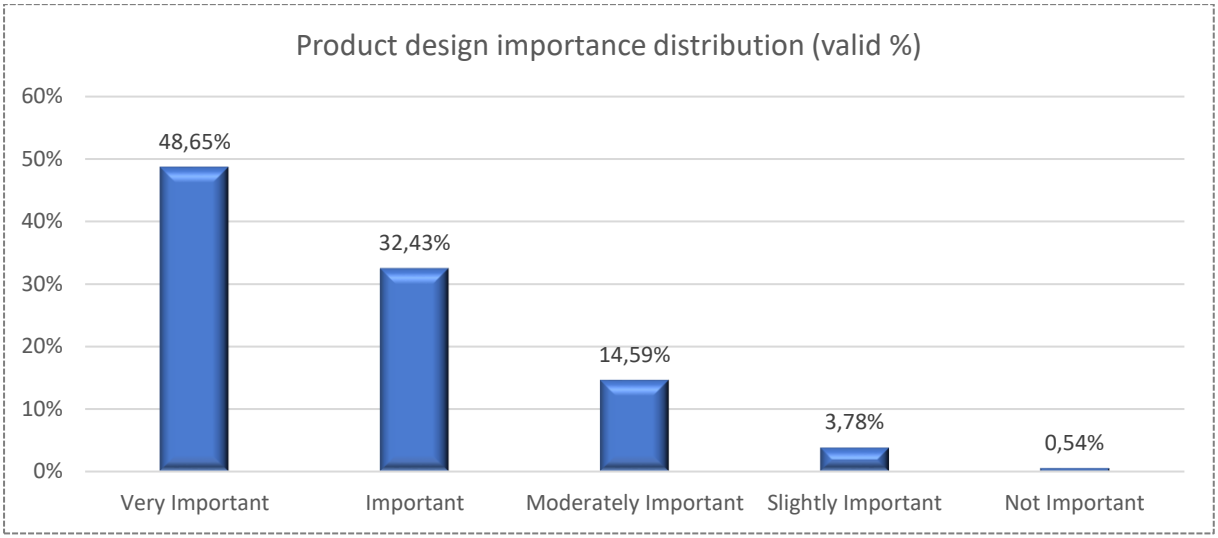

Figure 4.28: Product design importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer offering products, benefits or services that can adapt to their needs was very important (48.65%), followed by important (32.43%), moderately important (14.59%), slightly important (3.78%) and not important (0.54%).

4.3.17 Product variety importance distribution

The responses to the question regarding the importance of their insurer offering a range of products to cater for different client types are graphically represented in Figure 4.29 below. Refer to Table C29 in Appendix C.

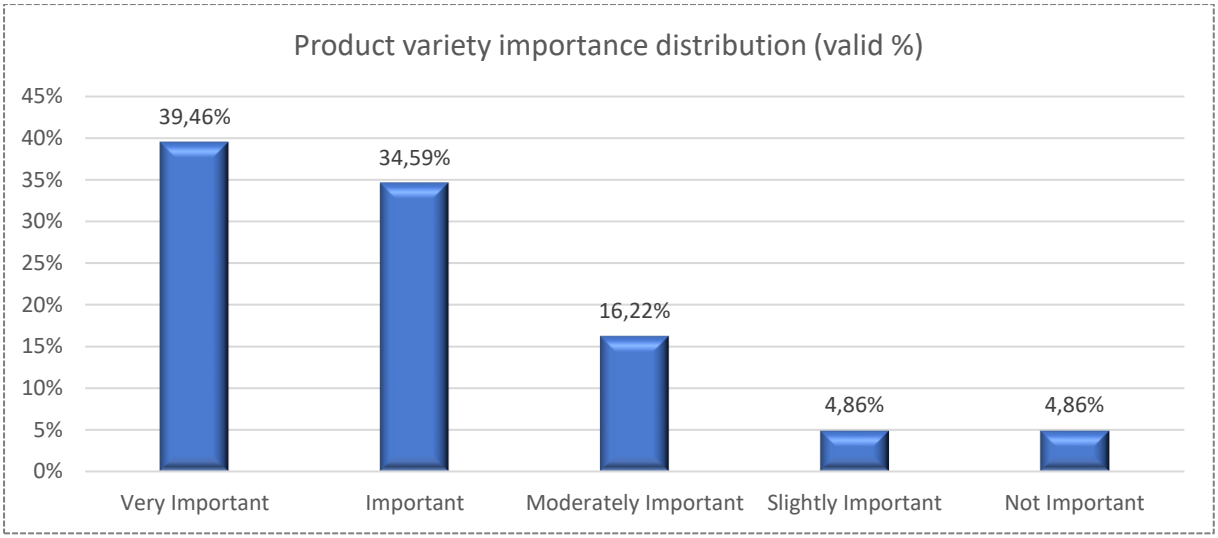

Figure 4.29: Product variety importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer offering a range of products to cater for different client types was very important (39.46%), followed by important (34.59%), moderately important (16.22%) and slightly important and not important were even at 4.86%.

4.3.18 Policy benefits importance distribution

The responses to the question regarding the importance of their insurer offering a comprehensive range of policy benefits are graphically represented in Figure 4.30 below. Refer to Table C30 in Appendix C.

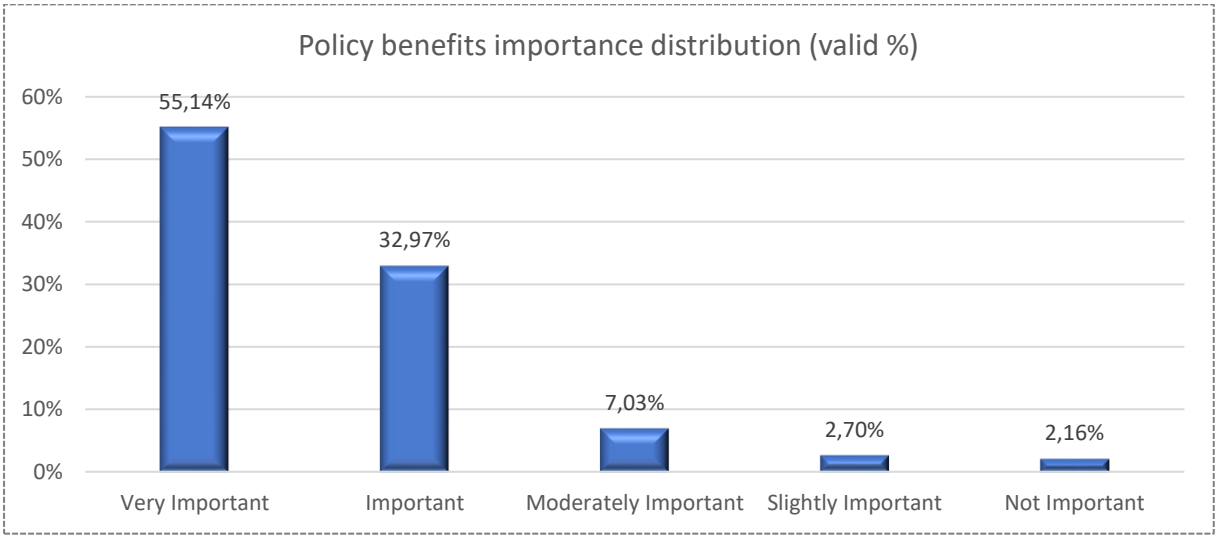

Figure 4.30: Policy benefits importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer offering a comprehensive range of policy benefits was very important (55.14%), followed by important (32.97%), moderately important (7.03%), slightly important (2.70%) and not important (2.16%).

4.3.19 Rewards importance distribution

The responses to the question regarding the importance of their insurer offering a rewards option are graphically represented in Figure 4.31 below. Refer to Table C31 in Appendix C.

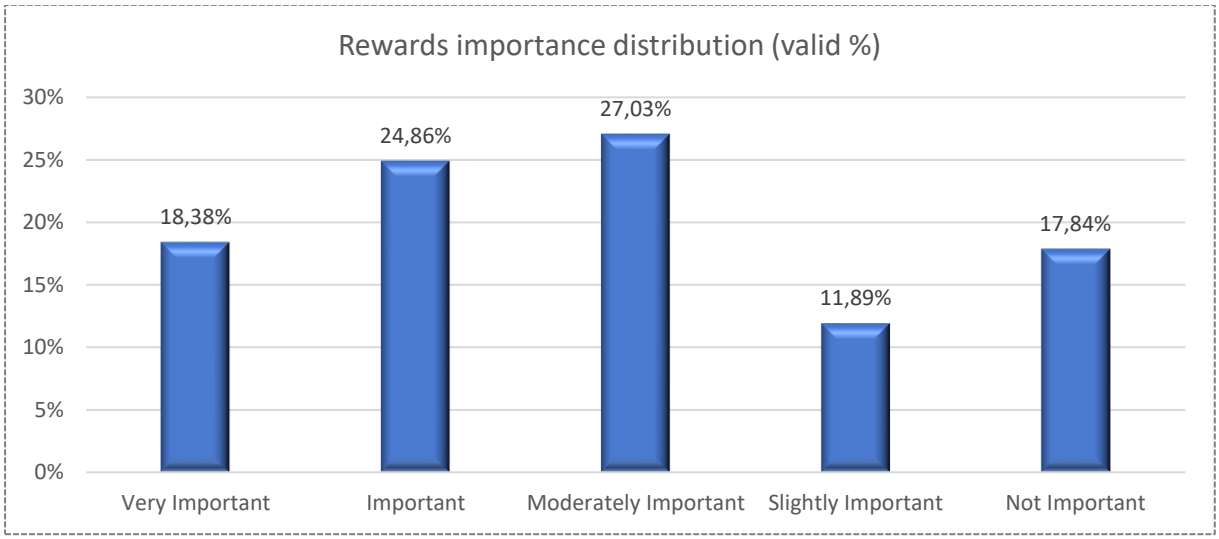

Figure 4.31: Rewards importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer offering a rewards option was moderately important (27.03%), followed by important (24.86%), very important (18.38%), not important (17.84%) and slightly important (11.89%).

4.3.20 Pricing/premiums importance distribution

The responses to the question regarding the importance of their insurer offering premiums that are in line with market norms are graphically represented in Figure 4.32 below. Refer to Table C32 in Appendix C.

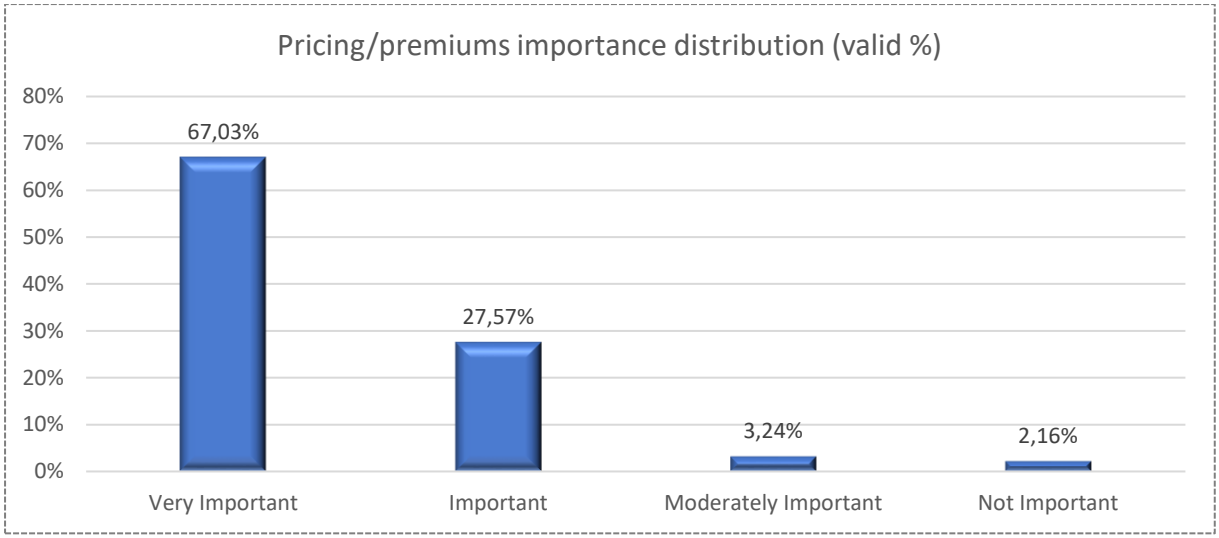

Figure 4.32: Pricing/premiums importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer offering premiums that are in line with market norms was very important (67.03%), followed by important (27.57%), moderately important (3.24%) and not important (2.16%).

4.3.21 Value-for-money importance distribution

The responses to the question regarding the importance of their insurer providing a value-for-money insurance offering are graphically represented in Figure 4.33 below. Refer to Table C33 in Appendix C.

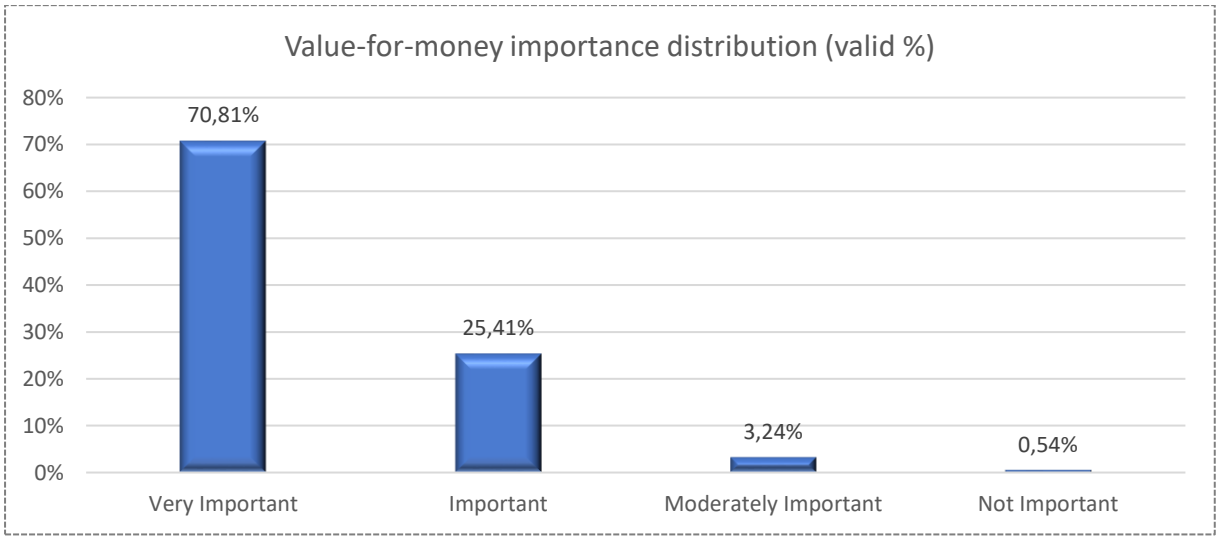

Figure 4.33: Value-for-money importance distribution (n = 185)

Source: Researcher's own compilation

The majority of respondents indicated that their insurer a providing a value-for-money insurance offering was very important (70.81%), followed by important (25.41%), moderately important (3.24%) and not important (0.54%).

The next section will examine how the respondents felt the insurers performed against these metrics.

4.4 INSURER METRICS – PERFORMANCE BY INSURERS

As can be observed in the graphs in Section 4.3 and in Tables C13 to C33 in Appendix C, a five-point rating scale was used to obtain responses on the importance of the insurer metrics (survey question CST 1.13, hereafter CST 1.13). However, a four-point rating scale was used to obtain responses on how well they believed their insurers performed in these metrics (survey question CST 1.14, hereafter CST 1.14). To establish the insurers' performance in these metrics relative to the respondents' importance thereof, both rating scales were adjusted to two-point rating scales, as per Tables 4.1 and 4.2 below.

Table 4.1: Revised scale – importance of insurer metrics

CST 1.13: Please rate the importance of the insurer metrics that follow.	
Original scale	Revised scale
a) Very Important	Important
b) Important	
c) Moderately Important	Less Important
d) Slightly Important	
e) Not Important	

Source: Researcher's own compilation

Table 4.2: Revised scale – performance of insurer metrics

CST 1.14: Please indicate how well your insurer performs in terms of these metrics.	
Original scale	Revised scale
a) Very efficient	Favourable
b) Relatively efficient	
c) Relatively inefficient	Unfavourable
d) Very inefficient	

Source: Researcher's own compilation

In the revised scale presented in Table 4.1, ‘important’ is those metrics that the respondents considered essential requirements, while ‘less important’ is the metrics that the respondents considered non-essential requirements. Respondent importance (CST 1.13) was deemed the independent variable and insurer performance (CST 1.14) was considered to be the dependent variable. The rationale was that the importance placed on the individual insurer metrics (CST 1.13) would be unchanging, while the respondents’ ratings would depend on their response regarding how well they believed their insurer performed in each of these metrics (CST 1.14).

Accordingly, cross-tabulations were performed to determine insurer performance relative to the respondent importance of the insurer metrics. Chi-square tests were conducted to test for significance between these factors. Cross-tabulations permit interdependence between variables to be displayed, while chi-square tests determine the likelihood of the variables being independent of one another by comparing the values observed in the cross-tabulation with expectations of complete independence between the distributions (Saunders *et al.*, 2016). These cross-tabulations and chi-square tests follow. Within the cross-tabulations, five or fewer responses for either CST 1.13 or CST 1.14 are deemed not meaningful and are not discussed. For the chi-square tests, a Significance value of 0.05 was accepted; thus, $p<0.05$ is deemed significant, while $p>0.05$ is deemed not significant.

The results of Fisher’s Exact Test were used for all chi-square tests to improve reliability owing to the smaller cell sizes and minimum expected cell count of <5 within the majority of the associated cross-tabulations, as recommended by the researcher’s statistical analyst and Fisher’s Exact Test use-case provided by Grande (2016).

Of the twenty-one insurer metrics analysed, statistical significance and strong evidence of relationships between the variables were observed in five metrics, namely, Communication content relevance, Premium billing accuracy, Innovation, Product design, and Rewards. These five metrics are included below. The remaining sixteen metrics in which statistical significance was not present, and no evidence of relationships between the variables existed, are included in Appendix D.

4.4.1 Null and Alternative hypotheses

The following Null (H_0) and Alternative (H_1) hypotheses were formulated and tested by the chi-square test results:

- H_0: There is no evidence of a relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the respective insurer metric ($p>0.05$ using Fisher's Exact Test).
- H_1: There is evidence of a relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the respective insurer metric ($p<0.05$ using Fisher's Exact Test).

4.4.2 Communication – content relevance: importance versus performance

The following cross-tabulation (Table 4.3) compares the importance respondents have placed on the insurer metric 'Communication – content' (CST 1.13_13) with the insurers' performance thereof (CST 1.14_13). Thereafter, the chi-square test (Table 4.4) indicates if any statistical significance exists between these factors.

CST 1.13_13 Communication – content: How important is it that your insurer provides content that is relevant or of use to you?

x

CST 1.14_13 Communication – content: How would you describe the information value of the content that your insurer sends to you?

Table 4.3: Cross-tabulation: Communication – content: importance versus performance (n = 175)

			CST 1.14_13		Total
			Favourable	Unfavourable	
CST 1.13_13	Important	Count	136	8	144
		% within CST 1.13_13	94,44%	5,56%	100,00%
	Less important	Count	21	10	31
		% within CST 1.13_13	67,74%	32,26%	100,00%
Total		Count	157	18	175
		% within CST 1.13_13	89,71%	10,29%	100,00%

Source: Researcher's own compilation

A total sample of n = 175 participated in this question, of which 144 viewed CST 1.13_13 as important and 31 viewed it as less important. Of the 144 who chose important, 136 (94.44%) rated CST 1.14_13 favourably, while eight (5.56%) rated it unfavourably. Of the 31 who viewed CST 1.13_13 as less important, 21 (67.74%) rated CST 1.14_13 favourably, while 10 (32.26%) rated it unfavourably.

Table 4.4: Chi-square test: Communication – content: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	19.710[a]	1	0,000		
Continuity Correction[b]	16,923	1	0,000		
Likelihood Ratio	15,182	1	0,000		
Fisher's Exact Test				0,000	0,000
Linear-by-Linear Association	19,598	1	0,000		
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.19.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric 'Communication – content' was significant at χ^2 (1) = 19.710, p = 0.000 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

4.4.3 Premium billing – accuracy: importance versus performance

The following cross-tabulation (Table 4.5) compares the importance respondents have placed on the insurer metric 'Premium billing – accuracy' (CST 1.13_14) with the insurers' performance thereof (CST 1.14_14). Thereafter, the chi-square test (Table 4.6) indicates if any statistical significance exists between these factors.

CST 1.13_14 Premium billing – accuracy: How important is it that your insurer collects your premiums accurately (the correct amount is billed according to your selected debit order date)?

x

CST 1.14_14 (14) Premium billing – accuracy: How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)?

Table 4.5: Cross-tabulation: Premium billing – accuracy: importance versus performance (n = 175)

			CST 1.14_14		Total
			Favourable	Unfavourable	
CST 1.13_14	Important	Count	172	0	172
		% within CST 1.13_14	100,00%	0,00%	100,00%
	Less important	Count	2	1	3
		% within CST 1.13_14	66,67%	33,33%	100,00%
Total		Count	174	1	175
		% within CST 1.13_14	99,43%	0,57%	100,00%

Source: Researcher's own compilation

A total sample of n = 175 participated in this question, of which 172 viewed CST 1.13_14 as important. Of the 172 who chose important, 172 (100.00%) rated CST 1.14_14 favourably.

Table 4.6: Chi-square test: Premium billing – accuracy: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	57.663[a]	1	0,000		
Continuity Correction[b]	13,917	1	0,000		
Likelihood Ratio	8,505	1	0,004		
Fisher's Exact Test				0,017	0,017
Linear-by-Linear Association	57,333	1	0,000		
N of Valid Cases	175				
a. 3 cells (75.0%) have expected count less than 5. The minimum expected count is .02.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Premium billing – accuracy" was significant at χ^2 (1) = 57.663, p = 0.017 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

4.4.4 Innovation: importance versus performance

The following cross-tabulation (Table 4.7) compares the importance that respondents placed on the insurer metric 'Innovation' (CST 1.13_15) with the insurers' performance thereof (CST 1.14_15). Thereafter, the chi-square test (Table 4.8) will indicate if any statistical significance exists between these factors.

CST 1.13_15 Innovation How important is it that your insurer is innovative and frequently offers new/unique products/benefits/services?

x

CST 1.14_15 Innovation How frequently does your insurer offer new/unique products/benefits/services?

Table 4.7: Cross-tabulation: Innovation: importance versus performance (n = 175)

			CST 1.14_15		Total
			Favourable	Unfavourable	
CST 1.13_15	Important	Count	80	27	107
		% within CST 1.13_15	74,77%	25,23%	100,00%
	Less important	Count	39	29	68
		% within CST 1.13_15	57,35%	42,65%	100,00%
Total		Count	119	56	175
		% within CST 1.13_15	68,00%	32,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 175 participated in this question, of which 107 viewed CST 1.13_15 as important and 68 viewed it as less important. Of the 107 who chose important, 80 (74.77%) rated CST 1.14_15 favourably, while 27 (25.23%) rated it unfavourably. Of the 68 who viewed CST 1.13_15 as less important, 39 (57.35%) rated CST 1.14_15 favourably, while 29 (42.65%) rated it unfavourably.

Table 4.8: Chi-square test: Innovation: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.794[a]	1	0,016		
Continuity Correction[b]	5,021	1	0,025		
Likelihood Ratio	5,726	1	0,017		
Fisher's Exact Test				0,020	0,013
Linear-by-Linear Association	5,761	1	0,016		
N of Valid Cases	175				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 21.76.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Innovation" was significant at χ^2 (1) = 5.794, p = 0.020 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

4.4.5 Product design: importance versus performance

The following cross-tabulation (Table 4.9) compares the importance respondents have placed on the insurer metric 'Product – design' (CST 1.13_16) with the insurers' performance thereof (CST 1.14_16). Thereafter, the chi-square test (Table 4.10) will indicate if any statistical significance exists between these factors.

CST 1.13_16 Product – design: How important is it that your insurer designs products/benefits/services that can adapt to your needs if your needs change?

x

CST 1.14_16 Product – design: How frequently does your insurer design products/benefits/services that can adapt to your needs if your needs change?

Table 4.9: Cross-tabulation: Product – design: importance versus performance (n = 175)

			CST 1.14_16		Total
			Favourable	Unfavourable	
CST 1.13_16	Important	Count	104	36	140
		% within CST 1.13_16	74,29%	25,71%	100,00%
	Less important	Count	16	19	35
		% within CST 1.13_16	45,71%	54,29%	100,00%
Total		Count	120	55	175
		% within CST 1.13_16	68,57%	31,43%	100,00%

Source: Researcher's own compilation

A total sample of n = 175 participated in this question, of which 140 respondents viewed CST 1.13_16 as important and 35 viewed it as less important. Of the 140 who chose important, 104 (74.29%) rated CST 1.14_16 favourably, while 36 (25.71%) rated it unfavourably. Of the 35 who viewed CST 1.13_16 as less important, 16 (45.71%) rated CST 1.14_16 favourably, while 19 (54.29%) rated it unfavourably.

Table 4.10: Chi-square test: Product – design: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	10.606[a]	1	0,001		
Continuity Correction[b]	9,322	1	0,002		
Likelihood Ratio	9,994	1	0,002		
Fisher's Exact Test				0,002	0,001
Linear-by-Linear Association	10,545	1	0,001		
N of Valid Cases	175				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.00.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric 'Product – design' was significant at χ^2 (1) = 10.606, p = 0.002 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

4.4.6 Rewards: importance versus performance

The following cross-tabulation (Table 4.11) compares the importance respondents have placed on the insurer metric'Rewards' (CST 1.13_19) with the insurers' performance thereof (CST 1.14_19). Thereafter, the chi-square test (Table 4.12) will indicate if any statistical significance exists between these factors.

CST 1.13_19 Rewards: How important is it that your insurer offers a rewards option?

x

CST 1.14_19 Rewards: How comprehensive are the policy rewards offered by your insurer?

Table 4.11: Cross-tabulation: Rewards: importance versus performance (n = 175*)*

			CST 1.14_19		Total
			Favourable	Unfavourable	
CST 1.13_19	Important	Count	65	9	74
		% within CST 1.13_19	87,84%	12,16%	100,00%
	Less important	Count	58	43	101
		% within CST 1.13_19	57,43%	42,57%	100,00%
Total		Count	123	52	175
		% within CST 1.13_19	70,29%	29,71%	100,00%

Source: Researcher's own compilation

A total sample of n = 175 participated in this question, of which 74 viewed CST 1.13_19 as important and 101 viewed it as less important. Of the 74 who chose important, 65 (87.84%) rated CST 1.14_19 favourably, while nine (12.16%) rated it unfavourably. Of the 101 who viewed CST 1.13_19 as less important, 58 (57.43%) rated CST 1.14_19 favourably, while 43 (42.57%) rated it unfavourably.

Table 4.12: Chi-square test: Rewards: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18.914[a]	1	0,000		
Continuity Correction[b]	17,486	1	0,000		
Likelihood Ratio	20,387	1	0,000		
Fisher's Exact Test				0,000	0,000
Linear-by-Linear Association	18,806	1	0,000		
N of Valid Cases	175				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 21.99.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Rewards" was significant at χ^2 (1) = 18.914, p = 0.000 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

The next section will examine the impact that improvement or deterioration of the above performance will have on the likelihood of respondents insuring new assets and retaining their policies with their insurers.

4.5 INSURER METRICS – EFFECTS OF INSURER PERFORMANCE

The revised two-point rating scale for CST 1.14 as described above in Section 4.4 was used when comparing the responses on the insurers' performance of the insurer metrics with how deterioration or improvement of such performance would influence the likelihood of placing new business and retaining current policies with their insurers.

Insurer performance (CST 1.14) was deemed the independent variable. The deterioration of favourable insurer performance (CST 2.1 and CST 3.1 and improvement of poor performance (CST 2.2 and CST 3.2) on the likelihood of respondents insuring new assets and retaining existing policies, respectively, were deemed the dependent variables. The rationale was that variations in the insurers' performance in the given metrics would influence whether or not respondents would place new business (CST 2.1 and CST 2.2) and retain their policies (CST 3.1 and CST 3.2) with their insurers.

Accordingly, cross-tabulations were performed to determine the influence of deteriorating and improving insurer performance on new business sales and policy retention. Chi-square tests were conducted to test for significance between these factors. Cross-tabulations permit interdependence between variables to be displayed while chi-square tests determine the likelihood of the variables being independent of one another by comparing the values observed in the cross-tabulation with

expectations of complete independence between the distributions (Saunders *et al.*, 2016). These cross-tabulations and chi-square tests follow. Within the cross-tabulations, five or fewer responses for CST 1.14 are deemed not meaningful and are not discussed. For the chi-square tests, a Significance value of 0.05 was accepted; thus $p<0.05$ is deemed significant, while $p>0.05$ is deemed not significant.

The results of Fisher's Exact Test were used for all chi-square tests to improve reliability owing to the smaller cell sizes and minimum expected cell count of <5 within the majority of the associated cross-tabulations, as recommended by the researcher's statistical analyst and Fisher's Exact Test use-case provided by Grande (2016).

Of the twenty-one insurer metrics analysed, statistical significance and strong evidence of relationships between the variables were observed in four metrics, namely, Claims efficiency, Complaint handling efficiency, Communication content, and Policy benefits. These four metrics are included below. The remaining seventeen metrics in which statistical significance was not present, and no evidence of relationships between the variables existed, are included in Appendix D.

4.5.1 Null and Alternative hypotheses

The following Null (H_0) and Alternative (H_1) hypotheses were formulated and tested by the chi-square test results:

- H_0: There is no evidence of a relationship between the insurers' performance (favourable or unfavourable) of the respective insurer metric and the effects of deterioration or improvement thereof on the likelihood of respondents insuring new assets or retaining their existing policies with the insurer ($p>0.05$ using Fisher's Exact Test).
- H_1: There is evidence of a relationship between the insurers' performance (favourable or unfavourable) of the respective insurer metric and the effects of deterioration or improvement thereof on the likelihood of respondents insuring new assets or retaining their existing policies with the insurer ($p<0.05$ using Fisher's Exact Test).

4.5.2 Claims – efficiency: performance versus effects of deterioration and improvement

The following cross-tabulations (Tables 4.13, 4.15, 4.17, 4.19) compare the insurers' performance of the insurer metric "Claims – efficiency" (CST 1.14_8) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests (Tables 4.14, 4.16, 4.18, 4.20) will indicate if any statistical significance exists between these factors.

CST 1.14_8 Claims – efficiency: How efficient are the claims processes of your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and retaining your existing policy with them (CST 3.1)?

Table 4.13: Cross-tabulation: Claims efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_8		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	136	14	150
		% within CST 2.1	89,47%	87,50%	89,29%
	No	Count	16	2	18
		% within CST 2.1	10,53%	12,50%	10,71%
Total		Count	152	16	168
		% within CST 2.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 152 rated the insurers' performance in CST 1.14_8 favourably and 16 rated it unfavourably. Of the 152 who rated the insurers' performance favourably, 136 (89.47%) responded that the deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 16 (10.53%) responded that it would not. Of the 16 who rated the insurers' performance in CST1.14_8 unfavourably, 14 (87.50%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while two (12.50%) responded that it would not.

Table 4.14: Chi-square test: Claims efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.059[a]	1	0,808		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,057	1	0,812		
Fisher's Exact Test				0,683	0,534
Linear-by-Linear Association	0,059	1	0,809		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.71.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Claims – efficiency' was not significant at χ^2 (1) = 0.059, p = 0.683 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.15: Cross-tabulation: Claims efficiency: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_8		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	125	11	136
		% within CST 3.1	82,24%	68,75%	80,95%
	No	Count	27	5	32
		% within CST 3.1	17,76%	31,25%	19,05%
Total		Count	152	16	168
		% within CST 3.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 152 rated the insurers' performance in CST 1.14_8 favourably and 16 rated it unfavourably. Of the 152 who rated the insurers' performance favourably, 125 (82.24%) responded that the deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 27 (17.76%) responded that it would not. Of the 16 who rated the insurers' performance in CST1.14_8 unfavourably, 11 (68.75%) responded that

deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while five (31.25%) responded that it would not.

Table 4.16: Chi-square test: Claims efficiency: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.652[a]	1	0,031		
Continuity Correction[b]	3,289	1	0,070		
Likelihood Ratio	3,895	1	0,048		
Fisher's Exact Test				0,042	0,042
Linear-by-Linear Association	4,624	1	0,032		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.86.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Claims – efficiency' was significant at χ^2 (1) = 4.652, p = 0.042 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.17: Cross-tabulation: Claims efficiency: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_8		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	128	10	138
		% within CST 2.2	84,21%	62,50%	82,14%
	No	Count	24	6	30
		% within CST 2.2	15,79%	37,50%	17,86%
Total		Count	152	16	168
		% within CST 2.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 152 rated the insurers' performance in CST 1.14_8 favourably and 16 rated it unfavourably. Of the 152 who rated the insurers' performance favourably, 128 (84.21%) responded that the improvement thereof would increase the likelihood of insuring new assets with the

insurer, while 24 (15.79%) responded that it would not. Of the 16 who rated the insurers' performance in CST1.14_8 unfavourably, 10 (62.50%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while six (37.50%) responded that it would not.

Table 4.18: Chi-square test: Claims efficiency: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.708[a]	1	0,191		
Continuity Correction[b]	0,945	1	0,331		
Likelihood Ratio	1,522	1	0,217		
Fisher's Exact Test				0,192	0,164
Linear-by-Linear Association	1,698	1	0,193		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.05.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Claims – efficiency' was not significant at χ^2 (1) = 1.708, p = 0.192 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.19: Cross-tabulation: Claims efficiency: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_8		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	134	14	148
		% within CST 3.2	88,16%	87,50%	88,10%
	No	Count	18	2	20
		% within CST 3.2	11,84%	12,50%	11,90%
Total		Count	152	16	168
		% within CST 3.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 152 rated the insurers' performance in CST 1.14_8 favourably and 16 rated it unfavourably. Of the 152 who

rated the insurers' performance favourably, 134 (88.16%) responded that the improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (11.84%) responded that it would not. Of the 16 who rated the insurers' performance in CST1.14_8 unfavourably, 14 (87.50%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (12.50%) responded that it would not.

Table 4.20: Chi-square test: Claims efficiency: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.006[a]	1	0,938		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,006	1	0,939		
Fisher's Exact Test				1,000	0,596
Linear-by-Linear Association	0,006	1	0,939		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.90.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Claims – efficiency' was not significant at χ^2 (1) = 0.006, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

4.5.3 Complaint handling efficiency: performance versus effects of deterioration and improvement

The following cross-tabulations (Tables 4.21, 4.23, 4.25, 4.27) compare the insurers' performance of the insurer metric 'Complaint handling – efficiency' (CST 1.14_10) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests (Tables 4.22, 4.24, 4.26, 4.28) will indicate if any statistical significance exists between these factors.

CST 1.14_10 Complaint handling – efficiency: How efficient are the complaints' processes of your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and retaining your existing policy with them (CST 3.1)?

Table 4.21: Cross-tabulation: Complaint handling efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_10		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	140	10	150
		% within CST 2.1	89,74%	83,33%	89,29%
	No	Count	16	2	18
		% within CST 2.1	10,26%	16,67%	10,71%
Total		Count	156	12	168
		% within CST 2.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 156 rated the insurers' performance in CST 1.14_10 favourably and 12 rated it unfavourably. Of the 156 who rated the insurers' performance favourably, 140 (89.74%) responded that the deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 16 (10.26%) responded that it would not. Of the 12 who rated the insurers' performance in CST1.14_10 unfavourably, 10 (83.33%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while two (16.67%) responded that it would not.

Table 4.22: Chi-square test: Complaint handling efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.479[a]	1	0,489		
Continuity Correction[b]	0,043	1	0,836		
Likelihood Ratio	0,422	1	0,516		
Fisher's Exact Test				0,620	0,376
Linear-by-Linear Association	0,476	1	0,490		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.29.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Complaint handling – efficiency' was not significant at χ^2 (1) = 0.479, p = 0.620 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.23: Cross-tabulation: Complaint handling efficiency: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_10		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	126	10	136
		% within CST 3.1	80,77%	83,33%	80,95%
	No	Count	30	2	32
		% within CST 3.1	19,23%	16,67%	19,05%
Total		Count	156	12	168
		% within CST 3.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 156 rated the insurers' performance in CST 1.14_10 favourably and 12 rated it unfavourably. Of the 156 who rated the insurers' performance favourably, 126 (80.77%) responded that the deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 30 (19.23%) (n = 30) responded that it would not. Of the 12 who rated the insurers' performance in CST1.14_10 unfavourably, 10 (83.33%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while two (16.67%) responded that it would not.

Table 4.24: Chi-square test: Complaint handling efficiency: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.994[a]	1	0,025		
Continuity Correction[b]	3,399	1	0,065		
Likelihood Ratio	4,048	1	0,044		
Fisher's Exact Test				0,041	0,041
Linear-by-Linear Association	4,965	1	0,026		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.14.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Complaint handling – efficiency' was significant at χ^2 (1) = 4.994, p = 0.041 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.25: Cross-tabulation: Complaint handling efficiency: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_10		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	131	7	138
		% within CST 2.2	83,97%	58,33%	82,14%
	No	Count	25	5	30
		% within CST 2.2	16,03%	41,67%	17,86%
Total		Count	156	12	168
		% within CST 2.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 156 rated the insurers' performance in CST 1.14_10 favourably and 12 rated it unfavourably. Of the 152 who rated the insurers' performance favourably, 131 (83.97%) responded that the improvement thereof would increase the likelihood of insuring new assets with the insurer, while 25 (16.03%) responded that it would not. Of the 12 who rated the insurers' performance in CST1.14_10 unfavourably, seven (58.33%) responded that

improvement thereof would increase the likelihood of insuring new assets with the insurer, while five (41.67%) responded that it would not.

Table 4.26: Chi-square test: Complaint handling efficiency: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.048[a]	1	0,827		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,049	1	0,825		
Fisher's Exact Test				1,000	0,591
Linear-by-Linear Association	0,047	1	0,828		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.29.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Complaint handling – efficiency' was not significant at χ^2 (1) = 0.048, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.27: Cross-tabulation: Complaint handling efficiency: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_10		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	139	9	148
		% within CST 3.2	89,10%	75,00%	88,10%
	No	Count	17	3	20
		% within CST 3.2	10,90%	25,00%	11,90%
Total		Count	156	12	168
		% within CST 3.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 156 rated the insurers' performance in CST 1.14_10 favourably and 12 rated it unfavourably. Of the 156 who rated the insurers' performance favourably, 139 (89.10%) responded that the

improvement thereof would increase the likelihood of retaining their policies with the insurer, while 17 (10.90%) (n = 17) responded that it would not. Of the 12 who rated the insurers' performance in CST1.14_10 unfavourably, nine (75.00%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while three (25.00%) responded that it would not.

Table 4.28: Chi-square test: Complaint handling efficiency: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.113[a]	1	0,146		
Continuity Correction[b]	0,982	1	0,322		
Likelihood Ratio	1,710	1	0,191		
Fisher's Exact Test				0,157	0,157
Linear-by-Linear Association	2,101	1	0,147		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.43.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Complaint handling – efficiency' was not significant at χ^2 (1) = 2.113, p = 0.157 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

4.5.4 Communication content: performance versus effects of deterioration and improvement

The following cross-tabulations (Tables 4.29, 4.31, 4.33, 4.35) compare the insurers' performance of the insurer metric 'Communication – content' (CST 1.14_13) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests (Tables 4.30, 4.32, 4.34, 4.36) will indicate if any statistical significance exists between these factors.

CST 1.14_13 Communication – content: How would you describe the information value of the content that your insurer sends to you?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and retaining your existing policy with them (CST 3.1)?

Table 4.29: Cross-tabulation: Communication content: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_13		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	136	14	150
		% within CST 2.1	90,67%	77,78%	89,29%
	No	Count	14	4	18
		% within CST 2.1	9,33%	22,22%	10,71%
Total		Count	150	18	168
		% within CST 2.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_13 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 136 (90.67%) responded that the deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 14 (9.33%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_13 unfavourably, 14 (77.78%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while four (22.22%) responded that it would not.

Table 4.30: Chi-square test: Communication content: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.791[a]	1	0,095		
Continuity Correction[b]	1,606	1	0,205		
Likelihood Ratio	2,284	1	0,131		
Fisher's Exact Test				0,107	0,107
Linear-by-Linear Association	2,774	1	0,096		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.93.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Communication – content' was not significant at χ^2 (1) = 2.791, p = 0.107 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.31: Cross-tabulation: Communication content: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_13		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	125	11	136
		% within CST 3.1	83,33%	61,11%	80,95%
	No	Count	25	7	32
		% within CST 3.1	16,67%	38,89%	19,05%
Total		Count	150	18	168
		% within CST 3.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_13 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 125 (83.33%) responded that the deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 25 (16.67%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_13 unfavourably, 11 (61.11%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while seven (38.89%) responded that it would not.

Table 4.32: Chi-square test: Communication content: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.079[a]	1	0,014		
Continuity Correction[b]	4,580	1	0,032		
Likelihood Ratio	5,067	1	0,024		
Fisher's Exact Test				0,022	0,022
Linear-by-Linear Association	6,043	1	0,014		
N of Valid Cases	168				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.21.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Communication – content' was significant at χ^2 (1) = 6.079, p = 0.022 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.33: Cross-tabulation: Communication content: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_13		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	127	11	138
		% within CST 2.2	84,67%	61,11%	82,14%
	No	Count	23	7	30
		% within CST 2.2	15,33%	38,89%	17,86%
Total		Count	150	18	168
		% within CST 2.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_13 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 127 (84.67%) responded that the improvement thereof would increase the likelihood of insuring new assets with the insurer, while 23 (15.33%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_13 unfavourably, 11 (61.11%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while seven (38.89%) responded that it would not.

Table 4.34: Chi-square test: Communication content: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5.147[a]	1	0,023		
Continuity Correction[b]	3,807	1	0,051		
Likelihood Ratio	4,377	1	0,036		
Fisher's Exact Test				0,049	0,032
Linear-by-Linear Association	5,116	1	0,024		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.43.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Communication – content' was significant at χ^2 (1) = 5.147, p = 0.049 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.35: Cross-tabulation: Communication content: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_13		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	133	15	148
		% within CST 3.2	88,67%	83,33%	88,10%
	No	Count	17	3	20
		% within CST 3.2	11,33%	16,67%	11,90%
Total		Count	150	18	168
		% within CST 3.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_13 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 133 (88.67%) responded that the improvement thereof would increase the likelihood of retaining their policies with the insurer, while 17 (11.33%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_13 unfavourably, 15 (83.33%) responded that

improvement thereof would increase the likelihood of retaining their policies with the insurer, while three (16.67%) responded that it would not.

Table 4.36: Chi-square test: Communication content: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.436[a]	1	0,509		
Continuity Correction[b]	0,076	1	0,783		
Likelihood Ratio	0,399	1	0,528		
Fisher's Exact Test				0,454	0,364
Linear-by-Linear Association	0,433	1	0,510		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.14.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Communication – content' was not significant at χ^2 (1) = 0.436, p = 0.454 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

4.5.5 Policy benefits: performance versus effects of deterioration and improvement

The following cross-tabulations (Tables 4.37, 4.39, 4.41, 4.43) compare the insurers' performance of the insurer metric 'Policy benefits' (CST 1.14_18) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests (Tables 4.38, 4.40, 4.42, 4.44) will indicate if any statistical significance exists between these factors.

CST 1.14_18 Policy benefits: How comprehensive are the policy benefits offered by your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and retaining your existing policy with them (CST 3.1)?

Table 4.37: Cross-tabulation: Policy benefits: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_18		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	149	1	150
		% within CST 2.1	89,76%	50,00%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,24%	50,00%	10,71%
Total		Count	166	2	168
		% within CST 2.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 166 rated the insurers' performance in CST 1.14_18 favourably. Of the 166 who rated the insurers' performance favourably, 149 (89.76%) responded that the deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.24%) responded that it would not.

Table 4.38: Chi-square test: Policy benefits: performance versus effects of deterioration on insuring new assets (n = 122)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.266[a]	1	0,071		
Continuity Correction[b]	0,432	1	0,511		
Likelihood Ratio	1,961	1	0,161		
Fisher's Exact Test				0,203	0,203
Linear-by-Linear Association	3,246	1	0,072		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .21.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Policy benefits' was not significant at χ^2 (1) = 3.266, p = 0.203 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.39: Cross-tabulation: Policy benefits: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_18		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	135	1	136
		% within CST 3.1	81,33%	50,00%	80,95%
	No	Count	31	1	32
		% within CST 3.1	18,67%	50,00%	19,05%
Total		Count	166	2	168
		% within CST 3.1	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 166 rated the insurers' performance in CST 1.14_18 favourably. Of the 166 who rated the insurers' performance favourably, 135 (81.33%) responded that the deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 31 (18.67%) responded that it would not.

Table 4.40: Chi-square test: Policy benefits: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	9.311[a]	1	0,002		
Continuity Correction[b]	4,506	1	0,034		
Likelihood Ratio	7,004	1	0,008		
Fisher's Exact Test				0,031	0,031
Linear-by-Linear Association	9,255	1	0,002		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .36.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of deterioration thereof on the metric 'Policy benefits' was significant at χ^2 (1) = 9.311, p = 0.031 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables

exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.41: Cross-tabulation: Policy benefits: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_18		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	138	0	138
		% within CST 2.2	83,13%	0,00%	82,14%
	No	Count	28	2	30
		% within CST 2.2	16,87%	100,00%	17,86%
Total		Count	166	2	168
		% within CST 2.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 166 rated the insurers' performance in CST 1.14_18 favourably. Of the 166 who rated the insurers' performance favourably, 138 (83.13%) responded that the improvement thereof would increase the likelihood of insuring new assets with the insurer, while 28 (16.87%) responded that it would not.

Table 4.42: Chi-square test: Policy benefits: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.258[a]	1	0,262		
Continuity Correction[b]	0,047	1	0,829		
Likelihood Ratio	0,982	1	0,322		
Fisher's Exact Test				0,346	0,346
Linear-by-Linear Association	1,250	1	0,264		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .38.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Policy benefits' was not significant at χ^2 (1) = 1.258, p = 0.346 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table 4.43: Cross-tabulation: Policy benefits: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_18		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	147	1	148
		% within CST 3.2	88,55%	50,00%	88,10%
	No	Count	19	1	20
		% within CST 3.2	11,45%	50,00%	11,90%
Total		Count	166	2	168
		% within CST 3.2	100,00%	100,00%	100,00%

Source: Researcher's own compilation

A total sample of n = 168 participated in this question, of which 166 rated the insurers' performance in CST 1.14_18 favourably. Of the 166 who rated the insurers' performance favourably, 147 (88.55%) responded that the improvement thereof would increase the likelihood of retaining their policies with the insurer, while 19 (11.45%) responded that it would not.

Table 4.44: Chi-square test: Policy benefits: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.801[a]	1	0,094		
Continuity Correction[b]	0,331	1	0,565		
Likelihood Ratio	1,771	1	0,183		
Fisher's Exact Test				0,225	0,225
Linear-by-Linear Association	2,784	1	0,095		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .24.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance and the effects of improvement thereof on the metric 'Policy benefits' was not significant at χ^2 (1) = 2.801, p = 0.225 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

The next section will examine the metrics that respondents indicated require correction to insure new assets and retain their policies with their insurers.

4.6 INSURER METRICS – CORRECTION REQUIRED

To maintain consistency with the rating scale adjustment of CST 1.14 from a four-point to a two-point rating scale as described above in Section 4.4, the five-point rating scales of CST 4.1 and CST 4.2 were adjusted to two-point rating scales, as per Tables 4.45 and 4.46. CST 4.1 and CST 4.2 requested responses on the insurer metrics that they believed required correction to increase the likelihood of placing new business, and retaining their current policies with their insurers, respectively.

Table 4.45: Revised scale – Insurer metrics: Correction required for new assets

CST 4.1: Please rate the metrics that your insurer performs poorly in, in order of importance to correct, to increase the likelihood that you will insure new assets with them.	
Original scale	Revised scale
a) Very Important to correct	Important to correct
b) Important to correct	
c) Moderately Important to correct	Less Important to correct
d) Slightly Important to correct	
e) Not Important to correct	

Source: Researcher's own compilation

Table 4.46: Revised scale – Insurer metrics: Correction required for new policy retention

CST 4.2: Please rate the metrics that your insurer performs poorly in, in order of importance to correct, to increase the likelihood that you will retain your existing policy with them.	
Original scale	Revised scale
a) Very Important to correct	Important to correct
b) Important to correct	
c) Moderately Important to correct	Less Important to correct
d) Slightly Important to correct	
e) Not Important to correct	

Source: Researcher's own compilation

Insurer performance (CST 1.14) was deemed the independent variable and importance to correct (CST 4.1 and CST 4.2) were deemed the dependent variables. The rationale was that the insurers' performance in the given metrics would determine whether or not respondents felt correction thereof was necessary to encourage them to place new business (CST 4.1) and retain their policies (CST 4.2) with their insurer.

Accordingly, cross-tabulations were performed to determine the importance of correcting the metrics relative to insurer performance thereof. Chi-square tests were conducted to test for significance between these factors. Cross-tabulations permit interdependence between variables to be displayed while chi-square tests determine the likelihood of the variables being independent of one another by comparing the values observed in the cross-tabulation with expectations of complete independence between the distributions (Saunders *et al.*, 2016). These cross-tabulations and chi-square tests follow. Within the cross-tabulations, five or fewer responses for CST 1.14 are deemed not meaningful and are not discussed. For the chi-square tests, a significance value of 0.05 was accepted; thus, $p<0.05$ is deemed significant, while $p>0.05$ is deemed not significant. The results of Fisher's Exact Test were used for all chi-square tests to improve reliability owing to the smaller cell sizes and minimum expected cell count of <5 within the majority of the associated cross-tabulations, as recommended by the researcher's statistical analyst and Fisher's Exact Test use-case provided by Grande (2016).

Of the twenty-one insurer metrics analysed, statistical significance and strong evidence of relationships between the variables were observed in one metric – Innovation. This metric is included below. The remaining twenty metrics in which statistical significance was not present and no evidence of relationships between the variables existed, are included in Appendix D.

4.6.1 Null and Alternative hypotheses

The following Null (H_0) and Alternative (H_1) hypotheses were formulated and tested by the chi-square test results:

- H_0: There is no evidence of a relationship between the insurers' performance (favourable or unfavourable) of the respective insurer metric with the respondents' view of how important it is that the insurer corrects poor performance thereof to

increase the likelihood that respondents will insure new assets and retain existing policies with the insurer (p>0.05 using Fisher's Exact Test).

- H_1: There is evidence of a relationship between the insurers' performance (favourable or unfavourable) of the respective insurer metric with the respondents' view of how important it is that the insurer corrects poor performance thereof to increase the likelihood that respondents will insure new assets and retain existing policies with the insurer (p<0.05 using Fisher's Exact Test).

4.6.2 Innovation: performance versus importance to correct

The following cross-tabulations (Tables 4.47, 4.49) compare the insurers' performance of the insurer metric 'Innovation' (CST 1.14_15) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_15) and retain their existing policies with them (CST 4.2_15) Thereafter, chi-square tests (Tables 4.48, 4.50) will indicate if any statistical significance exists between these factors.

CST 1.14_15 Innovation: How frequently does your insurer offer new/unique products/benefits/services?

x

CST 4.1_15 and CST 4.2_15 Importance to correct poor performance: Innovation

Table 4.47: Cross-tabulation: Innovation: performance versus importance to correct poor performance to insure new assets (n = 128)

			CST 4.1_15		Total
			Important to correct	Less important to correct	
CST 1.14_15	Favourable	Count	61	25	86
		% within CST 1.14_15	70,93%	29,07%	100,00%
	Unfavourable	Count	20	22	42
		% within CST 1.14_15	47,62%	52,38%	100,00%
Total		Count	81	47	128
		% within CST 1.14_15	63,28%	36,72%	100,00%

Source: Researcher's own compilation

A total sample of n = 128 participated in this question, of which 86 rated CST 1.14_15 favourably and 42 rated it unfavourably. Of the 86 who rated the insurers' performance favourably, 61 (70.93%) rated CST 4.1_15 as important to correct, while 25 (29.07%)

rated it as less important to correct. Of the 42 who rated CST 1.14_15 as unfavourable, 20 (47.62%) rated CST 4.1_15 as important to correct, while 22 (52.38%) rated it as less important to correct.

Table 4.48: Chi-square test: Innovation: performance versus importance to correct poor performance to insure new assets (n = 128)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.599a	1	0,010		
Continuity Correction[b]	5,634	1	0,018		
Likelihood Ratio	6,499	1	0,011		
Fisher's Exact Test				0,012	0,009
Linear-by-Linear Association	6,548	1	0,011		
N of Valid Cases	128				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.42.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric 'Innovation' was significant at χ^2 (1) = 6.599, p = 0.012 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

Table 4.49: Cross-tabulation: Innovation: performance versus importance to correct poor performance to retain existing policy (n = 112)

			CST 4.2_15		Total
			Important to correct	Less important to correct	
CST 1.14_15	Favourable	Count	49	26	75
		% within CST 1.14_15	65,33%	34,67%	100,00%
	Unfavourable	Count	16	21	37
		% within CST 1.14_15	43,24%	56,76%	100,00%
Total		Count	65	47	112
		% within CST 1.14_15	58,04%	41,96%	100,00%

Source: Researcher's own compilation

A total sample of n = 112 participated in this question, of which 75 rated CST 1.14_15 favourably and 37 rated it unfavourably. Of the 75 who rated the insurers' performance favourably, 49 (65.33%) rated CST 4.2_15 as important to correct, while 26 (34.67%) rated it as less important to correct. Of the 37 who rated CST 1.14_15 as unfavourable, 65 (43.24%) rated CST 4.2_15 as important to correct, while 47 (56.76%) rated it as less important to correct.

Table 4.50: Chi-square test: Innovation: performance versus importance to correct poor performance to retain existing policy (n = 112)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.964a	1	0,026		
Continuity Correction[b]	4,099	1	0,043		
Likelihood Ratio	4,941	1	0,026		
Fisher's Exact Test				0,041	0,022
Linear-by-Linear Association	4,920	1	0,027		
N of Valid Cases	112				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.53.					
b. Computed only for a 2x2 table					

Source: Researcher's own compilation

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric 'Innovation' was significant at χ^2 (1) = 4.964, p = 0.041 using Fischer's Exact Test. Thus, strong evidence of a relationship between the variables exists; the Alternative hypothesis (H_1) is accepted, while the Null hypothesis (H_0) is rejected.

4.7 CONCLUSION

This chapter presented the analysed data obtained by the research survey questionnaire and discussed these results and findings in descriptive and inferential terms. The study's non-experimental, quantitative, empirical, descriptive nature was appropriate to obtain a breadth of information relating to customer centricity displayed by South African short-term insurers, as perceived by the research participants. The study's results provide an introductory view of the importance respondents placed on specific insurer metrics (business functions), how well the insurers performed in these

metrics, the effects of improved or worsened performance, and which metrics insurers should focus on improving to increase sales to new and existing customers and improve customer retention levels. The study's results may also build on the limited South African insurer-specific customer centricity body of knowledge currently available. However, the study did not seek to determine or understand causality between the responses and to what extent changes in the insurers' metric performance would influence sales to new and existing customers and customer retention levels.

The researcher considered the research instrument, a self-administered online survey questionnaire, reliable from content and positioning perspectives, as all respondents completed the same set of questions presented in a standardised format on SurveyMonkey.com. However, as respondents completed the survey independently from remote locations at their own time, the researcher was unable to standardise testing conditions or account for differences in respondents' external environments that may have impacted their time available or focus levels while completing the survey. The researcher also considered the survey questionnaire valid as its content was standardised to collect the complete dataset necessary for accurate analysis. However, due to technological limitations in developing the online survey, it exceeded the researcher's intended survey length and completion time. This increased length resulted in 60 (28.16%) respondents abandoning the survey at various points. These drop-offs were accounted for in the data analysis to ensure results were accurately calculated.

The study was conducted according to Unisa's ethical guidelines and the guidance of various authors, and research ethics clearance was obtained before data collection commenced. This approach ensured responses were obtained without the researcher's influence, only study-specific information was collected, and data was analysed independently and objectively by a professional statistical analyst. Respondents were clearly informed of the nature of the study and the purpose for which their responses would be used. Respondents' participation was completely voluntary, and they suffered no harm or inconvenience by participating in the study. The online nature of the study ensured there was no harm to the environment.

The following chapter will conclude the study by reviewing the nature and purpose of the research, presenting research conclusions and recommendations, evaluating the

study’s results against the research objectives, questions and hypotheses, and discussing the study's limitations, implications and future research considerations.

CHAPTER 5:
CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter 4 presented the research survey's analysed data and discussed the results and findings in descriptive and inferential terms. This chapter will conclude the study by reviewing the nature and purpose of the research; discussing the research conclusions and relevant recommendations; providing a tabular summary of the main findings and recommendations; evaluating the research results against the research objectives, questions and hypotheses; discussing the study's limitations, implications and future research considerations; and providing final concluding commentary.

5.2 REVIEWING THE NATURE AND PURPOSE OF THE RESEARCH

This study's overall objective was to establish the level of customer centricity displayed by South African short-term insurance organisations, as perceived by their customers, and what insurers can do to improve customer centricity within their businesses. Accordingly, the research objectives were developed as follows:

Primary objective

- To determine customer centricity displayed by short-term insurance organisations in South Africa.

Secondary objectives

- To investigate whether the adoption of a customer-centric organisational strategy will increase sales to new and existing customers.
- To investigate whether the adoption of a customer-centric organisational strategy will improve customer retention levels.
- To assess what short-term insurance organisations can do to improve their customer centricity.

To provide answers to the research objectives, the researcher undertook a review of the current literature regarding customer centricity generally and focussed on customer centricity in the insurance industry at a global level. The literature review

revealed a lack of insurance customer centricity-related studies in the South African context. Based on his career within the short-term insurance industry, the researcher identified twenty-one specific insurer metrics (business functions) that directly impact short-term insurance customers or have an indirect, but material, effect on them.

Research participants were requested to complete an anonymous, self-administered, online survey questionnaire to provide insight into how important each of the metrics was to them; how well their respective insurers performed in these metrics; what effect improvement or deterioration of performance in these metrics would have on respondents' willingness to insure new assets and retain their existing policies; and which metrics required correction to increase the likelihood of respondents insuring new assets and retaining their current policies.

Two hundred and thirteen research participants undertook the survey, and 153 (71.84%) completed it. Chapter 3 discussed the methodology employed to obtain the data needed to complete the study, and Chapter 4 provided detailed descriptive and inferential analyses. This chapter will discuss the analyses' findings, and recommendations based on these findings will be made where suitable. Study limitations will be addressed, and study implications and future research areas will be discussed.

5.3 RESEARCH CONCLUSIONS AND RECOMMENDATIONS

This study's overall objective was to establish the level of customer centricity displayed by South African short-term insurance organisations as perceived by their customers. The detailed descriptive and inferential analysis provided in Chapter 4 will be summarised and discussed, specifically with respect to respondent demographics and insurer profile, the importance of the insurer metrics to respondents, insurer performance of the metrics, the effects of insurer performance, and correction required to the metrics. Recommendations will be made where appropriate.

5.3.1 Demographic profile of the respondents

The demographic profile of the respondents indicated that the majority:

- resided in Gauteng (73.24%) followed by the Western Cape (11.27%);
- were in the White (69.01%) followed by Indian (14.55%) ethnic groups;

- were males (51.17%) though just marginally, as females (48.83%) were closely matching them;
- were in the age groups 31 to 40 (45.54%) and 41 to 50 (22.07%);
- were married followed by living with a partner (70.42%) or single (23.00%);
- were employed on a full-time basis (84.04%) followed by self-employed/business owners (13.62%);
- earned between R20,001 to R60,000 (46.48%) followed by between R60,001 to R100,000+ (39.43%) gross income per month;
- held a diploma or equivalent qualification (32.86%) followed by a post-graduate degree (22.54%).

5.3.2 Insurer profile of the respondents

The insurer profile of the respondents indicated that the majority:

- were insured with Discovery Insure (25.62%) followed by Santam (20.20%);
- held their current insurance policy with their insurer for between 5 and 10 years (20.20%) followed by 1 to 2 years (18.23%);
- had household contents (27.90%) followed by portable possessions (20.16%) insured with this insurer in addition to their primary vehicle;
- paid a monthly insurance premium of between R1,001 and R2,000 (35.47%) followed by under R1,000 (25.12%).

5.3.3 Insurer metrics – importance to respondents

Research participants, as customers of the identified insurance organisations (CST 1.13), rated the importance of the twenty-one insurer metrics. This rating provided an informal benchmark and allowed the researcher to determine how well these insurers performed against these metrics. The insurer metrics included in the survey are discussed in Section 3.3.1, and listed below:

1. Starting a new policy – efficiency
2. Policy servicing – efficiency
3. Policy servicing – accuracy
4. Insurer contact ability – ease of telephonic contact

5. Omnichannel – multiple contact options
6. Staff – availability during business hours
7. Management – availability during business hours
8. Claims – efficiency
9. Claims – fairness
10. Complaint handling – efficiency
11. Complaint handling – fairness
12. Communication – frequency
13. Communication – content
14. Premium billing – accuracy
15. Innovation
16. Product – design
17. Product – variety
18. Policy benefits
19. Rewards
20. Pricing/premiums
21. Value-for-money

As discussed in Section 4.4, the original five-point rating scale was revised to a two-point rating scale, identifying the metrics that were ‘Important’ and ‘Less Important’ to respondents.

The results indicated that 70% or more of respondents rated all metrics as important, with the exception of ‘Innovation’, which 62.70% rated as important, compared to 37.30% who rated it as less important. Similarly, 43.24% of respondents rated ‘Rewards’ as important, compared to 56.76% who rated it as less important.

5.3.4 Insurer metrics – performance by insurers

Research participants rated how well they believed the insurers performed in the twenty-one insurer metrics (CST 1.14). These responses were cross-tabulated to determine insurer performance against the research participants’ rating of the

importance of the metrics summarised in Section 5.3.3. In addition, chi-square tests were conducted to test for significance between these factors. As discussed in Section 4.4, the five- and four-point rating scales in CST 1.13 and CST 1.14, were adjusted to two-point rating scales to permit such analyses. Additionally, Null (H_0) and Alternative (H_1) hypotheses were formulated and tested using chi-square tests. Instances of observed statistical significance between the insurers' performance (CST 1.14) and the respondents' rating of importance (CST 1.13) of associated insurer metrics will be discussed below. The researcher's observations of the non-statistically significant relationships will also be briefly noted.

5.3.4.1 Statistically significant observations

1. Communication content

Statistical significance was observed in the insurer metric 'Communication – content' (CST 1.13_13 and CST 1.14_13). As per the cross-tabulation, the majority of respondents (144 out of 175) rated the metric as important, and of these, 136 (94.44%) rated the insurers' performance as favourable. However, of the 31 respondents who rated the metric as less important, 10 (32.26%) rated the insurers' performance as unfavourable.

This result indicates that the respondents who rated the metric as less important and unfavourable may feel that the communications distributed by their insurers contain information that is not relevant or of use to them.

The researcher recommends that the insurers should give greater consideration to the content of the communications distributed to their customers. Such content may include information to assist with submitting claims, clarifying claimable events and scope of coverage, understanding policy documents or terms and conditions, providing essential contact details and escalation channels. Additionally, insurers could consider using communications to highlight the importance of insurance to safeguard against financial loss (Sibiya, 2018) to dispel the common belief that insurance is a 'grudge purchase' (Benetton, 2008, Ombudsman for Short-Term Insurance, 2018; Smith, 2018b).

2. Premium billing accuracy

Statistical significance was observed in the insurer metric 'Premium billing – accuracy' (CST 1.13_14 and CST 1.14_14). As per the cross-tabulation, 172 out of 175 respondents rated the metric as important, and all of these respondents rated the insurers' performance as favourable.

This result indicates the importance respondents place on accurate premium collections. This result is understandable, considering the implications of inaccurate or untimely debit order collections. For example, a higher-than-expected debit order may jeopardise the successful collection of other debit orders, potentially impacting a customer's credit score (BDO South Africa, 2019). Alternatively, a customer may unintentionally spend the insurance premium funds if the debit order is late, potentially lapsing the insurance cover and invalidating future claims (Masthead, 2018). The result further shows that the insurers have performed well in this regard and are encouraged to maintain this standard of accurate premium billing.

3. Innovation

Statistical significance was observed in the insurer metric 'Innovation' (CST 1.13_15 and CST 1.14_15). As per the cross-tabulation, the majority of respondents (107 out of 175) rated the metric as important, and, of these, 27 (25.23%) rated the insurers' performance as unfavourable. Furthermore, of the 68 respondents who rated the metric as less important, 29 (42.65%) rated the insurers' performance as unfavourable.

This result indicates that while respondents generally feel that innovation by their insurers is important, insurers are underperforming in this metric.

The researcher recommends that insurers consider their product and service offerings against South African and global industry leaders, to identify gaps that may be addressed through new product, service or benefit development or the improvement of existing offerings (Downs, 2019; McMahon, 2016). Insurers are also encouraged to engage with their customers to understand where they should focus on fulfilling their customers' needs and prioritise development or improvement accordingly.

4. Product design

Statistical significance was observed in the insurer metric ‘Product – design’ (CST 1.13_16 and CST 1.14_16). As per the cross-tabulation, the majority of respondents (140 out of 175 respondents) rated the metric as important, and of these, 36 (25.71%) rated the insurers’ performance as unfavourable. Furthermore, of the 35 respondents who rated the metric as less important, 19 (54.29%) rated the insurers’ performance as unfavourable.

This result indicates that while respondents generally feel that the insurance product design is important, insurers are underperforming in this metric. This result may tie-in with the Innovation metric results immediately above – insurers’ product suites may not fully meet their customers’ needs, and insurers are not proactively developing or enhancing their products to address this deficiency.

The researcher recommends that insurers engage with their customers to understand their current insurance needs and design or update their products and services to satisfy these needs. As evidenced by the insurer tenure distribution results in Section 4.2.10, 41.88% of respondents have had their current insurance policy for three years or less. In addition, as insurance is frequently considered a commodity purchase despite the risks to customers of such thinking (Gladkowski, 2016; Rush & De La Bellière, 2016; Thompson, 2019; Wilson, 2014), insurers are cautioned not to allow their competitors to outperform them in this regard, thereby enticing their customers to move their policies.

5. Rewards

Statistical significance was observed in the insurer metric ‘Rewards’ (CST 1.13_19 and CST 1.14_19). Per the cross-tabulation, the majority of respondents (101 out of 175) rated the metric as less important, and of these, 43 (42.57%) rated the insurers’ performance as unfavourable. However, of the 74 respondents who rated the metric as important, 65 (87.84%) rated the insurers’ performance as favourable.

This result may indicate that while the minority of respondents rated insurer rewards as important, the majority of these indicated that their insurers performed favourably in this metric by offering comprehensive policy rewards. This favourable rating may result from customers gravitating to insurers who have a reputation for performing well

in this metric and subsequently experiencing these rewards. However, where respondents rated the metric as less important and indicated that their insurer performed unfavourably therein, these negatively rated insurers may have a rewards offering that is not as well developed as other insurers included in the survey. Furthermore, these respondents may have gravitated towards these insurers to avoid the requirements necessary to earn the rewards offered by the favourably rated insurers.

Unpacking this response falls outside of the scope of this study, and the study did not obtain adequate data to explore it in greater detail. However, based on the researcher's experience and observations during his career in the short-term insurance industry, customers frequently fall into two broad categories: those for whom rewards are an integral part of the insurer's value proposition and those who focus on the core insurance offering and regard subjective value-adding benefits as detracting from the insurer's core business of paying claims.

Linking into this commoditised nature of short-term insurance and the researcher's recommendations for Product design and Innovation, the researcher recommends that insurers understand their customers' requirements regarding insurance rewards. This will help them determine if focus and resources should be committed to developing rewards offerings or enhancing their current rewards offering.

Of the twenty-one insurer metrics included in the survey questionnaire, statistical significance was observed in five of them, as discussed above. Despite statistical significance not being present in the remaining 16 metrics, insurers may want to consider their business impact as customers generally deem these metrics as important as noted in Section 5.3.3, and continually strive to perform well in them. This will help build customers loyalty, maximise new business sales, and retain current policies.

5.3.5 Insurer metrics – effects of insurer performance

Research participants indicated how the insurers' performance of the twenty-one insurer metrics they rated in CST 1.14, would influence the likelihood that they would insure new assets and retain their existing policies with their insurers. These responses were cross-tabulated to determine the likelihood of insuring new assets and retaining existing policies against the insurer performance of the metrics summarised

in Section 5.3.4. In addition, chi-square tests were conducted to test for significance between these factors. As discussed in Section 4.5, the revised two-point rating scale for CST 1.14 was used to permit such analyses. Additionally, Null (H_0) and Alternative (H_1) hypotheses were formulated and tested using chi-square tests. Instances of observed statistical significance between the insurers' performance (CST 1.14) and the effects of deterioration (CST 2.1 and CST 3.1) or improvement thereof (CST 2.2 and CST 3.2) on the likelihood of respondents insuring new assets or retaining their existing policies with the insurer are discussed below. The researcher's observations of the non-statistically significant relationships will also be briefly noted.

5.3.5.1 Statistically significant observations

1. Claims efficiency: effects of deterioration on policy retention

Statistical significance was observed in the insurer metric 'Claims efficiency: performance versus effects of deterioration on policy retention' (CST 1.14_8 and CST 3.1). As per the cross-tabulation, the majority of respondents (152 out of 168) rated the insurers' performance as favourable, and of these, 125 (82.24%) stated that a deterioration of the metric's performance would decrease the likelihood of them retaining their policies with the insurer. Of the 16 respondents who rated the insurers' performance as unfavourable, 11 (68.75%) stated that a deterioration of the metric's performance would decrease their likelihood of retaining their policies with the insurer.

This result indicates that a deterioration in claims efficiency will negatively influence respondents' willingness to retain their current policies with their insurer, whether they rated the insurers' performance in this metric as favourable or unfavourable. For many insurance customers, paying valid claims, and processing such claims efficiently, is a critical moment of truth for an insurer and may determine the customer's lasting impression of the insurer (Bassi *et al.*, 2018; Fiebelmann, 2019; Fen, 2019). Considering that insurance claims are frequently stressful for customers (Fiebelmann, 2019), efficiently processing claims may determine their ongoing tenure with the insurer (Bassi *et al.*, 2018).

The researcher recommends that insurers should critically assess, and continually re-assess, their claims processes to identify any inefficient or unnecessarily complex process elements. Insurers should determine minimum standards for each process element, using suitable internal benchmarks, for example, service level agreements,

turn-around-times, or defects million opportunities. The identified process elements should be improved, restructured or redesigned to achieve these benchmarked standards. Ongoing assessments of the performance of each process element will determine if the actions taken have had their intended effect or if further work is required to achieve the desired result.

2. Complaint handling efficiency: effects of deterioration on policy retention

Statistical significance was observed in the insurer metric 'Complaint handling efficiency: performance' versus 'effects of deterioration on policy retention' (CST 1.14_10 and CST 3.1). As per the cross-tabulation, the majority of respondents (156 out of 168) rated the insurers' performance as favourable, and of these, 126 (80.77%) stated that a deterioration of the metric's performance would decrease the likelihood of them retaining their policies with the insurer. Of the 12 respondents who rated the insurers' performance as unfavourable, 10 (83.33%) stated that a deterioration of the metric's performance would decrease their likelihood of retaining their policies with the insurer.

This result indicates that a deterioration in efficiency in dealing with complaints will negatively influence respondents' willingness to retain their current policies with their insurer, whether they have rated the insurers' performance in this metric as favourable or unfavourable. If a customer has formally expressed their frustration at a specific action or omission by the insurer, they expect the insurer to take the complaint seriously, manage the complaint appropriately and resolve the complaint timeously. The researcher has observed that an insurer's failure to seriously, promptly and fairly address and resolve a customer's complaint will frequently cause the customer to vent their frustrations on social media and possibly escalate the complaint to the relevant insurance ombudsman or regulatory authority. Research by Harvard Business Review has shown that organisations who take customers' complaints seriously are more likely to earn these customers' ongoing loyalty and increased spending than organisations who downplay or do not respond to their complaints (Huang *et al.,* 2018).

In addition to improving claims efficiency, insurers should critically assess, and continually re-assess, their complaint handling processes, to identify any inefficient or unnecessarily complex process elements. Insurers should determine minimum standards for each process element using suitable internal benchmarks. The identified

process elements should be improved, restructured or redesigned to achieve these benchmarked standards. Ongoing assessments of the performance of each process element will determine if the actions taken have had their intended effect or if further work is required to achieve the desired result.

Insurers are reminded that when a customer lodges a formal complaint, they are usually frustrated, possibly angry, and may have a lowered opinion of the organisation for the failure (Huang *et al.*, 2018). Insurers should act swiftly, considerately, empathetically and fairly in resolving the complaint..

3. Communication content: effects of deterioration on policy retention

Statistical significance was observed in the insurer metric 'Communication content: performance versus effects of deterioration on policy retention' (CST 1.14_13 and CST 3.1). As per the cross-tabulation, the majority of respondents (150 out of 168) rated the insurers' performance as favourable, and of these, 125 (83.33%) stated that a deterioration of the metric's performance would decrease the likelihood of them retaining their policies with the insurer. Furthermore, of the 18 respondents who rated the insurers' performance as unfavourable, 11 (61.11%) stated that a deterioration of the metric's performance would decrease their likelihood of retaining their policies with the insurer.

This result indicates that respondents' place some value on the contents of their insurers' communications that a deterioration thereof may negatively influence their willingness to retain their current policies, whether they have rated the insurers' performance in this metric as favourable or unfavourable. Respondents may view their insurers' communications as the primary source of information addressing product developments and enhancements, claims and complaints' procedures, relevant contact details, and other essential information. Considering the amount of information that is available online and the threat of information overload (Schmitt, Debbelt & Schneider, 2018), respondents may feel that their insurers' communications provide accurate and appropriate information in a medium that is easy to obtain and understand, and that negates the risk of them receiving inaccurate or outdated information from online sources.

Similar to the researcher's recommendations for improving communication contents in Section 5.3.4, insurers should carefully consider the information included in their

communications to add value to their customers and help them understand their policies. Insurers should see their communications as their customers' 'one-stop information shop' for all policy information, terms and conditions, procedures, contact details, and other material information. Insurers can readily structure their communications to provide crucial information snippets with embedded hyperlinks to the insurer's website for detailed information, supporting documents and procedures.

4. Communication content: effects of improvement on insuring new assets

Statistical significance was observed in the insurer metric 'Communication content: performance versus effects of improvement on insuring new assets' (CST 1.14_13 and CST 2.2). As per the cross-tabulation, the majority of respondents (150 out of 168 respondents) rated the insurers' performance as favourable, and of these, 127 (84.67%) stated that an improvement of the metric's performance would increase the likelihood of them insuring new assets with the insurer. Furthermore, of the 18 respondents who rated the insurers' performance as unfavourable, 11 (61.11%) stated that an improvement of the metric's performance would increase the likelihood of them insuring new assets with the insurer.

Similar to the results identified in Communication content: effects of deterioration on policy retention above, this result indicates that respondents place significant value on the content of their insurers' communications, and an improvement thereof may positively influence their willingness to insure new assets, whether they have rated the insurers' performance in this metric as favourable or unfavourable. As noted above, respondents may view their insurers' communications as the primary source of information addressing product developments and enhancements, claims and complaints' procedures, relevant contact details, and other important information. Respondents may also be seeking additional information regarding new assets they are looking to acquire and insure, and deem their insurer's communications the most accurate and current information source.

In addition to the above recommendations for addressing deterioration in communication contents, insurers may consider including 'hot topics' in their communications to address notable trends, current developments and other pertinent insurance-related information.

5. Policy benefits: effects of deterioration on policy retention

Statistical significance was observed in the insurer metric 'Policy benefits: performance versus effects of deterioration on policy retention' (CST 1.14_18 and CST 3.1). As per the cross-tabulation, the majority of respondents (166 out of 168 respondents) rated the insurers' performance as favourable, and of these, 135 (81.33%) stated that a deterioration of the metric's performance would decrease the likelihood of them retaining their policies with the insurer.

This result indicates that a deterioration in policy benefits would negatively influence the willingness of respondents to retain their current policies with their insurer. Policy benefits are one way an insurer can set itself apart from its peers and increase its value proposition to its customers (Enge, 2011; O'Brien, 2012). Furthermore, as some customers place greater value on a policy's benefits than its premium (Thompson, D., 2019), it is understandable that the majority of respondents felt strongly about their policy benefits continuing to provide comprehensive levels of cover when considering maintaining their policies with their insurer.

The researcher recommends that insurers should not arbitrarily reduce policy benefits to reduce premiums or overhead costs, as the implications of such actions may inadvertently cause an exodus of otherwise-loyal pro-benefit customers. Unless done for valid legislative, underwriting, liquidity or solvency reasons, any considered reduction of policy benefits should be tested against the insurer's closest competitors to understand potential gaps that may be created. Suitable actuarial modelling should be done to project potential policy attrition. If feasible, the insurer should engage its customers to discuss the considered policy changes to gain first-hand insight into the effects thereof. As noted in Section 5.3.4 regarding customers' frequent view that insurance is a commodity purchase, insurers should remain cognisant that reducing benefits in line with the market may cause customers to defect to equivalent, albeit cheaper, competitors.

Of the twenty-one insurer metrics included in the survey questionnaire, statistical significance was observed in four of them, as discussed above. Despite statistical significance not being present in the remaining 17 metrics, insurers may want to consider their business impact as customers generally deem favourable performance in these metrics necessary for them to consider insuring new assets and retaining their

current policies. Similarly, insurers may wish to guard against allowing their generally high-rated performance to falter to reduce the risk of potential policy attrition and customer churn. Further, insurers may want to differentiate themselves from their peers to provide current and potential customers with a greater value proposition than the competition does.

5.3.6 Insurer metrics – correction required

Research participants rated the metrics in which their insurer performed poorly in order of importance, to increase the likelihood that they would insure new assets and retain existing policies with their insurers. These responses were cross-tabulated to determine the importance of correcting the metrics relative to insurer performance thereof, as summarised in Section 5.3.4, to determine the likelihood of insuring new assets and retaining existing policies. In addition, chi-square tests were conducted to test for significance between these factors. As discussed in Section 4.6, the five-point rating scales used in CST 4.1 and CST 4.2 were adjusted to two-point rating scales to maintain consistency with CST 1.14's rating scale adjustment. Additionally, Null (H_0) and Alternative (H_1) hypotheses were formulated and tested using chi-square tests. Instances of observed statistical significance between the insurers' performance (CST 1.14) and the importance to correct poor performance to increase the likelihood of respondents insuring new assets (CST 4.1) or retaining existing policies (CST 4.2) with their insurer will be discussed below. The researcher's observations of the non-statistically significant relationships will also be briefly noted.

5.3.6.1 Statistically significant observations

1. Innovation: performance versus importance to correct to insure new assets

Statistical significance was observed in the insurer metric 'Innovation: performance versus importance to correct poor performance to insure new assets' (CST 1.14_15 and CST 4.1_15). As per the cross-tabulation, the majority of respondents (86 out of 128 respondents) rated the insurers' performance as favourable, and of these, 61 (70.93%) stated that the performance of the metric was important to correct to increase the likelihood of them insuring new assets with the insurer. In addition, of the 42 respondents who rated the insurers' performance as unfavourable, 20 (47.62%) stated that performance of the metric was important to correct to increase the likelihood of them insuring new assets with the insurer.

This result indicates the majority of respondents (81 out of 128, or 63.28%) felt that improving innovation was important to increase the likelihood of them insuring new assets with their insurer. While the 'Important to correct' result indicated that 61 out of 86 (70.93%) respondents rated the insurers' performance as favourable, the 'Important to correct' and 'Less important to correct' results were almost evenly split between respondents who rated the insurers' performance as unfavourable, with a slight bias towards the latter result (22 out of 42, or 52.38%). These results may coincide with the perceived commoditised nature of short-term insurance, as noted in Section 5.3.4. Customers may be actively seeking insurers who can provide policies and benefits that cater to current and emerging insurance risks and go beyond merely offering cover for insured losses to meaningfully improving their lives (Naujoks *et al.,* 2018).

As per the above recommendation for Innovation, the researcher recommends that insurers consider benchmarking their product and service offerings against South African and global industry leaders to identify potential areas for development or improvement (Downs, 2019; McMahon, 2016). Insurers are also encouraged to engage with their customers to understand where they should focus on fulfilling their customers' needs and prioritise development or improvement accordingly.

2. Innovation: performance versus importance to correct to retain existing policies

Statistical significance was observed in the insurer metric 'Innovation: performance versus importance to correct poor performance to retain existing policies' (CST 1.14_15 and CST 4.2_15). As per the cross-tabulation, the majority of respondents (75 out of 112 respondents) rated the insurers' performance as favourable, and of these, 49 (65.33%) stated that the performance of the metric was important to correct to increase the likelihood of retaining their existing policies with the insurer. Furthermore, of the 37 respondents who rated the insurers' performance as unfavourable, 16 (43.24%) stated that performance of the metric was important to correct to increase the likelihood of retaining their existing policies with the insurer.

This result indicates the majority of respondents (65 out of 112, or 58.04%) felt that improving innovation was important to increase the likelihood of retaining their existing policies with their insurer. While the 'Important to correct' result indicated that 49 out

of 75 (65.33%) respondents rated the insurers' performance as favourable, the 'Important to correct' and 'Less important to correct' results favoured the latter (21 out of 37, or 56.76%), where respondents rated the insurers' performance in terms of innovation as unfavourable. These results may coincide with the perceived commoditised nature of short-term insurance, as noted in Section 5.3.4. Customers may require that their insurers enhance or develop their current coverage and benefits to cater to current and emerging insurance risks and go beyond merely offering cover for insured losses (Naujoks *et al.*, 2018).

As per the above recommendation for Innovation, the researcher recommends that insurers consider benchmarking their product and service offerings against South African and global industry leaders to identify potential areas for development or improvement (Downs, 2019; McMahon, 2016). Insurers are also encouraged to engage with their customers to understand where they should focus in fulfilling their customers' needs, and prioritise development or improvement accordingly.

Of the twenty-one insurer metrics included in the survey questionnaire, statistical significance was observed in one of them, as discussed above. Despite statistical significance not being present in the remaining 20 metrics, insurers may want to continuously review their products, processes, systems, and all other aspects of their businesses that impact their customers to ensure their value propositions remain relevant for the current market and they do not lag behind their industry peers.

5.4 SUMMARY OF MAIN FINDINGS AND RECOMMENDATIONS

The following table summarises the main findings and recommendations discussed in Section 5.3.

Table 5.1: Main findings and recommendations

Topic / Insurer Metric	Main Findings	Recommendations
Insurer metrics – performance by insurers: Communication content	While the majority of respondents rated *Communication content* as important and the insurers' performance favourably, 32.26% of respondents who rated this metric as less important rated the insurers' performance as unfavourable. These respondents may feel that the communications distributed by their insures contain information that is not relevant or of use to them.	Insurers should give greater consideration to the content of the communications they send to their customers. Such content may include information to assist with submitting claims, clarifying claimable events and scope of coverage, understanding policy documents or terms and conditions, providing essential contact details and escalation channels. Insurers could also consider using communications to highlight the importance of insurance to safeguard against financial loss.
Insurer metrics – performance by insurers: Premium billing accuracy	98.29% of respondents rated *Premium billing – accuracy* as important, and all of them rated the insurers' performance as favourable. This result indicates the importance respondents place on accurate premium collections due to the possible implications of inaccurate or untimely debit order collections.	To ensure customers are safeguarded against inaccurate or untimely debit orders, insurers should pay ongoing attention to timeously collecting customers' premiums from their specified bank accounts, ensuring that debit orders are accurately captured and coincide with customers' premiums. Further insurers should ensure that customers are timeously informed of any premium changes or pro-rata premiums resulting from policy servicing.
Insurer metrics – performance by insurers: Innovation	While the majority of respondents rated *Innovation* as important, 25.23% of them rated the insurers' performance as unfavourable. Further, 42.65% of respondents who rated this metric as less important rated the insurers' performance as unfavourable.	Insurers should consider their product and service offerings against South African and global industry leaders to identify gaps that may be addressed through new product, service or benefit development or the improvement of existing offerings. Insurers are also encouraged to engage with their customers to understand where they should focus on

Topic / Insurer Metric	Main Findings	Recommendations
	This result indicates that while respondents generally feel that innovation by their insurers is important, insurers are underperforming in this metric.	fulfilling their customers' needs and prioritise development or improvement accordingly.
Insurer metrics – performance by insurers: Product design	While the majority of respondents rated *Product – design* as important, 25.71% of them rated the insurers' performance as unfavourable. Further, 54.29% of respondents who rated this metric as less important rated the insurers' performance as unfavourable. This result indicates that while respondents generally feel that their insurers' product design is important, insurers are underperforming in this metric.	Insurers should engage with their customers to understand their current insurance needs and design or update their products and services to satisfy these needs.
Insurer metrics – performance by insurers: Rewards	The majority of respondents rated *Rewards* as less important, with 42.57% rating the insurers' performance as unfavourable. However, 87.84% of respondents who rated the metric as important also rated the insurers' performance as favourable. The important-favourable results may indicate these respondents gravitated towards insurers who offer comprehensive policy rewards, which the respondents subsequently experienced. Conversely, the less important-unfavourable results may indicate less-developed rewards offerings than some of the other insurers included in the survey. These respondents may have gravitated towards these insures to avoid the requirements necessary to earn the rewards offered by the favourably rated insurers.	, Insurers should engage with their customers to understand their requirements and expectations regarding insurance rewards. This understanding will help insurers determine if focus and resources should be committed to developing rewards offerings or enhancing their current rewards offering to satisfy identified customer requirements and expectations.
Insurer metrics – effects of insurer performance:	80.95% of respondents indicated that a deterioration in the performance of the metric *Claims efficiency* would decrease the likelihood of retaining their policies with the insurer,	Insurers should critically assess and continually reassess their claims processes to identify any inefficient or unnecessarily complex process elements. Further, insurers should determine minimum standards for each process

Topic / Insurer Metric	Main Findings	Recommendations
Claims efficiency	whether they rated the insurers' performance favourably or unfavourably. This result may indicate that as many insurance customers believe an insurance organisation's core purpose is to pay valid claims, the failure to do so efficiently means the insurers have failed at their core purpose. Thus, respondents may view efficiently processing claims as an 'acid test' that determine their ongoing tenure with the insurer.	element using suitable internal benchmarksand improve, restructure or redesign them to achieve these benchmarked standards. Ongoing assessments of each process element's performance will determine if the actions taken have had their intended effect or if further work is required to achieve the desired result.
Insurer metrics – effects of insurer performance: Complaints' handling efficiency	80.95% of respondents indicated that a deterioration in the performance of the metric *Complaints' handling efficiency* would decrease the likelihood of retaining their policies with the insurer, whether they rated the insurers' performance favourably or unfavourably. This result may be because if an insurance organisation's customer has formally expressed their frustration at a specific action or omission by the insurer, they expect the insurer to take the complaint seriously, handle the complaint appropriately, and resolve the complaint timeously. An insurer's failure to seriously, promptly and fairly address and resolve a customer's complaint may cause the customer to vent their frustrations on social media and possibly escalate the complaint to the relevant insurance ombudsman or regulatory authority.	Insurers should act swiftly, considerately, empathetically, and fairly in resolving customer complaints. Insurers should critically assess and continually reassess their complaint handling processes to identify any inefficient or unnecessarily complex process elements. Further, insurers should determine minimum standards for each process element using suitable internal benchmarks and improve, restructure or redesign them to achieve these benchmarked standards. Ongoing assessments of each process element's performance will determine if the actions taken have had their intended effect or if further work is required to achieve the desired result.
Insurer metrics – effects of insurer performance: Communication content	80.95% of respondents indicated that a deterioration in the performance of the metric *Communication content* would decrease the likelihood of retaining their policies with the insurer, whether they rated the insurers' performance favourably or unfavourably.	Insurers should carefully consider the information included in their communications to add value to their customers and help them understand their policies. Insurers should see their communications as their customers' 'one-stop information shop' for all policy information, terms and

Topic / Insurer Metric	Main Findings	Recommendations
	Respondents may view their insurers' communications as the primary and most reliable source of information addressing product developments and enhancements, claim and complaint procedures, relevant contact details, and other important information.	conditions, procedures, and contact details. Insurers can readily structure their communications to provide crucial information snippets with embedded hyperlinks to the insurer's website for detailed information, supporting documents and procedures. Insurers may consider including 'hot topics' in their communications to address notable trends, current developments and other pertinent insurance-related information.
Insurer metrics – effects of insurer performance: Communication content	82.14% of respondents indicated that an improvement in the performance of the metric *Communication content* would increase the likelihood of insuring new assets with the insurer, whether they rated the insurers' performance favourably or unfavourably. Respondents may view their insurers' communications as the primary and most reliable source of information addressing product developments and enhancements, claim and complaint procedures, relevant contact details, and other important information. Respondents may also seek additional information in these communications for assets they are looking to acquire and insure and deem their insurer's communications the most accurate and current information source.	
Insurer metrics – effects of insurer performance: Policy benefits	80.95% of respondents indicated that a deterioration in the performance of the metric *Policy benefits* would decrease the likelihood of retaining their policies with the insurer, whether they rated the insurers' performance favourably or unfavourably. Policy benefits are one way an insurer can set itself apart from its peers and increase its value proposition to its customers. Further, as some customers place greater value on a policy's benefits than its premium, it is understandable that the majority of respondents felt strongly about their	Insurers should not arbitrarily reduce policy benefits to reduce premiums or overhead costs, as the implications of such actions may inadvertently cause otherwise-loyal pro-benefit customers to defect to competitors. Suitable actuarial modelling should be done to project potential policy attrition. If feasible, the insurer should engage its customers to discuss the considered policy changes to gain first-hand insight into the effects thereof.

Topic / Insurer Metric	Main Findings	Recommendations
	policy benefits remaining robust when considering maintaining their policies with their insurer.	
Insurer metrics – correction required: Innovation	63.28% of respondents indicated the performance of the metric *Innovation* was important to correct to increase the likelihood of insuring new assets with the insurer, whether they rated the insurers' performance favourably or unfavourably. This result may indicate customers are actively seeking insurers who can provide policies and benefits that cater to current and emerging insurance risks and go beyond merely offering cover for insured losses to meaningfully improving their lives.	Insurers should consider their product and service offerings against South African and global industry leaders to identify gaps that may be address through new product, service or benefit development or the improvement of existing offerings. Insurers are also encouraged to engage with their customers to understand where they should focus on fulfilling their customers' needs and prioritise development or improvement accordingly.
Insurer metrics – correction required: Innovation	58.04% of respondents indicated the performance of the metric *Innovation* was important to correct to increase the likelihood of retaining their existing policies with the insurer, whether they rated the insurers' performance favourably or unfavourably. This result may indicate customers require that their insurers enhance or develop their current coverage and benefits to cater to current and emerging insurance risks and go beyond merely offering cover for insured losses to meaningfully improving their lives.	

5.5 EVALUATING THE RESULTS AGAINST THE RESEARCH OBJECTIVES, QUESTIONS AND HYPOTHESES

An evaluation of the research findings relative to the research objectives, questions and hypotheses developed for the study will follow.

Primary objective

Determine customer centricity displayed by short-term insurance organisations in South Africa

Did the research achieve the objective: Yes

Associated research question:

How is customer centricity displayed by short-term insurers, as an aggregate, within South Africa, perceived by their customers?

Associated hypothesis:

H1 South African short-term insurers display a high degree of customer centricity as perceived by their customers.

The twenty-one insurer metrics identified for this study focus on specific business functions of a short-term insurance organisation that either directly impact short-term insurance customers or have an indirect but material effect on them. Research participants provided their responses on how well they believed their insurers performed in these metrics, thereby providing the researcher with data to determine if the insurers' approach to dealing with their customers was customer centric. The insurers' performance of the metrics is analysed in detail in 4.4 Insurer metrics – performance by insurers. The insurers' performed favourably in all metrics, except Omnichannel (78.86% of the research participants rated the insurers' performance as unfavourable) and Product design (54.29% of the research participants rated the insurers' performance as unfavourable).

Based on the findings, the research participants believe that South African short-term insurers have generally incorporated customer centricity into the business functions that directly impact their customers or have an indirect but material effect on them. Accordingly, the above hypothesis is accepted.

Secondary objective 1

To investigate if the adoption of a customer-centric organisational strategy will increase sales to new and existing customers.

Did the research achieve the objective: Yes

Associated research question:

Will the adoption of a customer-centric organisational strategy increase sales to new and existing customers?

Associated hypothesis:

H2 An insurer that displays a high degree of customer centricity will benefit from increased sales to new and existing customers.

Research participants provided their responses on whether deterioration of the metrics' performance would negatively influence the likelihood of insuring new assets with their insurer. Similarly, they provided their responses on whether improvement of the metrics' performance would positively influence the likelihood of insuring new assets with their insurer. The responses are analysed in detail in Section 4.5. In all instances, over 80% of the research participants indicated that deterioration of the metrics' performance would negatively influence insuring new assets, and an improvement thereof would positively influence insuring new assets with their insurer.

Based on the findings, the research participants believe that improving customer centricity will positively influence sales to new and existing customers. Similarly, where customer centricity is absent, they believe that the introduction thereof will positively influence sales to new and existing customers. Accordingly, the above hypothesis is accepted.

Secondary objective 2

To investigate if the adoption of a customer-centric organisational strategy will improve customer retention levels.

Did the research achieve the objective: Yes

Associated research question:

Will the adoption of a customer-centric organisational strategy improve customer retention levels?

Associated hypothesis:

H3 Insurers who have adopted customer-centric strategies display higher degrees of customer retention than insurers who have not.

Research participants provided their responses on whether deterioration of the metrics' performance would negatively influence the likelihood of retaining existing policies with their insurer. Similarly, they provided their responses on whether improvement of the metrics' performance would positively influence the likelihood of retaining existing policies with their insurer. The responses are analysed in detail in Section 4.5. In all instances, over 80% of the research participants indicated that deterioration in the metrics' performance would negatively influence the retention of existing policies, and an improvement thereof would positively influence the retention of existing policies with their insurer.

Based on the findings, the research participants believe that improving customer centricity will positively influence customer retention levels. Similarly, they believe that where customer centricity is absent, the introduction thereof will positively influence customer retention levels. Accordingly, the above hypothesis is accepted.

Secondary objective 3

To determine/assess what short-term insurance organisations can do to improve their customer centricity.

Did the research achieve the objective: Yes

Associated research question:

What could insurers who have failed to implement customer-centric strategies do to improve their customer centricity and improve their financial performance, customer satisfaction, and customer retention?

Research participants provided their responses on the insurer metrics that they believed required correction to increase the likelihood of placing new business and retaining their current policies with their insurer. The responses are analysed in detail in Section 4.6. In all instances, the majority of the research participants indicated that

each of the metrics required correction to increase the likelihood of placing new business and retaining current policies with their insurer. Despite the generally favourable performance observed in Section 4.4, and discussed under the Primary objective above, the research participants have indicated that there is room for improvement in all metrics included in the study: starting and servicing a policy; contacting the insurer; claims; complaint handling; pricing and premium billing; innovation; product design and variety; policy benefits; rewards; and value for money.

Based on the findings, insurers are encouraged to critically assess each of the metrics to identify possible shortcomings. Correcting such inadequacies should be done on a priority basis, with those having the most significant customer impact addressed first. Where feasible, insurers should engage their customers to understand specific areas requiring improvement. Such engagement can be in the form of member-based research surveys after customer contacts and client mailers inviting feedback on any business processes customers have recently experienced. Insurers should analyse complaints' data to identify complaint trends, themes and recurring root causes. Such complaint analysis may reveal shortcomings in organisational culture, processes, systems, staffing, employees, or third parties that insurers should address accordingly.

5.6 LIMITATIONS OF THE STUDY

Like any other study, this study is not without limitations. The results of this study cannot be generalised to other industries in South Africa because of the unique nature of the insurance industry compared to other service or retail sectors. Equally so, this study cannot be generalised to other countries as the South African insurance industry is unique in the risks underwritten by South African insurers and the industry's level of maturity compared to developed and developing nations.

This discussion highlights the following limitations of the study: sample representatives; survey length; respondent drop-off; and research design.

5.6.1 Sample representativeness

The sample of respondents who completed the survey questionnaire may not be fully representative of the short-term insurance customer population in South Africa. This representativeness may be influenced by the study's sample size (213 respondents) versus the population size (4.5 million short-term insurance customers as of 2017

(Automobile Association of South Africa, 2017) and the researcher's relatively small and channel-specific social media network. Thus, the study cannot be generalised.

5.6.2 Survey length and respondent drop-off

The researcher discovered technological limitations in the survey host's skip logic that only became apparent when creating the survey online. This limitation resulted in the questionnaire's final length exceeding the planned survey length. The final survey totalled 100 questions over ten web pages and caused some research participants to abandon the survey at various stages of completion. Of the 213 research participants who started the survey, 153 participants completed it, resulting in a survey completion rate of 71.84%.

5.6.3 Research design

As the researcher elected a quantitative, empirical, descriptive, non-experimental research design, data was not obtained to explore the responses in detail. The study thus provides breadth, but not depth, of information. The study's results provide an introductory view of the importance respondents placed on specific insurer metrics (business functions), how well the insurers performed in these metrics, the effects of improved or worsened performance, and which metrics insurers should focus on improving to increase sales to new and existing customers and improve customer retention levels. The study's results may also build on the limited South African insurer-specific customer centricity body of knowledge currently available. However, the study did not seek to determine or understand causality between the responses and to what extent changes in the insurers' metric performance would influence sales to new and existing customers and customer retention levels.

5.7 IMPLICATIONS OF THE STUDY AND CONSIDERATIONS FOR FUTURE RESEARCH

The breadth of insurer metrics selected for the study was intended to explore business functions that, based on the researcher's experience in the short-term insurance industry, can materially impact new business sales and policy retention. While being mindful of the above study's limitations, insurers can use the results to identify possible customer centricity weaknesses in these metrics within their organisations and explore solutions to remediate them. Furthermore, insurers who are keen to develop,

implement or enhance a customer-centric strategy may use this study's findings as a launch pad, however, they should conduct studies specific to their customer-base and the particular objectives they want to achieve. As many of the metrics selected for the study would be present in other, non-short-term insurance organisations, these insurers may find value in the results of the applicable metrics. These insurance organisations are encouraged to leverage this study to assess and, where necessary, improve customer centricity in their businesses to strengthen new business sales and customer retention.

This study may be a feasible entry point into further customer-orientated studies in the South African insurance industry. Such future studies may include:

Generally

Exploring the identified insurer metrics in greater detail to further improve their performance to enhance new business sales and policy retention. Identifying and exploring other insurer business functions that have a high customer-impact. Identifying the elements of a business function or process that are important or unimportant to customers and enhancing or reducing these, respectively.

Specifically

Gaining an understanding of the contents of customer communications will add the greatest value for customers and determine how insurers can use their communications to set themselves apart from their peers. Studies that explore innovation and product design with a future-orientated and value proposition-maximising view to cater for future insurance risks and enhance the value of insurance in customers' lives would be valuable. Similarly, studies exploring rewards and gaining an understanding whether the development of rewards might entrench customer loyalty and improve policy longevity.

5.8 CONCLUSION

This study's objective was to explore customer centricity in the South African short-term insurance industry within its research philosophy, design, and approach. A review of the current literature regarding customer centricity was undertaken and is presented in Chapter 2. A quantitative, empirical, descriptive, non-experimental research design

was elected as discussed in Chapter 3. Data were obtained using a self-administered online survey questionnaire that was distributed to 213 research participants, and 153 surveys were completed for a completion rate of 71.84%. Data were analysed using IBM SPSS and discussed in detail in Chapter 4. The study's conclusions, recommendations and other important final elements are discussed in this chapter.

The study has achieved its objectives, has answered the research questions, and correctly accepted its alternative hypotheses. The research findings have shown that South African short-term insurers display a high degree of customer centricity within the identified insurer metrics. Improvement or deterioration of these metrics' performance will, respectively, positively or negatively influence respondents' willingness to insure new assets and retain their current policies with their insurer. Despite the overall favourable results of the insurers' performance in the metrics, respondents indicated that improvement was necessary for each metric to increase the likelihood of placing new business and retaining their current policies with their insurer.

The study's limitations were addressed in Section 5.6, notably sample representativeness, survey questionnaire length and the chosen research design. These limitations must be considered when reading this dissertation and using the results for future academic exploration or in a business context.

The study's implications and future research considerations are noted in Section 5.7. Considering the limited South African insurer-specific customer centricity body of knowledge currently available, the researcher hopes this study may provide a viable information source for future studies into this topic. With the advent of market conduct and customer-orientated legislation, further studies may assist insurers in integrating customer centricity into their organisation to simultaneously meet customer and legislative needs. Furthermore, this initial exploration into the identified insurer metrics (business functions) may assist future studies understand why respondents rated certain metrics as more important than others and what corrective action insurers should take to improve their customer centricity and to encourage their customers to insure new assets and retain their current policies. Such studies may hone-in on insurer metrics that have the highest customer impact to encourage sales and customer retention.

The study may also be a useful starting point for short-term insurance organisations that are looking to develop or improve customer centricity within their businesses. Non-short-term insurers may also find value in the results, as many of the selected insurer metrics are present in their organisations.

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APPENDIX A:
RESEARCH INSTRUMENT – SURVEY QUESTIONNAIRE DATA REQUIREMENTS TABLE

Research objective 1	Determine customer centricity displayed by short-term insurance organisations in South Africa as perceived by customers.
Type of research	Descriptive: to describe the characteristics of any existing phenomena. Will include a correlational element: to ascertain what relationships, if any, exist between the variables

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
CST 1.1	Customer location	Fact: Determine the province in which customer is located	List question: Single selection Province to be selected from list of SA's nine provinces 1. Eastern Cape 2. Free State 3. Gauteng 4. Kwazulu Natal 5. Limpopo 6. Mpumalanga	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			7. North West 8. Northern Cape 9. Western Cape		
CST 1.2	Customer gender	Fact: Determine the customer's gender	List question: Single selection Gender to be selected: 1. Male 2. Female	N/A	Yes
CST 1.3	Customer race category	Fact: Determine the customer's race	List question: Single selection Race category to be selected from list of races: 1. Asian 2. Black 3. Coloured 4. Indian 5. White	N/A	Yes
CST 1.4	Customer age	Fact:	List question: Single selection	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
		Determine age bracket customer falls into	Age category to be selected: 1. 18 – 30 2. 31 – 40 3. 41 – 50 4. 51 – 60 5. 60 and above		
CST 1.5	Customer life status	Fact: Determine the life status that describes the customer	List question: Single selection Life status category to be selected: 1. Single (no children) 2. Single (with children) 3. Married / living with partner (no children) 4. Married / living with partner (with children) 5. Divorced (no children) 6. Divorced (with children) 7. Widowed (no children) 8. Widowed (with children)	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
CST 1.6	Customer employment status	Fact: Determine the employment status that describes the customer	List question: Single selection Employment status category to be selected: 1. Unemployed, actively seeking a job 2. Unemployed, not actively seeking a job 3. Non-working/housewife 4. Full-time student (college/university) 5. Employed Full Time 6. Employed Part Time 7. Self Employed/Business Owner 8. Retired	N/A	Yes
CST 1.7	Customer income band (gross monthly income)	Fact: Determine the income band that the customer (self and/or spouse/partner)	List question: Single selection Gross monthly income band category to be selected: 1. Less than 20 000 2. R20 001 to R30 000 3. R30 001 to R40 000 4. R40 001 to R50 000	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			5. R50 001 to R60 000 6. R60 001 to R70 000 7. R70 001 to R80 000 8. R80 001 to R90 000 9. R90 001 to R100 000 10. R100 001+ 11. Prefer not to answer		
CST 1.8	Customer education level	Fact: Determine the customer's education level	List question: Single selection Education level to be selected: 1. Less than matric 2. Matric 3. Diploma 4. Bachelor's Degree 5. Post-Graduate Diploma 6. Post-Graduate Degree	N/A	Yes
CST 1.9	Insurer the customer is insured with	Fact: Determine the specific insurer the customer is	List question: Single selection	South African insurers with ≥ 50 complaints received, as	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
		insured with for their primary motor vehicle	32 specific SA insurers listed + Other category from which the customer to select the insurer with whom insured: 1. ABSA 2. AIG 3. Alexander Forbes 4. Auto & General 5. Bidvest 6. Bryte 7. Budget 8. Centriq 9. Compass 10. Constantia 11. Dial Direct 12. Discovery Insure 13. First for Women 14. FNB 15. Genric 16. Guardrisk 17. Hollard	noted in the 2018 OSTI annual report	

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			18. Infiniti 19. King Price 20. MiWay 21. Momentum 22. Nedbank 23. New National 24. Oakhurst 25. Old Mutual Insure 26. OUTsurance 27. PPS Short-term 28. Regent (Hollard Specialist Insurance) 29. Renasa 30. Santam 31. Standard Bank Insurance 32. Western National 33. Other		
CST 1.10	Customer tenure with current insurer	Fact: Determine how long the customer has been insured with the selected insurer	List question: Single selection Insurance cover tenure category (tenure band) to be selected:	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			1. Less than 1 year 2. 1 to 2 years 3. 2 to 3 years 4. 3 to 4 years 5. 4 to 5 years 6. 5 to 10 years 7. More than 10 years		
CST 1.11	Customer's risks insured with selected insurer	Fact: Determine the risks the customer has insured with the current insurer	List question: Multiple selections The specific risks the customer has insured with the selected insurer: 1. In addition to your primary vehicle, which assets are currently insured with this insurer? 2. Other vehicle/s (motorcar) 3. Other vehicle/s (motorcycle, quad bike, ATV etc.) 4. Household contents (furniture, appliances, audio-visual equipment etc.)	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			5. Building (physical structure and fixtures) 6. Portable possessions (electronic items and personal effects taken out of the house with you) 7. Caravan 8. Trailer 9. Watercraft (motorboat, sailboat, jet ski etc.) 10. Other (any assets not falling into the above categories) 11. No other assets are insured with this insurer		
CST 1.12	Customer's monthly insurance premium with the selected insurer	Fact: Determine the customer's monthly insurance premium with the selected insurer	List question: Single selection Monthly premium band to be selected: 1. Under R1,000 2. R1,001 to R2,000 3. R2,001 to R3,000 4. R3,001 to R4,000 5. R4,001 to R5,000	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
			6. R5,001 to R6,000 7. R6,001 to R7,000 8. R7,001 to R8,000 9. R8,001 to R9,000 10. R9,001 to R10,000 11. R10,001 and above		
CST	Customer rating of selected insurer metrics ("insurer-customer metrics")	Opinion: Determine how important the following 21 insurer metrics are to the customer: 1. Starting new policy – efficiency 2. Policy servicing – efficiency 3. Policy servicing – accuracy 4. Insurer contactability – ease of telephonic contact 5. Omnichannel – multiple contact options	Rating questions: Single selection Five-point rating category for these questions: a. Very Important b. Important c. Moderately Important d. Slightly Important e. Not Important	Yuen, L. 2014. Customer centricity - what do customers want? Journal of the Australian & New Zealand Institute of insurance & finance, 37(5):1-5 Literature review p 17 - 18	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
		6. Staff – availability during business hours 7. Management – availability during business hours 8. Claims – efficiency 9. Claims – fairness 10. Complaint handling – efficiency 11. Complaint handling – fairness 12. Communication – frequency 13. Communication – content 14. Premium billing – accuracy 15. Innovation 16. Product – design 17. Product – variety 18. Policy benefits 19. Rewards			

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in question-naire
		20. Pricing/premiums 21. Value for money			
CST	Customer's opinion of the selected insurer's performance in the *insurer-customer metrics*	Opinion: Determine how well or poorly the selected insurer performs in terms of the *insurer-customer metrics* rated in question CST 1.14	Rating questions: Single selection Four-point rating category for these questions, with ratings specific to each metric	N/A	Yes

Research objective 2	Determine if the adoption of a customer-centric organisational strategy will result in an increase in sales to new and existing customers.
Type of research Proposal	Descriptive: to describe the characteristics of any existing phenomena. Will include a correlational element: to ascertain what relationships, if any, exist between the variables

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in questionnaire
CST 2.1	Will deterioration in the *insurer-customer metrics* of the selected insurer rated as performing favourably in question CST 1.14 negatively affect the likelihood of the customer placing new risks on cover with them?	Opinion: Determine if the deterioration of the favourably-performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection a) or b)) will negatively affect the likelihood of the customer placing new risks on cover with them	List question: Single selection 1. Yes 2. No	N/A	Yes
CST 2.2	Will improvement in the *insurer-customer metrics* of the selected insurer rated as performing poorly in question CST 1.14 positively influence the likelihood of the customer placing new risks on cover with them?	Opinion: Determine if improvement of the poor performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection c) or d)) will positively influence the likelihood of the customer placing new risks on cover with them	List question: Single selection 1. Yes 2. No	N/A	Yes

Research objective 3	Determine if the adoption of a customer-centric organisational strategy will improve customer retention levels.
Type of research Proposal	Descriptive: to describe the characteristics of any existing phenomena. Will include a correlational element: to ascertain what relationships, if any, exist between the variables

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in questionnaire
CST 3.1	Will deterioration in the *insurer-customer metrics* of the selected insurer rated as performing favourably in question CST 1.14 negatively affect the customer's willingness to retain their policy with the selected insurer?	Opinion: Determine if the deterioration of the favourably-performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection a) or b)) will negatively affect the customer's willingness to retain their policy with the selected insurer	List question: Single selection 1. Yes 2. No	N/A	Yes
CST 3.2	Will improvement in the *insurer-customer metrics* of the selected insurer rated as performing poorly in question CST 1.14 positively influence the customer's willingness to retain their policy with the selected insurer?	Opinion: Determine if improvement of the poor performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection c) or d)) will positively influence the customer's willingness to retain their policy with the selected insurer	List question: Single selection 1. Yes 2. No	N/A	Yes

Research objective 4	Determine what short-term insurance organisations that lag behind customer-centric industry leaders can do to improve their customer centricity as perceived by customers.
Type of research Proposal	Descriptive: to describe the characteristics of any existing phenomena. Will include a correlational element: to ascertain what relationships, if any, exist between the variables

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in questionnaire
CST 4.1	Customer's opinion of the poor performing *insurer-customer metrics* that need to be improved on by the selected insurer to increase the likelihood of the customer placing new risks on cover with them.	Opinion: Customer to rate the poor performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection c) or d)) to be improved on by the selected insurer in order of correction priority to increase the likelihood of the customer placing new risks on cover.	Rating questions: Single selection Five-point rating category for these questions plus "N/A" option: a. Not important to correct b. Slightly important to correct c. Moderately important to correct d. Important to correct e. Very important to correct f. N/A	N/A	Yes

Question #	Investigation questions: Facts / demographics Attitudes / opinions Behaviours / events	Variable(s) required	Detail in which data required	Relation to theory & key literature concepts	Check included in questionnaire
CST 4.2	Customer's opinion of the poor performing *insurer-customer metrics* that need to be improved on by the selected insurer to increase the likelihood of the customer retaining their policy with them.	Opinion: Customer to rate the poor performing *insurer-customer metrics* the customer rated in question CST 1.14 (selection c) or d)) to be improved on by the selected insurer in order of correction priority to increase the likelihood of the customer retaining their policy with them.	Rating questions: Single selection Five-point rating category for these questions plus "N/A" option: a. Not important to correct b. Slightly important to correct c. Moderately important to correct d. Important to correct e. Very important to correct f. N/A	N/A	Yes

APPENDIX B:
RESEARCH INSTRUMENT – SURVEY QUESTIONNAIRE

COVERING LETTER / PARTICIPANT INFORMATION SHEET

Dear Participant

You are invited to participate in a research survey, *An Explanatory Study of Customer centricity Displayed by South African Short-Term Insurance Organisations,* conducted by Shane Viljoen (the Researcher), under supervision of Dr Nthabiseng Violet Moraka, in the fulfilment of a Master of Commerce degree at the University of South Africa (Unisa).

This study seeks to obtain your opinion of how customer-centric South African short-term insurance companies are. You have been selected to participate in this survey as you are a client of a short-term insurer. Your participation will assist in determining what effects customer centricity will have on an insurer's new business sales and client retention with a view to assisting these companies better meet the needs of their clients.

Data are being collected through an online survey questionnaire that will be available for completion between 02 December 2019 and 15 May 2020 and will take approximately 13 minutes to complete. Your feedback will automatically be recorded upon completion thereof. You must be at least 18 years old and the policyholder of a short-term insurance policy to complete the survey.

Your participation in this study is completely voluntary and you may decline to complete it. The survey is developed to be anonymous, and we will have no way of connecting the information that you provide to you personally. Consequently, you will not be able to withdraw from the study once you have clicked the Done button. By completing this survey, you agree that the information you provide may be used for research purposes, including dissemination through peer-reviewed publications and conference proceedings. Records will be kept for five years for audit purposes then permanently destroyed. There is no anticipated risk, inconvenience, cost or financial benefit for completing the survey.

Any information provided herein will be kept confidential and shared only with approved third parties for statistical analysis purposes where confidentiality agreements are in place. Findings will only be reported on from a group perspective

and not from the perspective of an individual. All reasonable measures have been taken to protect your identity and responses. Information on SurveyMonkey's security can be found here.

The study fulfils all Unisa's Policy on Research Ethics requirements and has received written approval from Unisa's Research Ethics Review Committee of the College of Economic and Management Sciences. You can request proof thereof from the Researcher. You can report any serious unethical behaviour at Unisa's Toll-Free Hotline 0800 86 96 93.

Final research findings can be requested from the Researcher on sv.unisa.mcom@gmail.com or 083 419 7041. Please contact the Researcher about any aspects of this study.

Thank you for participating in this important study.

Please progress to the next page to access the survey.

Yours sincerely,

Shane Viljoen

SURVEY

The following survey has been designed to obtain your opinion of how customer-centric the South African short-term insurance company you are currently insured with is (hereafter "your insurer"). You will, therefore, complete this survey as a policyholder and premium-paying client who has voluntarily insured one or more of your assets (vehicle, home, portable possessions etc.) with this insurer.

Study-specific Demographics

The following questions will obtain your study-specific demographic information to allow for accurate data analysis.

CST 1.1

Which province do you live in?

1. Eastern Cape
2. Free State
3. Gauteng
4. Kwazulu Natal
5. Limpopo
6. Mpumalanga
7. North West
8. Northern Cape
9. Western Cape

CST 1.2

Please indicate your gender.

1. Male
2. Female

CST 1.3

Please indicate your race.

1. Asian
2. Black
3. Coloured
4. Indian
5. White

CST 1.4

What is your current age?

1. 18 – 30
2. 31 – 40
3. 41 – 50
4. 51 – 60
5. 60 and above

CST 1.5

Which of the following statements best describes your life status?

1. Single (no children)
2. Single (with children)
3. Married / living with a partner (no children)
4. Married / living with a partner (with children)
5. Divorced (no children)
6. Divorced (with children)
7. Widowed (no children)
8. Widowed (with children)

CST 1.6

Which of the following best describes your employment status?

1. Unemployed, actively seeking a job
2. Unemployed, not actively seeking a job
3. Non-working/housewife
4. Full-time student (college/university)
5. Employed Full Time
6. Employed Part-Time
7. Self Employed/Business Owner
8. Retired

CST 1.7

What is the combined gross monthly income band that you and your spouse/partner (if applicable) fall in?

1. Less than 20 000
2. R20 001 to R30 000
3. R30 001 to R40 000
4. R40 001 to R50 000
5. R50 001 to R60 000
6. R60 001 to R70 000
7. R70 001 to R80 000
8. R80 001 to R90 000
9. R90 001 to R100 000
10. R100 001+
11. Prefer not to answer

CST 1.8

What is your highest level of education?

1. Less than matric
2. Matric/Grade 12 or equivalent
3. Diploma or equivalent
4. Bachelor's Degree
5. Post-Graduate Diploma
6. Post-Graduate Degree

Insurer Information

The following questions will obtain information regarding the South African insurer your assets (vehicle, home, portable possessions etc.) are currently insured with ("your insurer").

CST 1.9

Which South African insurer is your primary vehicle currently insured with?

Primary vehicle will be the vehicle that you drive most often, such as daily or to and from work.

1. ABSA
2. AIG
3. Alexander Forbes
4. Auto & General
5. Bidvest
6. Bryte
7. Budget
8. Centriq
9. Compass
10. Constantia
11. Dial Direct
12. Discovery Insure
13. First for Women
14. FNB
15. Genric
16. Guardrisk
17. Hollard
18. Infiniti
19. King Price
20. MiWay
21. Momentum
22. Nedbank
23. New National
24. Oakhurst
25. Old Mutual Insure
26. OUTsurance
27. PPS Short-term
28. Regent (Hollard Specialist Insurance)

29. Renasa
30. Santam
31. Standard Bank Insurance
32. Western National
33. Other

CST 1.10

How long you have been insured with this insurer?

1. Less than 1 year
2. 1 to 2 years
3. 2 to 3 years
4. 3 to 4 years
5. 4 to 5 years
6. 5 to 10 years
7. More than 10 years

CST 1.11

In addition to your primary vehicle, which assets are currently insured with this insurer?

1. Other vehicle/s (motorcar)
2. Other vehicle/s (motorcycle, quad bike, ATV etc.)
3. Household contents (furniture, appliances, audio-visual equipment etc.)
4. Building (physical structure and fixtures)
5. Portable possessions (electronic items and personal effects taken out of the house with you)
6. Caravan
7. Trailer
8. Watercraft (motorboat, sailboat, jet ski etc.)
9. Other (any assets not falling into the above categories)
10. No other assets are insured with this insurer

CST 1.12

What is your current monthly premium with this insurer?

1. Under R1,000
2. R1,001 to R2,000
3. R2,001 to R3,000
4. R3,001 to R4,000
5. R4,001 to R5,000
6. R5,001 to R6,000
7. R6,001 to R7,000
8. R7,001 to R8,000
9. R8,001 to R9,000
10. R9,001 to R10,000
11. R10,001 and above

CST 1.13 Insurer Metrics: Importance

The following questions will ask you to rate the importance of 21 metrics that represent specific insurer functions. This section is intended to gauge how important each of these metrics is to you, as a premium-paying customer of your current insurer.

CST 1.13

Please rate the importance of the insurer metrics that follow.

1. Starting a new policy – efficiency

   How important is it that your insurer offers an efficient way of starting a new policy with them?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

2. Policy servicing – efficiency

   How important is it that your insurer offers an efficient way of servicing your policy? (Policy servicing includes making any changes to your policy, including adding or removing assets, updating your details etc.)

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

3. Policy servicing – accuracy

   How important is it that any policy servicing instructions given to your insurer are performed accurately at first request?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

4. Insurer contactability – ease of telephonic contact

   How important is it that you are able to easily contact your insurer telephonically (i.e. not have to key through extensive automated phone menus or be subjected to extensive on-hold times)?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

5. Omnichannel – multiple contact options

How important is it that your insurer offers multiple options to either contact them or access your policy?*

(Multiple options include any combination of telephone, email, SMS, WhatsApp, internet (website), mobile app or social media)

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

6. Staff – availability during business hours

   How important is it that staff at your insurer are readily available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

7. Management – availability during business hours

   How important is it that management of your insurer is readily available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

8. Claims – efficiency

   How important is it that your insurer offers an efficient claims process?

   a. Very Important
   b. Important
   c. Moderately Important
   d. Slightly Important
   e. Not Important

9. Claims – fairness

   How important is it that your insurer will fairly consider the merits of a claim you submit in deciding the outcome thereof?

   a. Very Important
   b. Important

c. Moderately Important
d. Slightly Important
e. Not Important

10. Complaint handling – efficiency

How important is it that your insurer provides an efficient process to submit complaints?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

11. Complaint handling – fairness

How important is it that your insurer will fairly consider the merits of a complaint you submit in deciding the outcome thereof?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

12. Communication – frequency

How important is it that your insurer is not excessive in the number of communications they send to you?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

13. Communication – content

How important is it that your insurer provides content that is relevant or of use to you?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

14. Premium billing – accuracy

How important is it that your insurer collects your premiums accurately (the correct amount is billed according to your selected debit order date)?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

15. Innovation

How important is it that your insurer is innovative and frequently offers new/unique products/benefits/services?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

16. Product – design

How important is it that your insurer designs products/benefits/services that can adapt to your needs if your needs change?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

17. Product – variety

How important is it that your insurer offers a range of products to cater for different client types? For example offering "budget", "standard" and "premium" products.

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

18. Policy benefits

How important is it that your insurer offers a comprehensive range of policy benefits?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

19. Rewards

How important is it that your insurer offers a rewards option?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

20. Pricing/premiums

How important is it that your insurer offers premiums that are in line with market norms (on average within 10% of the market average for the assets you have insured with them)?

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

21. Value-for-money

How important is it that your insurer offers a value-for-money insurance offering? (Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium)*

a. Very Important
b. Important
c. Moderately Important
d. Slightly Important
e. Not Important

CST 1.14 Insurer Metrics: Performance

Thank you for having rated these insurer metrics according to their importance to you. The following questions will ask you to rate how well your insurer performs in terms of these metrics.

CST 1.14

Please indicate how well your insurer performs in terms of these metrics.

1. Placing new business – efficiency

   How efficient is it to place new business with your insurer?

   a. Very efficient
   b. Relatively efficient
   c. Relatively inefficient
   d. Very inefficient

2. Policy servicing – efficiency

   How efficient is it to service your policy with your insurer?

(Policy servicing includes making any changes to your policy, including adding or removing assets, updating your details etc.)

a. Very efficient
b. Relatively efficient
c. Relatively inefficient
d. Very inefficient

3. Policy servicing – accuracy

   How often does your insurer service your policy accurately at your first request (without the need to make corrections)?

   a. Always (never makes mistakes)
   b. Mostly (rarely makes mistakes)
   c. Sometimes (frequently makes mistakes)
   d. Rarely (constantly makes mistakes)

4. Insurer contactability – ease of telephonic contact

   How easy is it to contact your insurer telephonically (i.e. not have to key through extensive automated phone menus or be subjected to extensive on-hold times)?

   a. Very easy (automated phone menus are quick to navigate or hold times are very short – under 10 seconds)
   b. Relatively easy (automated phone menus take a bit of time to navigate or hold times are fairly short – under 30 seconds)
   c. Relatively difficult (automated phone menus are time-consuming to navigate or hold times are fairly long – up to 1 minute)
   d. Very difficult (automated phone menus are excessively time-consuming to navigate or hold times are very long – over 1 minute)

5. Omnichannel – multiple contact options

   How many options does your insurer provide you to either contact them or access your policy?

   (Multiple options include any combination of telephone, email, SMS, WhatsApp, internet (website), mobile app or social media)

   a. 7 or more
   b. 5 to 6
   c. 3 to 4
   d. 1 to 2

6. Staff – availability during business hours

How frequently are the staff members of your insurer available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

a. Always available
b. Frequently available
c. Rarely available
d. Never available

7. Management – availability during business hours

How frequently is the management of your insurer available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

a. Always available
b. Frequently available
c. Rarely available
d. Never available

8. Claims – efficiency

How efficient are the claims processes of your insurer?

a. Very efficient
b. Relatively efficient
c. Relatively inefficient
d. Very inefficient

9. Claims – fairness

How fair is your insurer in considering the merits of a claim you submit in deciding the outcome thereof?

a. Very fair
b. Relatively fair
c. Relatively unfair
d. Very unfair

10. Complaint handling – efficiency

How efficient are the complaints processes of your insurer?

a. Very efficient
b. Relatively efficient
c. Relatively inefficient
d. Very inefficient

11. Complaint handling – fairness

How fair is your insurer in considering the merits of a complaint you submit in deciding the outcome thereof?

a. Very fair
b. Relatively fair
c. Relatively unfair
d. Very unfair

12. Communication – frequency

How would you describe the frequency of communications your insurer sends to you?

a. Ideal
b. Sufficient
c. Excessive
d. Insufficient

13. Communication – content

How would you describe the information value of the content that your insurer sends to you?

a. Always informative
b. Frequently informative
c. Rarely informative
d. Never informative

14. Premium billing – accuracy

How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)?

a. Always accurate
b. Frequently accurate
c. Rarely accurate
d. Never accurate

15. Innovation

How frequently does your insurer offer new/unique products/benefits/services?

a. Always innovative
b. Frequently innovative
c. Rarely innovative
d. Never innovative

16. Product – design

How frequently does your insurer design products/benefits/services that can adapt to your needs if your needs change?

a. Always considers how my needs may change
b. Frequently considers how my needs may change
c. Rarely considers how my needs may change
d. Never considers how my needs may change

17. Product – variety

How varied is your insurer's product range to cater for different client types?

a. Very wide variety: numerous/extensive options for different types of clients
b. Wide variety: several/varied options for different types of clients

c. Limited variety: few/limited options for different types of clients
d. No variety: a single option that does not cater for different types of clients

18. Policy benefits

How comprehensive are the policy benefits offered by your insurer?

a. Comprehensive
b. Limited
c. Inadequate
d. None

19. Rewards

How comprehensive are the policy rewards offered by your insurer?

a. Comprehensive
b. Limited
c. Inadequate
d. None

20. Pricing/premiums

How aligned to market norms are your insurer's premiums?

a. Generally below (cheaper than) market averages (more than 10% below market average)
b. Generally consistent with market averages (within 10% of market average)
c. Generally above (more expensive than) market averages (more than 10% above market average)
d. Inconsistent/unpredictable (does not appear to consider market norms)

21. Value-for-money

Does your insurer offer insurance products that provide value-for-money?

(Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium)

a. Always
b. Mostly
c. Sometimes
d. Rarely

CST 2 and 3 Insurer Metrics: Effects of Performance

Thank you for having rated how well your insurer performs in terms of these insurer metrics. The following four questions will ask for your opinion on how the performance of these metrics will influence the likelihood that you will insure new assets and retain your existing policy with your insurer.

CST 2.1

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them?

"Favourable performance" is described as the selection of options a) or b) in questions 34 to 54 on page 5 of this survey.

1. Yes
2. No

CST 2.2

Will an improvement in the above metrics that your insurer performs poorly in increase the likelihood of you insuring new assets with them?

"Poor performance" is described as the selection of options c) or d) in questions 34 to 54 on page 5 of this survey.

1. Yes
2. No

CST 3.1

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you retaining your existing policy with them?

"Favourable performance" is described as the selection of options a) or b) in questions 34 to 54 on page 5 of this survey.

1. Yes
2. No

CST 3.2

Will an improvement in the above metrics that your insurer performs poorly in increase the likelihood of you retaining your existing policy with them?

"Poor performance" is described as the selection of options c) or d) in questions 34 to 54 on page 5 of this survey.

1. Yes
2. No

CST 4.1 Insurer Metrics: Correction Required for New Assets

Thank you for your opinion on how the performance of these metrics will influence your decision to insure new assets and retain your existing policy with your insurer.

The final two question sets will ask you to rate the metrics of your insurer that require correction, from most to least important.

CST 4.1

Please rate the metrics that your insurer performs poorly in, in order of importance correct, to increase the likelihood that you will insure new assets with them. Where no correction is required, please select “N/A”.

“Poor performance” is described as the selection of options c) or d) in questions 34 to 54 on page 5 of this survey.

(1) Starting a new policy – efficiency

- ○ Not important to correct
- ○ Slightly important to correct
- ○ Moderately important to correct
- ○ Important to correct
- ○ Very important to correct
- ○ N/A

(2) Policy servicing – efficiency

- ○ Not important to correct
- ○ Slightly important to correct
- ○ Moderately important to correct
- ○ Important to correct
- ○ Very important to correct
- ○ N/A

(3) Policy servicing – accuracy

- ○ Not important to correct
- ○ Slightly important to correct
- ○ Moderately important to correct
- ○ Important to correct
- ○ Very important to correct
- ○ N/A

(4) Insurer contactability – ease of telephonic contact

- ○ Not important to correct
- ○ Slightly important to correct
- ○ Moderately important to correct
- ○ Important to correct
- ○ Very important to correct
- ○ N/A

(5) Omnichannel – multiple contact options

- ○ Not important to correct
- ○ Slightly important to correct

- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(6) Staff – availability during business hours

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(7) Management – availability during business hours

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(8) Claims – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(9) Claims – fairness

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(10) Complaint handling – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(11) Complaint handling – fairness

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(12) Communication – frequency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(13) Communication – content

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(14) Premium billing – accuracy

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(15) Innovation

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(16) Product – design

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct

- Very important to correct
- N/A

(17) Product – variety

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(18) Policy benefits

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(19) Rewards

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(20) Pricing/premiums

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(21) Value-for-money

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

CST 4.2 Insurer Metrics: Correction Required for Policy Retention

CST 4.2

Please rate the metrics that your insurer performs poorly in, in order of importance to correct, to increase the likelihood that you will retain your existing policy with them. Where no correction is required, please select "N/A".

"Poor performance" is described as the selection of options c) or d) in questions 34 to 54 on page 5 of this survey.

(1) Starting a new policy – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(2) Policy servicing – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(3) Policy servicing – accuracy

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(4) Insurer contactability – ease of telephonic contact

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(5) Omnichannel – multiple contact options

- Not important to correct
- Slightly important to correct

- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(6) Staff – availability during business hours

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(7) Management – availability during business hours

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(8) Claims – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(9) Claims – fairness

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(10) Complaint handling – efficiency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(11) Complaint handling – fairness

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(12) Communication – frequency

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(13) Communication – content

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(14) Premium billing – accuracy

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(15) Innovation

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(16) Product – design

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct

- Very important to correct
- N/A

(17) Product – variety

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(18) Policy benefits

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(19) Rewards

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(20) Pricing/premiums

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

(21) Value-for-money

- Not important to correct
- Slightly important to correct
- Moderately important to correct
- Important to correct
- Very important to correct
- N/A

Survey Completion: Thank You!

Thank you for having taken the time to complete this survey. Your feedback will be collated and analysed in order to gain insights into:

1. How customer-centric you believe the South African short-term insurer that you are currently insured with is;
2. If a strong customer-centric focus by this insurer will influence the likelihood that you will insure new assets and retain your existing policy with them; and
3. Where this insurer has performed poorly in the identified metrics, what they can do to increase the likelihood that you will insure new assets and retain your existing policy with them.

APPENDIX C:
DESCRIPTIVE STATISTICS

Table C1: Geographical distribution

Which province do you live in? CST 1.1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Eastern Cape	10	4,69	4,69	4,69
	Free State	1	0,47	0,47	5,16
	Gauteng	156	73,24	73,24	78,40
	KwaZulu Natal	14	6,57	6,57	84,98
	Limpopo	1	0,47	0,47	85,45
	Mpumalanga	1	0,47	0,47	85,92
	North West	3	1,41	1,41	87,32
	Northern Cape	3	1,41	1,41	88,73
	Western Cape	24	11,27	11,27	100,00
	Total	213	100,00	100,00	

Table C2: Gender distribution

Please indicate your gender. CST 1.2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	109	51,17	51,17	51,17
	Female	104	48,83	48,83	100,00
	Total	213	100,00	100,00	

Table C3: Ethnic group distribution

Please indicate your race. CST 1.3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asian	2	0,94	0,94	0,94
	Black	20	9,39	9,39	10,33
	Coloured	13	6,10	6,10	16,43
	Indian	31	14,55	14,55	30,99
	White	147	69,01	69,01	100,00
	Total	213	100,00	100,00	

Table C4: Age group distribution

What is your current age? CST 1.4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 30	38	17,84	17,84	17,84
	31 – 40	97	45,54	45,54	63,38
	41 – 50	47	22,07	22,07	85,45
	51 – 60	20	9,39	9,39	94,84
	60 and above	11	5,16	5,16	100,00
	Total	213	100,00	100,00	

Table C5: Life status distribution

Which of the following statements best describes your life status? CST 1.5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single (no children)	39	18,31	18,31	18,31
	Single (with children)	10	4,69	4,69	23,00
	Married / living with a partner (no children)	50	23,47	23,47	46,48
	Married / living with a partner (with children)	100	46,95	46,95	93,43
	Divorced (no children)	4	1,88	1,88	95,31
	Divorced (with children)	10	4,69	4,69	100,00
	Total	213	100,00	100,00	

Table C6: Employment status distribution

Which of the following best describes your employment status? CST 1.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unemployed, actively seeking a job	1	0,47	0,47	0,47
	Employed Full Time	179	84,04	84,04	84,51
	Employed Part-Time	1	0,47	0,47	84,98
	Self Employed/ Business Owner	29	13,62	13,62	98,59
	Retired	3	1,41	1,41	100,00
	Total	213	100,00	100,00	

Table C7: Gross income distribution

What is the combined gross monthly income band that you and your spouse/partner (if applicable) fall in? CST 1.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 000	14	6,57	6,57	6,57
	R20 001 to R30 000	31	14,55	14,55	21,13
	R30 001 to R40 000	24	11,27	11,27	32,39
	R40 001 to R50 000	24	11,27	11,27	43,66
	R50 001 to R60 000	20	9,39	9,39	53,05
	R60 001 to R70 000	14	6,57	6,57	59,62
	R70 001 to R80 000	16	7,51	7,51	67,14
	R80 001 to R90 000	11	5,16	5,16	72,30
	R90 001 to R100 000	9	4,23	4,23	76,53
	R100 001+	34	15,96	15,96	92,49
	Prefer not to answer	16	7,51	7,51	100,00
	Total	213	100,00	100,00	

Table C8: Education distribution

What is your highest level of education? CST 1.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than matric	4	1,88	1,88	1,88
	Matric/Grade 12 or equivalent	45	21,13	21,13	23,00
	Diploma or equivalent	70	32,86	32,86	55,87
	Bachelor's Degree	34	15,96	15,96	71,83
	Post-Graduate Diploma	12	5,63	5,63	77,46
	Post-Graduate Degree	48	22,54	22,54	100,00
	Total	213	100,00	100,00	

Table C9: Insurer distribution

Which South African insurer is your primary vehicle currently insured with? Primary vehicle will be the vehicle that you drive most often, such as daily or to and from work. CST 1.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ABSA	3	1,41	1,48	1,48
	AIG	1	0,47	0,49	1,97
	Alexander Forbes	5	2,35	2,46	4,43
	Auto & General	4	1,88	1,97	6,40
	Bryte	2	0,94	0,99	7,39
	Budget	4	1,88	1,97	9,36
	Centriq	1	0,47	0,49	9,85
	Dial Direct	1	0,47	0,49	10,34
	Discovery Insure	52	24,41	25,62	35,96
	First for Women	1	0,47	0,49	36,45
	Guardrisk	1	0,47	0,49	36,95
	Hollard	5	2,35	2,46	39,41
	Infiniti	1	0,47	0,49	39,90
	King Price	5	2,35	2,46	42,36
	MiWay	4	1,88	1,97	44,33
	Momentum	4	1,88	1,97	46,31
	Nedbank	1	0,47	0,49	46,80
	New National	1	0,47	0,49	47,29
	Oakhurst	1	0,47	0,49	47,78
	Old Mutual Insure	11	5,16	5,42	53,20
	OUTsurance	22	10,33	10,84	64,04
	PPS Short-term	2	0,94	0,99	65,02
	Regent (Hollard Specialist Insurance)	1	0,47	0,49	65,52
	Renasa	4	1,88	1,97	67,49

		Frequency	Percent	Valid Percent	Cumulative Percent
	Santam	41	19,25	20,20	87,68
	Other	25	11,74	12,32	100,00
	Total	203	95,31	100,00	
Missing	System	10	4,69		
Total		213	100,00		

Table C10: Insurer tenure distribution

How long you have been insured with this insurer? CST 1.10

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	23	10,80	11,33	11,33
	1 to 2 years	37	17,37	18,23	29,56
	2 to 3 years	25	11,74	12,32	41,87
	3 to 4 years	22	10,33	10,84	52,71
	4 to 5 years	20	9,39	9,85	62,56
	5 to 10 years	41	19,25	20,20	82,76
	More than 10 years	35	16,43	17,24	100,00
	Total	203	95,31	100,00	
Missing	System	10	4,69		
Total		213	100,00		

Table C11: Other insured assets distribution

In addition to your primary vehicle, which assets are currently insured with this insurer? CST 1.11

		Responses		Percent of Cases
		N	Percent	
Additional assets[a]	Other vehicle/s (motorcar)	98	20,0%	48,8%
	Other vehicle/s (motorcycle, quad bike, ATV etc.)	16	3,3%	8,0%
	Household contents (furniture, appliances, audio-visual equipment etc.)	137	27,9%	68,2%
	Building (physical structure and fixtures)	54	11,0%	26,9%
	Portable possessions (electronic items and personal effects taken out of the house with you)	99	20,2%	49,3%
	Caravan	5	1,0%	2,5%
	Trailer	15	3,1%	7,5%
	Watercraft (motorboat, sailboat, jet ski etc.)	2	0,4%	1,0%
	Other (any assets not falling into the above categories)	23	4,7%	11,4%
	No other assets are insured with this insurer	42	8,6%	20,9%
Total		491	100,0%	244,3%

a. Dichotomy group tabulated at value 1.

Table C12: Monthly insurance premium distribution

What is your current monthly premium with this insurer? CST 1.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under R1,000	51	23,94	25,12	25,12
	R1,001 to R2,000	72	33,80	35,47	60,59
	R2,001 to R3,000	34	15,96	16,75	77,34
	R3,001 to R4,000	29	13,62	14,29	91,63
	R4,001 to R5,000	11	5,16	5,42	97,04
	R5,001 to R6,000	4	1,88	1,97	99,01
	R6,001 to R7,000	1	0,47	0,49	99,51
	R7,001 to R8,000	1	0,47	0,49	100,00
	Total	203	95,31	100,00	
Missing	System	10	4,69		
Total		213	100,00		

Table C13: Starting policy efficiency distribution

(1) Starting a new policy – efficiency

How important is it that your insurer offers an efficient way of starting a new policy with them? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	126	59,15	68,11	68,11
	Important	37	17,37	20,00	88,11
	Moderately Important	16	7,51	8,65	96,76
	Slightly Important	4	1,88	2,16	98,92
	Not Important	2	0,94	1,08	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C14: Policy servicing efficiency distribution

(2) Policy servicing – efficiency

How important is it that your insurer offers an efficient way of servicing your policy? (Policy servicing includes making any changes to your policy, including adding or removing assets, updating your details etc.) CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	148	69,48	80,00	80,00
	Important	32	15,02	17,30	97,30
	Moderately Important	3	1,41	1,62	98,92
	Not Important	2	0,94	1,08	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C15: Policy servicing accuracy distribution

(3) Policy servicing – accuracy

How important is it that any policy servicing instructions given to your insurer are performed accurately at first request? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	159	74,65	85,95	85,95
	Important	21	9,86	11,35	97,30
	Moderately Important	2	0,94	1,08	98,38
	Slightly Important	1	0,47	0,54	98,92
	Not Important	2	0,94	1,08	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C16: Ease of insurer contactability distribution

(4) Insurer contactability – ease of telephonic contact

How important is it that you are able to easily contact your insurer telephonically (i.e. not have to key through extensive automated phone menus or be subjected to extensive on-hold times)? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	141	66,20	76,22	76,22
	Important	35	16,43	18,92	95,14
	Moderately Important	8	3,76	4,32	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C17: Insurer multiple contact options distribution

(5) Omnichannel – multiple contact options

How important is it that your insurer offers multiple options* to either contact them or access your policy? (Multiple options include any combination of telephone, email, SMS, WhatsApp, internet (website), mobile app or social media) CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	104	48,83	56,22	56,22
	Important	50	23,47	27,03	83,24
	Moderately Important	22	10,33	11,89	95,14
	Slightly Important	3	1,41	1,62	96,76
	Not Important	6	2,82	3,24	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C18: Staff availability importance distribution

(6) Staff – availability during business hours

How important is it that staff at your insurer are readily available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	131	61,50	70,81	70,81
	Important	44	20,66	23,78	94,59
	Moderately Important	9	4,23	4,86	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C19: Management availability importance distribution

(7) Management – availability during business hours

How important is it that management of your insurer is readily available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	99	46,48	53,51	53,51
	Important	59	27,70	31,89	85,41
	Moderately Important	21	9,86	11,35	96,76
	Slightly Important	5	2,35	2,70	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C20: Claims efficiency distribution

(8) Claims – efficiency

How important is it that your insurer offers an efficient claims process? CST 1.13

9		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	161	75,59	87,03	87,03
	Important	21	9,86	11,35	98,38
	Moderately Important	2	0,94	1,08	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C21: Claims fairness distribution

(9) Claims – fairness

How important is it that your insurer will fairly consider the merits of a claim you submit in deciding the outcome thereof? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	167	78,40	90,27	90,27
	Important	16	7,51	8,65	98,92
	Moderately Important	1	0,47	0,54	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C22: Complaint handling efficiency distribution

(10) Complaint handling – efficiency

How important is it that your insurer provides an efficient process to submit complaints? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	143	67,14	77,30	77,30
	Important	37	17,37	20,00	97,30
	Moderately Important	3	1,41	1,62	98,92
	Slightly Important	1	0,47	0,54	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C23: Complaint handling fairness distribution

(11) Complaint handling – fairness

How important is it that your insurer will fairly consider the merits of a complaint you submit in deciding the outcome thereof? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	155	72,77	83,78	83,78
	Important	27	12,68	14,59	98,38
	Moderately Important	1	0,47	0,54	98,92
	Slightly Important	1	0,47	0,54	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C24: Communication frequency distribution

(12) Communication – frequency

How important is it that your insurer is not excessive in the number of communications they send to you? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	71	33,33	38,38	38,38
	Important	66	30,99	35,68	74,05
	Moderately Important	38	17,84	20,54	94,59
	Slightly Important	4	1,88	2,16	96,76
	Not Important	6	2,82	3,24	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C25: Communication content relevance distribution

(13) Communication – content

How important is it that your insurer provides content that is relevant or of use to you? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	90	42,25	48,65	48,65
	Important	61	28,64	32,97	81,62
	Moderately Important	20	9,39	10,81	92,43
	Slightly Important	6	2,82	3,24	95,68
	Not Important	8	3,76	4,32	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C26: Premium billing accuracy distribution

(14) Premium billing – accuracy

How important is it that your insurer collects your premiums accurately (the correct amount is billed according to your selected debit order date)? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	162	76,06	87,57	87,57
	Important	20	9,39	10,81	98,38
	Moderately Important	2	0,94	1,08	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C27: Innovation importance distribution

(15) Innovation

How important is it that your insurer is innovative and frequently offers new/unique products/benefits/services? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	62	29,11	33,51	33,51
	Important	54	25,35	29,19	62,70
	Moderately Important	49	23,00	26,49	89,19
	Slightly Important	8	3,76	4,32	93,51
	Not Important	12	5,63	6,49	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C28: Product design importance distribution

(16) Product – design

How important is it that your insurer designs products/benefits/services that can adapt to your needs if your needs change? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	90	42,25	48,65	48,65
	Important	60	28,17	32,43	81,08
	Moderately Important	27	12,68	14,59	95,68
	Slightly Important	7	3,29	3,78	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C29: Product variety importance distribution

(17) Product – variety

How important is it that your insurer offers a range of products to cater for different client types? For example, offering “budget”, “standard” and “premium” products. CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	73	34,27	39,46	39,46
	Important	64	30,05	34,59	74,05
	Moderately Important	30	14,08	16,22	90,27
	Slightly Important	9	4,23	4,86	95,14
	Not Important	9	4,23	4,86	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C30: Policy benefits importance distribution

(18) Policy benefits

How important is it that your insurer offers a comprehensive range of policy benefits? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	102	47,89	55,14	55,14
	Important	61	28,64	32,97	88,11
	Moderately Important	13	6,10	7,03	95,14
	Slightly Important	5	2,35	2,70	97,84
	Not Important	4	1,88	2,16	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C31: Rewards importance distribution

(19) Rewards

How important is it that your insurer offers a rewards option? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	34	15,96	18,38	18,38
	Important	46	21,60	24,86	43,24
	Moderately Important	50	23,47	27,03	70,27
	Slightly Important	22	10,33	11,89	82,16
	Not Important	33	15,49	17,84	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C32: Pricing/premiums importance distribution

(20) Pricing/premiums

How important is it that your insurer offers premiums that are in line with market norms (on average within 10% of the market average for the assets you have insured with them)? CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	124	58,22	67,03	67,03
	Important	51	23,94	27,57	94,59
	Moderately Important	6	2,82	3,24	97,84
	Not Important	4	1,88	2,16	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

Table C33: Value-for-money importance distribution

(21) Value-for-money

How important is it that your insurer offers a value-for-money insurance offering? (Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium) CST 1.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	131	61,50	70,81	70,81
	Important	47	22,07	25,41	96,22
	Moderately Important	6	2,82	3,24	99,46
	Not Important	1	0,47	0,54	100,00
	Total	185	86,85	100,00	
Missing	System	28	13,15		
Total		213	100,00		

APPENDIX D:
INSURER METRICS WITHOUT STATISTICAL SIGNIFICANCE

Statistical significance was not present, and no evidence of relationships between the variables existed in the insurer metrics included in this annexure. Analysed insurer metrics in which statistical significance and strong evidence of relationships between the variables were observed are detailed in *Chapter 4: Results and Findings.*

D.1 Insurer metrics – performance by insurers

D.1.1 Starting policy efficiency: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Starting a new policy – efficiency" (CST 1.13_1) with the insurers' performance thereof (CST 1.14_1). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_1 Starting a new policy – efficiency: How important is it that your insurer offers an efficient way of starting a new policy with them?

x

CST 1.14_1 Placing new business – efficiency: How efficient is it to place new business with your insurer?

Table D1: Cross-tabulation: Starting policy efficiency: importance versus performance (n = 175)

			CST 1.14_1		Total
			Favourable	Unfavourable	
CST 1.13_1	Important	Count	146	8	154
		% within CST 1.13_1	94,81%	5,19%	100,00%
	Less important	Count	18	3	21
		% within CST_1.13	85,71%	14,29%	100,00%
Total		Count	164	11	175
		% within CST_1.13	93,71%	6,29%	100,00%

A total sample of n = 175 participated in this question, of which 154 viewed CST 1.13_1 as important and 21 viewed it as less important. Of the 154 who chose important, 146 (94.81%) rated CST 1.14_1 favourably, while eight (5.19%) rated it unfavourably. Of

the 21 who viewed CST 1.13_1 as less important, 18 (85.71%) rated CST 1.14_1 favourably, while three (14.29%) rated it unfavourably.

Table D2: Chi-square test: Starting policy efficiency: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.593[a]	1	0,107		
Continuity Correction[b]	1,279	1	0,258		
Likelihood Ratio	2,043	1	0,153		
Fisher's Exact Test				0,130	0,130
Linear-by-Linear Association	2,578	1	0,108		
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.32.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Starting policy efficiency" was not significant at χ^2 (1) = 2.593, p = 0.130 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.2 Servicing policy efficiency: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Policy servicing – efficiency" (CST 1.13_2) with the insurers' performance thereof (CST 1.14_2). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_2 Policy servicing – efficiency: How important is it that your insurer offers an efficient way of servicing your policy?

x

CST 1.14_2 Policy servicing – efficiency: How efficient is it to service your policy with your insurer?

Table D3: Cross-tabulation: Policy servicing – efficiency: importance versus performance (n = 175)

			CST 1.14_2		Total
			Favourable	Unfavourable	
CST 1.13_2	Important	Count	162	8	170
		% within CST 1.13_2	95,29%	4,71%	100,00%
	Less important	Count	4	1	5
		% within CST 1.13_2	80,00%	20,00%	100,00%
Total		Count	166	9	175
		% within CST 1.13_2	94,86%	5,14%	100,00%

A total sample of n = 175 participated in this question, of which 170 viewed CST 1.13_2 as important. Of the 170 who chose important, 162 (95.29%) rated CST 1.14_2 favourably, while eight (4.71%) rated it unfavourably.

Table D4: Chi-square test: Policy servicing – efficiency: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.329[a]	1	0,127		
Continuity Correction[b]	0,249	1	0,618		
Likelihood Ratio	1,422	1	0,233		
Fisher's Exact Test				0,234	0,234
Linear-by-Linear Association	2,316	1	0,128		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .26.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 2.329, p = 0.234 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.3 Servicing policy accuracy: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Policy servicing – accuracy" (CST 1.13_3) with the insurers' performance thereof (CST 1.14_3). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_3 Policy servicing – accuracy: How important is it that any policy servicing instructions given to your insurer are performed accurately at first request?

x

CST 1.14_3 Policy servicing – accuracy: How often does your insurer service your policy accurately at your first request (without the need to make corrections)?

Table D5: Cross-tabulation: Policy servicing – accuracy: importance versus performance (n = 175)

			CST 1.14_3		Total
			Favourable	Unfavourable	
CST 1.13_3	Important	Count	157	13	170
		% within CST 1.13_3	92,35%	7,65%	100,00%
	Less important	Count	3	2	5
		% within CST 1.13_3	60,00%	40,00%	100,00%
Total		Count	160	15	175
		% within CST 1.13_3	91,43%	8,57%	100,00%

A total sample of n = 175 participated in this question, of which 170 viewed CST 1.13_3 as important. Of the 17 who chose important, 157 (92.35%) rated CST 1.14_3 favourably, while 13 (7.65%) rated it unfavourably.

Table D6: Chi-square test: Policy servicing – accuracy: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.487[a]	1	0,011		
Continuity Correction[b]	3,016	1	0,082		
Likelihood Ratio	3,826	1	0,050		
Fisher's Exact Test				0,059	0,059
Linear-by-Linear Association	6,450	1	0,011		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .43.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 6.487, p = 0.059 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.4 Ease of insurer contactability: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Insurer contactability – ease of telephonic contact" (CST 1.13_4) with the insurers' performance thereof (CST 1.14_4). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_4 Insurer contactability – ease of telephonic contact: How important is it that you are able to easily contact your insurer telephonically (i.e. not have to key through extensive automated phone menus or be subjected to extensive on-hold times)?

x

CST 1.14_4 Insurer contactability – ease of telephonic contact: How easy is it to contact your insurer telephonically?

Table D7: Cross-tabulation: Insurer contactability – ease of telephonic contact: importance versus performance (n = 175)

			CST 1.14_4		Total
			Favourable	Unfavourable	
CST 1.13_4	Important	Count	137	29	166
		% within CST 1.13_4	82,53%	17,47%	100,00%
		% within CST 1.14_4	94,48%	96,67%	94,86%
	Less important	Count	8	1	9
		% within CST 1.13_4	88,89%	11,11%	100,00%
		% within CST 1.14_4	5,52%	3,33%	5,14%
Total		Count	145	30	175

		CST 1.14_4		Total
		Favourable	Unfavourable	
	% within CST 1.13_4	82,86%	17,14%	100,00%
	% within CST 1.14_4	100,00%	100,00%	100,00%

A total sample of n = 175 participated in this question, of which 166 viewed CST 1.13_4 as important and nine viewed it as less important. Of the 166 who chose important, 137 (82.53%) rated CST 1.14_4 favourably, while 29 (17.47%) rated it unfavourably. Of the nine who viewed CST 1.13_4 as less important, eight (88.89%) rated CST 1.14_4 favourably, while one (11.11%) rated it unfavourably.

Table D8: Chi-square test: Insurer contactability – ease of telephonic contact: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.243[a]	1	0,622		
Continuity Correction[b]	0,002	1	0,969		
Likelihood Ratio	0,269	1	0,604		
Fisher's Exact Test				1,000	0,523
Linear-by-Linear Association	0,242	1	0,623		
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.54.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 0.243, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.5 Insurer multiple contact options: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Omnichannel – multiple contact options" (CST 1.13_5) with the

insurers' performance thereof (CST 1.14_5). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_5 Omnichannel – multiple contact options: How important is it that your insurer offers multiple options to either contact them or access your policy?

x

CST 1.14_5 Omnichannel – multiple contact options: How many options does your insurer provide you to either contact them or access your policy?

Table D9: Cross-tabulation: Omnichannel – multiple contact options: importance versus performance (n = 175)

			CST 1.14_5		Total
			Favourable	Unfavourable	
CST 1.13_5	Important	Count	30	115	145
		% within CST 1.13_5	20,69%	79,31%	100,00%
	Less important	Count	7	23	30
		% within CST 1.13_5	23,33%	76,67%	100,00%
Total		Count	37	138	175
		% within CST 1.13_5	21,14%	78,86%	100,00%

A total sample of n = 175 participated in this question, of which 145 viewed CST 1.13_5 as important and 30 viewed it as less important. Of the 145 who chose important, 30 (20.69%) rated CST 1.14_5 favourably, while 115 (79.31%) rated it unfavourably. Of the 30 who viewed CST 1.13_5 as less important, seven (23.33%) rated CST 1.14_5 favourably, while 23 (76.67%) rated it unfavourably.

Table D10: Chi-square test: Omnichannel – multiple contact options: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.104[a]	1	0,747		
Continuity Correction[b]	0,006	1	0,938		
Likelihood Ratio	0,102	1	0,749		
Fisher's Exact Test				0,807	0,457
Linear-by-Linear Association	0,104	1	0,748		
N of Valid Cases	175				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.34.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 0.104, p = 0.807 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.6 Staff availability: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Staff availability during business hours" (CST 1.13_6) with the insurers' performance thereof (CST 1.14_6). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_6 Staff availability during business hours: How important is it that staff at your insurer are readily available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

x

CST 1.14_6 Staff availability during business hours: How frequently are the staff members of your insurer available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

Table D11: Cross-tabulation: Staff availability during business hours: importance versus performance (n = 175)

			CST 1.14_6		Total
			Favourable	Unfavourable	
CST 1.13_6	Important	Count	163	2	165
		% within CST 1.13_6	98,79%	1,21%	100,00%
	Less important	Count	9	1	10
		% within CST 1.13_6	90,00%	10,00%	100,00%
Total		Count	172	3	175
		% within CST 1.13_6	98,29%	1,71%	100,00%

A total sample of n = 175 participated in this question, of which 165 viewed CST 1.13_6 as important and 10 viewed it as less important. Of the 165 who chose important, 163 (98.79%) rated CST 1.14_6 favourably, while two (1.21%) rated it unfavourably. Of the 10 who viewed CST 1.13_6 as less important, nine (90.00%) rated CST 1.14_6 favourably, while one (10.00%) rated it unfavourably.

Table D12: Chi-square test: Staff availability during business hours: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.322[a]	1	0,038		
Continuity Correction[b]	0,680	1	0,410		
Likelihood Ratio	2,217	1	0,137		
Fisher's Exact Test				0,163	0,163
Linear-by-Linear Association	4,297	1	0,038		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .17.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Staff availability during business hours" was not significant at χ^2 (1) = 4.322, p = 0.163 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.7 Management availability: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Management availability during business hours" (CST 1.13_7) with the insurers' performance thereof (CST 1.14_7). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_7 Management availability during business hours: How important is it that management of your insurer is readily available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

x

CST 1.14_7 Management availability during business hours: How frequently is the management of your insurer available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

Table D13: Cross-tabulation: Management availability during business hours: importance versus performance (n = 175)

			CST 1.14_7		Total
			Favourable	Unfavourable	
CST 1.13_7	Important	Count	127	23	150
		% within CST 1.13_7	84,67%	15,33%	100,00%
	Less important	Count	22	3	25
		% within CST 1.13_7	88,00%	12,00%	100,00%
Total		Count	149	26	175
		% within CST 1.13_7	85,14%	14,86%	100,00%

A total sample of n = 175 participated in this question, of which 150 viewed CST 1.13_7 as important and 25 viewed it as less important. Of the 150 who chose important, 127 (84.67%) rated CST 1.14_7 favourably, while 23 (15.33%) rated it unfavourably. Of the 25 who viewed CST 1.13_7 as less important, 22 (88.00%) rated CST 1.14_7 favourably, while three (12.00%) rated it unfavourably.

Table D14: Chi-square test: Management availability during business hours: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.188[a]	1	0,664		
Continuity Correction[b]	0,017	1	0,896		
Likelihood Ratio	0,197	1	0,657		
Fisher's Exact Test				1,000	0,469
Linear-by-Linear Association	0,187	1	0,665		
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Management

availability during business hours" was not significant at χ^2 (1) = 0.188, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.8 Claims efficiency: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Claims – efficiency" (CST 1.13_8) with the insurers' performance thereof (CST 1.14_8). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_8 Claims – efficiency: How important is it that your insurer offers an efficient claims process?

x

CST 1.14_8 Claims – efficiency: How efficient are the claims processes of your insurer?

Table D15: Cross-tabulation: Claims – efficiency: importance versus performance (n = 175)

			CST 1.14_8		Total
			Favourable	Unfavourable	
CST 1.13_8	Important	Count	156	16	172
		% within CST 1.13_8	90,70%	9,30%	100,00%
	Less important	Count	2	1	3
		% within CST 1.13_8	66,67%	33,33%	100,00%
Total		Count	158	17	175
		% within CST 1.13_8	90,29%	9,71%	100,00%

A total sample of n = 175 participated in this question, of which 172 viewed CST 1.13_8 as important. Of the 172 who chose important, 156 (90.70%) rated CST 1.14_8 favourably, while 16 (9.30%) rated it unfavourably.

Table D16: Chi-square test: Claims – efficiency: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.941[a]	1	0,164		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Continuity Correction[b]	0,168	1	0,682		
Likelihood Ratio	1,287	1	0,257		
Fisher's Exact Test				0,265	0,265
Linear-by-Linear Association	1,930	1	0,165		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .29.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Claims – efficiency" was not significant at χ^2 (1) = 1.941, p = 0.265 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.9 Claims fairness: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Claims – fairness" (CST 1.13_9) with the insurers' performance thereof (CST 1.14_9). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_9 Claims – fairness: How important is it that your insurer will fairly consider the merits of a claim you submit in deciding the outcome thereof?

x

CST 1.14_9 Claims – fairness: How fair is your insurer in considering the merits of a claim you submit in deciding the outcome thereof?

Table D17: Cross-tabulation: Claims – fairness: importance versus performance (n = 175)

			CST 1.14_9		Total
			Favourable	Unfavourable	
CST 1.13_9	Important	Count	165	8	173
		% within CST 1.13_9	95,38%	4,62%	100,00%
	Less important	Count	1	1	2

			CST 1.14_9		Total
			Favourable	Unfavourable	
		% within CST 1.13_9	50,00%	50,00%	100,00%
Total		Count	166	9	175
		% within CST 1.13_9	94,86%	5,14%	100,00%

A total sample of n = 175 participated in this question, of which 173 viewed CST 1.13_9 as important. Of the 173 who chose important, 165 (95.38%) rated CST 1.14_9 favourably, while eight (4.62%) rated it unfavourably.

Table D18: Chi-square test: Claims – fairness: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.345[a]	1	0,004		
Continuity Correction[b]	1,635	1	0,201		
Likelihood Ratio	3,367	1	0,067		
Fisher's Exact Test				0,100	0,100
Linear-by-Linear Association	8,297	1	0,004		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .10.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Claims – fairness" was not significant at χ^2 (1) = 8.345, p = 0.100 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.10 Complaint handling efficiency: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Complaint handling – efficiency" (CST 1.13_10) with the

insurers' performance thereof (CST 1.14_10). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_10 Complaint handling – efficiency: How important is it that your insurer provides an efficient process to submit complaints?

x

CST 1.14_10 Complaint handling – efficiency: How efficient are the complaints' processes of your insurer?

Table D19: Cross-tabulation: Complaint handling – efficiency: importance versus performance (n = 175)

			CST 1.14_10		Total
			Favourable	Unfavourable	
CST 1.13_10	Important	Count	158	12	170
		% within CST 1.13_10	92,94%	7,06%	100,00%
	Less important	Count	4	1	5
		% within CST 1.13_10	80,00%	20,00%	100,00%
Total		Count	162	13	175
		% within CST 1.13_10	92,57%	7,43%	100,00%

A total sample of n = 175 participated in this question, of which 170 viewed CST 1.13_10 as important. Of the 170 who chose important, 158 (92.94%) rated CST 1.14_10 favourably, while 12 (7.06%) rated it unfavourably.

Table D20: Chi-square test: Complaint handling – efficiency: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.183[a]	1	0,277		
Continuity Correction[b]	0,049	1	0,824		
Likelihood Ratio	0,847	1	0,357		
Fisher's Exact Test				0,323	0,323
Linear-by-Linear Association	1,176	1	0,278		
N of Valid Cases	175				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .37.

b. Computed only for a 2x2 table

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Complaint handling – efficiency" was not significant at χ^2 (1) = 1.183, p = 0.323 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0) while the Alternative hypothesis (H_1) is rejected.

D.1.11 Complaint handling fairness: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Complaint handling – fairness" (CST 1.13_11) with the insurers' performance thereof (CST 1.14_11). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_11 Complaint handling – fairness: How important is it that your insurer will fairly consider the merits of a complaint you submit in deciding the outcome thereof?

x

CST 1.14_11 Complaint handling – fairness: How fair is your insurer in considering the merits of a complaint you submit in deciding the outcome thereof?

Table D21: Cross-tabulation: Complaint handling – fairness: importance versus performance (n = 175)

			CST 1.14_11		Total
			Favourable	Unfavourable	
CST 1.13_11	Important	Count	162	10	172
		% within CST 1.13_11	94,19%	5,81%	100,00%
	Less important	Count	2	1	3
		% within CST 1.13_11	66,67%	33,33%	100,00%
Total		Count	164	11	175
		% within CST 1.13_11	93,71%	6,29%	100,00%

A total sample of n = 175 participated in this question, of which 172 viewed CST 1.13_11 as important. Of the 172 who chose important, 162 (94.19%) rated CST 1.14_11 favourably, while 10 (5.81%) rated it unfavourably.

Table D22: Chi-square test: Complaint handling – fairness: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.791[a]	1	0,052		
Continuity Correction[b]	0,558	1	0,455		
Likelihood Ratio	2,041	1	0,153		
Fisher's Exact Test				0,178	0,178
Linear-by-Linear Association	3,769	1	0,052		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .19.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 3.791, p = 0.178 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.12 Communication frequency: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Communication – frequency" (CST 1.13_12) with the insurers' performance thereof (CST 1.14_12). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_12 Communication – frequency: How important is it that your insurer is not excessive in the number of communications they send to you?

x

CST_1.14_12 (12) Communication – frequency How would you describe the frequency of communications your insurer sends to you?

Table D23: Cross-tabulation: Communication – frequency: importance versus performance (n = 175)

			CST 1.14_12		Total
			Favourable	Unfavourable	
CST 1.13_12	Important	Count	126	3	129
		% within CST 1.13_12	97,67%	2,33%	100,00%

			CST 1.14_12		Total
			Favourable	Unfavourable	
	Less important	Count	43	3	46
		% within CST 1.13_12	93,48%	6,52%	100,00%
Total		Count	169	6	175
		% within CST 1.13_12	96,57%	3,43%	100,00%

A total sample of n = 175 participated in this question, of which 129 viewed CST 1.13_12 as important and 46 viewed it as less important. Of the 129 who chose important (97.67%) rated CST 1.14_12 favourably, while three (2.33%) rated it unfavourably. Of the 46 who viewed CST 1.13_12 as less important, 43 (93.48%) rated CST 1.14_12 favourably, while three (6.52%) rated it unfavourably.

Table D24: Chi-square test: Communication – frequency: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.803[a]	1	0,179		
Continuity Correction[b]	0,759	1	0,384		
Likelihood Ratio	1,591	1	0,207		
Fisher's Exact Test				0,187	0,187
Linear-by-Linear Association	1,793	1	0,181		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.58.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Communication – frequency" was not significant at χ^2 (1) = 1.803, p = 0.187 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.13 Product variety: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Product – variety" (CST 1.13_17) with the insurers' performance thereof (CST 1.14_17). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_17 Product – variety: How important is it that your insurer offers a range of products to cater for different client types? For example offering "budget", "standard" and "premium" products.

x

CST 1.14_17 Product – variety: How varied is your insurer's product range to cater for different client types?

Table D25: Cross-tabulation: Product – variety: importance versus performance (n = 175)

			CST 1.14_17		Total
			Favourable	Unfavourable	
CST 1.13_17	Important	Count	102	27	129
		% within CST 1.13_17	79,07%	20,93%	100,00%
	Less important	Count	32	14	46
		% within CST 1.13_17	69,57%	30,43%	100,00%
Total		Count	134	41	175
		% within CST 1.13_17	76,57%	23,43%	100,00%

A total sample of n = 175 participated in this question, of which 129 viewed CST 1.13_17 as important and 46 viewed it as less important. Of the 129 who chose important, 102 (79.07%) rated CST 1.14_17 favourably, while 27 (20.93%) rated it unfavourably. Of the 46 who viewed CST 1.13_17 as less important, 32 (69.57%) rated CST 1.14_17 favourably, while 14 (30.43%) rated it unfavourably.

Table D26: Chi-square test: Product – variety: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.707[a]	1	0,191		
Continuity Correction[b]	1,219	1	0,270		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Likelihood Ratio	1,645	1	0,200		
Fisher's Exact Test				0,225	0,135
Linear-by-Linear Association	1,698	1	0,193		
N of Valid Cases	175				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.78.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Product – variety" was not significant at χ^2 (1) = 1.707, p = 0.225 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.14 Policy benefits: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Policy benefits" (CST 1.13_18) with the insurers' performance thereof (CST 1.14_18). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_18 Policy benefits: How important is it that your insurer offers a comprehensive range of policy benefits?

x

CST 1.14_18 Policy benefits: How comprehensive are the policy benefits offered by your insurer?

Table D27: Cross-tabulation: Policy benefits: importance versus performance (n = 175)

			CST 1.14_18		Total
			Favourable	Unfavourable	
CST 1.13_18	Important	Count	152	1	153
		% within CST 1.13_18	99,35%	0,65%	100,00%
	Less important	Count	21	1	22
		% within CST 1.13_18	95,45%	4,55%	100,00%

		CST 1.14_18		Total
		Favourable	Unfavourable	
Total	Count	173	2	175
	% within CST 1.13_18	98,86%	1,14%	100,00%

A total sample of n = 175 participated in this question, of which 153 viewed CST 1.13_18 as important and 22 viewed it as less important. Of the 153 who chose important, 152 (99.35%) rated CST 1.14_18 favourably, while one (0.65%) rated it unfavourably. Of the 22 who viewed CST 1.13_18 as less important, 21 (95.45%) rated CST 1.14_18 favourably, while one (4.55%) rated it unfavourably.

Table D28: Chi-square test: Policy benefits: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.579[a]	1	0,108		
Continuity Correction[b]	0,284	1	0,594		
Likelihood Ratio	1,673	1	0,196		
Fisher's Exact Test				0,236	0,236
Linear-by-Linear Association	2,564	1	0,109		
N of Valid Cases	175				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .25.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Policy benefits" was not significant at χ^2 (1) = 2.579, p = 0.236 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.15 Pricing/premiums: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Pricing/premiums" (CST 1.13_20) with the insurers' performance

thereof (CST 1.14_20). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_20 Pricing/premiums: How important is it that your insurer offers premiums that are in line with market norms (on average within 10% of the market average for the assets you have insured with them)?

x

CST 1.14_20 Pricing/premiums: How aligned to market norms are your insurer's premiums?

Table D29: Cross-tabulation: Pricing/premiums: importance versus performance (n = 175)

			CST 1.14_20		Total
			Favourable	Unfavourable	
CST 1.13_20	Important	Count	133	32	165
		% within CST 1.13_20	80,61%	19,39%	100,00%
	Less important	Count	9	1	10
		% within CST 1.13_20	90,00%	10,00%	100,00%
Total		Count	142	33	175
		% within CST 1.13_20	81,14%	18,86%	100,00%

A total sample of n = 175 participated in this question, of which 165 viewed CST 1.13_20 as important and 10 viewed it as less important. Of the 165 who chose important, 133 (80.61%) rated CST 1.14_20 favourably, while 32 (19.39%) rated it unfavourably. Of the 10 who viewed CST 1.13_20 as less important, nine (90.00%) rated CST 1.14_20 favourably, while one (10.00%) rated it unfavourably.

Table D30: Chi-square test: Pricing/premiums: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.544[a]	1	0,461		
Continuity Correction[b]	0,103	1	0,748		
Likelihood Ratio	0,627	1	0,428		
Fisher's Exact Test				0,690	0,405
Linear-by-Linear Association	0,541	1	0,462		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.89.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Pricing/premiums" was not significant at χ^2 (1) = 0.544, p = 0.690 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.1.16 Value-for-money: importance versus performance

The following cross-tabulation will compare the importance respondents have placed on the insurer metric "Value-for-money" (CST 1.13_21) with the insurers' performance thereof (CST 1.14_21). Thereafter, the chi-square test will indicate if any statistical significance exists between these factors.

CST 1.13_21 Value-for-money: How important is it that your insurer offers a value-for-money insurance offering? (Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium).

x

CST 1.14_21 Value-for-money: Does your insurer offer insurance products that provide value-for-money? (Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium).

Table D31: Cross-tabulation: Value-for-money: importance versus performance (n = 175)

			CST 1.14_21		Total
			Favourable	Unfavourable	
CST 1.13_21	Important	Count	150	18	168
		% within CST 1.13_21	89,29%	10,71%	100,00%
	Less important	Count	6	1	7

		CST 1.14_21		Total
		Favourable	Unfavourable	
	% within CST 1.13_21	85,71%	14,29%	100,00%
Total	Count	156	19	175
	% within CST 1.13_21	89,14%	10,86%	100,00%

A total sample of n = 175 participated in this question, of which 168 viewed CST 1.13_21 as important and seven viewed it as less important. Of the 168 who chose important, 150 (89.29%) rated CST 1.14_21 favourably, while 18 (10.71%) rated it unfavourably. Of the 7 who viewed CST 1.13_21 as less important, six (85.71%) rated CST 1.14_21 favourably, while one (14.29%) rated it unfavourably.

Table D32: Chi-square test: Value-for-money: importance versus performance (n = 175)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.089[a]	1	0,766		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,082	1	0,775		
Fisher's Exact Test				0,559	0,559
Linear-by-Linear Association	0,088	1	0,767		
N of Valid Cases	175				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .76.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' importance (important or less important) of the metric "Value-for-money" was not significant at χ^2 (1) = 0.089, p = 0.559 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2 Insurer metrics – effects of insurer performance

D.2.1 Placing new business efficiency: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Placing new business – efficiency" (CST 1.14_1) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_1 Placing new business – efficiency: How efficient is it to place new business with your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D33: Cross-tabulation: Placing new business efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_1		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	140	10	150
		% within CST 2.1	89,17%	90,91%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,83%	9,09%	10,71%
Total		Count	157	11	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 157 rated the insurers' performance in CST 1.14_1 favourably and 11 rated it unfavourably. Of the 157 who rated the insurers' performance favourably, 140 (89.17%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.83%) responded that it would not. Of the 11 who rated the insurers' performance in CST1.14_1 unfavourably, 10 (90.91%) responded that deterioration thereof would

decrease the likelihood of insuring new assets with the insurer, while one (9.09%) responded that it would not.

Table D34: Chi-square test: Placing new business efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.032[a]	1	0,857		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,034	1	0,854		
Fisher's Exact Test				1,000	0,666
Linear-by-Linear Association	0,032	1	0,858		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.18.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Placing new business – efficiency" was not significant at χ^2 (1) = 0.032, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D35: Cross-tabulation: Placing new business efficiency: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_1		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	127	9	136
		% within CST 3.1	80,89%	81,82%	80,95%
	No	Count	30	2	32
		% within CST 3.1	19,11%	18,18%	19,05%
Total		Count	157	11	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 157 rated the insurers' performance in CST 1.14_1 favourably and 11 rated it unfavourably. Of the 157 who rated the insurers' performance favourably, 127 (80.89%) responded that deterioration

thereof would decrease the likelihood of retaining their policies with the insurer, while 30 (19.11%) responded that it would not. Of the 11 who rated the insurers' performance in CST1.14_1 unfavourably, nine (81.82%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while two (18.18%) responded that it would not.

Table D36: Chi-square test: Placing new business efficiency: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.001[a]	1	0,977		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,001	1	0,977		
Fisher's Exact Test				1,000	0,618
Linear-by-Linear Association	0,001	1	0,977		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.96.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Placing new business – efficiency" was not significant at χ^2 (1) = 0.001, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D37: Cross-tabulation: Placing new business efficiency: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_1		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	129	9	138
		% within CST 2.2	82,17%	81,82%	82,14%
	No	Count	28	2	30
		% within CST 2.2	17,83%	18,18%	17,86%
Total		Count	157	11	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 157 rated the insurers' performance in CST 1.14_1 favourably and 11 rated it unfavourably. Of the 157 who rated the insurers' performance favourably, 129 (82.17%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 28 (17.83%) responded that it would not. Of the 11 who rated the insurers' performance in CST1.14_1 unfavourably, nine (81.82%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while two (18.18%) responded that it would not.

Table D38: Chi-square test: Placing new business efficiency: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.006[a]	1	0,940		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,006	1	0,939		
Fisher's Exact Test				1,000	0,650
Linear-by-Linear Association	0,006	1	0,940		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.10.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Placing new business – efficiency" was not significant at χ^2 (1) = 0.006, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D39: Cross-tabulation: Placing new business efficiency: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_1		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	138	10	148
		% within CST 3.2	87,90%	90,91%	88,10%
	No	Count	19	1	20

			CST 1.14_1		Total
			Favourable	Unfavourable	
		% within CST 3.2	12,10%	9,09%	11,90%
Total		Count	157	11	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 157 rated the insurers' performance in CST 1.14_1 favourably and 11 rated it unfavourably. Of the 157 who rated the insurers' performance favourably, 138 (87.90%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 19 (12.10%) responded that it would not. Of the 11 who rated the insurers' performance in CST1.14_1 unfavourably, 10 (90.91%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while one (9.09%) responded that it would not.

Table D40: Chi-square test: Placing new business efficiency: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.089[a]	1	0,766		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,095	1	0,758		
Fisher's Exact Test				1,000	0,614
Linear-by-Linear Association	0,088	1	0,766		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.31.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Placing new business – efficiency" was not significant at χ^2 (1) = 0.089, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.2 Policy servicing efficiency: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Policy servicing – efficiency" (CST 1.14_2) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_2 Policy servicing – efficiency: How efficient is it to service your policy with your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D41: Cross-tabulation: Policy servicing efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_2		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	142	8	150
		% within CST 2.1	89,31%	88,89%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,69%	11,11%	10,71%
Total		Count	159	9	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_2 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 142 (89.31%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.69%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_2 unfavourably, eight (88.89%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while one (11.11%) responded that it would not.

Table D42: Chi-square test: Policy servicing efficiency: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.002[a]	1	0,968		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,002	1	0,969		
Fisher's Exact Test				1,000	0,649
Linear-by-Linear Association	0,002	1	0,969		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .96.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 0.002, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D43: Cross-tabulation: Policy servicing efficiency: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_2		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	129	7	136
		% within CST 3.1	81,13%	77,78%	80,95%
	No	Count	30	2	32
		% within CST 3.1	18,87%	22,22%	19,05%
Total		Count	159	9	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_2 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 129 (81.13%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 30 (18.87%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_2 unfavourably, seven (77.78%) responded that

deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while two (22.22%) responded that it would not.

Table D44: Chi-square test: Policy servicing efficiency: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.583[a]	1	0,032		
Continuity Correction[b]	2,868	1	0,090		
Likelihood Ratio	3,635	1	0,057		
Fisher's Exact Test				0,055	0,055
Linear-by-Linear Association	4,555	1	0,033		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.61.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 4.583, p = 0.055 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D46: Cross-tabulation: Policy servicing efficiency: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_2		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	133	5	138
		% within CST 2.2	83,65%	55,56%	82,14%
	No	Count	26	4	30
		% within CST 2.2	16,35%	44,44%	17,86%
Total		Count	159	9	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_2 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 133 (83.65%) responded that improvement thereof would increase the likelihood of insuring new assets with the

insurer, while 26 (16.35%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_2 unfavourably, five (55.56%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while four (44.44%) responded that it would not.

Table D47: Chi-square test: Policy servicing efficiency: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.062[a]	1	0,803		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,060	1	0,807		
Fisher's Exact Test				0,681	0,540
Linear-by-Linear Association	0,062	1	0,804		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 0.062, p = 0.681 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D48: Cross-tabulation: Policy servicing efficiency: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_2		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	140	8	148
		% within CST 3.2	88,05%	88,89%	88,10%
	No	Count	19	1	20
		% within CST 3.2	11,95%	11,11%	11,90%
Total		Count	159	9	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_2 favourably and nine rated it unfavourably. Of the 159 who

rated the insurers' performance favourably, 140 (88.05%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 19 (11.95%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_2 unfavourably, eight (88.89%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while one (11.11%) responded that it would not.

Table D49: Chi-square test: Policy servicing efficiency: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.006[a]	1	0,940		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,006	1	0,939		
Fisher's Exact Test				1,000	0,709
Linear-by-Linear Association	0,006	1	0,940		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 0.006, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.3 Policy servicing accuracy: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Policy servicing – accuracy" (CST 1.14_3) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_3 Policy servicing – accuracy: How often does your insurer service your policy accurately at your first request (without the need to make corrections)?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D50: Cross-tabulation: Policy servicing accuracy: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_3		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	139	11	150
		% within CST 2.1	90,26%	78,57%	89,29%
	No	Count	15	3	18
		% within CST 2.1	9,74%	21,43%	10,71%
Total		Count	154	14	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 154 rated the insurers' performance in CST 1.14_3 favourably and 14 rated it unfavourably. Of the 154 who rated the insurers' performance favourably, 139 (90.26%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 15 (9.74%) responded that it would not. Of the 14 who rated the insurers' performance in CST1.14_3 unfavourably, 11 (78.57%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while three (21.43%) responded that it would not.

Table D51: Chi-square test: Policy servicing accuracy: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.833[a]	1	0,176		
Continuity Correction[b]	0,815	1	0,367		
Likelihood Ratio	1,504	1	0,220		
Fisher's Exact Test				0,176	0,176
Linear-by-Linear Association	1,822	1	0,177		
N of Valid Cases	168				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.50.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 1.833, p = 0.176 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D52: Cross-tabulation: Policy servicing accuracy: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_3		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	125	11	136
		% within CST 3.1	81,17%	78,57%	80,95%
	No	Count	29	3	32
		% within CST 3.1	18,83%	21,43%	19,05%
Total		Count	154	14	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 154 rated the insurers' performance in CST 1.14_3 favourably and 14 rated it unfavourably. Of the 154 who rated the insurers' performance favourably, 125 (81.17%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 29 (18.83%) responded that it would not. Of the 14 who rated the insurers' performance in CST1.14_3 unfavourably, 11 (78.57%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while three (21.43%) responded that it would not.

Table D53: Chi-square test: Policy servicing accuracy: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.195[a]	1	0,274		
Continuity Correction[b]	0,531	1	0,466		
Likelihood Ratio	1,066	1	0,302		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Fisher's Exact Test				0,280	0,224
Linear-by-Linear Association	1,188	1	0,276		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.50.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 1.195, p = 0.280 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D54: Cross-tabulation: Policy servicing accuracy: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_3		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	128	10	138
		% within CST 2.2	83,12%	71,43%	82,14%
	No	Count	26	4	30
		% within CST 2.2	16,88%	28,57%	17,86%
Total		Count	154	14	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 154 rated the insurers' performance in CST 1.14_3 favourably and 14 rated it unfavourably. Of the 154 who rated the insurers' performance favourably, 128 (83.12%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 26 (16.88%) responded that it would not. Of the 14 who rated the insurers' performance in CST1.14_3 unfavourably, 10 (71.43%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while four (28.57%) responded that it would not.

Table D55: Chi-square test: Policy servicing accuracy: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.056[a]	1	0,813		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,055	1	0,815		
Fisher's Exact Test				0,732	0,521
Linear-by-Linear Association	0,056	1	0,813		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.67.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 0.056, p = 0.732 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D56: Cross-tabulation: Policy servicing accuracy: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_3		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	136	12	148
		% within CST 3.2	88,31%	85,71%	88,10%
	No	Count	18	2	20
		% within CST 3.2	11,69%	14,29%	11,90%
Total		Count	154	14	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 154 rated the insurers' performance in CST 1.14_3 favourably and 14 rated it unfavourably. Of the 154 who rated the insurers' performance favourably, 136 (88.31%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (11.69%) responded that it would not. Of the 14 who rated the insurers' performance in CST1.14_3 unfavourably, 12 (85.71%) responded that

improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (14.29%) responded that it would not.

Table D57: Chi-square test: Policy servicing accuracy: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.083[a]	1	0,774		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,079	1	0,779		
Fisher's Exact Test				0,675	0,518
Linear-by-Linear Association	0,082	1	0,775		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.67.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 0.083, p = 0.675 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.4 Insurer contactability: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Insurer contactability – ease of telephonic contact" (CST 1.14_4) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_4 Insurer contactability – ease of telephonic contact: How easy is it to contact your insurer telephonically (that is, not have to key through extensive automated phone menus or be subjected to extensive on-hold times)?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D58: Cross-tabulation: Insurer contactability: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_4		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	126	24	150
		% within CST 2.1	91,30%	80,00%	89,29%
	No	Count	12	6	18
		% within CST 2.1	8,70%	20,00%	10,71%
Total		Count	138	30	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 138 rated the insurers' performance in CST 1.14_4 favourably and 30 rated it unfavourably. Of the 138 who rated the insurers' performance favourably, 126 (91.30%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 12 (8.70%) responded that it would not. Of the 30 who rated the insurers' performance in CST1.14_4 unfavourably, 24 (80.00%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while six (20.00%) responded that it would not.

Table D59: Chi-square test: Insurer contactability: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.292[a]	1	0,070		
Continuity Correction[b]	2,216	1	0,137		
Likelihood Ratio	2,843	1	0,092		
Fisher's Exact Test				0,098	0,074
Linear-by-Linear Association	3,272	1	0,070		
N of Valid Cases	168				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.21.

b. Computed only for a 2x2 table

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 3.292, p = 0.098 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D60: Cross-tabulation: Insurer contactability: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_4		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	114	22	136
		% within CST 3.1	82,61%	73,33%	80,95%
	No	Count	24	8	32
		% within CST 3.1	17,39%	26,67%	19,05%
Total		Count	138	30	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 138 rated the insurers' performance in CST 1.14_4 favourably and 30 rated it unfavourably. Of the 138 who rated the insurers' performance favourably, 114 (82.61%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 24 (17.39%) responded that it would not. Of the 30 who rated the insurers' performance in CST1.14_4 unfavourably, 22 (73.33%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while eight (26.67%) responded that it would not.

Table D61: Chi-square test: Insurer contactability: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.932[a]	1	0,165		
Continuity Correction[b]	1,270	1	0,260		
Likelihood Ratio	1,780	1	0,182		
Fisher's Exact Test				0,190	0,131
Linear-by-Linear Association	1,921	1	0,166		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.36.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 1.932, p = 0.190 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D62: Cross-tabulation: Insurer contactability: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_4		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	116	22	138
		% within CST 2.2	84,06%	73,33%	82,14%
	No	Count	22	8	30
		% within CST 2.2	15,94%	26,67%	17,86%
Total		Count	138	30	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 138 rated the insurers' performance in CST 1.14_4 favourably and 30 rated it unfavourably. Of the 138 who rated the insurers' performance favourably, 116 (84.06%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 22 (15.94%) responded that it would not. Of the 30 who rated the insurers' performance in CST1.14_4 unfavourably, 22 (73.33%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while eight (26.67%) responded that it would not.

Table D63: Chi-square test: Insurer contactability: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.375[a]	1	0,241		
Continuity Correction[b]	0,839	1	0,360		
Likelihood Ratio	1,286	1	0,257		
Fisher's Exact Test				0,303	0,178
Linear-by-Linear Association	1,367	1	0,242		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 1.375, p = 0.303 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D64: Cross-tabulation: Insurer contactability: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_4		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	121	27	148
		% within CST 3.2	87,68%	90,00%	88,10%
	No	Count	17	3	20
		% within CST 3.2	12,32%	10,00%	11,90%
Total		Count	138	30	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 138 rated the insurers' performance in CST 1.14_4 favourably and 30 rated it unfavourably. Of the 138 who rated the insurers' performance favourably, 121 (87.68%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 17 (12.32%) responded that it would not. Of the 30 who rated the

insurers' performance in CST1.14_4 unfavourably, 27 (90.00%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while three (10.00%) responded that it would not.

Table D65: Chi-square test: Insurer contactability: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.126[a]	1	0,722		
Continuity Correction[b]	0,002	1	0,965		
Likelihood Ratio	0,131	1	0,717		
Fisher's Exact Test				1,000	0,503
Linear-by-Linear Association	0,126	1	0,723		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.57.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 0.126, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.5 Omnichannel: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Omnichannel – multiple contact options" (CST 1.14_5) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_5 Omnichannel – multiple contact options: How many options does your insurer provide you to either contact them or access your policy?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D66: Cross-tabulation: Omnichannel: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_5		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	31	119	150
		% within CST 2.1	91,18%	88,81%	89,29%
	No	Count	3	15	18
		% within CST 2.1	8,82%	11,19%	10,71%
Total		Count	34	134	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 34 rated the insurers' performance in CST 1.14_5 favourably and 134 rated it unfavourably. Of the 34 who rated the insurers' performance favourably, 31 (91.18%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while three (8.82%) responded that it would not. Of the 134 who rated the insurers' performance in CST1.14_5 unfavourably, 119 (88.81%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 15 (11.19%) responded that it would not.

Table D67: Chi-square test: Omnichannel: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.159[a]	1	0,690		
Continuity Correction[b]	0,008	1	0,929		
Likelihood Ratio	0,166	1	0,684		
Fisher's Exact Test				1,000	0,485
Linear-by-Linear Association	0,158	1	0,691		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.64.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 0.159, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D68: Cross-tabulation: Omnichannel: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_5		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	28	108	136
		% within CST 3.1	82,35%	80,60%	80,95%
	No	Count	6	26	32
		% within CST 3.1	17,65%	19,40%	19,05%
Total		Count	34	134	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 34 rated the insurers' performance in CST 1.14_5 favourably and 134 rated it unfavourably. Of the 34 who rated the insurers' performance favourably, 28 (82.35%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while six (17.65%) responded that it would not. Of the 134 who rated the insurers' performance in CST1.14_5 unfavourably, 108 (80.60%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 26 (19.40%) responded that it would not.

Table D69: Chi-square test: Omnichannel: performance versus effects of deterioration on policy retention (n = 136)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.217[a]	1	0,642		
Continuity Correction[b]	0,046	1	0,830		
Likelihood Ratio	0,211	1	0,646		
Fisher's Exact Test				0,623	0,403
Linear-by-Linear Association	0,215	1	0,643		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 0.217, p = 0.623 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D70: Cross-tabulation: Omnichannel: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_5		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	27	111	138
		% within CST 2.2	79,41%	82,84%	82,14%
	No	Count	7	23	30
		% within CST 2.2	20,59%	17,16%	17,86%
Total		Count	34	134	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 34 rated the insurers' performance in CST 1.14_5 favourably and 134 rated it unfavourably. Of the 34 who rated the insurers' performance favourably, 27 (79.41%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while seven (20.59%) responded that it would not. Of the 134 who rated the insurers' performance in CST1.14_5 unfavourably, 111 (82.84%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 23 (17.16% responded that it would not.

Table D71: Chi-square test: Omnichannel: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.054[a]	1	0,816		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,055	1	0,815		
Fisher's Exact Test				1,000	0,517
Linear-by-Linear Association	0,054	1	0,816		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.48.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 0.054, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D72: Cross-tabulation: Omnichannel: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_5		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	32	116	148
		% within CST 3.2	94,12%	86,57%	88,10%
	No	Count	2	18	20
		% within CST 3.2	5,88%	13,43%	11,90%
Total		Count	34	134	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 34 rated the insurers' performance in CST 1.14_5 favourably and 134 rated it unfavourably. Of the who rated the insurers' performance favourably, 32 (94.12%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (5.88%) responded that it would not. Of the 134 who rated the insurers'

performance in CST1.14_5 unfavourably, 116 (86.57%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (13.43%) responded that it would not.

Table D73: Chi-square test: Omnichannel: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.474[a]	1	0,225		
Continuity Correction[b]	0,842	1	0,359		
Likelihood Ratio	1,700	1	0,192		
Fisher's Exact Test				0,373	0,182
Linear-by-Linear Association	1,465	1	0,226		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.05.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 1.474, p = 0.373 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.6 Staff availability: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Staff – availability during business hours" (CST 1.14_6) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_6 Staff – availability during business hours: How frequently are the staff members of your insurer available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D74: Cross-tabulation: Staff availability: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_6		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	148	2	150
		% within CST 2.1	89,70%	66,67%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,30%	33,33%	10,71%
Total		Count	165	3	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 165 rated the insurers' performance in CST 1.14_6 favourably and three rated it unfavourably. Of the 165 who rated the insurers' performance favourably, 148 (89.70%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.30%) responded that it would not.

Table D75: Chi-square test: Staff availability: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.634[a]	1	0,201		
Continuity Correction[b]	0,113	1	0,737		
Likelihood Ratio	1,131	1	0,288		
Fisher's Exact Test				0,290	0,290
Linear-by-Linear Association	1,624	1	0,203		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .32.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Staff – availability during business hours" was not significant at

χ^2 (1) = 1.634, p = 0.290 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D76: Cross-tabulation: Staff availability: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_6		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	135	1	136
		% within CST 3.1	81,82%	33,33%	80,95%
	No	Count	30	2	32
		% within CST 3.1	18,18%	66,67%	19,05%
Total		Count	165	3	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 165 respondents who rated the insurers' performance in CST 1.14_6 favourably and three rated it unfavourably. Of the 165 who rated the insurers' performance favourably, 135 (81.82%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 30 (18.18%) responded that it would not.

Table D77: Chi-square test: Staff availability: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.499[a]	1	0,480		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,422	1	0,516		
Fisher's Exact Test				0,448	0,448
Linear-by-Linear Association	0,496	1	0,481		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .54.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Staff – availability during business hours" was not significant at

χ^2 (1) = 0.499, p = 0.448 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D78: Cross-tabulation: Staff availability: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_6		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	136	2	138
		% within CST 2.2	82,42%	66,67%	82,14%
	No	Count	29	1	30
		% within CST 2.2	17,58%	33,33%	17,86%
Total		Count	165	3	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 165 rated the insurers' performance in CST 1.14_6 favourably and three rated it unfavourably. Of the 165 who rated the insurers' performance favourably, 136 (82.42%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 29 (17.58%) responded that it would not.

Table D79: Chi-square test: Staff availability: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.492[a]	1	0,034		
Continuity Correction[b]	1,898	1	0,168		
Likelihood Ratio	3,318	1	0,069		
Fisher's Exact Test				0,093	0,093
Linear-by-Linear Association	4,465	1	0,035		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .57.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Staff – availability during business hours" was not significant at

χ^2 (1) = 4.492, p = 0.093 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D80: Cross-tabulation: Staff availability: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_6		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	146	2	148
		% within CST 3.2	88,48%	66,67%	88,10%
	No	Count	19	1	20
		% within CST 3.2	11,52%	33,33%	11,90%
Total		Count	165	3	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 165 rated the insurers' performance in CST 1.14_6 favourably and three rated it unfavourably. Of the 165 who rated the insurers' performance favourably, 146 (88.48%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 19 (11.52%) responded that it would not.

Table D81: Chi-square test: Staff availability: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.337[a]	1	0,247		
Continuity Correction[b]	0,066	1	0,797		
Likelihood Ratio	0,968	1	0,325		
Fisher's Exact Test				0,318	0,318
Linear-by-Linear Association	1,329	1	0,249		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .36.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Staff – availability during business hours" was not significant at

χ^2 (1) = 1.337, p = 0.318 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.7 Management availability: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Management – availability during business hours" (CST 1.14_7) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_7 Management – availability during business hours: How frequently is the management of your insurer available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D82: Cross-tabulation: Management availability: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_7		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	127	23	150
		% within CST 2.1	88,81%	92,00%	89,29%
	No	Count	16	2	18
		% within CST 2.1	11,19%	8,00%	10,71%
Total		Count	143	25	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 143 rated the insurers' performance in CST 1.14_7 favourably and 25 rated it unfavourably. Of the 143 who rated the insurers' performance favourably, 127 (88.81%) responded that deterioration

thereof would decrease the likelihood of insuring new assets with the insurer, while 16 (11.19%) responded that it would not. Of the 25 who rated the insurers' performance in CST1.14_7 unfavourably, 23 (92.00%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while two (8.00%) responded that it would not.

Table D83: Chi-square test: Management availability: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.226[a]	1	0,634		
Continuity Correction[b]	0,016	1	0,900		
Likelihood Ratio	0,242	1	0,623		
Fisher's Exact Test				1,000	0,477
Linear-by-Linear Association	0,225	1	0,635		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.68.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.226, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D84: Cross-tabulation: Management availability: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_7		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	115	21	136
		% within CST 3.1	80,42%	84,00%	80,95%
	No	Count	28	4	32
		% within CST 3.1	19,58%	16,00%	19,05%
Total		Count	143	25	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 143 rated the insurers' performance in CST 1.14_7 favourably and 25 rated it unfavourably. Of the 143 who rated the insurers' performance favourably, 115 (80.42%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 28 (19.58%) responded that it would not. Of the 25 who rated the insurers' performance in CST1.14_7 unfavourably, 21 (84.00%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while four (16.00%) responded that it would not.

Table D85: Chi-square test: Management availability: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.756[a]	1	0,385		
Continuity Correction[b]	0,344	1	0,558		
Likelihood Ratio	0,708	1	0,400		
Fisher's Exact Test				0,400	0,270
Linear-by-Linear Association	0,751	1	0,386		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.46.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.756, p = 0.400 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D86: Cross-tabulation: Management availability: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_7		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	119	19	138
		% within CST 2.2	83,22%	76,00%	82,14%
	No	Count	24	6	30

			CST 1.14_7		Total
			Favourable	Unfavourable	
		% within CST 2.2	16,78%	24,00%	17,86%
Total		Count	143	25	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 143 rated the insurers' performance in CST 1.14_7 favourably and 25 rated it unfavourably. Of the 143 who rated the insurers' performance favourably, 119 (83.22%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 24 (16.78%) responded that it would not. Of the 25 who rated the insurers' performance in CST1.14_7 unfavourably, 19 (76.00%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while six (24.00%) responded that it would not.

Table D87: Chi-square test: Management availability: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.177[a]	1	0,674		
Continuity Correction[b]	0,021	1	0,885		
Likelihood Ratio	0,183	1	0,668		
Fisher's Exact Test				0,789	0,459
Linear-by-Linear Association	0,176	1	0,675		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.76.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.177, p = 0.789 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D88: Cross-tabulation: Management availability: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_7		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	125	23	148
		% within CST 3.2	87,41%	92,00%	88,10%
	No	Count	18	2	20
		% within CST 3.2	12,59%	8,00%	11,90%
Total		Count	143	25	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 143 rated the insurers' performance in CST 1.14_7 favourably and 25 rated it unfavourably. Of the 143 who rated the insurers' performance favourably, 87.41% (n = 125) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (12.59%) responded that it would not. Of the 25 who rated the insurers' performance in CST1.14_7 unfavourably, 23 (92.00%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (8.00%) responded that it would not.

Table D89: Chi-square test: Management availability: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.427[a]	1	0,513		
Continuity Correction[b]	0,102	1	0,750		
Likelihood Ratio	0,468	1	0,494		
Fisher's Exact Test				0,741	0,398
Linear-by-Linear Association	0,424	1	0,515		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.98.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.427, p = 0.741 using Fischer's Exact Test. Thus, there is no

evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.8 Claims fairness: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Claims – fairness" (CST 1.14_9) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_9 Claims – fairness: How fair is your insurer in considering the merits of a claim you submit in deciding the outcome thereof?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D90: Cross-tabulation: Claims fairness: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_9		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	143	7	150
		% within CST 2.1	89,94%	77,78%	89,29%
	No	Count	16	2	18
		% within CST 2.1	10,06%	22,22%	10,71%
Total		Count	159	9	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_9 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 143 (89.94%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 16 (10.06%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_9 unfavourably, seven (77.78%) responded that deterioration thereof

would decrease the likelihood of insuring new assets with the insurer, while two (22.22%) responded that it would not.

Table D91: Chi-square test: Claims fairness: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.316[a]	1	0,251		
Continuity Correction[b]	0,352	1	0,553		
Likelihood Ratio	1,058	1	0,304		
Fisher's Exact Test				0,248	0,248
Linear-by-Linear Association	1,309	1	0,253		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .96.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Claims – fairness" was not significant at χ^2 (1) = 1.316, p = 0.248 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D92: Cross-tabulation: Claims fairness: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_9		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	131	5	136
		% within CST 3.1	82,39%	55,56%	80,95%
	No	Count	28	4	32
		% within CST 3.1	17,61%	44,44%	19,05%
Total		Count	159	9	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_9 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 131 (82.39%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while

28 (17.61%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_9 unfavourably, five (55.56%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while four (44.44%) responded that it would not.

Table D93: Chi-square test: Claims fairness: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.583[a]	1	0,032		
Continuity Correction[b]	2,868	1	0,090		
Likelihood Ratio	3,635	1	0,057		
Fisher's Exact Test				0,055	0,055
Linear-by-Linear Association	4,555	1	0,033		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.61.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Claims – fairness" was not significant at χ^2 (1) = 4.583, p = 0.055 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D94: Cross-tabulation: Claims fairness: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_9		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	133	5	138
		% within CST 2.2	83,65%	55,56%	82,14%
	No	Count	26	4	30
		% within CST 2.2	16,35%	44,44%	17,86%
Total		Count	159	9	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_9 favourably and nine rated it unfavourably. Of the 159 who

rated the insurers' performance favourably, 133 (83.65%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 26 (16.35%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_9 unfavourably, five (55.56%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while four (44.44%) responded that it would not.

Table D95: Chi-square test: Claims fairness: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.978[a]	1	0,046		
Continuity Correction[b]	2,428	1	0,119		
Likelihood Ratio	3,231	1	0,072		
Fisher's Exact Test				0,068	0,068
Linear-by-Linear Association	3,954	1	0,047		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Claims – fairness" was not significant at χ^2 (1) = 3.978, p = 0.068 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D96: Cross-tabulation: Claims fairness: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_9		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	141	7	148
		% within CST 3.2	88,68%	77,78%	88,10%
	No	Count	18	2	20
		% within CST 3.2	11,32%	22,22%	11,90%
Total		Count	159	9	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 159 rated the insurers' performance in CST 1.14_9 favourably and nine rated it unfavourably. Of the 159 who rated the insurers' performance favourably, 141 (88.68%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (11.32%) responded that it would not. Of the nine who rated the insurers' performance in CST1.14_9 unfavourably, seven (77.78%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (22.22%) responded that it would not.

Table D97: Chi-square test: Claims fairness: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.965[a]	1	0,326		
Continuity Correction[b]	0,206	1	0,650		
Likelihood Ratio	0,805	1	0,370		
Fisher's Exact Test				0,291	0,291
Linear-by-Linear Association	0,959	1	0,327		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Claims – fairness" was not significant at χ^2 (1) = 0.965, p = 0.291 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.9 Complaint handling fairness: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Complaint handling – fairness" (CST 1.14_11) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_11 Complain handling – fairness: How fair is your insurer in considering the merits of a complaint you submit in deciding the outcome thereof?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D98: Cross-tabulation: Complaint handling fairness: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_11		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	142	8	150
		% within CST 2.1	89,87%	80,00%	89,29%
	No	Count	16	2	18
		% within CST 2.1	10,13%	20,00%	10,71%
Total		Count	158	10	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 158 rated the insurers' performance in CST 1.14_11 favourably and 10 rated it unfavourably. Of the 158 who rated the insurers' performance favourably, 142 (89.87%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 16 (10.13%) responded that it would not. Of the 10 who rated the insurers' performance in CST1.14_11 unfavourably, eight (80.00%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while two (20.00%) responded that it would not.

Table D99: Chi-square test: Complaint handling fairness: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.958[a]	1	0,328		
Continuity Correction[b]	0,204	1	0,651		
Likelihood Ratio	0,798	1	0,372		
Fisher's Exact Test				0,291	0,291
Linear-by-Linear Association	0,953	1	0,329		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 0.958, p = 0.291 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D100: Cross-tabulation: Complaint handling fairness: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_11		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	129	7	136
		% within CST 3.1	81,65%	70,00%	80,95%
	No	Count	29	3	32
		% within CST 3.1	18,35%	30,00%	19,05%
Total		Count	158	10	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 158 rated the insurers' performance in CST 1.14_11 favourably and 10 rated it unfavourably. Of the 158 who rated the insurers' performance favourably, 129 (81.65%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 29 (18.35%) responded that it would not. Of the 10 who rated the insurers' performance in CST1.14_11 unfavourably, seven (70.00%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while three (30.00%) responded that it would not.

Table D101: Chi-square test: Complaint handling fairness: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.033[a]	1	0,855		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,032	1	0,857		
Fisher's Exact Test				1,000	0,562
Linear-by-Linear Association	0,033	1	0,856		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.79.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 0.033, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D102: Cross-tabulation: Complaint handling fairness: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_11		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	130	8	138
		% within CST 2.2	82,28%	80,00%	82,14%
	No	Count	28	2	30
		% within CST 2.2	17,72%	20,00%	17,86%
Total		Count	158	10	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 158 rated the insurers' performance in CST 1.14_11 favourably and 10 rated it unfavourably. Of the 158 who rated the insurers' performance favourably, 130 (82.28%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 28 (17.72%) responded that it would not. Of the 10 who rated the

insurers' performance in CST1.14_11 unfavourably, eight (80.00%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while two (20.00%) responded that it would not.

Table D103: Chi-square test: Complaint handling fairness: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.827[a]	1	0,363		
Continuity Correction[b]	0,244	1	0,621		
Likelihood Ratio	0,740	1	0,390		
Fisher's Exact Test				0,404	0,291
Linear-by-Linear Association	0,822	1	0,365		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.90.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 0.827, p = 0.404 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D104: Cross-tabulation: Complaint handling fairness: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_11		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	130	8	138
		% within CST 2.2	82,28%	80,00%	82,14%
	No	Count	28	2	30
		% within CST 2.2	17,72%	20,00%	17,86%
Total		Count	158	10	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 158 rated the insurers' performance in CST 1.14_11 favourably and 10 rated it unfavourably. Of the 158 who

rated the insurers' performance favourably, 140 (88.61%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (11.39%) responded that it would not. Of the 10 who rated the insurers' performance in CST1.14_11 unfavourably, eight (80.00%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (20.00%) responded that it would not.

Table D105: Chi-square test: Complaint handling fairness: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.664[a]	1	0,415		
Continuity Correction[b]	0,097	1	0,755		
Likelihood Ratio	0,573	1	0,449		
Fisher's Exact Test				0,339	0,339
Linear-by-Linear Association	0,660	1	0,416		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.19.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 0.664, p = 0.339 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.10 Communication frequency: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Communication – frequency" (CST 1.14_12) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_12 Communication – frequency: How would you describe the frequency of communications your insurer sends to you?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D106: Cross-tabulation: Communication frequency: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_12		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	145	5	150
		% within CST 2.1	89,51%	83,33%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,49%	16,67%	10,71%
Total		Count	162	6	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 162 rated the insurers' performance in CST 1.14_12 favourably and six rated it unfavourably. Of the 162 who rated the insurers' performance favourably, 145 (89.51%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.49%) responded that it would not. Of the six who rated the insurers' performance in CST1.14_12 unfavourably, five (83.33%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while one (16.67%) responded that it would not.

Table D107: Chi-square test: Communication frequency: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.230[a]	1	0,631		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,202	1	0,653		
Fisher's Exact Test				0,499	0,499
Linear-by-Linear Association	0,229	1	0,632		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .64.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Communication – frequency" was not significant at χ^2 (1) = 0.230, p = 0.499 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D108: Cross-tabulation: Communication frequency: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_12		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	133	3	136
		% within CST 3.1	82,10%	50,00%	80,95%
	No	Count	29	3	32
		% within CST 3.1	17,90%	50,00%	19,05%
Total		Count	162	6	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 162 rated the insurers' performance in CST 1.14_12 favourably and six rated it unfavourably. Of the 162 who rated the insurers' performance favourably, 133 (82.10%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 29 (17.90%) responded that it would not. Of the six who rated the insurers' performance in CST1.14_12 unfavourably, three (50.00%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while three (50.00%) responded that it would not.

Table D109: Chi-square test: Communication frequency: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.383[a]	1	0,036		
Continuity Correction[b]	2,405	1	0,121		
Likelihood Ratio	3,358	1	0,067		
Fisher's Exact Test				0,071	0,071
Linear-by-Linear Association	4,357	1	0,037		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Communication – frequency" was not significant at χ^2 (1) = 4.383, p = 0.071 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D110: Cross-tabulation: Communication frequency: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_12		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	135	3	138
		% within CST 2.2	83,33%	50,00%	82,14%
	No	Count	27	3	30
		% within CST 2.2	16,67%	50,00%	17,86%
Total		Count	162	6	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 162 rated the insurers' performance in CST 1.14_12 favourably and six rated it unfavourably. Of the 158 who rated the insurers' performance favourably, 135 (83.33%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 27 (16.67%) responded that it would not. Of the six who rated the

insurers' performance in CST1.14_12 unfavourably, three (50.00%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while three (50.00%) responded that it would not.

Table D111: Chi-square test: Communication frequency: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.866[a]	1	0,049		
Continuity Correction[b]	2,065	1	0,151		
Likelihood Ratio	3,040	1	0,081		
Fisher's Exact Test				0,084	0,084
Linear-by-Linear Association	3,843	1	0,050		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.14.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Communication – frequency" was not significant at χ^2 (1) = 3.866, p = 0.084 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D112: Cross-tabulation: Communication frequency: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_12		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	143	5	148
		% within CST 3.2	88,27%	83,33%	88,10%
	No	Count	19	1	20
		% within CST 3.2	11,73%	16,67%	11,90%
Total		Count	162	6	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 162 rated the insurers' performance in CST 1.14_12 favourably and six rated it unfavourably. Of the 162 who

rated the insurers' performance favourably, 143 (88.27%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 19 (11.73%) responded that it would not. Of the six who rated the insurers' performance in CST1.14_12 unfavourably, five (83.33%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while one (16.67%) responded that it would not.

Table D113: Chi-square test: Communication frequency: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.135[a]	1	0,714		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,122	1	0,727		
Fisher's Exact Test				0,538	0,538
Linear-by-Linear Association	0,134	1	0,715		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Communication – frequency" was not significant at χ^2 (1) = 0.135, p = 0.538 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.11 Premium billing accuracy: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Premium billing – accuracy" (CST 1.14_14) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_14 Premium billing – accuracy: How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D114: Cross-tabulation: Premium billing accuracy: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_14		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	150	0	150
		% within CST 2.1	89,82%	0,00%	89,29%
	No	Count	17	1	18
		% within CST 2.1	10,18%	100,00%	10,71%
Total		Count	167	1	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 167 rated the insurers' performance in CST 1.14_14 favourably and one rated it unfavourably. Of the 167 who rated the insurers' performance favourably, 150 (89.82%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 17 (10.18%) responded that it would not.

Table D115: Chi-square test: Premium billing accuracy: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.383[a]	1	0,004		
Continuity Correction[b]	1,623	1	0,203		
Likelihood Ratio	4,518	1	0,034		
Fisher's Exact Test				0,107	0,107
Linear-by-Linear Association	8,333	1	0,004		
N of Valid Cases	168				

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .11.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Premium billing – accuracy" was not significant at χ^2 (1) = 8.383, p = 0.107 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D116: Cross-tabulation: Premium billing accuracy: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_14		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	136	0	136
		% within CST 3.1	81,44%	0,00%	80,95%
	No	Count	31	1	32
		% within CST 3.1	18,56%	100,00%	19,05%
Total		Count	167	1	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 167 rated the insurers' performance in CST 1.14_14 favourably and one rated it unfavourably. Of the 167 who rated the insurers' performance favourably, 136 (81.44%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 31 (18.56%) responded that it would not.

Table D117: Chi-square test: Premium billing accuracy: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.628[a]	1	0,031		
Continuity Correction[b]	0,709	1	0,400		
Likelihood Ratio	3,473	1	0,062		
Fisher's Exact Test				0,179	0,179
Linear-by-Linear Association	4,600	1	0,032		
N of Valid Cases	168				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .18.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Premium billing – accuracy" was not significant at χ^2 (1) = 4.628, p = 0.179 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D118: Cross-tabulation: Premium billing accuracy: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_14		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	138	0	138
		% within CST 2.2	82,63%	0,00%	82,14%
	No	Count	29	1	30
		% within CST 2.2	17,37%	100,00%	17,86%
Total		Count	167	1	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 167 rated the insurers' performance in CST 1.14_14 favourably and one rated it unfavourably. Of the 167 who rated the insurers' performance favourably, 138 (82.63%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 29 (17.37%) responded that it would not.

Table D119: Chi-square test: Premium billing accuracy: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.275[a]	1	0,039		
Continuity Correction[b]	0,625	1	0,429		
Likelihood Ratio	3,342	1	0,068		
Fisher's Exact Test				0,190	0,190
Linear-by-Linear Association	4,250	1	0,039		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .19.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Premium billing – accuracy" was not significant at χ^2 (1) = 4.275, p = 0.190 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D120: Cross-tabulation: Premium billing accuracy: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_14		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	148	0	148
		% within CST 3.2	88,62%	0,00%	88,10%
	No	Count	19	1	20
		% within CST 3.2	11,38%	100,00%	11,90%
Total		Count	167	1	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 167 rated the insurers' performance in CST 1.14_14 favourably and one rated it unfavourably. Of the 167 who rated the insurers' performance favourably, 148 (88.62%) responded that improvement thereof would increase the likelihood of them retaining their policies with the insurer, while 19 (11.38%) responded that it would not.

Table D121: Chi-square test: Premium billing accuracy: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	7.444[a]	1	0,006		
Continuity Correction[b]	1,392	1	0,238		
Likelihood Ratio	4,301	1	0,038		
Fisher's Exact Test				0,119	0,119

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Linear-by-Linear Association	7,400	1	0,007		
N of Valid Cases	168				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .12.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Premium billing – accuracy" was not significant at χ^2 (1) = 7.444, p = 0.119 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.12 Innovation: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Innovation" (CST 1.14_15) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_15 Innovation: How frequently does your insurer offer new/unique products/benefits/services?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D122: Cross-tabulation: Innovation: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_15		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	103	47	150
		% within CST 2.1	89,57%	88,68%	89,29%
	No	Count	12	6	18
		% within CST 2.1	10,43%	11,32%	10,71%

		CST 1.14_15		Total
		Favourable	Unfavourable	
Total	Count	115	53	168
	% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 115 rated the insurers' performance in CST 1.14_15 favourably and 53 rated it unfavourably. Of the 115 who rated the insurers' performance favourably, 103 (89.57%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 12 (10.43%) responded that it would not. Of the 53 who rated the insurers' performance in CST1.14_15 unfavourably, 47 (88.68%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while six (11.32%) responded that it would not.

Table D123: Chi-square test: Innovation: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.030[a]	1	0,863		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,030	1	0,864		
Fisher's Exact Test				1,000	0,527
Linear-by-Linear Association	0,030	1	0,863		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.68.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Innovation" was not significant at χ^2 (1) = 0.030, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D124: Cross-tabulation: Innovation: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_15		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	93	43	136
		% within CST 3.1	80,87%	81,13%	80,95%
	No	Count	22	10	32
		% within CST 3.1	19,13%	18,87%	19,05%
Total		Count	115	53	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 115 rated the insurers' performance in CST 1.14_15 favourably and 53 rated it unfavourably. Of the 115 who rated the insurers' performance favourably, 93 (80.87%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 22 (19.13%) responded that it would not. Of the 53 who rated the insurers' performance in CST1.14_15 unfavourably, 43 (81.13%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 10 (18.87%) responded that it would not.

Table D125: Chi-square test: Innovation: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.041[a]	1	0,840		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,041	1	0,840		
Fisher's Exact Test				1,000	0,513
Linear-by-Linear Association	0,040	1	0,841		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.46.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Innovation" was not significant at χ^2 (1) = 0.041, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D126: Cross-tabulation: Innovation: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_15		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	94	44	138
		% within CST 2.2	81,74%	83,02%	82,14%
	No	Count	21	9	30
		% within CST 2.2	18,26%	16,98%	17,86%
Total		Count	115	53	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 115 rated the insurers' performance in CST 1.14_15 favourably and 53 rated it unfavourably. Of the 115 who rated the insurers' performance favourably, 94 (81.74%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 21 (18.26%) responded that it would not. Of the 53 who rated the insurers' performance in CST1.14_15 unfavourably, 44 (83.02%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while nine (16.98%) responded that it would not.

Table D127: Chi-square test: Innovation: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.002[a]	1	0,968		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,002	1	0,968		
Fisher's Exact Test				1,000	0,574
Linear-by-Linear Association	0,002	1	0,968		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.10.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Innovation" was not significant at χ^2 (1) = 0.002, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D128: Cross-tabulation: Innovation: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_15		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	100	48	148
		% within CST 3.2	86,96%	90,57%	88,10%
	No	Count	15	5	20
		% within CST 3.2	13,04%	9,43%	11,90%
Total		Count	115	53	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 115 rated the insurers' performance in CST 1.14_15 favourably and 53 rated it unfavourably. Of the 115 who rated the insurers' performance favourably, 100 (86.96%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 15 (13.04%) responded that it would not. Of the 53 who rated the insurers' performance in CST1.14_15 unfavourably, 48 (90.57%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while five (9.43%) responded that it would not.

Table D129: Chi-square test: Innovation: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.451[a]	1	0,502		
Continuity Correction[b]	0,172	1	0,678		
Likelihood Ratio	0,468	1	0,494		
Fisher's Exact Test				0,613	0,347
Linear-by-Linear Association	0,448	1	0,503		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.31.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Innovation" was not significant at χ^2 (1) = 0.451, p = 0.613 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.13 Product design: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Product – design" (CST 1.14_16) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_16 Product – design: How frequently does your insurer design products/benefits/services that can adapt to your needs if your needs change?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D130: Cross-tabulation: Product design: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_16		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	105	45	150
		% within CST 2.1	92,11%	83,33%	89,29%
	No	Count	9	9	18
		% within CST 2.1	7,89%	16,67%	10,71%
Total		Count	114	54	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 114 rated the insurers' performance in CST 1.14_16 favourably and 54 rated it unfavourably. Of the 114 who rated the insurers' performance favourably, 105 (92.11%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while

nine (7.89%) responded that it would not. Of the 54 who rated the insurers' performance in CST1.14_16 unfavourably, 45 (83.33%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while nine (16.67%) responded that it would not.

Table D131: Chi-square test: Product design: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.947[a]	1	0,086		
Continuity Correction[b]	2,102	1	0,147		
Likelihood Ratio	2,776	1	0,096		
Fisher's Exact Test				0,109	0,076
Linear-by-Linear Association	2,930	1	0,087		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.79.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Product – design" was not significant at χ^2 (1) = 2.947, p = 0.109 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D132: Cross-tabulation: Product design: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_16		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	96	40	136
		% within CST 3.1	84,21%	74,07%	80,95%
	No	Count	18	14	32
		% within CST 3.1	15,79%	25,93%	19,05%
Total		Count	114	54	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 114 rated the insurers' performance in CST 1.14_16 favourably and 54 rated it unfavourably. Of the 114 who

rated the insurers' performance favourably, 96 (84.21%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 18 (15.79%) responded that it would not. Of the 54 who rated the insurers' performance in CST1.14_16 unfavourably, 40 (74.07%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 14 (25.93%) responded that it would not.

Table D133: Chi-square test: Product design: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.034[a]	1	0,309		
Continuity Correction[b]	0,642	1	0,423		
Likelihood Ratio	1,005	1	0,316		
Fisher's Exact Test				0,388	0,210
Linear-by-Linear Association	1,028	1	0,311		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.64.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Product – design" was not significant at χ^2 (1) = 1.034, p = 0.388 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D134: Cross-tabulation: Product design: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_16		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	96	42	138
		% within CST 2.2	84,21%	77,78%	82,14%
	No	Count	18	12	30
		% within CST 2.2	15,79%	22,22%	17,86%
Total		Count	114	54	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 114 rated the insurers' performance in CST 1.14_16 favourably and 54 rated it unfavourably. Of the 114 who rated the insurers' performance favourably, 96 (84.21%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 18 (15.79%) responded that it would not. Of the 54 who rated the insurers' performance in CST1.14_16 unfavourably, 42 (77.78%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 12 (22.22%) responded that it would not.

Table D135: Chi-square test: Product design: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.442[a]	1	0,118		
Continuity Correction[b]	1,829	1	0,176		
Likelihood Ratio	2,351	1	0,125		
Fisher's Exact Test				0,142	0,090
Linear-by-Linear Association	2,427	1	0,119		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.29.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Product – design" was not significant at χ^2 (1) = 2.442, p = 0.142 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D136: Cross-tabulation: Product design: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_16		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	101	47	148
		% within CST 3.2	88,60%	87,04%	88,10%
	No	Count	13	7	20
		% within CST 3.2	11,40%	12,96%	11,90%

		CST 1.14_16		Total
		Favourable	Unfavourable	
Total	Count	114	54	168
	% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 114 rated the insurers' performance in CST 1.14_16 favourably and 54 rated it unfavourably. Of the 114 who rated the insurers' performance favourably, 101 (88.60%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 13 (11.40%) responded that it would not. Of the 54 who rated the insurers' performance in CST1.14_16 unfavourably, 47 (87.04%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while seven (12.96%) responded that it would not.

Table D137: Chi-square test: Product design: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.085[a]	1	0,771		
Continuity Correction[b]	0,001	1	0,971		
Likelihood Ratio	0,084	1	0,772		
Fisher's Exact Test				0,801	0,476
Linear-by-Linear Association	0,084	1	0,771		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.43.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Product – design" was not significant at χ^2 (1) = 0.085, p = 0.801 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.14 Product variety: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Product – variety" (CST 1.14_17) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_17 Product – variety: How varied is your insurer's product range to cater for different client types?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D138: Cross-tabulation: Product variety: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_17		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	117	33	150
		% within CST 2.1	90,00%	86,84%	89,29%
	No	Count	13	5	18
		% within CST 2.1	10,00%	13,16%	10,71%
Total		Count	130	38	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 130 rated the insurers' performance in CST 1.14_17 favourably and 38 rated it unfavourably. Of the 130 who rated the insurers' performance favourably, 117 (90.00%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 13 (10.00%) responded that it would not. Of the 38 who rated the insurers' performance in CST1.14_17 unfavourably, 33 (86.84%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while five (13.16%) responded that it would not.

Table D139: Chi-square test: Product variety: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.307[a]	1	0,580		
Continuity Correction[b]	0,065	1	0,798		
Likelihood Ratio	0,294	1	0,588		
Fisher's Exact Test				0,560	0,384
Linear-by-Linear Association	0,305	1	0,581		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Product – variety" was not significant at χ^2 (1) = 0.307, p = 0.560 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D140: Cross-tabulation: Product variety: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_17		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	108	28	136
		% within CST 3.1	83,08%	73,68%	80,95%
	No	Count	22	10	32
		% within CST 3.1	16,92%	26,32%	19,05%
Total		Count	130	38	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 130 rated the insurers' performance in CST 1.14_17 favourably and 38 rated it unfavourably. Of the 130 who rated the insurers' performance favourably, 108 (83.08%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 22 (16.92%) responded that it would not. Of the 38 who rated the insurers' performance in CST1.14_17 unfavourably, 28 (73.68%) responded that deterioration

thereof would decrease the likelihood of retaining their policies with the insurer, while 10 (26.32%) responded that it would not.

Table D141: Chi-square test: Product variety: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.011[a]	1	0,918		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,011	1	0,918		
Fisher's Exact Test				1,000	0,543
Linear-by-Linear Association	0,011	1	0,918		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.79.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Product – variety" was not significant at χ^2 (1) = 0.011, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D142: Cross-tabulation: Product variety: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_17		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	107	31	138
		% within CST 2.2	82,31%	81,58%	82,14%
	No	Count	23	7	30
		% within CST 2.2	17,69%	18,42%	17,86%
Total		Count	130	38	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 130 rated the insurers' performance in CST 1.14_17 favourably and 38 rated it unfavourably. Of the 130 who rated the insurers' performance favourably, 107 (82.31%) responded that improvement thereof would increase the likelihood of insuring new assets with the

insurer, while 23 (17.69%) responded that it would not. Of the 38 who rated the insurers' performance in CST1.14_17 unfavourably, 31 (81.58%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while seven (18.42%) responded that it would not.

Table D143: Chi-square test: Product variety: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.682[a]	1	0,195		
Continuity Correction[b]	1,128	1	0,288		
Likelihood Ratio	1,589	1	0,208		
Fisher's Exact Test				0,240	0,144
Linear-by-Linear Association	1,672	1	0,196		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.24.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Product – variety" was not significant at χ^2 (1) = 1.682, p = 0.240 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D144: Cross-tabulation: Product variety: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_17		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	115	33	148
		% within CST 3.2	88,46%	86,84%	88,10%
	No	Count	15	5	20
		% within CST 3.2	11,54%	13,16%	11,90%
Total		Count	130	38	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 130 rated the insurers' performance in CST 1.14_17 favourably and 38 rated it unfavourably. Of the 130 who

rated the insurers' performance favourably, 115 (88.46%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 15 (11.54%) responded that it would not. Of the 38 who rated the insurers' performance in CST1.14_17 unfavourably, 33 (86.84%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while five (13.16%) responded that it would not.

Table D145: Chi-square test: Product variety: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.074[a]	1	0,786		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,072	1	0,788		
Fisher's Exact Test				0,779	0,489
Linear-by-Linear Association	0,073	1	0,787		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.52.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Product – variety" was not significant at χ^2 (1) = 0.074, p = 0.779 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.15 Rewards: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Rewards" (CST 1.14_19) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_19 Rewards: How comprehensive are the policy rewards offered by your insurer?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D146: Cross-tabulation: Rewards: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_19		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	106	44	150
		% within CST 2.1	89,08%	89,80%	89,29%
	No	Count	13	5	18
		% within CST 2.1	10,92%	10,20%	10,71%
Total		Count	119	49	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 119 rated the insurers' performance in CST 1.14_19 favourably and 49 rated it unfavourably. Of the 119 who rated the insurers' performance favourably, 106 (89.08%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 13 (10.92%) responded that it would not. Of the 49 who rated the insurers' performance in CST1.14_19 unfavourably, 44 (89.80% responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while five (10.20%) responded that it would not.

Table D147: Chi-square test: Rewards: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.019[a]	1	0,891		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,019	1	0,890		
Fisher's Exact Test				1,000	0,566
Linear-by-Linear Association	0,019	1	0,891		
N of Valid Cases	168				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.25.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Rewards" was not significant at χ^2 (1) = 0.019, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D148: Cross-tabulation: Rewards: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_19		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	100	36	136
		% within CST 3.1	84,03%	73,47%	80,95%
	No	Count	19	13	32
		% within CST 3.1	15,97%	26,53%	19,05%
Total		Count	119	49	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 119 rated the insurers' performance in CST 1.14_19 favourably and 49 rated it unfavourably. Of the 119 who rated the insurers' performance favourably, 100 (84.03%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 19 (15.97%) responded that it would not. Of the 49 who rated the insurers' performance in CST1.14_19 unfavourably, 36 (73.47% responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 13 (26.53%) responded that it would not.

Table D149: Chi-square test: Rewards: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.994[a]	1	0,319		
Continuity Correction[b]	0,602	1	0,438		
Likelihood Ratio	0,961	1	0,327		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Fisher's Exact Test				0,376	0,217
Linear-by-Linear Association	0,988	1	0,320		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.75.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Rewards" was not significant at χ^2 (1) = 0.994, p = 0.376 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D150: Cross-tabulation: Rewards: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_19		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	100	38	138
		% within CST 2.2	84,03%	77,55%	82,14%
	No	Count	19	11	30
		% within CST 2.2	15,97%	22,45%	17,86%
Total		Count	119	49	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 119 rated the insurers' performance in CST 1.14_19 favourably and 49 rated it unfavourably. Of the 119 who rated the insurers' performance favourably, 100 (84.03%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 19 (15.97%) responded that it would not. Of the 49 who rated the insurers' performance in CST1.14_19 unfavourably, 38 (77.55%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 11 (22.45%) responded that it would not.

Table D151: Chi-square test: Rewards: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.512[a]	1	0,113		
Continuity Correction[b]	1,874	1	0,171		
Likelihood Ratio	2,398	1	0,122		
Fisher's Exact Test				0,132	0,087
Linear-by-Linear Association	2,497	1	0,114		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.33.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Rewards" was not significant at χ^2 (1) = 2.512, p = 0.132 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D152: Cross-tabulation: Rewards: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_19		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	107	41	148
		% within CST 3.2	89,92%	83,67%	88,10%
	No	Count	12	8	20
		% within CST 3.2	10,08%	16,33%	11,90%
Total		Count	119	49	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 119 rated the insurers' performance in CST 1.14_19 favourably and 49 rated it unfavourably. Of the 119 who rated the insurers' performance favourably, 107 (89.92%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 12 (10.08%) responded that it would not. Of the 49 who rated the insurers' performance in CST1.14_19 unfavourably, 41 (83.67%) responded that

improvement thereof would increase the likelihood of retaining their policies with the insurer, while eight (16.33%) responded that it would not.

Table D153: Chi-square test: Rewards: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.290[a]	1	0,256		
Continuity Correction[b]	0,763	1	0,382		
Likelihood Ratio	1,225	1	0,268		
Fisher's Exact Test				0,297	0,189
Linear-by-Linear Association	1,282	1	0,258		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.83.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Rewards" was not significant at χ^2 (1) = 1.290, p = 0.297 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.16 Pricing/premiums: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Pricing/premiums" (CST 1.14_20) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_20 Pricing/premiums: How aligned to market norms are your insurer's premiums?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D154: Cross-tabulation: Pricing/premiums: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_20		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	124	26	150
		% within CST 2.1	91,18%	81,25%	89,29%
	No	Count	12	6	18
		% within CST 2.1	8,82%	18,75%	10,71%
Total		Count	136	32	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 136 rated the insurers' performance in CST 1.14_20 favourably and 32 rated it unfavourably. Of the 136 who rated the insurers' performance favourably, 124 (91.18%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 12 (8.82%) responded that it would not. Of the 32 who rated the insurers' performance in CST1.14_20 unfavourably, 26 (81.25%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while six (18.75%) responded that it would not.

Table D155: Chi-square test: Pricing/premiums: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.668[a]	1	0,102		
Continuity Correction[b]	1,731	1	0,188		
Likelihood Ratio	2,348	1	0,125		
Fisher's Exact Test				0,116	0,098
Linear-by-Linear Association	2,652	1	0,103		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.43.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Pricing/premiums" was not significant at χ^2 (1) = 2.668, p = 0.116 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D156: Cross-tabulation: Pricing/premiums: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_20		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	111	25	136
		% within CST 3.1	81,62%	78,13%	80,95%
	No	Count	25	7	32
		% within CST 3.1	18,38%	21,88%	19,05%
Total		Count	136	32	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 136 rated the insurers' performance in CST 1.14_20 favourably and 32 rated it unfavourably. Of the 136 who rated the insurers' performance favourably, 111 (81.62%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 25 (18.38%) responded that it would not. Of the 32 who rated the insurers' performance in CST1.14_20 unfavourably, 25 (78.13%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while seven (21.88%) responded that it would not.

Table D157: Chi-square test: Pricing/premiums: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.841[a]	1	0,092		
Continuity Correction[b]	2,042	1	0,153		
Likelihood Ratio	2,596	1	0,107		
Fisher's Exact Test				0,122	0,080
Linear-by-Linear Association	2,824	1	0,093		
N of Valid Cases	168				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.71.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Pricing/premiums" was not significant at χ^2 (1) = 2.841, p = 0.122 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D158: Cross-tabulation: Pricing/premiums: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_20		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	115	23	138
		% within CST 2.2	84,56%	71,88%	82,14%
	No	Count	21	9	30
		% within CST 2.2	15,44%	28,13%	17,86%
Total		Count	136	32	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 136 rated the insurers' performance in CST 1.14_20 favourably and 32 rated it unfavourably. Of the 136 who rated the insurers' performance favourably, 115 (84.56%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 21 (15.44%) responded that it would not. Of the 32 who rated the insurers' performance in CST1.14_20 unfavourably, 23 (71.88%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while nine (28.13%) responded that it would not.

Table D159: Chi-square test: Pricing/premiums: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.205[a]	1	0,651		
Continuity Correction[b]	0,041	1	0,840		
Likelihood Ratio	0,199	1	0,655		
Fisher's Exact Test				0,624	0,408
Linear-by-Linear Association	0,204	1	0,652		
N of Valid Cases	168				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.10.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Pricing/premiums" was not significant at χ^2 (1) = 0.205, p = 0.624 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D160: Cross-tabulation: Pricing/premiums: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_20		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	121	27	148
		% within CST 3.2	88,97%	84,38%	88,10%
	No	Count	15	5	20
		% within CST 3.2	11,03%	15,63%	11,90%
Total		Count	136	32	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 136 rated the insurers' performance in CST 1.14_20 favourably and 32 rated it unfavourably. Of the 136 who rated the insurers' performance favourably, 121 (88.97%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 15 (11.03%) responded that it would not. Of the 32 who rated the insurers' performance in CST1.14_20 unfavourably, 27 (84.38%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while five (15.63%) responded that it would not.

Table D161: Chi-square test: Pricing/premiums: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.522[a]	1	0,470		
Continuity Correction[b]	0,175	1	0,675		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Likelihood Ratio	0,491	1	0,484		
Fisher's Exact Test				0,543	0,324
Linear-by-Linear Association	0,519	1	0,471		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.81.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Pricing/premiums" was not significant at χ^2 (1) = 0.522, p = 0.543 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.2.17 Value-for-money: performance versus effects of deterioration and improvement

The following cross-tabulations will compare the insurers' performance of the insurer metric "Value-for-money" (CST 1.14_21) with the influence a deterioration and improvement thereof will have on the likelihood that respondents will insure new assets (CST 2.1) and retain their existing policies with them (CST 3.1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_21 Value-for-money: Does your insurer offer insurance products that provide value-for-money?(Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium)?

x

Will a deterioration in the above metrics that your insurer performs favourably in decrease the likelihood of you insuring new assets with them (CST 2.1) and *retaining your existing policy with them (CST 3.1)?*

Table D162: Cross-tabulation: Value-for-money: performance versus effects of deterioration on insuring new assets (n = 168)

			CST 1.14_21		Total
			Favourable	Unfavourable	
CST 2.1	Yes	Count	135	15	150
		% within CST 2.1	90,00%	83,33%	89,29%
	No	Count	15	3	18
		% within CST 2.1	10,00%	16,67%	10,71%
Total		Count	150	18	168
		% within CST 2.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_21 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 135 (90.00%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while 15 (10.00%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_21 unfavourably, 15 (89.29%) responded that deterioration thereof would decrease the likelihood of insuring new assets with the insurer, while three (16.67%) responded that it would not.

Table D163: Chi-square test: Value-for-money: performance versus effects of deterioration on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.747[a]	1	0,388		
Continuity Correction[b]	0,212	1	0,645		
Likelihood Ratio	0,663	1	0,416		
Fisher's Exact Test				0,415	0,299
Linear-by-Linear Association	0,742	1	0,389		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.93.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Value-for-money" was not significant at χ^2 (1) = 0.747, p = 0.415 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D164: Cross-tabulation: Value-for-money: performance versus effects of deterioration on policy retention (n = 168)

			CST 1.14_21		Total
			Favourable	Unfavourable	
CST 3.1	Yes	Count	121	15	136
		% within CST 3.1	80,67%	83,33%	80,95%
	No	Count	29	3	32
		% within CST 3.1	19,33%	16,67%	19,05%
Total		Count	150	18	168
		% within CST 3.1	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_21 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 121 (80.67%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while 29 (19.33%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_21 unfavourably, 15 (83.33%) responded that deterioration thereof would decrease the likelihood of retaining their policies with the insurer, while three (16.67%) responded that it would not.

Table D165: Chi-square test: Value-for-money: performance versus effects of deterioration on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.262[a]	1	0,609		
Continuity Correction[b]	0,035	1	0,852		
Likelihood Ratio	0,249	1	0,618		
Fisher's Exact Test				0,533	0,405
Linear-by-Linear Association	0,260	1	0,610		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.21.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of deterioration thereof on the metric "Value-for-money" was not significant at χ^2 (1) = 0.262, p = 0.533

using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D166: Cross-tabulation: Value-for-money: performance versus effects of improvement on insuring new assets (n = 168)

			CST 1.14_21		Total
			Favourable	Unfavourable	
CST 2.2	Yes	Count	124	14	138
		% within CST 2.2	82,67%	77,78%	82,14%
	No	Count	26	4	30
		% within CST 2.2	17,33%	22,22%	17,86%
Total		Count	150	18	168
		% within CST 2.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_21 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 124 (82.67%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while 26 (17.33%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_21 unfavourably, 14 (77.78%) responded that improvement thereof would increase the likelihood of insuring new assets with the insurer, while four (22.22%) responded that it would not.

Table D167: Chi-square test: Value-for-money: performance versus effects of improvement on insuring new assets (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.074[a]	1	0,785		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,076	1	0,782		
Fisher's Exact Test				1,000	0,539
Linear-by-Linear Association	0,074	1	0,786		
N of Valid Cases	168				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.43.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Value-for-money" was not significant at χ^2 (1) = 0.074, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D168: Cross-tabulation: Value-for-money: performance versus effects of improvement on policy retention (n = 168)

			CST 1.14_21		Total
			Favourable	Unfavourable	
CST 3.2	Yes	Count	132	16	148
		% within CST 3.2	88,00%	88,89%	88,10%
	No	Count	18	2	20
		% within CST 3.2	12,00%	11,11%	11,90%
Total		Count	150	18	168
		% within CST 3.2	100,00%	100,00%	100,00%

A total sample of n = 168 participated in this question, of which 150 rated the insurers' performance in CST 1.14_21 favourably and 18 rated it unfavourably. Of the 150 who rated the insurers' performance favourably, 132 (88.00%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while 18 (12.00%) responded that it would not. Of the 18 who rated the insurers' performance in CST1.14_21 unfavourably, 16 (88.89%) responded that improvement thereof would increase the likelihood of retaining their policies with the insurer, while two (11.11%) responded that it would not.

Table D169: Chi-square test: Value-for-money: performance versus effects of improvement on policy retention (n = 168)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.012[a]	1	0,912		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,012	1	0,912		
Fisher's Exact Test				1,000	0,636
Linear-by-Linear Association	0,012	1	0,913		
N of Valid Cases	168				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.14.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance and the effects of improvement thereof on the metric "Value-for-money" was not significant at χ^2 (1) = 0.012, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3 Insurer metrics – correction required

D.3.1 Placing new business efficiency: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Placing new business – efficiency" (CST 1.14_1) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_1) and retain their existing policies with them (CST 4.2_1) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_1 Placing new business – efficiency: How efficient is it to place new business with your insurer?

x

CST 4.1_1 and *CST 4.2_1 Importance to correct poor performance: Starting a new policy – efficiency*

Table D170: Cross-tabulation: Placing new business efficiency: performance versus importance to correct poor performance to insure new assets (n = 122)

			CST 4.1_1		Total
			Important to correct	Less important to correct	
CST 1.14_1	Favourable	Count	82	32	114
		% within CST 1.14_1	71,93%	28,07%	100,00%
	Unfavourable	Count	4	4	8
		% within CST 1.14_1	50,00%	50,00%	100,00%
Total		Count	86	36	122
		% within CST 1.14_1	70,49%	29,51%	100,00%

A total sample of n = 122 participated in this question, of which 114 rated CST 1.14_1 favourably and eight rated it unfavourably. Of the 114 who rated the insurers' performance favourably, 82 (71.93%) rated CST 4.1_1 as important to correct, while 32 (28.07%) rated it as less important to correct. Of the eight who rated CST 1.14_1 as unfavourable, four (50.00%) rated CST 4.1_1 as important to correct, while four (50.00%) rated it as less important to correct.

Table D171: Chi-square test: Placing new business efficiency: performance versus importance to correct poor performance to insure new assets (n = 122)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.728a	1	0,189		
Continuity Correction[b]	0,835	1	0,361		
Likelihood Ratio	1,585	1	0,208		
Fisher's Exact Test				0,233	0,178
Linear-by-Linear Association	1,714	1	0,190		
N of Valid Cases	122				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.36.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Placing new business efficiency" was not significant at χ^2 (1) = 1.728, p = 0.223 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D172: Cross-tabulation: Placing new business efficiency: performance versus importance to correct poor performance to retain existing policy (n = 102)

			CST 4.2_1		Total
			Important to correct	Less important to correct	
CST 1.14_1	Favourable	Count	67	29	96
		% within CST 1.14_1	69,79%	30,21%	100,00%
	Unfavourable	Count	5	1	6
		% within CST 1.14_1	83,33%	16,67%	100,00%
Total		Count	72	30	102
		% within CST 1.14_1	70,59%	29,41%	100,00%

A total sample of n = 102 participated in this question, of which 96 rated CST 1.14_1 favourably and six rated it unfavourably. Of the 96 who rated the insurers' performance

favourably, 67 (69.79%) rated CST 4.2_1 as important to correct, while 29 (30.21%) rated it as less important to correct. Of the six who rated CST 1.14_1 as unfavourable, five (83.33%) rated CST 4.2_1 as important to correct, while one (16.67%) rated it as less important to correct.

Table D173: Chi-square test: Placing new business efficiency: performance versus importance to correct poor performance to retain existing policy (n = 102)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.499a	1	0,480		
Continuity Correction[b]	0,060	1	0,807		
Likelihood Ratio	0,553	1	0,457		
Fisher's Exact Test				0,668	0,428
Linear-by-Linear Association	0,494	1	0,482		
N of Valid Cases	102				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.76.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Placing new business efficiency" was not significant at χ^2 (1) = 0.499, p = 0.668 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.2 Policy servicing efficiency: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Policy servicing – efficiency" (CST 1.14_2) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_2) and retain their existing policies with them (CST 4.2_2) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_2 Policy servicing – efficiency How efficient is it to service your policy with your insurer?

x

CST 4.1_2 and *CST 4.2_2 Importance to correct poor performance: Policy servicing – efficiency*

Table D174: Cross-tabulation: Policy servicing efficiency: performance versus importance to correct poor performance to insure new assets (n = 136)

			CST 4.1_2		Total
			Important to correct	Less important to correct	
CST 1.14_	Favourable	Count	95	33	128
		% within CST 1.14_2	74,22%	25,78%	100,00%
	Unfavourable	Count	7	1	8
		% within CST 1.14_2	87,50%	12,50%	100,00%
Total		Count	102	34	136
		% within CST 1.14_2	75,00%	25,00%	100,00%

A total sample of n = 136 participated in this question, of which 128 rated CST 1.14_2 favourably and eight rated it unfavourably. Of the 128 who rated the insurers' performance favourably, 95 (74.22%) rated CST 4.1_2 as important to correct, while 33 (25.78%) rated it as less important to correct. Of the eight who rated CST 1.14_2 as unfavourable, seven (87.50%) rated CST 4.1_2 as important to correct, while one (12.50%) rated it as less important to correct.

Table D175: Chi-square test: Policy servicing efficiency: performance versus importance to correct poor performance to insure new assets (n = 136)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.708a	1	0,400		
Continuity Correction[b]	0,177	1	0,674		
Likelihood Ratio	0,813	1	0,367		
Fisher's Exact Test				0,679	0,360
Linear-by-Linear Association	0,703	1	0,402		
N of Valid Cases	136				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.00.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 0.708, p = 0.679 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D176: Cross-tabulation: Policy servicing efficiency: performance versus importance to correct poor performance to retain existing policy (n = 114)

			CST 4.2_2		Total
			Important to correct	Less important to correct	
CST 1.14_2	Favourable	Count	77	29	106
		% within CST 1.14_2	72,64%	27,36%	100,00%
	Unfavourable	Count	6	2	8
		% within CST 1.14_2	75,00%	25,00%	100,00%
Total		Count	83	31	114
		% within CST 1.14_2	72,81%	27,19%	100,00%

A total sample of n = 114 participated in this question, of which 106 rated CST 1.14_2 favourably and eight rated it unfavourably. Of the 106 who rated the insurers' performance favourably, 77 (72.64%) rated CST 4.2_2 as important to correct, while 29 (27.36%) rated it as less important to correct. Of the eight who rated CST 1.14_2 as unfavourable, six (75.00%) rated CST 4.2_2 as important to correct, while two (25.00%) rated it as less important to correct.

Table D177: Chi-square test: Policy servicing efficiency: performance versus importance to correct poor performance to retain existing policy (n = 114)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.021a	1	0,885		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,021	1	0,884		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Fisher's Exact Test				1,000	0,624
Linear-by-Linear Association	0,021	1	0,886		
N of Valid Cases	114				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.18.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Policy servicing – efficiency" was not significant at χ^2 (1) = 0.021, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.3 Policy servicing accuracy: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Policy servicing – accuracy" (CST 1.14_3) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_3) and retain their existing policies with them (CST 4.2_3) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_3 Policy servicing – accuracy How often does your insurer service your policy accurately at your first request (without the need to make corrections)?

x

CST 4.1_3 and *CST 4.2_3 Importance to correct poor performance: Policy servicing – accuracy*

Table D178: Cross-tabulation: Policy servicing accuracy: performance versus importance to correct poor performance to insure new assets (n = 133)

			CST 4.1_3		Total
			Important to correct	Less important to correct	
CST 1.14_3	Favourable	Count	90	30	120

			CST 4.1_3		Total
			Important to correct	Less important to correct	
		% within CST 1.14_3	75,00%	25,00%	100,00%
	Unfavourable	Count	12	1	13
		% within CST 1.14_3	92,31%	7,69%	100,00%
Total		Count	102	31	133
		% within CST 1.14_3	76,69%	23,31%	100,00%

A total sample of n = 133 participated in this question, of which 120 rated CST 1.14_3 favourably and 13 rated it unfavourably. Of the 120 who rated the insurers' performance favourably, 90 (75.00%) rated CST 4.1_3 as important to correct, while 30 (25.00%) rated it as less important to correct. Of the 13 who rated CST 1.14_3 as unfavourable, 12 (92.31%) rated CST 4.1_3 as important to correct, while one (7.69%) rated it as less important to correct.

Table D179: Chi-square test: Policy servicing accuracy: performance versus importance to correct poor performance to insure new assets (n = 133)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.966a	1	0,161		
Continuity Correction[b]	1,117	1	0,291		
Likelihood Ratio	2,420	1	0,120		
Fisher's Exact Test				0,298	0,143
Linear-by-Linear Association	1,951	1	0,162		
N of Valid Cases	133				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.03.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 1.966, p = 0.298 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D180: Cross-tabulation: Policy servicing accuracy: performance versus importance to correct poor performance to retain existing policy (n = 111)

			CST 4.2_3		Total
			Important to correct	Less important to correct	
CST 1.14_3	Favourable	Count	77	23	100
		% within CST 1.14_3	77,00%	23,00%	100,00%
	Unfavourable	Count	8	3	11
		% within CST 1.14_3	72,73%	27,27%	100,00%
Total		Count	85	26	111
		% within CST 1.14_3	76,58%	23,42%	100,00%

A total sample of n = 111 participated in this question, of which 100 rated CST 1.14_3 favourably and 11 rated it unfavourably. Of the 100 who rated the insurers' performance favourably, 77 (77.00%) rated CST 4.2_3 as important to correct, while 23 (23.00%) rated it as less important to correct. Of the 11 who rated CST 1.14_3 as unfavourable, eight (72.73%) rated CST 4.2_3 as important to correct, while three (27.27%) rated it as less important to correct.

Table D181: Chi-square test: Policy servicing accuracy: performance versus importance to correct poor performance to retain existing policy (n = 111)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.101a	1	0,751		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,098	1	0,755		
Fisher's Exact Test				0,717	0,500
Linear-by-Linear Association	0,100	1	0,752		
N of Valid Cases	111				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.58.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Policy servicing – accuracy" was not significant at χ^2 (1) = 0.101, p = 0.717 using Fischer's Exact Test. Thus, there is no evidence of a relationship

between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.4 Insurer contactability: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Insurer contactability – ease of telephonic contact" (CST 1.14_4) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_4) and retain their existing policies with them (CST 4.2_4) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_4 Insurer contactability – ease of telephonic contact: How easy is it to contact your insurer telephonically?

x

CST 4.1_4 and *CST 4.2_4 Importance to correct poor performance: Insurer contactability – ease of telephonic contact*

Table D182: Cross-tabulation: Insurer contactability: performance versus importance to correct poor performance to insure new assets (n = 132)

			CST 4.1_4		Total
			Important to correct	Less important to correct	
CST 1.14_4	Favourable	Count	72	33	105
		% within CST 1.14_4	68,57%	31,43%	100,00%
	Unfavourable	Count	22	5	27
		% within CST 1.14_4	81,48%	18,52%	100,00%
Total		Count	94	38	132
		% within CST 1.14_4	71,21%	28,79%	100,00%

A total sample of n = 132 participated in this question, of which 105 rated CST 1.14_4 favourably and 27 rated it unfavourably. Of the 105 who rated the insurers' performance favourably, 72 (68.57%) rated CST 4.1_4 as important to correct, while 33 (31.43%) rated it as less important to correct. Of the 27 who rated CST 1.14_4 as unfavourable, 22 (81.48%) rated CST 4.1_4 as important to correct, while five (18.52%) rated it as less important to correct.

Table D183: Chi-square test: Insurer contactability: performance versus importance to correct poor performance to insure new assets (n = 132)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.746a	1	0,186366513		
Continuity Correction[b]	1,173	1	0,279		
Likelihood Ratio	1,867	1	0,172		
Fisher's Exact Test				0,237	0,138
Linear-by-Linear Association	1,733	1	0,188		
N of Valid Cases	132				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.77.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 1.746, p = 0.237 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D184: Cross-tabulation: Insurer contactability: performance versus importance to correct poor performance to retain existing policy (n = 111)

			CST 4.2_4		Total
			Important to correct	Less important to correct	
CST 1.14_4	Favourable	Count	57	30	87
		% within CST 1.14_4	65,52%	34,48%	100,00%
	Unfavourable	Count	19	5	24
		% within CST 1.14_4	79,17%	20,83%	100,00%
Total		Count	76	35	111
		% within CST 1.14_4	68,47%	31,53%	100,00%

A total sample of n = 111 participated in this question, of which 87 rated CST 1.14_4 favourably and 24 rated it unfavourably. Of the 87 who rated the insurers' performance favourably, 57 (65.52%) rated CST 4.2_4 as important to correct, while 30 (34.48%)

rated it as less important to correct. Of the 24 who rated CST 1.14_4 as unfavourable, 19 (79.17%) rated CST 4.2_4 as important to correct, while five (20.83%) rated it as less important to correct.

Table D185: Chi-square test: Insurer contactability: performance versus importance to correct poor performance to retain existing policy (n = 111)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.623a	1	0,203		
Continuity Correction[b]	1,053	1	0,305		
Likelihood Ratio	1,718	1	0,190		
Fisher's Exact Test				0,227	0,152
Linear-by-Linear Association	1,609	1	0,205		
N of Valid Cases	111				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.57.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Insurer contactability – ease of telephonic contact" was not significant at χ^2 (1) = 1.623, p = 0.227 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.5 Omnichannel: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Omnichannel – multiple contact options" (CST 1.14_5) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_5) and retain their existing policies with them (CST 4.2_5) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_5 Omnichannel – multiple contact options: How many options does your insurer provide you to either contact them or access your policy?

x

CST 4.1_5 and *CST 4.2_5 Importance to correct poor performance: Omnichannel – multiple contact options*

Table D186: Cross-tabulation: Omnichannel: performance versus importance to correct poor performance to insure new assets (n = 135)

			CST 4.1_5		Total
			Important to correct	Less important to correct	
CST 1.14_5	Favourable	Count	14	10	24
		% within CST 1.14_5	58,33%	41,67%	100,00%
	Unfavourable	Count	68	43	111
		% within CST 1.14_5	61,26%	38,74%	100,00%
Total		Count	82	53	135
		% within CST 1.14_5	60,74%	39,26%	100,00%

A total sample of n = 135 participated in this question, of which 24 rated CST 1.14_5 favourably and 111 rated it unfavourably. Of the 24 who rated the insurers' performance favourably, 14 (58.33%) rated CST 4.1_5 as important to correct, while 10 (41.67%) rated it as less important to correct. Of the 111 who rated CST 1.14_5 as unfavourable, 82 (61.26%) rated CST 4.1_5 as important to correct, while 53 (38.74%) rated it as less important to correct.

Table D187: Chi-square test: Omnichannel: performance versus importance to correct poor performance to insure new assets (n = 135)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.071a	1	0,790		
Continuity Correction[b]	0,001	1	0,971		
Likelihood Ratio	0,071	1	0,791		
Fisher's Exact Test				0,820	0,481
Linear-by-Linear Association	0,070	1	0,791		
N of Valid Cases	135				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.42.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to

correct) of the metric “Omnichannel – multiple contact options” was not significant at χ^2 (1) = 0.071, p = 0.820 using Fischer’s Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D188: Cross-tabulation: Omnichannel: performance versus importance to correct poor performance to retain existing policy (n = 110)

			CST 4.2_5		Total
			Important to correct	Less important to correct	
CST 1.14_5	Favourable	Count	14	6	20
		% within CST 1.14_5	70,00%	30,00%	100,00%
	Unfavourable	Count	56	34	90
		% within CST 1.14_5	62,22%	37,78%	100,00%
Total		Count	70	40	110
		% within CST 1.14_5	63,64%	36,36%	100,00%

A total sample of n = 110 participated in this question, of which 20 rated CST 1.14_5 favourably and 90 rated it unfavourably. Of the 20 who rated the insurers’ performance favourably, 14 (70.00%) rated CST 4.2_5 as important to correct, while siz (30.00%) rated it as less important to correct. Of the 90 who rated CST 1.14_5 as unfavourable, 56 (62.22%) rated CST 4.2_5 as important to correct, while 34 (37.78%) rated it as less important to correct.

Table D189: Chi-square test: Omnichannel: performance versus importance to correct poor performance to retain existing policy (n = 110)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.428a	1	0,513		
Continuity Correction[b]	0,158	1	0,691		
Likelihood Ratio	0,438	1	0,508		
Fisher's Exact Test				0,612	0,351
Linear-by-Linear Association	0,424	1	0,515		
N of Valid Cases	110				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.27.					

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Omnichannel – multiple contact options" was not significant at χ^2 (1) = 0.428, p = 0.612 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.6 Staff availability: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Staff – availability during business hours" (CST 1.14_6) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_6) and retain their existing policies with them (CST 4.2_6) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_6 Staff – availability during business hours: How frequently are the staff members of your insurer available during business hours (typically 08h00 to 17h00) should you require assistance in any manner that relates to your policy?

x

CST 4.1_6 and *CST 4.2_6 Importance to correct poor performance: Staff – availability during business hours*

Table D190: Cross-tabulation: Staff availability: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_6		Total
			Important to correct	Less important to correct	
CST 1.14_6	Favourable	Count	95	34	129
		% within CST 1.14_6	73,64%	26,36%	100,00%
	Unfavourable	Count	2	0	2
		% within CST 1.14_6	100,00%	0,00%	100,00%
Total		Count	97	34	131

		CST 4.1_6		Total
		Important to correct	Less important to correct	
	% within CST 1.14_6	74,05%	25,95%	100,00%

A total sample of n = 131 participated in this question, of which 129 rated CST 1.14_6 favourably and two rated it unfavourably. Of the 129 who rated the insurers' performance favourably, 95 (73.64%) rated CST 4.1_6 as important to correct, while 34 (26.36%) rated it as less important to correct.

Table D191: Chi-square test: Staff availability: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.712a	1	0,399		
Continuity Correction[b]	0,001	1	0,975		
Likelihood Ratio	1,213	1	0,271		
Fisher's Exact Test				1,000	0,547
Linear-by-Linear Association	0,706	1	0,401		
N of Valid Cases	131				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .52.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Staff – availability during business hours" was not significant at χ^2 (1) = 0.712, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D192: Cross-tabulation: Staff availability: performance versus importance to correct poor performance to retain existing policy (n = 110)

			CST 4.2_6		Total
			Important to correct	Less important to correct	
CST 1.14_6	Favourable	Count	75	33	108

			CST 4.2_6		Total
			Important to correct	Less important to correct	
		% within CST 1.14_6	69,44%	30,56%	100,00%
	Unfavourable	Count	2	0	2
		% within CST 1.14_6	100,00%	0,00%	100,00%
Total		Count	77	33	110
		% within CST 1.14_6	70,00%	30,00%	100,00%

A total sample of n = 110 participated in this question, of which 108 rated CST 1.14_6 favourably and two rated it unfavourably. Of the 108 who rated the insurers' performance favourably, 75 (69.44%) rated CST 4.2_6 as important to correct, while 33 (30.56%) rated it as less important to correct.

Table D193: Chi-square test: Staff availability: performance versus importance to correct poor performance to retain existing policy (n = 110)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.873a	1	0,350		
Continuity Correction[b]	0,024	1	0,876		
Likelihood Ratio	1,443	1	0,230		
Fisher's Exact Test				1,000	0,488
Linear-by-Linear Association	0,865	1	0,352		
N of Valid Cases	110				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .60.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Staff – availability during business hours" was not significant at χ^2 (1) = 0.873, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.7 Management availability: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Management – availability during business hours" (CST 1.14_7) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_7) and retain their existing policies with them (CST 4.2_7) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_7 Management – availability during business hours: How frequently is the management of your insurer available during business hours (typically 08h00 to 17h00) should you need to discuss a complex matter or escalate a complaint?

x

CST 4.1_7 and *CST 4.2_7 Importance to correct poor performance: Management – availability during business hours*

Table D194: Cross-tabulation: Management availability: performance versus importance to correct poor performance to insure new assets (n = 132)

			CST 4.1_7		Total
			Important to correct	Less important to correct	
CST 1.14_7	Favourable	Count	75	34	109
		% within CST 1.14_7	68,81%	31,19%	100,00%
	Unfavourable	Count	18	5	23
		% within CST 1.14_7	78,26%	21,74%	100,00%
Total		Count	93	39	132
		% within CST 1.14_7	70,45%	29,55%	100,00%

A total sample of n = 132 participated in this question, of which 109 rated CST 1.14_7 favourably and 23 rated it unfavourably. Of the 109 who rated the insurers' performance favourably, 75 (68.81%) rated CST 4.1_7 as important to correct, while 34 (31.19%) rated it as less important to correct. Of the 23 who rated CST 1.14_7 as unfavourable, 18 (78.26%) rated CST 4.1_7 as important to correct, while five (21.74%) rated it as less important to correct.

Table D195: Chi-square test: Management availability: performance versus importance to correct poor performance to insure new assets (n = 132)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.815a	1	0,367		
Continuity Correction[b]	0,424	1	0,515		
Likelihood Ratio	0,855	1	0,355		
Fisher's Exact Test				0,456	0,262
Linear-by-Linear Association	0,809	1	0,368		
N of Valid Cases	132				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.80.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.815, p = 0.456 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D196: Cross-tabulation: Management availability: performance versus importance to correct poor performance to retain existing policy (n = 113)

			CST 4.2_7		Total
			Important to correct	Less important to correct	
CST 1.14_7	Favourable	Count	61	31	92
		% within CST 1.14_7	66,30%	33,70%	100,00%
	Unfavourable	Count	15	6	21
		% within CST 1.14_7	71,43%	28,57%	100,00%
Total		Count	76	37	113
		% within CST 1.14_7	67,26%	32,74%	100,00%

A total sample of n = 113 participated in this question, of which 92 rated CST 1.14_7 favourably and 21 rated it unfavourably. Of the 92 who rated the insurers' performance favourably, 61 (66.30%) rated CST 4.2_7 as important to correct, while 31 (33.70%)

rated it as less important to correct. Of the 21 who rated CST 1.14_7 as unfavourable, 15 (71.43%) rated CST 4.2_7 as important to correct, while six (28.57%) rated it as less important to correct.

Table D197: Chi-square test: Management availability: performance versus importance to correct poor performance to retain existing policy (n = 113)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.204a	1	0,652		
Continuity Correction[b]	0,038	1	0,846		
Likelihood Ratio	0,208	1	0,649		
Fisher's Exact Test				0,798	0,431
Linear-by-Linear Association	0,202	1	0,653		
N of Valid Cases	113				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.88.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Management – availability during business hours" was not significant at χ^2 (1) = 0.204, p = 0.798 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.8 Claims efficiency: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Claims – efficiency" (CST 1.14_8) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_8) and retain their existing policies with them (CST 4.2_8) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_8 Claims – efficiency: How efficient are the claims processes of your insurer?

x

CST 4.1_8 and *CST 4.2_8 Importance to correct poor performance: Claims – efficiency*

Table D198: Cross-tabulation: Claims efficiency: performance versus importance to correct poor performance to insure new assets (n = 134)

			CST 4.1_8		Total
			Important to correct	Less important to correct	
CST 1.14_8	Favourable	Count	91	28	119
		% within CST 1.14_8	76,47%	23,53%	100,00%
	Unfavourable	Count	13	2	15
		% within CST 1.14_8	86,67%	13,33%	100,00%
Total		Count	104	30	134
		% within CST 1.14_8	77,61%	22,39%	100,00%

A total sample of n = 134 participated in this question, of which 119 rated CST 1.14_8 favourably and 15 rated it unfavourably. Of the 119 who rated the insurers' performance favourably, 91 (76.47%) rated CST 4.1_8 as important to correct, while 28 (23.53%) rated it as less important to correct. Of the 15 who rated CST 1.14_8 as unfavourable, 13 (86.67%) rated CST 4.1_8 as important to correct, while two (13.33%) rated it as less important to correct.

Table D199: Chi-square test: Claims efficiency: performance versus importance to correct poor performance to insure new assets (n = 134)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.797a	1	0,372		
Continuity Correction[b]	0,318	1	0,573		
Likelihood Ratio	0,884	1	0,347		
Fisher's Exact Test				0,520	0,299
Linear-by-Linear Association	0,791	1	0,374		
N of Valid Cases	134				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.36.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to

correct) of the metric “Claims – efficiency” was not significant at χ^2 (1) = 0.797, p = 0.520 using Fischer’s Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D200: Cross-tabulation: Claims efficiency: performance versus importance to correct poor performance to retain existing policy (n = 116)

			CST 4.2_8		Total
			Important to correct	Less important to correct	
CST 1.14_8	Favourable	Count	74	30	104
		% within CST 1.14_8	71,15%	28,85%	100,00%
	Unfavourable	Count	11	1	12
		% within CST 1.14_8	91,67%	8,33%	100,00%
Total		Count	85	31	116
		% within CST 1.14_8	73,28%	26,72%	100,00%

A total sample of n = 116 participated in this question, of which 104 rated CST 1.14_8 favourably and 12 rated it unfavourably. Of the 104 who rated the insurers’ performance favourably, 74 (71.15%) rated CST 4.2_8 as important to correct, while 30 (28.85%) rated it as less important to correct. Of the 12 who rated CST 1.14_8 as unfavourable, 11 (91.67%) rated CST 4.2_8 as important to correct, while one (8.33%) rated it as less important to correct.

Table D201: Chi-square test: Claims efficiency: performance versus importance to correct poor performance to retain existing policy (n = 116)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.312a	1	0,128		
Continuity Correction[b]	1,383	1	0,240		
Likelihood Ratio	2,831	1	0,092		
Fisher's Exact Test				0,177	0,115
Linear-by-Linear Association	2,292	1	0,130		
N of Valid Cases	116				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.21.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Claims – efficiency" was not significant at χ^2 (1) = 2.312, p = 0.177 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.9 Claims fairness: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Claims – fairness" (CST 1.14_9) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_9) and retain their existing policies with them (CST 4.2_9) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_9 Claims – fairness: How fair is your insurer in considering the merits of a claim you submit in deciding the outcome thereof?

x

CST 4.1_9 and *CST 4.2_9 Importance to correct poor performance: Claims – fairness*

Table D202: Cross-tabulation: Claims fairness: performance versus importance to correct poor performance to insure new assets (n = 129)

			CST 4.1_9		Total
			Important to correct	Less important to correct	
CST 1.14_9	Favourable	Count	96	26	122
		% within CST 1.14_9	78,69%	21,31%	100,00%
	Unfavourable	Count	5	2	7
		% within CST 1.14_9	71,43%	28,57%	100,00%
Total		Count	101	28	129
		% within CST 1.14_9	78,29%	21,71%	100,00%

A total sample of n = 129 participated in this question, of which 122 rated CST 1.14_9 favourably and seven rated it unfavourably. Of the 122 who rated the insurers' performance favourably, 96 (78.69%) rated CST 4.1_9 as important to correct, while 26 (21.31%) rated it as less important to correct. Of the seven who rated CST 1.14_9

as unfavourable, five (71.43%) rated CST 4.1_9 as important to correct, while two (28.57%) rated it as less important to correct.

Table D203: Chi-square test: Claims fairness: performance versus importance to correct poor performance to insure new assets (n = 129)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.205a	1	0,650		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,193	1	0,661		
Fisher's Exact Test				0,645	0,473
Linear-by-Linear Association	0,204	1	0,652		
N of Valid Cases	129				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.52.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Claims – fairness" was not significant at χ^2 (1) = 0.205, p = 0.645 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D204: Cross-tabulation: Claims fairness: performance versus importance to correct poor performance to retain existing policy (n = 111)

			CST 4.2_9		Total
			Important to correct	Less important to correct	
CST 1.14_9	Favourable	Count	76	28	104
		% within CST 1.14_9	73,08%	26,92%	100,00%
	Unfavourable	Count	6	1	7
		% within CST 1.14_9	85,71%	14,29%	100,00%
Total		Count	82	29	111
		% within CST 1.14_9	73,87%	26,13%	100,00%

A total sample of n = 111 participated in this question, of which 104 rated CST 1.14_9 favourably and seven rated it unfavourably. Of the 104 who rated the insurers'

performance favourably, 76 (73.08%) rated CST 4.2_9 as important to correct, while 28 (26.92%) rated it as less important to correct. Of the seven who rated CST 1.14_9 as unfavourable, six (85.71%) rated CST 4.2_9 as important to correct, while one (14.29%) rated it as less important to correct.

Table D205: Chi-square test: Claims fairness: performance versus importance to correct poor performance to retain existing policy (n = 111)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.543a	1	0,461		
Continuity Correction[b]	0,085	1	0,770		
Likelihood Ratio	0,611	1	0,435		
Fisher's Exact Test				0,674	0,411
Linear-by-Linear Association	0,538	1	0,463		
N of Valid Cases	111				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.83.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Claims – fairness" was not significant at χ^2 (1) = 0.543, p = 0.674 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.10 Complaint handling efficiency: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Complaint handling – efficiency" (CST 1.14_10) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_10) and retain their existing policies with them (CST 4.2_10) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_10 Complaint handling – efficiency: How efficient are the complaints' processes of your insurer?

x

CST 4.1_10 and *CST 4.2_10 Importance to correct poor performance: Complaint handling – efficiency*

Table D206: Cross-tabulation: Complaint handling efficiency: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_10		Total
			Important to correct	Less important to correct	
CST 1.14_10	Favourable	Count	97	24	121
		% within CST 1.14_10	80,17%	19,83%	100,00%
	Unfavourable	Count	7	3	10
		% within CST 1.14_10	70,00%	30,00%	100,00%
Total		Count	104	27	131
		% within CST 1.14_10	79,39%	20,61%	100,00%

A total sample of n = 131 participated in this question, of which 121 rated CST 1.14_10 favourably and 10 rated it unfavourably. Of the 121 who rated the insurers' performance favourably, 97 (80.17%) rated CST 4.1_10 as important to correct, while 24 (19.83%) rated it as less important to correct. Of the 10 who rated CST 1.14_10 as unfavourable, seven (70.00%) rated CST 4.1_10 as important to correct, while three (30.00%) rated it as less important to correct.

Table D207: Chi-square test: Complaint handling efficiency: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.583a	1	0,445		
Continuity Correction[b]	0,127	1	0,721		
Likelihood Ratio	0,535	1	0,464		
Fisher's Exact Test				0,429	0,339
Linear-by-Linear Association	0,579	1	0,447		
N of Valid Cases	131				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.06.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Complaint handling – efficiency" was not significant at χ^2 (1) = 0.583, p = 0.429 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D208: Cross-tabulation: Complaint handling efficiency: performance versus importance to correct poor performance to retain existing policy (n = 112)

			CST 4.2_10		Total
			Important to correct	Less important to correct	
CST 1.14_10	Favourable	Count	75	29	104
		% within CST 1.14_10	72,12%	27,88%	100,00%
	Unfavourable	Count	7	1	8
		% within CST 1.14_10	87,50%	12,50%	100,00%
Total		Count	82	30	112
		% within CST 1.14_10	73,21%	26,79%	100,00%

A total sample of n = 112 participated in this question, of which 104 rated CST 1.14_10 favourably and eight rated it unfavourably. Of the 104 who rated the insurers' performance favourably, 75 (72.12%) rated CST 4.2_10 as important to correct, while 29 (27.88%) rated it as less important to correct. Of the eight who rated CST 1.14_10 as unfavourable, seven (87.50%) rated CST 4.2_10 as important to correct, while one (12.50%) rated it as less important to correct.

Table D209: Chi-square test: Complaint handling efficiency: performance versus importance to correct poor performance to retain existing policy (n = 112)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.897a	1	0,344		
Continuity Correction[b]	0,284	1	0,594		
Likelihood Ratio	1,035	1	0,309		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Fisher's Exact Test				0,680	0,315
Linear-by-Linear Association	0,889	1	0,346		
N of Valid Cases	112				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.14.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Complaint handling – efficiency" was not significant at χ^2 (1) = 0.897, p = 0.680 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.11 Complaint handling fairness: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Complaint handling – fairness" (CST 1.14_11) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_11) and retain their existing policies with them (CST 4.2_11) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_11 Complaint handling – fairness How fair is your insurer in considering the merits of a complaint you submit in deciding the outcome thereof?

x

CST 4.1_11 and *CST 4.2_11 Importance to correct poor performance: Complaint handling – fairness*

Table D210: Cross-tabulation: Complaint handling fairness: performance versus importance to correct poor performance to insure new assets (n = 129)

			CST 4.1_11		Total
			Important to correct	Less important to correct	
CST 1.14_11	Favourable	Count	93	27	120
		% within CST 1.14_11	77,50%	22,50%	100,00%
	Unfavourable	Count	8	1	9
		% within CST 1.14_11	88,89%	11,11%	100,00%
Total		Count	101	28	129
		% within CST 1.14_11	78,29%	21,71%	100,00%

A total sample of n = 129 participated in this question, of which 120 rated CST 1.14_11 favourably and nine rated it unfavourably. Of the 120 who rated the insurers' performance favourably, 93 (77.50%) rated CST 4.1_11 as important to correct, while 27 (22.50%) rated it as less important to correct. Of the ninewho rated CST 1.14_11 as unfavourable, eight (88.89%) rated CST 4.1_11 as important to correct, while one (11.11%) rated it as less important to correct.

Table D211: Chi-square test: Complaint handling fairness: performance versus importance to correct poor performance to insure new assets (n = 129)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.639a	1	0,424		
Continuity Correction[b]	0,145	1	0,704		
Likelihood Ratio	0,736	1	0,391		
Fisher's Exact Test				0,683	0,378
Linear-by-Linear Association	0,634	1	0,426		
N of Valid Cases	129				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 1.95.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 0.639, p = 0.683 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D212: Cross-tabulation: Complaint handling fairness: performance versus importance to correct poor performance to retain existing policy (n = 112)

			CST 4.2_11		Total
			Important to correct	Less important to correct	
CST 1.14_11	Favourable	Count	75	29	104
		% within CST 1.14_11	72,12%	27,88%	100,00%
	Unfavourable	Count	8	0	8
		% within CST 1.14_11	100,00%	0,00%	100,00%
Total		Count	83	29	112
		% within CST 1.14_11	74,11%	25,89%	100,00%

A total sample of n = 112 participated in this question, of which 104 rated CST 1.14_11 favourably and eight rated it unfavourably. Of the 104 who rated the insurers' performance favourably, 75 (72.12%) rated CST 4.2_11 as important to correct, while 29 (27.88%) rated it as less important to correct. Of the eightwho rated CST 1.14_11 as unfavourable, eight (100.00%) rated CST 4.2_11 as important to correct.

Table D213: Chi-square test: Complaint handling fairness: performance versus importance to correct poor performance to retain existing policy (n = 112)7

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.010a	1	0,083		
Continuity Correction[b]	1,732	1	0,188		
Likelihood Ratio	5,006	1	0,025		
Fisher's Exact Test				0,110	0,083
Linear-by-Linear Association	2,983	1	0,084		
N of Valid Cases	112				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 2.07.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Complaint handling – fairness" was not significant at χ^2 (1) = 3.010, p = 0.110 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of

significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.12 Communication frequency: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Communication – frequency" (CST 1.14_12) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_12) and retain their existing policies with them (CST 4.2_12) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_12 Communication – frequency: How would you describe the frequency of communications your insurer sends to you?

x

CST 4.1_12 and *CST 4.2_12 Importance to correct poor performance: Communication – frequency*

Table D214: Cross-tabulation: Communication frequency: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_12		Total
			Important to correct	Less important to correct	
CST 1.14_12	Favourable	Count	74	52	126
		% within CST 1.14_12	58,73%	41,27%	100,00%
	Unfavourable	Count	4	1	5
		% within CST 1.14_12	80,00%	20,00%	100,00%
Total		Count	78	53	131
		% within CST 1.14_12	59,54%	40,46%	100,00%

A total sample of n = 131 participated in this question, of which 126 rated CST 1.14_12 favourably and five rated it unfavourably. Of the 131 who rated the insurers' performance favourably, 74 (58.73%) rated CST 4.1_12 as important to correct, while 52 (41.27%) rated it as less important to correct.

Table D215: Chi-square test: Communication frequency: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.903a	1	0,342		
Continuity Correction[b]	0,236	1	0,627		
Likelihood Ratio	0,988	1	0,320		
Fisher's Exact Test				0,648	0,325
Linear-by-Linear Association	0,896	1	0,344		
N of Valid Cases	131				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.02.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Communication – frequency" was not significant at χ^2 (1) = 0.903, p = 0.648 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D216: Cross-tabulation: Communication frequency: performance versus importance to correct poor performance to retain existing policy (n = 107)

			CST 4.2_12		Total
			Important to correct	Less important to correct	
CST 1.14_12	Favourable	Count	62	42	104
		% within CST 1.14_12	59,62%	40,38%	100,00%
	Unfavourable	Count	3	0	3
		% within CST 1.14_12	100,00%	0,00%	100,00%
Total		Count	65	42	107
		% within CST 1.14_12	60,75%	39,25%	100,00%

A total sample of n = 107 participated in this question, of which 104 rated CST 1.14_12 favourably and three rated it unfavourably. Of the 104 who rated the insurers' performance favourably, 62 (59.62%) rated CST 4.2_12 as important to correct, while 42 (40.38%) rated it as less important to correct.

Table D217: Chi-square test: Communication frequency: performance versus importance to correct poor performance to retain existing policy (n = 107)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.994a	1	0,158		
Continuity Correction[b]	0,660	1	0,416		
Likelihood Ratio	3,046	1	0,081		
Fisher's Exact Test				0,278	0,220
Linear-by-Linear Association	1,976	1	0,160		
N of Valid Cases	107				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.18.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Communication – frequency" was not significant at χ^2 (1) = 1.994, p = 0.278 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.13 Communication content: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Communication – content" (CST 1.14_13) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_13) and retain their existing policies with them (CST 4.2_13) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_13 Communication – content: How would you describe the information value of the content that your insurer sends to you?

x

CST 4.1_13 and *CST 4.2_13 Importance to correct poor performance: Communication – content*

Table D218: Cross-tabulation: Communication content: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_13		Total
			Important to correct	Less important to correct	
CST 1.14_13	Favourable	Count	79	37	116
		% within CST 1.14_13	68,10%	31,90%	100,00%
	Unfavourable	Count	8	7	15
		% within CST 1.14_13	53,33%	46,67%	100,00%
Total		Count	87	44	131
		% within CST 1.14_13	66,41%	33,59%	100,00%

A total sample of n = 131 participated in this question, of which 116 rated CST 1.14_13 favourably and 15 rated it unfavourably. Of the 116 who rated the insurers' performance favourably, 79 (68.10%) rated CST 4.1_13 as important to correct, while 37 (31.90%) rated it as less important to correct. Of the 15 who rated CST 1.14_13 as unfavourable, eight (53.33%) rated CST 4.1_13 as important to correct, while seven (46.67%) rated it as less important to correct.

Table D219: Chi-square test: Communication content: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.299a	1	0,254		
Continuity Correction[b]	0,721	1	0,396		
Likelihood Ratio	1,245	1	0,264		
Fisher's Exact Test				0,261	0,196
Linear-by-Linear Association	1,289	1	0,256		
N of Valid Cases	131				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.04.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Communication – content" was not significant at χ^2 (1) = 1.299, p = 0.261 using Fischer's Exact Test. Thus, there is no evidence of a relationship

between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D220: Cross-tabulation: Communication content: performance versus importance to correct poor performance to retain existing policy (n = 107)

			CST 4.2_13		Total
			Important to correct	Less important to correct	
CST 1.14_13	Favourable	Count	60	35	95
		% within CST 1.14_13	63,16%	36,84%	100,00%
	Unfavourable	Count	6	6	12
		% within CST 1.14_13	50,00%	50,00%	100,00%
Total		Count	66	41	107
		% within CST 1.14_13	61,68%	38,32%	100,00%

A total sample of n = 107 participated in this question, of which 95 rated CST 1.14_13 favourably and 12 rated it unfavourably. Of the 95 who rated the insurers' performance favourably, 60 (63.16%) rated CST 4.2_13 as important to correct, while 35 (36.84%) rated it as less important to correct. Of the 12 who rated CST 1.14_13 as unfavourable, six (50.00%) rated CST 4.2_13 as important to correct, while six (50.00%) rated it as less important to correct.

Table D221: Chi-square test: Communication content: performance versus importance to correct poor performance to retain existing policy (n = 107)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.780a	1	0,377		
Continuity Correction[b]	0,323	1	0,570		
Likelihood Ratio	0,762	1	0,383		
Fisher's Exact Test				0,530	0,281
Linear-by-Linear Association	0,773	1	0,379		
N of Valid Cases	107				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.60.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to

correct) of the metric “Communication – content” was not significant at χ^2 (1) = 0.780, p = 0.530 using Fischer’s Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.14 Premium billing accuracy: performance versus importance to correct

The following cross-tabulations will compare the insurers’ performance of the insurer metric “Premium billing – accuracy” (CST 1.14_14) with the respondents’ view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_14) and retain their existing policies with them (CST 4.2_14) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_14 Premium billing – accuracy How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)?

x

CST 4.1_14 and *CST 4.2_*14 *Importance to correct poor performance: Premium billing – accuracy*

Table D222: Cross-tabulation: Premium billing accuracy: performance versus importance to correct poor performance to insure new assets (n = 125)

			CST 4.1_14		Total
			Important to correct	Less important to correct	
CST 1.14_14	Favourable	Count	99	26	125
		% within CST 1.14_14	79,20%	20,80%	100,00%
	Unfavourable	Count	0	0	0
		% within CST 1.14_14	0	0	0
Total		Count	99	26	125
		% within CST 1.14_14	79,20%	20,80%	100,00%

A total sample of n = 125 participated in this question, of which 125 rated CST 1.14_14 favourably. Of the 125 who rated the insurers’ performance favourably, 99 (79.20%)

rated CST 4.1_14 as important to correct, while 26 (20.80%) rated it as less important to correct.

Table D223: Chi-square test: Premium billing accuracy: performance versus importance to correct poor performance to insure new assets (n = 125)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.[a]				
Continuity Correction[b]					
Likelihood Ratio					
Fisher's Exact Test					
Linear-by-Linear Association					
N of Valid Cases	125				

a. No statistics are computed because CST_1.14_14 (14) Premium billing – accuracy How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)? is a constant.

No statistics were computed because CST 1.14_14 “Premium billing – accuracy” is a constant.

Table D224: Cross-tabulation: Premium billing accuracy: performance versus importance to correct poor performance to retain existing policy (n = 105)

			CST 4.2_14		Total
			Important to correct	Less important to correct	
CST 1.14_14	Favourable	Count	77	28	105
		% within CST 1.14_14	73,33%	26,67%	100,00%
	Unfavourable	Count	0	0	0
		% within CST 1.14_14	0	0	0
Total		Count	77	28	105
		% within CST 1.14_14	73,33%	26,67%	100,00%

A total sample of n = 105 participated in this question, of which 105 rated CST 1.14_14 favourably. Of the 105 who rated the insurers’ performance favourably, 77 (73.33%) rated CST 4.2_14 as important to correct, while 28 (26.67%) rated it as less important to correct.

Table D225: Chi-square test: Premium billing accuracy: performance versus importance to correct poor performance to retain existing policy (n = 105)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.a				
Continuity Correction[b]					
Likelihood Ratio					
Fisher's Exact Test					
Linear-by-Linear Association					
N of Valid Cases	105				

a. No statistics are computed because CST_1.14_14 (14) Premium billing – accuracy How accurately does your insurer collect your premiums (the correct amount is billed according to your selected debit order date)? is a constant.

No statistics were computed because CST 1.14_14 “Premium billing – accuracy” is a constant.

D.3.15 Product design: performance versus importance to correct

The following cross-tabulations will compare the insurers’ performance of the insurer metric “Product – design” (CST 1.14_16) with the respondents’ view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_16) and retain their existing policies with them (CST 4.2_16) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_16 Product – design: How frequently does your insurer design products/benefits/services that can adapt to your needs if your needs change?

x

CST 4.1_16 and *CST 4.2*_16 *Importance to correct poor performance: Product – design*

Table D226: Cross-tabulation: Product design: performance versus importance to correct poor performance to insure new assets (n = 129)

			CST 4.1_16		Total
			Important to correct	Less important to correct	
CST 1.14_16	Favourable	Count	58	24	82

			CST 4.1_16		Total
			Important to correct	Less important to correct	
		% within CST 1.14_16	70,73%	29,27%	100,00%
	Unfavourable	Count	26	21	47
		% within CST 1.14_16	55,32%	44,68%	100,00%
Total		Count	84	45	129
		% within CST 1.14_16	65,12%	34,88%	100,00%

A total sample of n = 129 participated in this question, of which 82 rated CST 1.14_16 favourably and 47 rated it unfavourably. Of the 82 who rated the insurers' performance favourably, 58 (70.73%) rated CST 4.1_16 as important to correct, while 24 (29.27%) rated it as less important to correct. Of the 47 who rated CST 1.14_16 as unfavourable, 26 (55.32%) rated CST 4.1_16 as important to correct, while 21 (44.68%) rated it as less important to correct.

Table D227: Chi-square test: Product design: performance versus importance to correct poor performance to insure new assets (n = 129)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.124a	1	0,077		
Continuity Correction[b]	2,483	1	0,115		
Likelihood Ratio	3,088	1	0,079		
Fisher's Exact Test				0,087	0,058
Linear-by-Linear Association	3,100	1	0,078		
N of Valid Cases	129				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.40.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Product – design" was not significant at χ^2 (1) = 3.124, p = 0.087 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D228: Cross-tabulation: Product design: performance versus importance to correct poor performance to retain existing policy (n = 112)

			CST 4.2_16		Total
			Important to correct	Less important to correct	
CST 1.14_16	Favourable	Count	48	25	73
		% within CST 1.14_16	65,75%	34,25%	100,00%
	Unfavourable	Count	20	19	39
		% within CST 1.14_16	51,28%	48,72%	100,00%
Total		Count	68	44	112
		% within CST 1.14_16	60,71%	39,29%	100,00%

A total sample of n = 112 participated in this question, of which 73 rated CST 1.14_16 favourably and 39 rated it unfavourably. Of the 73 who rated the insurers' performance favourably, 48 (65.75%) rated CST 4.2_16 as important to correct, while 25 (34.25%) rated it as less important to correct. Of the 39 who rated CST 1.14_16 as unfavourable, 20 (51.28%) rated CST 4.2_16 as important to correct, while 19 (48.72%) rated it as less important to correct.

Table D229: Chi-square test: Product design: performance versus importance to correct poor performance to retain existing policy (n = 112)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.232a	1	0,135		
Continuity Correction[b]	1,666	1	0,197		
Likelihood Ratio	2,214	1	0,137		
Fisher's Exact Test				0,158	0,099
Linear-by-Linear Association	2,212	1	0,137		
N of Valid Cases	112				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.32.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Product – design" was not significant at χ^2 (1) = 2.232, p = 0.158 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables ;there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.16 Product variety: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Product – variety" (CST 1.14_17) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_17) and retain their existing policies with them (CST 4.2_17) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_17 Product – variety: How varied is your insurer's product range to cater for different client types?

x

CST 4.1_17 and *CST 4.2*_17 *Importance to correct poor performance: Product – variety*

Table D230: Cross-tabulation: Product variety: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_17		Total
			Important to correct	Less important to correct	
CST 1.14_17	Favourable	Count	62	35	97
		% within CST 1.14_17	63,92%	36,08%	100,00%
	Unfavourable	Count	22	12	34
		% within CST 1.14_17	64,71%	35,29%	100,00%
Total		Count	84	47	131
		% within CST 1.14_17	64,12%	35,88%	100,00%

A total sample of n = 131 participated in this question, of which 97 rated CST 1.14_17 favourably and 34 rated it unfavourably. Of the 97 who rated the insurers' performance favourably, 62 (63.92%) rated CST 4.1_17 as important to correct, while 35 (36.08%) rated it as less important to correct. Of the 34 who rated CST 1.14_17 as unfavourable, 22 (64.71%) rated CST 4.1_17 as important to correct, while 12 (35.29%) rated it as less important to correct.

Table D231: Chi-square test: Product variety: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.007a	1	0,934		
Continuity Correction[b]	0,000	1	1,000		
Likelihood Ratio	0,007	1	0,934		
Fisher's Exact Test				1,000	0,553
Linear-by-Linear Association	0,007	1	0,935		
N of Valid Cases	131				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 12.20.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Product – variety" was not significant at χ^2 (1) = 0.007, p = 1.000 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D232: Cross-tabulation: Product variety: performance versus importance to correct poor performance to retain existing policy (n = 110)

			CST 4.2_17		Total
			Important to correct	Less important to correct	
CST 1.14_17	Favourable	Count	50	32	82
		% within CST 1.14_17	60,98%	39,02%	100,00%
	Unfavourable	Count	18	10	28
		% within CST 1.14_17	64,29%	35,71%	100,00%
Total		Count	68	42	110
		% within CST 1.14_17	61,82%	38,18%	100,00%

A total sample of n = 110 participated in this question, of which 82 rated CST 1.14_17 favourably and 28 rated it unfavourably. Of the 82 who rated the insurers' performance favourably, 50 (60.98%) rated CST 4.2_17 as important to correct, while 32 (39.02%) rated it as less important to correct. Of the 28 who rated CST 1.14_17 as unfavourable,

18 (64.29%) rated CST 4.2_17 as important to correct, while 10 (35.71%) rated it as less important to correct.

Table D233: Chi-square test: Product variety: performance versus importance to correct poor performance to retain existing policy (n = 110)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.097a	1	0,756		
Continuity Correction[b]	0,007	1	0,931		
Likelihood Ratio	0,097	1	0,755		
Fisher's Exact Test				0,824	0,469
Linear-by-Linear Association	0,096	1	0,757		
N of Valid Cases	110				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.69.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Product – variety" was not significant at χ^2 (1) = 0.097, p = 0.824 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.17 Policy benefits: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Policy benefits" (CST 1.14_18) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_18) and retain their existing policies with them (CST 4.2_18) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_18 Policy benefits How comprehensive are the policy benefits offered by your insurer?

x

CST 4.1_18 and *CST 4.2*_18 *Importance to correct poor performance: Policy benefits*

Table D234: Cross-tabulation: Policy benefits: performance versus importance to correct poor performance to insure new assets (n = 132)

			CST 4.1_18		Total
			Important to correct	Less important to correct	
CST 1.14_18	Favourable	Count	89	42	131
		% within CST 1.14_18	67,94%	32,06%	100,00%
	Unfavourable	Count	0	1	1
		% within CST 1.14_18	0,00%	100,00%	100,00%
Total		Count	89	43	132
		% within CST 1.14_18	67,42%	32,58%	100,00%

A total sample of n = 132 participated in this question, of which 131 rated CST 1.14_18 favourably and one rated it unfavourably. Of the 131 who rated the insurers' performance favourably, 89 (67.94%) rated CST 4.1_18 as important to correct, while 42 (32.06%) rated it as less important to correct.

Table D235: Chi-square test: Policy benefits: performance versus importance to correct poor performance to insure new assets (n = 132)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.086a	1	0,149		
Continuity Correction[b]	0,139	1	0,709		
Likelihood Ratio	2,259	1	0,133		
Fisher's Exact Test				0,326	0,326
Linear-by-Linear Association	2,070	1	0,150		
N of Valid Cases	132				
a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is .33.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Policy benefits" was not significant at χ^2 (1) = 2.086, p = 0.326 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D236: Cross-tabulation: Policy benefits: performance versus importance to correct poor performance to retain existing policy (n = 112)

			CST 4.2_18		Total
			Important to correct	Less important to correct	
CST 1.14_18	Favourable	Count	79	33	112
		% within CST 1.14_18	70,54%	29,46%	100,00%
	Unfavourable	Count	0	0	0
		% within CST 1.14_18	0	0	0
Total		Count	79	33	112
		% within CST 1.14_18	70,54%	29,46%	100,00%

A total sample of n = 112 participated in this question, of which 112 rated CST 1.14_18 favourably. Of the 112 who rated the insurers' performance favourably, 79 (70.54%) rated CST 4.2_18 as important to correct, while 33 (29.46%) rated it as less important to correct.

Table D237: Chi-square test: Policy benefits: performance versus importance to correct poor performance to retain existing policy (n = 112)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.a				
Continuity Correction[b]					
Likelihood Ratio					
Fisher's Exact Test					
Linear-by-Linear Association					
N of Valid Cases	112				

a. No statistics are computed because CST_1.14_18 (18) Policy benefits How comprehensive are the policy benefits offered by your insurer? is a constant.

No statistics were computed because CST 1.14_18 "Policy benefits" is a constant.

D.3.18 Rewards: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Rewards" (CST 1.14_19) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_19) and retain their existing policies with

them (CST 4.2_19) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_19 Rewards: How comprehensive are the policy rewards offered by your insurer?

x

CST 4.1_19 and *CST 4.2_19 Importance to correct poor performance: Rewards*

Table D238: Cross-tabulation: Rewards: performance versus importance to correct poor performance to insure new assets (n = 131)

			CST 4.1_19		Total
			Important to correct	Less important to correct	
CST 1.14_19	Favourable	Count	57	42	99
		% within CST 1.14_19	57,58%	42,42%	100,00%
	Unfavourable	Count	12	20	32
		% within CST 1.14_19	37,50%	62,50%	100,00%
Total		Count	69	62	131
		% within CST 1.14_19	52,67%	47,33%	100,00%

A total sample of n = 131 participated in this question, of which 99 rated CST 1.14_19 favourably and 32 rated it unfavourably. Of the 99 who rated the insurers' performance favourably, 57 (57.58%) rated CST 4.1_19 as important to correct, while 42 (42.42%) rated it as less important to correct. Of the 32 who rated CST 1.14_19 as unfavourable, 12 (37.50%) rated CST 4.1_19 as important to correct, while 20 (62.50%) rated it as less important to correct.

Table D239: Chi-square test: Rewards: performance versus importance to correct poor performance to insure new assets (n = 131)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.910a	1	0,048		
Continuity Correction[b]	3,146	1	0,076		
Likelihood Ratio	3,929	1	0,047		
Fisher's Exact Test				0,066	0,038
Linear-by-Linear Association	3,880	1	0,049		
N of Valid Cases	131				

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.15.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Rewards" was not significant at χ^2 (1) = 3.910, p = 0.066 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D240: Cross-tabulation: Rewards: performance versus importance to correct poor performance to retain existing policy (n = 113)

			CST 4.2_19		Total
			Important to correct	Less important to correct	
CST 1.14_19	Favourable	Count	54	32	86
		% within CST 1.14_19	62,79%	37,21%	100,00%
	Unfavourable	Count	15	12	27
		% within CST 1.14_19	55,56%	44,44%	100,00%
Total		Count	69	44	113
		% within CST 1.14_19	61,06%	38,94%	100,00%

A total sample of n = 113 participated in this question, of which 86 rated CST 1.14_19 favourably and 27 rated it unfavourably. Of the 86 who rated the insurers' performance favourably, 54 (62.79%) rated CST 4.2_19 as important to correct, while 32 (37.21%) rated it as less important to correct. Of the 27 who rated CST 1.14_19 as unfavourable, 15 (55.56%) rated CST 4.2_19 as important to correct, while 12 (44.44%) rated it as less important to correct.

Table D241: Chi-square test: Rewards: performance versus importance to correct poor performance to retain existing policy (n = 102)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.452a	1	0,501		
Continuity Correction[b]	0,199	1	0,655		

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Likelihood Ratio	0,448	1	0,503		
Fisher's Exact Test				0,507	0,325
Linear-by-Linear Association	0,448	1	0,503		
N of Valid Cases	113				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.51.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Rewards" was not significant at χ^2 (1) = 0.452, p = 0.507 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.19 Pricing/premiums: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Pricing/premiums" (CST 1.14_20) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_20) and retain their existing policies with them (CST 4.2_20) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_20 Pricing/premiums How aligned to market norms are your insurer's premiums?

x

CST 4.1_20 and *CST 4.2_20 Importance to correct poor performance: Pricing/premiums*

Table D242: Cross-tabulation: Pricing/premiums: performance versus importance to correct poor performance to insure new assets (n = 134)

			CST 4.1_20		Total
			Important to correct	Less important to correct	
CST 1.14_20	Favourable	Count	83	22	105

			CST 4.1_20		Total
			Important to correct	Less important to correct	
		% within CST 1.14_20	79,05%	20,95%	100,00%
	Unfavourable	Count	19	10	29
		% within CST 1.14_20	65,52%	34,48%	100,00%
Total		Count	102	32	134
		% within CST 1.14_20	76,12%	23,88%	100,00%

A total sample of n = 134 participated in this question, of which 105 rated CST 1.14_20 favourably and 29 rated it unfavourably. Of the 105 who rated the insurers' performance favourably, 83 (79.05%) rated CST 4.1_20 as important to correct, while 22 (20.95%) rated it as less important to correct. Of the 29 who rated CST 1.14_20 as unfavourable, 19 (65.52%) rated CST 4.1_20 as important to correct, while 10 (34.48%) rated it as less important to correct.

Table D243: Chi-square test: Pricing/premiums: performance versus importance to correct poor performance to insure new assets (n = 134)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2.289a	1	0,130		
Continuity Correction[b]	1,605	1	0,205		
Likelihood Ratio	2,158	1	0,142		
Fisher's Exact Test				0,145	0,105
Linear-by-Linear Association	2,271	1	0,132		
N of Valid Cases	134				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.93.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Pricing/premiums" was not significant at χ^2 (1) = 2.289, p = 0.145 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D244: Cross-tabulation: Pricing/premiums: performance versus importance to correct poor performance to retain existing policy (n = 114)

			CST 4.2_20		Total
			Important to correct	Less important to correct	
CST 1.14_20	Favourable	Count	65	24	89
		% within CST 1.14_20	73,03%	26,97%	100,00%
	Unfavourable	Count	20	5	25
		% within CST 1.14_20	80,00%	20,00%	100,00%
Total		Count	85	29	114
		% within CST 1.14_20	74,56%	25,44%	100,00%

A total sample of n = 114 participated in this question, of which 89 rated CST 1.14_20 favourably and 25 rated it unfavourably. Of the 89 who rated the insurers' performance favourably, 65 (73.03%) rated CST 4.2_20 as important to correct, while 24 (26.97%) rated it as less important to correct. Of the 25 who rated CST 1.14_20 as unfavourable, 20 (80.00%) rated CST 4.2_20 as important to correct, while five (20.00%) rated it as less important to correct.

Table D245: Chi-square test: Pricing/premiums: performance versus importance to correct poor performance to retain existing policy (n = 114)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,499a	1	0,480		
Continuity Correction[b]	0,200	1	0,655		
Likelihood Ratio	0,519	1	0,471		
Fisher's Exact Test				0,607	0,335
Linear-by-Linear Association	0,495	1	0,482		
N of Valid Cases	114				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.36.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Pricing/premiums" was not significant at χ^2 (1) = 0.499, p = 0.607 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the

variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

D.3.20 Value-for-money: performance versus importance to correct

The following cross-tabulations will compare the insurers' performance of the insurer metric "Value-for-money" (CST 1.14_21) with the respondents' view of how important it is that the insurer corrects poor performance therein to increase the likelihood that respondents will insure new assets (CST 4.1_21) and retain their existing policies with them (CST 4.2_21) Thereafter, chi-square tests will indicate if any statistical significance exists between these factors.

CST 1.14_21 Value-for-money Does your insurer offer insurance products that provide value-for-money?(Value-for-money can be described as a policy that provides the best (widest or least restrictive) policy wording and greatest policy benefits for your premium)?

x

CST 4.1_21 and *CST 4.2_21 Importance to correct poor performance: Value-for-money*

Table D246: Cross-tabulation: Value-for-money: performance versus importance to correct poor performance to insure new assets (n = 132)

			CST 4.1_21		Total
			Important to correct	Less important to correct	
CST 1.14_21	Favourable	Count	93	23	116
		% within CST 1.14_21	80,17%	19,83%	100,00%
	Unfavourable	Count	11	5	16
		% within CST 1.14_21	68,75%	31,25%	100,00%
Total		Count	104	28	132
		% within CST 1.14_21	78,79%	21,21%	100,00%

A total sample of n = 132 participated in this question, of which 116 rated CST 1.14_21 favourably and 16 rated it unfavourably. Of the 116 who rated the insurers' performance favourably, 93 (80.17%) rated CST 4.1_21 as important to correct, while 23 (19.83%) rated it as less important to correct. Of the 16 who rated CST 1.14_21 as

unfavourable, 11 (68.75%) rated CST 4.1_21 as important to correct, while five (31.25%) rated it as less important to correct.

Table D247: Chi-square test: Value-for-money: performance versus importance to correct poor performance to insure new assets (n = 132)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.098a	1	0,295		
Continuity Correction[b]	0,521	1	0,471		
Likelihood Ratio	1,011	1	0,315		
Fisher's Exact Test				0,330	0,228
Linear-by-Linear Association	1,089	1	0,297		
N of Valid Cases	132				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.39.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Value-for-money" was not significant at χ^2 (1) = 1.098, p = 0.330 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

Table D248: Cross-tabulation: Value-for-money: performance versus importance to correct poor performance to retain existing policy (n = 111)

			CST 4.2_21		Total
			Important to correct	Less important to correct	
CST 1.14_21	Favourable	Count	74	23	97
		% within CST 1.14_21	76,29%	23,71%	100,00%
	Unfavourable	Count	10	4	14
		% within CST 1.14_21	71,43%	28,57%	100,00%
Total		Count	84	27	111
		% within CST 1.14_21	75,68%	24,32%	100,00%

A total sample of n = 111 participated in this question, of which 97 rated CST 1.14_21 favourably and 14 rated it unfavourably. Of the 97 who rated the insurers' performance

favourably, 74 (76.29%) rated CST 4.2_21 as important to correct, while 23 (23.71%) rated it as less important to correct. Of the 14 who rated CST 1.14_21 as unfavourable, 10 (71.43%) rated CST 4.2_21 as important to correct, while four (28.57%) rated it as less important to correct.

Table D249: Chi-square test: Value-for-money: performance versus importance to correct poor performance to retain existing policy (n = 111)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.157a	1	0,692		
Continuity Correction[b]	0,004	1	0,950		
Likelihood Ratio	0,152	1	0,696		
Fisher's Exact Test				0,742	0,457
Linear-by-Linear Association	0,156	1	0,693		
N of Valid Cases	111				
a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 3.41.					
b. Computed only for a 2x2 table					

The relationship between the insurers' performance (favourable or unfavourable) and the respondents' requirement for correction (important to correct or less important to correct) of the metric "Value-for-money" was not significant at χ^2 (1) = 0.157, p = 0.742 using Fischer's Exact Test. Thus, there is no evidence of a relationship between the variables; there is not enough evidence at the given level of significance to reject the Null hypothesis (H_0), while the Alternative hypothesis (H_1) is rejected.

APPENDIX E:
ETHICAL CLEARANCE CERTIFICATE

UNISA university of south africa

UNISA DEPARTMENT OF BUSINESS MANAGEMENT RESEARCH ETHICS REVIEW COMMITTEE

20 November 2019

ERC Reference #: 2019_CEMS_BM_086
Name: Mr Shane Albert Viljoen
Student #: 45621306
Staff # N/A

Dear Mr Shane Albert Viljoen

Decision: Ethics approval from 20 November 2019 to 19 November 2024

Researcher(s): Mr Shane Albert Viljoen
E-mail address: Epoch1982@gmail.com
Telephone #: 083 4197 041

Supervisor(s): Dr Nthabiseng Violet Moraka
E-mail: moraknv@unisa.ac.za
Tel: (012) 429-8752

AN EXPLORATORY STUDY OF CUSTOMER CENTRICITY DISPLAYED BY SOUTH AFRICAN SHORT-TERM INSURANCE ORGANISATIONS

Qualification: M Com

Thank you for the application for research ethics clearance by the UNISA Department of Business Management Ethics Review Committee for the above-mentioned research. Ethics approval is granted for 5 years, from 20 November 2019 to 19 November 2024.

*The **low risk application** was **reviewed** by the Department of Business Management Ethics Review Committee on 06 November 2019 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision will be tabled at the next Committee meeting on 22 January 2020.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.

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2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the Department of Business Management Ethics Review Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's Act, no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data requires additional ethics clearance.
7. No field work activities may continue after the expiry date (19 November 2024). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **2019_CEMS_BM_086** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

D. Visser.

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APPENDIX F:
DECLARATION OF PROFESSIONAL EDIT

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Independent Skills Development Facilitator

Dear Mr Viljoen

This letter is to record that I have completed a language edit of your dissertation entitled, "An exploratory study of customer centricity displayed by South African short-term insurance organisations".

The edit that I carried out included the following:

-Spelling
-Grammar
-Vocabulary
-Punctuation
-Pronoun matches
-Word usage
-Sentence structure
-Correct acronyms (matching your supplied list)
-Captions and labels for figures and tables
-Spot checking of 10 references

The edit that I carried out excluded the following:

-Content
-Correctness or truth of information (unless obvious)
-Correctness/spelling of specific technical terms and words (unless obvious)
-Correctness/spelling of unfamiliar names and proper nouns (unless obvious)
-Correctness of specific formulae or symbols, or illustrations.

Yours sincerely

Retha Burger

10 January 2022