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COLLABORATION FOR INSURANCE GROWTH.

Collaboration for insurance growth

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EDITOR'S NOTE

Albert Einstein (1879-1955) was not a 'lone ranger'. Credited for one of the greatest discoveries in the world—the Theory of Relativity—Einstein, collaborated with two of his fellow students; Marcel Grossmann and Michele Besso, and the effort give rise to the paramount finding. Closer in history, the collaboration between Uber and Spotify allows passengers to play their favourite music, while on a ride.

Collaboration is not new. Some great products and principles are courtesy of the effort, thanks to the realisation of humankind that "No man is an island..." In this issue we dissect the concept and explore the ways in which it can be used to boost the uptake of insurance in our economies. Ensuring affordable insurance for the majority of Kenyans in the informal economy requires collaboration. This will enhance the financial resilience of individuals and businesses, but also contribute to the overall socio-economic development of Kenya.

Customers appreciate proactive service and personalised brand experiences: With trending social media App—WhatsApp—you can provide both. This will also affect their (customers) purchase frequency, cart size and whether they talk about your brand in positive terms within their networks. Given the market dynamics and the need to offer consumers better solutions that meet their needs, insurance agents, brokers and bancassurance must show some togetherness beyond their respective associations too.

Influencers have become a means of taking commodities into the market. It is therefore important for brands to note that these individuals are not merely marketing tools, but rather social relationship assets with which brands can collaborate to achieve their marketing objectives.

On the other hand, besides offering reinsurance services, Reinsurers could take on multiple other roles in expanding the insurance industry. Beyond just transferring risks, these roles involve promoting industry development through innovative activities that increase market penetration. Working together with a rival can offer shared benefits by accessing data, analytics, trends and new resources. Working jointly can reveal additional sales possibilities, promote cross-sales and coordinate advertising efforts. Reinsurers' collaborations are significant in expanding the insurance market.

Besides our theme, we also look at a vital aspect of modern day marketing that can negatively impact insurance penetration, if not correctly observed. With the commencement of the Data Protection Act and accompanying regulations, direct marketing is now highly requested as a result of which the failure to comply with the slightest requirement may lead to a company's exposure to hefty fines and penalties. For instance, on April 11, 2023, two entities became the latest to be penalised by the Office of the Data Protection Commissioner—in the sum of Ksh. 10 million each—for mishandling their clients' data. This and much more would be the price of your company's non-compliance with the data protection laws.

The foregoing are just but a few of the snippets that make this issue a great read in line with our tradition. Read on.

Namibia to hold 50th AIO Conference

Mr. Mr. Benhabiles Cherif, Director General of the National Agricultural Mutual Fund, Algeria (Left) waves to the audience moments after receiveing the AIO Presidential Pendant from and Dr. Ben Kajwang, Director, College of Insurance Kenya and immediate former AIO President.

The African Insurance Organisation (AIO) held its 49th Annual Conference and AGM from 27th to 31st May 2023 in Algiers, Alegria.

The conference themed "Insurance contribution to food security challenges in Africa", was opened by Alegeria's Prime Minister, His Exellency Aïmene Benabderrahmane. He noted that the challenges to Africa's food security lie in the impact of climate change, the lack of sustainable public policies, and the need for modernization of agricultural activities to improve food production.

The conference had a total of 31 speakers who addressed several issues including, promoting agriculture insurance, combating the risks of climate change through insurance, public private catastrophe risk transfer schemes, the role of insurance industry in d riving a sustainable future, the rising significance of microinsurance and insuretechs in food security solutions among others.

The 2023 AIO Life Seminar was also held during the Conference. Themed, "Incorporation of Life Insurance as a Protection Mechanism for Food Producers". The major highlight of the seminar was the launching of AIO Mortality Table Project.

During the Conference, the AIO Presidency moved from Dr. Ben Kajwang of Kenya to Mr. Benhabiles Cherif of Algeria. Managing Director of Namib-Re, Patty Karuaihe-Martin, was elected as the new Vice President of the AIO and Namibia was picked to host the 50th AIO Conference in 2024.

At the sidelines of the Conference, AIWA (African Insurance Women Association) was launched with the mandate to advance inter-African collaboration among women in the insurance sector. The Association is led by Nigeria's Margaret Nkechi Moore, who is also the President of PILA (Professional Insurance Ladies Association of Nigeria) she is deputised by Kenya's Catherine Wahome, who is also the President of KWIIN (Kenya Women in Insurance).

Kenya hosts Regional Conference on Microinsurance

IRA Chairman, Hon. Mwambu Mabongah addresses delegates at the 8th Eastern and Southern Africa Regional Conference on Inclusive Insurance in Nairobi, Kenya.

Kenya hosted the eighth Eastern and Southern Africa Regional Conference on Inclusive Insurance from 24th to 26th April, 2023. About 150 participants from the region and beyond convened in Nairobi to share their experience on inclusive insurance.

The conference combined plenary sessions and training workshops to explore progress and ongoing initiatives designed to improve access to insurance and close protection gaps.
The topics explored included several types of inclusive insurance, such as climate risk and agriculture, health and MSME (Micro and Small and Medium Enterprises.The discussions generated valuable comparisons between each topic on common issues: These include leadership and ownership, product design, regulation and the role of government and technology.

The event was hosted by IRA(Insurance Regulatory) Authority and co-hosted by the Munich Re Foundation and AKI(Association of Kenya Insurers) Attendees included insurers and reinsurers, brokers, distribution channel providers, international organisations, non-governmental organisations, development-aid agencies, policymakers, regulators and supervisors in Africa.

The International Conference on Inclusive Insurance will be held from 23rd to 27th October 2023 in Accra, Ghana.

Policy Compensation Fund pays out Ksh. 89 Million

Since the inception of the Policyholders Compensation Fund (PCF) in 2005, the insurance industry has experienced five failures: Four General Insurers and one Composite Insurer. The Fund is currently resolving three insurers under statutory management and undertaking compensation of claimants from three troubled insurance companies. The Fund has as at March 31, 2023, compensated claims totalling Ksh. 89.8 million.

The Fund has received a total of 931 claims from Resolution Insurance Co. Ltd, Standard Assurance Co. Ltd and Concord Insurance Co. Ltd. The Fund has settled 81.4 per cent of the claims received: 45 claims from Concord Insurance, seven from Standard Assurance, and 706 from Resolution Insurance.

Of the remaining claims, 8.7 per cent are in various stages of processing, 7.95 per cent have been rejected for a variety of reasons and 1.93 per cent are awaiting court determination.
Most of the claims received are medical related at 49.7 per cent while motor related claims were 39.6 per cent. WIBA Claims stood at 10.01 per cent and only 0.5 per cent of the claims were related to domestic package.

The Fund's main mandate is to compensate policyholders and claimants of an insolvent insurer in a bid to enhance confidence and stability in the insurance sector through prompt compensation and implementing effective and efficient resolution mechanisms of insolvent insurers.

Other mandates to ensure stability in the industry include undertaking insurance risk monitoring in consultation with the Commissioner of Insurance, participating in statutory management and undertaking liquidation of insurers, and issuing policy advisory on matters relating to compensation of policyholders.

The value of a Centralised Information Exchange for Health Insurance

By Catherine Karori-Bosire

As nations work to fulfil the mandate of universal health coverage—all people having access to health to the full range of quality health services they need, when and where they need them, without financial hardships—private health insurers become key contributors to this objective by financing healthcare and ensuring that care is provided without financial hardships.

Reducing out of pocket (OOP) expenditure by providing financial protection is a key role of the private health insurer. According to research published in the International Journal for Equity in Health, about 1.48 million Kenyans are forced below the national poverty line due to OOP which is a major development challenge since it pushes non-poor households into poverty and keeps those who are already poor more trapped. Further, 4.52 per cent of households face catastrophic health expenditure annually as a result of direct payments to healthcare providers.

As the private health insurance sector, and NHIF in Kenya provide healthcare financing services to the population, these payers as well as other stakeholders need to find collaborations in delivering efficiencies, making healthcare cost effective and sustainable. There exist several challenges in the delivery of healthcare ranging from high costs of treatment, fraud, lack of historical claims data of patients in order to render correct services and reduce duplication of services as patients move from one facility to another, and so on. Many of these challenges can be overcome by the standardisation and harmonisation of the data to enable transparency and interoperability.

Some of the questions we need to be asking are, what if we could have a unique patient identification number for each Kenyan citizen that would track the patient health records from birth to death? What if every healthcare service provider and each doctor could have a unique reference number to track the rendering of services and allowing for analytics in terms of diagnosis, costs, drugs dispensed, lab tests done and health outcomes? What would this mean for a chronic disease patient if he/she did not need to carry their medical records from one doctor to another for any tests or results or medication they are currently on? How effective and efficient would it be if the healthcare provider could access the information to review the health history of the patient and determine the next steps of care? Efficiencies and standardisation would go a long way in enhancing healthcare delivery.

Using technology-based digital healthcare innovation models that can organise and integrate large databases containing routine health information, several countries have rolled out the concept of a Health Information Exchange (HIE). Information spread across the healthcare spectrum is of little value if it is not available in formats that meet the needs of various users. A good health information system, like HIE brings together all relevant partners to ensure that users of health information have access to reliable, authoritative, useable, understandable and comparative data for purpose of data analytics, collaborative care, cost control and population health management.

This has worked in other countries, and we can learn from them. In South Africa, CareConnect HIE facilitates the authorised exchange of information between hospitals, clinicians, and medical aids to ensure that patients receive the best possible care. A first of its kind and founded by six of the country's leading hospital groups and medical scheme administrators. CareConnect HIE enables health professionals to access health information needed to deliver good quality, efficient healthcare, wherever and whenever they need it. All this is carried out while ensuring privacy of data through data privacy regulations to ensure that sensitive health information always remains protected and can only be accessed by medical practitioners when medically necessary and only with the patient's consent.

In Dubai, the electronic record under the Network and Analysis Backbone for Integrated Dubai Health (NABIDH) initiative has helped healthcare professionals access secured consolidated medical records from all public and private medical facilities across the Emirates. The health records from multiple healthcare facilities provide physicians with a consolidated timeline of aggregated medical history including medications, allergies, procedures, and test results, helping them make informed clinical decisions for the patients.

Healthcare has today evolved and achieved several gains ranging from eradication of diseases such as smallpox, vaccines breakthroughs and use of artificial intelligence among others. At the heart of it all is: Collaboration. We cannot do it on our own. Kenya's healthcare system now finds itself in a place where the common good far outweighs individualism. Centralisation of healthcare information and its interoperability will be essential milestones in improving our healthcare systems and institutions going forward.

The writer is the Managing Director at Wingspan Consultancy Limited. She holds an MBA in Healthcare Management.

Why collaboration among Reinsurers matters

By Hassan Amani Omuroka

The contribution of Reinsurers as growth partners is indispensable to the insurance industry. Primary insurers are able to extend their capacity, control risk and seize new growth prospects through the involvement of these partners.

The insurance market's significant challenges are prompting various insurance stakeholders to conduct strategy reviews. Priority number one is collaboration, even if that involves teaming up with rivals.

According to Simon Mainwaring, the international keynote speaker and top-selling author, “It’s almost impossible to bring about change effectively in a sector, without the entire industry collaborating, cooperating, and reaching out to each other.”

Collaboration among Reinsurance firms can help to quickly advance new insurance offerings in the marketplace. Corporations that are developing fresh associations not only indicate innovation and creativity but also increase effectiveness and financial success.

Besides offering reinsurance services, Reinsurers could take on multiple other roles in expanding the insurance industry. Beyond just transferring risks, these roles involve promoting industry development through innovative activities that increase market penetration. Working together with a rival can offer shared benefits by accessing data, analytics, trends and new resources. Working jointly can reveal additional sales possibilities, promote cross-sales and coordinate advertising efforts. Reinsurers' collaborations are significant in expanding the insurance market in the following ways.

Formation of Reinsurance Pools

Re-Insurance pools are an example of competitive collaborations in the Re-insurance industry. In certain lines of business, such as cyber insurance, Re-insurers may form a pool to reinsure the risks collectively. The growth of cyber risk insurance, previously flaunted as the next big thing in the Kenyan insurance industry, is being weighed down mainly by the industry's trepidation to take on these risks. Check Point Research, a global cybersecurity vigilance group, placed Kenya among high-risk countries in its cyber threat risk analysis for 2022. The industry's lack of the right personnel with commensurate skills to analyse risks, financial capacity and underwriting challenges are some of the issues that are forcing local insurers to pass off the underwriting capacity to foreign Reinsurers. By devising such pools, the local Reinsurers can strive to tackle these risks with some degree of confidence. Each participating reinsurer would remain a competitor but collaborate to collectively assume such risks that would be too large or too specialised for individual companies to handle alone.

Industry Research and Development initiatives

Reinsurance firms in competition may collaborate on research and development initiatives. New technologies, products or processes benefiting the entire industry may be developed by sharing resources, expertise and costs. The auto industry's vehicle producers for instance, have joined forces to conduct research on electric automobiles, autonomous driving systems, as well as enhanced security measures. Despite being rivals in the market, they understand the significance of collaborating to advance innovation across the entire industry. To achieve similar objectives, reinsurers would attain significant growth in the industry by collaborating.

Product Development and Innovation

New insurance products and innovative solutions may be created by primary insurers in collaboration with reinsurers. With their technical proficiency, knowledge about the industry and capability for research, they can detect voids in insurance coverage and create products that fulfil evolving customer necessities. Product development that involves Reinsurers can empower primary Insurers to confidently pursue new business opportunities, provide special coverage options and introduce custom-tailored products for niche markets. Meeting customer expectations through collaboration helps drive innovation and boosts market growth.

Capacity Building and Education

Capacity building and education are important tools that reinsurers can use to help grow the insurance market. To improve their underwriting practices, claims management and risk assessment capabilities; primary insurers can get support from them through training and technical assistance. When reinsurers work together to impart their expertise and best practices, they help insurers develop professionally, resulting in a sustainable path towards growth. Educating customers and increasing insurance penetration can also be achieved by reinsurers through raising awareness among the broader public about insurance products. We have seen Reinsurers training the market but as individual companies. Imagine being trained on the same topic by a group of professionals from different Reinsurance companies.

Thought Leadership and Advocacy

The role of thought leadership and advocacy is one that Reinsurers can assume to benefit the entire insurance industry. One way for them to share their expertise and insights on emerging risks is through active participation in industry associations, forums or conferences that also cover regulatory developments or market trends. Highlighting societal and economic advantages along with advocating for reliable insuring methods while encouraging an industry wide collaboration; all lead towards contribution from Reinsurance companies in driving up the overall development and expansion of this sector. A more stable and sustainable insurance industry can be achieved through this approach.

Industry Standards and Advocacy

By collaborating, Reinsurers as competitors can establish industry standards, advocate for positive regulatory environments and promote best practices. They can shape industry policies and regulations that benefit the entire insurance sector by collaborating. Industry-wide, trust and ethical conduct are reinforced through collaboration on setting standards and advocating for common interests. All parties benefit from a more stable and conducive market environment created by this.

To promote a flourishing insurance market, Reinsurance companies can put aside competition and take on new roles that involve addressing specific challenges or improving industry capabilities. Sustainable growth of the insurance sector along with enhanced market penetration can be achieved through contributions made towards risk assessment, product innovation, capacity building, market access and industry advocacy through collaboration ties.

The writer is a Senior Underwriter Local Business Department, Kenya Reinsurance Corporation Ltd.

Insurance for Kenyan Diaspora;

the prerequisites

By Calvince O. Onduru

The diaspora consists of individuals who have left their homeland to pursue better opportunities abroad. They often retain strong ties with Kenya, including financial commitments and familial responsibilities. They are, often more, exposed to insurance products due to their residence in developed nations, representing a ready market for insurers. According to the Central Bank of Kenya, Diaspora remittances average USD 330 million per month and projected annual remittances exceeding USD 3 Billion, this contribution to the Economy has earned the Kenyans living in the diaspora the title of the 48th County. This market holds immense potential for the insurance industry. To effectively tap into this market, insurers must recognise the unique characteristics, distinctive circumstances, needs and aspirations of the diaspora community.

Developing life insurance products specifically designed for Kenyans in the diaspora is essential to meet their financial and protection needs. These products should offer flexible coverage options, including term life insurance, whole life insurance and critical illness coverage. Key considerations should include portability of policies, coverage for pre-existing medical conditions and the ability to adjust coverage based on changing circumstances. Additionally, products that cater to long-term savings and retirement planning can be attractive to the diaspora market.

Given the diaspora’s financial obligations towards their families in Kenya, family protection plans can be a compelling offering. These policies provide a financial safety net in the event of the policyholder's demise, ensuring their loved ones in Kenya receive financial support to cover daily expenses, education, and healthcare.

Many Kenyans in the diaspora have long-term financial goals, such as building a retirement nest egg, purchasing property, or starting a business in Kenya. Insurance providers can offer savings and investment plans tailored to the diaspora’s objectives, providing them with a disciplined and secure way to grow their wealth while maintaining a connection to their homeland.

In the event of death of a Kenyan living abroad, the high costs associated with transporting the body back to Kenya is always a major concern. Policies that offer financial assistance to facilitate this within the shortest time, are solutions worth positioning to address an existing challenge.

Access to quality healthcare is a top concern for many Kenyans living abroad. Insurance companies can develop comprehensive health and medical insurance packages that cover medical emergencies, routine check-ups, and access to a network of trusted healthcare providers both in Kenya and abroad. This will provide peace of mind to the ‘diasporans’, knowing that their health needs are adequately protected. Further, Kenyans living abroad are often the go-to-person when their families back home have health bills to settle. Targeting Kenyans living abroad to buy insurance covers for their families back home is also a ready market.

For any of these insurance products to work, partnerships will play a crucial role in accessing the Kenyan diaspora market. Collaboration with established financial institutions—both in Kenya and abroad—can provide insurers with access to distribution networks, market insights and regulatory support. Additionally, partnering with money transfer operators that facilitate the remittances mentioned above can offer insurers the opportunity to bundle insurance products with remittance services, making it more convenient for the diaspora to engage. Establishing strategic alliances with Kenyan community organisations, diaspora associations and professional networks can also facilitate market penetration. Such partnerships can provide insurers with direct access to potential customers, offer localised marketing and customer support and enhance trust and credibility within the diaspora community.

For companies that have ventured into the diaspora market, there are valuable lessons to be learned. Understanding the cultural nuances, unique challenges and expectations of the diaspora community is crucial for success. Building trust through transparency, timely communication and reliable customer service is essential. Additionally, leveraging digital platforms and technology-driven solutions can provide convenience and accessibility to the diaspora customers.

The Kenyan diaspora presents a significant opportunity for insurers to expand their market reach and offer valuable both life and non-life insurance products. By developing tailored products, forging strategic partnerships, and learning from the experiences of others, insurers can effectively access Kenya’s 48th County. With the right strategies and a customer-centric approach, the insurance industry can tap into this promising market and contribute to the growth and development of the country.

The writer is the Ag. Managing Director and Principal Officer at Old Mutual Life Assurance, Kenya

Collaboration is the name of the game for Government and Insurance sector

By Mercy Wanjau

Mama Dorcas, a single mother, sold vegetables at Gikomba Market in Nairobi. On average she made about Ksh. 2,000 per day, part of which she ploughed back into the business and the rest she used to cover her family's needs. She worked for at least six days in a week, or else she would not be able to put food on the table or afford school fees.

Then life threw her a curveball. Mama Dorcas got into a motorbike accident in January this year. She has not been able to work for the past six months. She had no medical cover so she relied on well-wishers to pay the hospital bills: She still owes the hospital some money to date.

Her children were kicked out of school because she cannot afford to clear the fee balance. Putting food on the table became extremely difficult. The landlord was understanding for the first two months but after that, he kicked them out. Mama Dorcas was left with no choice but to use the last of her savings to go back to her rural home with her children. There, she is assured of a meal and a roof over her family. However, she is not sure when she will get back on her feet or when her children can go back to school.

Unfortunately, this is the story of most Kenyans, majority of who hold informal jobs. It is for this reason that Kenya's fifth Administration set out an ambitious social-economic transformation plan for the country, espoused in its Bottom-Up Economic Transformation Agenda (BETA). The principle behind BETA is to end exclusion of workers in the informal economy.

Workers in the informal economy, just like workers in the formal economy, require insurance cover as protection from unpredictable shocks. This is against the background of an already low insurance penetration in the country of just 25 per cent of the population. How then can the insurance sector meet the needs of workers in the informal economy?

Recognising the importance of extending insurance services to this segment of the population, collaboration between the insurance sector and the government of Kenya then becomes crucial.

This article explores potential collaborative efforts that can be undertaken to ensure affordable insurance for Kenyans in the informal economy:

Understanding the Informal Economy

Recognising the diversity and specific needs of workers in the informal economy is the first step towards developing tailored insurance solutions.

Promoting Financial Literacy

Collaboration between the insurance sector, the government and other partners can focus on promoting financial literacy within the informal economy. Many such individuals lack understanding of how insurance products work and their benefits. By conducting targeted education and awareness campaigns, both parties can empower individuals to make informed decisions regarding insurance coverage.

Developing Customised Insurance Products

The insurance sector can develop customised insurance products that cater to the unique risks faced by the informal economy. These products should be flexible, affordable and easily accessible.

Leveraging Technology

Collaborative efforts can be directed towards developing innovative digital platforms that simplify the insurance process, reduce administrative costs, and enable seamless interactions between insurers and policyholders. Mobile-based insurance solutions and digital payment mechanisms can help overcome traditional barriers, such as geographical limitations and the need for physical documentation.

Regulatory Reforms

Regulatory reforms that support the development and deployment of microinsurance can foster collaboration and encourage innovation with a view to stimulate the growth of affordable insurance solutions.

Public-Private Partnerships

Public-private partnerships can drive collaboration between the insurance sector and the government, leveraging the strengths and resources of both sectors. By pooling expertise, knowledge and financial resources, joint initiatives can be established to expand insurance coverage for the informal economy. These partnerships would involve targeted risk-sharing mechanisms or capacity-building programs for insurers operating in the informal sector.

The Hustler Fund is a good example of collaboration efforts between the government and the private sector. Over and above, serving as a platform for workers in the informal economy to access affordable credit, it also allows for savings towards retirement. As part of continuous improvement, the government is working towards leveraging on the platform to encourage contribution towards the National Hospital Insurance Fund (NHIF). Given that over 20 million Kenyans have registered on the Hustler Fund platform, this presents a perfect opportunity for the provision of micro-insurance products.

Ensuring affordable insurance for the majority of Kenyans in the informal economy requires collaboration. This will enhance the financial resilience of individuals and businesses, but also contribute to the overall socio-economic development of Kenya. Collaboration will ensure that Mama Dorcas's story is different.

The writer is the Secretary to the Cabinet, Government of Kenya

Data Protection Compliance for Direct Marketing

By Collette Akwana

With the commencement of the Data Protection Act (DPA) and accompanying regulations, direct marketing is now highly requested as a result of which the failure to comply with the slightest requirement may lead to a company's exposure to hefty fines and penalties.

Under DPA laws, the use of personal data for commercial purpose is generally prohibited. Direct marketing is only permitted under the following circumstances and where:

(a) the data controller (in this case an insurer) has collected the personal data from the data subject;

(b) a data subject is notified that direct marketing is one of the purpose for which the data is collected;

(c) the data subject has consented to the use of personal data for purposes of direct marketing;

(d) the data controller/processor provides simplified "opt-out" mechanisms for the data subject to request not to receive direct marketing communication; or

(e) the data subject has not made on "opt-out" request.

If your company is using already existing personal data (telephone numbers, emails and in some instances individual social media accounts) to advance commercial or economic interests, including inducing the data subject to buy, rent, lease, join, subscribe to, provide or exchange products, property, information or services, or enabling or effecting, directly or indirectly a commercial transaction; without due consideration to any of the requirements in (a) to (e) above, you may soon be facing a complaint before the Office of the Data Protection Commissioner (ODPC).

The data protection laws have impacted the marketing landscape and now demand that companies pursue the following:

Data permission
Moving forward, there can be no assumptions that clients (data subjects) want to be contacted. Insurance companies will need to have permission (express consent) from their clients before any direct marketing undertaken. A pre-ticked box that automatically opts them in, will not be sufficient.

Data access
It will be the responsibility of insurance companies to make sure that users can easily access their data and withdraw consent for its use. Practically speaking, this can be as straight forward as including an unsubscribe link within your email marketing template and linking to their customer profile that allows users to manage their email preferences.

Data focus (minimisation)
Many insurers may be guilty of collecting a little more data from a person than may be needed. This consequently leads to collecting and storage of "nice to have" personal or sensitive data. While one may justify that they are not "using" the other irrelevant data, storage is now in itself a highly regulated data processing activity. The longer you keep it, the higher the window of potential exposure to legal risk.

For B2B marketers, email addresses are the lifeblood of lead generation programs. Often considered the start of the sales process, a user who willingly gives you his/her email address in exchange for more information—such as signing up to your mailing list or downloading a piece of content—is known as "opt-in". Ensuring users opt-in to your B2B email marketing campaigns and give consent to be contacted is now a regulatory requirement for email marketing. The insurer can no longer automatically add data subjects to an email list and then wait for them to opt-out.

If the company's marketing automation system sends out emails on behalf of your Customer Relationship Management (CRM) system, then the company could be facing eye-watering penalties from the ODPC if an email is sent automatically to someone who has already opted out. The company will need to make sure that every name in its CRM database and every email in the automation system has given it permission to market to them.

Practical tips for data protection complaint marketing

(i) Audit your mailing list;
(ii) Review why and how the personal data is collected;
(iii) Invest in a content marketing strategy;
(iv) Launch a pop-up on the company's website;
(v) Coach the sales and marketing team about new sales and marketing techniques;
(vi) Centralise the company's personal data collection into a CRM system;
(vii) Consider using push notifications.

On April 11, 2023, two entities in Kenya became the latest to be penalised by the ODPC in the sum of Ksh. 10 million each for mishandling their client's data. This and much more would be the price of your company's non-compliance with the data protection laws.

The writer is Partner, CMS Daly Inamdar Advocates LLP

The Microinsurance Landscape

If the Landscape of Microinsurance Study 2022 makes one thing clear, it is that to lead the world onto a path of economic growth and stability, insurance needs to be inclusive.

The Microinsurance Network recently published its most comprehensive report yet on the Landscape of Microinsurance. The report defines Microinsurance products as those with modest premium levels based on the risks insured. The term can be used interchangeably with 'inclusive insurance'. Microinsurance products are developed specifically to serve the needs of the low-income population. The insurer is the risk carrier, and the product must be working towards profitability or at least sustainability and be managed based on insurance principles.

The report covered 253 insurance providers reporting on 935 products from 34 countries across Africa, Asia, Latin America and the Caribbean. The study paints a broad picture of the microinsurance landscape, detailing market size and evolution, premiums, product development, social performance, reinsurance and claims.

The report estimates that the microinsurance market has an estimated value of USD61.8 billion. From the data provided, the study concludes that up to 223 million people in the 34 participating countries are covered by a microinsurance product, with the most prevalent being life, credit life and health.

The report acknowledges that while the number of people covered by inclusive insurance is lower than previous years, the total premiums are on the increase, doubling from USD 1.1 billion in 2020 to USD 2.2 billion in 2021. This rise has been attributed to product variety, economic recovery and the associated increase in customers' spending power and loan sizes.

This latest figure is close to pre-pandemic levels; however, with the severity and frequency of climate events increasing, insurers have a crucial role to play in ensuring protection against new and emerging risks, especially for people in low-income, climate-vulnerable communities.

The envisaged impact of microinsurance is dependent on the quality of the products offered and the distribution channels used to reach consumers. The study concluded that microfinance institutions, financial institutions, agents and brokers are the most important avenues—reaching 62.4 million, 27.4 million and 23.4 million people respectively.

The growth of digital platforms within distribution strategies was also highlighted, along with customers' preferred payment options—of which direct debits, standing orders, mobile money and e-money remain the most popular. But while digital evolution has helped increase access to those in need, it has also brought with it emerging risks of identity theft, cybersecurity and the growing cyber protection gap.

Gender-oriented data has also been identified as being extremely limited with insurers not providing data on gender for 58 per cent of the products covered. This reflects the fact that, in many cases, providers are not collecting information on the gender split of customers. Improving the collection of this data is a vital step towards addressing women's access to insurance.

The report also notes areas of improvement, such as the increasing number of countries adopting microinsurance guidelines and regulations. In 2022, the Access to Insurance Initiative (A2ii) identified 35 countries which have implemented specific inclusive insurance regulation, up from 32 identified in the previous year. In addition, 19 countries are actively developing such regulation. This marks an important shift in the perception of microinsurance and the impact it can have on economic stability, especially for reducing financial burdens caused by disasters and pandemics, such as the COVID-19 crisis.

The report notes that there has been an increased focus on climate risk from insurance providers and other stakeholders. In addition to the impact of disasters in rural areas, flood risk is considered a particularly important climate risk in many urban areas. The report notes that in 2021, 13.3 million people were covered through 64 products which included some coverage for climate risks. Although the majority (48) were agriculture products, climate covers were also included in property, business interruption and life products. The report however notes that a number of large national schemes providing climate protection, particularly agriculture insurance schemes, did not provide data to the study.

Continent	Country
Africa	Burkina Faso, Cote d' Ivoire, Egypt, Kenya, Morocco, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zambia, Zimbabwe
Asia	Bangladesh, Cambodia, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand
Latin America and the Caribbean	Argentina, Bolivia, Brazil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Jamaica, Mexico, Peru

Countries that participated in the Landscape of Microinsurance 2022 Report

The full report is available on the Microinsurance Network website https://microinsurancenetwork.org/

The Kenya Microinsurance Landscape Report

The Association of Kenya Insurers worked with research firm Ipsos in early 2023 to undertake a study on the state of microinsurance in the country. The study had a twin objective of assessing the current state following an earlier study conducted in 2015 and establishing strategies that would aid in the growth of microinsurance business in Kenya.

There are observable changes in microinsurance industry in the past few years that are perhaps positively impacting the uptake of these products.

• Digitalisation
Microinsurance products are distributed similarly to conventional insurance, but mainly still through person-to-person the partnerships established.
A smaller number is distributed using technology through websites, USSD codes. There is an increased interest in partnerships with insuretechs and other technology supported distribution channels. This will increase access to customers while reducing business expenses.

• Increased knowledge
The survey noted an increasing awareness of microinsurance products among consumers. This was attributed to the continued investment in public awareness and education and use of creative ways of reaching consumers and especially through aggregator bodies such as SACCOS, Church, chamas and others that work with informal self-employed customers.

• Regulations
The survey engaged a wide variety of stakeholders on the microinsurance regulations that came into force on February 7, 2020. The sentiment was mostly positive but there were proposed areas of improvement such as the renewal periods and claims settlement period. The report also notes that there is a need for more familiarisation of these regulations still needed among players.

The regulations provide clear guidelines for the registration of microinsurance underwriters, and the criteria of products that qualify as micro insurance including the term, sum assured and premium among others. The Regulations also allow for micro-insurers to appoint intermediaries who are not required to register with the IRA.

• Products
The survey notes that microinsurance products have increased both in numbers and types. From 13 products in 2015—as at beginning of 2023—there are over 80 products in the market with medical insurance in the lead followed by personal accident and last expense.
The survey found that there is further need for simplification, bundling and unbundling of micro insurance products to better serve customers. Customers also sought more flexible products, especially on premium payments. A particular sentiment that came through was that insurers have only shrunk already existing products and we have not really created relevant products for the targeted market.

A proposed solution to the product development was on strengthening the regulatory sandboxes—a framework that allows companies to conduct live experiments in insurance innovations with the regulator's supervision before going to market.

• Partnerships
There is a keen interest in the microinsurance market, and the survey noted an increase in players including foreign investors and non-conventional insurance companies.

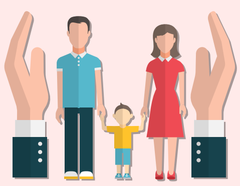
Existing insurance companies have partnered with various players including Microfinance Institutions, SACCOS, banks, telecommunications companies, insuretechs and credit companies such as Mwananchi Credit to develop and distribute the products.

Other players from the development world have also made inroads in micro insurance through partnerships such as one acre fund, Heifer International, World Vision, FSD Africa among others and other aggregator associations and institutions such as chamas, churches and transport Saccos among others.

The survey also notes the partnerships driven by Government such as Kenya Cereal Enhancement Programme (KCEP), the Kenya Agricultural Insurance Consortium—partnership between insurance companies and Government—to distribute crop insurance and the Kenya Livestock Insurance Program and insurance companies—to distribute livestock insurance.
Partnerships is seen as a growth area as it remains a largely unexplored for product development and distribution.

Although microinsurance is a potential growth area, there are a myriad of challenges the industry continues to face. Partnerships is seen as a growth area as it remains a largely unexplored for product development and distribution.

The full report is available on the AKI www.akinsure.com



Working with Aggregators and Affinity Groups to expand Insurance distribution

By Amidah Rajab

The growth of insurance sales heavily relies on the process of finding customers and delivering products. An effective insurance distribution strategy entails aligning a target market's needs, the necessary products to serve those needs, and the channels that deliver the products in the most convenient and efficient way possible.

Distribution channels in the insurance industry have evolved over time, adopting a multi-channel approach, with technology playing a major role in driving these changes. Despite technological advancements, it is predicted that human sales components will continue to play a significant role, even in non-face-to-face interactions.

Aggregators—particularly online aggregators—have become prevalent in the insurance industry. These platforms, in the form of websites or mobile applications, allow customers to compare insurance products from multiple insurers and make online purchases. Customers can enter their requirements and receive quotes from various insurers, facilitating easy comparison and selection. Aggregators have gained popularity as they provide a convenient way for customers to compare policies, premiums and coverage options in one place.

On the other hand, affinity groups refer to communities or associations that share a common interest, profession or affiliation. In the context of insurance, affinity groups continue to play a vital role in connecting insurance companies with target audiences and offering tailored insurance solutions that meet the specific needs and preferences of group members.

Benefits

Partnerships between insurance companies and aggregators and affinity groups offer below and other valuable benefits for parties involved:

• Value Addition
By partnering with insurance companies, affinity groups and aggregators can negotiate favourable terms, customised coverage options or discounted premiums on behalf of their members. This enhances the overall membership benefits and strengthens the group's value proposition. Simultaneously, insurance companies have an opportunity to develop specialised insurance products that cater to the specific needs of group members, offering tailored coverage options, additional benefits or unique policy features. This helps insurance companies differentiate themselves in the market and attract customers.

• Increased Market Penetration
Partnerships provide aggregators and affinity groups with an opportunity to expand their range of offerings and attract new members. The availability of tailored insurance products through the group's platform serves as a significant incentive for individuals to join or maintain their membership. Additionally, insurance companies gain access to a wider customer base. By tapping into the established networks and communication channels of these groups, insurers can reach potential customers who may not have been aware of their offerings otherwise. This increased market penetration can lead to higher sales and business growth.

• Increased Trust and Credibility
By partnering with trusted insurers, these groups can offer reliable and quality insurance products, reinforcing their reputation and strengthening the trust members place in their recommendations and services. Conversely, aggregator and affinity groups often have a high level of trust and credibility within their communities. Insurance companies can leverage the existing trust and reputation to enhance their own brand image and credibility. Group members are more likely to consider insurance offerings from a trusted source endorsed by their community, which can lead to increased customer confidence and higher conversion rates.

• Long-term Growth and Stability
Collaborating with insurance companies can provide affinity groups or aggregators with a stable source of revenue. These partnerships often involve revenue-sharing arrangements or commissions earned from insurance sales. This additional income stream contributes to the financial stability of the group, allowing for continued operations, expansion and the ability to deliver valuable services to members. For insurance companies, collaborating with affinity groups or aggregators can provide a consistent flow of customers and policy sales. As these partnerships help insurers access larger customer pools and offer differentiated products, they can generate reliable revenue streams over the long term.

• Mutual Marketing and Promotional Opportunities
Partnerships provide opportunities for joint marketing and promotional activities. Insurance companies can collaborate with aggregator and affinity groups to co-brand marketing materials, host events or leverage the group's communication channels to reach a wider audience. This shared marketing effort increases brand visibility, strengthens the partnership, and generates more leads and conversions for both parties.

Considerations
When seeking or entering partnerships with aggregators and affinity groups, several considerations should be made: Both parties should align their values and objectives to ensure a common understanding of the partnership’s goals. It is important to evaluate the target market fit and assess whether there is a genuine need for insurance within the group’s community. Trust and reputation are crucial factors to consider, as they can significantly impact the success of the partnership. The ability to tailor insurance solutions to meet specific needs, establishing partnership terms and agreements, complying with legal and regulatory obligations and setting up measurement and evaluation mechanisms are also important considerations.

To ensure the success of these partnerships, insurance companies need to understand the target market needs and design customised insurance solutions that effectively address the group’s pain points. Aim to offer transparent and competitive pricing, be consistent in education and awareness initiatives, streamline administration and claims processes and continuously engage and support the aggregator and affinity groups to distribute the products and services. Implementing these strategies will enable insurance companies to distribute their products and reach a broader customer base and customise their products and services to meet the specific needs of different groups, thereby increasing their market penetration and establishing long-term customer relationships.

The writer is the Deputy Head of Retail Agency Sales, Retail Life & Pension Department, Jubilee Life Insurance Ltd.

Impact of multistakeholder collaboration on Ivory Coast Motor Insurance

By Emmanuel Karisa

Motor insurance in Kenya is known to be a perennial loss-making class of business, affecting the overall non-life statistics of the industry. According to the IRA second quarter of 2022 statistics, the motor insurance performance had hit a loss ratio of 83.90 per cent for the private section and 69.90 per cent for the commercial section.

Contributing factors to the poor performance are well known to the stakeholders, but maybe efforts to streamline the performance have hit the rock, or things seem not to be working simply because of other interests. It might need a collaborative effort of the key stakeholders, namely; the insurers, the government via the traffic police department, the licensing body, National Transport and Safety Authority (NTSA), with the help of telecommunications companies to bring order and rationality to our roads which hopefully will see the class of insurance posting good results in future.

The Ivory Coast Case (Côte d'Ivoire)
According to the Ivory Coast's insurance regulator website (Direction des Assurance: https://assurance.tresor.gouv.ci/assur/), motor insurance is the least hit by claims.

In 2018, the motor insurance loss ratio stood at 34.45 per cent, and in 2019 it went up to 41.22 per cent and according to industry estimates it went even higher in 2020 to about 46 per cent (statistics are yet to be released). This increase in the loss ratio from 2018 to 2020 led to the government's intervention. Collaboration between the country's driver's licensing body, the telecom companies and the government has brought sanity to the roads. The effect may only currently be felt in the city of Abidjan and the other neighbouring towns. However, since it is still work in progress, the whole country will inevitably benefit from this collaborative effort in the coming few years. Through the collaboration of the above stakeholders, cameras have been installed on all the roads in the city and are functional. The car registration numbers are digital and are linked to the driver's details, including the driver's license and the registered mobile number. Specific penalties for various traffic offences are in place and are entrenched in law. For instance, a driver not buckling, front passenger not buckling up, overlapping, not obeying traffic lights, failure to observe speed limits among others, have set penalties in monetary values from XOF1,000 (1.6USD) to XOF 10,000 (16 USD) The cameras film the drivers; a video clip is immediately sent to the driver as evidence of their offence and the amount of money payable for that offence. The more a driver misbehaves throughout the day, the more penalties they accrue. Failure to remit the amounts within the specified period gives the traffic department the right to ground the vehicle until the payments are made with other charges.

The driver has an allowable 12 points on their driving license from which he loses one whenever he breaks a traffic rule. If a driver loses all 12 points in a year, the licensing body deregisters that driver and bars them from driving for ten years.

Undoubtedly, this collaborative effort and systems are working for the better in Ivory Coast. Other countries with such interlinked systems include Dubai, United Kingdom among others.

Back to Kenya, we have all these players, we have all these systems and institutions, we only need to have them come together with a common goal and I believe there will be sanity restored on our roads. This will reduce carnage on our roads and undoubtedly improve motor insurance business.

The writer is an Underwriter in the International Business Department at Kenya Re

Motoring Clubs;

a boon for road safety initiatives?

By Stephen Macahria

The automotive industry is evolving quickly. Automakers are in competition to install the newest technologies in vehicle performance, safety, fuel efficiency and even driver assistance systems.

Many vehicle models that had trouble finding a market niche a little more than ten years ago have seen an increase in adoption in Kenya as a result of globalisation. Therefore, it should come as no surprise that commercial banks and other financial organisations have made significant investments in the automotive industry by giving Kenyans loans to purchase new or used cars.

Due to the increased accessibility of automobiles, drivers, especially the younger ones, have formed motoring communities or clubs where they occasionally get together for social and charity events.
Some car clubs only admit members who own certain makes and models such us the Forrester Nation for Subaru owners, Mercedes Club, Audi Club among others. Other clubs have a larger base of members and do not limit membership to the vehicle brand. These clubs are becoming more significant in mobility today.

Through these clubs, members can locate replacement components and qualified technicians for repairs. The clubs also provide chances for social growth through interaction and networking.

Motoring clubs bring together thousands of motorists. Although some of the clubs have road safety awareness programs, they are unable to make significant improvement in advocating for safe driving. Entertainment and charity events seem to take the biggest share of the time drivers spend together. These clubs offer a tremendous but underutilised benefit to the automotive industry as they serve as a platform for educational resources for drivers.

Available data shows a rise in traffic-related fatalities and injuries this year. This is attributed to the increased movement of people and goods as the economy bounces back from negative economic effects of COVID-19.

To advance the cause of traffic safety, we must figure out how to reach out to these clubs. Many of Kenya's road safety campaigns have been criticised by communication experts for taking a top-down approach and many campaigns fall short of communicating the message in a way that appeals to young drivers.

The Global Plan for the Decade of Action for Road Safety 2021–2030 recognises children and youth as crucial stakeholders in delivering road safety. It acknowledges that young people and children have a significant influence on how transportation systems operate. The report notes that this generation will inherit the successes or failures of the current road safety initiatives.

Motoring clubs have a great deal of potential to influence peer behaviour when properly utilised. This is because the club's members share a passion for driving. Road safety will significantly increase if campaigns are developed that are specifically geared toward driving communities, where drivers feel respected and involved in the agenda. People who share interests are more likely to practice self-control and abide by rules than those who may feel laws were passed without their input.

Club members typically receive a branded club sticker for their car. The stickers are placed at the front or back windscreen and are noticeable. These stickers act as club badges of loyalty and show a sense of community. Some motoring clubs have systems in place to discipline or honour their members. Utilising these systems is necessary to encourage safe driving among all participants and to reward good drivers.

Motoring clubs are ideal, yet untapped, avenues for spreading messages on safe driving.

The writer is the Editor of the AA Kenya Autonews Magazine

Leveraging Influencer Marketing for your brand

The Oxford Learners Dictionary describes an influencer as; a person or thing that influences somebody/something, especially a person with the ability to influence potential buyers of a product or service by recommending it on social media.

Influencer marketing involves a brand collaborating with an online influencer to market a product or service or build awareness and recognition of a brand, product or service. It is therefore important for brands to note that these individuals are not merely marketing tools, but rather social relationship assets with which brands can collaborate to achieve their marketing objectives.

Influencers come in different categories, based on their content niche and size of their community. According to social media management platform, Sprout Social, influencers fall into four categories: Celebrities (artists, athletes and pop culture stars), industry experts and thought leaders, Micro influencers (individuals with an impact on social media) and lastly, bloggers and content creators.

Other influencer categorisation that is worth noting is the community size. Kenyan creator website Wowzi, categorises the influencer community/ followers in numbers as below.

- **Nano- 250 – 1,000**
- **Micro- 5001 -30,000**
- **Macro – 30,001 – 100,000**
- **Meta -100,000- 500,000**
- **Mega- 500,000+ followers**

The Insurer recently spoke to several insurance companies to better understand their take on influencer marketing. The responses were based on those who have engaged influencers in their marketing and those who have yet to engage influencers.

Those who have worked with influencers all reported having a positive experience in terms of brand affinity, leads and conversions. They also all intend to continue working with influencers.

Before selecting an influencer to work with, there are some considerations that need to be undertaken. Some of the factors insurance companies take into account include:

- Whether the influencer has a background or knowledge on financial institutions and insurance?
- What kind of content have they been putting out and does it align with our brand?
- The engagement level of the influencer: They may have a large following but very low engagement on their content.
- What does the influencer value? What kind of charter have they built online and offline?

'The age bracket you want to attract, the product you want to sell. How is the influencers' standing in society? Through which channel you want this influencer to assist you in.

Like any other business metric, influencer marketing is measurable. It is more measurable compared to traditional media. We asked respondents how they measure the performance of the influencers they work with.

They noted that setting KPIs of what we would like to achieve and measuring these against performance metrics such as number of posts, reach and engagement levels, number of enquiries on the product and number of leads.

"We had a unique link for every influencer-we were able to track how many leads each brought for the campaign".

"For instance, they will advertise about your brand on their social platforms, and you can see the kind of feedback they elicit. You will also notice more direct chats to the company inquiring not only to know who we are but what other products we have. The ability of the marketing team to dig in reports from the socials indicate a spike when using influencers".

Working with any third party can pose a risk to the brand reputation, and this is not different when working with influencers. We asked respondents what kind of measures their have companies put in place to protect against this risk?

Respondents noted that doing a thorough background check on the proposed influencer is critical. Others have clear guideline and disclaimers in their contracts.

"Not yet......it's a new avenue for us. In a project phase I would call this 'Project Control and Monitoring' as we still ensure we are in control of all the influencers posts and communication to the public to avoid miscommunication leading to false advertising leading to breach of consumer protection guideline".

When asked if they would recommend for other brands to use influencers and why?

"Yes. The word of mouth goes a long way from an influencer. Brand affinity also grows. If you partner with the correct influencer".

"I highly recommend it. It humanises brands and helps products have mass appeal".

"Yes, because it has become a very important way of marketing a Brand in the Digital Landscape and it is also cost effective compared to other traditional forms of Advertising".

"It depends on what you are selling......if it's a push product or a pull product. It also depends on the phase you are in the company growth stages... For me the influencers can really come in handy on the growth stage or decline stage......Why? This is where you need "buy-in" from the public since you either want them to buy your product or not to forget your product".

For those respondents in companies yet to embrace influencer marketing, some of the reasons cited include the cost involved and getting the right influencer, fear of misrepresentation of the brand while another respondent did not see the value engaging an influencer will bring. That said, 72 per cent would consider using it as a marketing tactic going forward as they believe it adds value to the brand.

Support from senior management was noted to be a key factor in whether a brand engages an influencer or not. We found that 71 per cent of those yet to engage with influencers have no management support, while all (100 per cent) of those engaging with influencers have management support.

All the respondents agree that influencer marketing does have a positive impact on brands, but they cautioned that this must be done right or else there is the risk of failure.

"Depending on the choice of influencer, it can go well (improve trust, encourage trial) or rather terribly if done poorly".

"It is packaged word of mouth which goes further than any other marketing".

"Influencer marketing would have a positive impact on the brand but that depends on identifying and leveraging on the right influence. Sustainability of any engagement is also a big dependency".

Online influencer, Ivy Mugo whose online brand is Just Ivy Africa

Influencer marketing is a two-way relationship, it would not exist without the influencer. *The Insurer* also got the perspective of an online influencer and content creator Ivy Mugo, who goes by the name Just Ivy Africa on her social platforms.

In your words, who is an online influencer?

- Online influencers typically create and share content on various digital platforms such as YouTube, Instagram, TikTok, blogs, podcasts, and more. They have built a substantial following and can influence their audience's opinions, behaviors, and purchasing decisions.

Why should brands work with influencers?

- Reach and Audience Engagement: Influencers have built a dedicated and engaged audience that trusts their opinions and recommendations. By partnering with influencers, brands can tap into their reach and connect with a highly targeted demographic. This allows for effective and efficient dissemination of brand messages, product promotions, and awareness campaigns.

- Authenticity and Trust: Influencers are seen as relatable and authentic figures in the eyes of their followers. Their content often reflects their personal experiences, genuine opinions, and expertise, which helps establish trust and credibility with their audience. When an influencer promotes a brand or product, their endorsement can carry significant weight and positively influence purchasing decisions.

- Creative and Engaging Content: Influencers are skilled content creators who understand the preferences and interests of their followers and know how to capture their attention. Collaborating with influencers can infuse creativity and fresh perspectives into brand campaigns.

- Targeted Marketing: Most influencers specialize in specific niches or industries thus attracting followers who share those interests. Rather than casting a wide net, working with influencers allows for targeted marketing efforts and increases the likelihood of connecting with potential customers who are more likely to be interested in the brand's offerings.

What positive stories can you tell on your influence on brands?

- The most positive experiences are those that impact my audience and give my clients a return on their investment. I was approached by a bank to market a course for women in business. They were not getting the enrollment numbers they would have liked and were looking to increase them. I used my platform to tell an empowering story of a woman in business and they received 1,500 sign ups in 24 hours against a target of 2000 in a month.

Do you have any negative stories to tell?

- I once partnered with a client that I hadn't conducted due diligence on. They closed down and myself and my followers lost our investments. Now, I work with lawyers to do a brand and business health check on any potential brands to avoid losing trust with my audience.

How do you measure your performance when you work with brands?

- **Reach and Impressions:** We measure the overall reach of the campaign, which includes the number of unique users who were exposed to the content. Impressions refer to the total number of times the content was displayed to users. These metrics help gauge the campaign's overall visibility and potential audience reach.

- **Engagement Metrics:** Analyze the engagement generated by the content, including metrics such as likes, comments, shares, and saved posts. Engagement rates, calculated as a percentage of the total reach or impressions, provide insights into the content's resonance and audience interaction.

- **Sentiment Analysis:** Monitor the sentiment of audience reactions and comments towards my content and the brand itself. This qualitative analysis helps gauge the overall sentiment and perception of the campaign among the audience.

- **Conversions and Sales:** If the campaign aims to generate conversions or drive sales, we track the number of conversions or sales attributed to my content. This can be done using unique promo codes and affiliate links to attribute conversions directly to my efforts.

What factors should brands consider when selecting the influencers to engage?

- **Relevance and Alignment:** The influencer's content, niche, and audience should align with the brand's industry, target market, and values. It's crucial to ensure that the influencer's audience matches the brand's desired demographic, interests, and preferences. This helps to establish a natural and authentic connection between the influencer and the brand, enhancing the effectiveness of the partnership.

- **Quality of Content:** Evaluate the influencer's content quality, creativity, and production value. Look for influencers who create visually appealing, well-executed, and engaging content. Assess their storytelling abilities, use of visuals, and overall aesthetic. High-quality content enhances the brand's image and increases the likelihood of capturing the attention and interest of the target audience.

- **Long-Term Potential:** Consider the potential for a long-term relationship with the influencer. Building an ongoing partnership can lead to stronger brand integration, deeper connections with the influencer's audience, and increased loyalty. Evaluate the influencer's commitment to their own growth, sustainability, and willingness to collaborate on multiple campaigns or projects.

- **Authenticity and Credibility:** Consider the influencer's authenticity, transparency, and trustworthiness. Review their content to determine if they genuinely align with their personal brand and maintain a consistent voice. Assess their reputation and credibility within their niche, as well as their history of brand partnerships and endorsements. It's important to work with influencers who can genuinely represent and advocate for the brand's products or services.

What is the best way for brands to work with influencers?

- **Define Goals and Objectives:** Clearly identify what you want to achieve through influencer collaborations. Whether it's increasing brand awareness, driving sales, reaching a new audience, or generating user-generated content, establishing clear goals will guide your influencer marketing strategy.

- **Build Relationships:** Approach influencers in a professional and personalized manner. Reach out with a well-crafted pitch that explains why you are interested in collaborating and how it aligns with their content and audience. Offer clear benefits and value for the influencer to establish a mutually beneficial partnership. Building a genuine relationship based on trust and open communication is crucial for long-term collaborations.

- **Collaborative Campaign Planning:** Work closely with the influencer to develop a campaign strategy that aligns with your goals and resonates with their audience. Discuss content ideas, formats, timelines, and key messaging. Consider the influencer's creative input and leverage their expertise in crafting authentic and engaging content that showcases your brand effectively.

- **Clear Guidelines and Expectations:** Provide the influencer with clear guidelines, including any specific requirements, brand messaging, usage rights, and disclosure guidelines. Ensure that both parties have a shared understanding of the deliverables, timelines, and performance metrics.

- **Monitor and Measure Performance:** Monitor key metrics such as reach, engagement, website traffic, conversions, and brand sentiment. Utilize analytics tools, unique tracking links, and customized promo codes to attribute campaign results accurately.

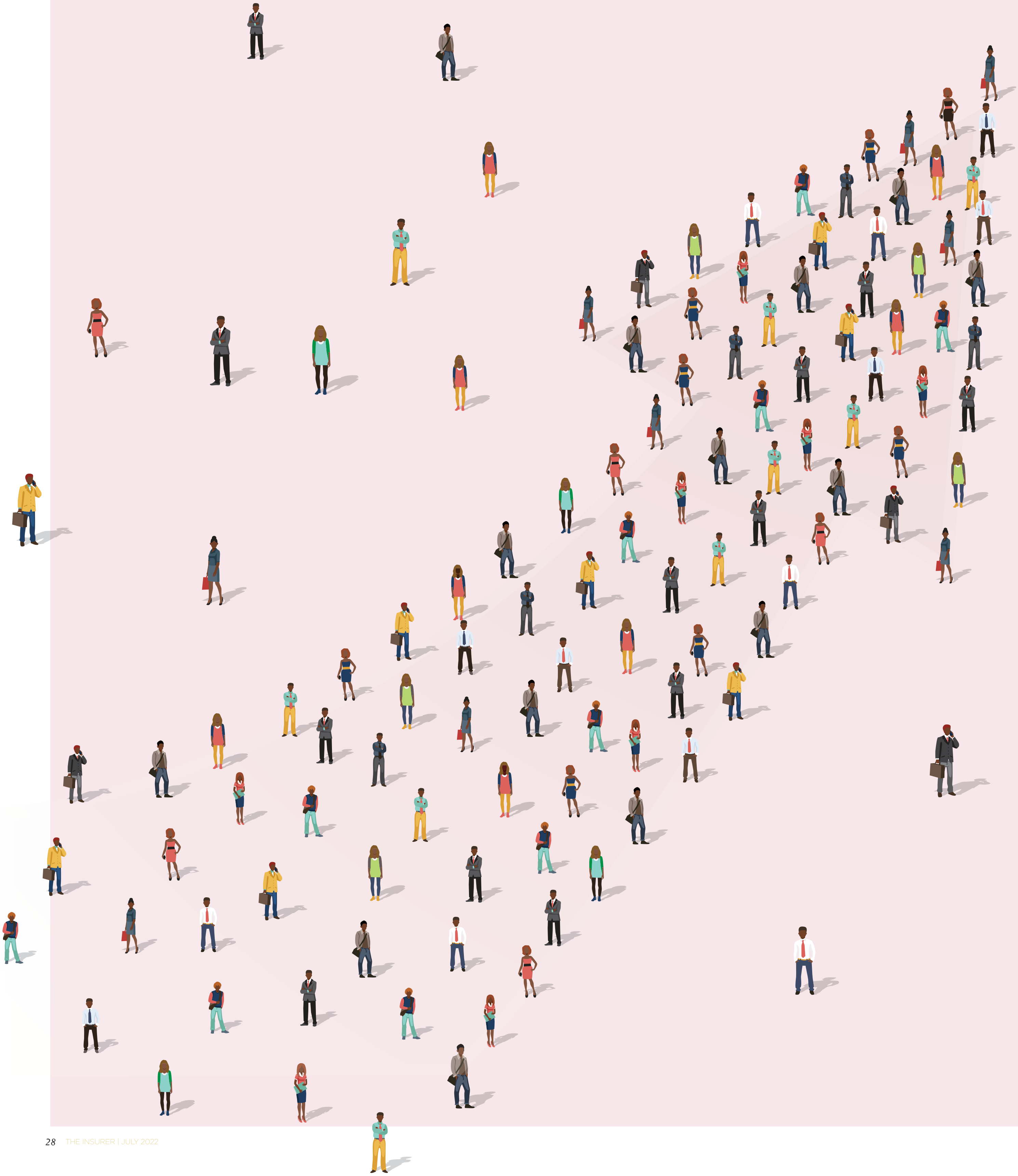
- **Foster Long-Term Relationships:** Consider building long-term relationships with influencers who deliver positive results and align well with your brand. Cultivating ongoing partnerships allows for deeper brand integration, increased audience trust, and the potential for more impactful collaborations in the future.

- **Provide Recognition and Compensation:** Acknowledge and appreciate influencers for their efforts and contributions. Offer fair compensation that reflects their value, influence, and the scope of the campaign. Providing recognition and compensation helps maintain a positive relationship and encourages future collaboration.

Just Ivy Africa- IG, LI, Twitter

Driving effective Collaboration among Insurance Intermediaries

By Clifford Ochieng



Collaboration among insurance intermediaries can be a powerful tool to improve customer experience, increase market reach and optimise operational efficiencies. According to the IRA Annual Report 2022, insurance intermediaries contributed 90 per cent and 80 per cent of Gross written premium in General and Life Insurance business respectively. They therefore play an important role in the uptake and penetration of insurance, which was reported as 2.27 per cent in 2022.

Whereas the benefits of collaboration far outweigh the drawbacks if any, little has been seen among the insurance intermediaries. But why so? Most of the reasons cited include the highly competitive nature of the insurance industry, lack of trust, lack of incentive to collaborate, limited resources and regulatory constraints.

Given the market dynamics and the need to offer consumers better solutions that meet their needs, agents, brokers and bancassurance agents must come together beyond their respective associations. This shall require a shared vision and a willingness to work together towards the common goal of enhancing insurance uptake among consumers.

The following strategies could be used to ensure collaboration among insurance intermediaries is more effective:

Define the objectives and scope of collaboration:
It is important to define the objectives and scope of collaboration clearly. This includes identifying what types of products or services will be offered jointly, the target market, and the roles and responsibilities of each intermediary.

Develop trust and build relationships:
Effective collaboration requires trust and strong relationships among intermediaries. This can be achieved through regular communication, sharing of information, and working on joint projects.

Identify complementary strengths:
Intermediaries should identify each other's strengths and leverage them to create synergies that benefit all parties involved. This can include sharing expertise, resources, and market knowledge.

Establish clear communication channels:
Effective communication is critical for successful collaboration. Intermediaries should establish clear communication channels, such as regular meetings or an online platform to exchange information and coordinate efforts.

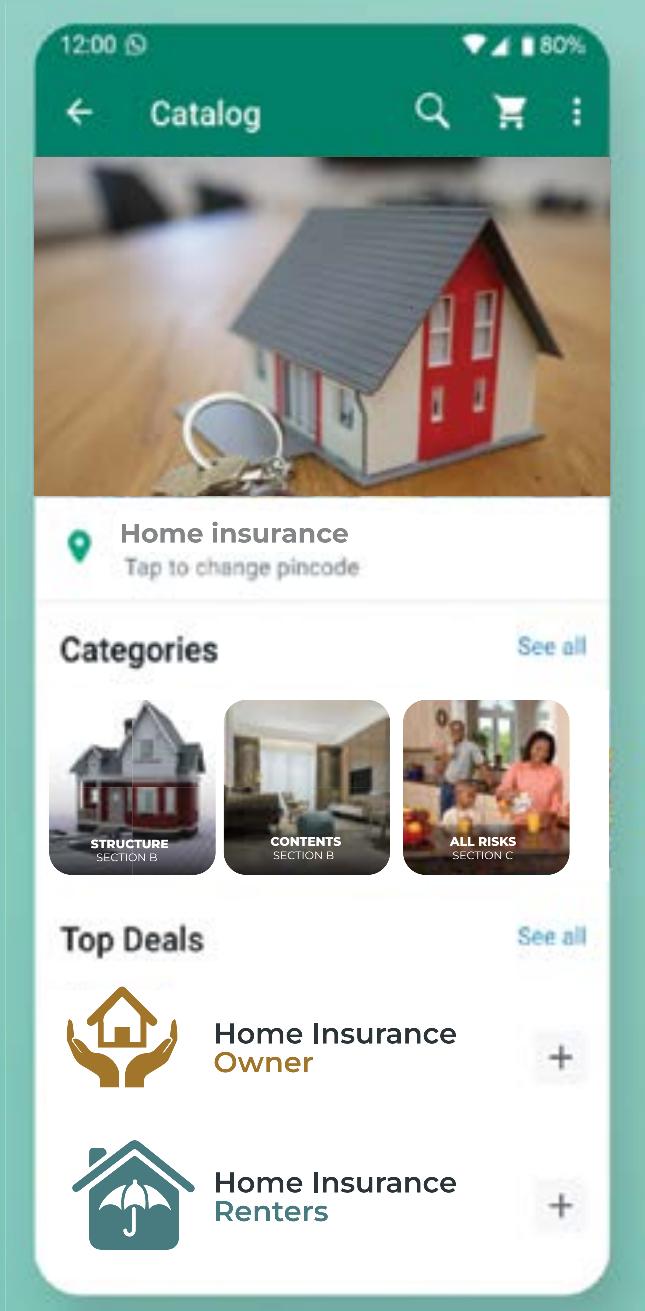
Allocate resources effectively:
To ensure collaboration is effective, intermediaries must allocate resources effectively. This includes identifying key personnel and ensuring they have the necessary skills, training, and resources to support collaboration efforts.

Measure success:
Collaboration should be measured against predefined objectives and targets. This can help identify areas for improvement and ensure that collaboration efforts are effective and sustainable.

Capacity Building and continuous training of insurance agents through organised industry workshops by the industry experts: Insurance professionals need to continuously share their knowledge to ensure there is uniformity in addressing industry challenges.

Overall, effective collaboration among insurance intermediaries can drive growth, improve customer experience, and streamline operations. By leveraging complementary strengths, building trust, and establishing clear communication channels, intermediaries can create an ecosystem that benefits all stakeholders.

The writer is the Founder Chairman/CEO, AKPIA and also the President, PAIAA (Pan African Insurance Agents Association)



WhatsApp for Sales

Adapted from Gupshup

Companies that extract the full potential of WhatsApp for business often see a tangible impact on their sales outcomes, and eventually on their brand value and financial health.

According to the WhatsApp Website, they serve over 2billion people in over 180 countries and can be used in 60 different languages.

According to the Global Web Index's 2020 Social Media User Trends Report, 97 per cent of 17.68million internet users in Kenya use WhatsApp every month. The App has become an irreplaceable tool for human communication, knowledge-sharing, and relationship-building. The APP has now grown into a powerful business communications tool. Hundreds of organisations leverage its reach and popularity to connect with customers, engage with them in meaningful ways, provide support and drive sales.

WhatsApp enjoys a global reach that is unmatched by any other messaging app. This can be a game-changing advantage for brands looking to break into new geographies or markets and increase the size and value of their total sales.

WhatsApp provides an easy and familiar means to engage in two-way dialogue with customers. Through the app, customers get to know a business and its offerings. At the same time, brands also understand their customers better. This kind of detailed and updated information can create more opportunities for brands to reach a wider audience, convert more leads, serve more customers and thus increase sales. In a world where more and more buyers are all too happy to switch brands, this ability to stay close to them is one of the best ways to create a positive impression of the brand and make it easier to sell through WhatsApp.

Today's customers expect proactive communications, fast solutions, and meaningful experiences from the brands they support. Most users check WhatsApp messages multiple times a day, so you can easily capture their attention to share information, updates, alerts, ads or offers about products or services. Companies that wait days or even hours to respond to customers risk losing them.

Selling via WhatsApp is easier than selling via many other channels because it allows you to offer customised experiences to your audience. This helps build trusted engagement and boosts loyalty, both of which can increase repeat sales.

Selling products via WhatsApp

Set up a multi-channel sales campaign:
WhatsApp's versatility means that it can be clubbed with other channels to increase brand visibility and sales. Add a WhatsApp link to your digital channels, so users interested in your products can start messaging you immediately.

Create a product catalogue to improve product visibility:
If you prefer not to work with other social channels, you can set up product catalogues inside WhatsApp itself. If you have set up a payment gateway, your customers can make quick payments, so you can see the results of your campaign faster than you would with traditional sales channels.

Get customers to contact you:
WhatsApp's click-to-chat feature allows customers to chat with businesses, even if they have not stored their numbers in their address book. Adding this feature to your digital communication channels such as website and Facebook gives it visibility.

Another alternative is to create a click to WhatsApp ad with a Send Message button. Clicking on the button will open a conversation on WhatsApp. This again makes it easy for customers to contact you quickly via a low-threshold interface that they are already familiar with.

Provide product demonstrations:
Demos are a great way to build excitement about your product, and generate buzz that often translates to trust, and then to purchase intent. With WhatsApp, you can provide live product demonstrations to one or more customers. To further boost engagement, you can create advertising campaigns on social media, ask customers to sign up and then send them tips, recommendations, offers or anything else that might entice them towards a sale.

Create special campaigns for important/repeat Customers:
With the WhatsApp API account, you can message special customers, make personalised recommendations, and encourage in-app purchase. You can even assign a personal shopper or "concierge" to further engage with these customers and move them towards a (often high value) sale.

Offer after-sales support to boost repeat sales:
In addition to selling through WhatsApp, you can also leverage the tool to provide after-sales support. Customers that have to wait too long to get answers may not buy from you again. With WhatsApp, you can respond to them quickly and provide periodic updates as you resolve their query or complaint.

Customers appreciate proactive service and personalised brand experiences. With WhatsApp, you can provide both. All these factors impact repeat sales, and conversions through word-of-mouth recommendations and references.

About the source: Gupshup is a Conversational Engagement Platform empowering businesses to engage meaningfully with customers across commerce, marketing and support use-cases on over 30 channels.

https://www.gupshup.io/

Internal Collaboration;
a checklist for team leaders

By Aram Kaboro

In the current dynamic enterprise landscape, no single enterprise can own and operate all components of its operation. Corporate success today is about innovation and its bedrock is collaboration. If well executed, collaboration fosters growth among team players and occasions overall corporate aspirations. When not well thought out, it can elicit undesired outcomes.

Consider the following situation:

A large insurance company developed a new suite of products to meet unique customer needs. But as the products were rolled out, it became clear that the product development and marketing teams had not worked closely enough with the IT and customer service teams that were supposed to support these products. These teams knew about the general product development strategy, but they were not included in the detailed planning and roll out decisions, so they were left scrambling to catch up by the time the products were launched. As a result, customers experienced delays and errors in processing, the call centres were jammed and unprepared for questions, and the overall end-to-end cost of the new products ended up being much higher than planned.

In this scenario, the product developers kept the back office and customer service people informed, but they did not actively engage them in a joint effort.

The disjointed project, poor communication and customer service on the product underpins the importance of collaboration in overall success of an endeavour.

Collaboration has become a bit of a corporate buzzword; that does not mean that it is an empty cliché. On the contrary, it is when a group of people come together and contribute their expertise for the benefit of a shared objective, project, or mission. In pursuit of success, team leaders in any internal collaborative effort should consider deploying the following pillars:

Share the company's mission over and over again.
Defining your company's mission is the first step towards bringing people together under one common goal and working together towards making it happen.

Communicate your expectation for collaboration.
If your team does not know that you want them to work together, you cannot expect them to do so. Set clear boundaries between what team players should be taking personal responsibility for, and what they need to work on collectively.

Define and communicate your team's goals.
A team that knows their individual—as well as collective—goals helps to reduce dullness and keep everyone productive. Often take a step back and let your team define their own daily goals.

Highlight individuals' strengths.
Not everyone is a leader. Not everyone is a confident public speaker. But a successful team thrives when each member is encouraged to bring their own set of skills to the table. People start to look elsewhere if their unique set of skills are not being used, and their value is not being recognised.

Promote a community working environment.
Make team members feel that they are part of a community; a sense of community is crucial for collaborative working environments. When people feel that their opinion matters, they are more likely to apply themselves more. Conversely, when people know their opinion does not count for anything, they feel redundant and team-playing disintegrates.

Foster honest and open communication.
Good team collaboration relies on open and truthful communication. The more people feel they can contribute, the more ideas can be shared, the more productive the team will become.

Encourage creativity.
Brainstorming sessions can be a great way of opening up your team to creative thinking. An environment in which they can put forward and challenge ideas will help employees feel like they have a stake in the company's mission.

Share knowledge, insights and resources.
Create spaces—both physical and virtual—where your team can share their insights, discuss their failures and give each other constructive feedback.

Lead by example.
As a leader of a collaborative team, you need to demonstrate cooperation at every turn. Focusing some one-on-one time at regular intervals with each of your team members demonstrates that you are ready for dialogue.

The more your team can trust you to have their back, the more that trust will filter down through your team. And, in turn, the more productive they will become.

Get out of the office.
Getting out of the office regularly helps teams build relationships based on mutual interests rather than what they share within working hours. It helps employees see each other as humans rather than just colleagues.

Celebrate and reward successful teamwork
How you measure the success of your team will send out signals about what kind of company you are. If you reward effective teamwork and successful collaboration then you are communicating the values that underpin your business.

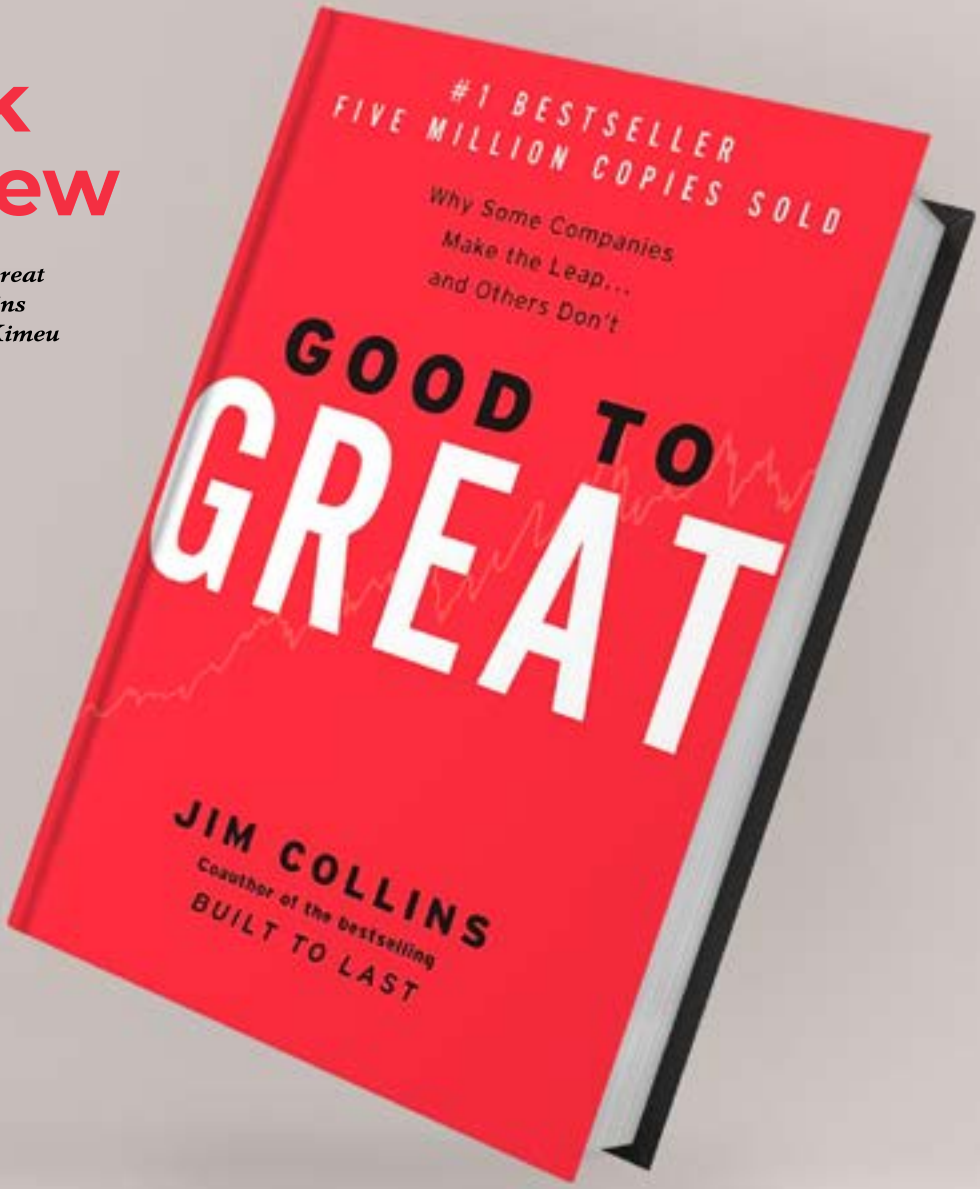
Overall, the ability to work effectively with your team is a focused skill that requires an individual effort. Be team-focused and appreciative.

The writer is the consulting editor of this Journal

Ref:
- *https://www.simplesolve.com/blog/tech-trends-reshaping-insurance-collaborative-ecosystems*
- *https://www.workzone.com*
- *https://blog.jostle.me/blog/why-collaboration-is-important*

Book Review

Tittle: Good to Great
Author: Jim Collins
Reviewer: Ruth Kimeu



The book is based on empirical research on the performance of companies with a sustained spectacular growth over a period of at least 15 years, where cumulative stock return relative to the general stock market was higher than their competitors by more than three times the average market rate.

The first evidence the author and his team unveil is the leadership. The undeniable evidence is that, all good to great companies have a level five leader. This leader is modest, humble, with great sense of resolve and gives credit to the team.

The second evidence is that people precede strategy. Having the right people in the bus, seated in the right seats and wrong people off the bus is vital: Whenever they spot a superstar, they bring them on board because they fit anywhere and add enormous value. Also when hiring stars, a specific role in which they can thrive should be envisioned. Of necessity: It does not matter what a great strategy a company has if it is executed by the wrong people; it flops ab-initial.

Thirdly, good to great companies create an environment where the reality (truth, the bad, the ugly) is spoken through dialogue without blame games: It is about getting naked with the brutal facts.

The forth evidence of what differentiates these companies is; they understand what they are 'best in the world for' and produce spectacular returns with great passion.

The fifth evidence is; these companies create systems. Systems with a culture of great discipline, freedom and great responsibility. They also hire self-disciplined people who do not need to be managed: Core to them is; manage the system not people.

Finally, it is their view of technology: It is different; technology to them is an accelerator of momentum, not a creator. Transition is not pioneered by technology, rather, they first decide which technology is relevant in the transition, then apply it.

The reviewer is the Head of Operations, Retail Life and Pension Department,
Jubilee Life Insurance Ltd.

JOKES

What is the perfect name for a life insurance salesman?

Justin Case.

What did the turtle tell the insurance salesman?

It said, “No, I don't want to buy life insurance. I’m already covered”.

What did the insurance salesman say when a man asked whether he would get any insurance if a volcano near his house erupted?

The agent assured him that he would be covered.

A drunk wanders into the lounge of a hotel where an insurance convention is being held, intent on causing trouble. He yells, “I think all insurance agents are crooks, and if anyone doesn’t like it, come up and do something about it.”

Immediately, a man runs up to the drunk and says, “You take that back!”

The drunk snears and replies, “Why, are you an agent?”

“No,” the man replies, “I’m a crook.”

Don’t you think it’s unnerving that doctors call what they do

“Practice?”

Insurance agent to his lawyer: I want a divorce. My wife hasn’t spoken to me for six months.

Lawyer: Better think it over. Wives like that are hard to get!

AKI JOURNAL QUIZ
CO-OPERATION

V	D	V	B	R	I	S	K	I	D	W	B	T	E	Q	R	Q	R
D	O	M	E	S	T	I	C	Q	G	T	R	U	S	T	E	D	N
X	T	J	E	O	T	I	N	S	U	R	A	N	C	E	G	C	P
J	I	A	N	S	O	V	S	Q	G	T	N	L	I	W	U	O	E
K	L	T	X	M	P	R	O	T	E	C	T	I	O	N	L	R	N
A	P	C	X	C	O	V	E	R	A	G	E	B	Z	U	A	P	S
K	K	P	H	U	B	M	K	E	N	Y	A	V	F	C	T	O	I
E	D	I	O	U	G	D	O	W	J	Y	H	L	A	W	I	R	O
B	E	W	I	N	T	E	G	R	I	T	Y	M	S	F	O	A	N
B	B	S	Z	F	R	E	S	O	U	R	C	E	Q	G	N	T	M
Y	F	Y	G	S	Y	N	E	R	G	Y	M	B	R	T	K	E	C
H	L	Y	X	L	M	O	U	N	W	T	O	Q	D	X	P	S	T

Find the following words in the puzzle.
Words are hidden → ↓ and ↘ .

AKI
CORPORATE
COVERAGE
DOMESTIC
INSURANCE
INTEGRITY
KENYA
LAW
PENSION
TAX
TRUST
RISK
SYNERGY
PROTECTION
REGULATION
RESOURCE

Quiz solution: https://www.akinsure.or.ke/media/aki-journal-june-2023-quiz-solution

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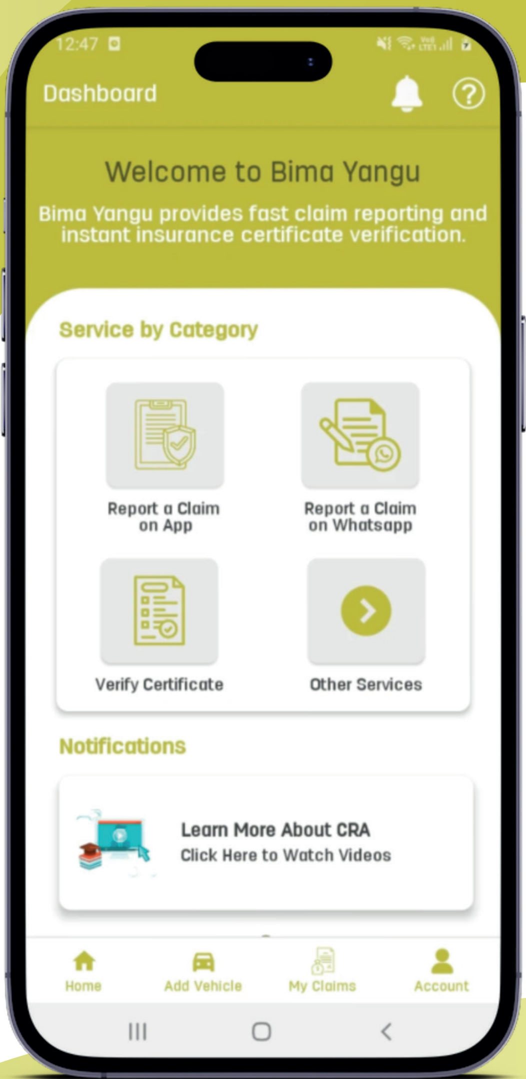

No smart phone? Simply dial ***352#** *and select the service you need and follow the prompts.*

Scan here to download the App

Available on:

Report your Motor Insurance Claim

Use the App to:

- Notify your insurer of a claim.
- Geo locate the accident scene.
- Take and upload pictures and videos.
- Upload documents such as police reports, driving license and details of the other party involved in the accident.
- Access ambulance and towing services near you.
- Track your claim report progress.

Verify your Motor Insurance Certificate

Use the App to:

- Scan the QR code on the motor certificate.
- Enter the vehicle registration number and confirm if your certificate is valid.
- Insurance status will either be:
  Genuine | **Expired** | **Invalid** *or* | **Upcoming**

Verify your Life Insurance Tax Relief Certificate

- When you take a Life insurance cover, you are entitled to a 15% tax relief on the premium amount subject to a maximum of Ksh5,000 per month.
- Your insurance company should issue you with a Life Insurance Tax Relief Certificate to submit to your employer to deduct the tax relief. If self-employed, use the certificate when filing your annual tax returns.
- As a customer, you can verify the certificate on Bima Yangu App by scanning the QR code on the certificate.

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