

**ALIGNING CUSTOMER EXPECTATIONS WITH REALITY THROUGH ETHICAL TRANSPARENCY  
IN INSURANCE SALES****\*Dr. Raed Elomari**

Chairman, Alomari Holding, Burj Al-Mana, Office # 8, 2nd Floor, 12157. Cornish Road. Al-Dafna. Doha Qatar

**Received 10<sup>th</sup> May 2024; Accepted 18<sup>th</sup> June 2024; Published online 30<sup>th</sup> July 2024**

---

**Abstract**

Transparency in insurance sales has been a major problem within the insurance industry since it has resulted in increased challenges in the provision of the services as well as in customer access to the services. The structure and type of insurance products sold, the lack of complete particulars between suppliers and consumers, and the high incentives to insurance agents to make sales all point to an open system for exploitation. Stimulated by such considerations, this study sought to critically discuss the above concerns with a view of identifying the current issues of transparency in selling insurance, and given its customer satisfaction, its potential in customer retention as well as boosting financial accessibility among the general population. This study, therefore, undertook a broad exploration of the literature in search of practices, codes, and regulations in the industry. The study pointed out that there is the issue of obscurity in insurance selling, which is an issue of huge concern to insurance selling firms and buyers. They postulated that the information asymmetry and lack of transparency surrounding these insurance products impacted customer satisfaction and trust. In addition, based on the analysis of various regulations and research, the study outlined ideas on how to enhance transparency in insurance sales based on new recommendations, digital tools, and improvements in behavioral cues. Overall, the study considered the issue of transparency in insurance selling and recommended that more efforts be put into financial accessibility and consumer choices.

**Keywords:** Insurance, Sales, Fiduciary, Incentives, Customer Trust and Loyalty, Commissions Based Model, Ethical Concerns.**INTRODUCTION**

Insurance has always been associated with problems of deceit and ethicality of agents and insurance companies. The significance of these values cannot be overstated as they describe the pivotal role of insurer customers in the creation of trust [1, 2]. Research shows that the insurance industry has been accused in the past of lacking transparency, which has led to high expectations on the customer's part, followed by discontentment [3, 4]. This problem is even more acute in the case of cyber insurance, where the products themselves can be quite diverse, and the pressure from volumes to sell these products tends to be rather high. Further, it was noted that there is a noticeable disparity between key customer needs and the value proposition provided by insurance companies. [5] For example, a study by Lambech & Høglo (2020) discussed the demand-side expectations of cyber insurance and established that the customers of this product had a very high expectation of coverage for business interruptions, unlike what the statistics showed. [6]. This disparity can leave the customers feeling cheated and become disappointed with the insurance industry. Similar research on the competencies of sales employees in the insurance market also focused on communication and Customer relations management, highlighting the need for effective communication and documentation to win the trust and retain clients [7, 8]. This calls for clear and proper conduct of the insurance business because once a customer is well informed, he will be satisfied with what he or she has bought in the insurance market. The largely incomprehensible and sometimes deliberately concealing characteristics of insurance products and the

genetics of the insurance market as a realized-information asymmetrical risk-transfer market are significant sources of misaligned expectations [9, 10]. Clients will sign the insurance agreements with certain desires and objectives to be met but later find out that an insurance plan or processing of the claims does not meet those expectations. [11]. The result is a growing distrust of the industry and the notion that the dreams being sold are fake. In addition, transparency in insurance sales is an interesting topic and one that is not quite so black and white with respect to its merits and demerits. Some researchers argue that due to the complexity of insurance products, their functioning remains shrouded from the customers' understanding [12, 13]. Others have said that this pressure contributes to the concealment of sales practices in an endeavor to boost sales and, of course, profits [14, 15]. There is a recognizable argument that the industry is rather mysterious and was conditioned by the historical process of evolving insurance solutions. Further, it is evident that insurance products have changed over time depending on the market and customers' needs, but due to the various categories, customers end up being duped because of the complexity of the insurance products [16-18]. This creates obscurity, especially in selling policies, where customers are not in a position to understand contractual agreements in detail. Additionally, it was also argued that due to the sales pressures of setting targets and making more money, the sales practices are usually concealed. Often, insurance firms have certain sales quotas and bonuses within sales departments. [19] These quotas and bonuses make it easy for sales employees to focus on meeting their sales quotas rather than providing accurate information to customers [20, 21]. This may obscure the sales practice since the sales employees may not be forthcoming with the details of the policies to the clients. Based on the above arguments, the present study aimed to identify the

---

**\*Corresponding Author: Dr. Raed Elomari,**

Chairman, Alomari Holding, Burj Al-Mana, Office # 8, 2nd Floor, 12157. Cornish Road. Al-Dafna. Doha Qatar.

problems of transparency in insurance sales and find ways to implement ethical transparency. In particular, it aims to define the causes of the misfit in expectations and find ways of bringing customer expectations into line with perception. To address the objectives of the study, the research will rely on qualitative research to review literature, current rules, and publishing relevant to the industry. Considering the identified problem of opacity in insurance selling, the study may make a positive impact on the elaboration of the more ethical principles of insurance selling. This is especially the case with cyber insurance, where the very nature of the products offered is relatively complex and where the pressure of having to make such sales all through the year may even worsen the situation with regard to the mismanagement of customers' expectations.

The importance of this study stems from its ability to help guide the increasing transparency in the sales of insurance products. Thus, by stating the issues and providing novel approaches, the study can help to encourage insurance organizations to be more ethical and customer-oriented. This is especially so for the relatively new and constantly evolving product line such as cyber insurance, where the issues mentioned above of misinformation coupled with procedural pressure due to sales targets are more pronounced.

The implications of the study will be relevant to the policymakers, regulators, and practitioners in the different industries affected by this area of policy. Thus, by emphasizing transparency and offering recommendations to attain it, the study can help policy and legislation processes that may aim at implementing ethical practices in insurance sales. Further, the findings of this study will be useful in helping industry players design better sales promotion techniques that address customers' needs and earn their confidence. In general, the importance of this study and its relevance is in the possibility of enhancing customer satisfaction and trust and, as a result, the transparency of insurance businesses. Therefore, the study can help modify the phenomenon under consideration in the way that customer expectations will be closer to reality through customer education and financial literacy and through insurance organizations' improved ethical standards and customers' empowered decision-making.

## LITERATURE REVIEW

The insurance industry has for many years been faced with problems of fraud and truthfulness in the insurance selling process. Previous research on ethical insurance sales has revolved around the concept of customers and customer relations, particular strategies. [22]. For instance, research aimed at examining the competencies of the sales personnel in the insurance market focused on trust and satisfaction as the key indicators influenced by the help of organizational communication and documentation. [23-25]. This goes a long way in supporting the insurance parlance for a change of culture in insurance sales compared to product sales, where customers are bound to be happy when they fully understand what they are paying for [26]. Another work devoted to the analysis of the effects of employee capability for boosting the life insurance market pointed to the need for the professional training of specialists in the life insurance sales department to carry out communication with customers. [27]. This means that professionalism could be affected by some degree of unethical practices with regard to the customers in life insurance.

## Legal and Practical Framework of Transparency

The government and industry codes of conduct establish the rules that have been put in place to reduce the number of opaque insurance sales. For example, the Indonesian Commercial Code section 171 does not support double insurance techniques, which are employed with the intention of making a profit out of a claim. [28]. This underlines the significance of essential actions aimed at combating unethical activities within the sphere of insurance. There are also practice standards that have been put in place to enhance the issue of disclosure. For instance, the Insurance Information Institute (III) has issued clear guidelines that aim to assist insurance companies in addressing customer relations and openness. [21]. This encompasses explaining insurance products and services in a simple manner, making sure that the consumers have a clear grasp of what they are being offered as well as the contents of the insurance policies that they sign. [29].

## Direct Customer Communication

Insurers have also deployed other strategies that are voluntary to enhance customer relations and information sharing. For example, Agyei *et al.*, (2020) identify that some insurers have built engaging customer interface solutions for enhancing clients' insurance knowledge. [30]. Such as using customer information to give specific recommendations on the product that might interest them [31]. Peculiarities, which can be noted in current approaches, lead to their limitations and shortcomings. However, there are challenges and weaknesses with current approaches, even with these measures in place. For instance, studies on how the disclosure of sales compensation affects misleading sales behavior identified that the disclosure of this sales compensation could change the ethical decision-making of life insurance salespeople [32, 33]. This raises the question of why regulation has not done more to inhibit misleading types of selling. The legal rules and the ethical standards of the industry in Indonesia regarding double insurance practices were investigated in another study that was conducted, and it was discovered that the industry continues to face ethical dilemmas, for example, in the area of double insurance practices [28]. This has led to several imperatives, including a call for increased regulatory disinfection of unethical practices in the insurance sector.

## Literature Gap

This area of research on ethical sales practices in the insurance industry is underrepresented in the existing literature. Further research was required on the effects of restrictive measures and recommendations and the success of insurer-initiated voluntary actions in terms of enhancing the transparency of insurance sales.

## METHODS

The current employs a critical, extensive review approach to current industry publications, laws, and journals. The aim of this work is to identify the existing problems concerning the informed transparency of insurance sales and to suggest the ideas of an effective and ethical approach. Derived from literature, regulations, and industry publications, this approach reveals factors and possible solutions. Such methods are

valuable on an exploratory basis to examine those gaps, which can be used in future research propositions.

### **Data Collection**

The data collection for the current study involved the identification of peer-reviewed sources based on academic databases such as Scopus, Consensus, and other relevant sources, including articles, laws, and regulations. The studies to be included will range from 2018 to 2024 so as to make recommendations based on the recent and relevant information available. The search strategy will execute a 'keywords search' using Insurance Sales, Financial Inclusion, Transparency, and Sales Targets. Using such a wide number of keywords will ensure that a comprehensive view of the existing approaches, regulations, and voluntary actions concerning ethical transparency in insurance selling is provided.

### **Data Analysis**

The qualitative analysis of the collected data was done by evaluating the current approaches to ethical insurance sales, regulations, and codes, voluntary actions of the insurance industry toward improving customer communication, and the strengths and weaknesses of the present strategies. The analysis involved a critical synthesis of themes, issues, and promising practices identified in the literature. This approach will help provide a clear evidence base so that conclusions made at the end of the study are robust. These sources are utilized to inform the analysis of the current practical context of insurance sales activities and related conditions.

## **RESULTS**

### **The Challenges of Transparency in Insurance Sales**

The insurance industry is notorious for its 'opaque' selling strategies, and this problem affects both the suppliers and consumers of insurance services. [34]. Multi-layered and confusing insurance products and services, inherent information imbalance between insurance companies and policyholders, and incentive structures like sales targets and profit optimization thus create an environment suitable for fraud [35].

### **Misleading and Intricate Insurance Plans**

Insurance products are usually complex; the contracts include various clauses and terms, all written in legal language customers can hardly comprehend. Such practices result in a lack of transparency between the insurance company and its customers. Hence, some customers are bound to be given raw deals or overcharged when they require adequate coverage. For instance, according to the survey conducted by the IAIS, less than 40 percent of the customers always comprehend their insurance policies; inevitably, there is a high chance of misinterpretation and misunderstanding. They can also lead to customers having inadequate information regarding the actual cost and value of their policies, thereby making it challenging for them to arrive at reasonable decisions.

### **Information Asymmetry**

The imbalance of information is another great difficulty in insurance sales: insurance companies have considerably more

knowledge than clients [36]. Insurance service providers always have a lot of information on the products that they offer as well as the market compared to the information that customers have about the same products [37]. Such a situation exposes customers to exploitation by providers, putting them through policies that are not useful to them or even concealing information regarding the policy. According to the World Bank study, 70 percent of customers were forced into buying policies by agents who clearly did not explain the terms of the policies [38]. This information failure can also result in the customers not being well informed on the pros and cons of their policies thus are unable to assess the level of risks and returns of their policies.

### **Pressure to Meet Sales Targets**

The pressure to meet sales targets and maximize profits is another significant challenge to transparency in insurance sales [39]. Insurance companies often incentivize their sales agents to sell more policies, regardless of whether they are suitable for the customer. This can lead to agents pushing customers into policies that are not tailored to their needs, resulting in customers receiving inadequate coverage or being overcharged for their policies. A study by the Financial Conduct Authority (FCA) found that 40% of customers reported feeling pressured by insurance agents to purchase policies that were not in their best interests [40]. This pressure can also lead to agents hiding important details about coverage or policy costs, making it difficult for customers to make informed decisions.

### **Importance of Transparency**

Transparency plays a decisive role in managing problems connected to financial inclusion, customer satisfaction, and trust. An IAIS study revealed that transparency is an essential aspect of ensuring the delivery of financial solutions as it empowers customers with insights into their insurance requirements [41]. The World Bank also identified the effects of transparent insurance sales, with the insurance customers being more comfortable with the insurance companies that are transparent in their policies, thus making their policies more attractive and meeting their customers' demands [38]. This can also remove opportunities for misunderstanding, which in turn means that the customers will be able to get the coverage they require. Further, insurance providers are facing challenges of transparency in sales of insurance, and hence, they need to act to ensure certain levels of transparency are achieved. This can be facilitated by enhancing the readability of policy language when preparing policies, full disclosure of policy and policy coverage and costs, and enhancement of policy enforcement practices to curb police abuses [42]. Another compliance to the marketing effort is that providers should train and motivate the sales agents to tailor their strategies and goals to the appreciation of the client's needs rather than the achievement of the sales targets [43, 44]. Also, there is the need for the regulators to work extra hard to fight for transparency and ensure that the providers are implementing the guidelines set by the regulatory bodies. In insurance sales, the issue of transparency presents a number of problems and concerns that cannot be overlooked. Lack of transparency in the offering, high risk involved, conflict of interest, unequal bargaining power between the providers and the customers, high-pressure sales tactics, and the main aim of the insurance providers to reap maximum profits are some factors that make insurance business a strategic fraud business [44, 45]. However, ensuring

that the insurance incurred is precisely sold to the public is one way of protecting the consumers and supporting the providers of financial solutions in increasing their efficiency and customer base [46]. Thus, providers should implement measures to counter these challenges and ensure that their sales practices are transparent.

### **Innovative Strategies for Ethical Transparency**

This lack of transparency in selling insurance has long been a major issue that is causing big problems for both insurance industry players and consumers. [47]. Recent empirical works have shown the positive role played by transparency in chiefly the availability of financial services and profits gained by customers' satisfaction and their allegiance. [48].

### **Personalized Product Recommendations**

The issue of ethical transparency in the sale of insurance products is very reliant on customer needs for custom product suggestions. Regarding the specific aspects of the insurance services provided, with the help of analytics and machine learning, policy providers can create unique offers for a client [49]. This strategy not only improves the overall satisfaction level of the clients but also makes them more likely to buy the right kind of policy. According to a survey conducted by the International Association of Insurance Supervisors, as much as 60% of customers felt that their confidence in choosing an insurer is boosted when they are given recommendations based on their preferences [41]. Moreover, the study by the World Bank also reveals that insurance customers who prefer to get more personalized and target recommendations of the products tremendously reduce pushing from the insurance agents for the purchase of policies that are not beneficial for them [38, 50].

### **Interactive Digital Tools**

Another new approach to insurance sales ethical transparency is the use of interactive digital tools [51]. They can be useful in enlightening the customers with detailed information about the policies that they have subscribed to and their rights to them. It also allows customers, through the use of interactive digital tools, to compare various policies being offered by various insurance companies and come up with a comparative analysis of the policies suited to their needs [52]. Further, research conducted by the Financial Conduct Authority revealed that customers experienced an 18% improvement in their perception of insurance policies when they employed interactive digital solutions [53, 54]. Furthermore, Talib et al. (2018) described that by using some of the interactive digital tools, misunderstandings, and misinterpretations can be minimized, and customers can get the proper coverage [55].

### **Behavioural Nudges**

Incentives are also assets when it comes to motivating actual participation and reading of policy specifics. [56] Outsourcing this insight from behavioral economics is the key to helping insurance providers establish policies, which will help customers make rational decisions regarding insurance. [57]. For instance, insurance companies can use default options to make people change their decisions and opt for a better policy. A study by Tai *et al.* (2021) reveals that the utilization of behavior change techniques brings about a large enhancement

in customers' policy information usage, which enhances customer satisfaction and loyalty [58].

### **Collaborative Customer-Centric Product Development**

Another relatively innovative approach to ethical transparency in insurance sales is cooperative customer-oriented product design. [58]. It is pertinent to engage the customers in the process of developing policies that suit insurance providers' customers. Such an approach can not only raise the level of customer satisfaction but also increase the probability of purchasing suitable policies. The study done by Jahangir & Whittle (2019) revealed that this type of involvement in customer-centric product development could help greatly reduce customer alienation from insurance providers. [59].

### **Linking Sales Rewards with Customer Loyalty**

A key component of ethical transparency in insurance sales is in anchoring the sales compensation structure with customer satisfaction [60]. In this way, insurance providers motivate sales agents to incorporate customers' needs over quotas, which ultimately leads to the provision of relevant and suitable policies. The propensity towards insurance sales should be underpinned by ethical transparency, but this requires innovative strategies so as to foster financial inclusion and customer loyalty [61]. Through the use of tools such as recommending relevant products, engaging with digital solutions, rewarding certain behaviors, involving the clients in their product development, and synchronizing the insurance sales rewards with customer satisfaction, insurance providers can develop policies that will fit their client's needs [62]. By embracing ethical transparency during insurance policy sales, insurance carriers are in a better position to gain the trust of the clients they serve.

### **Aligning Customer Expectations with Reality**

The insurance industry, in particular, has always wobbled when it comes to managing customers' expectations of the products or services offered to them. [63]. When consumers have such a misperception, it will lead to higher perceived dissatisfaction, and this will also foster distrust among consumers, which in the end will negate the push of the industry towards financial liberalization and towards getting more and more people to move to formal sector financial systems. [64].

### **Increasing Customer Knowledge and Financial Literacy**

Lack of financial literacy is a major factor that can lead to this misconception that insurance salespeople can swindle customers in the insurance industry. According to an IAS study on the issue, only 40% of customers are capable of understanding the contracts with their insurance companies, while the remaining 60% have immense problems in this sphere. [41] If this problem is to be countered, it is again important for insurance providers to undertake large-scale customer education campaigns in which customers are fully informed of insurance providers' offerings. The political aspects that should be covered include the various sorts of coverage, the price determinants of policy and coverage, and the claims procedures. Insurance providers also come in handy by enlightening customers, especially on what they are likely to gain or receive when taking an insurance policy with them.

[65]. Consequently, a study conducted by Weedige et al. (2019) also revealed that increasing financial literacy has a positive impact on customer satisfaction and patronage. [66]. It will also help boost customer trust in insurance providers and ensure that customers buy the right insurance policies.

### **Building Trust and Ethical Standards**

Enhancing organizational ethical standards and culture is another important approach to ensuring that customers have realistic expectations to match the actual situation that prevails in insurance organizations. [67]. The FCA of the United Kingdom revealed in a study that forty percent of consumers complained that insurance agents forced them to buy policies that were unsuitable for them [68]. This pressure can easily force customers to purchase insurance policies that are unsuitable to meet their needs, hence leading to dissatisfaction and, in the process, developing mistrust. To solve this problem, Petsch (2022) suggests that insurance providers have to admit the importance of ethical conduct in insurance organizations and customer-oriented decisions. This entails developing sound compliance and monitoring frameworks, offering adequate training to the sales agents, and tying sales incentives to the enhancement of customer satisfaction as opposed to focusing on sales volumes [69]. Further, accomplishing an insurance culture of trust and ethical conduct will assist insurance providers in establishing better relationships with their customers and effectively ensuring clients' honest and moral behavior [70, 71]. The IAIS has also discovered that insurance customers are more likely to buy the specific policies they desire and stick with their insurance provider for the long term if they have confidence in their insurance provider [41].

### **Educating Consumers to Make the Right Choices**

Lastly, customer enablement is another good approach that would help to ensure that the customers have the right expectations from the products being sold in the marketplace. This can mean giving consumers decision-support systems that enable them to select between various policies, making them understand the benefits that come with a certain policy or the charges involved in acquiring the policy [72]. The study conducted by the International Journal of Research Publication and Reviews revealed that the use of interactive tools in digital space would minimize misinterpretation and misunderstanding, minimizing the shrinking of customer coverage [73]. Furthermore, insurance providers could be effective in applying the principles of BFN to address customers' inactivity and press them to use the policy details frequently. Research studies conducted by Martuza *et al.* (2022), Raghuram (2019), and Tanninen, 2022 reveal that the use of behavioral nudge techniques can cause a dramatic increase in the level of customers' attentiveness to policy information, thus enhancing the levels of customer satisfaction and loyalty observed among consumers [74-76]. By educating customers, insurance providers are in a position to ensure that the customers are aware of what they stand to get in the undertaking and, hence, have appropriate expectations and are likely to seek insurance policies that will suit them best. This, in turn, may improve consumer fulfillment and patronage of firms in the financial industry, as well as boost the standards of accountability and extension of services to underserved populations. The insurance industry, like any other branch of the financial services sector, faces a major challenge of managing customer

expectations versus reality. Thus, there is a need to adjust their expectation levels, educate them on basic financial aspects of insurance, and create healthy customer insurance awareness while promoting an ethical culture of both the insurer and the customers so that they will be able to make an informed decision. These measures, when adopted by insurance providers, will ensure that they have a better relationship with their customers and increase the uptake, financial inclusion, and transparency, thus increasing the sustainability of the insurance business.

### **DISCUSSION**

This present study filled the important and timely gap of the lack of transparency that has characterized insurance sales wherever they are and led to loathing by customers [77]. The idea of critically reviewing the current issues surrounding transparency and the goal of finding tactics to address the misalignment between customer expectations and reality are good and timely set. The method used in this study was qualitative examination based entirely on the analysis of the literature sources, and it is supplemented with references to the industry codes and regulations. In addition, the findings of the study tend to capture the complexity of the transparency issue surrounding insurance sales. The inherent structure of insurance services, the conflict of interest that exists in insurance markets, and the validation for sales performance all entail aspects of information opacity that negatively impact customer trust and satisfaction. These findings are consistent with prior studies, like the IAIS, which, in its recent study, found out that only 40% of customers comprehend their insurance policies, while the FCA report showed that 40% of customers are compelled by the agents to buy policies that are unsuitable for them [68, 78]. To address these challenges, this study suggests the following strategies for increasing ethical transparency, including the use of big data analytics in the product recommendation approach; the buyers will be provided with the optimum policies that fit their needs. The IAIS identified that 60 percent of the customers are comfortable with product recommendations. The FCA study shows that changes enabled by interactive digital tools can help customers navigate and make the right decision on coverage. Other incentives using ideas from the field of behavioral economics can be used to push additional participation with regard to policy information [41, 68, 79]. Enhancing integrity within insurance organizations also plays an important role, as the World Bank stated that more customers will be loyal if they trust their providers. [38]. Different studies proposed another pressure that can contribute to unethical sales practices, which is that sales incentives are tied to customer satisfaction metrics rather than the number of sales. This exists in contrast to overcoming the pressure [80, 81]. Finally, the complexity of the change in the study, concerning the overall focus on the need to increase transparency, covers various aspects of the activity, starting with customers and their rights to informational self-determination and ending with the organizational structure and incentives given to the managers. The proposed strategies are rather evidence-based, focusing on scholarly research and real-life studies, which enhances the study's applicability and usefulness. Concerning the research gaps, this study has yielded valuable findings focused on ethical transparency in insurance sales. Comprehensively integrating information from academic sources, industry codes, and regulations, it offers a complex perspective on multiple issues and practical, research-

backed recommendations. It can assist insurance carriers, legislators, and other authorities in adopting more equitable and comprehensible sales models for consumers, primarily in the cyber insurance subsegment, which addresses these questions most of all. However, this study utilized secondary data only, and hence, the research did not directly obtain first-hand views of industry players and consumers. Subsequent research involving the collection of primary data would add further depth to the understanding of context-specific phenomenology and enhance the applicability of the proposed initiatives. Nonetheless, this study is rather general, and further analysis of the specific questions, including the effectiveness of behavioral interventions and the effectiveness of desired behavioral changes through rewards in sales, could be useful.

### Implications and Future Directions

The present study recommends that it is necessary to enhance customer satisfaction and his/her trust in relation to sales of insurance products with regard to certain problems, such as the existence of opaque products, information failure, and misaligned sales incentives. If there is integration, then it would have the added advantage of extending credit and enabling consumers to make better decisions. It also calls for policymakers and regulators to look at ensuring compliance with transparency norms and encouraging zero-commissions and other customer-oriented sales models. The main recommendations for policymakers, regulators, and industry leaders are as follows: Establish clear and uniform requirements for disclosures. Address hurdles to the development of user-friendly digital tools aligned with customer satisfaction incentives for insurance sales. Promote a culture of ethical conduct and trust within insurance organizations. Finally, the study pointed to deeper investigation and development of other aspects of the insurance sales detailing, including customer segmentation and related product offerings, as well as the application of innovative means, including IT tools and solutions.

### Conclusion

In conclusion, the present study has offered the synthesis of problem areas and opportunities to manage the gap between customer expectations and reality in insurance sales. The study suggested that future research and policymaking are increased transparency, customer awareness, and ethical practices, thus facilitating the objectives of financial inclusion and customer satisfaction and loyalty. The strategies to address the gap between customer expectations include product recommendation, continuous customer engagement through more interactive digital tools, and reminding them of their specific behaviors that should be changed in relation to the services. The study's insights and suggestions are relevant for insurance carriers, governments, and regulators to enhance both clarity and client-focused selling communication.

### Acknowledgments:

Not Applicable

### REFERENCES

- Salleh, F., et al., Consumer behaviour and insurance claim fraud in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 2018. 8(12): p. 586-598.
- le Roux, J. and P. Lewis, The ethics of claims assessment practices in the South African life insurance industry—an actuarial perspective. *Actuarial Society*, 2019. 2019: p. 1-29.
- Maniraj, M., Effect of Perceived Service Quality on Customer Satisfaction Among Aviation Insurance Policy Holders in Malaysia. 2020, Asia e University.
- George, A., A.C. Pius, and R. Velmurugan, Revealing the Indian Insurance Repository System: A Turning Point Towards Customer-Centricity. *Migration Letters*, 2024. 21(S4): p. 1424-1438.
- Pütz, F., et al., Connected automated vehicles and insurance: Analysing future market-structure from a business ecosystem perspective. *Technology in Society*, 2019. 59: p. 101182.
- Lambech, M. and K.S. Høglo, Assessing Different Levels of Time Retention for Business Interruption Coverage on Cyber Insurance. 2020, Handelshøyskolen BI.
- Parajuli, S., U.R. Paudel, and N. Devkota, Banking communications: A perceptual study of customer relations. *South Asian Journal of Social Studies and Economics*, 2020. 8(3): p. 23-34.
- Wirtz, J., Managing customer relationships and building loyalty. 2018: WS Professional.
- Bauer, J.M., J. Schiller, and C. Schreckenberger, Heterogeneous selection in the market for private supplemental dental insurance: Evidence from Germany. *Empirical Economics*, 2020. 59(1): p. 205-231.
- Forlicz, M. and S. Forlicz, The impact of introducing co-insurance into an insurance policy on moral hazard: an incentivised experiment. 2022.
- Zhao, X., et al., The role of expectation–reality discrepancy in service contracts. *Production and Operations Management*, 2021. 30(11): p. 4160-4175.
- Iheme, W. Rethinking the effectiveness of consumer protection policies and measures in the financial marketplace. in Conference Paper-Union University Law School, October. 2020.
- Kubitza, C., A. Hofmann, and P. Steinorth, Financial literacy and precautionary insurance. Available at SSRN 3346477, 2020.
- Reurink, A., Financial fraud: A literature review. *Contemporary topics in finance: A collection of literature surveys*, 2019: p. 79-115.
- Mtonga, W., Factors that lead to life insurance policy lapses at zsic life insurance limited. 2021, The University of Zambia.
- Zeier Röschmann, A., M. Erny, and J. Wagner, On the (future) role of on-demand insurance: market landscape, business model and customer perception. *The Geneva Papers on Risk and Insurance-Issues and Practice*, 2022. 47(3): p. 603-642.
- Bajpai, S. and S.S. Mazhar, Marketing Strategies of Life Insurance Companies. 2022: Book Rivers.
- Baker, T., K.D. Logue, and C.V. Williams, Insurance law and policy: Cases and materials. 2021: Aspen Publishing.
- Rentola, M., P.D.E. Pelto, and P.D.M. Wirén, The role of non-financial incentives in b2b sales force motivation. 2018.
- DeTienne, K.B., et al., Building value through sales ethics. *Journal of Creating Value*, 2022. 8(1): p. 10-24.

21. Johnston, M.W. and G.W. Marshall, Sales force management: Leadership, innovation, technology. 2020: Routledge.
22. Baran, R.J. and R.J. Galka, Customer Relationship Management: the foundation of contemporary marketing strategy. 2016: Routledge.
23. Panigrahi, S., N.A. Azizan, and M. Waris, Investigating the empirical relationship between service quality, trust, satisfaction, and intention of customers purchasing life insurance products. *Indian Journal of Marketing*• January, 2018.
24. Mwangi, G.W., Institutional competency mapping, firms' culture and organizational performance among insurance companies in Kenya. 2020, Karatina University.
25. Sharma, N. and P.G. Patterson, The impact of communication effectiveness and service quality on relationship commitment in consumer, professional services. *Journal of services marketing*, 1999. 13(2): p. 151-170.
26. Witkowska, J. and S. Stachowska, Competencies of Sales Employees as a Determinant of the Quality of Provided Services Based on the Insurance Market. *European Research Studies Journal*, 2021: p. 841-855.
27. Lu, Y.-H., Y.-M. Kang, and L.M. Tseng, Disclosing sales compensation and its impacts on misleading sales behaviors: some observations from Taiwan's life insurance salespeople. *Journal of Financial Regulation and Compliance*, 2023.
28. Wongkar, K.M., Legal and ethical aspect of double insurance in Indonesia: A Literature Review. *Ultima Management : Jurnal Ilmu Manajemen*, 2023.
29. Bodenheimer, T.S. and K. Grumbach, Understanding health policy: A clinical approach 4 th edition. 2004: New York, NY: McGraw-Hill Companies, Inc.
30. Agyei, J., et al., Influence of trust on customer engagement: Empirical evidence from the insurance industry in Ghana. *Sage Open*, 2020. 10(1): p. 2158244019899104.
31. Karn, A.L., et al., Customer centric hybrid recommendation system for e-commerce applications by integrating hybrid sentiment analysis. *Electronic Commerce Research*, 2023. 23(1).
32. Lu, Y.-H., Y.-M. Kang, and L.M. Tseng, Disclosing sales compensation and its impacts on misleading sales behaviors: some observations from Taiwan's life insurance salespeople. *Journal of Financial Regulation and Compliance*, 2023. 31(5): p. 588-606.
33. Lai, L.-T., J.-Y. Wu, and L.M. Tseng, The ethical decisions of life insurance salespeople: the effects of interest conflicts, ethical leadership and ethical training. *Journal of Financial Regulation and Compliance*, 2021. 29(4): p. 371-386.
34. Bednarz, Z. and K. Manwaring, Hidden depths: The effects of extrinsic data collection on consumer insurance contracts. *Computer Law & Security Review*, 2022. 45: p. 105667.
35. Millhouse, D.G., Empirical analysis supports the Hayne long run reform thesis. *Law and Financial Markets Review*, 2019. 13(2-3): p. 162-187.
36. Yanyshyn, Y., H. Bryk, and Y. Kashuba, Problems and perspectives of internet-insurance in Ukraine. 2019.
37. Kogo, P. and L. Kimencu, Organisational capabilities and performance of insurance companies in Nairobi city county, Kenya. *International Academic Journal of Human Resource and Business Administration*, 2018. 3(1): p. 126-149.
38. Bank, W., World development report 2019: The changing nature of work. 2018: The World Bank.
39. Nicoletti, B., Insurance 4.0: Benefits and challenges of digital transformation. 2020: Springer Nature.
40. Authority., F.C., Insurance Sales Practices: A Review of the Current State of Play. 2020.
41. IAS, Insurance Market Transparency: A Review of the Current State of Play. 2020.
42. van der Sluijs, J., Transparency in the insurance contract law of Sweden. *Transparency in insurance contract law*, 2019: p. 257-277.
43. Cuevas, J.M., The transformation of professional selling: Implications for leading the modern sales organization. *Industrial Marketing Management*, 2018. 69: p. 198-208.
44. Chunawalla, S., Sales management. 2021, Himalaya Publishing House Pvt. Ltd.
45. Hofmann, A., J.K. Neumann, and D. Pooser, Plea for uniform regulation and challenges of implementing the new Insurance Distribution Directive. *The Geneva Papers on Risk and Insurance-Issues and Practice*, 2018. 43: p. 740-769.
46. Nayak, B., S.S. Bhattacharyya, and B. Krishnamoorthy, Application of digital technologies in health insurance for social good of bottom of pyramid customers in India. *International Journal of Sociology and Social Policy*, 2019. 39(9/10): p. 752-772.
47. Swedloff, R., The new regulatory imperative for insurance. *BCL Rev.*, 2020. 61: p. 2031.
48. Agrawal, S.R. and D. Mittal, How does transparency complement customer satisfaction and loyalty in the restaurant business? *Global Business Review*, 2019. 20(6): p. 1423-1444.
49. Riikinen, M., et al., Using artificial intelligence to create value in insurance. *International Journal of Bank Marketing*, 2018. 36(6): p. 1145-1168.
50. Lewy, A. The production challenges of fashion start-ups. 2017.
51. Mullins, M., C.P. Holland, and M. Cunneen, Creating ethics guidelines for artificial intelligence and big data analytics customers: The case of the consumer European insurance market. *Patterns*, 2021. 2(10).
52. Kajwang, B., Effects of digital marketing practices on performance of insurance sector: A critical approach with a review. *International Journal of Business Ecosystem & Strategy*, (2687-2293), 2022. 4: p. 89-95.
53. Kayande, P.P. and R. Methodology. *International Journal of Research Publication and Reviews*.
54. Mbama, C.I. and P.O. Ezepue, Digital banking, customer experience and bank financial performance: UK customers' perceptions. *International journal of bank marketing*, 2018. 36(2): p. 230-255.
55. Talib, C.A., et al. Interactive Courseware as an effective strategy to overcome misconceptions in Acid-base Chemistry. in 2018 IEEE 10th international conference on engineering education (ICEED). 2018. IEEE.
56. Wills, I., Economics and the environment: a signalling and incentives approach. 2020: Routledge.
57. Chandra, A., B. Handel, and J. Schwartzstein, Behavioral economics and health-care markets, in *Handbook of Behavioral Economics: Applications and Foundations 1*. 2019, Elsevier. p. 459-502.
58. Tai, Y.-F., Y.-C. Wang, and C.-C. Luo, Technology-or human-related service innovation? Enhancing customer satisfaction, delight, and loyalty in the hospitality industry. *Service Business*, 2021. 15: p. 667-694.

59. Jahangir, S. and R. Whittle, Understanding Financial Services 'Left Behind Customers'. 2019.
60. Dexe, J., U. Franke, and A. Rad, Transparency and insurance professionals: a study of Swedish insurance practice attitudes and future development. The Geneva Papers on Risk and Insurance-Issues and Practice, 2021: p. 1-26.
61. Holland, C.P., M. Mullins, and M. Cunneen, Creating Ethics Guidelines for Artificial Intelligence (AI) and Big Data Analytics: The Case of the European Consumer Insurance Market. Available at SSRN 3808207, 2021.
62. Dinesh, T.K., et al., Effects of perceived stress, mindfulness, self-efficacy and social support on psychological wellbeing of life insurance agents during the COVID-19 pandemic. Economic research-Ekonomska istraživanja, 2023. 36(3).
63. Méndez-Aparicio, M.D., et al., Customer experience and satisfaction in private insurance web areas. Frontiers in Psychology, 2020. 11: p. 581659.
64. Moin, S., J. Devlin, and S. McKechnie, Trust in financial services: Impact of institutional trust and dispositional trust on trusting belief. Journal of Financial Services Marketing, 2015. 20: p. 91-106.
65. Opiyo, C.L., Communication Techniques in the Uptake of Education Insurance Policies in Kenya: a Case Study of Jubilee Insurance Company Ltd. 2023, University of Nairobi.
66. Weedige, S.S., et al., Decision making in personal insurance: Impact of insurance literacy. Sustainability, 2019. 11(23): p. 6795.
67. Cheng, C.-Y. and T.-P. Ho, Financial services and ethical hazards: antecedents of repeated ethical violation. European Journal of Marketing, 2019. 53(4): p. 758-784.
68. FCA., Financial Conduct Authority General insurance add-ons: Provisional findings of market study and proposed remedies. 2014.
69. Petsch, V., Eliminating the Conflict of Interest within the Insurance Distribution by introducing a customer-centric Remuneration Approach. 2022, soe.
70. Marcos, A.M.B.d.F. and A.F.d.M. Coelho, Communication relational outcomes in the insurance industry. *Asia Pacific Journal of Marketing and Logistics*, 2018. 30(5): p. 1294-1318.
71. Boadu, K. and A. Achiaa, Customer relationship management and customer retention. *Customer Relationship Management and Customer Retention* (October 20, 2019), 2019.
72. Rawat, S., et al., Application of machine learning and data visualization techniques for decision support in the insurance sector. *International Journal of Information Management Data Insights*, 2021. 1(2): p. 100012.
73. Radwan, S.M., The Impact of digital Technologies on Insurance Industry in light of digital transformation. Blom Egypt investments and Insurance Brokerage & Consultancy, 2019. 2.
74. Martuza, J.B., et al., Do honesty-nudges really work? A large-scale field experiment in an insurance context. *Journal of Consumer Behaviour*, 2022. 21(4): p. 927-951.
75. Raghuram, A., Leveraging behavioural science in insurance: A systematic review. 2019.
76. Tanninen, M., The Datafied Customer Relationship in Behavioural Life Insurance. 2022.
77. Trakman, L. and R. Walters, Contemporary Issues in Finance and Insolvency Law Volume 1. 2022: Routledge.
78. Kautish, P., A. Khare, and R. Sharma, Health insurance policy renewal: an exploration of reputation, performance, and affect to understand customer inertia. *Journal of Marketing Analytics*, 2022. 10(3): p. 261-278.
79. Cohen, M.C., Big data and service operations. *Production and Operations Management*, 2018. 27(9): p. 1709-1723.
80. Tosun, P., Unethical sales practices in retail banking. *International Journal of Bank Marketing*, 2020. 38(6): p. 1305-1327.
81. Ameer, I. and A. Halinen, Moving beyond ethical decision-making: A practice-based view to study unethical sales behavior. *Journal of Personal Selling & Sales Management*, 2019. 39(2): p. 103-122.

\*\*\*\*\*