

Bancassurance in the opinion of individual customer of Świętokrzyskie Voivodeship

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Abstract: The purpose of this study was to analyze the level of knowledge and, consequently, the individual client's perceptions, which influenced the quality of the insurance service offered, in non-life insurance sector through insurance brokerage, with a special focus on bancassurance. It has been hypothesized that the SWOT method is an effective instrument for identifying the level of knowledge and hence the individual customer's awareness through the prism of bancassurance. The methodological concept of the study was based on a functional view of the insurance market and the economic determinants of the market. Research analyses were conducted using the knowledge contained in the literature of the subject. In addition, we analyzed the development strategy of the banking sector in the eyes of customers from the Świętokrzyskie Voivodeship using the SWOT analysis method. The study period covered the years 2013–2016. The main conclusion that is drawn from the analysis is that the current level of cooperation between the insurance company and the bank in the opinion of individual customers does not have a better chance of developing bancassurance without introducing innovations in banking products.

Key words: insurance brokerage, insurance company, bank, bancassurance

1. Introduction

The issue of insurance mediation and its accompanying changes is not adequately appreciated by both financial market practitioners and the existing scientific studies. At the same time, the perception of insurance mediation, especially the intermediary (agent and broker) as a dependent and independent entity in the financial market structures, including insurance and determinants influencing the effectiveness of these entities, it becomes a necessity for the proper development of this market.

Addressing these issues and the economic importance of the functioning of insurance intermediation on the financial market, including insurance, is due to the conviction of the importance of intermediation, as evidenced by the annual increase in the number of insurance intermediaries and the

gross premiums generated by this insurance channel, provision of insurance services. In this paper, the description of the concept of insurance intermediation is described, mainly focusing on the direct channel of bancassurance—banking and insurance associations. It emphasizes the subjective nature of bancassurance activities because of the conviction that insurance intermediaries are involved in a world of values that often differ in terms of type, function, task, and hierarchy of individual insurance market participants. This article is a follow-up to earlier published studies and is the result of our own research, conducted as part of a research project no. 614535. The aim of this paper is to analyze the level of knowledge and thus the individual customer's perceptions of the quality of insurance services offered in the non-life insurance sector prism of insurance brokerage, with emphasis on bancassurance service. According to this research problem, the design of the article has been subordinated to the following hypothesis: SWOT is an effective instrument for identifying the level of knowledge and hence the individual customer's awareness through the prism of bancassurance. The methodological concept of the study was based on a functional view of the insurance market and the economic determinants of the market. Research analyses were conducted using knowledge contained in literature of the subject. Used literature (both Polish and foreign) includes: closed items, articles in trade journals, Polish legal acts and the strategy of banking and insurance development in the eyes of customers using SWOT analysis. The study period covered the years 2013–2016.

2. Definition of bancassurance

Opportunities for the activation of the distribution of insurance products, especially for life, are perceived in the development of joint bank-insurance ventures, bancassurance, opportunities for the development of insurance niches, the use of outsourcing in modern management. This activity is unilateral (the insurer distributes its products in the banking network) or bilateral (mutual provision of the services) (cf. Messyasz-Handschke, 2002, pp. 50–62). Agreements are a strategic alliance, or relationships focused on a specific product group. Regardless of the variant, cooperation between the two institutions is geared towards increasing the efficiency of the resources and the volume of sales and revenues (Szczepankowski, 2000, pp. 53–54).

The first modern example of bancassurance (Orłowski, 2011, pp. 41–44) was the launch of the insurance distribution by the German Sparkasse savings bank in 1778. Further development of this business can only be observed at the turn of the 1980s and 1990s. In Poland, however, the development of bancassurance institutions dates back to the late 1990s, both in the field of non-life insurance and in life assurance. This activity, on the Polish market, consists mainly in the distribution of insurance contracts in banking institutions. Thanks to the active use of common databases, it is possible to create a new bancassurance offer.

The integration of financial market activity has triggered demand synergies, where the demand for one type of financial service has spawned demand for other, often complementary services. Adapting to changing market conditions, banks began to cooperate with insurance companies. The development of insurance banking (which initiates the agreements with banks) and the bank insurance strategy (the originator of agreements are insurance companies), thanks to the phenomenon of additional sales and standardization of services, gives the client unlimited possibilities to choose different financial services in one place and allows to

use integrated innovations banking services. On the other hand, the market for financial services relinquishes hostile elements and destructive components of cross-sectoral competition.

Bancassurance means using of banking facilities and services to provide banking services. According to Marek Śliperski (2002, pp. 20–21), bancassurance is understood as an activity consisting in the use of a bank—its outlets, services and customers to sell insurance, mainly life and retirement, at the initiative of such activities originating from commercial banks of retail nature offers. In turn, Magdalena Swacha-Lech (2008, pp. 7–13) defines bancassurance as a strategy for action taken by banks and insurance companies, which include the subject-matter relationships in which the dominant bank is the one that engages its distribution channels for sale or promotion of insurance products. According to Arleta Messyasz-Handsckhe (2002, pp. 50–52), this activity is one-sided (the insurer distributes its products in the banking network) or bilateral (reciprocal provision of the aforementioned services). As defined by Investopedia US, A Division of IAC (cf. Bancassurance, 2017), bancassurance means the partnership of banks and insurance companies by selling their products to the customer base. This kind of arrangement can be beneficial for both companies. Banks can earn extra income by selling insurance products, and insurance companies are able to expand their customer base without having to support a sales system or commission to agents or insurance brokers. A different way of defining the concept of bancassurance is presented in the London South East Financial Dictionary (cf.), where bancassurance should be understood as an institutional combination of insurance business with banking activities in a financial environment whose offer includes unique deposit and credit products such as loans, deposit accounts, transfers. This combination is dependent on a number of economic and political factors in terms of regulation, state economic policy, economic situation, market position, capital strength of an enterprise. Likewise this term was defined by Pang-Ru Chang, Jin-Lung Peng and Chiang Ku Fan (2011, pp. 76–93). According to these authors, bancassurance should be understood as a method or a specific way of distributing insurance products by banking institutions. Nevertheless, it is a global movement that gradually breaks down traditional barriers between different companies, which are both suppliers of financial products and services.

Bancassurance can also be defined through innovation, mainly in the area of financial and technological innovation. Liberalization has led to intensified competition in the entry into the markets of new suppliers of financial products and services and thus the creation of sustainable institutions capable of rivalling banks. Innovative solutions are sought for sustainable economic and financial benefits. This is supported by the awareness of the existence of links between insurance services and banking (see broader Mrozowska, 2012, pp. 30–34).

Bearing in mind the concept of bancassurance, it can be seen that there is still no uniform definition of the concept under discussion in literature and its location in ever-changing financial markets. It is relatively new, but already popular in the world and in Poland, the form of providing financial services initially offered to private individuals, and over time also companies in which banks have become actively involved in the distribution of insurance services (see Carow, 2001, pp. 129–150; Gebauer and Schober, 2006, pp. 122–147).

To summarize the above definitions, ‘the essence of bancassurance is to improve the quality of services provided by financial markets to increase the efficiency of distribution of goods and services through increased cooperation between banks and insurers.’ The effect of

this cooperation is, among others, availability and ease of acquiring insurance coverage related to the purchase of banking products, and credits. Effective cooperation with insurers is beneficial through a variety of channels of access to customers developed by the bank, and by comparing banking facilities, you can offer financial products interconnections by increasing the offer for your customers, which results in additional revenue (Figure 1).

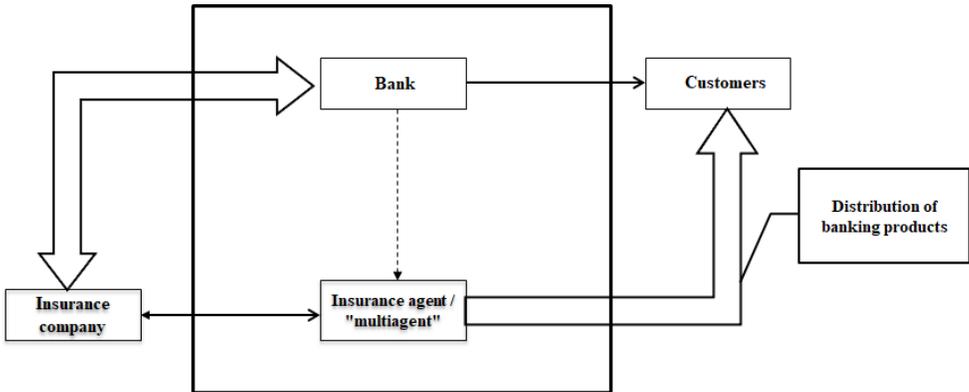


Figure 1. Bancassurance product distribution system

Source: Authors' own elaboration based on Benoist, 2002, pp. 295–303.

The experiences of Western European countries indicate an improvement in the competitive position of the bank by generating additional revenue for insurance services provided by banking facilities (Bergendahl, 1995, pp. 17–28; Fenn, Vencappa, Diacon, Klumpes and O'Brien, 2008, pp. 86–100). Bancassurance is a response to the phenomenon of so-called productive synergy, i.e. when the demand for one type of financial service raises desire and need to acquire other, often complementary products or services, such as:

- a) property insurance related to taking of a mortgage loan,
- b) credit card insurance against the consequences of theft when it is issued, lost or destroyed,
- c) insurance of the purchased car, with a loan for its purchase.

Basically, we can distinguish two types of cooperation between a bank and an insurance company:

- a) capital integration—it leads to the emergence of banking groups in the form of a joint venture, merger or acquisition. The nature of cooperation is reduced to subjective activity,
- b) unpaid cooperation (formal and legal)—based on cooperation in the field of banking and insurance activities, between non-affiliated financial institutions, and integrated marketing alliances, e.g. distribution agreements.

The reasons for establishing financial holdings with insurers are broader (see Cummins, Tennyson and Weiss, 1999, pp. 325–357; Cummins and Rubio-Misas, 2007, pp. 323–355):

- a) deep structural changes in national economies as a result of the introduction of monopolization and liberalization processes,

- b) the start of a period of serious intensification within the sectoral competition in financial markets,
- c) changing the preferences and requirements of individual and institutional clients,
- d) tightening competition in the financial sector,
- e) the possibility of financing larger projects, owing to the fact that the group has more capital,
- f) possibility to finance projects without the required own contribution,
- g) possibility for small insurers to obtain insurance, the required own contribution for the implementation of projects on the basis of the EU funds,
- h) advising on implementation of the EU projects,
- i) take over some of the projects being implemented, currently funded by Venture Capital,
- j) increasing importance of Poland in the arena of international financial markets, especially in the area of the former Eastern Bloc and the EU,
- k) creating the possibility of the flow of own capital and thus causing the actual merging of entities forming the banking group,
- l) providing adequate conditions on the liability line and assets, through long-term placement of the first division insurance, notably with the equity fund, as an insurance in the second pillar of social security.

In addition, the causes of the formation of capital-banking groups are the sudden changes in financial markets, which directly affect operating activities and the results of financial institutions. The most important premises for the development of banking and insurance cooperation include:

- a) the need to increase equity,
- b) creation of banking and insurance structures—the weakness of Polish insurance companies on the financial market (apart from PZU SA), which increases their susceptibility to takeover by a foreign bank,
- c) low degree of openness of the Polish economy to foreign competition, which does not sufficiently mobilize banks to improve the quality of their offers.

3. SWOT analysis of bancassurance in the eyes of customers

3.1. SWOT analysis

The presentation of synthetic SWOT analysis results was used to study the effective strategy of the researched capital groups.¹ It consists of the combination of internal factors (strengths and weaknesses) and the external environment (opportunities and threats), broken down into sectors of its business.

Each SWOT analysis consists of four main stages of action (cf. Oblój and Sosnowski, 2014, p. 416; Jeżerys, 2000, pp. 85–86; Żabiński [ed.], 2000, pp. 6–7):

- 1) indication of the key areas of the company's business,

¹ SWOT analysis is one of the basic methods of strategic analysis. The name of the method is an acronym for English words: strengths, weaknesses, opportunities, threats.

- 2) indication of a reference framework for assessing strengths and weaknesses of the organization,
- 3) determining the profile of the competitive enterprise,
- 4) gathering conclusions and summarizing the analysis.

These four areas are closely related. Once they have been properly verified, you can get the proper functioning of your business and take further steps to find the right strategy.

In the SWOT analysis, four types of strategies are distinguished:

1. Aggressive strategy (maxi-maxi)—takes place in an organization within which the own strengths and strengths of the environment prevail. It is based on strong growth and expansion, using maximum strengths and opportunities. According to Krzysztof Oblój (2007, pp. 337–338), ‘aggressive strategy (maxi-maxi) is based on maximizing the synergy effects that occur between the organization’s strengths and opportunities and those generated by the environment. This is a strategy of strong expansion and diversified development.’ By contrast, according to Andrzej Klasik (1993, p. 112), aggressive strategy includes: strengthening market position, seizing opportunities, concentrating resources on competing products, taking over organizations with the same profile. This is a strategy that uses synergy of strengths of the organization and opportunities that are emerging in the environment.
2. Conservative (maxi-mini) strategy—occurs in the organization when with great internal potential it is subjected to unfavourable conditions of external conditions. In this strategy, the essence is using the strengths to overcome the threats (Gierszewska and Romanowska, 2009, p. 194).
3. Competitive strategy (mini-maxi)—takes place in an organization where weaknesses over strengths predominate, but there are opportunities in the environment. The essence is to take advantage of emerging opportunities, while reducing weaknesses (Oblój 2007, p. 338).
4. Defensive strategy (mini-mini)—it allows it to survive when a given organization is in unfavourable surroundings and devoid of key strengths. This strategy may in fact lead to the maximum benefit of the company before its liquidation or merger with another organization (Klasik, 1993, p. 111).

3.2. Methodology of research

Taking into account selected aspects of the organization of activities of insurance associations, it should be noted that irrespective of the legal environment or the nature of the market, the proper division of tasks or roles between the insurance company and the bank is essential. In analyzing individual tasks of insurers and banks, it is not possible to skip a closer look at the issues involved. Only a few years ago, insurance companies could not count on bank products in which there would be an offer from insurance companies. Nowadays, the situation is different, because banks and insurance companies have used marketing methods that convinced customers to use a common offer of these financial market institutions. Customers of bancassurance offer come mainly from existing clients of banks. At a time when competition is increasing (for example: change in customer attitude, quality of service, price reduction, or

multi-channel distribution), this situation can be beneficial for both institutions (insurers and banks), because of mutual acquiring clients for these institutions. At this point, it should be borne in mind that in bancassurance activities there are certain factors involved in personality issues that arise when clients are using the services of a bank and insurance company. Mutual penetration of various spheres of insurance and banking creates specific behaviour for employees and customers (gradual increase in knowledge, and consequently awareness), on systematic changes (market globalization) accompanying the development of bancassurance.

To investigate this phenomenon, a survey was conducted based on which the assessment of knowledge level in awareness raising on bancassurance of inhabitants of Świętokrzyskie Voivodeship was conducted. The study was conducted in a five-level Likert scale, combining five responses ranging from complete rejection—1, to total acceptance—5. The researcher was asked to indicate to what extent he agreed with the presented question, where: 5 means ‘very big’, 4 means ‘big’, 3 means ‘medium’, 2 means ‘small’, 1 means ‘definitely small’. Sample selection met the conditions for representativeness of the results for the population in the number $n = 330$ between the ages of 18 and 65, in terms of: having a bancassurance contract, sex and place of residence. For direct examinations, $n = 312$ (95%) of correctly completed questionnaires were included to allow for more detailed studies. The research was conducted among the residents of the Świętokrzyskie Voivodeship, in direct contact, using questionnaires at the banks’ offices as well as insurance companies located in the studied area in the years 2013–2016. As a result of the reliability studies of the α -Cronbach coefficient questionnaire, in all studied years, $\alpha_c = 0.921$ was obtained. Of the total number of subjects, men were 160 (51.3%), while women were 152 (48.7%). Considering the place of residence, 178 (57.1%) were surveyed in the city and 134 (42.9%) in the countryside. Most respondents were aged 36–45 and 56–65, respectively (23.4% and 23.1%). They represent 46.5% of the total number of people surveyed. The lowest were aged 18–25 years (25.4%).

Because of the research, trends were found in the subject matter investigated, namely the banking and insurance relationships, which are intertwined between the various insurance and banking spheres caused by the specific behaviour of employees and customers, through successive increases in knowledge and consequent awareness (Figure 2).

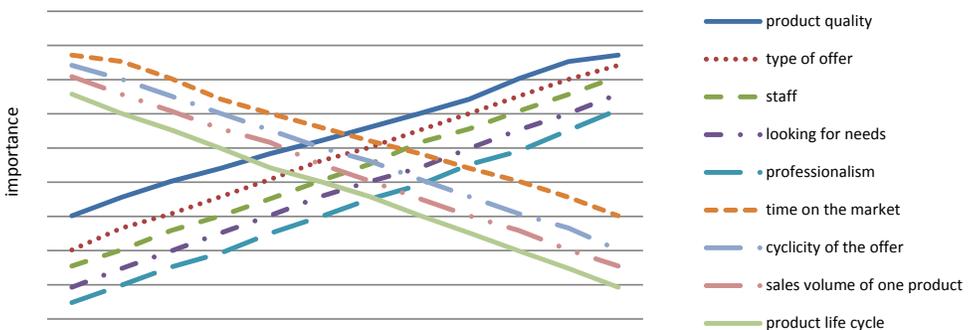


Figure 2. Trends in the bancassurance environment associated with a gradual increase in knowledge and, as a consequence, awareness

As it can be seen in Figure 2, the knowledge, and thus the awareness of individual customers about the phenomenon under investigation, has grown to the significant importance of the company's resources. Causes of this phenomenon can be mainly seen in the surrounding environment, which makes bancassurance customers play an important role: product quality, type of offer, service, adapting the offer to the needs of respondents using this service, as well as the professionalism of employee's insurance companies and banks. By contrast, they lose over time the importance of such factors as the time of a given product on the market. Knowledge is not needed for the cycles of a given offer, sales volume, or cyclicity of product life. Confirmation of these results is the study carried out by B. Gladstone (2000, p. 95), published in the book *From know-how to knowledge: The essential guide to understanding and implementing knowledge management*, London: Industrial Society. The processes taking place in an insurance or banking environment are important contributors to the knowledge-raising process for individual clients, and thus to increased awareness of the functioning of the market. Further studies have been conducted among customers using bancassurance, highlighting the following factors that determine the increase in the importance of knowledge (Table 1).

Table 1. Factors determining the increase of knowledge and awareness according to individual customer of Świętokrzyskie Voivodeship in the years 2013–2016 (in %; n = 312)

The content of the question	Year	2013	2014	2015	2016
	Market globalization		93.2	89.3	91.2
Professionalism of the service workers		89.3	92.1	93.1	92.1
Quick response of employees of insurance companies to reported damage		94.3	92.9	91.4	89.6
Correction of bancassurance offer to customer needs		88.4	89.2	83.1	82.4
Time competition, which requires shortening the life cycle of the offer		78.4	77.2	77.9	77.2
Time competition related to the speed of reaction of enterprises to changes in the environment		74.3	76.2	73.1	72.5
Processes of integrating the design of marketing offers into the success of the market		70.3	67.3	62.1	66.9
Successive technology development		73.2	71.2	67.3	64.2
Mergers of insurance companies and banks have resulted in a skilful combination of knowledge and experience of employees		63.2	66.3	63.2	61.3
Changes in marketing have resulted in a different customer treatment, with a focus on customer relationship integration, and as a result, its loyalty		58.1	59.1	57.2	59.3
The creation of insurance banking associations has given the opportunity to share knowledge and experience		56.3	57.1	52.1	55.7

Source: Authors' own elaboration based on the research.

As it can be seen from the above studies, the most important factors influencing the level of knowledge in the analyzed period in clients are globalization of the average level of 92.5%.

Subsequently, the rapid reaction of insurance companies' employees to reported damage (92.1%) and professionalism of service providers (91.7%). In the opinion of respondents, the slightest influence on the increase of knowledge of the respondents was: the creation of bank insurance associations gave the opportunity to exchange knowledge and experience, and changes in marketing caused different treatment of the client with a focus on integration of customer relations, as a result, its loyalty: successively—55.3% and 58.4%. Similar studies have been published by Alina Kozarkiewicz-Chlebowska (2001, pp. 3–5), who also distinguishes the factor of globalization of the market, being the basic determinant of the increase in the importance of knowledge in the organization. In conclusion, the first stage of research is knowledge that is an important factor in creating the market. The core purpose of any organization should be to create knowledge that is then placed in their services, increasing their value, which significantly contributes to the increased competitiveness of banking unions, and this results in customer loyalty, which in turn improves their economic situation (higher profits).

The next stage of the study was the survey conducted by SWOT, the operation of the bancassurance service, analogous to the years 2013–2015, highlighting in the survey those factors whose task significantly influences the quality of the surveyed service offered by the insurance companies. The research procedure that was carried out in 2016 did not change in comparison with 2013, and the selection of advantages, disadvantages and opportunities and threats was the same in all studies conducted. Due to the volume of results (studies conducted as previously mentioned in 2013–2016), in this study, only the results of the 2013 study will be presented and compared to 2016. In all studies, the respondents were asked to select and group in the table (advantages, disadvantages and opportunities and threats) the factors proposed in the survey that determine their task, the quality of the bancassurance service, while at the same time influence their level of knowledge and awareness. These factors have been selected, which have reached a point scale from 1 to 5 points—a minimum of 3 points (Tables 1–2) and a tabulation of strengths and weaknesses as well as opportunities and threats. For this purpose, the standardization of the weight (S_w) is calculated by dividing the weight of the parameter (w) by the sum of weights (Σw) by the following formula:

$$S_w = \frac{w}{\Sigma w} \quad (1)$$

Subsequently, a weighted assessment (O_w) of each parameter, by the product of the parameter estimation (O) and standardization of the parameter weight (S_w), by the formula:

$$O_w = O \times S_w \quad (2)$$

After weighing each parameter, the author calculated the sum of weighted scores (R) using the formula (the sum of weighted scores cannot exceed 10 points):

$$R = \Sigma O_w \quad (3)$$

The impact of the internal and external factors of the surveyed companies was assessed according to a scale of points ranging from 1 to 5 points (where the highest number corresponds to the maximum impact of the factor on the organization) and the weighted value was calcu-

lated. At the same time, a summary of strengths and weaknesses has been made and a counterbalance or balance has been established (Tables 2–3).

Table 2. SWOT analysis of bancassurance services in the ‘eyes’ of individual clients in Świętokrzyskie Voivodeship in 2013 (n = 312)

Strengths (S)	Weight	Rating	Weighted value	Weaknesses (W)	Weight	Rating	Weighted value
Fast customer service	0.10	3	0.30	In a shorter period costs increase	0.75	5	2.25
Reaction to customer needs	0.10	4	0.45	No investment offers	0.25	4	1.65
Professionalism of employees	0.25	5	0.90				
Timeliness and punctuality	0.25	5	1.00				
Honestly solving the damage	0.15	4	0.55				
Lower insurance premium	0.15	3	0.40				
Together	1.00	X	3.60	Together	1.00	X	3.90
Opportunities (O)	Weight	Rating	Weighted value	Threats (T)	Weight	Rating	Weighted value
Gaining credibility of banking institutions in the ‘eyes’ of the client	0.15	4	0.65	Increased insurance risk	0.20	4	0.80
Restrict organizational structure	0.15	3	0.50	The appearance of the requirement to enter into an insurance contract with a specific bank	0.15	4	0.60
Discounts on offer	0.20	5	1.00	Restrictions on the business of the insurance company in the investment process	0.35	4	1.00
Opportunities to increase the range of bancassurance offers for investment offers	0.15	4	0.65	The appearance of the requirement to enter into an insurance contract	0.10	5	1.00
Increased security by perceiving bancassurance as a customer-friendly	0.20	5	1.00	Link the fate of the insurance company to the fate of the bank	0.15	3	0.50
Satisfaction of the customer with comprehensive service	0.15	4	0.65	There is a growing scope for bancassurance exclusions	0.05	3	0.20
Together	1.00	X	4.45	Together	1.00	X	4.20

Source: Authors’ own elaboration based on the research.

Table 3. SWOT analysis of bancassurance services in the 'eyes' of individual clients in Świętokrzyskie Voivodeship in 2016 (n = 312)

Strengths (S)	Weight	Rating	Weighted value	Weaknesses (W)	Weight	Rating	Weighted value
Fast customer service	0.15	4	0.60	In a shorter period costs increase	0.50	5	2.35
Reaction to customer needs	0.15	4	0.60	No investment offers	0.50	5	2.25
Professionalism of employees	0.20	5	1.25				
Timeliness and punctuality	0.40	5	1.25				
Honestly solving the damage	0.05	3	0.30				
Lower insurance premium	0.05	3	0.25				
Together	1.00	X	4.50	Together	1.00	X	4.60
Opportunities (O)	Weight	Rating	Weighted value	Threats (T)	Weight	Rating	Weighted value
Gaining credibility of banking institutions in the 'eyes' of the client	0.20	5	1.15	Increased insurance risk	0.30	5	1.50
Restrict organizational structure	0.05	3	0.35	The appearance of the requirement to enter into an insurance contract with a specific bank	0.10	4	0.40
Discounts on offer	0.25	5	1.25	Restrictions on the business of the insurance company in the investment process	0.20	5	1.00
Opportunities to increase the range of bancassurance offers for investment offers	0.15	4	0.60	The appearance of the requirement to enter into an insurance contract	0.15	4	0.60
Increased security by perceiving bancassurance as a customer-friendly	0.15	4	0.60	Link the fate of the insurance company to the fate of the bank	0.15	4	0.60
Satisfaction of the customer with comprehensive service	0.20	5	1.00	There is a growing scope for bancassurance exclusions	0.10	3	0.30
Together	1.00	X	4.95	Together	1.00	X	4.40

Source: Authors' own elaboration based on the research.

The above analysis shows that the proper cooperation between banks and insurance companies enables primarily the implementation of innovative services, which makes bancassurance service offerings more attractive in the increasingly competitive financial services market. In addition, we can already say that the research conducted at this stage indicates

about the increasing knowledge and awareness of surveyed respondents of Świętokrzyskie Voivodeship—about the researched phenomenon, which may have a significant influence on the development of this insurance service channel.

Then, based on the obtained data, the strategic position of the surveyed companies was assigned, with one of the four strategies: maxi-maxi, mini-maxi, maxi-mini, mini-mini. At this point, the calculation was made using the following indicators:

1. *The market attractiveness* of the enterprise (AR), which is a function of the external factors of the business environment (opportunities (O) and threats (T)), defined by the formula:

$$AR = \frac{O}{O + T} \quad (4)$$

2. *Market position of the surveyed enterprise* (PR). This indicator determines the location of the enterprise on the national or global market. This item is measured by the market share of the surveyed company and the ability to maintain or increase this share. It is a function of internal factors (strong (S) and weak (W)). Calculations are made by the formula:

$$PR = \frac{S}{S + W} \quad (5)$$

After determining the attractiveness and market position of the company, a strategy was defined. Basing on the above indicators (AR i PR), the author calculated *the Probability of Success* (PSS) from the following formula:

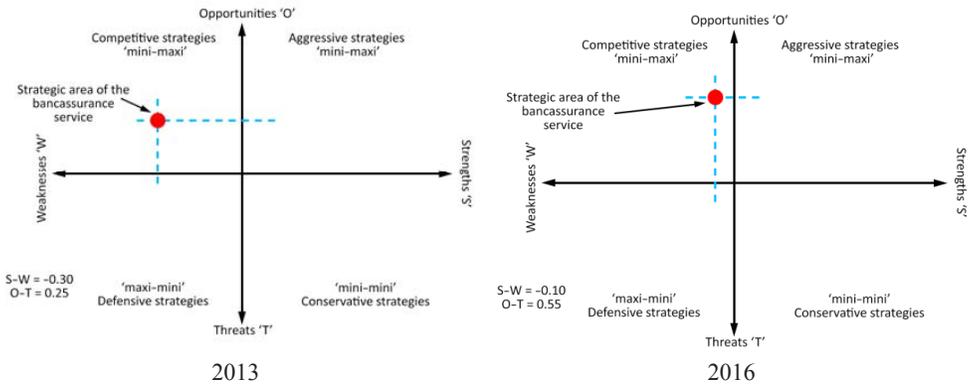
$$PSS = \frac{AR + PR}{2} \quad (6)$$

From the combination of internal and external factors, broken down into banking groups, it can be stated that the proper cooperation of banks with insurance companies (bancassurance) allows primarily the possibility of implementing innovative services, which significantly contributes to the enrichment of the service offering of banks and insurance companies in an increasingly competitive financial services market. Tables 3–4 show the synthetic results of the research conducted using the SWOT analysis to select the effective bancassurance market strategy from the perspective of individual client. When assessing the impact of internal and external factors on the surveyed areas, a point scale was adopted in the range (0.05; 0.50), with a ratio of 0.50—the greatest impact of a given factor on the functioning of the bancassurance market. Based on the figures obtained, the weighted average was calculated. In addition, a collective assessment of strengths and weaknesses, as well as opportunities and threats for the area under investigation was made. Based on the presented indicators, a strategic position was established for the surveyed banking groups. Given the strengths and weaknesses in banking and insurance structures, the value of PR in 2013 was 0.49, unlike in 2016, where the value of this indicator reached 0.53, which is 0.04 higher. On the other hand, the value of AR for 2013 was 0.51, as opposed to 2016, where the value of this index reached 0.49, which is lower by 0.02. The results show that the bancassurance service has lost its attractiveness but significantly improved its market position compared to 2013.

Based on the above calculations, a summary of the data was made using the PSS index for this purpose. The value of this indicator in 2013 was 0.50 and in 2016—0.51. This means that

bancassurance service in 2016 reduced the likelihood of strategic success compared to 2013 by 0.01, which in turn reduced the risk of the service under investigation. It can be stated that the current level of cooperation between the insurance company and the bank in the opinion of individual clients, at the level of their knowledge and awareness—has no greater chance of developing the bancassurance market without innovating in banking products. The weakness of Polish insurance companies on the financial market increases their vulnerability to mergers and the lack of innovation contributes to the lack of openness of the Polish economy to foreign competition.

The final stage of the research, based on the results obtained, will allow us to determine the strategic position for the bancassurance service in 2016, while reviewing how much this position relative to 2013 has changed (Figures 3–4).



Figures 3–4. Strategic position of the service bancassurance in 2013 and 2016 (n = 312)

Source: Authors’ own elaboration.

The result of the SWOT analysis is the area of the competitive strategy (mini-maxi) for the audited financial entities on the bancassurance market. This means that the development of the bancassurance service market is in the form of: the advantage of the weaknesses within the organization and the opportunities that accrue from the environment (competitive strategy). This is the case when building a bancassurance service is conducive to the arrangement of external conditions. The aim of the above strategy is to eliminate the vulnerabilities of the banking and insurance associations to build competitive strength in the structure of the financial services industry. This can be achieved by maximizing the use of opportunities from the outside. Actions to maintain and at the same time build a competitive position allow you to take advantage of the opportunities offered by insurance banking and to gain the credibility of the bancassurance service in the eyes of your individual client while reducing or correcting internal inconsistencies by increasing your knowledge and awareness. Bearing in mind bancassurance market activity in the eyes of private banking clients, the most promising opportunities for their growth are primarily customer service and professionalism. They allow for limiting the greatest weaknesses within the institution, i.e.: a short period of increased costs.

4. Conclusions

Based on the presented study, it can be stated:

1. The existence of a capital union largely facilitates the initiation of banking and insurance cooperation in the sphere of distribution of banking and insurance products and in current operational processes, where there is common: marketing, consulting, money market operations and capital.
2. The essence of banking-insurance relationships is to improve the quality of services rendered for bancassurance services to increase the efficiency of the distribution of goods and services through increased cooperation between banks and insurers. Creating such types of insurance service channels leads to increased profitability and acquiring new loyal customers for those relationships which are an integral part of both institutions of the financial sector.
3. The client encounters bancassurance products most often when he opens a personal bank account. Increasing the level of knowledge about these insurance products significantly increases the level of knowledge and awareness of the individual customer.
4. The value of PSS in 2013 amounted to 0.50 and in 2016—0.51. This means that bancassurance service in 2016 has reduced the likelihood of strategic success compared to 2013 by 0.01, which causes a significantly lower risk of the service being tested.
5. The current level of cooperation between the insurance company and the bank in the opinion of individual clients, at the level of their knowledge and awareness—has no greater chance of developing bancassurance without introducing innovations in banking products. The weakness of Polish insurance companies on the financial market increases their vulnerability to mergers and the lack of innovation contributes to the lack of openness of the Polish economy to foreign competition.

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Bancassurance w opinii klienta indywidualnego województwa świętokrzyskiego

Abstrakt: Celem niniejszego opracowania była analiza poziomu wiedzy, a co za tym idzie – świadomości klienta indywidualnego, mających wpływ na jakość usługi ubezpieczeniowej oferowanej w sektorze ubezpieczeń majątkowych przez pryzmat pośrednictwa ubezpieczeniowego, ze szczególnym uwzględnieniem usługi *bancassurance*. Za hipotezę przyjęto, iż metoda SWOT jest skutecznym instrumentem identyfikacji poziomu wiedzy, a co za tym idzie – świadomości klienta indywidualnego, przez pryzmat usługi *bancassurance*. Koncepcję metodologiczną opracowania oparto na funkcjonalnym ujęciu rynku ubezpieczeniowego i ekonomicznych uwarunkowań działalności

tego rynku. Analizy badań były prowadzone z wykorzystaniem wiedzy zawartej w literaturze przedmiotu. Ponadto przeanalizowano strategię rozwoju sektora bankowo-ubezpieczeniowego w oczach klientów z województwa świętokrzyskiego z wykorzystaniem metody analizy SWOT. Przedział czasowy badania obejmował lata 2013–2016. Główna konkluzja, jaka nasuwa się z przeprowadzonej analizy, to iż na obecnym poziomie współpraca zakładu ubezpieczeń i banku w opinii klientów indywidualnych nie ma większych szans rozwoju usługi *bancassurance* bez wprowadzenia innowacji w produktach bankowo-ubezpieczeniowych.

Słowa kluczowe: pośrednictwo ubezpieczeniowe, związki bankowo-ubezpieczeniowe, zakład ubezpieczeń, bank, bancassurance