

Innovation Management in the Insurance Sector in Albania

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Manaxhimi novator ne sektorin e sigurimeve ne Shqiperi

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Abstract: *This study uses structured questionnaires to explore the innovation management process involving companies in the insurance sector in Albania. The objectives of this study are to give a brief history of the Insurance Sector in Albania (start-up problems and challenges) and to identify components of the implementation of innovation management in this sector. The hypothesis of this study concerns the impact of innovation management in the financial performance of companies in the study. The results show that most companies apply the elements of strategic management and are involved in the planning process of the future.*

Key words: *vision, mission, strategic objectives, financial goals, analytical techniques*

Abstrakt : *Ky studim ka përdorur pyetësorët e strukturuar për të eksploruar procesin përfshirjes së manaxhimit strategjik në kompanitë e sektorëve të ndryshëm. Gjithashtu, janë përdorur raportet vjetore të kompanive për të parë performancën financiare të një kompanie. Hipoteza e këtij studimi lidhet me ndikimin e manaxhimit strategjik në performancën financiare të kompanive të studimit. Rezultatet e këtij studimi treguan se në shumicën e kompanive elementët e manaxhimit strategjik zbatoheshin dhe ishin të përfshirë në procesin e planifikimit të së ardhmes.*

Fjalët kyçe: *vizioni, misioni, objektivat financiare, qëllimet financiare, teknikat analitike*

I. Insurance Market in Albania

1. Brief History

The insurance sector is the one that has undergone significant growth in recent years (Koci et al., 2002).

I. Tregu sigurimeve ne Shqiperi

1. Historik i Shkurter

Sektori i sigurimeve është ndër sektorët që ka pësuar rritje të rëndësishme vitete e fundit (Koci et al., 2002).

Despite this "boom", Albania is still considered a country with under-developed insurance market in comparison with countries in the region. This fact is attributed to factors related to the development of an economy still in transition, still weak culture of insurance and, in particular, low levels of incomes. Organised forms of the insurance sector in Albania date back before World War II. Companies that have operated in Albania have been one English company "Lloyd's", which has been present in Albania since the 1900s, and an Italian company called "Societe Generale Assicurazione Fiume".

If we summarise the subsequent history of insurance sector in Albania, then we can mention:

- 1948 - the Institute of Health Insurance was established.
- 1954 - a merger between Health Insurance and The Savings Bank was conducted.
- 1991 - The two institutions mentioned above were separated again. The Insurance Institute of Albania (INSIG) was set up. It was built and organised as a commercial company, with the state as a primary shareholder, represented by the Ministry of Finance.
- The period after 1991 can be termed as the period of "blooming" of the insurance market. The following moments are to be mentioned as the achievements of this period:
 - Creation of necessary HR.
 - Membership on the International Bureau of Green Card.
 - Establishing cooperation and reinsurance with international partners, which brought the necessary knowledge to Albania along with high standards of the time.

INSIG, owned 100% by the Albanian Government, would represent the only monopoly until 1999 when the first private insurance company, SIGMA, was established, to be followed a year later by SIGAL. In 2004 the Albanian government sold 39% of the stake contributions of INSIG to EBRD and IFC, the first step to full privatisation of INSIG. Today's insurance market includes eight insurance companies.

Pavarësisht nga ky "boom", Shqipëria akoma konsiderohet me një sektor të pazhvilluar të tregut të sigurimeve, karahasuar me vendet e tjera të rajonit. Ky fakt është pasojë e zhvillimit ekonomik, akoma në tranzicion dhe kulturës së dobët të sigurimeve dhe në vecanti nivelit të uletë të të ardhurave.

Format e organizuara të sigurimeve në Shqipëri datohen para luftës së dytë botërore. Kompanitë që kanë operuar në Shqipëri kanë qenë kompani angleze si "Lloyd's", e cila ka qenë prezente në Shqipëri që në 1900 me filiale në Durres dhe Vlore, shoqëri italiane si "Societa Assicurazione Generale Fiume".

Nëse do të përmbledhnim historikun e mëposhtem të sigurimeve në Shqipëri, atëherë do të veçonim:

- 1948 - Krijohet Instituti i Sigurimeve Shëndetësore.
- 1954 - Kryhet bashkimi i Sigurimeve Shëndetësore me Arkat e Kursimit.
- 1991 - Behet ndarja e dy institucioneve të siperperëndura. Krijohet Instituti i Sigurimeve të Shqipërisë (INSIG), i cili ishte ndërtuar dhe organizuar si shoqëri tregtare me aksioner kryesor shtetin, i cili përfaqësohej nga Ministri i Financave.
- Periudha pas vitit 1991 mund të çësohet si periudha e "lulezimit" të tregut të sigurimeve, vlen për t'u vecuar si arritje të kësaj periudhe momentet e mëposhtme:
 - Krijimi i burimeve njerezore të nevojshme.
 - Anëtarësimi në Byroën Ndërkombëtare të Kartonit Jeshil.
 - Krijimi i bashkëpunimeve në fushën e risigurimeve me partnerë RE, të cilët sollën në Shqipëri njohuritë e nevojshme krahas standarteve me të larta të kohës.

INSIG, 100% në pronësi të shtetit shqiptar, do të përfaqësojë monopolin e vetëm deri më 1999 kur themelohet kompania e pare private e sigurimeve SIGMA, e cila do të ndiqet një vit më vonë nga SIGAL. Më 2004 qeveria shqiptare shet 39% të aksioneve të INSIG tek IFC dhe Berzh, hapi i pare që privatizimin e plotë të INSIG. Sot tregu i sigurimeve numëron 8 kompani.

2. Insurance in Albania after 1991

The monopoly position held by INSIG has created for this company the advantage of acquiring considerable capital, qualified staff, broad-based clientele and setting insurance premiums, which allow a higher profit margin. The transition from a monopoly position in a competitive market was accompanied by problems for INSIG.

2007 - Age of major privatisations

While the Albanian Government was declaring that the privatisation of INSIG would take place in 2007, two leading companies in the market, SIGMA and SIGAL, announced that they were partially bought by two big Austrian companies such as Vienna (75% of SIGMA) and Uniqa Group (46% of the SIGAL). Through the acquisition of a substantial portion of the shares of these companies, they became the major players in the insurance market in Albania. For a brief moment, InterAlbanian, a new company came on the market, but momentarily announced it had sold part of its stake (50%) to ASPIS Group, a well-known Greek company.

II. Application and effects of innovation management in the insurance sector

To analyse the rate of application and effects of innovation management in the Insurance Sector of Albania, the traditional method of research by questionnaires was used. The questionnaires were distributed to the participants in this study, either directly or through electronic communication. This study population consisted of registered companies in the insurance sector (10 companies).

Since the number of companies operating in this sector was very limited, it was thought that all companies operating in this sector could be included in the study. Regarding the performance of companies, annual reports were analysed and high-level managers were interviewed.

The questionnaire used was structured. It consisted of 22 closed questions and six open questions.

2. Sigurimet Ne Shqiperi Pas 1991

Pozita monopolistike e mbajtur nga INSIG i krijoi kesaj kompanie avantazhin e krijimit te nje kapitali te konsiderueshem, trajnimin e nje stafi te kualifikuar, nje baze te gjere klientele dhe vendosjen e primeve te sigurimit, te cilat lejonin marzhe te larta fitimi. Kalimi nga nje pozite monopolistike ne nje treg konkurrues u shoqerua me probleme per INSIG.

2007 - Epoka e privatizimeve te medha

Nderkohe qe qeveria shqiptare trumbetonte me te madhe se do te privatizonte INSIG brenda 2007, dy kompanite lider ne treg SIGAL dhe SIGMA shpallen se ishin privatizuar pjeserisht. Dy kompani te medha austriake si Vienna RE (75% te SIGMA) dhe Uniqa Group (46% te SIGAL) jane bere aktore kryesore ne tregun e sigurimeve ne Shqiperi nepermjet blerjes se nje pjese te konsiderueshme te aksioneve te ketyre kompanive. Nuk vonoi dhe kompania e re ne treg, por me nje rritje te shpejte, InterAlbanian, njoftoi se ka shitur nje pjese te aksioneve te saj (50%) tek ASPIS Group, kompani e mirenjohur greke.

II. Aplikimi dhe efektet e manaxhimit novator ne sektorin e sigurimeve

Per te analizur shkallen e aplikimit dhe efektet e manaxhimit strategjik ne seltorin e sigurimeve ne Shqiperi, eshte perdorur metoda tradicionale e kerkimit nepermjet pyetesoreve. Pyetesoret jane shperndare tek pjesemarrësit e ketij studimi ose ne menyre te drejtperdrejte ose me ane te komunikimit elektronik. Popullata e ketij studimi perbehet nga kompanite e regjistruara ne sektorin e sigurimeve (10 kompani).

Megenese numri i kompanive qe operojne ne kete sektor eshte shume i kufizuar u mendua qe te gjitha kompanite te perfshihen ne studim. Persa i perket performancës se kompanive, u studjuan raportet vjetore dhe u intervistuan manaxheret e nivelit te larte.

Pyetesori i perdorur ishte i strukturuar. Ai perbehet nga 22 pyetje te mbyllura dhe 6 pyetje te hapura.

The first section referred to general data of the interviewee. The second section of questions was related to various components of innovation management, such as mission, vision, strategic and financial objectives, analytical methods and formulation of strategy, responsibility for developing strategy and strategic management, business strategies and communication strategy.

The aim was to select individuals in analogous levels in management to fill the questionnaires, so that the results obtained would have a good comparative base. From the analysis of the data collected from questionnaires, it was concluded that the majority of respondents (70%) had more than eight years experience in the sector, while 55% of companies surveyed had over 8 years experience in the market.

The number of companies studied was $n = 9$, while the number of questionnaires used was $n = 36$.

III. Discussion and analysis of results

1. Vision, Mission

Since strategic management is directly linked with the vision and mission of the company, clear objectives and designing strategies to achieve these objectives, the questionnaire investigated if these companies had their vision and mission. All individuals asked answered positively to these two elements. Although it is worth noting that articulation of the vision and mission is very clear in middle and higher management levels, there is confusion between these two elements. Interesting visions were "the world has 300 years that provides everything, why do we not?"

To see how the participants in the study assessed the institution and the services it offers, the respondents were asked: Why do customers prefer your company? Some of the common responses were:

- We offer nice service through a staff, trained and qualified in the field of insurance.

Seksioni i parë i referohej të dhënave të përgjithshme të intervistuarit. Në seksionin e dytë pyetjet lidheshin me komponentët e ndryshëm të manaxhimit, sic janë: misioni, vizioni, qëllimet strategjike dhe financiare, metodat analitike dhe formulimi i strategjisë, përgjegjësia për manaxhimin strategjik, strategjitë e biznesit dhe komunikimi i strategjisë.

U synua që për plotësimin e pyetesoreve të përzgjidheshin persona në nivele analoge menaxheriale, në mënyrë që rezultatet e perftuara të kishin një bazë sa më të mirë krahasimore. Nga analiza e të dhënave të mbledhura nga pyetesoret u konstatua se shumica e të intervistuarve (70%) kishin më shumë se 8 vite eksperience në sektor, ndërkohë që 55% e kompanive të studjuara kishin mbi 8 vjet eksperience në treg.

Numri i kompanive që u studjuan ishte $n = 9$, ndërsa numri i pyetesoreve të përdorur ishte $n = 36$.

III. Diskutimi dhe analiza e rezultateve

1. Vizioni, Misioni

Duke qenë se Menaxhimi Strategjik lidhet direkt me vizionin, misionin e kompanisë, objektivat e qarta si dhe hartimin e strategjive për të arritur objektivat, pyetësi hulumtonte se sa nga këto kompani kishin vizionin dhe misionin e tyre. Të gjithë individët e pyetur u janë përgjigjur pozitivisht pyetjeve për këto dy elemente. Megjithatë vërehet se artikulli i vizionit dhe misionit është shumë më i qartë në nivelet e menaxhimit të mesëm dhe të lartë, vërehet gjithashtu se ka një konfundim ndërmjet këtyre dy elementeve. Vizionet më interesante ishin "bota ka 300 vjet që siguron gjithçka, porse të mos e bëjmë dhe ne?"

Për të parë se si e vlerësonin pjesëmarrësit e studimit institucionin dhe shërbimet që ai ofron, të intervistuarit janë pyetur: Pse klientet preferojnë kompaninë e tyre?

Disa nga përgjigjet kryesore ishin:

- Ofrojmë shërbim të kulturuar nëpërmjet një stafi të përgatitur dhe të kualifikuar në fushën e sigurimeve.

- We offer a guarantee for the best service based on long experience within the market and a qualified staff.
- A company that provides security as part of an international group. The company history shows a professional organisation.

Although all respondents mention correctness in the treatment of damages, in fact the AMF data indicate something else. Damage/Prime ratio for 2009 is 23% (AMF, 2007), from 30% in 2008 and with 45% average in the region.

2. The development of strategic objectives

Asked which the main areas were where the company had set targets for the future, the respondents put emphasis on increasing market share (31%) and high level services (25%) (See Table 1).

Table 1: Main fields where strategic objectives are developed
Tabela 1: Fushat kryesore ku jane hartuar objektiva strategjike

Strategic objectives Objektivat strategjike	%
Increase service quality Rritja e cilesise se sherbimit	19
Improve company image Permiresimi I imazhit te kompanise	13
Increase market share Rritja e pjeses se tregut	31
High service level Nivel I larte sherbimi	25
Improve the position of the company in the industry Permiresimi I pozicionit te kompanise ne industri	6
Other Tjeter	6

It is positive that these two elements are selected by a majority of respondents, and in this case we see a positive correlation between market share growth and service delivery level. Since the insurance market in Albania is a price-led market, these data indicate that the companies have reached a kind of maturity in terms of importance of the service offered.

3. Financial Goals

Regarding the financial goals of the company, it can be noted that the main focus is "increasing sales" (47%) and increasing the profit margin (33%) (See Figure 1).

Ofrrojme garanci per sherbimin me te mire, bazuar ne eksperienca me te gjate ne treg dhe staf me te kualifikuar.

- Siguria qe ofron kompania si pjese e nje grupi nderkombetar. Historia e kompa-nise tregon per nje organizate profesionale.

Pavaresisht se te gjithe te pyeturit permendin korrektesen ne trajtimin e demeve, ne fakt te dhenat e AMF-se tregojne dicka tjeter. Raporti deme/prime per vitin 2009 eshte 23% (AMF, 2007) nga 30% ne 2008 dhe nga 45% qe eshte mesatarja e rajonit.

2. Vendosja e objektivave strategjike

Te pyetur se cilat ishin fushat kryesore ku kompania kishte vendosur objektiva per te ardhmen, te intervistuarit kane vene theksin ne rritjen e pjeses se tregut (31%) dhe ne sherbimet e nivelit te larte (25%) (shih tabelen 1).

Duhet theksuar se eshte pozitive qe keto dy elemente jane perzgjedhur nga shumica te intervistuarve, dhe ne kete rast vihet re nje korrelacion pozitiv midis rritjes se pjeses se tregut dhe ofrimit te sherbimeve te nivelit te larte. Duke qene se tregu i sigurimeve ne Shqiperi eshte nje treg i udhehequr nga cmimi, keto te dhena tregojne se kompanite kane arritur nje lloj pjekurie ne lidhje me rendesine e sherbimit te ofruar.

3. Qellimet Financiare

Persa i perket qellimeve financiare te kompanise, vihet re se fokusi kryesor eshte "rritja e shitjeve" (47%) dhe rritja e marzhit te fitimit (33%) (shih grafikun 1).

It is worth mentioning as a positive fact that the data show that more importance is placed on increasing sales than on profit margin. However, ROI is not mentioned in any case, which shows the low level of investment by these companies.

Vlen te theksohet se eshte pozitiv fakti qe te dhenat tregojne se i kushtohet me shume rendesi rritjes se shitjeve se sa marzhit te fitimit. megjithate nuk eshte permendur ne asnje rast ROI, gje qe flet per nivel te ulet te investimeve nga keto kompani.

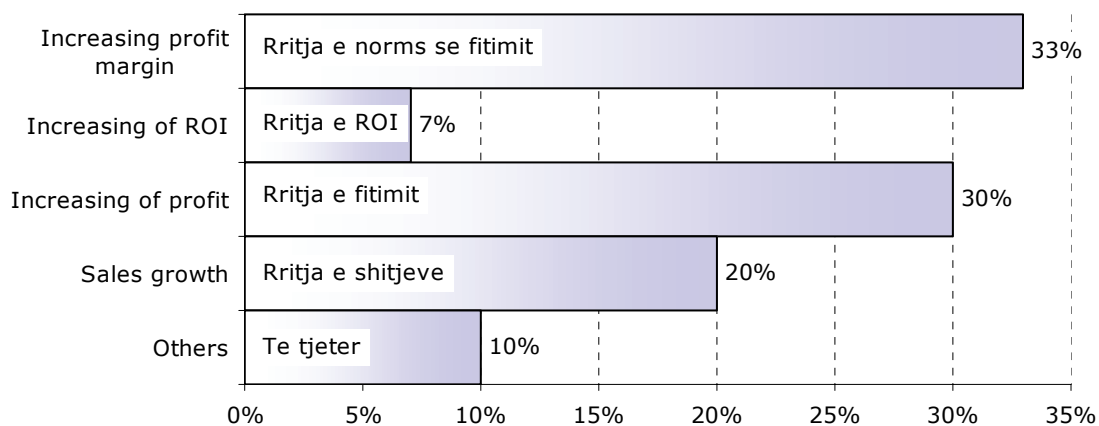


Figure 1. The fields where financial objectives are developed
Fig. 1: Fushat ku objektivat financiare jane hartuar

4. The review of objectives

Processing of the data shows that the review of strategic objectives by smaller companies is done in one year period, while large companies review them in periods of 1-3 years. So it is noted that there is a positive correlation between the company size and the period in which strategic objectives are reviewed. The review of financial goals is done mainly for the period of 1-3 years (63%), which indicates a kind of conservatism in reviewing the company's financial goals (Table 2).

4. Rishikimi i objektivave

Nga perpunimi i te dhenave rezulton se rishikimi i strategjive nga kompanite e vogla behet ne periudha 1 vjecare, nderkohe qe kompanite e medha i rishikojne strategjite ne periudha 1-3 vjet. Pra eshte verejtur se ka nje korrelacion pozitiv midis madhesis se kompanise dhe periudhes se rishikimit te qellimeve strategjike. Rishikimi i qellimeve financiare referuar te dhenave te mbledhura behet kryesisht per periudha 1-3 vjet (63%), gje qe deshmon per nje lloj konservatorizmi ne rishikimin e qellimeve financiare te kompanise (tabela 2)

Table 2: Review of objectives
Tabela 2: Rishikimi I objektivave

Review of objectives (%) Rishikimi I objektivave (%)		
Period Periudha	Strategic Strategjik	Financial Financiar
In one year / Ne nje vit	37	37
1 - 3 years / vjet	38	63
3 - 5 years / vjet	25	-
5 - 10 years / vjet	-	-

5. Use of analytical methods and formulation of strategy

To the question, 'Do you study the internal and external environment of your organisation before you make the strategic changes?' all candidates have responded positively. It should be emphasized that these answers must be taken with reserve, because of the impact of subjectivism. Most (50%) rely on official sources of information on the insurance market, which is the AMF, while a significant portion (33%) declares that they make market studies. (See Figure 2).

As mentioned above, in the insurance market there is a considerable informality level, which emphasizes the need to engage more companies in market research. This should be done in order to design strategies that take into account the full number of factors.

5. Përdorimi i metodave analitike dhe formulimi i strategjise

Pyetjes, 'A studjoni mjedisin e brendshem dhe te jashtem te organizates tuaj perpara se te ndermerrni ndryshime strategjike?', te gjithë te interesuarit i jane pergjigjur pozitivisht. Duhet theksuar se keto pergjigje duhen marre me rezerve, per shkak te ndikimit te subjektivizmit. Pjesa me e madhe (50%) mbeshteten tek burimet zyrtare te informacionit mbi tregun e sigurimeve, qe eshte AMF, nderkohe qe nje pjese e konsiderueshme (33%) deklarojne se bejne studime tregu. (shih grafikun 2)

Sic u permend me siper ne tregun e sigurimeve ka nivel te konsiderueshem informalizimi, gje qe thekson nevojën per angazhimin e kompanive ne studimin e tregut. Kjo te behet me qellim qe nte hartohen ato strategji qe marrin ne konsiderate nje numet me te madh faktoresh.

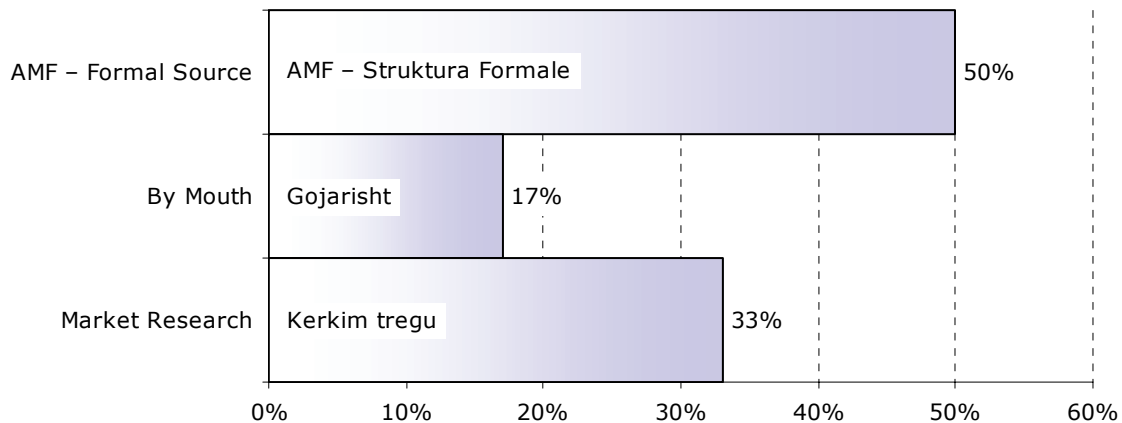


Figure 2. The sources of information
Fig: 2. Burimet e informimit

Asked for the competition weapons they use in the insurance market place, 35 percent consider quality of service as the most basic one, while 25 percent put emphasis on price reduction and increase of qualification of employees.

According to respondents, the most commonly used techniques for strategic analysis are SWOT matrix (38%) and different mathematical and statistical methods (see Table 3).

Te pyetur per armet e konkurrences qe perdornin kompanite e sigurimeve ne luften e tregut, 35 perqind konsiderojne si me themeloret cilesine e sherbimit, ndersa 25 perqind vene theksin ne uljen e cmimit dhe rritjen e nivelit te kualifikimit te punonjesve.

Sipas te intervistuarve, teknikat me te perdorshme per analizat strategjike jane matrica SWOT (38%) dhe metoda te nryshme matematikore dhe statistikore (shih tabelen 3).

Table 3: Techniques used for evaluation of competitive position
Tabela 3: Teknikat e perdoruara per vleresimin e pozicionit konkurrues

Techniques used for evaluation of competitive position Teknikat e perdorura per vleresimin e pozicionit konkurrues	%
SWOT analysis Analiza SWOT	38
Industry attractiveness (Porter) Atraktiviteti industries (Porter)	6
Math and statistical methods Metodat matematikore dhe statistikore	25
Value chain and cost analysis Zinxhiri I vleres dhe analiza e kostos	6
Business portofolio Portofoli I biznesit	12
I don't know Nuk e di	13

When they talked about mathematical and statistical methods, the respondents referred to actuarial methods used for risk management and for the calculation of reserves under the regulations in force, for both property insurance and life insurance.

The data also noted that 13% of respondents answered that they had no information about the tests used for determining the position of the company. This is a fact that should not be overlooked, considering that most of the sample consisted of sales managers. This shows that in many cases, mid-level managers are not informed or involved in developing the strategy.

The insurance market in Albania is a new market. All developments in the Albanian economy in recent years and the insurance market in particular, require development of strategies by company managers in order to adapt to environmental changes.

The analysis of questionnaire data shows that all have responded positively to questions about having a strategy for the future and success of this strategy.

A considerable portion of respondents (78%) argues that the strategy exists in the form of a written document, while 63% claim that they review the strategy every two years.

Metodat matematikore dhe statistikore i referohen metodave aktuaristike te perdorura per menaxhimin e riskut si dhe per llogaritjen e rezervave sipas rregulloreve ne fuqi, si per sigurimin e prones ashtu dhe per sigurimet e jetes.

Nga te dhenat verehet gjithashtu se 13% jane pergjigjur se nuk kane informacion ne lidhje me analizat qe perdoren per percaktimin e pozicionit te kompanise. Ky eshte nje fakt qe nuk duhet anashkaluar duke pasur parasysh se pjesa me e madhe e kampionit perbehej nga menaxhere te shitjeve. Kjo tregon se ne jo pak raste menexheret e nivelit te mesem nuk jane te perfshire ne manaxhimin e strategjise.

Tregu i sigurimeve ne Shqiperi eshte nje treg i ri. Te gjitha zhvillimet ne ekonomine shqiptare ne vitet e fundit dhe ne tregun e sigurimeve ne vecanti kerkojne hartimin e strategjive nga ana e menaxhereve ne menyre qe ti pershtaten ndryshimeve e mjedisit.

Nga analiza e pyetesoreve rezulton se te gjithet i jane pergjigjur pozitivisht pyetjeve ne lidhje me pasjen e nje strategjie per te ardhmen dhe suksesin e kesaj stragjie.

Nje pjese e konsiderushme e te intervistuarave (78%) pohojne se strategjia egziston ne formacione e nje dokumenti te shkruar, ndersa 63% pohojne se rishikojne strategjine ne cdo dy vjet.

6. Types of business strategies and reasons for their success/failure

Data from questionnaires determine that the selected factors related to success are strategy, courageous - ambitious management (37%) and rational attitude (27%). Here we put the self-confidence that managers of these companies have in developing the proper strategy and the contribution that their personal characteristics have on the success of strategies.

Three leading companies in the market SIGAL, SIGMA, INSIG have used the strategy of market development, extended geographically. They have expanded their activities in Kosovo initially and later in Macedonia. The same strategy was also followed by Sigma in 2007. Here we see that target markets are those with Albanian ethnicity. SIGAL followed the strategy of "concentric diversification", taking exclusivity as the distributor of "Peugeot", considering the new activity as a rough road with insurance.

It is worth mentioning that no one has listed any reason for failure. Only in one case, failure is attributed to "uncontrolled external factors, again showing high confidence in the success of the strategies designed.

7. Responsibility for drafting the strategy and strategic management

Responsibility for developing the strategy has been attributed to CEO / Director by 40% of respondents, higher managers by 33% of respondents and middle managers by 27%.

8. Communication strategy and attitude for the future

Based on the specifics of each company, senior managers decide what the means of strategy communication in other levels of the organisation will be. It is noted that despite the fact that 78% claim to have a formal strategy, the device selected for communication is that of informal communication (50%) in staff meetings, through formal reports and discussions in each department (See Figure 3).

6. Tipet e strategjive të biznesit dhe arsytet e suksesit/dështimit të tyre

Nga te dhenat e pyetesoreve konstatohet se faktoret e perzgjedhur qe lidhen me suksesin e strategjise jane menaxhim kurajoz - ambicioz (37%) dhe qendrimi racional (27%). Ketu shfaqet besimi ne vetvete qe kane menaxheret e ketyre kompanive ne hartimin e strategjise si dhe kontributin e tyre ne suksesin e ketyre strategjive.

Tre kompanite lider ne treg SIGAL, SIGMA, INSIG kane perdorur strategjine e zhvillimit te tregut, duke u shtire gjeografikisht. Ato kane shtrire aktivitetin e tyre fillimisht ne Kosove dhe me vone ne Maqedoni. Te njejten strategji ndoqi edhe Albsig ne 2007. Shihet qe tregjet e synuara jane ato me etni shtqiptare. SIGAL ndoqi edhe strategjine e "diversifikimit koncentrik", duke marre ekskluzivitetin si distributor i "Peugeot", duke e konsideruar aktivitetin e ri si nje linje te perafert me sigurimet.

Vlen per tu permendur se askush nuk ka listuar ndonje arsye te deshtimit. Vetem ne nje rast, deshtimi i atribuohet "faktoreve te jashtem te pakontrollueshem", duke treguar dhe nje here vetebesim te larte ne suksesin e strategjive te hartuara.

7. Përgjegjësia për hartimin e strategjisë dhe manaxhimin strategjik

Pergjegjesia per hartimin e strategjise i atribuohet CEO/Drejtorit nga 40% e te intervistuarve, menaxhereve te larte nga 33% e te intervistuarve dhe menaxhereve te mesem nga 27%.

8. Komunikimi i strategjise dhe qendrimi per te ardhmen

Bazuar ne specifikat e cdo kompanie, menaxheret e larte vendosin se cilat do te jene mjetet e komunikimit te strategjise ne nivelet e tjera te organizates. Vihet re se pavaresisht se 78% pohojne se kane nje strategji formale, mjeti qe eshte perzgjedhur per komunikimin e strategjise eshte ai jo formal (50%), ne mbledhjet e punonjesve apo gojarisist neper departamente (shih grafikun 3).

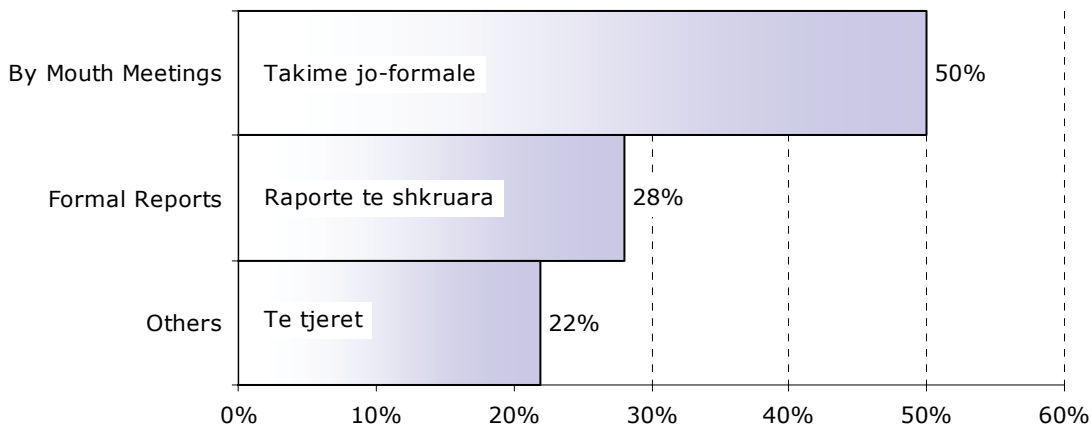


Figure 3: The means of strategy communication
Fig. 3: Mjetet e komunikimit te strategjise

The views of respondents regarding the method of gaining the skills necessary for the development of these strategies are: 35% from proper education, 30% from training and 20% from experience.

Concerning the implementation of the strategy, 40% have confirmed that a draft implementation plan of action is developed. A significant portion of the respondents has selected more than one option and 30% of them have selected additional measures as the second option.

When asked about the level of competition in the market, although all have chosen the option "very high competition", the results are split between local competition (38%) and national competitiveness (62%). Companies that have chosen the option of local competition are those that are spread in the region of Kosovo and Macedonia (INSIG, SIGMA, SIGAL).

From the research data is seen that the majority (63%), claims that the changes will be rapid, with a growing market trend. In relation to sustainability in the development of the market, 50% of the respondents perceive as sustainable development and only 13% think it will be unpredictable elements (Figure 4).

These results indicate that the market is perceived as stable and this is a positive factor. After the expected changes in the Insurance law, it is believed that this stability will increase.

Pikepamjet e te anketuarave ne lidhje me menyren e fitimit te aftesive te nevojshme per hartimin e ketyre strategjive rezultojne: 35% nga arsimit i duhur, 30% nga trajnimet dhe 20% praktikes.

Ndersa ne lidhje me menyren se si implementohet strategjia, 40 perqind pohojne se hartohet nje plan msash zbatimi. Nje pjese e konsiderueshme e te anketuarve kane zgjedhur me shume se nje opsion dhe 30% e tyre kane perzgjedhur si opsion te dyte masat shitese.

Te pyetur per nivelin e konkurrences ne treg, pavaresisht se te gjithë kane zgjedhur opsionin "konkurrenca shume e larte" persa, rezultatet ndahen ne konkurrenca lokale (38%) dhe konkurrenca kombetare (62%). Kompanite qe kane zgjedhur opsionin e konkurrences lokale jane ato qe kane shtrirje ne rajon perkatesisht ne Kosove e Maqedoni (INSIG, SIGMA, SIGAL).

Nga hulumtimi i te dhenave rezulton se pjesa dermuese (63%), pohon se ndryshimet do te jene te shpejta me tendence rritje te tregut, ndersa ne lidhje me qendrueshmerine ne zhvillimet e tregut, 50% e perceptojne si treg me zhvillim te qendrueshem dhe vetem 13% mendojne se do te kete elemente te paparashikueshem (shih grafikun 4).

Keto rezultate tregojne se tregu perceptohet si i qendrueshem dhe ky eshte nje faktor pozitiv, pas ndryshimeve te pritshme ne ligjin per sigurimet mendohet se ky stabilitet te jete ne rritje.

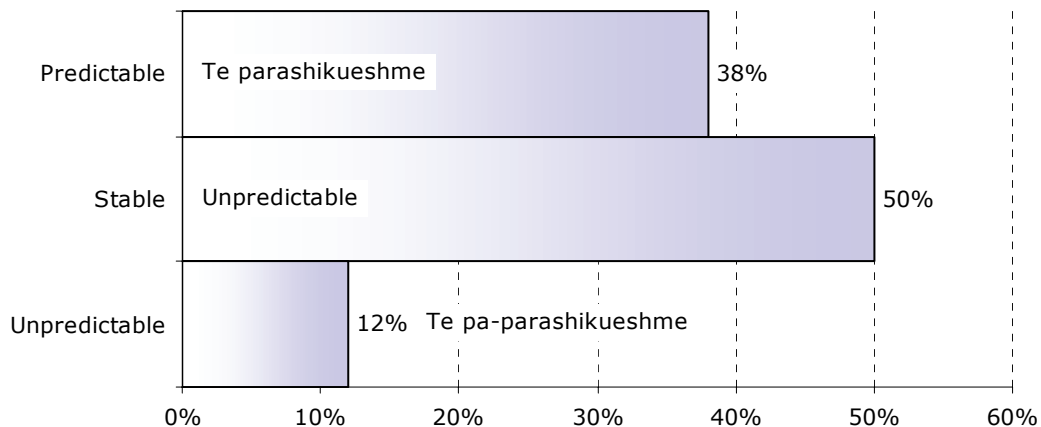


Figure 4: The future of the sector
Fig 4: E ardhmja e sektorit

These results indicate that the market is perceived as stable and this is a positive factor. After the expected changes in the Insurance law, it is believed that this stability will increase.

The year 2009 was named as the year of insurance, because there was (Gjoni, 2008):

- An increased level of minimum capital under the EU rules, in 3 million Euro;
- An increased growth rate with 30%, much higher than the growth rate in recent years (5%);
- An increased asset market with 17%, which implies that the paying ability of the market grew by 35%.

If we refer to the FSA data for the period January - May 2009, the figures show that there is an increase of 13% in insurance premiums written, compared with the same period of 2008, which speaks for ongoing growth in the insurance sector in 2009.

With regard to 'the attitude of the company toward the future', responses were divided into two alternatives: 75% use prospector strategy and 25 percent use offensive strategy.

Keto rezultate tregojne se tregu perceptohet si i qendrueshem dhe ky eshte nje faktor pozitiv, pas ndryshimeve te pritshme ne ligjin per sigurimet mendohet se ky stabilitet te jete ne rritje. Viti 2009 eshte quajtur si viti i sigurimeve, per shkak se (Gjoni, 2008):

- Rritet niveli i kapitalit minimal sipas rregulave te EU, ne 3 milione Euro
- Ritmi i rritjes prej 30%, shume me i larte se ritmi i rritjes ne vitet e fundit prej (5%) ;
- Ka rritje prej 17% te aseteteve te tregut, gje e ben qe aftesia paguese e tregut rritet me 35%.

Nese do t'i referohemi te dhenave te AMF-se per periudhen Janar – Maj 2008, shifrat tregojne se ka nje rritje prej 13%, krahasuar me te njejten periudhe te 2007, ne primet e shkruara te sigurimit, gje qe flet per vijimin e rritjes ne sektorin e sigurimeve dhe ne vitin 2008.

Persa i perket 'qendrimit te kompanise ndaj te ardhmes', pergjigjet u ndane ne dy alternativa: 75% perdornin strategjine kerkuese dhe 25 perind ate sulmuese.

Table 4: The strategy of the company for the future

Tabela 4: Qendrimi i kompanise per te ardhmen

Future strategies Qendrimi I kompanise per te ardhmen	%
Reactive / Reagues	0%
Researcher / Kerkues	75%
Analysers / Analizues	0%
Other (Attacker) / Tjeter (Sulmues)	25%

IV. Conclusions

1. Innovation management in the Insurance Companies has not been used to satisfactory levels. The first thing we noticed was a lack of clear statement of the vision and mission of these companies, in the respective websites, as well as in data obtained by the questionnaires. The mission and vision were confused with promotional or short messages.
2. Data related to environmental studies show that the spirit of strategic management is introduced in insurance companies, despite the problems dictated by a lengthy transition and the yet unstable structure of ownership.
3. It is a positive fact that strategies are produced mainly by high level managers, and at the same time efforts are made to engage other levels of organisation. It is noticed that most companies have a written strategy, a factor that indicates that at least from a formal view, strategic management has begun to apply to these companies. The main method for transmission of the strategy was informal, in general staff meetings or orally in each department, probably due to preservation of confidentiality.
4. Strategies are reviewed every two years. It is a positive factor for an unstable market. So the goal considered is not simply writing a plan for the future, but thinking strategically.
5. If you do not know where you are going, all roads lead to Rome" says an old Roman proverb. However, if you do not know where you are, you can not judge precisely where you will go. This reasoning supports the fact that managers use scientific methods for determining the position of the company in relation to competitors, such as SWOT, an indicator that tells about the efforts or attempts of managers to think strategically.

IV. Konkluzione

1. Menaxhimi Strategjik ne kompanite e sigurimit perdoret ne nivele jo te kenaqshme. Kjo gje verehet ne nje formulim jo te qarte te vizionit dhe misionit te ketyre kompanive, si ne websitet perkatese ashtu dhe ne dhenat e nxjerra nga pyetesoret. Misioni ne vetvete ngaterrohej me vizionin ose me mesazhe te shkurtra promocionale.
2. Te dhenat ne lidhje studimet e mjedisit, tregojne se eshte futur fryma e menaxhimit strategjik ne kompanite e sigurimit, pavaresisht problemeve qe diktohen nga nje tranzicion i sterzgjatur dhe nga struktura e pronesise snde e parregulluar.
3. Eshte pozitiv fakti qe strategjite hartohen kryesisht nga menaxheret e nivelit te larte, dhe njekohesisht behen perpjekje per angzhimin e niveleve te tjera te orgnizates. U vu re se shumica e kompanive kane nje strategji te shkruar, faktor qe tregon se te pakten nga ana formale menaxhimi strategjik ka filluar te zbatohet ne keto kompani. Mjeti me i perzgjedhur per transmetimin e strate-gjise ishte rruga joformale, ne mbledhjet e stafit ose gojarisht ne cdo departament, kjo ndoshta per shkak te ruajtjes se konfidencilitetit.
4. Rishikimi i strategjive cdo dy vjet eshte nje faktor pozitiv per nje treg te paqendrueshem. Pra qellimi nuk konsi-derohet thjesht hartimi i nje plani per te ardhmen, por te menduarit ne menyre strategjike.
5. "Nese nuk e di se ku po shkon, te gjitha rruget te cojne ne Rome" thote nje proverb i vjeter romak. Por nese nuk e di ku je, nuk mund te gjykosh sakte se ku do te shkosh. Ky aryetim mbeshtet faktin qe menaxheret perdorin metoda shkencore per percaktimin e pozicionit te vete ne raport me konkurrentet, sic eshte SWOT, tregues qe flet per perpjekjen nga ana e menaxhereve per nje menaxhim strategjik.

6. Creating temporary alliances with other companies and bargaining capacity of these managers have resulted in increased market share and margin of profit. Companies such as InterAlbanian and Eurosig are mostly companies that have operated with this strategy.

6. Krijimi i aleancave te perkohshme me kompanite e tjera dhe aftesia negociuse e ketyre menaxhereve kane cuar ne rritjen e pjeses se tregut dhe marzhit te fitimit. Kompani te tilla si Interabnian dhe Eurosig kane qene kompanite qe me se shumti kane operuar me keto strategji.

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