CUSTOMER NEEDS CONSIDERATION, CUSTOMER INSIGHT PROCESS AND NEW PRODUCT DEVELOPMENT PROCESS EFFECT ON PRODUCT SUCCESS: A CASE OF SAFARICOM FIBER TO THE HOME PRODUCTS

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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BY

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A Research Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Master’s in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2018
STUDENT’S DECLARATION

I declare that this research project is my original work and has not been previously published or presented for the award of a degree in any university.

Signed: ___________________________       Date: ___________________________

Ann Wamaitha (ID.No. 649971)

This project report has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________       Date: ___________________________

Fred Newa

Signed: ___________________________       Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of this study was to find out how customer insight, new product development processes and customer needs lead to successful products for Safaricom fixed fiber products. The specific research questions sought to find out if customer needs consideration in product development leads to successful products for Safaricom fiber to the home products, if Safaricom customer insight process leads to successful Safaricom fiber to the home products and if the new product development process leads to successful Safaricom fiber to the home products.

This research adopted a descriptive research design as it sought to describe the relationship between the dependent variable successful products and the independent variables—customer insight processes, new product development and customer needs. The target population for this research were those involved in customer insight collection, new product development employees and fiber to the home sales team. The target population was 87, and a sample size of 35 was chosen resulting out of whom 32 questionnaires were filled and returned giving a response rate of 91%.

The majority strongly agreed that Safaricom home fiber products are successful and almost all acknowledged that Safaricom fiber to the home products meet customer needs. A Pearson correlation analysis was done to establish the relationship between the dependent variable (successful products) against other core factors and the result established a positive relationship between the variables. However, only customer needs were significant. Therefore, an increase in catering for the customer needs results into increased product success.

Analysis of the second objective revealed that Safaricom's assessment of customer needs was accurate. The findings also show that Safaricom had a good understanding of the different customer needs that led them to take up Safaricom FTTH products. A majority of respondents strongly agreed that products that were designed with customer needs in mind had a more significant market share.

An analysis of customer insight process employed for the Safaricom Home Fiber Products revealed that Safaricom customer insight process was effective and the product was more profitable if it was designed according to the customer insight results. Safaricom followed the laid out customer insight process when carrying out the market research on the fiber to the home product and the FTTH customer insight process.
accurately captured customer needs. A majority were also of the opinion that customer insight was valuable in the design of a product. They also agreed that FTTH customer insight was done in a timely manner.

The study concluded that the FTTH products have also been highly rated for satisfying customer needs and this could be attributed to the fact that the products are very well marketed. Secondly, Safaricom's assessment of customer needs is an activity that the firm has been able to undertake with exact precision. Consequently, the ability of Safaricom to create products that are designed with customer needs in mind has caused the institution to command a significant market share. Finally, analysis of customer insight process employed for the Safaricom Home Fiber Products revealed that its customer insight process has been very effective. The firm has capitalized on timely customer insight.

The study recommended that Safaricom needs to take regular customer satisfaction surveys to ensure that the FTTH products can satisfy customer needs effectively. Secondly, Safaricom's need to continuously assess customer needs before launching a product this is aimed at ensuring that the firm's FTTH products address customer needs. Lastly, Customer insight process employed for the Safaricom Home Fiber Products should be effective and should be done before a product is designed. Safaricom needs to do a pilot project and be able to achieve the necessary feedback before moving to design and product development.

For future research, the study recommends that a similar study to be done at Safaricom, however with the customers as the respondents, this will help the research acquire an objective view of the findings. Similar studies could also be undertaken in the other Telkom industries in order to be able to generalize the findings across the other networks. There is also a need to undertake a cross-sectional analysis through comparison of Safaricom's FTTH to other similar products, in order to compare and contrast the findings.
ACKNOWLEDGEMENT

I would like to thank the almighty Lord for seeing me through this chapter in my academics, for the wisdom, financial provision, support and good health. My profound appreciation goes to my best friend, classmate and husband Dan Gaiku Mburu for his support and encouragement in my pursuit of this degree. To my parents and siblings for their prayers and love. My special thanks goes to my supervisor Dr. Fred Newa for impacting the right skills necessary to undertake the project, for guiding me through the entire project, and for always being available for the reviews and guidance.
DEDICATION

To my loving husband Dan Gaiku Mburu, for his unwavering emotional and financial support, encouragement and love as we conquer the world.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

The term customer insight refers to the information that comes directly from consumers about their needs, satisfaction or dissatisfaction they experience regarding a particular product or service. As competition increases in the market, it becomes critical to involve the customer's needs in the product development process (Ulrich & Eppinger, 2012). Knowing what the customer wants ensures that products are developed in coherence with the customer's needs and decreases the number of resources spent developing products that do not add value to the customer (Said, Macdonald, Wilson & Marcos, 2015). However, despite customer insight being crucial for product development, companies appear to struggle with implementing a suitable way to collect customer insight.

Innovation is inherently risky, and firms may invest considerable time and money in new product ideas with no guarantee that they will ever become commercially viable. Many new products fail, and the new product development landscape is littered with examples. One good example is the motor vehicle Ford. Although Henry Ford led the way in developing the automobile market, the Ford Motor Company in the 1950s introduced the Edsel and lost more than $100 million (John, Hauser, & Ely, 2007).

The authors continue to show that new product failure rates are substantial; the cost of failure can be enormous. Various studies routinely report that 30 – 35% of products introduced to the market end up failing, even when the product is simply a line extension of an existing brand or a new brand introduced in a category where the firm already has a successful product. The failure rate for new products introduced by firms into altogether new product categories is almost at 50%. Without a good new product development process, firms can lose investments in research and development, engineering, marketing research, and testing that are made on products or services that never return revenue.

Eliashberg, Lilien & Rao (1997) say that there is a widely held view that a lack of customer understanding, is one of the main reasons for product failure. This is despite the fact that new product development is a crucial business process for many companies. The importance of integrating the voice of the customer through market research is well
documented (Davis, 1993); Cooper et al., 2002; Flint, 2002; (Davila, Epstein, & Shelton, 2006) (Cooper & Dreher, 2010); (Goffin & Mitchell, 2010).

Said, Macdonald, Wilson & Marcos, (2015) say that in today's competitive environment, the companies that succeed will be those who develop products that satisfy customer needs better than the products of their competitors. Therefore, it is necessary that companies thoroughly research such needs, and generate ideas and solutions that can best satisfy them. The more innovative the new product development projects are, the higher is the need to integrate marketing and Research and Development functions within the company. (Cooper & Dreher, 2010)

Product development is a crucial function for industrial companies trying to transform market opportunities into production and sales (Majava, Nuottila, Haapasalo, & Law, 2014). However, as competition is increasing it becomes essential to involve the customer's needs in the product development process (Ulrich & Eppinger, 2012). Knowing what the customer wants ensures that products are developed in coherence with the customer's needs and decrease the number of resources spent developing products that do not add value to the customer (Said, Macdonald, Wilson, & Marcos, 2015).

John, Hauser & Ely (2007), firms that develop the necessary organizational structures and processes to continuously and efficiently generate new products are more likely to be in line with their customers' needs and wants. Direct communication with customers, an essential component of new product development, allows firms to learn their needs and design products and services to their unique requirements. This direct customer communication permits firms to gain a wealth of useful customer insights that should influence every area of the marketing mix – including pricing, distribution channel, and promotion mix decisions.

One way of gaining a deep understanding of the customers' needs to use in product development is through customer insight (Said, Macdonald, Wilson, & Marcos, 2015). Customer insight is defined according to Neighbor and Kienzle (2012), as a deep understanding of a customer's needs, behaviors & pains. There exists a large variety of tools for collecting insight, and they are widely used by industrial companies trying to understand their customers (Kärkkäinen, Piippo, & Tuominen, 2001).

A popular mistake made by companies is also gathering customer insight from the members of the organization. However, John, Hauser and Ely (2007), shows that limiting
the new product development process to the insights of only a few people in one certain functional area or even a couple of functional areas inside the firm will generally restrict its long-term effectiveness, and have a negative influence on the firm’s product portfolio.

Song and Thieme (2006) say that the multifunctional process of new product development (NPD) includes several activities carried out by groups with different abilities, knowledge elements, resources, competencies and cultures. A successful new product development process meets market demands and needs with an appropriate technical solution. (Fain, Moes, & Duhovnik, 2010) Say that marketing supplies the voice of the customer, while research and development (R&D) uses the company’s assets and capabilities to create a product with a differential competitive advantage.

This paper will seek to show the importance of conducting proper customer insight before developing a new product into a market, even if the company is currently operating in that market.

This study will focus on Safaricom Limited. Safaricom is one of the most successful companies in East Africa. It was started in 1993. It then launched MPESA in 1997 which has been its most significant competitive advantage. The company has continued to launch great products into the Kenyan market that have continued to transform lives. Safaricom has ten divisions which allow for a smooth running of the company. Each division is headed by a director and has several departments in it. The company employs over 5000 employees. Safaricom operates in Kenya where their main competitors are Airtel Kenya, Orange and Telekom Kenya. Safaricom has the biggest market share of nearly 70% and it has over 25 million customers on its network (Muthoki Mumo, 2017).

Safaricom recently launched the Fiber to the home department. The department is tasked with the challenge of taking fixed internet connection to Kenyan homes. Safaricom has several competitors in the market with the biggest competitors being Zuku and Jamii Telecom. The Safaricom Fiber department has four different home internet packages. They are Bronze at 2500/- Kenyan shillings, Silver at 3499/- Kenya shillings, Gold at 4999/- Kenya shillings and Platinum at 9999/- Kenya shillings.

To better understand how to best appeal to the customer when marketing the Safaricom home fiber packages, this study will seek to understand the different needs of Kenyans that lead them to take up home internet products. The study will conduct a customer insight exercise to understand how the products will be adapted in the market. The
customer insight process will allow Safaricom to make informed choices on what fixed home internet products are needed in the market.

1.2 Problem Statement

Designing the customer insight process might seem straightforward, however, spending resources on collecting information about the customer that is not providing good insights can put the development focus on the wrong product or concept which in turn can be costly for a company (Tidd & Bessant, 2013). Kärkkäinen, Piippo & Tuominen (2001) show that companies struggle with implementing systematic and organized ways to collect customer insight. Customer insight tools are often applied by companies without considering their individual characteristics, how they are performed or the output they generate.

It has been proposed by Said, Macdonald, Wilson and Marcos (2015) that the increasing range of channels and tools through which companies can communicate with their customers are creating new challenges when designing the customer insight processes in order to generate useful insights. Further, with an increasing number of customer insight tools, there is an identified lack of guidelines regarding how to select appropriate tools and when is the best time during the product design process for the customer insight process (Neighbor & Kienzle, 2012).

Many companies are also struggling with the customer insight process due to organizational barriers such as a history of technology-driven product development and a general perception of customer insight work as something tedious (Majava, Nuottila, Haapasalo, & Law, 2014). This study will seek to understand the importance of customer insight when designing new products. The study will also seek to find out what needs of customers lead them to take up the Safaricom home fixed internet products.

Safaricom has three commercial divisions that are responsible for introducing new products into the market. These are the Consumer Business Unit, the Enterprise Business Unit and the Financial Services Division. One of the key steps that are carried out during the product development cycle at Safaricom is the customer insight process (Safaricom Limited, 2017). Some of the products that are launched into the market are successful while others are not. This study will study the effects of customer insight on the success of a new product when launched in the market. The study will focus on the Safaricom
Home Fiber Product. The main competitors of Safaricom Home Fiber are Zuku Limited and Jamii Telecom Limited.

The study will seek to find out the different needs that lead customers to take up the home fixed internet products of Safaricom. Understanding the different needs of the customer will enable Safaricom better position their fixed internet products. The study will therefore show the importance of customer insight on the success of new product development.

1.3 General Objective of the Study

The objective of this study is therefore to find out how customer insight, new product development processes and customer needs lead to successful products for Safaricom fixed fiber products.

1.4 Specific Objectives of the Study

The Specific objectives of this study were as below;

1.4.1 To find out if customer needs consideration in product development leads to successful products for Safaricom fiber to the home products.  
1.4.2 To find out if Safaricom customer insight process leads to successful fiber to the home products. 
1.4.3 To find out if new product development process leads to successful fiber to the home products.

1.5 Significance of the Study

1.5.1 Product Managers at Safaricom

This study is significant to the product managers of Safaricom consumer products as it will enable them to understand the place of customer insight in new product development. The study will also highlight the challenges that they need to look out for while carrying out customer insight.

1.5.2 Other Telecommunication Firms

The study will also benefit other telecommunication firms that compete with Safaricom. Other telecommunication companies will learn the importance of customer insight integration into the product development process.
1.5.3 Market Research Companies
Market Research companies that are contracted by companies will be able to learn how to carry out the customer insight process to give customer insights in such a way that leads to successful customer insights.

1.5.4 Researchers
The study will be beneficial to researchers who are interested with the place of customer insight in product development.

1.6 Scope of the Study
This study focused on Safaricom Limited and concentrated on fixed home internet product offered by Safaricom. The study interviewed Safaricom home fixed internet product managers, the customer insight team as well as the new product development team to seek to establish their perception on Safaricom's customer insight and product development processes are as well as if the product is successful in the market. The research was conducted in Nairobi, Kenya, in March 2018 and the research findings presented in May 2018.

1.7 Definition of Terms
1.7.1 Customer Insight
Customer insight is defined according to Neighbor & Kienzle (2012), as a deep understanding of a customer’s needs and behaviors - both known needs that the customer can identify, but also the needs that they cannot.

1.7.2 New Product Development
The product development (PD) process according to Mital, Desai, Subramanian and Mital, (2014) is the generalized process of developing a product, from concept and design to production.

1.7.3 Market Research
Market research can be defined as a scientific and systematic search for gaining information and knowledge on the customers and the products of a specific company (Neighbor & Kienzle, 2012).
1.7.4 Telework

Any form of ICT-enabled work, such as those in emerging activities related to the rapidly growing financial technology industry (more popularly known as FinTech) which fuses new ICT and financial services (Jack M, 1973).

1.7.5 Fixed Broadband

Connections with speed exceeding 200 Kb/s in at least one direction. In this study it is also referred to as fixed internet (ITU, 2012).

1.8 Chapter Summary

This chapter brings out a clear overview of the problem to be investigated and the background of the study. The chapter has introduced readers to what customer insight is and it has shown the gap the study aims to fill. The chapter also highlights the general objective and the specific objectives that guided the study. The chapter also highlights the scope and importance and finally gives readers the definition of key terms.

Chapter two discusses the literature review as guided by the study objectives. Chapter three discusses in detail the methodology used in carrying out the study. Chapter four gives readers the results and findings of the study. Chapter five discusses the findings, conclusion of the study and offers recommendations for improvement and further studies.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews and presents the literature on new product development and customer insight. The study is based on the three research objectives: to find out new product development process, the customer insight process and the effect of customer insight on new product development.

2.2 Needs of Customers That Lead Them to Take up Fixed Home Internet services

2.2.1 Successful New Products

Kotler (1967) defines a product as anything that can be offered to satisfy a need or a want. A product is a set of tangible and intangible attributes including packaging, price, color, quality and brand plus the seller's services and reputation (Wainright, 1994).

Mital, Desai, Subramanian & Mital (2014) and Brand (1999) also defines a product as anything that satisfies a customer need or want. The product development process is the generalized process of developing a product from concept to design according to Mital, Desai, Subramanian and Mital (2014). Krishnan and Ulrich (2001) say that product development is essential to grasp market opportunities and turn them into production and sales which in turn, is the foundation for company growth.

Dalrymple and Parsons (1995) define new products as goods and services that are fundamentally different from those already marketed by the organization. They say that a product can be new in several ways. New to the firm, taking the company into new markets, technologies or new production methods, New to the market, the first of its kind or new to a certain country or town. In this case, it may not be new to the company, but it is new to the customer.

New products are pursued by companies because they serve both the customers as well as the organization's needs. The companies' needs could be articulated in the company's strategy. Product strategy, according to Pearce and Robinson (1997) will express how the organization seeks to differentiate itself, distance itself from its competitors and the bedrock of its marketing position.
Kahn, Castellion and Griffin (2005) explain that there are two approaches to product development; Technology driven product development or Customer-driven product development. The most conventional approach is having technology driven product development whereby a product that can do new things is first developed, without considering specific needs of the customer (Ekström & Karlsson, 2001). The focus is on developing technological features and afterward, identify problems that the product can solve (Kahn et al., 2005).

Brand (1999) explains that in order to be sure the company is meeting the needs and wants of the customer, it is essential to think of all the component parts of a product. The first part is the core Product. This can also be described as the Why. It is the reason why the customer would pay money. It is the benefit of the product or the need the product fulfills. The second part is the actual Product. This can also be described as the what. It is the specific features that characterize what the customer is buying, including how it is designed and packaged. The third part is the augmented product. It is also described as the How. This is how the customer receives the product. It is the way in which it is delivered and serviced. It also includes factors such as customer service and accessibility to the product.

### 2.2.2 Customer Needs That Influence Uptake of Fixed Home Internet Services

ITU (2012) shows that broadband Internet is improving the lives of people in developing nations and facilitates access to economic opportunities and social welfare that were previously inaccessible to the poor. For example, mobile broadband has been driving financial inclusion through mobile banking and mobile money in Africa, and it supports new ways of delivering healthcare in many developing nations. (Mulas, 2012), estimates that broadband is growing faster in the developing world with a compound average growth rate of over 200% since 2009. However, fixed broadband penetration remains very low in Africa with an estimated penetration of only 0.2% by the end of 2011 (ITU, 2012).

The economic and social impact of broadband is well studied and documented. An increase in broadband penetration has a more significant impact on economic development than a concomitant increase in access to other telecommunications services. The World Bank estimates that in low-and-middle-income countries such as Kenya, each
10-percentage-point increase in broadband penetration accelerates economic growth by 1.38 percentage point (Bowen, 2010).

The economic impact of broadband is vast. It has a positive impact on innovation, job creation and employment as well as on both software and manufacturing industries. It also promotes access to information, therefore promoting transparency and good governance, critical in a country like Kenya that has a historical reputation for corruption with related political and social politics (Farell, 2007).

According to Kruse (2016), for households, the benefits of fixed broadband are vast. First, there is Enriched Education. Other than providing a strong link between students and their teachers, high-speed internet offers the ability to link students all over the world by video. Video conferencing breaks the walls of traditional education and brings students into operating rooms, engineering classes all around the world to speak with their peers in other countries. This strengthens workforces all over the world.

Ess and Sudweeks, (2001) argue that the internet can also encourage a better understanding between different cultures and cultural identities by allowing people from different cultures and social backgrounds to gather together and communicate with each other in conditions conducive to cultural exchange. The author continues to say that even though the internet has not been the best thing to happen to the African culture, it is a major advancement in the region. There are many testimonies of people who have shown how their lives have been improved by the internet and they have been able to build a more sustainable future with better education and culture.

Kruse (2016) also says that fixed broadband leads to improved safety and public services. The power of broadband can help make streets safer and government services more efficient. The deployment of internet services in police cars, fire and security vehicles provide professionals with the resources they need to serve and protect customers better.

Kruse continues to say that another benefit of fixed home internet is the internet of things. As homes and devices become more intelligent, beyond smartphones, computers, watches and tablets, fixed connectivity is becoming continuously necessary. Another benefit of broadband is teleworking. Broadband connectivity allows people to telework from wherever they are. It is especially a great benefit to people in rural areas who wish to
work for organizations in urban areas. In addition, individual and small home businesses
can be established and developed through high-speed internet connectivity.

2.2.3 Customer Needs That Lead To Successful New Products

According to Neighbor and Kienzle, (2012) Customer insight is defined as a deep
understanding of a customer's needs and behaviors - both known needs that the customer
can identify, but also the needs that they cannot. It is not just raw data from plain
research, but a deeper knowledge as a result of analyzed and interpreted data, often
derived from both qualitative and quantitative approaches (Goffin, Varnes, van der
Hoven, & Koners, 2012). A good example of customer insight that the customer cannot
see is from the example of Heinz ketchup. Customers seem to enjoy the taste of the sauce
but have a hard time getting the ketchup from the glass bottle. The manufactures of Heinz
noticed that as they sat with customers at restaurants, customers often struggled to pour
the ketchup on their food. They therefore changed the packaging to a package that was
user-friendly.

Holt et al. (1984), customer need assessment and successful product development are
tightly connected. There must be continuous and direct interaction between the activities
of both areas and between the people who implement those activities. Need assessment
provides detailed information about the customer needs, which is used in implementing
the product development. The link between product development and need assessment
can be studied analytically when we examine both as a process. Customer need
assessment is a systematic process, which gives the means to clarify customers’ needs and
to ensure that the whole company is focused on satisfying the identified customer needs.
The purpose of the customer need assessment process is to ensure that customer needs are
at the centre of all the stages of product development to ensure that the product developed
will be taken up by the market.

Their process covers phases from need identification up to updating and revising the
determined needs. Customer insight can also be gathered from market research. John,
Hauser, and Ely (2007), explains that market research is the process of gathering
information about your market, customers and competition. It can help you to learn more
about the people you want to sell your product or service to; what they want, need,
believe or how they act. It will allow you to identify and analyze the market need, size
and your competition. It can be used to determine the feasibility of your product or service, identify how to promote your product or service and develop a competitive strategy.

For need assessment to be successful, a company must take into consideration its relationship to product development and strategic planning. Only then can need assessment be useful to the whole company and to the product under review (Holt, Geschka, & G. Peterlongo, 1984). The author also argues that the targets of the customer insight process must be coherent with the company's own objectives and strategies.

Advanced broadband networks have created major changes in companies, markets, businesses and local, state, national and global institutions around the world. Access to social media and the Internet has changed governments, threatened political boundaries and changed us culturally. Advanced broadband networks fundamentally change our world in a way that was neither anticipated nor anticipated. Like electricity, advanced broadband networks are the enabling technology in which everything is touched. Electricity was invented to turn on the lights, but allowed-literally, transformation to an industrial company (Kruse, 2016).

The author continues to say, just as it was impossible to predict the impact electricity would have on modern devices, computers, health surveillance systems, manufacturing facilities, radio and television as well as financial markets, it is similarly impossible to predict the impact and scope of advanced broadband networks.

2.3 Customer Insight That Leads To Successful Products

2.3.1 Customer Insight

We have discussed above that the importance of carrying out a customer insight research is to enable successful product development and launch (Van der Hoven, Micheal, Varnes, & Goffin, 2013). We have also discussed that collecting information about the customer that does not provide accurate and usable insight can put the product development on the wrong focus which can be costly to a company. The customer insight implementation must, therefore, be done carefully so as not to miss the point. The implementation of the customer insight process can be divided into three parts. First, the
researcher must prepare for the exercise through problem formulation, then collect the data and finally analyze it.

2.3.1.1 Problem Formulation

Smith and Albaum (2010) say that problem formulation is the heart of the research process. As such, it must be the first step in the data collection process. From the researcher's point of view, problem formulation means translating the management problem into a research problem. In order to formulate an appropriate research problem, the researcher must understand the origin and nature of management's problem and then be able to rephrase it into meaningful terms from an analytical point of view. The end result of problem formulation should be a statement of the management problem that is analytically meaningful and that often points the way to alternative solutions. An accurate problem formulation specifies the types of information needed to help solve the management problem.

The problem formulation according to Smith and Albaum (2010) follows the following process; Specify the research objective, the environment of the problem, the nature of the problem, alternative courses of action, the consequences of alternative courses of action and degrees of uncertainty of the product. After the problem has been formulated, data collection begins.

2.3.1.2 Collection of Data

Majava, Nuottila, Haapasalo and Law (2014) show that selecting appropriate CI tools for a PD project can be rather complex. With the large variety of existing tools, each with individual characteristics and requirements, there are a lot of factors to consider (Kärkkäinen et al., 2001).

Smith and Albaum, (2010) show that the "research design begins to take on detailed focus as the researcher selects the particular techniques to be used in solving the problem formulated and in carrying out the method selected. Data collection can be done in a number of ways. Some techniques are unique to a method of inquiry. For example, many of the qualitative research techniques, such as projective techniques, are used only in subjectivist-type research. In general, data collection uses either communication or observation."
Communication with others involves asking questions and receiving responses from the respondents. This can be done in various ways such as in person, by mail, by telephone or by e-mail depending on the convenience and the type of responses that the researcher is after. These research techniques are broadly known as the survey. Another way to carry out this process may be to obtain data by observing present or past behavior. For past behavior, data collection techniques may include looking at secondary data such as company records and reviewing studies published by external sources (Smith & Albaum, 2010).

2.3.1.3 Data Analysis

Data cannot be presented in the same form that it was collected. It must be presented after a thorough analysis has been done. (Smith & Albaum, 2010). The type of analysis that will be carried out will depend on what tools have been used during the sampling step, the measuring instruments and the data collection techniques. The analysis tools for the raw data can take a huge variety of shapes associated with descriptive or prescriptive recommendation types and the tools needed for analyzing the data should hence be selected before the data collection process can begin (Payne & Frow, 2005).

Kahn et al. (2005) and Ulrich and Eppinger (2012) define analyzing the raw data of the customer insight process as the process of translating raw data into customer needs. The need statements should, therefore, be looked at in terms of what needs the product should address. The needs described should, therefore, be very specific so that the product design can focus on what customer pain points it can solve.

Ulrich and Eppinger (2012) Continue to explain that the needs identified from the analysis of the raw data need to be organized and correctly categorized. The author explains that categorization of the need statement can be done in a deferent method. This approach is quite straightforward and involves using tools such as the wall of needs and the affinity diagram which help to cluster closely related needs (Kahn et al., 2005).

The analysis tool used is therefore based on what customer insight collection tools were used. For instance, when the customer insight process is carried out in the natural environment of the customers, which is where the customers are going about their normal routines, an explanatory approach should be used so as to make correct conclusions from the derived data. Quantitative observatory tools require a different approach in order to curve out the customer pattern (Tidd & Bessant, 2013).
According to Majava et al. (2013), the analysis of the customer insight data is very important as it is what leads to correct and accurate deductions of the customer needs. However, companies that collect large amounts of data from their customers find it hard to interpret it.

2.3.2 Customer Insight that Leads to Successful Products

Insights derived from customer insight and analytics expand customer understanding at every phase of the customer lifecycle—from acquisition to onboarding to growth to retention to win-back. Leading practices in customer insights require advanced, predictive, as well as pre-emptive analytics. One of the primary goals of carefully incorporating customer insights into the product development process is to enhance customer experience and hence to optimize customer lifetime value. (Nash, Ghalayini, & Grasparil, 2015)

Mital et al., (2014) explain that if the project is focusing on grasping new market opportunities with a new product, the CI process should gather information related to the problems that are not currently being solved for the customer and how the company's product can solve those problems. If an existing technology, for example, should be a new solution to an existing problem, the process should be designed to gather information about how customers are addressing existing problems and what limitations the current technology has. If the company is trying to compete with an existing product in an existing market, the process should be designed to capture customer's insight related to how the product can compete in terms of quality and product features (Tidd & Bessant, 2013).

Customer insight collection is described by Neighbor and Kienzle (2012) as a process with several distinctive steps. The process has a large variety of forms and interpretations that can be perceived as hard to grasp by companies. Several arguments are found in the literature regarding the importance of different steps in the process and what should be included to ensure an effective CI process (Said, Macdonald, Wilson, & Marcos, 2015).

Ulrich and Eppinger (2012) describes the CI collection as a five step process illustrated below.
According to Ulrich and Eppinger (2012), defining the scope of the project is done by clarifying the goal of the project and which customers to target. The authors continue to say that the process can be designed to collect customer insight that can be used to achieve the project's goal and reduce the number of resources spent on collecting none-value adding information.

The second step is to gather raw data from customers which can then be interpreted and organized into needs. The last step is then to establish the needs related to the scope of the project. (Ulrich & Eppinger, 2012)

Said, Macdonald, Wilson, & Marcos (2015) Presents another Customer Insight process that consists of the steps;

The insight strategy is used to determine what to evaluate and state a clear goal for the insight collection process, including specific objectives and how resources are allocated. The conduct step of the process addresses the practical aspects of how the process should be deployed. Some of the things outlined are which tools are to be used, who the customers are and through which channels the process should be deployed. Lastly, the gathered data is processed to ensure accurate collection of customer insight (Said et al., 2015).
2.4 New Product Development that Leads to Successful Products

2.4.1 New Product Development

John, Hauser and Ely (2007) says that firms cannot inherently manage the risk of new product development without a good NPD process. According to Ulrich and Eppinger (2012) the product development (PD) process can be divided into six stages: planning, concept development, system-level design, detail design, testing & refining and production ramp-up. The product development process as defined by Ulrich & Eppinger (2012) is as shown below:

![Figure 2.3: The product development process by (Ulrich & Eppinger, 2012)](image)

Fletcher (1997) however, describes the product development process in the following steps; first, there is idea generation, then idea screening followed by preliminary investigations, determination of specifications, product development, field test and finally commercialization of the product.

Customer oriented product development is highly dependent on the input of customer insight (Ekström & Karlsson, 2001). Sirmon, Hitt and Ireland (2007) explain that spending time developing a product must be based on information that accurate and usable and that has clearly brought out customer needs so as to ensure that focus is not given to the wrong product or concept. Further, customer insight can be used in all stages of the PD process but Zhang & Doll (2001) argue that the success of customer driven product development heavily depends on how the company manage their front-end activities i.e. idea generation, market assessment, product definition and action plans. In other words, it is important to gain knowledge about the customer’s needs and behavior early in the product development process to ensure successful products (Ulrich & Eppinger, 2012).

Ericson, Larsson, Larsson and Larsson (2007) say that it is important to develop and improve products that can compete with the competitors. It can also be seen that another
reason to feed the product development with new ideas and concepts based on a deep understanding of the customer's needs and behavior is to develop products that can add competitiveness (Cooper & Dreher, 2010). Brand (1999) shows a few reasons why companies should pursue new product development; to bring competition to the market, to increase market share and to increase accountability to the board of management and other such parties.

Successfully managing the complexities of new product development in any organization requires having a clear understanding of the process. The new product development process is embedded in the environment in which the company operates. For the NPD process, four elements that companies should take into consideration are; customers, technology, competitors and suppliers. This means that to be successful, NPD team actions should be sensitive to the needs of customers, and to competitors, technology, and suppliers. New product development cannot be managed successfully without a clear understanding of customers and their changing needs (John, Hauser, & Ely, 2007).

Ensuring that the "voice of the customer" is incorporated into the process is critical at every stage – from opportunity identification and idea generation through the actual testing and launching of the product or service. The customer is influenced by different environmental factors such as the economic, social, legal, and political environment. Firms must become swift at identifying customer needs and anticipating needs that customers themselves find difficult to articulate. Successful new product development teams often undertake both ethnographic studies and experiential interviews to identify unmet and difficult-to-articulate customer needs (John, Hauser, & Ely, 2007).

John, Hauser and Ely (2007) Say that from a broader marketing perspective, firms that develop the necessary organizational structures and processes to continuously and efficiently generate new products are more likely to be in tune with their customers' needs and wants. Direct communication with customers, an essential foundation for new product development, allows firms to learn their needs and tailor products and services to their unique requirements. This direct customer communication permits firms to gain a wealth of useful customer insights that should influence every area of the marketing mix – including pricing, distribution channel, and promotion mix decisions.
2.4.2 New Product Development That Leads To Successful Products

Today's market environment is changing rapidly and less predictable than it used to be. It is increasingly difficult for retailers and brands to develop the right products for their markets in good time. Product lifecycles are becoming shorter and shorter and consumers are changing their preferences from one day to the next without notice. Industry leaders have transformed their product development processes as well as systems to become the distinctive competitive advantage. They manage to develop the right products in a fast and economic way—at an increasingly high speed to market (Kurt Salmon, 2012).

Armstrong (2007), Baxter, Courage and Caine (2015) explains that although technology driven PD can lead to new innovative products that were not meant to solve the problems that they turned out to be very effective at solving. One drawback, however, is the risk of developing products that do not meet the customer's needs and instead wastes resources in the sense that it required a lot of resources to develop, but only the product's basic features are used by the customer (Mital, Desai, et al., 2014).

Customer-driven product development, on the other hand, focuses on obtaining a deep understanding of the customer's needs emerging from the problems their customers are trying to solve. Based on that understanding, companies then develop or improve products to solve specific problems (Ekström & Karlsson, 2001). Understanding the customer's needs and behavior is important as it reduces the risk of developing a product that is not coherent with what the customers want (Kärkkäinen, Piippo, & Tuominen, 2001).

Hence, focusing on the customer when developing a product or improvement can lower the risk of not adding value to the customers, which can save resources for companies (Ekström & Karlsson, 2001). In new markets, this becomes especially important, since there is often a limited amount of available resources when investigating new business opportunities (Freng Svendsen, Haugland, Grønhaug, & Hammervoll, 2011) (Svendsen, Haugland., Grønhaug & Hammervoll, 2011).

The literature indicates that many companies claim or strive to be customer oriented in their product development but struggle with collecting valuable customer insight
(Kärkkäinen, Piippo, & Tuominen, 2001). However, in order to succeed with being customer oriented and develop successful products and improvements that solve the customer's problem without spending too many resources, having an efficient design of the customer insight process is crucial (Majava, Nuottila, Haapasalo, & Law, 2014). The perfect balance between technology and customer oriented product development is vague and is frequently discussed in the literature. However, matching a set of fully understood customer problems with a cost-competitive solution to those problems is the key to develop successful products and improvements and secure sustainable growth (Kahn et al., 2005).

The success of new products is vital to the growth and prosperity of the modern society. Companies that are successful can account their success to stable new products. Product innovation is king. Good business leaders continue to evaluate their capacity to innovate as an essential engine for their future success as they focus on increasing profitability and growth (Holt, Geschka, & G. Peterlongo, 1984).

The author continues to argue that there are specific objectives that are set on the basis of the strategies of the envisioned product to be developed. Some of them are the product being developed at the time, the resources available and the developmental activities. The goals of product development also shape the beginning of the customer needs assessment and hence from the basis for the project. Strategic planning is therefore very important but is not always given the attention it deserves. If clear goals are established before commencing the customer needs assessment and the product development there arises the risk of performing the wrong activities. All the people in the development team have to understand the goals clearly and similarly and to ensure that they keep them in mind during the entire product development process.

Effective product development uses data planning, information on current trends and market commentary in a structured and proactive way to create products that are relevant to the consumers. Those kinds of products lead to increased adoption and success rates and hence improved sales and margins (Kurt Salmon, 2012). The author continues to explain that leading companies have put various best practices in place to ensure that they optimize their process efficiency so as to cut back on any unnecessary time and cost during the project life cycle. Some of the measures that have been put in place are parallelizing activities, e.g., by blocking materials upfront before PO placement, speeding
up activities to the best of their abilities, synchronizing activities such as time between design and technical development through and staggered design and eliminating redundant activities.

2.5 Chapter Summary

This chapter has presented literature review based on the study research questions. First, review of the importance of customer insight on the new product development process; followed by the review of how best to implement customer insight to ensure successful product development; and to find out the needs of Kenyans that lead them to take up fixed home internet services. Chapter three presents the methodology adopted for the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology used in carrying out this study. The section outlines the procedures and techniques that were used in the collection, processing and analysis of the collected data. The chapter also outlines the population, the sampling design and finally the sampling technique used to identify a sample size. This chapter also presents the research procedures, data collection methods, and data analysis methods adopted for the study.

3.2 Research Design

Parahoo (1997:142) describes a research design as "a plan that describes how, when and where data is to be collected and analyzed." Burns and Grove (2003:195) also define a research design as "a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings." Cox and Hassard (2010) however, defines research design as a process with clearly defined structures within which a research study is implemented.

This research employed a descriptive survey as a data collection tool. Polit and Beck (2004), define a survey as a method that is used to carry out any research activity in which the investigator or researcher gathers data from a part of a population for the purpose of examining the behaviors, characteristics, opinions or intentions of that population. The research uses a descriptive method so as to define Safaricom's customer insight and new product development processes. The study also shows if the process collects accurate customer needs and if the company uses that information to design appropriate products for the market that are successful when launched in the market.

A variable as defined by Jill and Rogers (2009), is a characteristic that can be observed or measured. They continue to explain that there are dependent and independent variables. Jill and Rogers (2009), define a dependent variable as a values that is influenced by one or more other variables. They define an independent variable as a variable that influences the values of dependent variables (Jill & Rogers, 2009). The independent variables in this research were customer insight, product development and customer needs while the dependent variable is the success of the developed product.
3.3 Population and Sampling Design

3.3.1. Population

Cooper and Schindler (2014) define population as the sum collection of elements about which the researcher through his study wishes to make inferences. This study is interested in finding out the customer insight process and new product development processes used by Safaricom. The study shows the needs that lead customers to take up Safaricom Home internet products and whether Safaricom has successfully interpreted those needs to design products that are useful to the customers. The population in this study were the 11 employees of Safaricom who are involved in customer insight collection, 6 new product development employees and the 70 employees in the fiber to the home sales team. The total population is therefore 87 employees.

3.3.2. Sampling Design

Mugenda and Mugenda (2012) define a sampling design as the framework that will guide the researcher on how the study sample will be determined from the entire study population. The subgroup must be carefully selected so as to be an accurate representative of the characteristics of the entire population. Each member or case is referred to as a subject or element.

3.3.2.1 Sampling Frame

Creswell (2009), defines a sampling frame as a list of all elements from which the sample will be drawn from and is also closely related to the population. This study used a Stratified sampling as the sampling technique. This allowed for the population to be divided into various subgroups. The subgroups were divided according to different departments that the study had interested in which are the research, product development and fiber product managers’ teams. The research team had 11 employees, the fiber to the home product development team has six members, while the fiber to the home sales team has 70 employees. The list of employees in those departments was gotten from the Human resources departmental list.

3.3.2.2 Sampling Technique

The sampling technique is the process whereby the specific objects of the sample are selected (OECD, 2012). The study used stratified sampling technique. The employees
were divided into groups according to their job descriptions. The study, therefore, had three groups which were the customer insight employees, the product development employees as well as the fiber to the home sales team. The study selected and interview all team members from the customer insight team and all the members of the product development team that were involved in the development of the fiber to the home product. The study then randomly select different members of the fiber to the home team sales team.

3.3.2.3 Sample Size

Smith, Thorpe and Jackson (2008), said that a sample refers to a subset of those entities that are related to the entire population. This study will use three groups of employees and will survey objects from this groups who were involved in the customer insight study of fiber to the home products as well as the product development and sales team.

Only 21% of the sales team will be requested to give their views on the research topic as they are they are the telesales team and hence can be found at Safaricom headquarters. The rest of the sales force works on the field and have little access to email as most of them are not permanent Safaricom employees.

<table>
<thead>
<tr>
<th>Department</th>
<th>Population</th>
<th>Sample</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>11</td>
<td>11</td>
<td>100%</td>
</tr>
<tr>
<td>New Product Development</td>
<td>6</td>
<td>6</td>
<td>100%</td>
</tr>
<tr>
<td>Fixed Home Internet Sales</td>
<td>70</td>
<td>18</td>
<td>26%</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>35</td>
<td>37%</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Singh (2006) explains that data collection is the accumulation of specific information that allows the researcher to properly analyze the results of all activities of his or her research. He also explains that the main purpose of data collection is to verify the researchers’ hypotheses and to allow them to make successful conclusions.

This study research method entailed collection of primary data using questionnaire survey to collect data on the perception of the employees on customer insight and successful
products. The survey method is concerned with the present and attempts to determine the status of the phenomena under investigation (Kothari, 2004). The survey used questionnaires that were encompassed closed-ended questions to probe the respondents for information about their views on the customer insight and product development process as well as their perception of customer needs of the fiber to the home product. The study sought to find out if the product was successful according to the employees. The questionnaire used a five-point Likert scale to measure the attitudes of the employees towards the mentioned topics.

The research also used secondary data that has been collected and analyzed about the needs that lead customers to take up fixed home internet products. This data was used to measure whether the perceptions of the employees on customer needs are accurate. The study also used secondary data of the customer insight and product development processes that were already in place at Safaricom.

Singh (2006), explains that research tools are administered to the sample subjects for collecting evidence or data. The researcher must ensure that the kind of data obtained from the research can be analyzed using the statistical model selected. The author continues to explain that a questionnaire is a form with different questions, that is prepared and administered for the purpose of securing responses about certain things or conditions of which the recipient is presumed to have knowledge or understanding.

3.5 Research Procedures

The research process started by obtaining permission from the university to the management of Safaricom to use their fiber to the home consumer product as the case study. A questionnaire was then be prepared and pilot tested to ensure that it is suitable to collect the needed information. Mugenda and Mugenda (2003), explain that the purpose of pilot-testing the instrument is to ensure that terms in the instruments are stated clearly and have the same meaning to the respondents as they do to the researcher. To pilot the questionnaires, a few were administered to Safaricom Employees that work on other consumer products such as mobile data. The questionnaire was then administered to the employees in person for the employees who work from the head office while the sales agent who work in the field received the questionnaire via email. The participants were given two days to complete the questionnaire after which it was collected.
3.6 Data Analysis Methods

Cooper and Schindler (2014) argue that data analysis broadly involves reducing collected data to a manageable and understandable size, developing summaries, looking for patterns, and applying statistical techniques such as tables, charts, and percentages. Data analysis for this study utilized quantitative methodology in order to derive meaning from the data collected. The data was analyzed using statistical package for social sciences SPSS and presented through various ways such as percentages, means, standard deviations and frequencies in graphical and tabular manner. The different factors being examined were also correlated to one another.

In addition, a regression analysis was conducted so as to determine the extent to which the customer insight consideration on new product development determines the success of that product. The analyzed data was presented in the form of tabulations, percentages, mean and standard deviation.

3.7 Chapter Summary

This chapter has enumerated the research methodology and design. It has given a detailed breakdown of the population, which is Safaricom employees who work for the fixed home internet department as well as those who were involved in the customer insight and the product development of the fixed home internet product, as well as details of the sampling process. The samples of the study will be the employees working for the fixed home internet product as well as those who carried out the customer insight and those who developed the fiber to the home product. Primary data was collected from the employees interviewed using structured questionnaires.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

In this section, we present the findings of the study. This chapter aims at providing the data analysis and interpretation of the data collected from the questionnaires that were filled during the study. The findings are based on the research questions which include questions on respondents’ perceptions of the success of the Safaricom fiber to the Home Product as well as the customer insight and product development processes and customer needs consideration in the development of that product. This information is presented in tables and pie charts to enable comparative discussion and interpretation.

The data was collected using a structured questionnaire. The questionnaire was issued to 35 respondents of which 32 respondents gave their views. The respondents were aged between 18-33 years and work in the products, Research and the Sales department.

The researcher handed out 35 questionnaires in total and 32 of them were received. This gave the study a response rate of 91%. According to Mugenda and Mugenda (2003), a research study requires a threshold of 60% meaning the study had surpassed the required threshold.

4.2 General Information

4.2.1 Demographics

The demographic information sought from respondent was gender, age, the department where the respondent worked, number of years working for Safaricom and whether the employee was a permanent or contracted staff.

4.2.1.1 Respondents Gender

Respondents of the study were asked to indicate their gender; the findings show that 34% of the respondents were male while 66% were female as indicated in the figure below. This can be attributed to the sales team that has more female employees than male employees.
4.2.1.2 Respondents Age

The respondents were asked to indicate their age. 56% of them were between the ages of 26 and 32 while 35% were between the ages of 18 and 25. The smallest percentage was between the ages of 33 to 40 years. This shows that the Safaricom Fiber department has a young workforce. This can also be attributed to the fact that the fiber to the home product is new and most of the newly hired employees to join the department are young.
4.2.1.3 Respondents Departments
The respondents were also asked to indicate their departments. The products and research departments only constituted 19% and 34% respectively while 47% of the respondents were from the sales team. This means that the responses were skewed towards the sales department.

![Figure 4.3: Department of the Respondents](image)

4.2.1.4 Respondents Terms of Employment
The respondents were asked to indicate their respective terms of employment. 6% were on long-term contracts, 53% were employed on permanent contracts while 41% are on short-term contracts.

![Figure 4.4: Terms of Employment of the Respondents](image)
4.3 Successful Product Development of Safaricom Home Fiber Products

The first objective sought to examine the success of the fiber to the home products. To achieve this, the respondents were requested to rate the extent to which they thought that the Safaricom home fiber products were successful. As shown in Table 4.3 frequency and percentages were adopted to analyze the data. Majority 66% strongly agreed that Safaricom home fiber products are successful. Secondly, the respondents were asked if they thought that the Safaricom fiber to the home products meet customer needs. The response showed that 50% of the respondents agree while 41% strongly agree that the FTTH products meet customer needs. Thirdly the respondents were asked if they thought that the FTTH products were well priced. 34% agreed with the pricing of the products while 28% strongly agreed that the products were well priced.

The employees were then asked if the FTTH products are easily accessible in the market to which 44% strongly agree that they are readily available while 22% disagree with the easy availability of the products. The respondents were also asked if the FTTH customer care is easily accessible. 38% of the respondents strongly agreed that the customer care was readily available, 31% gave a neutral response while 19% disagreed that customer care was accessible. The employees were then asked if they thought that the FTTH products satisfied customer needs. A majority of 56% agreed that the products agreed that the products satisfied customer needs, while 31% agreed with the same. The respondents were also asked if they thought that the FTTH products were well marketed. A majority of 53% strongly agreed that the products were well marketed while 3% strongly disagreed. The employees were then asked if they thought that the FTTH promotions were effective. 53% strongly agreed that the promotions were effective. 16% had a neutral response while a small percentage of 3% thought strongly disagreed with the promotions used to attract customers.
Table 4.1: Successful Product Development of Safaricom Fiber to the Home Products

<table>
<thead>
<tr>
<th>Data</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td>n</td>
<td>%</td>
<td>n</td>
<td>%</td>
</tr>
<tr>
<td>In my opinion, Safaricom’s Fiber to the Home (FTTH) Products are successful in the market</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>3%</td>
</tr>
<tr>
<td>In my opinion Safaricom FTTH Products meet customer needs</td>
<td>0%</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>9%</td>
</tr>
<tr>
<td>In my opinion, Safaricom’s FTTH Products are well priced</td>
<td>0%</td>
<td>0</td>
<td>6%</td>
<td>2</td>
<td>31%</td>
</tr>
<tr>
<td>In my opinion, Safaricom’s FTTH products are easily accessible in the market</td>
<td>0%</td>
<td>0</td>
<td>22%</td>
<td>7</td>
<td>9%</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH Customer Care is easily accessible by customers</td>
<td>0%</td>
<td>0</td>
<td>19%</td>
<td>6</td>
<td>31%</td>
</tr>
<tr>
<td>In my opinion, customers are satisfied by Safaricom’s FTTH product</td>
<td>0%</td>
<td>0</td>
<td>3%</td>
<td>1</td>
<td>9%</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH products are effectively marketed</td>
<td>3%</td>
<td>1</td>
<td>0%</td>
<td>0</td>
<td>6%</td>
</tr>
<tr>
<td>In my opinion, Safaricom’s FTTH product promotions such as free home appliances on sign up effective?</td>
<td>3%</td>
<td>1</td>
<td>9%</td>
<td>3</td>
<td>16%</td>
</tr>
</tbody>
</table>

Table 4.2 below shows the functions of the Successful Product development by the respondents. The minimum average was 3.125 with the maximum being 5. The mode of the responses was 5 and the average was 4.125. The standard deviation was 0.56. This shows that the responses by most respondents were similar. The table shows that the employees think that the fiber to the home product is successful.
Table 4.2: Successful Product Development Data Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>Successful Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>min</td>
<td>3.125</td>
</tr>
<tr>
<td>max</td>
<td>5</td>
</tr>
<tr>
<td>mode</td>
<td>4</td>
</tr>
<tr>
<td>mean</td>
<td>4.125</td>
</tr>
<tr>
<td>median</td>
<td>4.125</td>
</tr>
<tr>
<td>standard deviation</td>
<td>0.559016994</td>
</tr>
</tbody>
</table>

4.4 Customer Needs Consideration in the Product Development of fiber to the Home Products

The research objective sought to find out the opinion of the employees on the consideration of customer insight process during the development of the Safaricom fiber to the Home products. The first question sought to find out if the respondents thought that Safaricom’s assessment of customer needs was accurate. 47% agreed that customer needs were accurately assessed while 25% gave a neutral response and 22% strongly agreed that Safaricom’s customer needs assessment was accurate. The respondents were also asked if they thought that customer needs assessment was important before launching a product. A majority of 72% of the respondents strongly agreed with this. The respondents were also asked if they thought that Safaricom FTTH products addressed customer needs. 56% agreed, while 41% strongly agreed that the FTTH products addressed customer needs. The respondents were also asked if Safaricom had a good understanding of the different customer needs that led them to take up Safaricom FTTH products. 50% of the respondents strongly agreed that Safaricom understands the customer needs that lead them to take up their FTTH products while 38% agreed with the same. 13% of the respondents, however, gave a neutral response.

The respondents were also asked if they thought that Safaricom FTTH products are designed to fit customer needs. 50% of the respondents agreed that the products were designed to fit customer needs while 47% strongly agreed with the statement. The respondents were also asked their opinion on whether Safaricom FTTH products open up opportunities for learning and working for their customers. 50% of the respondents strongly agreed while 44% agreed that the products have opened up learning and working
opportunities. The respondents were then asked if they thought that market share of a product was larger if the product was designed according to customer needs. A majority of 75% of the respondents strongly agreed that products that were designed with customer needs in mind had a larger market share.

Table 4.3: Customer Needs Assessment of the Fiber to the Home Products

<table>
<thead>
<tr>
<th>Data</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my opinion, Safaricom’s Assessment of customer needs is accurate.</td>
<td>3%</td>
<td>3%</td>
<td>25%</td>
<td>47%</td>
<td>22%</td>
</tr>
<tr>
<td>In my opinion, Customer needs assessment is important before launching a new product.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH Products address customer needs.</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>56%</td>
<td>18%</td>
</tr>
<tr>
<td>In my opinion, Safaricom has a good understanding of the customer needs that lead customers to take up FTTH Products.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>38%</td>
<td>50%</td>
</tr>
<tr>
<td>In my opinion, Safaricom has a good understanding of what customer needs are addressed by their FTTH Products.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>50%</td>
<td>16%</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH Products are designed to fit customer needs.</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>50%</td>
<td>16%</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH products have opened learning and work opportunities for their customers.</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>44%</td>
<td>14%</td>
</tr>
<tr>
<td>In my opinion, A product has higher market share if it is designed according to customer needs.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>19%</td>
<td>75%</td>
</tr>
</tbody>
</table>

The results shown in the table below show the summarized values of the respondents regarding whether the fiber to the home product meets customer needs. The minimum value was 3.75 while the maximum was 5. The average was 4.38 with a standard deviation of 0.35. The responses were relatively similar across the different respondents. The respondents showed that the respondents largely thought that the fiber to the home products met their customer needs.
<table>
<thead>
<tr>
<th>Function</th>
<th>Customer Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>min</td>
<td>3.75</td>
</tr>
<tr>
<td>max</td>
<td>5</td>
</tr>
<tr>
<td>mode</td>
<td>4.25</td>
</tr>
<tr>
<td>mean</td>
<td>4.3828125</td>
</tr>
<tr>
<td>median</td>
<td>4.375</td>
</tr>
<tr>
<td>standard deviation</td>
<td>0.349160139</td>
</tr>
</tbody>
</table>

### 4.5 Customer Insight Process

The research furthermore sought to find out the opinion of the employees on the customer insight process employed for the Safaricom Home Fiber Products.

The first question sought to find out if the respondents thought that the Safaricom customer insight process was effective. A majority of 72% agreed that the customer insight process was effective. The second questions asked the respondents if they thought that a product was more profitable if it was designed according to the customer insight results to which a majority of 75% of the respondents strongly agreed. The third factors asked the respondents if they thought that Safaricom followed the laid out customer insight process when carrying out the market research on the fiber to the home product. 50% of them agreed while 41% strongly agreed that the laid out customer insight process was followed. The respondents were then asked if they thought the FTTH customer insight process accurately captured customer needs. 53% of the respondents agreed, 25% strongly agreed while 22% of the respondents gave a neutral response. The respondents were asked to give their opinions of whether customer insight was important in the design of a product. A majority of 78% of the respondents strongly agreed while 22% of the remaining respondents agreed.

The respondents were asked if they thought that the FTTH customer insight was done in a timely manner. 28% of the respondents strongly agreed, 34% agreed while 31% neither agreed nor disagreed. The respondents were asked if they thought if customer insight was more effective if it was carried out before the design and development of the product to which a majority of 88% of the respondents strongly agreed. The final question asked the respondents if they thought that Safaricom never develops products without knowing the customer need it will satisfy. 44% strongly agreed while 16% disagreed.
<table>
<thead>
<tr>
<th>Data</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my opinion, Safaricom’s Customer Insight process is effective</td>
<td>0% 0</td>
<td>0% 0</td>
<td>6% 2</td>
<td>72% 23</td>
<td>22% 7</td>
</tr>
<tr>
<td>In my opinion, A product is more profitable if it is designed according to the results of customer insight activity.</td>
<td>3% 1</td>
<td>0% 0</td>
<td>3% 1</td>
<td>19% 6</td>
<td>75% 24</td>
</tr>
<tr>
<td>In my opinion, Safaricom is keen to follow the laid out Customer Insight process</td>
<td>0% 0</td>
<td>0% 0</td>
<td>9% 3</td>
<td>50% 16</td>
<td>41% 13</td>
</tr>
<tr>
<td>In my opinion, the FTTH customer insight process accurately captured customer needs</td>
<td>0% 0</td>
<td>0% 0</td>
<td>22% 7</td>
<td>53% 17</td>
<td>25% 8</td>
</tr>
<tr>
<td>In my opinion, customer insight process is a necessity before developing a product.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>0% 0</td>
<td>22% 7</td>
<td>78% 2</td>
</tr>
<tr>
<td>In my opinion, customer insight for the FTTH Process was done in a timely manner.</td>
<td>0% 0</td>
<td>6% 2</td>
<td>31% 10</td>
<td>34% 11</td>
<td>28% 9</td>
</tr>
<tr>
<td>In my opinion, customer insight is more effective if it is done before the product development process can begin.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>3% 1</td>
<td>9% 3</td>
<td>88% 28</td>
</tr>
<tr>
<td>In my opinion, Safaricom never develops products before finding out customer needs that the product will serve.</td>
<td>0% 0</td>
<td>16% 5</td>
<td>22% 7</td>
<td>19% 6</td>
<td>44% 14</td>
</tr>
</tbody>
</table>

As shown in the table below, the minimum response average was 3.375 while the maximum was 5. The mean value was 4.31. The standard deviation is 0.377. This shows that the results were relatively similar. The results above indicate that the employees thought that the customer insight process used to collect consumer insight for the fiber to the home product was successful.
Table 4.6: Customer Insight Process Data Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>Customer Insight</th>
</tr>
</thead>
<tbody>
<tr>
<td>min</td>
<td>3.375</td>
</tr>
<tr>
<td>max</td>
<td>5</td>
</tr>
<tr>
<td>mode</td>
<td>4</td>
</tr>
<tr>
<td>mean</td>
<td>4.3125</td>
</tr>
<tr>
<td>median</td>
<td>4.3125</td>
</tr>
<tr>
<td>standard deviation</td>
<td>0.377010738</td>
</tr>
</tbody>
</table>

4.6 New Product Development Process

The factors addressed in this section were to assess whether Safaricom follows the laid out new product development process. The first question asked the respondents if Safaricom followed the documented product development process. 56% of the respondents agreed while 41% strongly agreed. The second question sought to find out if Safaricom develops new products in a timely manner. 41% of the respondents strongly agreed, 22% neither agreed nor disagreed while 16% disagreed and 3% strongly disagreed. The respondents were then asked if FTTH products were developed in a timely manner. 34% strongly agreed and 38% agreed that the products were developed in good time. However, 6% disagreed while 3% strongly disagreed that FTTH products were developed in good time.

The respondents were then asked if they thought that new product development is customer driven to which 41% strongly agreed while 47% agreed. Only 13% gave a neutral response. The next question asked the respondents if new product development is considerate of competitors. 41% of the respondents strongly agreed while 16% disagreed and 6% strongly disagreed. The respondents were then asked if Safaricom product development uses the best available technology. 56% of the respondents strongly agreed, 34% agreed while 9% gave a neutral response. The respondents were then asked if the new product development was based on the collected customer needs to which 47% agreed and 38% strongly agreed. The respondents were also asked if Safaricom new products were always tested before they are launched. 47% of the respondents agreed while 47% strongly agreed while the remaining respondents gave a neutral response.
Table 4.7: New Product Development of Fiber to the Home Products

<table>
<thead>
<tr>
<th>Data</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my opinion, Safaricom follows the documented company product development process.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>3% 1</td>
<td>56% 18</td>
<td>41% 13</td>
</tr>
<tr>
<td>In my opinion, Safaricom develops new products in a timely manner.</td>
<td>3% 1</td>
<td>16% 5</td>
<td>22% 7</td>
<td>19% 6</td>
<td>41% 13</td>
</tr>
<tr>
<td>In my opinion, Safaricom FTTH Products are developed in good time.</td>
<td>3% 1</td>
<td>6% 2</td>
<td>19% 6</td>
<td>38% 12</td>
<td>34% 11</td>
</tr>
<tr>
<td>In my opinion, Safaricom new product development is customer driven.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>13% 4</td>
<td>47% 15</td>
<td>41% 13</td>
</tr>
<tr>
<td>In my opinion, Safaricom new product development is considerate of competitors.</td>
<td>6% 2</td>
<td>16% 5</td>
<td>16% 5</td>
<td>22% 7</td>
<td>41% 13</td>
</tr>
<tr>
<td>In my opinion, Safaricom Product development uses the best available technology.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>9% 3</td>
<td>34% 11</td>
<td>56% 18</td>
</tr>
<tr>
<td>In my opinion, Safaricom New products developed are designed around collected customer needs.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>16% 5</td>
<td>47% 15</td>
<td>38% 12</td>
</tr>
<tr>
<td>In my opinion, Safaricom new products are always tested before launch.</td>
<td>0% 0</td>
<td>0% 0</td>
<td>6% 2</td>
<td>47% 15</td>
<td>47% 15</td>
</tr>
</tbody>
</table>

The table below shows that the minimum average was 3.25 while the maximum was 5. The mean is 4.15. The standard deviation in the averages was 0.49. The table shows that the respondents to a large extend thought that the Safaricom new product development process for the Fiber to the home products was done well.

Table 4.8: New Product Development Process Data Functions

<table>
<thead>
<tr>
<th>Function</th>
<th>New Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Min</td>
<td>3.25</td>
</tr>
<tr>
<td>Max</td>
<td>5</td>
</tr>
<tr>
<td>Mode</td>
<td>4.5</td>
</tr>
<tr>
<td>Mean</td>
<td>4.15234375</td>
</tr>
<tr>
<td>Median</td>
<td>4.25</td>
</tr>
<tr>
<td>Standard Deviation</td>
<td>0.491597108</td>
</tr>
</tbody>
</table>
4.7 Inferential Statistics

The following section has inferential statistics which comprises of correlation to show the strength of the relationship between successful products and customer needs consideration, customer insight and the product development process of the Safaricom Home Fiber products. Also, multiple regression analysis was carried out to show the nature of the relationship between successful products and customer needs consideration, customer insight and the product development process.

4.7.1 Correlation Statistics between Successful Products Variables

A Pearson correlation analysis was done to establish the relationship between the dependent variable (successful product) against other core factors and the result established a positive relationship between the variables. However only customer needs ($r=0.653$, $p<0.01$) was significant as indicated in table 4.9. Therefore, an increase in catering for the customer needs results into increased product success.

There was also a correlation between customer needs and customer insight of 0.387 and more significant correlation of 0.436 between customer needs and new product development. There was also a positive correlation of 0.521 between customer insight and new product development.

**Table 4.9: Pair-wise Correlation Matrix for Successful Products Variables**

<table>
<thead>
<tr>
<th></th>
<th>Successful products</th>
<th>customer needs</th>
<th>Customer insight</th>
<th>New product Develop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful products</td>
<td>1</td>
<td>.653**</td>
<td>.285</td>
<td>.343</td>
</tr>
<tr>
<td>customer needs</td>
<td></td>
<td>.000</td>
<td>.387*</td>
<td>.436*</td>
</tr>
<tr>
<td>customer insight</td>
<td></td>
<td></td>
<td>.029</td>
<td>.013</td>
</tr>
<tr>
<td>new product development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>32</td>
<td>32</td>
<td>32</td>
<td>32</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).
4.7.2 Regression Analysis

The research analyzed the relationship between the dependent variable (successful product) against customer needs.Customer insight as well as new product development processes were not significantly correlated. The results showed that the $R^2$ value was 0.426 hence 42.6% of the variation in product success was explained by the variations in customer needs as illustrated in Table 4.14.

Table 4.10: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.653</td>
<td>.426</td>
<td>.422</td>
<td>.44367</td>
<td>.421</td>
<td>4.538</td>
<td>1</td>
<td>30</td>
<td>.000</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), new product development, customer needs, customer insight

An ANOVA analysis was done between successful product and customer needs at 95% confidence level, the F critical was 4.538 and the P value was (0.000) therefore significant, this implies that the equation holds and the results are illustrated in Table 4.11.

Table 4.11: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>2.146</td>
<td>1</td>
<td>1.121</td>
<td>4.538</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3.258</td>
<td>30</td>
<td>.247</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>5.404</td>
<td>31</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: successful product

b. Predictors: (Constant) customer needs

Table 4.12: Coefficients of Successful Products and Co-Factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>-.247</td>
<td>1.114</td>
<td>-.226</td>
</tr>
<tr>
<td></td>
<td>customer needs</td>
<td>.993</td>
<td>.259</td>
<td>.620</td>
</tr>
</tbody>
</table>

a. Dependent Variable: successful product.
As per Table 4.12, the equation ($Y= \beta_0 + \beta_1 X_1$) becomes:

$Y = -0.247 + 0.993X_1$

Where $Y$ is the dependent variable successful product.

$X_1$ – Customer needs

The single regression equation illustrated in Table 4.12 has established that taking customer needs into account, all other factors held constant, successful product development declines by .247 units. The findings presented also showed that with all other variables held at zero, a unit change in customer needs would lead to a 0.993 increase in a successful product at a significant level (p<0.05), therefore customer insight is very significant in determining products success at Safaricom.

4.8 Chapter Summary

This chapter has presented results and findings on the effect of customer needs consideration, customer insight and product development process on successful Safaricom’s fiber to the home products. The major findings include the significant relationship between successful products and customer needs consideration. The first section of this chapter presents the study findings based on the respondent’s demographics followed by the statistical analysis of the responses and finally using Pearson’s Correlation Coefficients. This was done following the specific objectives of the study. The next chapter provides the conclusion, discussions and the recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section seeks to analyze the findings and this will be done by comparing the results achieved from the data analysis done to the literature related to customer insight and new product development processes. This is organized based on the specific research questions which sought to find out if customer needs consideration in product development leads to successful products for Safaricom fiber to the home products, if Safaricom customer insight process leads to successful fiber to the home products and if the new product development process leads to successful fiber to the home products.

5.2 Summary of the Study

The general objective of this study was to find out customer insight, new product development processes and customer needs lead to successful products for Safaricom fixed fiber products.

The specific objectives were aimed at finding out if customer needs consideration in product development leads to successful products for Safaricom fiber to the home products. Finding out if Safaricom customer insight process leads to successful fiber to the home products. Finding out if new product development process leads to successful fiber to the home products.

This research adopted a descriptive research design as it sought to describe the relationship between the independent variables new product development, customer insight processes and customer needs and the dependent variable successful products. The target population for this research was employees involved in customer insight collection, new product development and fiber to the home sales team. The target population was 87 and a sample size of 35 was chosen out of whom 32 questionnaires were filled and returned giving a response rate of 91%.

Majority of the respondents strongly agreed that Safaricom home fiber products are successful and almost all acknowledged that Safaricom fiber to the home products meet customer needs. A majority of employees also thought that the FTTH products were well priced and the products are easily accessible in the market. The respondents were also
asked if the FTTH customer care is easily accessible and disagreed that customer care was easily available. The employees were then asked if they thought that the FTTH products satisfied customer needs and a majority agreed. On the other hand, it was also revealed that FTTH products were well marketed and they agreed that the promotions undertaken were very effective.

Analysis of the second objective revealed that Safaricom’s assessment of customer needs was accurate. A majority of the respondents also thought that customer needs assessment was important before launching a product and Safaricom’s FTTH products addressed customer needs. The findings also show that Safaricom had a good understanding of the different customer needs that led them to take up Safaricom FTTH products. The respondents were of the opinion that FTTH products open up opportunities for learning and working for their customers. A majority of respondents strongly agreed that products that were designed with customer needs in mind had a larger market share. A Pearson correlation analysis done to establish the relationship between the dependent variable (successful product) against other core factors established a positive relationship between the variables. However, only customer needs was significant. Therefore, an increase in catering to the customer needs results in increased product success.

An analysis of customer insight process employed for the Safaricom Home Fiber Products revealed that Safaricom customer insight process was effective and the product was more profitable if it was designed according to the customer insight results. Safaricom followed the laid out customer insight process when carrying out the market research on the fiber to the home product and the FTTH customer insight process accurately captured customer needs. A majority were also of the opinion that customer insight was important in the design of a product. They also agreed that FTTH customer insight was done in a timely manner. A majority were of the opinion that customer insight was more effective if it was carried out before the design and development of the product. It was however noted that Safaricom never develops products without knowing the customer need it will satisfy.
5.3 Discussion

5.3.1 Customer Needs Consideration That Leads To Successful Products

The objective of this study was to find out if the customer insight process employed for the Safaricom fiber to the home product led to successful products in the market. Majority of the respondents in the study strongly agreed that Safaricom home fiber products are successful and that they meet customer needs. According to Kruse (2016), for households, the benefits of fixed broadband are vast. First, there is Enriched Education. Other than providing a strong link between students and their teachers, high-speed internet offers the ability to link students all over the world by video. Video conferencing breaks the walls of traditional education and brings students into operating rooms, engineering classes all around the world to speak with their peers in other countries. This strengthens workforces all over the world.

Ess and Sudweeks (2001) also argue that the internet can also encourage a better understanding between different cultures and cultural identities by allowing people from different cultures and social backgrounds to gather together and communicate with each other in conditions conducive to cultural exchange. The author continues to say that even though the internet has not been the best thing to happen to the African culture, it is a major advancement in the region. There are many testimonies of people who have shown how their lives have been improved by the internet and they have been able to build a more sustainable future with better education and culture.

The findings revealed that FTTH products satisfied customer needs and this is made possible through product research. For need assessment to be successful, a company must take into consideration its relationship to product development and strategic planning. Only then can need assessment be useful to the whole company and the product under review (Holt, Geschka, & G. Peterlongo, 1984). The author also argues that the targets of the customer insight process must be coherent with the company's objectives and strategies.

A Pearson correlation analysis done to establish the relationship between the dependent variable (successful product) against other core factors and the result established a positive relationship between the variables. However, only customer needs was significant. Therefore, an increase in catering for the customer needs results into increased product success. According to Neighbor and Kienzle, (2012) Customer insight
is defined as a deep understanding of a customer’s needs and behaviors both known needs that the customer can identify, but also the needs that they cannot. It is not just raw data from plain research, but a deeper knowledge as a result of analyzed and interpreted data, often derived from both qualitative and quantitative approaches (Goffin, Varnes, van der Hoven, & Koners, 2012).

Holt et al. (1984), customer need assessment and successful product development are tightly connected. There must be a continuous and direct interaction between the activities of both areas and between the people who implement those activities. Need assessment provides detailed information about the customer needs, which is used in implementing the product development. The link between product development and need assessment can be studied analytically when we examine both as a process. Customer need assessment is a systematic process, which gives the means to clarify customers’ needs and to ensure that the whole company is focused on satisfying the identified customer needs. The purpose of the customer need assessment process is to ensure that customer needs are at the center of all the stages of product development to ensure that the product developed will be taken up by the market.

5.3.2 Implementation of Customer Insight Process for Successful Product Development

This study established that Safaricom’s assessment of customer needs was accurate and this has been made possible through the collection of respondent’s feedback. Majava, Nuottila, Haapasalo and Law (2014) show that selecting appropriate Customer Insight tools for a Product Development project can be rather complex. With the large variety of existing tools, each with individual characteristics and requirements, there are a lot of factors to consider (Kärkkäinen et al., 2001).

Smith and Albaum, (2010) show that the “research design begins to take on detailed focus as the researcher selects the particular techniques to be used in solving the problem formulated and in carrying out the method selected. Data collection can be done in many ways. Some techniques are unique to a method of inquiry. For example, many of the qualitative research techniques, such as projective techniques, are used only in subjectivist-type research. In general, data collection uses either communication or observation.”
This study revealed that customer needs assessment was important before launching a product. Smith and Albaum (2010) noted that this is best done through communication which involves asking questions and receiving responses from the respondents. This can be done in various ways such as in person, by mail, by telephone or by e-mail depending on the convenience and the type of responses that the researcher is looking for. These research techniques are broadly known as the survey. Another way to carry out this process may be to obtain data by observing present or past behavior. For past behavior, data collection techniques may include looking at secondary data such as company records and reviewing studies published by external sources.

The study shows that Safaricom undertook a thorough customer insight process before the product was developed. Majava, Nuottila, Haapasalo and Law (2014) show that selecting appropriate CI tools for a PD project can be rather complex. With the large variety of existing tools, each with individual characteristics and requirements, there are a lot of factors to consider (Kärkkäinen et al., 2001).

Mital et al., (2014) explains that if the project is focusing on grasping new market opportunities with a new product the CI process should gather information related to the problems that are not currently being solved for the customer and how the company’s product can solve those problems. If an existing technology, for example, should be a new solution to an existing problem, the process should be designed to gather information about how customers are addressing existing problems and what limitations the current technology has. If the company is trying to compete with an existing product in an existing market, the process should be designed to capture customer’s insight related to how the product can compete regarding quality and product features (Tidd & Bessant, 2013).

It was also established that the Safaricom FTTH products were designed with customer needs in mind. This forms a very important aspect of a product if it is to survive in the market. A similar notion has been shared by Nash, Ghalayini, and Grasparil (2015) who affirm that Insights derived from customer insight and analytics expand customer understanding at every phase of the customer lifecycle—from acquisition to onboarding to growth to retention to win-back. Leading practices in customer insights require advanced, predictive, as well as pre-emptive analytics. One of the primary goals of carefully incorporating customer insights into the product development process is to
enhance customer experience and hence to optimize customer lifetime value. Said et al., (2015) adds that the insight strategy is used to determine what to evaluate and state a clear goal for the insight collection process, including specific objectives and how resources are allocated.

5.3.3 New Product Development Process that Leads To Successful Products

The study sought to find out if Safaricom’s new product development process led to successful products. Ekström and Karlsson (2001) are of the opinion that customer-oriented product development is highly dependent on the input of customer insight. Simon, Hitt and Ireland (2007) explain that spending time developing a product must be based on information that is accurate and usable and that has brought out customer needs to ensure that focus is not given to the wrong product or concept.

The study established that the product was more profitable if it was designed according to the customer insight findings. Ericson, Larsson, Larsson and Larsson (2007) concur with this and show that it is important to develop and improve products that can compete with the competitors. It can also be seen that another reason to feed the product development with new ideas and concepts based on a deep understanding of the customer’s needs and behavior is to develop products that are competitive (Cooper & Dreher, 2010). Brand (1999) shows a few reasons why companies should pursue new product development; to bring competition to the market, to increase market share and to increase accountability to the board of management and other such parties.

It was established that Safaricom followed the laid out new product development process when carrying out the market research on the fiber to the home product. Successfully managing the complexities of new product development in any organization requires having a clear understanding of the process. The new product development process is embedded in the environment in which the company operates. For the NPD process, four elements that companies should take into consideration are customers, technology, competitors and suppliers. This means that to be successful, NPD team actions should be sensitive to the needs of customers, and to competitors, technology, and suppliers. New product development cannot be managed successfully without a clear understanding of customers and their changing needs (John, Hauser, & Ely, 2007).

The study established that FTTH customer insight process accurately captured customer needs. John, Hauser, and Ely (2007) support the same notion and they narrate that
ensuring that the “voice of the customer" is incorporated into the process is critical at every stage – from opportunity identification and idea generation through the actual testing and launching of the product or service. The customer is influenced by different environmental factors such as the economic, social, legal, and political environment.

Firms must become swift at identifying customer needs and anticipating needs that customers themselves find difficult to articulate. Successful new product development teams often undertake both ethnographic studies and experiential interviews to identify unmet and difficult-to-articulate customer needs.

Direct communication with customers, an essential foundation for new product development, allows firms to learn their needs and tailor products and services to their unique requirements. This direct customer communication permits firms to gain a wealth of useful customer insights that should influence every area of the marketing mix – including pricing, distribution channel, and promotion mix decisions.

It was also noted that Safaricom never develops products without knowing the customer need it will satisfy. Today's market environment is changing rapidly and is it less predictable than it used to be. It is increasingly difficult for retailers and brands to develop the right products for their markets in good time. Product lifecycles are becoming shorter and shorter and consumers are changing their preferences from one day to the next without notice. Industry leaders have transformed their product development processes as well as systems to become distinctive competitive advantage. They manage to develop the right products in a fast and economical way-at an increasingly high speed to market (Kurt Salmon, 2012). On that note Kurt Salmon (2012) noted that effective product development uses data planning, information on current trends and market commentary in a structured and proactive way to create products that are relevant to the consumers. Those kinds of products lead to increased adoption and success rates and hence improved sales and margins.

5.4 Conclusion

5.4.1 Customer Needs That Leads Customers to Take Up Safaricom Fixed Home Internet Products

Safaricom home fiber products have been very successful in the market and from the findings majority acknowledge that they meets customer needs. As per the interviewed employees FTTH products were well priced and are easily accessible in the market.
FTTH customer care is also easily accessible and customer care is easily available in case of any queries that may arise from the end users end. The FTTH products have also been highly rated for satisfying customer needs and this could be attributed to the fact that the products are very well marketed and its promotion was very effective. A Pearson correlation analysis done to establish a positive and significant relationship between customer needs and new product development thus when Safaricom increases its role of catering for the customer needs there are very high chances that it would result into increased success in new product processes.

5.4.2 Implementation of New Product Development Process for Successful Product Development

Safaricom’s new product development process is an activity that the firm has been able to undertake with exact precision. It’s the firms’ philosophy that customer needs is a vital aspect that ought to be incorporated into the new product development process. Product development should ensure that products are developed with speed and simplicity. This will ensure that customers find it easy to use. The new product development process must hence be customer centric and it must consider market trends and competitor activities. The products must also be thoroughly tested before launch to ensure that they are working as they ought.

5.4.3 Implementation of Customer Insight Process for Successful Product Development

An analysis of customer insight process employed for the Safaricom Home Fiber Products revealed that its customer insight process has been very effective and the products have been successful. This has been attributed to Safaricom designing its products according to the customer insight results. The institution has also been very vital towards following the laid out customer insight process when carrying out the market research on the fiber to the home products. This has been boosted by the fact that the FTTH customer insight process has been accurately able to captured customer needs. The firm has capitalized on timely customer insight and it is suggested for customer insight to be more effective, there is a need for it to be carried out before the design and development of the product.
5.5 Recommendation

5.5.1 Recommendation for Improvement

5.5.1.1 New Product Development Process That Would Lead To Successful Products

There is a need for Safaricom to continuously improve its home fiber products to meet the dynamic customer needs. It is also very essential for the institution to ensure that the FTTH products are well priced and easily accessible in the market to mitigate any market share erosion that is bound to occur due to the competition from other players in the market. It is also advisable that FTTH customer care should be easily accessible and available to minimize effectively address issues affecting customers. Safaricom needs to take regular customer satisfaction surveys to ensure that the FTTH products are able to effectively satisfy customer needs. On the other hand, the institution should channel more funds towards marketing and promotion of FTTH products to new and existing customers.

5.5.1.2 Customer Needs Consideration That Lead To Successful Products

Safaricom’s need to continuously assess customer needs before launching a product. This is aimed at ensuring that the firm’s FTTH products address customer needs. Safaricom should continue having a good understanding of the different customer needs as this will lead to many consumers taking up the FTTH products. The FTTH products should also be subjected to continuous improvement in order to ensure that the products meet the dynamic customer needs in order for the institution to maintain its growing market share.

5.5.1.3 Implementation of Customer Insight Process for Successful Product Development

Customer insight process employed for the Safaricom Home Fiber Products employed by the company should be an effective one at all times, in addition, this should be done with the customer’s in mind to be able to enjoy more profits. At all times Safaricom needs to ensure that the laid out customer insight process is followed to the letter when carrying out the market research on the fiber to the home product, this would aid in ensuring that all the customer needs are clearly articulated through the product's design. They also agreed that FTTH customer insight was done in a timely manner. Before proceeding to the design and development of the product. Safaricom needs to do a pilot project so as to capture customer feedback before moving to production. This will enable the firm to take in customers views and create a product that satisfies the customer need.
5.5.2 Recommendation for Further Research

The study recommends that a similar study to be done at Safaricom, however with a bigger respondent base so as to include employees who do not directly deal with the fiber to the home product, this will help the research acquire an objective view of the findings. Similar studies could also be undertaken in the other Telkom industries in order to be able to generalize the findings across the other networks. There is also a need to undertake a cross-sectional analysis through comparison of Safaricom's FTTH to other similar products, in order to compare and contrast the findings.
REFERENCES


APPENDIX I: INTRODUCTORY LETTER

Safaricom Limited
Safaricom House
Waiyaki Way, Westlands
P.O. Box 66827, 00800
Nairobi

1st March 2018
Dear Sir/Madam,

RE: REFERENCE FOR ANN WAMAITHA

The bearer of this letter is a final year MBA student at USIU and is doing a research project and has identified your organization as one she would like to study. Her study looks at “THE IMPACT OF CUSTOMER INSIGHT ON NEW PRODUCT DEVELOPMENT; A CASE OF SAFARICOM FIBER TO THE HOME PRODUCT,” and will be conducted under my supervision.

This letter is to formally introduce her to your organization as a student in USIU-A and request that you accord her the help she needs.

Thanks for your assistance.

Yours Faithfully,

Fred Omondi Newa | Lecturer in Strategy and International Business

Chandaria School of Business
United States International University
P.O. Box 14634-00800 Nairobi, Kenya
Tel: (254) 20 3606389
Mobile: (254) 726302232
Email: fnewa@usiu.ac.ke | Web: www.usiu.ac.ke
APPENDIX II: QUESTIONNAIRE

This questionnaire has been prepared to investigate the impact of carrying out customer insight on new product success.

You are hereby requested to take part in this academic research. All the information you provide will be used for academic purposes and your response will be held anonymous. For privacy purposes, do not indicate your contact information or names in the questionnaire. Your participation is also voluntary and feel free to withdraw any time you feel appropriate. However, your full participation is hereby requested. Thank You.

Part A: Background Information

Kindly respond to the following questions by checking on the appropriate box (X)

1. Please indicate your gender
   Male ( )             Female ( )

2. Kindly indicate your Age
   18-25 Years ( )
   26-32 Years ( )
   36-40 Years ( )
   41-47 Years ( )
   Above 48 Years ( )

3. Which department do you work under?
   Research ( )
   Product Development ( )
   Safaricom Home Fiber Sales ( )

4. How many years have you worked in this department?
   0-2 Years ( )
   3-5 Years ( )
   6-8 Years ( )
   9-11 Years ( )
   Above 12 Years ( )

5. Are you a permanent Safaricom Staff?
   Permanent ( )             More than 5 year contract ( )
   More than 5 year contract ( )      Short      term contract ( )
**Part B: Successful Product Development**

Please show the level of agreement with the statements regarding the Success of Safaricom Home Fixed Internet Products.

Tick the option that best fits your opinion.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td>In my opinion, Safaricom’s Fiber to the Home (FTTH) Products are successful in the market</td>
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<td>In my opinion Safaricom FTTH Products meet customer needs</td>
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<td>In my opinion, Safaricom’s FTTH Products are well priced</td>
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<td>In my opinion, Safaricom’s FTTH products are easily accessible in the market</td>
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<td>In my opinion, Safaricom FTTH Customer Care is easily accessible by customers</td>
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<td>In my opinion, customers are satisfied by Safaricom’s FTTH product</td>
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<td>In my opinion, Safaricom FTTH products are effectively marketed</td>
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<td>In my opinion, Safaricom’s FTTH product promotions such as free home appliances on sign up effective?</td>
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**Part C: Customer Needs**

Please show the level of agreement with the statements on the identified customer needs that were considered during the design of the fiber to the home products.

Tick the option that best fits your opinion.

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<tr>
<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
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<tr>
<td>In my opinion, Safaricom’s Assessment of customer needs is accurate.</td>
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<td>In my opinion, Customer needs assessment is important before launching a new product.</td>
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<td>In my opinion, Safaricom FTTH Products address customer needs.</td>
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<td>In my opinion, Safaricom has a good understanding of the customer needs that lead customers to take up FTTH Products.</td>
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<td>In my opinion, Safaricom has a good understanding of what customer needs are addressed by their FTTH Products</td>
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<td>In my opinion, Safaricom FTTH Products are designed to fit customer needs</td>
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<td>In my opinion, Safaricom FTTH products have opened learning and work opportunities for their customers.</td>
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<td>In my opinion, A product has higher market share if it is designed according to customer needs.</td>
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**Part D: Customer Insight**

Please show the level of agreement with the statements on Safaricom’s Customer Insight Process.

Tick the option that best fits your opinion.

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<th>Statements</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
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<tr>
<td>17. In my opinion, Safaricom’s Customer Insight process is effective</td>
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<td>18. In my opinion, A product is more profitable if it is designed according to the results of customer insight activity.</td>
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<td>19. In my opinion, Safaricom is keen to follow the laid out Customer Insight process</td>
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<td>20. In my opinion, the FTTH customer insight process accurately captured customer needs</td>
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<td>21. In my opinion, customer insight process is a necessity before developing a product.</td>
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<td>22. In my opinion, customer insight for the FTTH Process was done in a timely manner.</td>
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<td>23. In my opinion, customer insight is more effective if it is done before the product development process can begin.</td>
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<td>24. In my opinion, Safaricom never develops products before finding out customer needs that the product will serve.</td>
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Part E: New Product Development

Please show the level of agreement with the statements regarding Safaricom’s New Product Development Process.

Tick the option that best fits your opinion.

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<th>Statements</th>
<th>Strongly Agree</th>
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<tr>
<td>25. In my opinion, Safaricom follows the documented company product development process.</td>
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<td>26. In my opinion, Safaricom develops new products in a timely manner.</td>
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<td>27. In my opinion, Safaricom FTTH Products are developed in good time.</td>
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<td>28. In my opinion, Safaricom new product development is customer driven.</td>
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<td>29. In my opinion, Safaricom new product development is considerate of competitors.</td>
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<td>30. In my opinion, Safaricom Product development uses the best available technology.</td>
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<td>31. In my opinion, Safaricom New products developed are designed around collected customer needs.</td>
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<td>32. In my opinion, Safaricom new products are always tested before launch.</td>
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