

Impact of Customer Loyalty on the Profitability of Insurance Brokerage Companies: The Case of Ask Gras Savoye Central African (C.A.R)

Thierry Fleury Médard DENAMGUERE M^{1*} and Joel MAIDOU GUITONGO M²

¹Research Teacher, Head of the Department of Management Sciences at the Higher School of Management and New Technologies (Private University).

²Deputy Director of SUNU-Insurance.

Corresponding Author Information

Thierry Fleury Médard DENAMGUERE

Research Teacher, Head of the Department of Management Sciences at the Higher School of Management and New Technologies (Private University), China, Phone number: (+236) 72765330/ (+236) 70040853.

Received: October 15 2025; **Accepted:** November 30, 2025; **Published:** December 11, 2025

Copyright: © 2025 Author. This is an open access article distributed under the terms of the Creative Commons Attribution 4.0 International license.

Citation: Thierry Fleury Médard DENAMGUERE M, Joel MAIDOU GUITONGO M. Impact of Customer Loyalty on the Profitability of Insurance Brokerage Companies: The Case of Ask Gras Savoye Central African (C.A.R). American J Neurol Res. 2025; 4(4):1-11.

ABSTRACT

This article is part of a study on the impact of customer loyalty on the profitability of insurance brokerage companies, with a particular focus on ASK Gras Savoye Central Africa. This topic is important in a sector where customer retention is a strategic lever not only for ensuring financial stability but also for gaining competitiveness. The analysis was based on a mixed methodology, combining questionnaires, interviews, and internal company data. The results show that customer loyalty significantly influences the profitability of ASK Gras Savoye Central Africa. In particular, loyal customers generate higher premium volumes and help reduce the costs of prospecting for new customers. However, issues such as claims processing speed, personalized offers, and proactive communication deserve increased attention to maximize the customer experience. The recommendations highlight concrete actions to improve customer satisfaction and engagement, such as partially automating claims management, developing customized solutions for businesses, and implementing a structured loyalty program. Furthermore, proactive and regular communication, coupled with post-claims follow-up, is recommended to strengthen customer relationships. In conclusion, this article proposes strategies aligned with customer expectations and ASK Gras Savoye Central Africa's organizational objectives, while highlighting opportunities for optimizing internal processes to ensure sustainable growth

KEYWORDS

Company, Loyalty, Customers, Profitability, Brokerage, Insurance, Central African Republic.

Introduction

The Central African Republic is a country with an area of 623,000 km² and is located in the heart of the African continent, its geographical position does not allow it to have access to the sea, one of the countries of the Economic and Monetary Community of Central Africa (E.M.C.C.A), it borders Cameroon to the West,

Chad to the North, Sudan and South Sudan to the East, the Democratic Republic of Congo and the Republic of Congo to the South. The Central African Republic has immense economic potential through its mineral resources but it is among the poorest countries on the planet. But given its major assets, many companies have believed in it to come and establish themselves, among many

others, insurance companies such as Allianz Central Africa, SUNU-INSURANCE [1].

In the world of new technology with the advent of various activities that are carried out online via the internet connection, or today we talk about E-Commerce, so that consumer behaviour has changed and this has impacted on companies and they are obliged to organize their operating systems allowing them to meet the needs of their customers [2].

This dramatic change has made businesses smarter, objects smarter, and consumers more demanding. The traditional system of business has changed at the expense of new technology, leading to new business models, all with the aim of building customer-buyer loyalty so that there is profitability on the one hand and satisfaction on the other. This modernity has pushed companies to make their activities virtual in order to meet the demands of their customers. The insurance industry is on the margins of other activities that obviously require incentives around different categories of people [3].

The insurance industry in the Central African Republic (CAR) is a strategic sector, playing a key role in covering risks and securing the assets of individuals and businesses. Among the companies operating in this sector, ASK Gras Savoye Central Africa stands out as a leader in the insurance brokerage market, offering a range of products tailored to customer needs [4]. However, in an economic environment marked by growing competition and increasingly demanding demand, the issue of customer loyalty is becoming central to business profitability [5].

Customer retention, as a process by which a company seeks to maintain a lasting relationship with its existing customers, has been widely studied in various sectors. In the insurance field, it is often perceived as a strategic lever, allowing not only to stabilize revenues, but also to reduce the costs of acquiring new customers. However, the specific mechanisms by which customer retention impacts the profitability of insurance brokerage companies remain partially understood, especially in a context such as that of the CAR, where market dynamics and customer expectations may differ from those observed in other regions [6].

This study is part of a desire to better understand the impact of customer loyalty on the profitability of insurance brokerage companies, taking the case of ASK Gras Savoye Central Africa. More specifically, it seeks to determine how the loyalty strategies implemented by this company influence its financial performance and to what extent customer satisfaction and loyalty can constitute a differentiating factor in a competitive market [7]. Following the above, the question that deserves to be asked is: What is the impact of customer loyalty on the profitability of Ask gras Savoye Central Africa?

This question will allow us to discover more about the purpose of our study, which is to seek to understand this impact through the

different elements of analysis in order to be able to lift the curtain on the loyalty and profitability of the said company.

Literature Review

This part will be devoted to recourses on works which have direct or indirect links to this study, this will refer us to the conception of several contemporary authors or we will rely on the different literary theories namely:

Literary Theories about Insurance Companies

This section refers us to explore the key analytical models and theories that support the study of the impact of customer loyalty on the profitability of insurance brokerage companies. Customer loyalty, as a multidimensional concept, is based on complex mechanisms linking satisfaction, commitment and economic performance. To understand these relationships, it is essential to mobilize appropriate theoretical frameworks and approved analytical tools.

Organizational theories

Organizational theories provide an analytical framework for understanding how companies structure, coordinate, and optimize their resources and activities to achieve their strategic objectives. In the insurance industry, these theories are particularly relevant for analyzing customer retention strategies and their impact on profitability. Here's a closer look at two key theories applied to this context.

Stakeholder theory

Proposed by Freeman [6], stakeholder theory highlights the idea that every organization is made up of a network of interactions with different groups or individuals, called stakeholders, on whom it depends to achieve its objectives. These stakeholders include customers, employees, suppliers, regulators, and shareholders. According to this theory, the success and sustainability of an organization depends on its ability to balance the often diverse and sometimes conflicting expectations of these stakeholders [8].

In the insurance industry, this theory is particularly relevant for analyzing customer loyalty. Indeed, customers represent a central stakeholder, as their satisfaction and loyalty directly determine the company's recurring revenue and reputation. A well-thought-out loyalty strategy, based on a good understanding of customer needs and expectations, can thus strengthen their long-term commitment. Similarly, employees play a key role in this process: well-trained and motivated teams are essential to provide quality service and, by extension, to retain policyholders.

Finally, the relationship with regulators, such as sub-regional organizations like the Inter-African Conference on Insurance Markets (CIMA), constitutes another important dimension. Compliance with regulations and compliance standards not only strengthens the company's credibility but also customer trust in the sector. Stakeholder theory therefore emphasizes the importance of considering all these relationships and interactions as strategic

levers to improve the organization's overall performance.

Contingency theory

Contingency theory is based on the idea that there is no universal or single method for managing an organization effectively. It asserts that organizational strategies, structures, and practices must be adapted to the specificities of the environment in which the organization operates. This flexible and contextual approach is essential for responding to the particularities of markets and the expectations of different stakeholders [9].

In the insurance sector, and more specifically in the Central African Republic, contingency theory finds practical application in adapting products and services to market realities. The local sector is characterized by a low insurance penetration rate, limited infrastructure, and insufficient awareness among the population of the benefits of insurance products. Faced with these challenges, companies must develop tailor-made strategies, taking into account local constraints and opportunities [10].

Moreover, in an environment where customer preferences are rapidly evolving, organizational agility becomes a crucial asset. Flexibility, which is at the heart of contingency theory, helps improve the customer experience, increase satisfaction, and ultimately strengthen policyholder loyalty. Thus, this theory offers a powerful analytical framework for understanding and designing organizational strategies in diverse contexts. In CAR, it highlights the importance of innovative and tailored solutions that meet customer expectations while taking into account the operational and regulatory constraints of the local market.

Organizational theories, particularly stakeholder and contingency theory, offer powerful conceptual tools for analyzing and optimizing organizational dynamics related to customer loyalty. Stakeholder theory emphasizes the importance of managing relationships with customers, employees, and regulators in a balanced manner, which helps build credibility and ensure business sustainability. Contingency theory, on the other hand, highlights the importance of contextual adaptation, particularly in specific environments such as the Central African Republic, where companies must design tailored strategies to address local challenges.

When applied together, these theories show how insurance brokerage companies can maximize customer satisfaction and loyalty while strengthening their profitability. They also highlight the role of innovation and organizational flexibility and stakeholder engagement as performance levers. For ASK Gras Savoye Central African, these frameworks provide a solid strategic foundation for developing products adapted to local realities and integrating technological solutions aimed at improving the customer experience and, by extension, profitability.

Logical model between loyalty, satisfaction and profitability

Customer loyalty, customer satisfaction, and business profitability are three intrinsically linked elements in a logical model that reflects

the impact of customer relationships on the overall performance of the organization. In this model, customer satisfaction plays a central role, as it is both a lever of loyalty and an indicator of the perceived quality of products and services. A positive experience generally leads to increased customer engagement, who become not only regular consumers but also brand ambassadors [11].

Loyalty, as an extension of satisfaction, is based on a company's ability to consistently meet customer expectations while anticipating their future needs. Loyal customers contribute significantly to profitability because they generate recurring revenue and reduce the costs associated with acquiring new customers. Furthermore, their commitment reduces the risk of contract churn and creates a stable revenue base for the company.

Finally, this logic model also highlights the snowball effect that loyalty can generate. Satisfied and loyal customers often recommend products or services to those around them, thus increasing the company's visibility and attractiveness. By investing in well-designed loyalty strategies, insurance brokerage companies can therefore create a virtuous circle where satisfaction fuels loyalty, and where this loyalty, in turn, sustainably fuels profitability.

Frameworks and international standards

The framework and international standards constitute essential foundations for regulating and structuring the activities of insurance companies. These standards aim to guarantee transparency, solvency and the protection of policyholders' rights while establishing an environment conducive to the growth and competitiveness of the sector. In the Central African Republic, the activities of insurance companies, including brokers such as ASK Gras Savoye Central African, are governed by specific regulations, mainly derived from the Inter-African Conference on Insurance Markets regulations, in addition to current international practices [12].

ASK Gras Savoye Central African is one of the leading insurance brokers operating in the Central African Republic, benefiting from the expertise and influence of the Gras Savoye network, the long-standing leader in insurance brokerage in French-speaking Africa. Founded in 2009 as part of the regional expansion of the Gras Savoye International Group, the Central African subsidiary was created to meet the specific needs of a rapidly changing local market. Since its creation, the company has evolved by adapting to the economic and social realities of the country.

It has gradually diversified its portfolio of offers to include insurance solutions tailored to individuals, small and medium-sized businesses, as well as large industries and institutions. Thanks to a network of solid partners and knowledge with extensive market knowledge, ASK Gras Savoye Central African has become a key player in the sector, playing a key role in promoting insurance products and educating populations on the importance of risk coverage. Building on its long-standing partnership with Willis Towers Watson, a world-renowned insurance consulting

network, ASK Gras Savoye Central African offers its clients high-performance solutions reserved for major players in the insurance and risk management industry.

Insurance standards and practices

Insurance standards encompass a set of principles and best practices adopted globally to ensure the stability and sustainability of the sector. Among these, standards of solvency, risk management, and corporate governance play a central role [13]. These frameworks, often dictated by international organizations such as the Inter-African Conference on Insurance Markets (CIMA), the International Association of Insurance Supervisors (IAIS), and the African Insurance Organization (AIO), encourage companies to maintain adequate levels of capital and adopt effective risk management systems [14].

Furthermore, digitalization and technological innovation are influencing modern insurance practices. Current standards incorporate requirements related to personal data protection, cyber security, and service accessibility to meet customer expectations in an increasingly digital world. In this context, insurance companies must also promote financial inclusion by developing products tailored to underserved populations, particularly in Central Africa.

Regulations applicable in the CAR

In the CAR, insurance activities are governed by regulations issued by the Inter-African Conference on Insurance Markets (CIMA), a sub-regional organization comprising 14 French-speaking African countries. The Inter-African Conference on Insurance Markets (CIMA) Code, adopted in 1995, establishes the guiding principles governing insurance companies operating in these countries, particularly in terms of solvency, insurance supervision, and policyholder protection.

The Code imposes strict requirements regarding the constitution of technical reserves and the solvency ratio, thus ensuring that companies have the necessary financial resources to honour their commitments to policyholders. It also regulates the distribution of insurance products, particularly by intermediaries such as brokers, by requiring transparency in contractual relations and increased protection of customers against abuse or fraudulent practices.

In addition, the Code of the Inter-African Conference on Insurance Markets (CIMA) promotes strict regulation of insurance products, ensuring they meet the real needs of policyholders. This includes rules on contract drafting, claims management, and customer communication. For example, claims settlement deadlines are clearly defined, and companies that fail to meet these deadlines can be sanctioned. In a global context, international practices such as Solvency II (in Europe) or IFRS standards for insurance accounting are gradually influencing the markets under the Inter-African Conference on Insurance Markets (CIMA). These frameworks provide tools and benchmarks to improve financial management and strengthen the resilience of insurance companies to economic risks.

Relationship marketing

Relationship marketing is a strategic approach that aims to establish, maintain, and strengthen lasting relationships with customers. Unlike transactional marketing, which focuses primarily on the act of purchasing, relationship marketing emphasizes long-term customer loyalty by fostering customer satisfaction and commitment to the company. This approach is particularly relevant in the insurance industry, where customer interactions are not limited to a single transaction, but are part of an ongoing relationship involving services, advice, and regular assistance [15].

The central objective of relationship marketing is to create mutual value between the company and its customers. To achieve this, it relies on several key principles, including active listening to customer needs, increased personalization of offers and services, and transparent and consistent communication. In the insurance sector, this can include actions such as adjusting products to the specific expectations of policyholders, implementing effective after-sales services, or establishing relational proximity through accessible communication channels, such as digital platforms [16].

Application in CAR and local challenges

In the Central African Republic, the challenge lies in balancing the implementation of the regulations of the Inter African Conference on Insurance Markets (IACM) with adaptation to local realities. Limited infrastructure, low banking rates, and a lack of awareness of insurance products pose operational constraints. To address these challenges, insurance brokerage companies must innovate while respecting regulatory frameworks. Thus, international frameworks and standards, combined with the regulations of the IACM, provide a structured environment for the development of the insurance sector in the Central African Republic, [17]. However, their effectiveness depends on the ability of local stakeholders to reconcile compliance, innovation, and meeting policyholder needs in a rapidly evolving market, [18].

It is essential to establish a solid methodological framework for analysing the impact of customer loyalty on the profitability of ASK Gras Savoye Central African Republic. By mobilizing relevant theoretical models, such as organizational and contingency theories, the study relied on recognized approaches to analyse the relationship between satisfaction, loyalty, and profitability. The application of these theories in a logical model highlighted the importance of strategic alignment between loyalty efforts and the company's financial objectives. This conceptual framework thus constitutes a key tool for examining the specific dynamics of the insurance sector in the Central African Republic. Furthermore, the analysis of reference frameworks and international standards, particularly the regulations of the International Conference on Insurance Markets, helped situate the study in a specific legal and operational context. These elements show that, the optimization of loyalty practices cannot be done independently of legal requirements and industry standards.

Methodological Framework of the Study on Insurance Companies

To conduct this study on the impact of customer loyalty on the profitability of insurance brokerage companies, particularly in the case of ASK Gras Savoye Central Africa, rigorous data collection and analysis methods were adopted. These methods made it possible to collect relevant and reliable information to meet the research objectives.

Techniques used: questionnaires and interviews

To collect relevant data for this study, two main methods were used: questionnaires to obtain quantitative information, and semi-structured interviews to explore qualitative aspects in depth.

Questionnaires: a structured approach for customers

The questionnaires were designed as a key tool for collecting structured data from ASK Gras Savoye Central Africa customers. They aimed to assess customer satisfaction, loyalty, and perceptions of the added value of the products and services offered. The questionnaire, organized into several thematic sections, included questions on service quality, request processing speed, and intention to renew or recommend products. A five-point Likert scale was used to allow for a standardized assessment of responses. To maximize participation, the questionnaires were distributed both in paper form, delivered directly to customers in branches, and digitally, sent by email to policyholders with internet access. This hybrid approach made it possible to reach a diverse population, including customers both in Bangui and in the hinterland. The questionnaire method offered several advantages, including its ability to collect a large volume of data in a short time and its ability to facilitate analysis thanks to standardized responses.

Interviews: a qualitative approach for employees and major customers

Semi-structured interviews were conducted with key employees of the company as well as major institutional customers. They allowed for an in-depth exploration of the loyalty strategies implemented, the challenges encountered and the opportunities for improvement. The interviews, lasting between 30 minutes and one hour, were guided by a structured framework, addressing themes such as internal customer management processes and the specific expectations of key accounts. The employees interviewed included account managers, claims managers and department heads, which offered a varied perspective on internal practices and policies. Major institutional customers, for their part, provided valuable insights into their expectations, particularly in terms of service personalization, responsiveness and quality of communication. This combination of the two methods made it possible to collect both reliable quantitative data, thanks to the questionnaires, and rich qualitative insights, thanks to the interviews. Together, these techniques provided a comprehensive and in-depth view of loyalty dynamics and their impact on the profitability of ASK Gras Savoye Central Africa.

Sample description: Customer and Employee Profiles

The quality of the data collected in this study relies largely on the

selection of a representative sample. The sample was composed of two main groups: customers and employees of ASK Gras Savoye Central African. These two categories made it possible to combine external and internal perspectives, thus enriching the analysis of the dynamics between loyalty and profitability.

Customers profile

The customers selected for the study represented the diversity of ASK Gras Savoye Central Africa's portfolio, both in terms of type and insurance needs. Two main segments were identified.

a) Individuals

This segment includes individuals who have subscribed to personal or home insurance products. These customers mainly belong to the urban middle class and are often employees of the public, private or non-governmental organizations. Their relationship with the company is characterized by specific expectations related to the speed of claims processing, product accessibility and the quality of after-sales service. Among them, loyal customers for several years were included, making it possible to evaluate the factors favouring a lasting relationship with the company.

b) Companies

This segment includes institutional customers, including very small businesses, small and medium-sized businesses, and large companies. These organizations generally subscribe to insurance policies covering complex risks, such as civil liability, industrial risks, or group insurance for their employees. The large accounts included in the sample represent strategic contracts for ASK Gras Savoye Central Africa in terms of premium volume and contribution to profitability. The analysis of their responses aimed to identify the levers of satisfaction and loyalty specific to this type of customer. The selection of customers was carried out taking into account their seniority with the company, the variety of products subscribed to, and their geographical location. This diversity made it possible to obtain a range of opinions representative of the different categories of customers.

c) Employee profile

The employees interviewed for this study were chosen for their strategic role within the organization and their direct involvement in customer relationship management. They come from several key departments:

i. Customer service representatives

These employees are in direct contact with customers and play a central role in customer satisfaction and loyalty. Their contribution helped identify the daily practices implemented to meet customer needs, the tools used to manage relationship, and the main challenges encountered.

ii. Claims managers

Responsible for claims processing and settlement, these employees provided insights into how effective claims management impacts customer satisfaction. Since prompt and fair claims handling is a key driver of customer loyalty, their experience provided insights into the impact of these critical

interactions on customer perceptions.

iii. The head of the technical and commercial department

This executive plays a strategic role in designing offers, pricing, and implementing loyalty policies. Their participation in the study provided insights into ASK Gras Savoye Central Africa's strategic choices and the specific actions taken to improve profitability through customer loyalty.

iv. The general management

A few interviews were conducted with the CEO to explore the company's overall strategic orientations regarding loyalty and long-term objectives. The selection of employees was based on their experience, their role in the organization, and their involvement in customer relationship management. This diversity of profiles enriched the study by providing a comprehensive view of internal practices and their impact on loyalty and profitability [19]. Combining a diverse sample of customers and employees from different organizational levels ensured a broad yet in-depth analysis. The data collected reflects the complex dynamics between customer expectations, Ask Gras Savoye Central Africa internal strategies, and profitability results. This laid the foundation for concrete recommendations aimed at strengthening the effectiveness of loyalty practices within the company [20].

Customers satisfaction

Customer satisfaction is a central concept in customer relationship management, particularly in the insurance industry, where it directly influences customer loyalty and profitability [21]. It is generally defined as the feeling of contentment or disappointment experienced by a customer following the comparison between their initial expectations and the experience they have with a product or service.

Customers loyalty

According to Berry and Leonard L [22], loyalty is the process of establishing an ongoing relationship with a customer to create a lasting preference for a company's products or services. Reichheld and Sasser [20] demonstrated that customer loyalty directly contributes to company profitability by reducing the costs associated with acquiring new customers and increasing customer lifetime value (Customer Lifetime Value - CLV). Furthermore, Kotler emphasizes that in a competitive environment, a company must move beyond the transactional framework to embrace long-term relationship, offering personalized services, consistent quality, and careful monitoring. In the insurance industry, Anderson and Sullivan [21] assert that loyalty is based on satisfying customer needs, which translates into a long-term relationship.

Business profitability

Profitability is a key financial indicator for assessing a company's performance. Garnaut and McFarlane [23] define profitability as a company's ability to generate profits relative to its investments or revenue. In the insurance sector, Cummins and Derrig [24] explain that the profitability of insurance companies is based on their ability to effectively manage risks while optimizing their operational costs

and maximizing revenue from insurance premiums. According to Miller and Modigliani [14], a company's investment and financing decisions have a direct impact on profitability.

The relationship between loyalty and profitability

The work of Heskett and al. [7] loyalty has a direct impact on the profitability of companies, notably by reducing management costs and improving productivity. Similarly, Olivier [25] highlights the importance of loyalty in creating value for the company, emphasizing that loyalty creates a virtuous circle where customer satisfaction increases, which leads to higher retention rates and, ultimately, increased profitability.

Data collection and analysis, recommendations

This section will be devoted to the use of the various questionnaires and interviews that we were able to make available to a few individuals in order to gather their opinions, enabling us to carry out this analysis.

Analysis of collected data

Data analysis is a crucial step in extracting relevant information, drawing conclusions, and formulating strategic recommendations. In this study, data collected through questionnaires and interviews were subjected to rigorous analysis, combining quantitative and qualitative approaches.

Quantitative approach: analysis of data from questionnaires

The data collected through the questionnaires were centralized in a database, facilitating their processing using statistical tools.

a) Data coding and cleaning

Before any analysis, the responses were coded to ensure consistent interpretation. The Likert scales used (to assess satisfaction and loyalty) were translated into numerical values, allowing statistical processing. A data cleaning process was then carried out to identify and correct incomplete or inconsistent responses.

b) Descriptive analysis

Descriptive analysis provided an overview of customer responses. Statistical indicators such as means, medians, and frequencies were calculated for each question. Indicators were established for:

- Overall customer satisfaction;
- Intention to renew an insurance policy;
- Likelihood of recommending the company to others.

Graphs such as histograms and pie charts were used to visually represent this data and facilitate interpretation.

c) Correlation analysis

To explore the relationship between variables, a correlation analysis was conducted. The links between perceived satisfaction and loyalty intention were examined. These correlations allowed us to verify key hypotheses, such as the influence of service quality on customer loyalty.

d) Data segmentation

The customer sample was segmented based on criteria such as the type of product purchased (health, car, and home insurance) or status (individual or institutional). This segmentation made it possible to compare the specific perceptions of each group.

Qualitative approach: analysis of data from interviews

The semi-structured interviews produced textual data rich in nuances. This information was processed using a thematic analysis method.

a) Transcription and codification

The interviews were transcribed verbatim to ensure that all key information was preserved. The transcripts were then coded, with keywords or categories associated with the themes discussed (e.g., claims management, service personalization, organizational challenges).

b) Identification of recurring themes

A thermal analysis identified recurring ideas and divergences in the perceptions of employees and major customers. For example, challenges related to the speed of claims processing were frequently mentioned by employees, while customer often highlighted the need for more proactive communication.

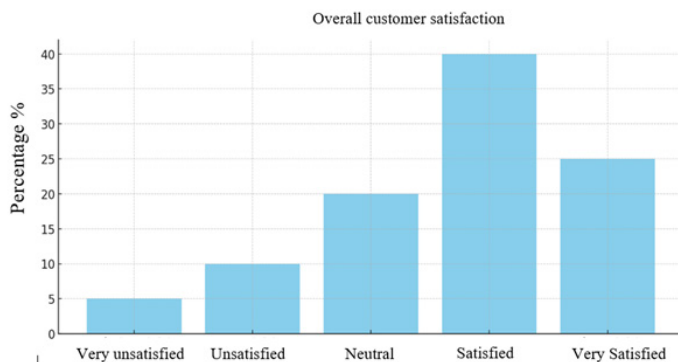
c) Data triangulation

Qualitative information was compared with quantitative results to strengthen the validity of the conclusions. For example, if the questionnaire data indicated average satisfaction with a specific aspect (such as responsiveness), the interviews helped contextualize this observation and identify the underlying causes.

Analysis and presentation of collected data

The data collected through questionnaires and interviews provide a solid basis for understanding the impact of customer loyalty on Ask Gras Savoye Central African profitability. Questionnaires administered to 50 customers revealed clear trends regarding their levels of satisfaction and loyalty. Among them, 80% were individuals with personal, auto, or home insurance, and 20% were businesses or institutions with group insurance policies or industrial risk coverage. The graphs below summarize the responses obtained.

Chart: Overall customer satisfaction



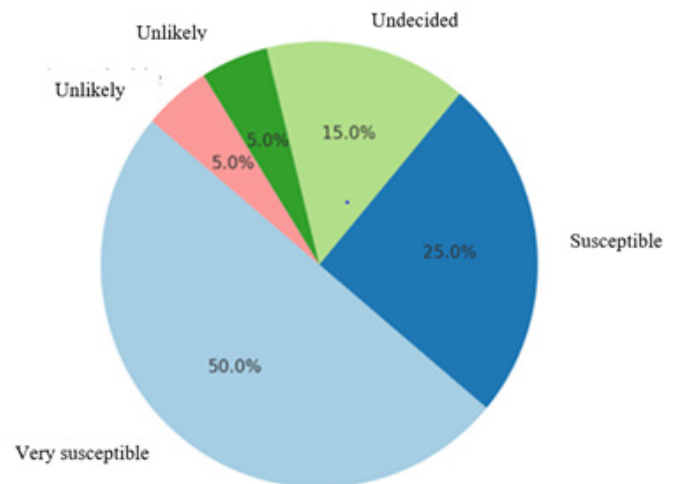
Source: Developed by the author from questionnaire data.

Customer satisfaction is a key metric for assessing a company's overall service delivery performance. In the case of Ask Gras Savoye Central Africa, a satisfaction scale of 1 to 5 was used, where 1 represents very strong dissatisfaction and 5 represents total satisfaction. The results show an average overall satisfaction score of 3,8 reflecting an overall positive perception of the services, while highlighting areas requiring further attention.

Intention to renew contracts

Contract renewal intent is a key indicator of customer loyalty and satisfaction with a company's services. Ask Gras Savoye Central African reported that 75% of customers said they were very likely or likely to renew their contracts. While this figure is encouraging, it also reveals that 25% of customers remain either undecided (15%) or are considering not renewing their contracts 10%).

Chart: Intention to renew contracts

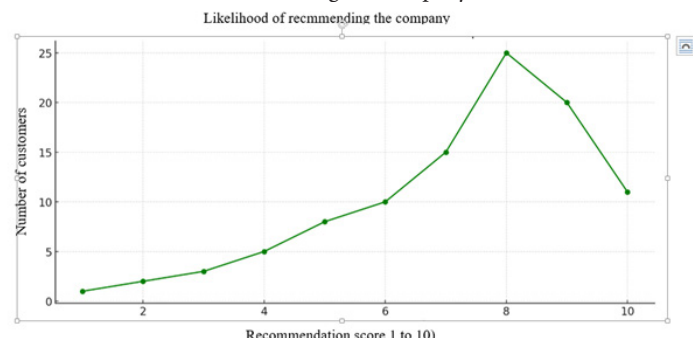


Source: Developed by the author from questionnaire data.

Propensity to recommend the company

The average score of 7.2 on a scale of 1 to 10, representing the likelihood of customers recommending Ask Gras Savoye Central Africa, highlights a positive predisposition to promote the company's services to those around them. However, this score, although encouraging, indicates that there is still room for improvement to strengthen this inclination and maximize opportunities linked to word of mouth, a strategic lever for any company. This propensity is represented by the diagram below.

Chart: Likelihood of recommending the company.



Source: Developed by the author from questionnaire data.

Analysis of the study results

This section aims specifically to interpret the data collected as part of this study, in order to answer the central question: what is the impact of customer loyalty on the profitability of Ask Gras Savoye

Central Africa?

The analysis is based on quantitative and qualitative tools, such as questionnaires and interviews, to assess customer perceptions, their level of satisfaction, their intention to renew, as well as their propensity to recommend the company. The results obtained highlight key trends and specific challenges. They also make it possible to identify areas for improvement and opportunities to strengthen customer relations and optimize the company's financial performance. Using graphs, tables, and statistics, this section provides an overview of the strengths and areas for improvement in Ask Gras Savoye Central Africa loyalty strategy. The analysis of the results highlights a direct and significant relationship between customer loyalty and Ask Gras Savoye Central African profitability. Loyal customers, through their economic contribution and commitment, play a decisive role in the company's financial performance.

Increase in premium

Loyal customers, defined as those who have maintained a relationship with the company for three years or more, represent 40% of Ask Gras Savoye Central Africa customer base and generate 65% of its revenue. This level of contribution is explained by several factors:

- Loyal customers have a zero acquisition cost, unlike new customers, for whom significant resources must be invested in prospecting and customer service;
- They tend to systematically renew their contracts, thus ensuring a recurring and stable revenue for the company;
- These customers are also more likely to subscribe to additional services or extended guarantees, thus increasing their lifetime value (Customer Lifetime Value).

So the analysis of this increase in premium volume will be in the table below:

Table 1: Customer contribution according to their loyalty.

Customer categories	Percentage of customers	Contribution of turnover
Loyal customers (3 et years and +)	40%	65%
Moderately loyal customers	35%	25%
New customers (- to 1 year)	25%	10%

Source: Developed by the author from questionnaire data.

Reduction of acquisition costs

Retention contributes significantly to acquisition costs compared to strategies focused on acquiring new customers. On average, recruiting a new customer costs the company 10% of the annual premium, due to the investments required to attract them (advertising, prospecting, promotional offers), compared to the near-zero cost of retaining a loyal customer. Customers with a relationship with the company of 1 to 3 years still require efforts to consolidate their commitment. The acquisition cost is reduced to 5% of the annual premium, as they are already familiar with the company and require fewer intensive marketing campaigns.

Table 2: Acquisition costs and associated benefits by customer type.

Customer categories	Average acquisition cost per customer (as % of the annual premium)	Retention rate (%)	Estimated total acquisition cost (thousands of XAF)
Loyal customers (3 years and +)	0%	75%	0
Moderately loyal customers	5%	50%	2,000
New customers	10%	25%	5,000

Source: Developed by the author from questionnaire data.

Improving contract profitability

Data shows that loyal customers are less likely to cancel their contracts or seek out competitors offering slightly lower rates. They also tend to subscribe to additional products (multi-devices), thus increasing their individual contribution to the company's profitability. Loyal retail customers have a multi-device rate of 65%, contributing 30% of revenue. This segment demonstrates that loyalty, combined with diversification of subscribed products, significantly improves profitability. Loyal institutional customers have an even higher multi-device rate at 80%, while representing 69% of revenue. This reflects their strategic role in the company's overall profitability. New customers, on the other hand, have a limited multi-device rate of 10%, contributing only 1% of revenue. This result is partly due to their low initial commitment.

Table 3: Customer multi-equipment rate.

Customer category	Multi-equipment rate (%)	Contribution to turnover (%)
Loyal individual customers	65%	30%
Loyal institutional customers	80%	69%
New customers	10%	1%

Source: Developed by the author from questionnaire data.

Link between satisfaction and profitability

Analysis of correlations between the collected variables shows that highly satisfied customers (satisfaction score above 4) have a 92% probability of renewal, compared to only 48% for those who expressed average satisfaction (satisfaction score of 3). Furthermore, satisfied customers are more likely to recommend the company's services, thus attracting new customers and strengthening overall profitability.

Specific issues for Ask Gras Savoye Central Africa

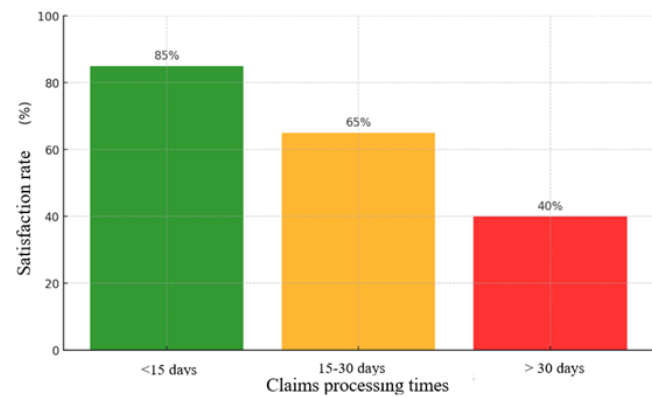
The analysis reveals several specific challenges that Ask Gras Savoye Central Africa must address to maximize customer loyalty and improve profitability. These challenges revolve around three main areas: claims management, personalized offers, and proactive communication. The following graph illustrates these issues:

(i) Claims management

Although generally considered satisfactory, the speed of claims processing remains a key factor of frustration for some customers. An improvement in this area could strengthen their loyalty. The graph below illustrates the impact of claims processing times on

customer's satisfaction. It clearly shows that customer satisfaction decreases as processing times increase. Processing in less than 15 days is associated with high satisfaction (85%), while times longer than 30 days result in much lower satisfaction (40%).

Chart 4: Impact of claims processing times on customer loyalty.



Source: Developed by the author from questionnaire data.

Personalization of offers

Institutional customer are expressing a growing need for tailor-made solutions tailored to their specific needs. An analysis of customer segments shows that:

- 60% of companies want personalized products;
- Only 30% believe that the current offering fully meets their expectations.

Table 4: Personalization needs by customer segment.

Customer segment	Expressed needs	Current satisfaction rate
Individuals	Simplicity	70%
SMEs	Flexibility	50%
Large companies	Personnalization	30%

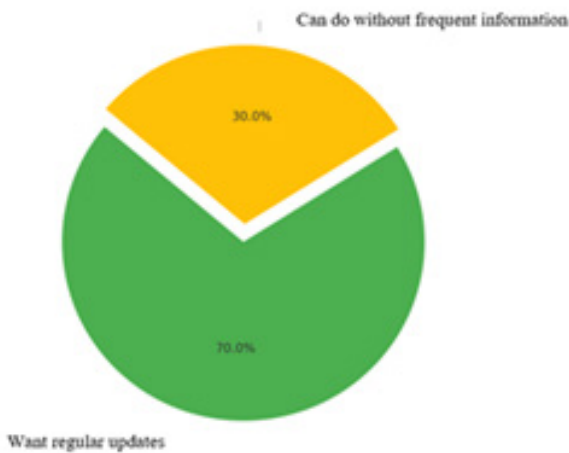
Source: Developed by the author from questionnaire data.

Proactive communication

Proactive communication is essential to building customer trust and engagement. The majority of customers surveyed want to receive regular information about the company's services and news. The survey showed that:

- 70% of customers want regular information about the company's latest developments;
- Currently, only 40% say they are satisfied with the level of communication. Analysis of the collected data clearly shows that customer loyalty has a direct and positive impact on Ask Gras Savoye Central Africa profitability. However, additional efforts are needs to maximize the benefits of this relationship, particularly by optimizing claims management and improving communication and personalized offers. These findings will serve as a basis for formulating strategic recommendations in the next section. The importance of proactive communication is illustrated by the graph below.

Chart 5: Importance of proactive communication.



Source: Developed by the author from questionnaire data.

Recommendations

In this section, we propose strategic recommendations aimed at improving customer loyalty and optimizing Ask Gras Savoye Central Africa profitability. These recommendations are based on an analysis of the results collected and the challenges identified during the study. The main objective is to expand the loyal customer base while increasing the company's profitability.

Personalized loyalty program

To strengthen customer loyalty, Ask Gras Savoye Central Africa should implement loyalty programs tailored to the specific needs of its different customer segments. These programs could include premium discounts for contract renewals, exclusive benefits for institutional customers, or offers of additional coverage with exceptional premiums after several years of partnership. These initiatives would be particularly effective in encouraging customers to remain loyal in the long term. Another option could be the introduction of gamification in the customer journey, where policyholders accumulate points or benefits at each stage of their engagement (e.g., claim declaration, timely payment of promises). This would strengthen the bond with the company and increase customer satisfaction.

Digital tools and proactive communication

Implementing digital tools such as an online customer platform or a mobile app would centralize all information related to insurance policies and claims. A simple and intuitive interface would improve the customer experience and transparency. For example, customers could track the status of their claims in real time or receive automatic reminders regarding policy renewals. Proactive communication is also essential to maintain a constant connection with customers. Ask Gras Savoye Central Africa should use regular communication channels such as SMS or social media alerts to inform customers about product and service developments, as well as the company's actions to improve claims management. This would strengthen their engagement and trust in the company.

Continuous improvement of claims processing

Fast and transparent claims management is a key factor in customer loyalty. To improve this aspect, Ask Gras Savoye Central Africa should invest in technologies that automate certain steps in claims processing. For example, implementing a digital system that allows customers to report their claims via mobile applications and obtain a quick estimate of compensation could speed up processing times. It would also be relevant to establish specific performance criteria and targets for claims processing times, and to make this information accessible to customers, which would improve transparency and strengthen their loyalty.

Training and support for sales teams

Sales teams play a key role in customer loyalty. It is therefore essential that Ask Gras Savoye Central Africa invest in the ongoing training of its employees. By focusing on customer relations and personalized service, agents will be better equipped to meet the specific needs of each customer. This includes training on insurance products, available digital tools, and long-term relationship management.

Customer segmentation and personalized offers

In order to optimize profitability through customer loyalty, Ask Gras Savoye Central Africa should adopt a more advanced segmentation strategy. For example, segments such as VSEs, SMEs, or large companies could have very different needs. A fine segmentation would make it possible to propose offers adapted to each group, thus increasing the effectiveness of marketing campaigns and customer satisfaction (Bessis, Jean). For institutional customers, it would be wise to offer them tailor-made insurance solutions by taking into account their specific risks, particularly in terms of coverage against political or economic risk in the Central African Republic. Similarly, individual customers could benefit from flexible products that better meet their needs as they evolve, for example, modular micro-insurance products that adapt to their situation.

Optimization of prices and payment terms

To further increase customer loyalty while optimizing profitability, Ask Gras Savoye Central Africa could explore flexible pricing options that encourage customers to sign up for or renew their contracts. Customer discounts or incentives, or mobile payment options, can make the experience more enjoyable and accessible, especially for customers in less-banked areas.

Strengthening brand image and trust

Another key recommendation for strengthening loyalty is the development of a strong, trust-based brand image. Ask Gras Savoye Central Africa should highlight its transparency and commitment to serving its customers better through communication campaigns that emphasize the company's history, its local and international expertise, and its role in developing the insurance sector in the Central African Republic. Customer testimonials, case studies, and experience sharing could help strengthen this perception. By combining these different strategies-loyalty programs, digital tools,

claims improvement, team training, personalized offers, and an attractive pricing policy-Ask Gras Savoye Central Africa will not only be able to retain its customers but also improve its profitability. An approach focused on continuous improvement and customer engagement will help ensure lasting success in a rapidly evolving, competitive market.

General Conclusion

This study allowed us to examine the impact of customer loyalty on the profitability of insurance brokerage companies, focusing specifically on the case of Ask Gras Savoye Central Africa. Through in-depth data collection, including questionnaires and interviews with customers and employees, several significant findings emerged. The analysis highlighted that customer loyalty plays a key role in improving profitability for Ask Gras Savoye Central Africa. The main factors influencing this loyalty are the speed of claims processing, personalized offers, and proactive and regular communication with customers. In addition, effective claims management has a direct impact on customer satisfaction, which strengthens their loyalty. Optimizing profitability through loyalty also involves further customer segmentation and improving offers and services tailored to each target group.

The results showed that fast claims processing and personalized services can not only improve customer experience, but also increase premium volume and company profitability. However, some challenges persist, including slow claims processing and the branding of tailor-made solutions for certain customer segments, especially institutions. The issue of the impact of customer loyalty on the profitability of insurance brokerage companies was clearly answered through the results of this study. It was shown that initiatives aimed at strengthening loyalty, such as improving claims management, personalizing offers and regular communication, have a direct impact on the company's profitability. Loyal customers are more likely to renew their contracts, recommend the company and subscribe to additional offers, which translates into an increase in premium volume and profit margins.

However, this study has some limitations that should be highlighted. First, the sample of customers and employees, although interesting, remains limited and may not be fully representative of the company's entire customer base. In addition, the study could not take into account certain external variables, such as economic fluctuations or political crises in the Central African Republic, which can also influence customer loyalty and the company's profitability. It would be relevant for future research to extend the sample more broadly and to integrate other companies in the sector to compare the results. A longitudinal study, which observes the effects of loyalty strategies over several years, could also offer valuable insights into the evolution of loyalty and profitability over time. In addition, research could be conducted to explore the impact of external factors, such as legislative and economic changes, on customer loyalty and the strategies of insurance brokerage companies in the Central African Republic.

Finally, further exploration of the use of technology in the insurance sector (such as artificial intelligence in claims management) could provide innovative recommendations to improve customer relations and optimize operational processes. Ultimately, this study demonstrated the importance of customer loyalty in the profitability of insurance brokerage companies and provided practical recommendations to strengthen this loyalty within Ask Gras Savoye Central Africa.

References

1. RFI. "L'Assurance en République Centrafricaine Défis et Perspectives." RFI. 2023.
2. Luc D, Yakan M. The insurance market in Central Africa: Trends and perspectives. *International review*. 2021; 12: 45-68.
3. International Association of Insurance Supervisors (IAIS). *Insurance Core Principles*. 2020.
4. CIMA. *CIMA Insurance Code. Organization for the Harmonization of Business Law in Africa*. 2019.
5. Robert SK, Norton DP. "The Balanced Scorecard: Measures That Drive Performance." *Harvard Business Review*. 1992; 70: 71-79.
6. Edward FR. *Strategic Management: A Stakeholder Approach*. Pitman Publishing. 1984.
7. Heskett. Determinants of customer loyalty in the banking sector: the case of commercial banks in Morocco.
8. Stéphane M. Stakeholder theory: literature review. *Decide with stakeholders*, Bonnafous-Boucher M, Y Pesqueux. The discovery. 2006; 157-172.
9. Michael PE. *Competitive Advantage: Creating and Sustaining Superior Performance*. Free Press. 1985.
10. Jean P. Contingency theories. *Leadership theories, classical and contemporary models*. Dunod. 2015; 73-98.
11. World Bank. *Insurance and Risk Management in Developing Countries*. World Bank Group. 2018.
12. Henry M. *The Structuring of Organizations: A Synthesis of Research*. Prentice Hall. 1979.
13. ASEA. *Report on insurance market trends in Central Africa*. 2021.
14. Modigliani M. In their work, distribution, dividend policy. 1961.
15. William B. "The Customer Advantage: Customer Satisfaction, Customer Loyalty, and Profitability." *Marketing Science*. 1999; 17: 137-156.
16. Philip K, Keller KL. *Marketing Management*. Pearson Education. 2016.
17. Paul RL, Lorsch JW. *Organization and Environment: Managing Differentiation and Integration*. Harvard University Press. 1967.
18. Frederick FR, Earl Sasser W. "Zero Defections: Quality Comes to Services." *Harvard Business Review*. 1990; 68: 105-111.
19. Jean B. *Risk Management in Banking*. John Wiley Sons. 2015.
20. Sasser FF, Reichheld, A study of Tourist Loyalty Driving Factors from Employee Satisfaction Perspective. 1990.
21. Anderson EW, Sullivan MW. The Antecedents and Consequences of Customer Satisfaction for firms. *Marketing Science*. 1993; 12: 125-143.
22. Leonard LB. *Relationship Marketing* American Marketing Association. 1983.
23. Garnaut, McFarlane. Concept of financial profitability and logic of choice in public services: case of investment choices in four municipal public services. 1985.
24. Cummins and Derrig. *Improving profitability*.
25. Oliver Bender. *Introduction to Corporate Loyalty*. 1999.