



# COMPANY PROFILE

COMPREHESIVE

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# I. EXECUTIVE SUMMARY

## The Market Context: Kenya's Insurance Paradox

Kenya's insurance industry operates within a fundamental contradiction. While the country boasts one of Africa's most sophisticated financial sectors and fastest-growing economies, insurance penetration remains stubbornly low at approximately 2.4% of GDP. This is far below the global average of 7%. The reasons are well-documented: legacy products designed for colonial-era risks that no longer exist, opaque policy language that obscures rather than clarifies coverage, claims processes optimized for denial rather than settlement and distribution models that reward transaction volume over client outcomes. Traditional brokers have become part of the problem by acting as order-takers tied to preferred underwriters rather than independent advisors challenging inadequate products and advocating for client interests.

## The AIBL Approach: Strategic Risk Partnership

Assured Insurance Brokers Limited (AIBL) represents a 41-year evolution from traditional insurance intermediary to strategic risk management partner. Founded in 1984 during Kenya's post-independence economic expansion, the firm has survived multiple insurance market cycles, regulatory transformations and technological disruptions by maintaining an unwavering focus on client outcomes over commission maximization. Under founder Anne Rama's leadership, AIBL built its reputation on a principle that remains radical in Kenyan insurance: **the broker's fiduciary duty runs to the client, not the underwriter**. This philosophy manifests in tangible ways from direct escalation to Insurance Regulatory Authority leadership when insurers adopt unjustified claim positions, multi-market shopping that sacrifices convenient underwriter relationships for optimal client terms and transparent communication about policy limitations that other brokers conveniently omit. The firm's longevity stems from this approach. In an industry where brokers average 3-7-year client relationships, AIBL maintains 95%+ retention rates, with several corporate accounts spanning two decades. Clients stay not because of competitive premiums even though AIBL consistently delivers 15-25% savings through rigorous market discipline, but because of claims advocacy that transforms insurance from necessary evil into strategic asset.

## The Generational Transition: Heritage Meets Innovation

AIBL currently operates at a critical inflection point. After 41 years, Anne Rama is transitioning leadership to second-generation management under COO Dixon Kasamani, a banking and finance professional whose dual Master's degrees in Risk Management and Economics bring analytical rigor uncommon in traditional insurance broking. This transition represents more than personnel change, it signals fundamental business model evolution. Where first-generation AIBL relied on deep personal relationships and industry reputation, second-generation AIBL is building scalable systems that institutionalize expertise rather than depending on individual networks. The centerpiece of this transformation is a proprietary AI-enabled risk analytics platform specifically engineered for Kenya's insurance landscape. Unlike generic insurance technology imported from developed markets, AIBL's platform was built from ground-up to address uniquely Kenyan challenges: fragmented data ecosystems, regulatory environments in flux, underwriters with inconsistent claims practices and clients navigating ever-evolving risks and legislation. AIBL's platform enables capabilities previously impossible for boutique brokerages: real-time risk exposure dashboards showing clients their vulnerability concentrations, predictive modeling that identifies emerging threats before losses materialize, policy optimization scenarios allowing clients to test coverage changes against premium impact and claims progress tracking that eliminates the information asymmetry insurers exploit during settlement negotiations.

## Operational Excellence: The DCSA Differentiator

A critical component of AIBL's value proposition is Datum Claims Settling Agency (DCSA), a specialized unit providing independent loss adjustment and claims advocacy services. In Kenya's insurance market, where underwriters routinely deploy delay tactics, technical exclusion arguments and inadequate settlements to manage claims ratios, DCSA represents a structural advantage. DCSA's mandate is unambiguous: maximize legitimate claim recovery for AIBL clients. This includes forensic loss documentation that pre-empts insurer objections, proactive negotiation leveraging market intelligence about underwriter settlement patterns and escalation pathways, including direct engagement with reinsurers and regulatory intervention, when insurers adopt unjustified positions. The results speak clearly: AIBL clients experience average claims settlement within 3 weeks versus industry standard of 18+ weeks for corporate claims, with 95% of claims resolved without litigation.

## Market Position: Boutique Scale, Enterprise Capability

AIBL operates as a deliberately lean organization. This scale is strategic, not circumstantial. Large brokerage overhead necessitates volume-driven business models where relationship managers handle 100+ clients, rendering genuine risk advisory economically impossible. AIBL's model inverts this logic: selective client acquisition focused on relationships where deep expertise creates measurable value, technology leverage to scale analytical capabilities without proportional headcount growth and partnership structures with underwriters that provide enterprise product access without enterprise cost structure. This approach positions AIBL in a market white space; too sophisticated for commodity brokers competing on transactional efficiency, too cost-effective for multinational brokers whose overhead demands premium client segments and more client-aligned than direct insurers whose structural incentive is premium collection over claim payment.

## The Value Proposition: Insurance Reimagined

AIBL's core offering transcends policy placement. The firm functions as outsourced Chief Risk Officer for clients lacking internal expertise, providing:

**Risk Diagnosis Over Product Pushing:** Comprehensive exposure analysis identifying vulnerabilities clients don't recognize, followed by multi-underwriter market competition for optimal terms rather than convenience placements with preferred insurers.

**Coverage Engineering:** Bespoke policy structuring for complex risks inadequately served by standard products, including manuscript wording for unique exposures, layered programs across multiple carriers for optimal pricing and creative solutions for "uninsurable" risks through alternative risk transfer mechanisms.

**Claims Advocacy:** DCSA's independent loss adjustment and settlement negotiation, transforming adversarial insurer-policyholder dynamics into collaborative resolution processes.

**Continuous Optimization:** Annual portfolio reviews identifying changed risk profiles, market intelligence on underwriter performance and solvency and proactive coverage adjustments as businesses evolve.

**Strategic Advisory:** Risk management consulting beyond insurance placement.

## The Competitive Moat: Knowledge, Technology, Trust

**Institutional Knowledge:** 41 years of market intelligence about underwriter claims practices, risk appetite, pricing discipline, financial stability and decision-maker access creates information asymmetry competitors cannot quickly replicate.

**Technological Infrastructure:** Platform development represents substantial investment in proprietary capabilities that commoditize traditional broker functions (premium comparison, renewal management) while creating new value in risk analytics and predictive modeling. As the platform ingests more client data and claims outcomes, its recommendations improve continuously.

**Trust Capital:** In an industry plagued by principal-agent problems where brokers prioritize commission over client interest, AIBL's track record of claims advocacy and transparent communication creates reputational assets that appreciate rather than depreciate over time. Client references consistently emphasize not product access or pricing, but advocacy during difficult claims that saved businesses from catastrophic losses insurers initially declined.

## Forward Vision: Building Kenya's First Client-First Brokerage

AIBL's strategic ambition is straightforward: demonstrate that client-aligned insurance broking is not only ethically superior but economically viable. The firm aims to prove that rigorous risk advisory, multi-market competition and aggressive claims advocacy. This vision extends beyond AIBL's commercial success. If the model works the entire market benefits through increased insurance penetration, improved claims satisfaction and restoration of public trust in an industry whose reputation has been damaged by decades of adversarial practices. AIBL exists to prove that insurance can function as the risk transfer mechanism it theoretically represents, rather than the legalized gambling it practically resembles when misaligned incentives dominate. Forty-one years of client relationships suggest the market rewards this approach. The next decade will demonstrate whether it scales.

## 2. CORPORATE FOUNDATION

### Company Information

**Legal Name:** Assured Insurance Brokers Limited

**Trading Name:** AIBL | Assured Insurance Brokers

**Incorporation Year:** 1984

**Years of Operation:** 41 years of continuous service (1984-2025)

**Registration Number:** C26012 (Incorporated under the Companies Act of Kenya)

**Registered Office:** Flat C22, Upper Hill Gardens, 3<sup>rd</sup> Ngong Avenue, Upper Hill, Nairobi, Kenya

**Regulatory Status:** Insurance Broker under IRA License No: IRA/06/058/2025

### Business Classification

- **Primary Activity:** Insurance Brokerage (General & Life Insurance)
- **Secondary Activities:** Risk Management Consulting, Claims Management Services,
- **Industry Code:** ISIC 6622 - Activities of insurance agents and brokers

### Vision Statement

To be East Africa's most trusted insurance advisory partner; recognized not for transaction volume but for transforming complex business risks into strategic advantages through innovative solutions, rigorous analysis and relentless client advocacy that prioritizes outcomes over commissions.

### Mission Statement

We empower Kenyan businesses and individuals to operate with confidence by providing expert risk assessment, bespoke insurance solutions and unwavering support throughout the entire insurance lifecycle. We exist to restore trust in an industry damaged by misaligned incentives, proving that client-first broking is not only ethically superior but economically sustainable.

### Core Values

**Client-First Advocacy (Fiduciary Duty Over Commission):** We acknowledge explicitly what the industry denies implicitly: structural conflicts of interest exist when brokers earn commission from insurers while advising clients on purchases from those same insurers. AIBL addresses this through radical transparency. Disclosing commission structures, presenting multiple underwriter options with comparative analysis and maintaining independence from any single insurer relationship that could compromise objectivity. Our reputation was built and continues to rest on instances where we advised clients against purchasing coverage that would have generated commission but failed to address their actual risks.

**Intellectual Rigor (Data-Driven Analysis Over Industry Convention):** Insurance broking in Kenya operates largely on precedent and relationship. AIBL rejects this approach. Every client engagement begins with comprehensive risk profiling that often identifies exposures clients didn't recognize and coverage gaps in existing programs. Our propriety platform institutionalizes this analytical rigor, transforming broker intuition into systematized intelligence.

**Relentless Transparency (Coverage Clarity Over Marketing Ambiguity):** The insurance industry has perfected the art of promising comprehensive protection while engineering policy language that excludes precisely the losses clients expect coverage for. AIBL operates differently: we proactively explain what policies DO NOT cover, identify exclusions and sub-limits that could create claim disputes and present coverage limitations in plain language before clients purchase. This approach occasionally costs us immediate sales when clients choose cheaper policies with inferior terms elsewhere, but it creates long-term relationships built on trust rather than misunderstanding.

**Adaptive Innovation (Continuous Evolution Over Operational Inertia):** Kenya's risk landscape transforms continuously. Traditional brokers respond to these changes reactively, offering new products only when insurers create them. AIBL operates proactively: identifying emerging risks, engaging underwriters to develop coverage solutions and deploying technology that makes previously uneconomical business segments viable.

**Ethical Integrity (Regulatory Compliance Without Compromise):** AIBL maintains unblemished regulatory record across 41 years and zero penalties, zero client complaints escalated to IRA, zero instances of misrepresentation or commission impropriety. This record stems from institutional discipline: we decline business we cannot service properly, refuse to place coverage with financially unstable underwriters regardless of commission incentives and maintain professional standards even when competitive pressures reward corner-cutting. In an industry where regulatory arbitrage is common practice, AIBL treats compliance as minimum standard rather than competitive burden.

## Governance

**Board of Directors:** The AIBL board comprises insurance industry veterans with combined 150+ years of experience. Board composition prioritizes operational expertise over ceremonial representation. Directors actively contribute to strategic planning, client relationship management and industry engagement rather than serving purely oversight function.

**Shareholder Philosophy:** AIBL's ownership structure reflects long-term orientation uncommon in Kenya's brokerage industry, where many firms operate as commission-maximizing enterprises focused on quarterly performance. AIBL shareholders accept lower short-term profitability in exchange for client retention, reputation preservation and sustainable competitive positioning. This philosophy manifests in decisions like declining business AIBL cannot service properly, maintaining higher staff-to-client ratios than industry norms permit deeper advisory relationships and investing in technology infrastructure with multi-year payback periods. The privately-held structure insulates AIBL from pressures that compromise client-first positioning. This independence allows AIBL to operate with time horizons and ethical standards that publicly-traded or PE-backed competitors cannot maintain.

## Geographic & Market Presence

**Primary Market:** Nationwide

**Service Coverage:** Nationwide through underwriter partnerships and digital infrastructure

**Regional Capability:** East African Community (EAC) cross-border insurance coordination

**Office Infrastructure:** AIBL operates deliberately lean physical footprint, prioritizing investment in people and technology over expensive office locations. Headquarters located in Nairobi provides meeting facilities for client consultations and houses core team, while remote work capabilities enable national service delivery without branch office overhead that larger brokerages support through higher client fees. This distributed model reflects evolving market reality: sophisticated corporate clients value advisor expertise and responsiveness over physical proximity, while technology infrastructure enables policy management, claims tracking and document exchange without requiring face-to-face interaction for routine transactions.

## 3. PRODUCTS & SERVICES

### Comprehensive Risk Transfer Solutions

AIBL's service architecture reflects fundamental understanding that effective insurance broking requires three distinct but interconnected capabilities: **diagnostic expertise** to identify risks clients don't recognize, **market access** to source appropriate coverage at competitive terms and **advocacy infrastructure** to ensure policies perform when losses occur. Most Kenyan brokers excel at one capability (usually market access for commodity products), perform adequately at a second (basic risk identification) and fail entirely at the third (claims advocacy). AIBL's differentiation rests on integrated delivery across all three. We don't just place policies, we diagnose exposure gaps, engineer coverage solutions for complex risks and deploy specialized claims management infrastructure that transforms adversarial insurer-policyholder dynamics into collaborative resolution processes.

### General Insurance Lines

#### Property & Asset Coverage

**Commercial Property Insurance** Comprehensive protection for business premises, equipment, inventory and fixed assets against fire, lightning, explosion, storm, tempest, flood, earthquake and malicious damage. AIBL's approach transcends standard policy placement through:

- **Accurate Valuation Methodology:** Collaborating with professional valuers to establish replacement cost values that prevent under-insurance penalties during claims, avoiding the 80% average clause trap where insurers reduce settlements proportionally when declared values fall below actual replacement costs
- **Business Interruption Engineering:** Calculating appropriate indemnity periods based on realistic recovery timelines rather than generic 12-month periods that may prove inadequate for businesses requiring equipment imports or facility reconstruction
- **Seasonal Stock Declaration Programs:** For businesses with fluctuating inventory (agricultural processors, retail operations, importers), structuring policies with seasonal stock declarations that avoid paying premium on maximum stock values year-round while ensuring adequate coverage during peak periods
- **Basis of Settlement Optimization:** Negotiating reinstatement value coverage rather than indemnity value (depreciated replacement) to ensure claim proceeds actually rebuild/replace assets rather than providing theoretical compensation

#### Coverage includes but not limited to:

- Buildings and fixed structures
- Plant, machinery, and equipment
- Stock and inventory (raw materials, work-in-progress, finished goods)
- Office furniture, fixtures, and fittings
- Electronic equipment and data processing systems
- Business interruption and consequential loss
- Expenses of alternative accommodation during repairs
- Professional fees (architects, surveyors, consultants) for reinstatement

**Industrial All Risks (IAR)** Specialized coverage for manufacturing, processing, and industrial operations providing comprehensive protection during construction, installation, testing and operational phases. AIBL structures IAR programs addressing:

- **Machinery breakdown** with consequential loss extensions
- **Boiler and pressure vessel explosion**
- **Deterioration of stock in cold storage** following refrigeration equipment failure
- **Contamination of products** during processing
- **Spoilage and leakage** of liquids, chemicals, or perishables



**Contractors All Risks (CAR) & Erection All Risks (EAR)** Construction project insurance covering material damage, third-party liability, and project delay risks. AIBL's construction insurance expertise includes:

- Joint name policies protecting principals, contractors and subcontractors under single program
- Testing and commissioning coverage extending protection beyond practical completion
- Maintenance period coverage for defects liability periods
- Professional fees and debris removal extensions
- Advance loss of profit (ALOP) coverage for project delay consequences

## Transportation & Logistics Coverage

**Motor Fleet Management** Comprehensive or third-party liability coverage for commercial vehicle fleets, structured to balance premium efficiency against operational risk. AIBL's fleet programs deliver:

- **Tiered Coverage Optimization:** Stratifying vehicles by value and utilization; comprehensive coverage for high-value trucks, third-party for depreciated assets nearing replacement
- **Driver Risk Management:** Implementing driver training requirements, age restrictions and license verification protocols that qualify for underwriter premium discounts while reducing accident frequency
- **Claims Frequency Analysis:** Quarterly loss ratio reviews identifying high-incident vehicles or drivers requiring intervention, preventing premium loading at renewal through proactive risk control
- **Usage-Based Premium Structures:** For seasonal operations (agricultural transport, tourism), negotiating premium adjustments based on actual vehicle utilization rather than flat annual rates

**Goods in Transit (GIT) & Marine Cargo** Protection for merchandise during domestic road transport and international shipping, addressing the gap where property policies cease coverage once goods leave insured premises. AIBL's transit coverage encompasses:

### Domestic GIT:

- Road haulage (own vehicles and third-party carriers)
- Rail transport
- Inland waterway transit
- Warehouse-to-warehouse coverage including loading/unloading
- Political violence and strike, riot, civil commotion (SRCC) extensions

### Marine Cargo (Import/Export):

- Institute Cargo Clauses (A, B, C) with appropriate coverage level selection based on commodity risk
- War and strikes coverage for high-risk shipping routes
- Delay in startup coverage for capital equipment imports
- Seller's interest and buyer's interest policies clarifying coverage responsibility during international trade
- Container demurrage coverage for port delays preventing timely cargo pickup

**Cross-Border Trade Programs:** AIBL specializes in East African Community (EAC) regional trade coverage, addressing unique challenges of multi-jurisdiction operations:

- Customs bond coverage for goods in transit through multiple countries
- Currency inconvertibility and transfer coverage for repatriation of funds from regional operations
- Political violence coverage for civil unrest, war, terrorism affecting cross-border supply chains
- Regulatory compliance insurance for evolving EAC trade regulations

## Liability Coverage

Kenya's legal landscape increasingly exposes businesses to third-party liability claims that traditional property insurance doesn't address. AIBL's liability expertise covers:

**Public & Products Liability** Protection against legal liability for:

- Bodily injury or property damage to third parties arising from business operations
- Product defects causing injury or damage after sale (manufacturing defects, design flaws, inadequate warnings)
- Tenant's liability for damage to leased premises
- Pollution liability for gradual environmental contamination from business activities

**Professional Indemnity (Errors & Omissions)** Coverage for professionals whose negligent advice, design, or service delivery causes client financial loss:

- Legal, accounting, consulting, and engineering professionals
- Information technology service providers and software developers
- Insurance brokers and financial advisors
- Healthcare practitioners (medical malpractice)
- Real estate agents and property managers

AIBL structures professional indemnity with critical enhancements:

- **Retroactive date management** ensuring coverage for past work where claims may arise years after service delivery
- **Extended reporting period (tail coverage)** protecting retired professionals or businesses exiting operations from claims filed after policy expires
- **Mitigation cost coverage** for expenses preventing potential claims from materializing
- **Regulatory defense coverage** for disciplinary proceedings by professional regulatory bodies

**Directors & Officers (D&O) Liability** Protection for company directors and officers against personal liability for decisions made in corporate capacity. AIBL's D&O programs address:

- **Shareholder derivative actions** alleging breach of fiduciary duty
- **Regulatory investigations** by authorities (Competition Authority, Capital Markets Authority, IRA, KRA)
- **Employment practices liability (EPL)** for wrongful termination, discrimination, harassment claims
- **Entity coverage** extending protection to the company itself for securities claims
- **Outside directorship coverage** for executives serving on other boards

**Employment Practices Liability (EPL)** Specialized coverage for claims by employees, former employees, or job applicants alleging:

- Wrongful termination or constructive dismissal
- Workplace discrimination (gender, age, disability, HIV status)
- Sexual harassment and hostile work environment
- Breach of employment contract
- Failure to promote or provide equal opportunity
- Retaliation against whistleblowers

This coverage addresses gap AIBL identified where traditional D&O policies exclude employment-related claims, leaving HR-intensive businesses exposed. Kenya's evolving employment law (Employment Act amendments, data protection requirements, occupational safety regulations) creates expanding liability exposure that few brokers proactively address.

**Environmental Liability:** National Environmental Management Authority (NEMA) regulations impose strict liability for pollution, with fines starting at KSh 6M, yet standard commercial policies exclude environmental claims.

Coverage addresses:

- **Sudden and accidental pollution** (chemical spills, fuel leaks during transport)
- **Gradual pollution** from ongoing business operations
- **NEMA fines and penalties** for regulatory violations
- **Cleanup and remediation costs** for contaminated soil, water, or air
- **Third-party bodily injury and property damage** from pollution events
- **Legal defense costs** for environmental litigation

**Cyber Liability & Electronic Crime** Protection against digital threats that traditional policies don't cover. AIBL's cyber programs address:

**First-Party Cyber Losses:**

- Business interruption from network outages or ransomware attacks
- Data restoration costs following corruption or deletion
- Cyber extortion payments and ransom negotiation
- Crisis management and public relations following data breaches
- Notification costs to affected individuals under data protection laws
- Credit monitoring services for customers whose data was compromised

**Third-Party Cyber Liabilities:**

- Privacy liability for unauthorized disclosure of personal data
- Regulatory fines under Kenya's Data Protection Act
- Media liability for defamatory content on company digital platforms
- Network security liability for malware transmitted to customers/partners

**Electronic Crime Coverage:**

- Social engineering fraud (CEO fraud, business email compromise)
- Fraudulent electronic funds transfer
- Telephone banking fraud
- Computer fraud and funds transfer fraud

**Critical distinction AIBL educates clients on:** Cyber policies typically exclude theft of money (covered under Crime/Fidelity policies with electronic crime extensions), while Crime policies exclude privacy liability and data breach costs (covered under Cyber policies). Comprehensive protection requires both, structured to avoid gaps and overlaps.

**Financial Lines (Specialized)**

**Bankers Blanket Bonds** Comprehensive coverage for financial institutions (banks, SACCOs, microfinance, investment firms) bundling multiple exposures into single program:

**Section 1 - Employee Dishonesty (Fidelity Guarantee):** Theft or fraud by employees, including:

- Embezzlement of funds or securities
- Fraudulent accounting or record manipulation
- Collusion with external parties
- Computer fraud by employees

**Section 2 - On Premises:** Loss of money, securities, or property from institution's premises through:

- Burglary, robbery, or theft
- Damage to premises or equipment during burglary
- Loss of client property held in safe custody

**Section 3 - In Transit:** Loss during transport of cash or securities:

- Robbery or theft during cash-in-transit operations
- Loss while in custody of armored car services
- Messengers carrying negotiable instruments

**Section 4 - Forgery & Alteration:** Losses from forged checks, documents, or altered instruments

**Section 5 - Computer Crime & Electronic Fraud:** Unauthorized electronic transfer of funds or data manipulation

**Section 6 - Securities Lending & Derivatives:** For institutions engaged in capital markets operations

## Section 7 - Client Property: Liability for loss of assets held in trust or safekeeping

**Fidelity Guarantee (Employee Dishonesty)** Standalone coverage for businesses not requiring full Bankers Blanket programs:

- Theft of money, stock or property by employees
- Fraudulent accounting or financial manipulation
- Computer fraud by employees accessing systems
- Collusion between employees and third parties

AIBL structures fidelity coverage with enhancements often missing from commodity policies:

- **Extended discovery period** allowing claims for losses discovered up to 12-24 months after policy expiry
- **Broad employee definition** capturing contractors, temporary staff, and outsourced service providers
- **Legal expenses** for prosecution of dishonest employees
- **Audit costs** for forensic investigation following suspected fraud

**Trade Credit Insurance** Protection against non-payment by customers, particularly valuable for businesses extending credit terms:

- Insolvency or bankruptcy of customers
- Protracted default (payment delay beyond agreed terms)
- Political risks preventing payment from foreign buyers
- Pre-shipment risks for cancelled orders after production commenced

**Political Violence & Terrorism** Coverage for civil unrest, strikes, riots and politically motivated violence exposures that standard property policies often exclude or provide limited coverage for:

- Property damage from riots, strikes, civil commotion
- Business interruption following political violence
- Denial of access when government restricts business operations
- Terrorism coverage for deliberate violent acts for political/ideological purposes

## Life Insurance Distribution

AIBL entered life insurance distribution in 2024 through partnerships, recognizing that corporate clients require integrated risk solutions encompassing both business continuation (general insurance) and human capital protection (life insurance).

### Life Insurance Products

#### Individual Life Assurance:

**Term Life Insurance:** Pure mortality protection providing death benefit during policy term without savings component. Appropriate for:

- Income replacement for dependents during working years
- Loan protection (mortgage protection decreasing term)
- Business key person insurance
- Estate duty planning for high-net-worth estates

**Whole Life Insurance:** Lifetime coverage with guaranteed death benefit and cash value accumulation. Applications include:

- Permanent estate liquidity for inheritance tax
- Collateral for business financing
- Forced savings discipline with mortality protection
- Wealth transfer to next generation

**Endowment Policies:** Combination insurance-savings paying either death benefit or maturity value. Declining popularity due to poor investment returns relative to alternative investment vehicles, but still relevant for:

- Conservative savers requiring forced discipline
- Education funding with mortality protection
- Dowry or wedding planning (cultural savings objectives)

### **Education & Savings Plans:**

**University Education Plans:** Structured savings targeting children's tertiary education costs, typically 10-18 year accumulation periods. AIBL positions these realistically—investment returns often underperform alternative savings vehicles (unit trusts, money market funds), but forced discipline and premium waiver benefits (policy continues if parent dies/disabled) provide value for clients lacking investment discipline.

**Retirement Savings Plans:** Individual pension schemes supplementing NSSF statutory contributions:

- Lump sum withdrawal at retirement
- Annuity purchase for guaranteed lifetime income
- Tax efficiency under Income Tax Act (premiums deductible up to limits)

### **Group Life Schemes:**

**Corporate Group Life:** Employer-sponsored death benefit programs providing:

- Multiple of salary death benefit (typically 2-4x annual salary)
- Funeral expense benefit
- Last expense benefit
- Optional spouse and children coverage
- Premium waiver for disabled members

**Group Credit Life:** Loan protection for SACCOs, microfinance, and banks ensuring:

- Outstanding loan balance paid at borrower's death
- Lender protected against default from mortality
- Borrower's estate relieved of debt burden

### **Critical Illness & Disability Coverage:**

**Dread Disease Insurance:** Lump sum payment upon diagnosis of specified critical illnesses:

- Cancer, heart attack, stroke
- Kidney failure, major organ transplant
- Permanent disability from accident or illness

Addresses income replacement during treatment and recovery periods when disability insurance pays but individual cannot work.

**Income Protection (Disability Insurance):** Monthly income replacement following accident or sickness preventing work:

- Occupation-specific disability definitions
- Partial disability benefits for reduced earning capacity
- Rehabilitation benefit encouraging return to work
- Premium waiver if disabled

## Value-Added Services

### Risk Management Consulting

AIBL's consulting services address fundamental market gap: most Kenyan businesses purchase insurance reactively (compliance requirement, lender mandate, post-loss panic) rather than strategically. This creates two problems: (1) businesses buy wrong coverage for actual exposures and (2) businesses fail to implement controls reducing loss frequency/severity, resulting in higher premiums and claims.

**Comprehensive Risk Audits:** Structured evaluation identifying, quantifying and prioritizing risks across:

- **Property exposures:** Asset valuation, business interruption loss scenarios, catastrophe exposure (fire, flood, earthquake)
- **Liability exposures:** Product liability, professional errors, environmental contamination, employment practices
- **Human capital:** Key person dependency, succession planning, employee benefits adequacy
- **Operational risks:** Supply chain disruption, technology failure, regulatory non-compliance
- **Financial risks:** Credit exposure, currency fluctuation, contract disputes

**Deliverable:** Risk register categorizing exposures by severity (potential financial impact) and likelihood, with prioritized recommendations for treatment - risk transfer (insurance), risk reduction (controls/procedures), risk retention (self-insurance) or risk avoidance (discontinue activity).

**Control Gap Identification:** Assessment of existing risk mitigation measures against industry standards:

- Fire detection and suppression systems
- Security (physical barriers, surveillance, guards)
- Driver management (training, monitoring, license verification)
- Food safety and quality control (for manufacturers/processors)
- Data security and IT disaster recovery
- Occupational safety compliance

**Insurance Program Optimization:** Periodic review ensuring coverage evolves with business:

- Asset revaluation preventing under-insurance
- Coverage extension for new activities, locations, or equipment
- Deductible optimization balancing premium savings against retention risk
- Multi-year agreements locking favorable terms
- Captive insurance feasibility for large, stable risks

### Claims Management (DCSA)

Datum Claims Settling Agency (DCSA) operates as specialized unit providing independent loss adjustment and claims advocacy services. AIBL's most powerful competitive differentiator and primary driver of 95%+ client retention. **The Claims Problem in Kenya:** Standard insurance broker claims handling involves forwarding loss notice to underwriter and passively monitoring progress. When disputes arise (coverage denials, valuation disagreements, settlement delays), brokers typically defer to insurer position rather than aggressively advocating client interests. This stems from structural conflict: brokers depend on underwriter relationships for future policy placements, creating incentive to maintain insurer goodwill at client expense. AIBL's DCSA inverts this dynamic. Claims advocacy is institutionalized through dedicated unit whose performance metrics are client settlement outcomes, not underwriter relationship preservation.

#### DCSA Service Components:

##### Immediate Loss Response:

- 24/7 claims reporting hotline
- On-site loss assessment within 24 hours for major claims
- Emergency mitigation coordination (board-up services, emergency repairs, salvage protection)
- Preliminary loss quantification for business planning

**Forensic Loss Documentation:** Professional loss documentation pre-empting common insurer objections:

- Detailed loss circumstances narrative establishing coverage under policy terms
- Photographic evidence of damage extent and causation
- Repair/replacement cost estimates from multiple contractors
- Business interruption calculations with supporting financial records
- Police reports, fire brigade reports, and official incident documentation
- Expert reports (engineers, surveyors, forensic accountants) where complexity warrants

**Proactive Claims Advocacy:** Active negotiation maximizing legitimate recovery:

- Coverage analysis identifying applicable policy sections and extensions
- Valuation negotiation leveraging market pricing data and replacement cost evidence
- Settlement strategy balancing rapid payment against maximum recovery
- Escalation pathways when initial adjuster positions are unjustified

**Dispute Resolution:** When insurers adopt unjustified claim positions, DCSA deploys escalation mechanisms:

- **Reinsurer engagement:** Direct communication with reinsurance partners who often override local underwriter decisions when presented compelling evidence
- **Regulatory intervention:** IRA complaints when insurers violate fair claims handling practices or policy terms
- **Legal support coordination:** Working with client legal counsel on coverage litigation when necessary
- **Industry relationship leverage:** Access to insurance company CEOs and IRA leadership creating escalation pathways unavailable to conventional brokers

**Post-Settlement Review:** Learning from claims experience:

- Root cause analysis identifying why loss occurred
- Control recommendations preventing recurrence
- Policy review ensuring adequate coverage for similar future events
- Premium impact assessment and mitigation strategies

**DCSA Performance Metrics:**

- **Average settlement time:** 21 days (industry average: 18 weeks for corporate claims)
- **Settlement success rate:** 95% of claims settled without litigation
- **Average recovery rate:** 92% of claimed amounts (industry average: ~70-75%)
- **Client satisfaction:** 98% of clients rate claims handling as "excellent" or "very good"

**Technology Platform:**

Unlike generic insurtech solutions designed for developed markets, AIBL's proprietary AI-enabled risk analytics platform addresses specifically Kenyan challenges.

**Core Capabilities:**

**Real-Time Risk Exposure Dashboards:** Visual interface showing client's comprehensive risk profile:

- Property values and locations with catastrophe exposure (flood zones, earthquake risk)
- Liability exposure concentration by business activity
- Coverage gaps and policy exclusions
- Claims history and loss patterns
- Renewal calendar and premium trends



**Predictive Risk Modeling:** AI algorithms identifying emerging vulnerabilities before losses materialize:

- Pattern recognition in operational data flagging anomalies (unusual transaction patterns, access irregularities)
- External data integration (weather patterns, economic indicators, regulatory changes) predicting sector-specific risks
- Peer comparison highlighting exposures client's competitors are addressing
- Early warning for approaching coverage limits or policy expiry

**Policy Optimization Scenarios:** Interactive modeling allowing clients to test coverage changes:

- Deductible adjustments showing premium savings versus retention risk
- Coverage limit modifications with cost-benefit analysis
- Alternative policy structures (blanket vs scheduled, agreed value vs indemnity)
- Multi-year contract scenarios locking favorable terms

**Claims Progress Tracking:** Transparent visibility into claim status:

- Real-time updates on adjuster assignment, inspection scheduling, documentation requirements
- Estimated settlement timeline based on historical similar claims
- Outstanding documentation checklist
- Communication history between AIBL, client, and insurer

**Market Benchmarking:** Comparative analysis positioning client against industry peers:

- Premium spend as percentage of revenue (is client over/under-insured relative to sector?)
- Coverage scope comparison (what protections do competitors have that client lacks?)
- Claims frequency and severity versus industry averages
- Renewal pricing trends showing market hardening/softening

**What Makes It Unique:**

**Built for Kenya, by Kenyans:** Platform algorithms are tuned to local context:

- Climate-related risks specific to Kenyan geography (flooding in Nairobi's Eastlands, drought in ASAL regions)
- Regulatory environment (NEMA requirements, data protection laws, OSHA compliance)
- Underwriter-specific claims practices and settlement patterns
- Socio-economic factors influencing risk (infrastructure quality, emergency response capabilities)

**Continuous Learning Architecture:** Every claim outcome, policy placement, and client interaction refine recommendations:

- Machine learning identifies which coverage recommendations prevented losses
- Claims data reveals which policy exclusions created gaps clients didn't anticipate
- Premium negotiations inform pricing predictions for future placements
- Client feedback improves user interface and feature prioritization

**API Integration Capabilities:** Connects with client systems for holistic risk visibility:

- ERP integration pulling asset registers, inventory values, revenue data
- Financial systems providing real-time business interruption exposure
- Fleet management systems feeding vehicle usage data for premium optimization
- HR systems informing employee benefits and liability exposure

**Scalability Focus:** Platform architecture enables AIBL to service growing client base without proportional staff increases:

- Automated renewal processing and documentation management
- Self-service client portals reducing administrative inquiries
- Standardized risk assessment methodologies ensuring consistency
- Template-based proposal generation accelerating quote turnaround



## 4. Service Delivery Model

### Philosophy: Advisory Partnership vs. Transactional Brokerage

AIBL's service model fundamentally rejects the transactional approach dominating Kenyan insurance brokerage where brokers function as order-takers collecting renewal premiums annually, providing minimal ongoing value and disappearing when claims arise. This commodity model creates race-to-bottom pricing competition where brokers differentiate solely on commission rebates rather than expertise. AIBL operates as **outsourced Chief Risk Officer** for clients lacking internal insurance/risk management capabilities. This positioning requires different economic model, organizational structure and client engagement methodology than conventional brokerage.

### Client Acquisition & Qualification

#### Initial Inquiry Response (24-48 Hours)

When prospective clients contact AIBL, initial response establishes expectations differentiating our approach:

**Standard Response Template:** "Thank you for contacting Assured Insurance Brokers. Rather than immediately provide quote, we prefer to understand your business operations, risk profile, and insurance objectives through brief consultation. This allows us to recommend coverage addressing your actual exposures rather than simply matching your existing policies."

Initial consultation is complimentary and typically requires 45-60 minutes. Following this discussion, we can provide tailored recommendations with competitive market quotes.

Are you available for [propose specific dates/times] either at your premises or our offices?"

#### What This Accomplishes:

- **Filters price-shoppers:** Clients seeking only cheapest premium without regard to coverage quality self-select out
- **Establishes consultative positioning:** We lead the engagement, not client dictating product requirements
- **Creates information asymmetry advantage:** Understanding client operations before quoting enables superior coverage recommendations competitors miss
- **Builds relationship foundation:** Face-to-face interaction creates trust that email/phone quotations cannot

#### Initial Consultation Process

##### Pre-Meeting Preparation:

- Review client's industry sector (typical risks, common coverage gaps, regulatory requirements)
- Research client's business (website, social media, news mentions, financial filings if public)
- Prepare sector-specific risk checklist
- Identify 2-3 coverage gaps clients in their industry commonly overlook

##### Meeting Structure (60-90 Minutes):

**Phase I: Business Understanding (20-30 min)** Open-ended questions revealing risk landscape:

- "Walk me through your business operations from customer acquisition to product/service delivery"
- "What are your primary revenue sources, and what could disrupt them?"
- "Where are your key dependencies—equipment, suppliers, key employees, technology systems?"
- "What keeps you awake at night regarding business risks?"
- "What compliance obligations do you face (regulatory, contractual, lender requirements)?"

**Critical technique:** Allow client to speak uninterrupted. Most brokers dominate conversations explaining their services. AIBL consultants listen, taking detailed notes that inform subsequent coverage recommendations.

**Phase 2: Current Coverage Review (15-20 min)** If client has existing policies:

- "May I review your current insurance program?"
- Systematic policy analysis: sums insured, deductibles, exclusions, sub-limits, endorsements
- Identification of obvious gaps: under-insurance, missing coverages, unfavorable terms
- Questions revealing coverage gaps: "Do you have environmental liability?" "Is business interruption period adequate for your recovery timeline?" "Does professional indemnity include retroactive coverage?"

**Phase 3: Risk Education (15-20 min)** Proactive identification of exposures client hasn't recognized:

- "Based on your operations, here are risks we commonly see in your industry that many businesses don't address..."
- Specific examples: NEMA fines for logistics companies, cyber liability for data-intensive businesses, EPL for HR-dependent operations
- Regulatory compliance requirements they may not be aware of
- Recent industry loss events (anonymized) demonstrating vulnerability

**What This Accomplishes:**

- Establishes AIBL's expertise (we know their industry better than they realize)
- Creates value before client spends any money
- Identifies coverage gaps competitors haven't mentioned
- Builds trust through education rather than sales pressure

**Phase 4: Budget & Timeline Discussion (10-15 min)**

- "What's your current annual insurance spend?"
- "Are you satisfied with value received relative to cost?"
- "What are your budget constraints for insurance program improvements?"
- "When do current policies expire?" (renewal timeline)
- "What's your decision-making process—who needs to approve insurance changes?"

**Meeting Conclusion:** "Based on our discussion, I'll prepare comprehensive proposal addressing the exposures we've identified. This will include:

- Summary of your risk profile as we understand it
- Recommended coverage structure with rationale for each component
- Competitive quotes from multiple underwriters
- Coverage comparison highlighting differences, not just premium variations
- Implementation timeline

This typically takes 5-7 business days for straightforward risks, longer for complex exposures requiring specialized markets. I'll send preliminary recommendations within 48 hours so you can review our approach before we invest time in detailed market quotes.

Any questions about our process?"

**Client Qualification Criteria**

AIBL doesn't accept all prospective clients. We decline engagements where we cannot deliver superior value:

**Decline When:**

- Client seeks only cheapest premium without coverage quality consideration ("just match my current policy at lower price")
- Decision-maker is inaccessible (subordinate gathering quotes without authority)
- Unrealistic timeline expectations (expecting comprehensive proposal in 24 hours)
- Existing broker relationship is strong and client is merely price-checking
- Risk profile is outside AIBL's expertise areas
- Client exhibits payment risk indicators (history of premium arrears, financial distress)

## **Accept When:**

- Client values expertise and advisory relationship
- Decision-maker participates in initial consultation
- Adequate timeline for proper market approach (minimum 7-10 days for complex risks)
- Opportunity to demonstrate differentiated value
- Risk profile matches AIBL capabilities
- Client demonstrates financial stability for premium payment

**Rationale:** AIBL's boutique model cannot compete on transaction volume. We must charge adequate commission to support high-touch service. This requires clients who value quality over price. Better to decline 10 price-shopping prospects and secure 1 quality client than win 10 clients who will defect at next renewal for 5% premium savings.

## **Value-Added Intelligence Sharing**

**Market Intelligence Bulletins:** Periodic updates on:

- Underwriter solvency concerns (early warning if client's insurer faces financial distress)
- Claims practice changes (underwriters tightening coverage interpretations or documentation requirements)
- Premium trend forecasts (market hardening/softening affecting renewal pricing)
- Regulatory developments (IRA rule changes, new compliance requirements)

## **Sector-Specific Risk Alerts:**

- NEMA enforcement campaigns targeting specific industries
- Cyber threat advisories (ransomware variants, phishing campaigns)
- Political violence risk assessments (pre-election periods, protest movements)
- Weather event warnings (El Niño flooding, drought affecting agricultural clients)

**These communications demonstrate ongoing value beyond annual policy renewal, justifying AIBL's commission even when no immediate transaction occurs.**

## **Service Level Commitments**

### **Response Standards**

#### **Quote Turnaround:**

- Simple risks (motor, basic property): 3-5 business days
- Moderate complexity (liability, specialized property): 7-10 business days
- Complex risks (financial lines, large programs): 10-14 business days

#### **Certificate Issuance:**

- Standard certificates: 24 hours
- Complex/customized certificates: 48 hours
- Rush requests (client emergency): 4 hours

#### **Endorsement Processing:**

- Routine additions (vehicles, locations): 48-72 hours
- Coverage enhancements: 5-7 business days (requires underwriter approval)

#### **Claims Response:**

- Initial acknowledgment: 2 hours
- Site inspection (major claims): 24 hours
- Claim submission to underwriter: 7-14 days (depending on loss complexity)

## **Communication Response:**

- Urgent matters: 2-4 hours
- Routine inquiries: 24 hours
- Complex technical questions: 48 hours

## **Quality Commitments**

### **Accuracy:**

- Policy documentation reviewed before delivery (zero errors in client name, sums insured, coverage details)
- Certificate accuracy verified before issuance

### **Compliance:**

- All placements comply with IRA regulations
- Statutory insurances (WIBA, motor third-party) meet legal requirements
- Contractual insurance requirements satisfied before client confirmation

### **Transparency:**

- Commission disclosure on request
- Coverage limitations explained clearly
- Alternative options presented with pros/cons
- No hidden fees or charges

### **Advocacy:**

- Client interests prioritized over insurer/commission considerations
- Escalation to management/regulators when insurers act unreasonably
- Honest advice even when commercially disadvantageous to AIBL

## **Client Retention Strategy**

### **Why Clients Stay With AIBL**

#### **Quantifiable Value:**

- 15-25% average premium savings through market competition
- 92% average claims recovery rate (vs. ~70-75% industry average)
- 21-day average claims settlement (vs. 18+ weeks industry average)
- Zero coverage gaps from proactive policy reviews

#### **Relationship Value:**

- Dedicated account manager (not rotating contact centers)
- Direct access to principals (Anne Rama, Dixon Kasamani) for major issues
- Institutional knowledge of client's business and risk history
- Trust built through consistent delivery over years

#### **Service Superiority:**

- Proactive risk alerts (regulatory changes, market trends, emerging threats)
- Educational approach (clients understand coverage, not just purchase policies)
- Responsive communication (hours, not days)
- Claims advocacy creating peace of mind

## Client Exit Analysis

When clients leave AIBL:

- Exit interview understanding decision drivers
- Opportunity to address concerns or match competitive terms
- Professional transition (providing full documentation to new broker)
- Open invitation to return if new arrangement unsatisfactory

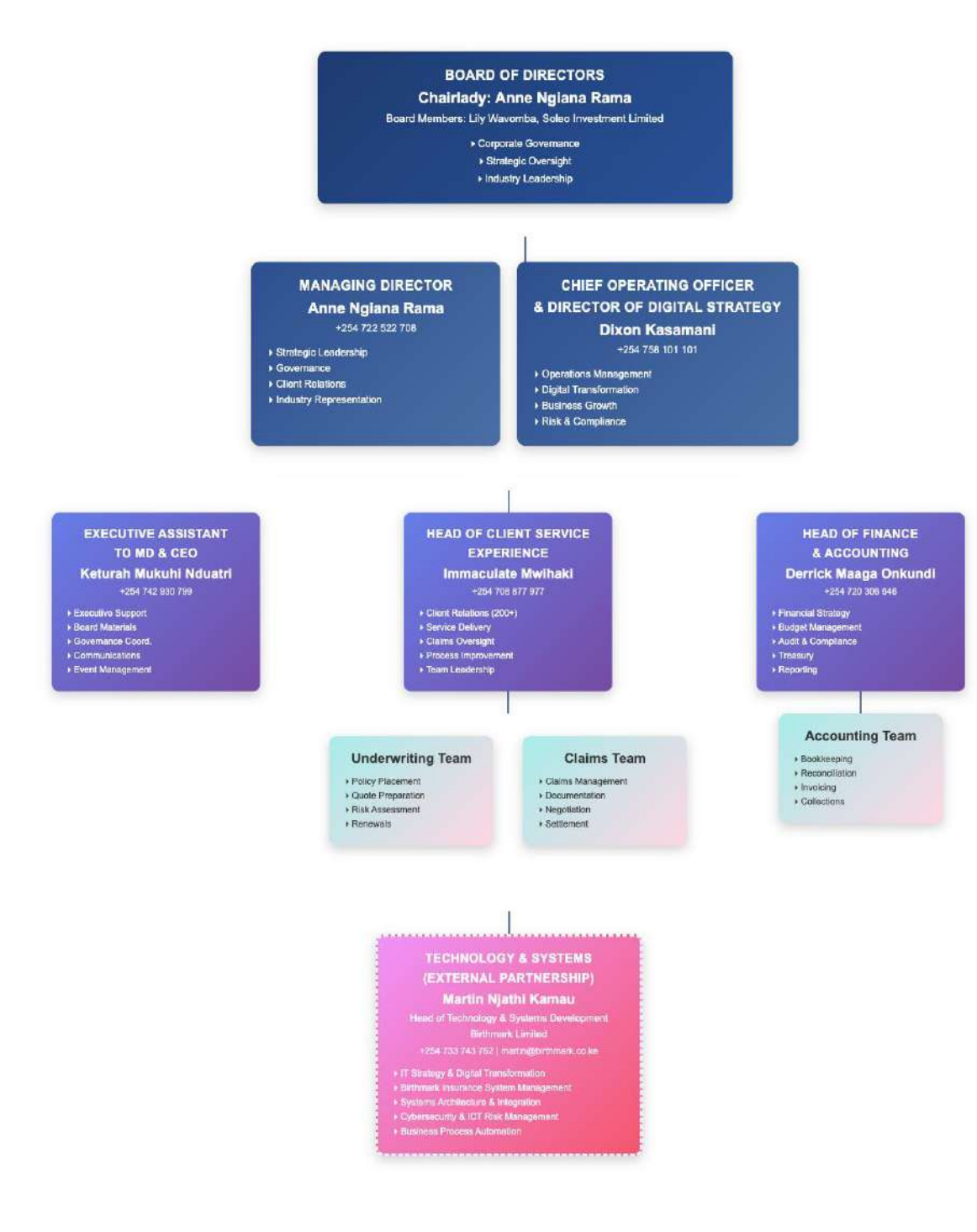
### Common reasons and AIBL response:

- **Price:** If client prioritizing 5-10% premium savings over service quality, graceful exit (we cannot compete on price alone)
- **Internal changes:** New management preferring existing broker relationships—maintain relationship for potential future return
- **Service failures:** Immediate remediation attempt, management involvement, recovery plan

**Client retention rate: 95%+** indicates service model effectiveness

# 5. ORGANIZATIONAL STRUCTURE & LEADERSHIP

## Organisation Chart



### Organization Key Information

- Board Level:** Corporate governance and strategic oversight
- Executive Level:** Managing Director & Chief Operating Officer
- Department Heads:** Senior management positions
- Team Level:** Operational teams
- External Partner:** Strategic technology partnership (Birthmark Limited)

Total Staff Complement: Approximately 15 professionals  
Organizational Model: Lean, technology-enabled, client-centric operations

## Key Management

### Anne Rama - Founder & Principal Officer

- 47 years insurance industry experience (1978-present)
- Recognized industry authority with direct access to regulatory leadership and reinsurance markets
- Proven track record in complex claims resolution and high-value account management
- Professional networks spanning Kenya's corporate and public sectors
- Known for direct escalation capabilities to Insurance Regulatory Authority and reinsurance principals when client interests require intervention

### Dixon Kasamani - Chief Operating Officer & Director of Digital Strategy

- Banking and finance professional (10+ years) with expertise in risk management and financial technology
- Academic credentials: Dual Master's degrees in Banking & Finance, and Risk Management & Economics
- Strategic architect of AIBL's digital transformation and proprietary platform development
- Leads operational modernization, market diversification and specialized lines expansion
- Bridges traditional insurance expertise with contemporary data analytics and client service delivery

## Leadership Profiles

### Anne Rama - Founder & Principal Officer

**Professional Background:** Anne Rama founded Assured Insurance Brokers Limited in 1984, entering Kenya's insurance industry during the post-independence economic expansion when insurance penetration was growing but distribution remained dominated by multinational brokerages serving large corporates and government entities. Anne positioned AIBL as boutique operation differentiating through personalized service and aggressive claims advocacy.

#### Career Spanning 47 Years (1978-Present):

**Early Career Foundation (Pre-AIBL):** Anne's insurance expertise was cultivated through roles in underwriting and claims management. strategies. The firm was established on principle that remains radical in Kenyan insurance: **the broker's fiduciary duty runs to the client, not the underwriter**. Anne rejected this model, building AIBL's reputation on multi-market competition, transparent communication about policy limitations and willingness to challenge insurers when claims were unjustly denied. AIBL's early growth stemmed primarily from claims resolution successes. Anne developed reputation for securing payments other brokers had accepted as lost causes. Word-of-mouth referrals from satisfied clients whose businesses were saved by recovered claim proceeds became AIBL's primary business development engine.

#### Personal Approach & Client Relationship Philosophy:

Anne operates on principle that insurance exists to transfer risk, not to collect premiums while engineering policy language to avoid claim payment. When insurers deploy legalistic interpretations to deny coverage clients reasonably expected to have, Anne views this as contract breach deserving aggressive challenge. Her client relationships reflect this philosophy. She views claims advocacy not as optional service but as fundamental obligation implicit in accepting brokerage commission.

#### Current Role:

After 47 years leading AIBL, Anne is transitioning from day-to-day operational management while maintaining strategic oversight and leveraging her industry relationships for complex client situations. She remains actively involved in:

- **Major account relationship management** - Personal stewardship of long-standing corporate clients
- **Complex claims advocacy** - Direct involvement when escalation to regulatory authorities or reinsurers required
- **Industry representation** - Engagement with IRA, insurers, and industry bodies on systemic issues
- **Strategic planning** - Board-level guidance on market positioning, underwriter relationships, competitive strategy
- **Succession mentoring** - Knowledge transfer to second-generation leadership

The transition is deliberate rather than abrupt, preserving institutional knowledge and client relationships while enabling next-generation capabilities that Anne's generation of brokers didn't develop.

## Legacy & Industry Impact:

Anne's contribution to Kenyan insurance extends beyond AIBL's commercial success. She has:

- **Demonstrated viable client-first brokerage model** - Proving that prioritizing client interests over commission maximization creates sustainable competitive advantage through retention and referrals
- **Elevated claims advocacy standards** - Setting expectation that brokers should actively fight for claim recovery, not passively forward paperwork
- **Trained multiple insurance professionals** - Several AIBL alumni now hold senior positions in underwriting and brokerage firms across Kenya
- **Advocated for regulatory reforms** - Consistent voice for consumer protection, transparent policy language, and fair claims handling practices

## Anne's Strengths:

- 47 years industry relationships (underwriters, regulators, reinsurers)
- Deep tacit knowledge of claims negotiation tactics and escalation pathways
- Personal reputation creating trust with established corporate clients
- Regulatory access enabling advocacy beyond conventional broker capacity

## Dixon Kasamani - Chief Operating Officer & Director of Digital Strategy

**Professional Background:** Dixon represents second-generation leadership bringing complementary capabilities to AIBL's traditional insurance expertise: formal training in risk management and economics, banking industry experience in credit analysis and operational risk, and digital-native orientation toward technology-enabled business transformation. Before joining AIBL, Dixon spent over a decade in banking and financial services, developing expertise directly applicable to insurance brokerage.

## Dixon's Strengths:

- Formal risk management training providing structured analytical frameworks
- Technology orientation enabling digital transformation Anne's generation didn't pursue
- Banking experience informing financial risk assessment and client financial analysis
- Contemporary business development approaches (digital marketing, LinkedIn networking, consultative selling)

## Vision for AIBL's Future:

Dixon's strategic ambition: "**Prove that client-aligned insurance broking is not only ethically superior but economically viable.**" This involves demonstrating that rigorous risk advisory, multi-market competition, aggressive claims advocacy and technology-enabled efficiency through:

- **Client retention** (95%+ retention creating stable revenue base)
- **Referral generation** (satisfied clients becoming business development engine)
- **Premium growth** (clients expanding coverage as businesses grow, trusting AIBL's recommendations)
- **Pricing power** (differentiated service justifying commission rates competitive brokers cannot command)



## 6. COMPETITIVE DIFFERENTIATION

### The Kenyan Insurance Brokerage Landscape: Structural Dysfunction

**Market Structure:** Kenya has approximately 200+ licensed insurance brokers ranging from multinational operations to one-person shops operating from serviced offices. Despite this apparent competition, the market exhibits oligopolistic characteristics: top 10 brokers control ~60% of premium placement, while remaining 190+ fight over scraps through price competition and commission rebating.

#### Dominant Business Models:

##### Multinational Brokers:

- Serve multinational corporations and large parastatals
- Global network access and specialized capabilities (captive formation, risk modeling, international programs)
- High overhead structures requiring premium minimums (typically won't service accounts below KSh 5-10M annual premium)
- Bureaucratic service delivery (regional approvals, standardized processes)
- Relationship managers handling 50+ accounts limiting personalized service

##### Large Kenyan Brokers:

- Corporate and mid-market focus
- Extensive staff (50-100+ employees) creating cost structures requiring volume business
- Technology investments (policy management systems, client portals)
- Banks of relationship managers with high turnover (average tenure 2-3 years)
- Increasingly commoditized service competing primarily on premium pricing

##### Small/Boutique Brokers (190+ firms):

- Individual practitioners or small teams (1-5 people)
- Serve SMEs, individuals, and niche sectors
- Limited capacity for complex risks or large accounts
- Relationship-dependent (business tied to principal's personal networks)
- Minimal technology or specialized capabilities
- High failure rate (many cease operations within 5 years)

#### Common Failures Across All Categories:

**Transactional Orientation:** Most brokers function as order-takers and premium collectors rather than risk advisors. Annual engagement pattern: contact client 30-60 days before renewal, request updated information, obtain quotes from 1-2 preferred underwriters, present renewal terms, collect premium, disappear until next year. Claims support consists of forwarding loss notices to insurers and passively monitoring without active advocacy.

**Underwriter Capture:** Brokers develop dependent relationships with 2-3 primary insurers who provide bulk of placements. This creates conflict: broker's commercial interest (maintaining underwriter goodwill for future placements and favorable commission terms) directly opposes client interest (securing best coverage at optimal price through aggressive market competition). When disputes arise, brokers typically defer to insurer positions rather than challenging unjustified denials or inadequate settlements.

**Price Competition Race to Bottom:** Lacking differentiation through expertise or service quality, commodity brokers compete by rebating commission. This creates unsustainable economics: reduced commission means reduced capacity for skilled staff, technology investment or time-intensive claims advocacy, further commoditizing service and perpetuating the cycle.

**Knowledge Deficit:** Many brokers possess superficial product knowledge. Specialized lines (financial institution bonds, environmental liability, cyber risk, political violence, trade credit) are often placed incorrectly or not offered at all because brokers don't understand the products or know which underwriters provide them.

**Claims Abandonment:** Industry's dirty secret: brokers disappear during claims. When losses occur and insurers deploy delay tactics, documentation demands, or technical coverage defenses, most brokers provide minimal support. They forward client paperwork to insurers, relay insurer responses back to clients, but don't actively investigate losses, challenge unjustified positions, or escalate when settlement negotiations stall. Clients discover too late that their broker relationship provides no advocacy when they need it most.

## AIBL's Differentiated Positioning

### Strategic Advantage #1: Heritage + Innovation Duality

**The Market Gap:** Traditional brokers offer heritage (decades of relationships, industry knowledge) OR innovation (technology, contemporary approaches) but rarely both. Established firms with long track records typically resist change. New-market entrants offer digital tools and fresh approaches but lack institutional knowledge, underwriter relationships and credible claims advocacy capabilities. **AIBL's Unique Position:** 41-year operating history providing deep market intelligence, established underwriter relationships, and regulatory access, combined with active digital transformation creating scalable systems and contemporary service delivery.

### Strategic Advantage #2: Claims Advocacy Infrastructure (DCSA)

**The Market Reality:** Claims settlement is where insurance value materializes or evaporates. Clients can tolerate premium variations across renewal cycles, but they don't forgive brokers who disappear when losses occur. **Industry Standard Practice:** Most Kenyan brokers provide minimal claims support:

- Forward loss notice to insurer
- Relay insurer's documentation requirements to client
- Passively monitor claim status
- Accept insurer settlement offers without challenge
- Avoid confrontation when clients dispute inadequate settlements (protecting underwriter relationship for future business)

#### Average Outcomes:

- Claims settlement time: 12-18+ weeks for corporate claims
- Recovery rate: ~70-75% of claimed amounts (due to under-insurance penalties, depreciation deductions, coverage disputes)
- Litigation rate: ~15-20% of disputed claims escalate to legal action
- Client satisfaction: Frequent complaints about delay, inadequate settlements, poor communication

#### AIBL's DCSA Model:

**Dedicated Claims Unit:** Specialized team with forensic investigation capabilities, loss adjustment expertise and claims negotiation training. Unlike generalist brokers handling claims as secondary responsibility, DCSA professionals focus exclusively on claim preparation, documentation and settlement advocacy.

#### Performance Differential:

Metric	Industry Average	AIBL/DCSA Performance	Competitive Advantage
Settlement Time	12-18+ weeks	21 days (3 weeks)	6-8x faster
Recovery Rate	70-75%	92%	20-25% higher recovery
Litigation Rate	15-20%	<5%	3-4x fewer disputes
Client Satisfaction	60-70% "satisfied"	98% "excellent/very good"	Significantly superior

**Client Retention Impact:** 95%+ retention rate stems primarily from claims experience. Clients who've experienced AIBL's advocacy during difficult loss situations become advocates themselves, providing referrals and testimonials. Word-of-mouth from satisfied claimants is AIBL's most powerful business development engine.

## Strategic Advantage #3: Specialized Lines Expertise

### Market Segmentation:

Kenyan insurance market exhibits clear product segmentation:

### Commodity Products (80% of market premium):

- Motor (comprehensive and third-party)
- Basic property (fire and allied perils)
- WIBA (workers compensation)
- Domestic package (homeowners insurance)

These products are standardized, widely available, and compete primarily on price. Every broker can place them, creating intense competition and minimal differentiation opportunity.

### Specialized Lines (20% of market premium):

- Financial institution bonds (Bankers Blanket, fidelity, crime)
- Liability coverage (professional indemnity, D&O, EPL, environmental, products liability)
- Political violence and terrorism
- Trade credit and surety bonds
- Cyber liability and electronic crime
- Aviation, marine cargo, construction risks

These products require technical underwriting knowledge, understanding of complex coverage language, and relationships with specialized insurers. Many brokers cannot competently structure these coverages.

## Strategic Advantage #4: Consultative Methodology vs. Product Pushing

### Industry Standard Approach:

Typical broker-client interaction:

**Client:** "I need insurance for my business."

**Broker:** "What do you need? Motor? Property? How much coverage?"

**Client:** "I have these three vehicles, this building, maybe some liability coverage."

**Broker:** "OK, I'll get you quotes."

Broker obtains quotes matching client's stated requirements, presents lowest premium option, closes sale, moves to next prospect.

### Problems With This Approach:

1. **Client determines coverage scope:** Client may not recognize exposures they're facing (environmental liability, cyber risk, employment practices claims)
2. **No risk assessment:** Broker doesn't evaluate client's actual risk profile, just matches requested products
3. **Coverage gaps emerge:** Unidentified risks materialize, causing losses that weren't insured
4. **Blame shifting:** Client says "you should have told me I needed that coverage," broker says "you didn't ask for it"

## **AIBL's Consultative Methodology:**

### **Discovery-Driven Engagement:**

Initial client consultation (60-90 minutes) focused on understanding business operations before discussing insurance:

- "Walk me through your business from customer acquisition to product delivery"
- "What are primary revenue dependencies and what could disrupt them?"
- "What compliance obligations do you face?" (regulatory, contractual, lender requirements)
- "What keeps you awake at night regarding business risks?"

### **Risk Profiling Before Product Recommendation:**

Based on operational understanding, AIBL identifies exposures client hasn't articulated:

**Example - Logistics Company:** Client requests: Motor fleet, cargo insurance, basic property coverage

AIBL identifies additionally:

- **Environmental liability:** NEMA can fine company, driver and manufacturer jointly for fuel spills
- **Cross-border political violence:** Goods in transit through Uganda/Tanzania exposed to civil unrest, strikes, riots
- **Contractual liability:** Lease agreements for warehouses impose liability for damage to premises
- **Cyber risk:** Customer data, GPS tracking information creates data breach exposure under Data Protection Act

### **Coverage Education:**

Rather than just presenting quotes, AIBL explains:

- **What's covered:** Specific scenarios where policy responds
- **What's NOT covered:** Exclusions, sub-limits, conditions that could defeat claims
- **Policy limitations:** Deductibles, waiting periods, territorial restrictions
- **Alternative structures:** Different coverage options with cost-benefit tradeoffs

### **Multi-Underwriter Competition:**

AIBL presents quotes from 3-5 insurers with comparative analysis:

Not just premium differences, but coverage variations:

- Underwriter A: Lowest premium but restrictive geographical limits
- Underwriter B: Middle premium, broadest coverage, best claims reputation
- Underwriter C: Highest premium, but includes extensions others exclude

**Recommendation with rationale:** "We recommend Underwriter B because while not cheapest, coverage breadth and claims service reputation justify premium difference. If budget is absolute constraint, Underwriter A is acceptable but understand territorial limitations."

### **Why This Differentiates:**

**Builds Trust:** Clients appreciate broker acknowledging policy weaknesses rather than overselling. Creates relationship based on honesty rather than commission maximization.

**Reduces Claims Disputes:** When clients understand coverage scope and limitations before purchasing, they don't have unrealistic expectations during claims. This prevents "you should have told me" conflicts.

**Identifies Additional Coverage Needs:** Proactive risk assessment reveals exposures clients weren't planning to insure, creating legitimate coverage opportunities competitors miss through order-taking approach.

**Justifies Commission:** Clients see tangible value in comprehensive risk analysis and multi-market shopping, justifying broker commission versus simply accepting quotes from direct insurer.

**Creates Advisory Relationship:** Shifts dynamic from transactional (broker as policy vendor) to consultative (broker as trusted risk advisor). Clients with complex businesses value expertise and pay accordingly.

## Strategic Advantage #5: Technology + Human Expertise Integration

**Pure Technology Approach (Insurtech Startups):** Digital platforms offering instant quotes, online policy purchase, automated renewals. Eliminates broker intermediation, reducing costs but sacrificing advisory expertise. Works for simple, standardized risks (motor, travel, basic life insurance) where customers understand products and don't need guidance. Fails for complex commercial risks requiring customized coverage structure and ongoing risk management.

**Pure Human Approach (Traditional Brokers):** Relationship-driven service relying entirely on individual broker expertise. Personal attention and customized advisory, but limited scalability, inconsistent quality (depends on which broker you get) and manual processes creating inefficiency.

### AIBL's Hybrid Model:

#### Proprietary Platform Amplifies Human Capabilities:

**Risk Assessment:** Instead of broker manually researching client's industry, reviewing loss trends and identifying comparable exposures, our platform: Analyzes client operational data identifying risk patterns; Cross-references industry loss databases showing common claims in client's sector; Compares client's coverage against peer benchmarks; and Flags exposures frequently underinsured in similar businesses. This makes risk assessment faster and more comprehensive than human broker working alone, while human reviews platform recommendations and applies judgment considering client-specific nuances.

**Policy Optimization:** Instead of broker manually reviewing multiple policy documents line-by-line comparing coverage differences, our platform: Ingests policy wordings from different insurers, Highlights coverage variations (different exclusions, sub-limits, extensions), Models premium impact of deductible adjustments or limit changes and Shows multi-year scenarios locking favorable terms.

**Claims Tracking:** Instead of broker manually following up with insurers requesting status updates, our platform: Tracks claim progress against service level agreements, Alerts when settlement delays exceed normal timelines, Identifies documentation gaps preventing settlement and Compares current claim against historical similar claims predicting settlement range and timeline.

## Strategic Advantage #6: Independence + Multi-Underwriter Access

### The Underwriter Capture Problem:

Many brokers develop dependent relationships with 1-3 primary insurers providing bulk of placements:

#### Why This Happens:

- **Commission incentives:** Underwriters offer volume bonuses (higher commission rates for brokers exceeding premium thresholds)
- **Relationship convenience:** Working with same underwriters repeatedly creates familiarity, faster quote turnaround
- **Credit terms:** Underwriters extend payment credit to trusted brokers, easing cash flow

#### Problems for Clients:

- **Limited market access:** Broker doesn't shop full market, just approaches preferred underwriters
- **Suboptimal pricing:** Without competitive tension, insurers have no pressure to offer best terms
- **Compromised advocacy:** Broker won't aggressively challenge underwriter on claims because it could damage relationship affecting future placements
- **Concentration risk:** If preferred underwriter becomes insolvent or exits market, broker's entire business disrupted

## **AIBL's Deliberate Independence:**

Unlike brokers with 70-80% of business concentrated with 1-2 underwriters, AIBL deliberately spreads placement: Largest underwriter relationship: ~20-25% of book; Top 3 underwriters: ~50-60% of book; and Remaining 40-50% distributed across 10+ insurers. This distribution is strategic, not accidental.

## **Benefits for Clients:**

**Genuine Market Competition:** When client needs coverage, AIBL approaches 3-5 appropriate underwriters creating competitive bidding; Insurers know they're competing, incentivizing aggressive pricing; AIBL can credibly threaten to place business elsewhere if terms inadequate; and Client receives multiple options with comparative analysis

**Optimal Placement Matching:** Different underwriters have different strengths. AIBL matches each coverage component to best underwriter rather than placing entire program with single insurer for convenience.

**Reduced Insurer Solvency Risk:** If underwriter faces financial distress, AIBL can quickly move client's renewals to alternative capacity. Brokers dependent on single underwriter face business continuity crisis if that insurer fails.

**Uncompromised Claims Advocacy:** AIBL can aggressively challenge underwriter on claim disputes without existential concern. If relationship deteriorates, business can move to alternative underwriter. This freedom enables DCSA's aggressive advocacy model.

## **How AIBL Maintains Independence:**

**No Volume Bonuses:** AIBL declines underwriter volume commission incentives requiring minimum premium thresholds. While this forgoes additional commission, it preserves freedom to move business based on client best interests rather than broker commission optimization.

**Cash Flow Management:** AIBL maintains sufficient working capital to avoid dependence on underwriter credit terms. Some brokers accept 60-90 day payment terms from insurers, creating dependency that compromises negotiating position. AIBL's financial stability enables more arm's-length relationships.

**Relationship Discipline:** Regular underwriter performance reviews assessing: Premium competitiveness, Claims settlement quality and speed, Documentation requirements and bureaucracy, Financial stability and solvency and Responsiveness to broker inquiries.

## 7. CLIENT PORTFOLIO & MARKET PRESENCE

AIBL does not pursue volume-driven growth characteristic of commodity brokers measuring success by client count or gross premium placed. Instead, the firm prioritizes **relationship depth over transaction breadth**. This selective approach stems from strategic positioning. AIBL maintains concentrated portfolio of ~80-120 active corporate clients plus aggregated micro-insurance schemes, generating ~KSh 150-200M annual premium placement

### Client Segmentation by Industry Sector

#### Logistics & Transportation

**Sector Overview:** Kenya's logistics industry is critical infrastructure enabling East African trade - road freight connecting Mombasa port to Uganda, Rwanda, DRC; domestic distribution networks; cross-border trucking; warehousing and third-party logistics. Sector generates ~KSh 500B annually, employing 500,000+ directly.

##### Typical Risk Profile:

- Motor fleet (50-500+ commercial vehicles)
- Goods in transit (client cargo and third-party freight)
- Warehousing property (owned and leased facilities)
- Environmental liability (fuel spills, cargo contamination)
- Public liability (loading/unloading accidents, third-party property damage)
- Political violence (cross-border operations through high-risk regions)
- Cyber risk (GPS tracking systems, customer data, electronic freight management)

#### Financial Services

**Sector Overview:** Kenya's financial services industry includes commercial banks (38 licensed), SACCOs (15,000+ registered serving 15M+ members), microfinance institutions (60+ licensed), mobile money operators, payment service providers and investment firms. Sector highly regulated (Central Bank, SASRA, CMA, IRA) with specific insurance requirements.

##### Typical Risk Profile:

- Employee dishonesty (theft, fraud, embezzlement)
- On-premises theft (cash, securities, client valuables)
- In-transit theft (cash movement, armored car services)
- Forgery and alteration (fraudulent checks, document manipulation)
- Computer crime (unauthorized electronic funds transfer, database manipulation)
- Cyber liability (data breaches, system failures, privacy violations)
- Professional indemnity (negligent advice, incorrect transactions)
- Directors & Officers liability (regulatory actions, shareholder disputes)

#### Security Services

**Sector Overview:** Kenya's private security industry is substantial—700+ licensed security firms employing 500,000+ guards, generating ~KSh 40B annual revenue. Services range from manned guarding to cash-in-transit, K9 units, close protection, event security, and electronic surveillance.

##### Typical Risk Profile:

- WIBA (mandatory workers compensation for 5,000-15,000 guards per major firm)
- Employers Liability (supplemental employee injury coverage)
- Contractual Liability (client premises damage, third-party claims)
- Professional indemnity (security breach claims, negligent guarding)
- Cash-in-transit coverage (armored vehicle operations)
- Fidelity bonds (employee collusion with criminals)



## Manufacturing & Industrial Operations

**Sector Overview:** Kenya's manufacturing contributes ~8% GDP, concentrated in food/beverage processing, textiles, chemicals, pharmaceuticals, plastics, and construction materials. Sector faces risks from equipment breakdown, supply chain disruption, product liability, environmental compliance, and business interruption.

### Typical Risk Profile:

- Industrial property (factories, warehouses, equipment)
- Machinery breakdown (production equipment, boilers, generators)
- Stock (raw materials, work-in-progress, finished goods)
- Business interruption (lost profits during shutdown)
- Product liability (defective goods causing injury/damage)
- Environmental liability (emissions, effluent discharge, waste disposal)
- Transit coverage (inbound materials, outbound products)

## Professional Services

**Sector Overview:** Professional services firms face unique liability risks from negligent advice, design errors, missed deadlines, and regulatory violations. Despite significant exposure, many operate uninsured or with inadequate professional indemnity coverage.

### Typical Risk Profile:

- Professional indemnity (errors & omissions)
- Directors & Officers liability
- Cyber liability (client data breaches)
- Employment Practices Liability (wrongful termination, discrimination)
- Office property and equipment

## Retail & Wholesale Trade

**Sector Overview:** Kenya's retail sector is vast but fragmented—large corporates (Carrefour, Naivas, Quickmart) alongside 500,000+ SME traders operating in markets, shopping centers, and standalone shops.

### SME Traders Initiative:

**Target Market:** Retailers with stock values KSh 500K-5M (phone shops, electronics stores, hardware merchants, clothing retailers, supermarkets).

**Product Innovation:** Bundled coverage (fire, theft, burglary, goods-in-transit) with simplified underwriting (stock declaration without audited accounts) and accessible premium (KSh 15-50K annually depending on stock value).

**Distribution Strategy:** Aggregation through trader associations and business improvement districts, enabling group enrollment reducing per-policy acquisition cost.

**Current Status:** Pilot phase with 50 traders enrolled. Target: 1,000+ within 24 months.

## Real Estate & Property Management

**Sector Representation:** ~8-10% of book.

**Typical Clients:** Property developers, real estate investment trusts, property management companies, landlords with commercial/residential portfolios.

**Coverage Needs:** Property owners insurance, landlord liability, construction all risks (for developers), rent guarantee, public liability.



## Technology & Digital Services

### Emerging Sector Focus:

Kenya's technology sector (fintech, e-commerce, SaaS providers, digital agencies) represents growth opportunity requiring specialized insurance sophistication:

### Unique Risks:

- Cyber liability (data breaches, system failures, ransomware)
- Professional indemnity (software errors, project failures)
- Media liability (content-related claims)
- Intellectual property disputes
- Business interruption from technology failures

## Geographic Footprint

**Primary Market - Nairobi:** 70% of client base concentrated in Nairobi and surrounding counties. **Nationwide Service Capability:** Through underwriter partnerships and digital infrastructure, AIBL services clients operating across all 47 counties.

**Regional - East African Community:** Cross-border expertise serving clients operating in Uganda, Tanzania, Rwanda, DRC. Specialized capability in: Multi-jurisdiction regulatory compliance, Political violence and terrorism coverage, Currency inconvertibility and transfer risk and Regional supply chain insurance coordination.

### Office Infrastructure:

**Headquarters - Nairobi:** Flat C22, Upper Hill Gardens, 3<sup>rd</sup> Ngong Avenue, Upper Hill

**No Branch Offices:** Deliberate strategy - technology infrastructure enables national service without physical presence cost. Client meetings conducted at their premises or AIBL headquarters. Digital communication (email, video calls, WhatsApp) handles routine matters.

**Service Reach:** Claims occurring anywhere in Kenya addressed through DCSA's mobile capability.

## Client Tenure & Retention Analysis

### Average Client Relationship Duration:

**Tier 1 Clients (Premium >KSh 5M annually):** Average tenure 8-12 years. Several relationships exceed 15 years.

**Tier 2 Clients (Premium KSh 1-5M annually):** Average tenure 5-7 years.

**Tier 3 Clients (Premium KSh 500K-1M annually):** Average tenure 3-5 years.

**Overall Retention Rate: 95%+**

### Why Clients Leave (Annual Attrition ~5%):

**Business Closure/Insolvency (40% of exits):** Client business fails, eliminating insurance need. Not retention failure—relationship ends due to client's commercial circumstances.

**M&A/Ownership Change (30% of exits):** Company acquired by larger entity with existing broker relationship, or new ownership brings preferred broker. AIBL maintains professional transition, leaving door open for potential return.

**Price-Driven Defection (20% of exits):** Competitor offers materially lower premium (typically 15-20%+ reduction), client prioritizes immediate cost savings over service quality and claims advocacy value. AIBL makes retention effort but won't match pricing disconnected from coverage quality.

**Service Failures (10% of exits):** Genuine AIBL performance shortfalls—delayed responses, administrative errors, inadequate claims support. These exits trigger immediate post-mortem analysis and remediation preventing pattern recurrence.

#### **Client Reacquisition:**

~30% of price-driven defectors return within 2-3 years after experiencing: Claims service deterioration with new broker, Coverage gaps discovered when losses occur or Realization that premium savings were illusory (cheaper policy had inferior coverage)

AIBL maintains relationship after client departure, checking in annually. When client experiences problems with replacement broker, AIBL is positioned to recapture relationship.

### **Market Reputation & Brand Equity**

#### **Industry Recognition:**

**Among Underwriters:** AIBL known for: High-quality submissions (complete documentation, accurate information), Reasonable clients (well-advised, realistic expectations), Professional claims presentation (DCSA's forensic documentation) and Fair negotiation (aggressive but not unreasonable).

Result: Underwriters respond to AIBL submissions faster, provide more competitive terms, settle claims with less friction than brokers with poor reputations.

**Among Clients:** Word-of-mouth referrals generate 40-50% of new business inquiries. Client testimonials consistently emphasize:

- "Finally found broker who actually advocates during claims"
- "Identified risks we didn't know we had"
- "Saved us significantly more than they cost in commission"
- "Available when we need them, not just at renewal"

**Regulatory Standing:** 41-year unblemished record with IRA - zero penalties, zero consumer complaints escalated to regulatory intervention.

## 8. CONCLUSION

### The Insurance Industry Kenya Needs

Kenya's insurance market suffers from fundamental trust deficit. Penetration stagnates at 2.4% of GDP not because Kenyans lack risk awareness or financial capacity, but because the industry has repeatedly demonstrated that policies promising protection often deliver disappointment when claims arise. Premium collection is efficient; claim payment is adversarial. Policy language promises comprehensive coverage; exclusions buried in fine print defeat legitimate claims. Brokers position themselves as advisors; their primary loyalty runs to underwriters paying their commission. This dysfunction is not inevitable. It stems from structural misalignment of incentives and industry participants' unwillingness to confront uncomfortable realities about their own practices. Assured Insurance Brokers Limited exists to demonstrate an alternative is viable. Insurance should function as the risk transfer mechanism it theoretically represents. Current market reality more closely resembles legalized gambling where clients pay premiums hoping never to claim because claims processes are adversarial and outcomes uncertain.

### What AIBL Represents

AIBL's 47-year operating history proves that client-first broking is not merely ethical ideal but sustainable business model. The firm's 95%+ retention rate, generated primarily through claims advocacy reputation, demonstrates that clients reward genuine expertise and uncompromised advocacy with long-term loyalty. The premium savings AIBL delivers (15-25% average through rigorous market competition) and superior claim outcomes (92% average recovery versus industry's ~70-75%) create tangible value far exceeding commission costs. Most industries face false choice between preserving institutional knowledge and embracing technological transformation. AIBL demonstrates these capabilities are complementary, not contradictory. Anne Rama's 47 years of underwriter relationships, regulatory access, and claims advocacy expertise provide foundation that cannot be quickly replicated. Dixon Kasamani's risk management credentials, banking experience and technology orientation create scalable systems enabling growth without proportional cost increase. AIBL's proprietary platform development exemplifies this integration: technology institutionalizing risk assessment methodologies previously dependent on individual broker expertise, creating consistency and scalability while human judgment interprets platform recommendations and manages client relationships requiring empathy, negotiation skill, and strategic thinking machines cannot replicate.

### What AIBL Is Not

AIBL is not appropriate for every prospective client:

**Not cheapest option:** Clients prioritizing absolute lowest premium over coverage quality and service should pursue commodity brokers willing to rebate commission.

**Not largest broker:** Clients requiring global network reach or preferring multinational firm recognition should engage Marsh, Aon, or Willis.

**Not transactional:** Clients seeking only annual renewal processing without ongoing risk advisory receive minimal value from AIBL's consultative model.

**Not generalist:** Clients with straightforward, commodity risks (basic motor, standard property) may not require specialized expertise AIBL provides.

AIBL serves sophisticated clients facing complex risks where expert advisory, multi-market competition, and aggressive claims advocacy create measurable value justifying full-service commission rates.

## The Invitation

Organizations seeking insurance broker partnership should evaluate AIBL against these criteria:

**Select AIBL if you:** Value comprehensive risk assessment over order-taking, Require specialized expertise for complex exposures (financial institution risks, liability coverage, cross-border operations), Prioritize claims advocacy and settlement outcomes over transactional convenience, Appreciate technology-enabled service without sacrificing personal relationships and / or Seek long-term advisory partnership rather than annual renewal processing.

**Select alternative if you:** Prioritize absolute lowest premium regardless of coverage quality or service, Require global network reach or multinational firm brand recognition, Prefer transactional relationship over consultative advisory engagement and / or Need services outside AIBL's capability areas (aviation, marine hull, highly specialized technical risks).

AIBL does not claim to be optimal choice for every business. The firm excels serving sophisticated mid-market clients whose risk complexity benefits from specialized expertise, whose claim potential justifies aggressive advocacy, and whose values align with AIBL's client-first philosophy.

## 9. CONTACT INFORMATION

For partnership inquiries, consultations or additional information:

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