CONSULTANT PROFILE

wissamhamandi.me

Wissam **Hamandi**

وسام حمندي

Senior Consultant & Leadership Mentor
Life & Medical Insurance

1. **Fixes the medical line.**
2. **Builds the leaders who will run it.**
3. **Stays alongside them.**



SERVING INSURERS IN

- Saudi Arabia
- Kuwait
- Qatar
- Oman
- UAE
- Bahrain
- Lebanon



01 THE PROMISE

> Insurers in the Gulf need two things at once: a medical line that makes money, and their own people ready to lead it. **I deliver both.**

WISSAM HAMANDI

01

Fixes the medical line.

Senior consultant to the board and CEO on the medical and life lines. He diagnoses the portfolio and leads the fix with the 5R Approach.

02

Builds the leaders who will run it.

One-to-one mentoring of future managers and heads on live decisions, and structured training for their teams.

03

Stays alongside them.

Once the new leaders are fit and in charge, he steps back onto a quarterly retainer for portfolio reviews and major decisions.

INSIDE THIS PROFILE

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06 Fit to Lead
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The numbers behind the promise

Four assignments across three insurers and one brokerage, in Saudi Arabia and Lebanon. Every figure comes from his career record.

MEDGULF · JEDDAH

8×

Medical turnover growth

SAR 50M → SAR 400M, while the book moved toward lower-risk clients and renewals stayed high.

GULF GENERAL INSURANCE · JEDDAH

−50 pts

Loss ratio, cut from 120% to 70% while the book more than doubled

GULF GENERAL

+115%

Medical portfolio

SAR 40M → SAR 86M

GULF GENERAL

+20%

Profitability

Alongside the loss-ratio turnaround

ARABIA INSURANCE · BEIRUT

+60%

Medical book, US$10M → US$16M

With the loss ratio cut from 110% to 90%

EXCELLENCE INSURANCE BROKER · JEDDAH

+71%

Brokerage portfolio in two years

SAR 70M → SAR 120M

MEDGULF

3 → 35

Medical department, built and trained

GULF GENERAL

3 → 12

Medical team, rebuilt

CAREER

30+

Years in life and medical insurance

REACH

7

Markets served, on site

Wissam **Hamandi**

وسام حمندي

Senior Consultant & Leadership Mentor
Life & Medical Insurance

Based in Beirut. On site with insurers in Saudi Arabia, Kuwait, Qatar, Oman, the UAE, Bahrain and Lebanon.



More than 30 years in life and medical insurance. Now at the board's side.

Wissam is a life and medical insurance leader with **more than 30 years in Saudi Arabia and Lebanon**, now working as an independent senior consultant to insurers' boards and a mentor to their future leaders.

While advising the board on the medical and life lines, he fixes the portfolio with a proven five-step turnaround method and prepares the client's own future managers and heads to run it: mentoring them on live decisions, training their teams until they are fit to lead, and staying alongside them as an adviser once they take charge.

His record includes building MedGulf's medical department from **3 to 35 people** while growing turnover **eightfold to SAR 400M**, and cutting Gulf General Insurance's loss ratio from **120% to 70%** while the book more than doubled. He has worked on both sides of the market, for insurers and for a brokerage, including direct engagement with the regulator.

CAREER PATH

- **Senior Health & Life Underwriting Manager**
  MedGulf · Beirut and Jeddah
- **Executive Manager**
  Excellence Insurance Broker · Jeddah
- **Head of Life & Medical Insurance**
  Gulf General Insurance Co. · Jeddah
- **Head of Medical**
  Arabia Insurance Co. · Beirut
- **Independent Senior Consultant & Leadership Mentor**
  Life & Medical Insurance · today

LANGUAGES

Arabic native | **English** fluent | **French** intermediate

For boards that want the line fixed and their people ready

A consultant can fix the numbers and a course can build skills. Wissam does both together, on site, and stays with the new leaders once they take charge.



A medical line losing money

Boards whose medical line is losing money and needs a turnaround.

A medical line launching or growing

Insurers launching or expanding medical lines as mandatory health insurance grows, as in Oman and Qatar.

Successors to prepare

Insurers preparing their own talent, including nationals, to step into manager and head roles.

WHY WISSAM

1	**He develops people in every role**	Built teams from 3 to 35 and from 3 to 12, trained teams until they could run the line, and coached managers.
2	**Growth and profit together**	Cut a loss ratio from 120% to 70% while the book more than doubled.
3	**Scale**	Grew MedGulf's medical turnover from SAR 50M to SAR 400M.
4	**Both sides of the market**	More than 30 years across insurers and brokers in the Gulf and Lebanon.
5	**You work with Wissam himself**	Every engagement is led and delivered by him personally, on site.

05 · THE PROGRAMME

Fit to Lead

أهلٌ للقيادة

A 6 to 12 month on-site programme that fixes your medical line and prepares your next managers and heads to run it.



Fit to Lead brings together three things insurers usually buy separately: **board-level consulting** on the medical and life lines, **one-to-one mentoring** of future managers and heads, and **structured training** for their teams. Wissam delivers all three at once, at your premises, until your successors are fit to lead. Then he steps back onto a quarterly retainer and stays alongside them.

Consult 1

Senior consultant to the board and CEO on the medical and life lines. Diagnoses the portfolio and leads the fix with the 5R Approach.

THE INSURER GETS

A clear turnaround plan and a line moving back to profit.

Mentor 2

One-to-one mentoring of future managers and heads on live decisions: pricing, renewals, portfolio reviews with the actuaries, broker talks, reporting to top management.

THE INSURER GETS

Successors who have already made the big calls with an expert beside them.

Train 3

Structured training for underwriters and team leads: underwriting, pricing and adequacy, claims analysis, working with the actuaries, product design.

THE INSURER GETS

A team that can run the line on its own.

Support 4

Once the new leaders are fit and in charge, he steps back onto a quarterly retainer for portfolio reviews and major decisions.

THE INSURER GETS

Continuity and senior judgement without a permanent senior hire.

How the programme runs

Consult, Mentor and Train run side by side from the first month. The 5R steps set the order of the work.

	Diagnose and plan first 1–2 months	Fix and build middle months	Hand over final 2–3 months	After the programme quarterly retainer
5R steps	**Read the numbers**	**Rebuild the team** **Reprice and realign** **Refresh the products**	**Renew with discipline**	Renew with discipline, ongoing
Consult the board	Reads the portfolio; agrees the turnaround plan and the successors with the board	Leads pricing, risk selection, product and portfolio changes	Reviews results with the board; presents the fit-to-lead assessment	Portfolio reviews and support on major decisions
Mentor the successors	Sets each successor's development plan	Successors make live decisions with Wissam beside them	Successors lead; Wissam reviews and steps back	On hand for major decisions
Train the teams	Assesses the team's skills	Structured training: underwriting, pricing and adequacy, claims analysis, working with the actuaries, product design	Successors take over training their own teams	
Support after the programme				**Quarterly retainer, at your premises**

What "fit to lead" means

Wissam steps back only when each successor can:

- ✓ Read the portfolio numbers without help
- ✓ Lead pricing and renewal decisions, agreeing the numbers with the actuaries
- ✓ Present results to the board
- ✓ Train their own team
- ✓ Own the relationships with brokers and clients

Each successor is assessed against these five points, and the assessment goes to the board.

What the board gets

- ✓ A turnaround plan for the medical line, agreed at the start and reported against throughout.
- ✓ Pricing, risk selection, terms and conditions, products and renewals reset on the evidence.
- ✓ Named successors, assessed as fit to lead.
- ✓ A trained team that can run the line on its own.
- ✓ Senior judgement on hand afterwards, through the quarterly retainer.

5R

The 5R Approach

Read · Rebuild · Reprice · Refresh · Renew

The same five-step methodology runs through every case in Wissam's record. In the Fit to Lead programme he applies each step with your successors beside him, so they learn the method by using it on your own portfolio.

1 Read the numbers

WHAT IT COVERS
Claims against underwriting expectations, policy by policy, alongside portfolio and market data.

WHAT YOUR SUCCESSORS LEARN
To read a portfolio and see where it loses money.

2 Rebuild the team

WHAT IT COVERS
Establish or re-establish the department; recruit, train and mentor until the team can run the line.

WHAT YOUR SUCCESSORS LEARN
To build and lead the team that runs the line.

3 Reprice and realign

WHAT IT COVERS
Pricing and adequacy, risk selection, terms and conditions, and incentives that reward the right business.

WHAT YOUR SUCCESSORS LEARN
To price for profit and choose the right risks.

4 Refresh the products

WHAT IT COVERS
Review existing products and the portfolio mix; recommend changes and new products.

WHAT YOUR SUCCESSORS LEARN
To shape the products and the portfolio mix.

5 Renew with discipline

WHAT IT COVERS
Renewals decided on claims results, actuarial review, regulatory compliance and close client relationships.

WHAT YOUR SUCCESSORS LEARN
To decide renewals on evidence, with the actuaries, and keep key clients.

One method, four assignments

How each of the five steps was applied in every case study, and what it delivered.

THE 5R STEPS	CASE 1 · BUILD **MedGulf** Jeddah · 2001–2015	CASE 2 · DISTRIBUTION **Excellence Insurance Broker** Jeddah · 2016–2018	CASE 3 · TURNAROUND **Gulf General Insurance** Jeddah · 2019–2023	CASE 4 · REPEATABILITY **Arabia Insurance** Beirut · 2024–2025
1 Read the numbers	Analysed and evaluated the risk of every policy.	Department-wide progress reports; every department tracked against budget.	Timely claims reports against underwriting expectations; competitor and market research.	Claims against underwriting expectations; market prices tracked against cover developments.
2 Rebuild the team	Established the medical department and grew it from 3 to 35; trained and mentored the underwriters.	Restructured the organisation; recruited and trained the sales team; coached managers.	Re-established the medical department and grew the team from 3 to 12.	Re-established the medical department and trained the team intensively.
3 Reprice and realign	Screening protocols and risk mitigation moved the book from high-risk to low-risk clients.	Unified and redesigned the sales commission scheme around business needs.	Pricing and adequacy reports, sharper risk selection, and a better-equipped, more transparent TPA.	Terms and conditions for profitable operation; pricing and covers corrected in line with the market.
4 Refresh the products	Contributed to master policies and other official documents.	Diversified the portfolio beyond its original mix.	Product changes and new products recommended directly to the CEO.	Changes and new products recommended to top management.
5 Renew with discipline	A high renewal rate, achieved and maintained; contracts compliant with government regulations.	Stronger ties with insurers, clients and the regulator; company-wide policies and procedures.	Renewals decided on each policy's claims results; portfolio reviewed with the actuaries.	Renewals decided on policy-level claims results; portfolio reviewed with the actuaries.
What it delivered	**8×** Medical turnover, SAR 50M → 400M	**+71%** Portfolio in two years, SAR 70M → 120M	**120% → 70%** Loss ratio, while the book grew 115%	**110% → 90%** Loss ratio, while the book grew 60%

Two markets, two currencies: results delivered in Saudi Arabia (SAR) and Lebanon (US$).

Four assignments. One pattern.

Life and medical insurance leadership in Saudi Arabia and Lebanon

Four assignments across three insurers and one brokerage share a pattern: a medical insurance business that was new, loss-making or under-performing, rebuilt into a growing and profitable line. Across them, Wissam grew MedGulf's medical turnover eightfold, cut Gulf General Insurance's loss ratio by 50 points while doubling the book, and repeated the turnaround at Arabia Insurance in Lebanon. Each case follows the same five-step methodology, the 5R Approach.



CASE 1 · BUILD

8×

MedGulf
Jeddah · 2001–2015

CASE 2 · DISTRIBUTION

+71%

Excellence Insurance Broker
Jeddah · 2016–2018

CASE 3 · TURNAROUND

−50 pts

Gulf General Insurance
Jeddah · 2019–2023

CASE 4 · REPEATABILITY

+60%

Arabia Insurance
Beirut · 2024–2025

WHAT THESE CASES SHOW

Growth and profit together.
At Gulf General and Arabia Insurance the book grew while the loss ratio fell.

Builder and fixer.
He established one medical department (MedGulf) and re-established two (Gulf General, Arabia Insurance).

Team builder.
Grew teams from 3 to 35 and from 3 to 12, and trained underwriters and sales staff in every role.

Both sides of the market.
Insurer and broker experience, including direct engagement with the regulator.

Two markets, two currencies.
Results delivered in Saudi Arabia (SAR) and Lebanon (US$).

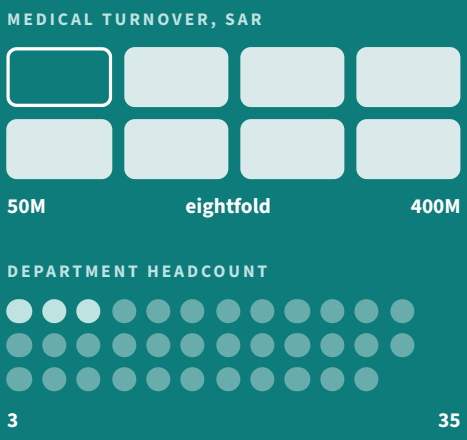
Developing people

- Built MedGulf's medical department from 3 to 35 employees, training and mentoring its underwriters.
- Rebuilt Gulf General Insurance's medical team from 3 to 12 capable professionals.
- Trained Arabia Insurance's medical team intensively until it could run the line independently.
- Recruited and trained Excellence Insurance Broker's sales team and coached its managers.

8×

Building a medical franchise: SAR 50M to SAR 400M

MedGulf · Jeddah, Saudi Arabia · Oct 2001 – Dec 2015
Senior Health & Life Underwriting Manager



50M → 400M	**8×**	**3 → 35**	**High**
Medical turnover, SAR	Growth multiple	Department headcount	Renewal rate, maintained

THE SITUATION

Moving from MedGulf in Beirut, Wissam took on medical underwriting for the company's Saudi operation in October 2001. The medical insurance department had to be established from a base of three people and SAR 50M in turnover, with a client mix that leaned toward higher-risk business.

THE RESULTS

- ✓ **Turnover grew from SAR 50M to SAR 400M, an eightfold increase.**
- ✓ **The medical department grew from 3 to 35 employees.**
- ✓ **A high policy renewal rate was achieved and maintained throughout.**

METHODOLOGY APPLIED

1	**Read the numbers**	Analysed and evaluated the risk of every policy.
2	**Rebuild the team**	Established the medical insurance department and grew it from 3 to 35 employees; trained and mentored the underwriting staff.
3	**Reprice and realign**	Set screening protocols and risk-mitigation techniques, moving the book from high-risk to low-risk clients.
4	**Refresh the products**	Contributed to the development of master policies and other official documents.
5	**Renew with discipline**	Achieved and maintained a high renewal rate; protected underwriting integrity and verified that account contracts complied with government regulations.

WHY IT MATTERS

Fast growth usually comes with a worsening risk mix. Here the book grew eightfold while shifting toward lower-risk clients and keeping renewals high, which shows underwriting discipline that holds up under rapid expansion.

SKILLS DEMONSTRATED

Department build-out · Risk selection · Screening protocols · Underwriter training · Master policies · Regulatory compliance

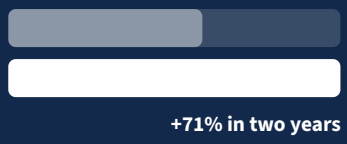
07 · CASE STUDY 2 · DISTRIBUTION

+71%

Restructuring a brokerage for growth: +71% in two years

Excellence Insurance Broker · Jeddah, Saudi Arabia · Jan 2016 – Jan 2018
Executive Manager

PORTFOLIO, SAR



WHAT CHANGED

Organisation restructured · sales team recruited and trained · one unified commission scheme · a more diverse portfolio

70M → 120M	+71%	Unified	The regulator
Portfolio, SAR	Growth in two years	Sales commission scheme	Regulatory relationship

THE SITUATION

Wissam moved from the insurer side to run a brokerage with a SAR 70M portfolio. The organisation needed restructuring, the portfolio needed more diversity, the sales team had to be built and trained, and the sales commission arrangements needed to be unified around the business's needs.

THE RESULTS

- ✓ **Portfolio grew from SAR 70M to SAR 120M, up 71% in two years.**
- ✓ **A more diverse portfolio, sold by a trained sales team on a single, unified commission scheme.**
- ✓ **Stronger standing with insurers, clients and the regulator.**

METHODOLOGY APPLIED

1	**Read the numbers**	Introduced department-wide progress reports and tracked every department against budget.
2	**Rebuild the team**	Restructured the organisation; recruited and trained the insurance sales team; coached managers.
3	**Reprice and realign**	Realigned incentives, unifying and redesigning the sales commission scheme around business needs.
4	**Refresh the products**	Diversified the portfolio beyond its original mix.
5	**Renew with discipline**	Strengthened relationships with insurers and clients, built a constructive relationship with the regulator within its standards, and set strategy, policies and company-wide procedures.

WHY IT MATTERS

Insurers depend on brokers for much of their business. Having run a brokerage, Wissam understands what drives broker behaviour (commissions, service and insurer relationships) and can use that knowledge from the insurer's side of the table.

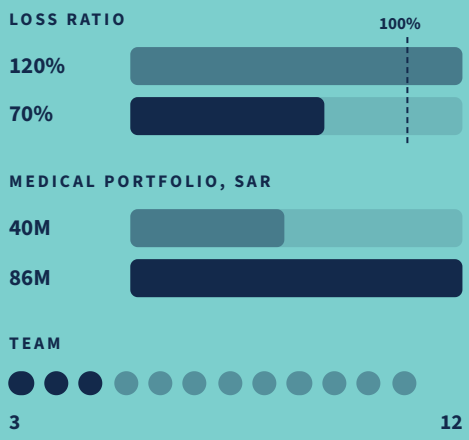
SKILLS DEMONSTRATED

Organisational restructuring · Sales team building · Commission design · Insurer and client relations · Regulator engagement · Budgeting

−50 pts

Turnaround: loss ratio from 120% to 70%, book doubled

Gulf General Insurance Co. · Jeddah, Saudi Arabia · Oct 2019 – Mar 2023
Head of Life & Medical Insurance



120% → 70%	40M → 86M	+20%	3 → 12
Loss ratio	Medical portfolio, SAR (+115%)	Profitability	Team

THE SITUATION

The medical line was losing money. At a 120% loss ratio, it paid out about SAR 120 in claims for every SAR 100 of premium. The medical department had to be re-established, starting with a team of three, on a portfolio of SAR 40M.

THE RESULTS

- ✓ **Loss ratio cut from 120% to 70%: claims per SAR 100 of premium fell from about SAR 120 to SAR 70.**
- ✓ **Medical portfolio grew from SAR 40M to SAR 86M, up 115%.**
- ✓ **Profitability rose by 20%.**
- ✓ **The team grew from 3 to 12.**

METHODOLOGY APPLIED

1	**Read the numbers**	Prepared timely claims reports against underwriting expectations; researched competitors and market conditions.
2	**Rebuild the team**	Re-established the medical department, grew the team from 3 to 12, and set operational objectives aligned with company goals.
3	**Reprice and realign**	Produced pricing and adequacy reports; evaluated proposed risks and set terms and conditions for profitable operation, sharpening risk selection; and shifted the medical portfolio to a better-equipped, more transparent TPA.
4	**Refresh the products**	Reviewed existing products and recommended modifications and new products directly to the CEO.
5	**Renew with discipline**	Decided renewals from each policy's claims results, reviewed the portfolio with the actuaries, and kept corporate client relationships strong.

WHY IT MATTERS

Turnarounds usually trade growth for profit. Here both moved the right way at once: the book more than doubled while the loss ratio fell by 50 points. That is the result of pricing discipline and risk selection, not of shrinking the business.

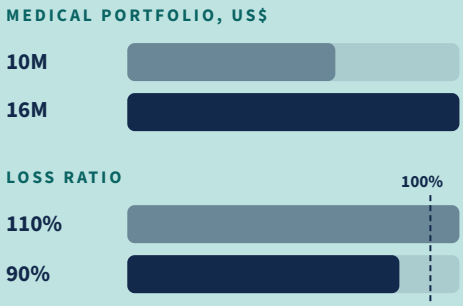
SKILLS DEMONSTRATED

Loss-ratio turnaround · Pricing and adequacy · Claims analytics · Actuarial liaison · TPA selection · Product development · Corporate client retention

+60%

Repeating the turnaround in a second market

Arabia Insurance Co. · Beirut, Lebanon · Mar 2024 – 2025
Head of Medical



10M → 16M	110% → 90%	−20 pts	Rebuilt
Medical portfolio, US$ (+60%)	Loss ratio	Loss-ratio improvement	Department and team

THE SITUATION

Back in Beirut, Wissam took over a medical book of US$10M running at a 110% loss ratio. The medical insurance department had to be re-established and the team needed intensive training.

THE RESULTS

- ✓ **Medical portfolio grew from US$10M to US$16M, up 60%.**
- ✓ **Loss ratio cut from 110% to 90%, a 20-point improvement that lifted profitability.**
- ✓ **A rebuilt medical department with a trained, capable team.**

METHODOLOGY APPLIED

1	**Read the numbers**	Analysed claims reports against underwriting expectations and tracked market prices against cover developments.
2	**Rebuild the team**	Re-established the medical department, trained the team intensively, and set operational objectives aligned with company goals.
3	**Reprice and realign**	Assessed proposed risks and set terms and conditions for profitable operation; monitored underwriting cost and quality; corrected pricing and covers in line with the market.
4	**Refresh the products**	Reviewed products and recommended changes and new products to top management.
5	**Renew with discipline**	Decided renewals from policy-level claims results and reviewed the portfolio with the actuaries.

WHY IT MATTERS

The approach that worked in Jeddah delivered again in a different market and currency, with growth and a lower loss ratio together. That shows the method travels and does not depend on one company or one market.

SKILLS DEMONSTRATED

Department rebuild · Team training · Risk assessment · Claims-based renewals · Market price monitoring · Product changes

Seven markets, one way of working: on site

Based in Beirut, Wissam works on site with insurers in Saudi Arabia, Kuwait, Qatar, Oman, the UAE, Bahrain and Lebanon.

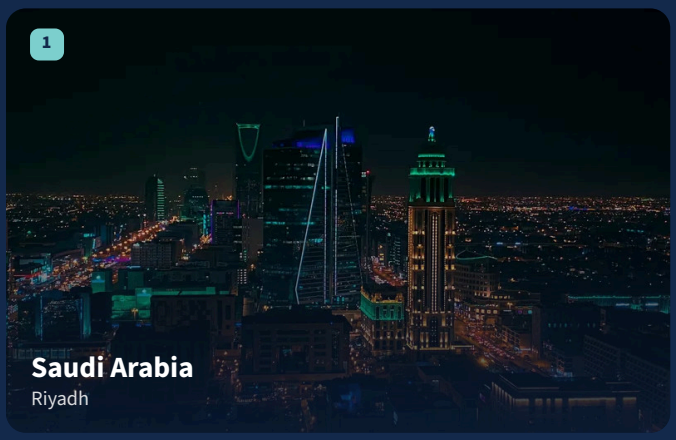


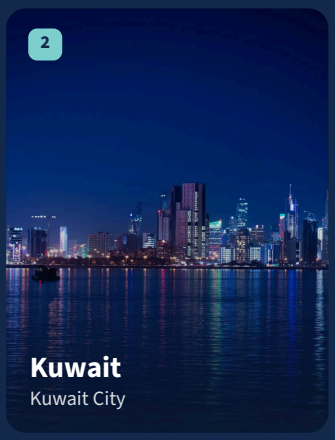
On site only
All work is delivered at the client's premises.

Where the record was built
Three of the four case studies were delivered in Jeddah, Saudi Arabia, and the fourth in Beirut.

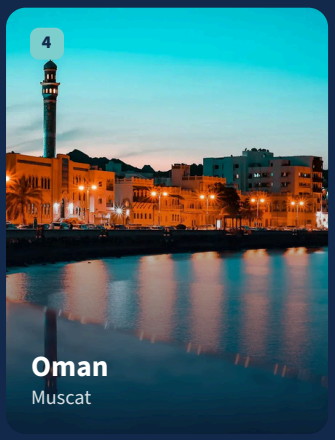
Growing medical lines
Insurers launching or expanding medical lines as mandatory health insurance grows, as in Oman and Qatar.

Arabic and English
He also speaks French.

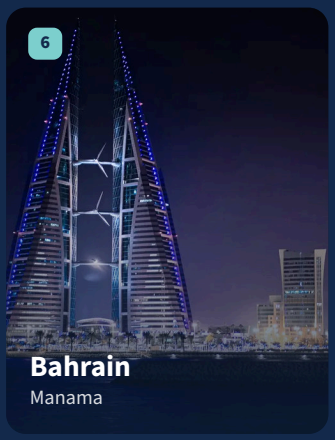














The depth behind the results

Four fields of expertise, built on both sides of the market: at insurers and at a brokerage, in Saudi Arabia and Lebanon.



Underwriting & risk

- Health and life underwriting
- Risk assessment and selection
- Screening protocols
- Terms and conditions
- Renewal strategy

Pricing & portfolio

- Pricing and adequacy
- Loss-ratio management
- Claims trend analysis
- Actuarial liaison
- TPA selection
- Product development

Leadership & development

- Mentoring future heads
- Underwriter training
- Department build-outs and turnarounds
- Sales team building
- Commission design

Market & governance

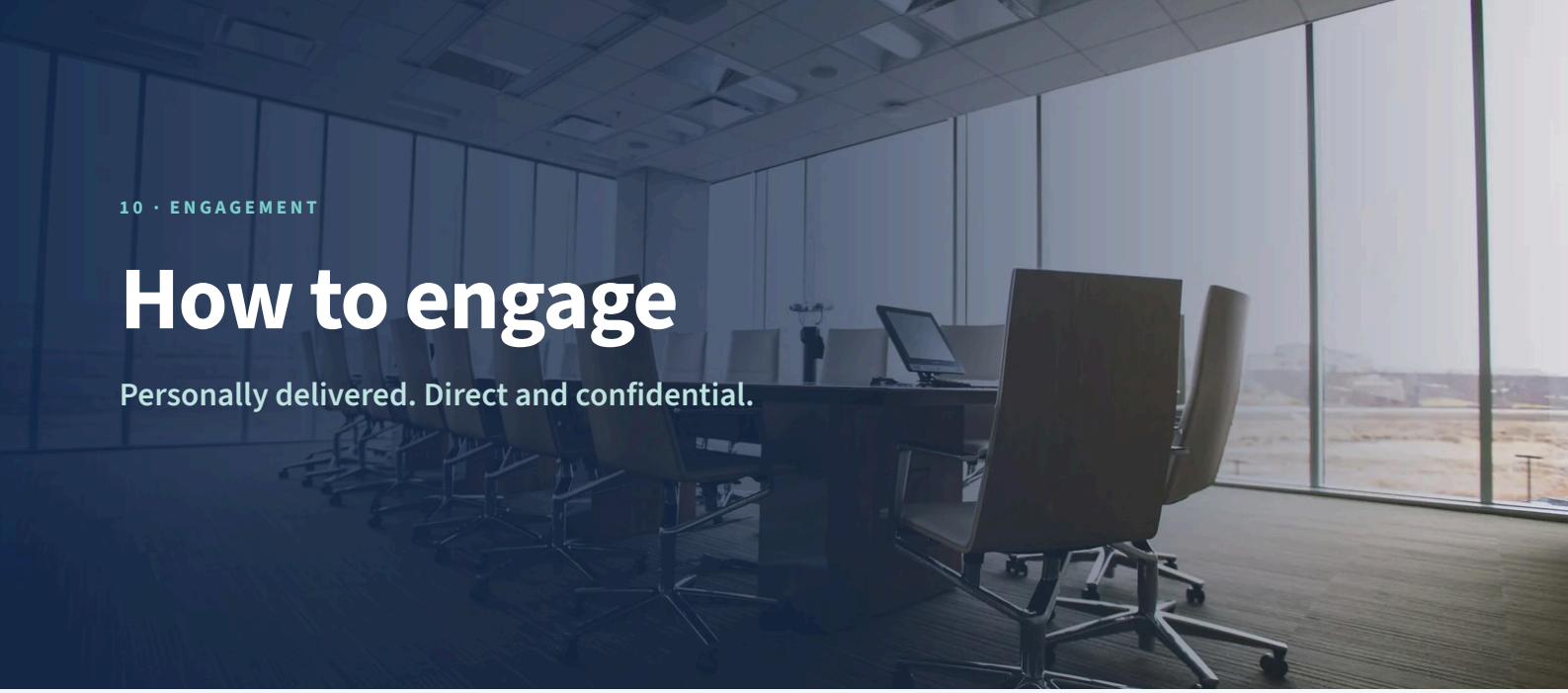
- Corporate client relationships
- Insurer and broker relations
- Regulator engagement
- Policies and procedures
- Budgets and reporting

EDUCATION AND CERTIFICATIONS

Bachelor's Degree in Business Management
Lebanese American University (LAU), Beirut

ALMI, Associate, Life Management Institute
LOMA, USA

Actuarial Fundamentals
Institute of Actuaries, London



10 · ENGAGEMENT

How to engage

Personally delivered. Direct and confidential.

READINESS PROGRAMME

6 to 12 months, on site

Consult · Mentor · Train

THEN, ONGOING

Quarterly retainer

Support

A readiness programme of 6 to 12 months combining board-level consulting with mentoring and training, followed by an ongoing quarterly retainer for advisory support. All work is delivered on site, at the client's premises.

HOW WISSAM WORKS WITH CLIENTS

- **Personally delivered.** Every engagement is led and delivered by Wissam himself, at the insurer's premises.
- **Full attention.** One readiness programme at a time, so each client has his full attention.
- **No conflicts.** He never advises two competing insurers in the same market at the same time.
- **Direct.** Each engagement is a direct agreement between the insurer and Wissam.
- **Continuity.** Former programme clients can keep him on a quarterly retainer.
- **Confidential.** Everything is confidential.

WHAT HAPPENS NEXT

1. **A confidential call** about your medical line and your people.
2. **A short review at your premises:** the numbers, the team and the candidate successors.
3. **A written proposal:** programme length, successors, targets and the quarterly retainer that follows.

WHAT THE INSURER PROVIDES

- Access to portfolio, claims and pricing data
- A working space at your premises
- Regular time with the successors and their teams
- A board sponsor for the programme

Fees are agreed for each engagement after the first conversation: one fee for the readiness programme, then the quarterly retainer.

WISSAM HAMANDI
وسام حمندي

Is your medical line ready for its next leaders?



Conversations are confidential, and Wissam replies personally. He takes on one readiness programme at a time.

Request a confidential conversation →

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Serving insurers in Saudi Arabia, Kuwait, Qatar, Oman, the UAE, Bahrain and Lebanon.

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