Bancassurance Reimagined Conference 2026

From Channel to Ecosystem

Building the next-generation model for distribution, service, and embedded protection

18 & 19 November 2026 | Mövenpick Grand Al Bustan Dubai, UAE

CONCEPTUALISE BY

Shoreline Asia FINANCIAL SERVICES

TAB group

Leading the Next Era of Bancassurance

Strategic Perspectives. Real-World Experience. Future-Focused Innovation.

> "The future of bancassurance will not be ***defined by products sold through channels,*** but by protection intelligently embedded into customer ecosystems."

Key Insights and practical frameworks from experts transforming customer protection, partnerships, and digital distribution:

Hasheer P. Kottal, Senior Vice President, Bancassurance, **Mashreq Bank**
Salman Jawaid, Executive Director, Investment Solutions, **First Abu Dhabi Bank (FAB)***
Mohsin Aikal, SVP, Retail Banking Products & Proposition, **Abu Dhabi Islamic Bank***
Muhammad Junaid Khan, Senior Vice President (Life & Wealth), **Salama Insurance**
Ashish Singh, SVP & Head of Bancassurance & Affinity, **Sukoon Insurance***
Amr Beshr, Bancassurance Director, **Alrajhi Bank***
Abdullah Al Jadid, Bancassurance Director, **Al Rajhi Takaful***
Mohammed Alhumayyani, Director - Corporate Bancassurance, **Alrajhi Bank***
Anjana Rao, Lead Digital Transformation, **Jio Financial Services**
Nicole Van Allen, Chief of Staff, **Wellx**
Aicha Ghaffari, Founder & CEO, **MENA Insurelab Accelerator & Venture Builder**
Alan Browne, Associate Partner, Actuarial, **EY-Parthenon**
Doug Sumner, Principal, **Shoreline Asia**
John Spence, Managing Director, **Asian Capital Advisors**
Samuel Odhiambo, Managing Director & Principal Officer, **NCBA Bancassurance Intermediary, NCBA**
Jeremy Leech, Founder & Executive Director, **Inclusivity Solutions**
Rehan Butt, Principal, **Insta-ful Solutions**

*Management approval awaiting

The ***Bancassurance Reimagined Conference 2026*** is a premier platform for leaders shaping the future of bancassurance across ecosystem-based distribution, embedded protection, digital transformation, and customer-centric operating models.

This exclusive 2-day strategic conference will convene ***25+ distinguished speakers*** *and* ***100+ senior delegates***, including decision-makers and practitioners from across banking, insurance, and financial services: CEOs, CMOs, Directors, and senior sales & marketing leaders, Regulators and policy influencers, Technology providers, Insurtech, and solution partners

Why Speak at the Bancassurance Reimagined Conference 2026

Showcase Your Thought Leadership * Engage Directly with Your Peers * Share Your Expertise * Reinforce Your Industry Stature

Conference Themes
The programme is designed to address the most pressing priorities shaping bancassurance today:

- The shift from **channel-based sales to ecosystem-driven models**
- **Embedded protection** and contextual insurance at the point of need
- Redesigning **operating models** for speed, scale, and control
- The role of **data, analytics, and AI** in customer engagement and retention

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Day one | **Wednesday 18 November 2026**

Theme: Why Bancassurance Must Evolve

08:30 – 09:00 | Registration & Networking Coffee
Arrival, badge collection, and informal networking with peers across banking, insurance, and technology. An opportunity to set the tone for the day and begin building connections.

09:00 – 09:30 | Opening Remarks & Conference Framing
Why "From Channel to Ecosystem" — and Why Now
This opening session sets the strategic context for the conference, outlining the structural shifts reshaping bancassurance—from regulatory pressure and digital disruption to changing customer expectations.

- Why the traditional branch-led model is under strain
- The urgency for transformation across distribution and service
- What defines an ecosystem-driven bancassurance model

09:30 – 10:30 | Keynote: Bancassurance Reimagined — The Next Decade of Distribution, Service & Protection
A forward-looking keynote exploring how bancassurance will evolve over the next 5–10 years.

- The shift from product push to customer-centric protection
- Integration of banking, insurance, and digital ecosystems
- The role of data, platforms, and partnerships
- Winning models emerging across global markets

10:30 – 11:00 | Morning Networking Break

11:00 – 12:00 | The Future Market Landscape
Customer, Competition, and Structural Change
An in-depth exploration of the forces reshaping the market:

- Evolving customer behaviour and expectations around protection
- Digital-first engagement and service models
- Competitive pressure from Insurtechs, platforms, and non-traditional players
- Implications for banks and insurers operating in bancassurance

12:00 – 12:45 | Panel Discussion: Is Traditional Bancassurance Already Obsolete?
A candid discussion on the current state of bancassurance.

- What elements of the traditional model still deliver value
- Where the model is breaking down (sales practices, servicing, engagement)
- Lessons from markets that have already evolved
- What leaders must prioritise over the next 2–3 years

12:45 – 13:45 | Networking Lunch

13:45 – 14:45 | From Sales Channel to Ecosystem Model
Designing the Future Operating Model
This session examines how bancassurance can transition into a fully integrated ecosystem:

- Redefining roles between banks, insurers, and partners
- Moving from siloed distribution to integrated customer journeys
- Aligning incentives, ownership, and accountability
- Building scalable and sustainable ecosystem models

14:45 – 15:45 | Embedded Protection & Contextual Insurance
Meeting Customers at the Point of Need
A deep dive into embedding insurance within customer journeys:

- Identifying moments where protection becomes relevant
- Embedding insurance into banking, lending, and lifestyle ecosystems
- Leveraging data and context to personalise offerings
- Balancing convenience with compliance and customer understanding

15:45 – 16:00 | Afternoon Refreshments

16:00 – 16:45 | Panel Discussion: Growth Without Mis-Selling
Balancing Commercial Performance with Customer Trust
A critical discussion on sustainable growth:

- Managing sales incentives and conduct risk
- Strengthening disclosure and customer understanding
- The role of post-sale servicing and claims experience
- Building long-term trust while achieving growth targets

16:45 – 17:00 | Day 1 Wrap-Up

Key Takeaways & Transition to Day 2
Chairperson's summary of key insights from Day 1, highlighting strategic themes and setting the stage for deeper execution-focused discussions on Day 2.

Day two | **Thursday 19 November 2026**

Theme: How to Build the Next-Generation Model

08:30 – 09:00 | Arrival Coffee & Networking
Informal networking over refreshments. A chance to reconnect with peers and continue conversations from Day 1.

09:00 – 09:15 | Day 2 Opening Reflections
From Insight to Execution
Chairperson recap of key insights from Day 1, with a clear framing of Day 2 as a transition from strategy to execution.

- Key themes emerging from Day 1
- What "building the model" requires in practice
- How organisations can move from vision to implementation

09:15 – 10:15 | Designing Bancassurance for Speed, Scale & Control
Target Operating Model for the Next Generation
A deep dive into redesigning the bancassurance operating model:

- Balancing growth ambition with governance and control
- Structuring teams, ownership, and accountability
- Aligning distribution, servicing, and product functions
- Building operating models that scale efficiently across markets

10:15 – 11:15 | The Architecture of Ecosystem Bancassurance Platforms, APIs & Integrated Workflows
Exploring the technology backbone of next-generation bancassurance:

- Platform-based models and ecosystem orchestration
- API-led integration between banks, insurers, and partners
- Workflow automation across sales, servicing, and claims
- Enabling seamless customer journeys across channels

11:15 – 11:45 | Morning Refreshments & Networking

11:45 – 12:45 | Data, Analytics & AI in Next-Generation Bancassurance
From Insight to Intelligent Action
A focused session on leveraging data and AI across the value chain:

- Advanced targeting and customer segmentation
- Personalisation and next-best-action models
- Retention, cross-sell, and lifecycle management
- Governance, explainability, and regulatory considerations

12:45 – 13:30 | Panel Discussion: Can Bancassurance Become a True Customer Ecosystem Business?
Defining the Boundaries of the Model
A strategic debate on how far bancassurance should evolve:

- Should banks own the ecosystem or orchestrate partnerships?
- Where does insurance fit within broader financial and lifestyle ecosystems?
- Trade-offs between control, speed, and innovation
- Lessons from leading markets and adjacent industries

13:30 – 14:30 | Networking Lunch

14:30 – 15:30 | Designing Products That Fit the Journey, Not Just the Shelf
Reimagining Proposition Design
Shifting from traditional product-led thinking to customer-centric design:

- Modular and flexible product structures
- Embedding protection into customer journeys
- Simplifying onboarding, underwriting, and servicing
- Enhancing customer understanding and engagement

15:30 – 16:30 | Partnership Economics & Performance Measurement
Driving Sustainable Value Creation
An in-depth look at the commercial engine behind bancassurance:

- Structuring win-win partnerships between banks and insurers
- Moving from volume-based metrics to value-based performance
- Customer lifetime value and profitability measurement
- Designing KPI frameworks and dashboards for decision-making

16:30 – 17:00 | Closing Plenary: Priority Actions for 2027–2029
From Strategy to Roadmap
A forward-looking session summarising key takeaways and translating them into actionable priorities:

- Critical capabilities institutions must build
- Strategic decisions that cannot be delayed
- A practical roadmap for the next 2–3 years

17:00 – 17:10 | Closing Remarks & End of Conference
Closing remarks from the host, key acknowledgements, and official close of the conference.

Masterclass Agenda (Pre-event)

Bancassurance Masterclass

Tuesday, 17 November 2026

Theme: Turning Insights into Actionable Strategies and Execution Frameworks

A highly practical, interactive masterclass designed to help participants translate conference insights into **real-world execution plans, operating models, and measurable outcomes**.

08:30 – 09:00 | Registration & Pre-Session Diagnostic
Setting the Baseline
Arrival, participant introductions, and a structured diagnostic to assess current bancassurance maturity levels.

- Participant expectations and priorities
- Benchmarking current capabilities across distribution, servicing, and partnerships

09:00 – 10:00 | From Channel to Ecosystem — What Changes in Practice?
Defining the Shift & Avoiding Common Pitfalls
A foundational module translating strategy into operational reality:

- What an ecosystem model looks like in practice
- Key differences vs traditional bancassurance
- Typical implementation mistakes and how to avoid them
- Sequencing transformation initiatives effectively

10:00 – 11:00 | Customer Journey Redesign Workshop
From Product Push to Customer-Centric Design
An interactive working session where participants:

- Map current-state bancassurance journeys
- Identify friction points across sales, servicing, and claims
- Design future-state journeys aligned to customer needs and moments of risk
- Embed protection seamlessly into banking interactions

11:00 – 11:15 | Morning Refreshments and informal discussions.

11:15 – 12:15 | Embedded Protection Use Cases
Designing What Works (and Avoiding What Doesn't)
A practical module focused on real-world application:

- Identifying high-impact embedded insurance opportunities
- Aligning products with customer context and behaviour
- Avoiding poor design, low-value bundling, and customer confusion
- Case-based discussion of successful and failed implementations

12:15 – 13:15 | Operating Model & Partnership Design
Making the Model Work End-to-End
A hands-on session covering structural design and governance:

- Defining roles across banks, insurers, and ecosystem partners
- Ownership of customer, service, and outcomes
- Escalation frameworks and service accountability
- Aligning incentives and performance across stakeholders

13:15 – 14:00 | Networking Lunch

14:00 – 15:00 | Risk, Conduct & Control in Next-Generation Bancassurance
Building Trust While Scaling Growth
A practical session on designing robust control frameworks:

- Managing conduct risk across digital, branch, and partner channels
- Ensuring transparency, disclosure, and suitability
- Controls for embedded and ecosystem-based distribution
- Strengthening post-sale servicing and claims experience

15:00 – 16:00 | Data, Technology & AI Enablement
Defining the Minimum Viable Capability Stack
An applied module on enabling the model through technology:

- Core data and analytics capabilities required
- Personalisation, targeting, and next-best-action models
- Integration across platforms and partners
- Governance boundaries, data privacy, and AI explainability

16:00 – 16:15 | Afternoon Refreshments and networking.

16:15 – 17:00 | Metrics, Economics & 90-Day Action Planning
From Insight to Execution Roadmap
A closing working session focused on immediate implementation:

- Defining KPIs aligned to value, not just volume
- Understanding customer lifetime value and partnership economics
- Prioritising initiatives for the next 90 days
- Building a practical, organisation-specific action plan

Masterclass Outcome
Participants will leave with:

- A clear understanding of how to operationalise the ecosystem model
- Practical tools for redesigning journeys, partnerships, and operating models
- A structured 90-day action plan tailored to their organisation
- Greater clarity on balancing growth, customer value, and control

ABOUT MASTERCLASS LEADER | Doug Sumner

Doug Sumner is an Australian financial services expert and Principal at Shoreline Asia Consulting, specialising in Bancassurance, financial planning, investment strategies, and distribution strategy across the Asia-Pacific, Middle East, and Africa regions. With over 30 years of experience in banking, insurance, and wealth management, he consults with major financial services organisations on growth strategies, M&A advisory, and board governance.

Doug is well known for his Bancassurance and Investment Masterclasses, where he has trained professionals in banking and insurance principles. His expertise includes advising boards on governance and strategy, leading integrated marketing campaigns, and developing sales and marketing teams for success.

Academically, Doug has studied at Swinburne University of Technology, La Trobe University, and the Australian Institute of Company Directors, earning qualifications in business administration and English. His leadership and stakeholder management skills make him a key figure in the financial services industry.

Why You Can't Miss the Bancassurance Reimagined Conference 2026

The **Bancassurance Reimagined Conference 2026** places you at the forefront of a rapidly evolving industry—where traditional distribution models are being redefined by ecosystem thinking, digital transformation, and shifting customer expectations.

As bancassurance moves beyond a narrow, branch-led sales channel, organisations must navigate an increasingly complex landscape shaped by **embedded protection, data-driven engagement, platform integration, regulatory expectations, and new partnership models**. This conference is designed to help you understand—and act on—these changes.

Across two strategic days and a hands-on masterclass, the agenda is carefully structured to guide participants from **understanding why the model must evolve** to **how to design and implement next-generation bancassurance frameworks in practice**.

What You Will Gain

Participants will gain invaluable insights by learning directly from **distinguished industry practitioners, specialised experts, and transformation leaders**, with sessions aligned to the most critical areas shaping bancassurance today:

- **Strategic clarity on the future of bancassurance**, including the shift from product-led distribution to ecosystem-driven protection models
- **A deep understanding of market forces**, customer behaviour, and competitive dynamics reshaping the industry
- **Practical frameworks for operating model redesign**, enabling speed, scale, and governance across bancassurance businesses
- **Actionable insights into embedded insurance and customer journey integration**, ensuring relevance at the moment of need
- **Expert perspectives on data, analytics, and AI**, and how to translate insight into intelligent customer engagement and retention
- **Guidance on partnership models and ecosystem economics**, including value-sharing, performance measurement, and sustainable growth
- **Best practices in risk, conduct, and customer protection**, ensuring growth without compromising trust or compliance

From Insight to Execution

More than just a conference, this is a **practical learning and networking platform**. The inclusion of a dedicated masterclass ensures that participants leave not only with ideas, but with **clear execution frameworks, tools, and a 90-day action plan** to drive real change within their organisations.

Who Should Attend

Senior professionals across banking, insurance, and financial services, including:

- Banks, insurers, reinsurers, brokers, and financial institutions
- Heads of bancassurance, distribution, digital, and partnerships
- CEOs, CMOs, directors, and senior sales & marketing leaders
- Regulators and policy influencers
- Technology providers, insurtechs, and solution partners
- Consultants, advisors, and legal professionals

Ideal for those looking to:

- Strengthen bancassurance strategy and performance
- Expand distribution and ecosystem partnerships
- Leverage digital, data, and embedded insurance opportunities

Benefits of Attending the Event

- **Gain Strategic Insights** Develop a clear understanding of **why bancassurance must evolve** and what the future model looks like.
- **Enhance Performance** Learn how to build high-performing bancassurance businesses that deliver sustainable growth.
- **Leverage Innovation & Technology** Explore how technology is reshaping bancassurance and how to apply it effectively.
- **Engage with Industry Leaders** Learn directly from **senior practitioners, transformation leaders, and subject-matter experts**.
- **Practical, Real-World Learning** Move beyond theory to actionable strategies and execution frameworks.
- **Expand Your Network** Build valuable relationships with **peers, advisors, and technology partners** across the bancassurance ecosystem.

Acknowledgement and Appreciation

TAB Group, as the conference organiser, extends its heartfelt appreciation to the diverse community of solution providers, media partners, industry practitioners, financial institutions, and valued participants who have played an integral role in shaping and sustaining the Bancassurance Reimagined Conference 2026.

This event is a reflection of the collective expertise, insights, and collaborative spirit of the bancassurance ecosystem. We extend special recognition to our **distinguished speakers and advisory board members**, whose deep industry knowledge, strategic foresight, and thought leadership have been instrumental in curating a comprehensive, world-class agenda. Their contributions have ensured a focused exploration of the most critical themes shaping the future of bancassurance—including **ecosystem-based distribution, embedded protection, digital transformation, partnership models, and customer-centric innovation**.

We also express our sincere gratitude to our **valued sponsors and strategic partners**, whose continued support, commitment, and shared vision have made this conference possible. Their role in advancing **technology enablement, data-driven capabilities, and next-generation distribution models** is central to driving meaningful progress across the industry.

Through the combined efforts of all stakeholders, this conference continues to serve as a catalyst for **insightful dialogue, cross-industry collaboration, and practical innovation**—helping redefine how banks and insurers deliver protection, create customer value, and build resilient, future-ready bancassurance businesses.

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Fees

Early Bird | Until 31 July 2026	Regular | After 31 July 2026	Vendor Pass
2-Day USD 1,590	2-Day USD 1,790	USD 2,690
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Premier Plus Offer: 10% Savings - When registering 3 or more delegates

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