Ranmeet Singh

Dubai, UAE · Open to the UAE, GCC and India · **ranmeetsingh.com**

General Manager | Business Head | Head of Operations

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Hands-on operator for growing, owner-led SMEs

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EXECUTIVE PROFILE

As a founder, I carried **full P&L responsibility** for a Dubai insurance and investment advisory firm; at Dolphin Offshore, I led **more than 200 staff through seven managers** across two offshore support facilities; and at Retro Fitness in the US, I ran an **11,000 sq ft club day to day for its owner**, leading sales, staff, classes and facilities. I work directly with owners to strengthen sales and operations and to develop managers who can take on more.

200+	25	US$1.2m	67%
Staff led through seven managers across two offshore support facilities	**Approx. prospective advisers recruited and trained each year**	**Annualised life insurance premiums reached by the team**	**Of completed tours converted into memberships**
Dolphin Offshore	Vantage Financial (US)	MS Commercial Brokers	Retro Fitness (US)

PROFESSIONAL EXPERIENCE

Founder & Principal Advisor, Brokerage Performance Advisory

Dec 2025 - Present

Golden Key Advisory | Dubai, UAE

Brokerage owners can often see that performance is uneven but not why. I designed a structured review that compares what owners, managers and consultants report with CRM records, lead handling and sales activity, so owners can **identify what is holding performance back and decide where to act**.

- Built three brokerage advisory tools with AI assistance: the Preview, the Discovery Workspace and the Diagnostic. The process is designed to produce a written report, a visual overview of what is working and what is not, and a timeline for action.
- Designed PULSE as part of a Dubai brokerage's proposed sales growth strategy, with the aim of preparing selected consultants to build and lead their own teams within two years.

Founder, Financial Advisory & Advisor Development

May 2019 - Dec 2025

Vantage Financial & Business Solutions Inc. | Allentown, Pennsylvania, USA

Recruitment and field training. Built a recruitment and training business for the US life insurance industry. Recruited and trained **approximately 25 prospective advisers a year** and helped them prepare for their licensing exams. Trainees **shadowed me in client meetings**, so they could see how an advisory conversation works in practice before handling clients of their own.

Placement and mentoring. Once advisers were licensed and ready for client work, I introduced a **smaller number** of them to brokerages, and Vantage earned a **placement fee** when a brokerage hired one. After placement, I offered **paid mentoring** on building a pipeline, improving client conversations and following up consistently.

- Alongside this, ran my own advisory practice in protection and retirement planning, placing business with carriers including Lincoln Financial and AIG.

Head of Sales

Jul 2017 - Apr 2019

Retro Fitness | Bethlehem, Pennsylvania, USA | One-year contract, extended twice

Reporting directly to the owner, I led sales and ran the entire **11,000 sq ft fitness club** day to day. I managed a **team of 22**, including 12 in sales, as well as trainers and housekeeping staff.

- **Staffing and classes:** recruited across sales, training and housekeeping. Set the types, frequency and times of classes and assigned trainers.
- **Facility operations:** oversaw maintenance and security and managed the smoothie bar, merchandise section, tanning centre, cinema and fitness studios. Extended hours from 5 am-10 pm to **24/7**, giving late- and night-shift members more opportunity to use the club.
- **Sales and membership:** made guided tours standard for walk-ins and trained staff to use each tour to understand prospects' fitness goals. The team sustained **67% conversion from completed tours to memberships**, and membership grew from **about 1,900 to 2,400**.
- **Member recovery:** more than **500 member accounts** were overdue, mostly because of service issues. Led their recovery, addressing those concerns and inviting members back for complimentary fitness reassessments. Payment delinquency fell from **nearly 19% to under 5%**.
- **Local outreach:** ran roadshows, member challenges and seasonal events, and built local partnerships.

Deputy General Manager, Workshop Operations

Mar 2013 - Jun 2017

Dolphin Offshore Enterprises (India) Ltd | Mumbai, India | Reporting to the Vice President, Projects

Responsible for overall operations and project readiness across two offshore support facilities serving offshore rig repair for clients including ONGC and L&T, leading **more than 200 technical and non-technical staff through seven managers**.

- **Project readiness:** led project hiring and crew mobilisation, with managers and administrative staff coordinating medical fitness checks, police clearances and the other steps required before crews deployed. Worked with engineering leads to have people, equipment and materials ready for each project.
- **Materials and purchasing:** oversaw workshop stores, inventory and a customs-bonded warehouse. Managed around **40 workshop vendors directly**, and coordinated other purchasing through the corporate office, which managed a separate pool of around 150 suppliers.

Improving the operation. Introduced **zone ownership**, so teams were accountable for their space, stock and material movements; controls to keep **untested equipment from being dispatched offshore**; and **planned loading** to cut avoidable truck trips and crane hire. Funded improvements by securing approval to sell spare workshop capacity. The facilities passed **ISO and OHSAS audits**.

Founder & Managing Director

Dec 2008 - Jan 2013

MS Commercial Brokers LLC | Dubai, UAE

Founded and ran an insurance and investment advisory firm, with full responsibility for its P&L, operations, team and client relationships. Led **15 advisers**, including two with UK Chartered Insurance Institute (CII) credentials, supported by staff across marketing, policy administration and accounts.

Commercial planning. Translated each adviser's annual income goal into premium targets and daily, weekly and monthly activity plans, with near-daily case reviews and weekly reviews against plan. The team reached approximately **US$1.2 million in annualised life insurance premiums**, and some advisers I coached went on to surpass my own production.

- Created an in-house investment analyst role; the analyst managed a portal where investment clients could track their investments in real time.
- Organised four roadshows and, with our marketing executive, smaller invitation-only client events. Began groundwork for an independent adviser network and built relationships with potential partners in Oman, Bahrain, Qatar, Kuwait and India.

Director - Sales

Jan 2006 - Dec 2008

Compass Commercial Brokers | Dubai, UAE | Reporting to the owner

- Joined with my existing team and ran it independently, with full responsibility for growth, lead generation, recruiting and licensing new advisers, training and coaching. Also managed an external associate team and oversaw administration. Team production reached approximately **US$900,000 in annualised life insurance premiums**.

Adviser development. Built a three-stage path: real client work, then peer mentoring, then team leadership.

Senior Consultant

Jun 2003 - Dec 2005

Prominent Insurance Brokers LLC | Dubai, UAE | Reporting to the owner

- Opened the company's first branch in Dubai Internet City and built a personal client base among senior executives at companies including HSBC, Microsoft, Halliburton, Atkins and Johnson & Johnson.

Earlier experience: international education advisory in India and Australia; express and corporate logistics in India.

EDUCATION, CREDENTIALS & LANGUAGES

Bachelor of Arts, Gauhati University · Million Dollar Round Table (MDRT) qualifier in 2005, 2007, 2009 and 2010, for individual production · Life insurance producer certifications: New York, New Jersey and Pennsylvania, USA · Future Leaders Programme, Shiv Khera · Bullet Proof Managers, Bob Johnson

Languages: English, Hindi, Punjabi · Valid UAE driving licence