

#OPEX26



# OPEX 2026

3<sup>RD</sup> ASEAN OPERATIONAL EXCELLENCE &  
BUSINESS TRANSFORMATION SUMMIT

**BUILDING ENTERPRISE VALUE WHEN TRANSFORMATION  
MEETS RESILIENCE AND READINESS UNDER REAL  
PRESSURE**

**JULY 28<sup>TH</sup>–29<sup>TH</sup> 2026  
SHERATON IMPERIAL HOTEL  
KUALA LUMPUR**



**Yew Heng**  
Group MD, Public Affairs, PM,  
Transformation  
Grab



**Shawn Draper**  
Former Chief Transformation  
Officer  
USIC



**Sebastian Risse**  
Head of Operational  
Excellence P&C Re  
Swiss Re



**Budiman Bujang**  
Deputy Chief Digital Officer  
Johor Corporation

# EVENT INTRODUCTION

Operational excellence is no longer about doing the same things faster or cheaper. It is about doing things that were impossible three years ago.

For the past decade, organizations have optimized processes, automated tasks, and digitized workflows. These efforts delivered value, but they did not change the essential nature of operations: human-driven, reactive, and constrained by the limits of attention and scale. Teams spent months on annual planning. Decisions waited for layers of approval. Budgets were locked into rigid cycles that could not adapt to market shifts. And every year, the same problems resurfaced because no one had the authority or the mandate to fix them permanently.

Three forces are reshaping operations in 2026:

- **Agentic AI** — 42% of global enterprises now deploy autonomous agents that make decisions and execute tasks without human prompting. This is not generative AI. This is AI that acts.
- **The Cost & Operating Model Reset** — Every organization is under pressure to cut costs and build agile operations that can flex with disruption.
- **The Chief Transformation Officer** — A new permanent C-suite role. Private equity now mandates it because transformation without dedicated executive ownership fails.

The 3rd ASEAN Operational Excellence Summit 2026 (ASEAN OPEX 2026) convenes C-level executives, Chief Transformation Officers, and operations leaders navigating this transformation. Over two days, participants examine how world-class organizations deploy autonomous operations, build continuous readiness, and measure strategic value rather than operational activity. This isn't theoretical discussion. This is practical implementation from organizations operating in the reality we all face.

"The question isn't whether disruption arrives — it's already here. The question is whether your operations are designed to withstand it, adapt to it, and ultimately leverage it for competitive advantage."

# KEY HIGHLIGHT

<p><b>1</b></p> <p><b>Autonomous Process Orchestration in the Agentic Era</b> Explore how 42% of enterprises successfully deploy AI agents that orchestrate end-to-end processes while 58% remain trapped in pilots — and the governance frameworks separating demonstration from deployment.</p>	<p><b>5</b></p> <p><b>Customer-Centric Operational Excellence</b> Redesign operations around customer value creation by connecting internal process improvements to external customer experience and measuring operational success through customer outcomes.</p>
<p><b>2</b></p> <p><b>ESG with Direct OPEX Impact</b> Understand how Malaysia's carbon tax (RM15/tCO<sub>2</sub>e), IFRS S1/S2 through NSRF, and Scope 3 tracking transform sustainability from voluntary reporting to mandatory compliance with direct operational cost impact.</p>	<p><b>6</b></p> <p><b>Operational Safety Through System Design</b> Discover how organizations with engineered psychological safety report 25-40% fewer incidents by making early problem reporting an operational norm — measured and improved like any KPI.</p>
<p><b>3</b></p> <p><b>Transformation Execution Architecture</b> Learn why strategic initiatives die in middle management and how Chief Transformation Offices place accountability at the executive table with dedicated resources and cross-functional authority.</p>	<p><b>7</b></p> <p><b>Workforce Transformation &amp; Change Leadership</b> Navigate the honest conversations around managing AI displacement anxiety, converting resisters into advocates, and building hybrid human-AI operating models that preserve expertise while scaling capacity.</p>
<p><b>4</b></p> <p><b>Outcome-Driven Operational Metrics</b> Move beyond activity tracking to measure what matters — connecting operational metrics to board-level priorities including cycle time, quality, risk mitigation, and enterprise value beyond cost reduction.</p>	<p><b>8</b></p> <p><b>Continuous Operational Readiness</b> Learn why audit preparation drops 60% post-inspection and how to transition from episodic compliance to embedded monitoring through layered audits, automated evidence, and real-time documentation.</p>
<p><b>9</b></p> <p><b>Supply Chain Resilience as Operational Capability</b> Build predictive disruption modeling and recovery frameworks that work under actual pressure — designing supply networks that absorb shocks, adapt quickly, and maintain continuity.</p>	

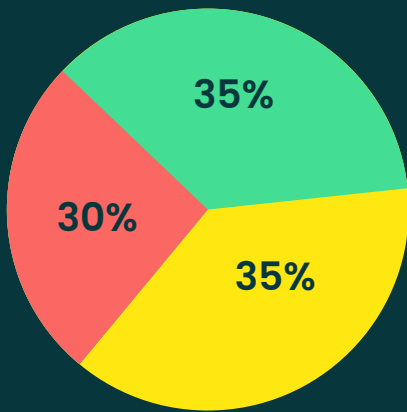
# INDUSTRY FOCUS

 Manufacturing & Industrial	 Energy & Utilities
 FMCG, Food & Beverage	 Healthcare & Pharmaceutical
 Construction & Infrastructure	 Banking, Finance & Insurance
 Technology & Telecommunications	 Public Sector & State Enterprises
 Oil & Gas	 Transport Logistic

# CRITICAL QUESTIONS

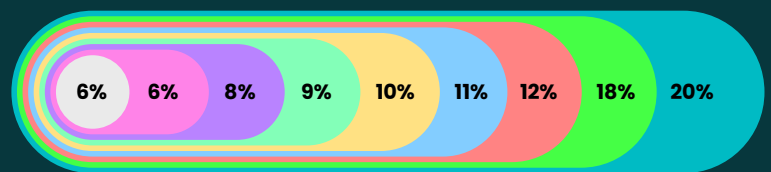
- 01** | Why are 42% of enterprises deploying agentic AI – yet 95% of AI projects still fail?
- 02** | Your competitors are cutting costs and building agile operating models. What are you doing differently?
- 03** | Why are we still worshipping OEE – when decision quality and board-level ROI matter more?
- 04** | Does every organization need a Chief Transformation Officer – or only those who want to survive?

# WHO SHOULD ATTEND



- C-Suite Leaders**
  - Chief Executive Officers (CEOs)
  - Chief Operating Officers (COOs)
  - Chief Transformation Officers (CTOs)
  - Chief Information/Technology Officers (CIOs/CTOs)
  - Chief Financial Officers (CFOs)
- Directors / Managing Directors / SVPs**
  - Operations & Process Excellence Directors
  - Supply Chain & Logistics Directors
  - Technology & Digital Transformation Leaders
  - Quality & Continuous Improvement Directors
- General Managers / VPs / Heads**
  - Heads of Operations / Manufacturing
  - Heads of Transformation / Change Management
  - Heads of ESG & Sustainability
  - Heads of Data / Analytics / Automation

# FUNCTIONAL EXPERTISE



- OPERATIONS & PROCESS EXCELLENCE
- DIGITAL TRANSFORMATION & TECHNOLOGY
- RISK, COMPLIANCE & GOVERNANCE
- SUPPLY CHAIN & LOGISTICS
- SUSTAINABILITY & ENVIRONMENTAL
- STRATEGY & BUSINESS TRANSFORMATION
- ENGINEERING & TECHNICAL ROLES
- FINANCIAL & INVESTMENT STRATEGY
- PUBLIC SECTOR & PARTNERSHIPS

2026 Supporting Organisations

## SUPPORTING PARTNERS



## MEDIA PARTNERS



**2026 THOUGHTFUL LEADERSHIP**



**Yew Heng**  
Group Managing Director  
Grab



**Shawn Draper**  
Former Chief Transformation Officer  
USIC



**Sebastian Risse**  
Former Head of Operational  
Excellence P&C Re  
Swiss Re



**Maria Zelkovskaya**  
Business Data Governance  
Transformation Director  
Danone



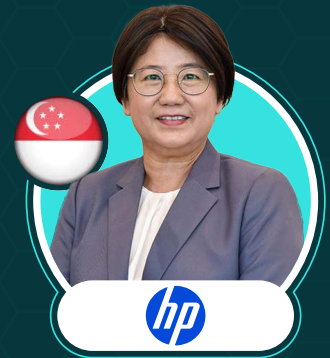
**Tony Lugg**  
Chairman  
TAPA Transported Asset Protection  
Association



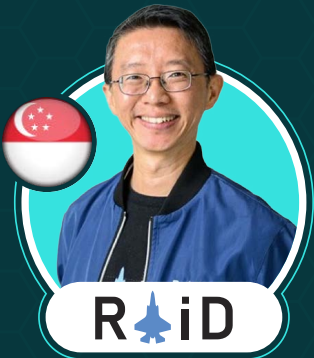
**Dr. Satish Doiphode**  
Vice President - IT & Automation,  
Reliance Project Management Group  
(RPMG)  
Reliance Industries Limited



**Budiman Bujang**  
Deputy Chief Digital Officer  
Johor Corporation



**Jamie Neo**  
Senior Director Ink Supplies  
Development & Operations  
HP Inc.



**Gek Peng Tay**  
Founder  
RAiD  
(former RSAF CDO)



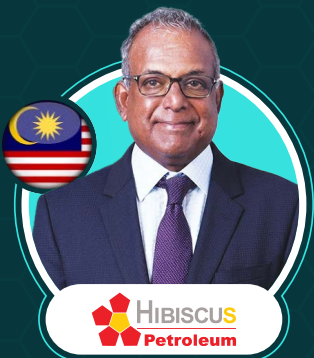
**Alok Khettry**  
Former Chief Operating Officer  
Bharat Serums and Vaccines  
Limited



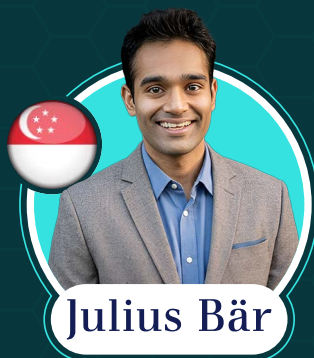
**Ruhul Amin**  
Chief Strategy Officer & Acting CFO  
Robi Axiata



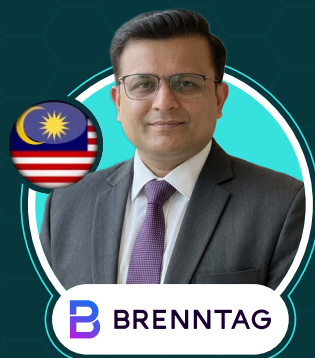
**Jordan N.**  
Vice President Sales Operations &  
Business Acceleration  
Etika Group of Companies



**Dr. Ambrose G. Corray**  
VP, Group InfoTech & Digitalization  
Hibiscus Petroleum Berhad



**Aaditya B.**  
Executive Director - Digital Business  
Transformation (COO)  
Julius Baer



**Sachin Trivedi**  
Director - Supply Chain Operational  
Excellence, APAC  
Brenntag



**Amol Pradhan**  
Chief Transformation Officer  
LG CNS

2026 THOUGHTFUL LEADERSHIP



**pwc**

**Farhana Jabir**  
Director, Sustainability &  
Climate Change  
PwC Malaysia



**standard  
chartered**

**Ibiyemi Osinaike**  
Director Operational Excellence  
& Director, Digital Assets  
Standard Chartered



**Teleflex®**

**Hng Yeam Thean**  
Enterprise Excellence  
Senior Director - APAC  
Teleflex



**Integra**

**Michael Leddin**  
Group CEO  
Integra Healthcare Technology



## SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

8:00 AM – 9:00 AM

REGISTRATION & WELCOME COFFEE

9:00 AM – 9:15 AM

OPENING ADDRESS BY CHAIRPERSON

### THEME 1: AGENTIC AI – FROM PILOT TO PRODUCTION

9:15 AM – 9:45 AM

SPEAKING SESSION:

#### THE 42% WHO ESCAPED PILOT PURGATORY – WHAT THEY BUILT THAT YOU DIDN'T

Most AI initiatives deliver impressive demos but fail to scale into production operations. While 42% of global enterprises now deploy autonomous agents that execute real business processes making decisions, executing tasks, and collaborating without human prompting the majority remain trapped in pilot purgatory, running endless proofs-of-concept that never deliver measurable value. This gap is not technical. It is organizational. Successful deployments succeed because of governance frameworks, integration architecture, and human-agent handoff protocols not because of better algorithms. This session reveals what the 42% built that the 58% didn't.

**Key Takeaways:**

- *Multi-agent orchestration – moving beyond single-purpose automation to teams of specialist agents working together*
- *Governance frameworks – balancing autonomy with control, knowing when AI acts and when humans decide*
- *Integration patterns – connecting autonomous agents to legacy ERP, CRM, and supply chain systems without rebuilding everything*
- *Human-agent handoff protocols – defining exactly when and how an agent escalates to a human, and what that handoff looks like*

**Speaker:** Budiman Bujang, Deputy Chief Digital Officer, Johor Corporation (CONFIRMED)



9:45 AM – 10:30 AM

OXFORD DEBATE:

#### IS THE AI HYPE BUBBLE ABOUT TO BURST? WHAT SURVIVES THE COLLAPSE?

**MOTION:** "Generative and agentic AI represent a genuine transformation in enterprise operations, not a hype bubble destined for collapse."

**PRO SIDE:** argues autonomous AI delivers measurable ROI through production deployments.

**CON SIDE:** argues most AI investments remain expensive experiments with marginal value. Audience votes before and after.

**Motion:**

- *Production use cases delivering measurable outcomes vs experimental theater*
- *Total cost of ownership: infrastructure, talent, maintenance vs value created*
- *The deployment gap: why 58% cannot move pilots to production*

**Moderator:** Dr. Ambrose G. Corray, VP, Group InfoTech&Digitalization, Hibiscus Petroleum Bhd. (CONFIRMED)

**Panelist:**

- **Tony Lugg**, Chairman, TAPA Transported Asset Protection Association (CONFIRMED)
- **Alok Khettry**, Former Chief Operating Officer, Bharat Serums and Vaccines Limited (CONFIRMED)
- **Maria Zelkovskaya**, Business Data Governance Transformation Director, Danone (CONFIRMED)



10:30 AM – 11:00 AM

DIAMOND SPONSOR SLOT

11:00 AM – 11:15 AM

MORNING TEA BREAK

### THEME 2: THE TRANSFORMATION OFFICE – C-SUITE OWNERSHIP

11:15 AM – 11:45 AM

SPEAKING SESSION:

#### UNLOCKING TRANSFORMATION OWNERSHIP: WHY STRATEGIC INITIATIVES DIE IN MIDDLE MANAGEMENT

70% of transformation programs deliver less than half their expected value – not because the vision was wrong, but because execution responsibility traps in middle management without C-level ownership, cross-functional authority, or sustained executive attention.

The Chief Transformation Officer role places accountability directly at the executive table. Private equity firms now mandate this role for portfolio companies because they have learned a hard lesson: transformation without dedicated ownership fails. This session provides the blueprint for building a Transformation Office that actually delivers.

**Key Takeaways:**

- *Why transformation needs dedicated C-suite ownership – and why COOs and CIOs cannot do it alone*
- *Transformation Office team structures and governance models that work*
- *Portfolio management – prioritizing initiatives and killing zombie projects before they drain resources*

**Speaker:** Shawn Draper, Former Chief Transformation Officer, USIC (CONFIRMED)



## SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

11:45 AM – 12:30 PM

### LEADERSHIP EXCHANGE:

#### MASTERING TRANSFORMATION THAT STICKS: EXECUTE WITH SPEED, PRECISION, AND LASTING IMPACT

In today's business environment, transformation is constant and rarely takes the form of a single, self-contained initiative with a clear beginning and end. More often, change is continuous, episodic, and uneven unfolding alongside core operations, capital constraints, and rising delivery expectations. Transformation Office leaders share how they convert executive vision into measurable outcomes under real-world pressure – coordinating across functions, driving accountability, and ensuring initiatives deliver value rather than just activity. Discover practical approaches to driving accountability, accelerating execution, and ensuring transformation initiatives deliver measurable business impact.

#### Critical Question: Your transformation has executive support. Why is it still failing in the middle?

- Break large agendas into manageable execution packets without losing momentum
- Coordinate across functions and drive accountability without direct authority
- Convert skeptics into advocates through early wins and transparent communication
- Maintain execution discipline when transformation must coexist with business-as-usual

**Moderator:** Gek Peng Tay, Founder, RAiD (former RSAF CDO) (CONFIRMED)

#### Panelists:

- **Sebastian Risse**, Head of Operational Excellence P&C Re, **Swiss Re** (CONFIRMED)
- **Yew Heng**, Group MD, Public Affairs, PMI, Transformation, **Grab** (CONFIRMED)
- **Aaditya B.**, Executive Director - Digital Business Transformation (COO), **Julius Baer** (CONFIRMED)
- **Emily Chow**, VP - Group Technology & Operations Delivery **Standard Chartered** TBC



12:30 PM – 12:50 PM

### DIAMOND SPONSOR SPOTLIGHT

12:50 PM – 2:10 PM

### NETWORKING LUNCHEON

## THEME 3: METRICS, ROI & CUSTOMER-CENTRIC OPEX

2:10 PM – 2:40 PM

### SPEAKING SESSION:

#### WHY YOUR METRICS REWARD BUSYNESS INSTEAD OF BUSINESS VALUE – AND WHAT TO MEASURE INSTEAD?

Traditional metrics reward busyness over impact. Organizations optimize for easily measurable activities emails sent, meetings attended, tasks completed while strategic decisions go untracked. Operations teams report efficiency gains but struggle demonstrating enterprise value. This session introduces frameworks measuring decision quality, outcome velocity, and strategic contribution rather than operational theater connecting operational activities to board-level priorities that actually matter.

- Shift from activity tracking to decision quality measurement frameworks
- Measure outcome velocity – how quickly strategic decisions translate to results
- Connect operational metrics to board-level priorities and enterprise strategy
- Design leading indicators predicting future performance versus lagging activity counts

**Speaker:** Amol Pradhan, Chief Transformation Officer, **LG CNS** (CONFIRMED)



2:40 PM – 3:25 PM

### EXPERT PANEL:

#### BRIDGING TWO AUDIENCES: CUSTOMER OUTCOMES, BOARD-LEVEL ROI, AND OPERATIONAL TRUST

Operational excellence leaders struggle to prove value to two very different audiences. Customers experience operations externally, they care about on-time delivery, quality consistency, and transparent issue resolution. Boards evaluate value financially, they care about value creation, risk mitigation, and resilience. This panel bridges both, showing how to measure operational excellence through customer outcomes while simultaneously building board-level scorecards that prove enterprise value.

- Build customer-centric metrics: on-time delivery, quality consistency, issue resolution
- Communicate board-level ROI: value creation, risk mitigation, resilience in CFO language
- Position OpEx as trust infrastructure – turning operational reliability into market differentiation
- Learn from case studies that connect internal operations to external customer experience

**Moderator:** Valerie Lim Li Queen, EVP, Head Customer Experience Strategy & Advocacy, **Maybank** (INVITED)

#### Panelists:

- **Dr. Satish Doiphode**, Vice President – IT & Automation, Reliance Project Management Group (RPMG), **Reliance Industries Limited** (CONFIRMED)
- **Ruhul Amin**, Chief Strategy Officer & Acting CFO, **Robi Axiata** (CONFIRMED)



3:25 PM – 3:40 PM

### AFTERNOON COFFEE BREAK

## SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

### THEME 4: ESG COMPLIANCE – OPERATIONAL ECONOMICS

3:40 PM – 4:10 PM

#### SPEAKING SESSION:

##### IS YOUR OPERATIONAL DATA READY FOR CARBON TAX, IFRS S1/S2, AND SCOPE 3?

2026 marks the year ESG moves from voluntary reporting to mandatory compliance with direct OPEX impact. Malaysia's carbon tax (RM15/tCO<sub>2</sub>e) hits energy, iron, and steel sectors. IFRS S1/S2 through the National Sustainability Reporting Framework (NSRF) now require financial-grade sustainability data. Scope 3 tracking extends compliance across your entire supply chain. For operational leaders, this is not a reporting problem. It is a data infrastructure, process design, and systems integration challenge. This session provides the operational playbook for ESG compliance – whether the tax starts tomorrow or next quarter.

#### Key Takeaways: Your carbon tax bill is coming. Is your operational data ready?

- MRV-ready data systems for carbon tax compliance
- Energy efficiency programs that reduce tax liability
- Supplier compliance infrastructure for Scope 3
- ESG tax deduction (up to RM50,000 per year)

Speaker:

4:10 PM – 4:55 PM

#### PANEL SYMPOSIUM

##### ESG INFRASTRUCTURE FOR OPERATIONAL REALITY—REAL-TIME TRACKING, SUPPLIER COMPLIANCE, AUDIT-READY DATA

Organizations embedding ESG into daily operations win contracts, access capital, and enter markets closed to competitors treating sustainability as an annual reporting exercise. This panel examines how leading companies are moving from fragmented spreadsheet tracking to integrated compliance infrastructure – real-time emissions monitoring, automated supplier data collection, and audit-ready systems that don't require panic preparation. Executives leading ESG operationalization share what worked, what failed, and what they would do differently.

#### Key Highlights:

- Mandatory ESG 2026: carbon tax, NSRF, IFRS S1/S2, Scope 3
- The two-tier market: operational ESG wins – those without lose access
- From spreadsheets to infrastructure: real-time tracking, supplier compliance
- 90-day roadmap to operationalize ESG before deadlines hit

#### Moderator:

#### Panelists:

- **Farhana Jabir**, Director, Sustainability and Climate Change, **PwC Malaysia** (CONFIRMED)
- **Dato' Ir. Muhamad Nazri Pazil**, Senior Chief Strategy, Regulatory & Sustainability Officer, **TNB**
- **Michelle Teoh**, COO, Group Wholesale Banking, **CIMB** (INVITED)
- **Pornthip Kongsakul**, Head of Operational Excellence, **PTT Global Chemical** (INVITED)



4:55 PM

#### EVENING COFFEE & END OF DAY 1

## ENGINEERING PSYCHOLOGICAL SAFETY LEADING WORKFORCE CHANGE AND BUILDING READINESS INTO DAILY OPERATIONS

8:30 AM – 8:50 AM

WELCOME COFFEE & NETWORKING

8:50 AM – 9:05 AM

DAY 2 OPENING & RECAP BY CHAIRPERSON

### THEME 5: PSYCHOLOGICAL SAFETY ENGINEERING

9:05 AM – 9:35 AM

SPEAKING SESSION:

#### THE 25-40% DROP—HOW ENGINEERED PSYCHOLOGICAL SAFETY REDUCES INCIDENTS AND ACCELERATES INNOVATION?



Psychological safety isn't soft HR, it's an operational imperative with quantifiable ROI. Organizations with high psychological safety report 25–40% fewer safety incidents, faster quality issue resolution, and higher innovation rates. The mechanism is straightforward: when workers feel safe reporting problems early, small issues get fixed before becoming catastrophic failures. Yet most organizations confuse psychological safety with comfort. True psychological safety is an engineered system making early problem reporting the operational norm.

**This session focuses on how to embed psychological safety into daily operations and drive measurable performance outcomes:**

- Building speak-up systems where early problem reporting becomes standard practice
- Measuring psychological safety with leading indicators that track behavior change
- Designing blame-free failure analysis that replaces witch hunts with learning loops
- Linking psychological safety metrics directly to incident reduction and quality outcomes

**Speaker:** Gek Peng Tay, Founder, RAiD (former RSAF CDO) (CONFIRMED)

9:35 AM – 10:20 AM

PANEL SYMPOSIUM

#### UNCOVERING BLAME-FREE OPERATIONS: EMBEDDING EARLY PROBLEM DETECTION AS A CORE OPERATIONAL DISCIPLINE



In high-performing operations, early problem detection is not left to culture or individual courage – it is built into the way work gets done. Any team member can stop the line, challenge decisions, and escalate issues without delay because clear protocols, leadership behaviors, and response systems are in place. These are not cultural ideals; they are operational disciplines embedded into daily workflows.

This panel examines how organizations implement these practices across industries – from manufacturing and logistics to energy, healthcare, and technology – ensuring that problems surface early, are addressed quickly, and do not escalate into costly failures.

**Key Discussion Points:**

- Embedding stop-the-line authority as a standardized operational practice, not an exception
- Designing escalation pathways, response protocols, and leadership behaviors that reinforce early reporting
- Scaling consistent practices across functions, sites, and geographies without losing discipline
- Quantifying the operational and financial impact – fewer incidents, faster resolution, and improved performance outcomes

**Moderator:**

**Panelists:**

- **Jamie Neo**, Senior Director Ink Supplies Development & Operations, **HP Inc** (CONFIRMED)
- **Jordan N.**, VP Sales Operations & Business Acceleration, **Etika Group of Companies** (CONFIRMED)
- **Hng Yeam Thean**, Enterprise Excellence Senior Director - APAC, **Teleflex** (CONFIRMED)
- **Amol Pradhan**, Chief Transformation Officer, **LG CNS** (CONFIRMED)

10:20 AM – 10:50 AM

PLATINUM SPONSOR SLOT

10:50 AM – 11:05 AM

MORNING TEA BREAK

### THEME 6: CHANGE ACTIVATION & WORKFORCE TRANSFORMATION

11:05 AM – 11:35 AM

SPEAKING SESSION:

#### DECODING RESISTANCE: TURNING BARRIERS INTO ORGANIZATIONAL ALIGNMENT



Every AI rollout faces resistance. Most organizations manage it. High-performing organizations convert it into adoption momentum. Resistance is not the enemy – it is operational signal. Skeptics often surface risks, gaps, and failure points that accelerate better decision-making when addressed early.

This session examines how leading organizations turn resistance into measurable adoption progress across teams and functions.

- Identifying key resistance patterns and aligning targeted operational responses
- Delivering early wins that demonstrate value before full-scale rollout decisions
- Communicating transparently to address real operational concerns rather than suppress them
- Enabling ownership and participation through inclusive execution design, not top-down mandates

**Speaker:** Sebastian Risse, Head of Operational Excellence P&C Re, Swiss Re (CONFIRMED)

11:35 AM – 12:05 PM

GOLD SPONSOR SLOT

## ENGINEERING PSYCHOLOGICAL SAFETY LEADING WORKFORCE CHANGE AND BUILDING READINESS INTO DAILY OPERATIONS

12:05 PM – 12:50 PM

### LEADERSHIP EXCHANGE:

#### BREAKING THE TALENT CRISIS: DESIGNING HYBRID HUMAN-TECHNOLOGY OPERATING MODELS FOR THE NEXT ERA

The engineering workforce is retiring. Younger talent is less drawn to traditional operational roles. Systems understand processes, but not judgment. This creates a growing gap between institutional knowledge and execution capability – raising a critical question: how do organizations retain and transfer expertise before it is lost? Operations and transformation leaders discuss practical approaches to closing this gap under real-world constraints.

- *Designing hybrid roles that combine human expertise with system augmentation, not replacement*
- *Building structured knowledge systems that preserve critical know-how within the organization*
- *Capturing tacit knowledge before it is lost through turnover and retirement*
- *Balancing reskilling, hiring, and capability retention under workforce constraints*

**Moderator:** Aaditya B., Executive Director - Digital Business Transformation (COO), Julius Baer (CONFIRMED)

#### Panelists:

- **Michael Leddin**, Group CEO, Integra Healthcare Technology
- **Jamie Neo**, Senior Director Ink Supplies Development & Operations, HP Inc (CONFIRMED)
- **Ruhul Amin**, Chief Strategy Officer & Acting CFO, Robi Axiata (CONFIRMED)
- **Maria Zerkovskaya**, Business Data Governance Transformation Director, Danone (CONFIRMED)



12:50 PM – 1:00 PM

### SPONSOR SLOT

1:00 PM – 2:20 PM

### NETWORKING LUNCHEON

## THEME 7: CONTINUOUS READINESS & SUPPLY CHAIN RESILIENCE

2:20 PM – 2:50 PM

### SPEAKING SESSION:

#### ANTI-FRAGILITY ARE THE NEXT LAYERS OF EXCELLENCE AND A TOTALLY DIFFERENT TO THE CURRENT PROCESS AS WE KNOW IT. MAKE SENSE?

In an era of relentless volatility – from geopolitical tensions and climate disruptions to cyber threats and raw material shocks – traditional supply chain resilience is no longer enough.

Anti-Fragility in Action: Turning Predictive Risk Intelligence into Supply Chain Performance explores how forward-thinking organizations are moving beyond mere recovery to build supply chains that actually gain strength from disorder.

Discover how leading companies are harnessing advanced Predictive Risk Intelligence – powered by AI, real-time multi-tier visibility, and prescriptive analytics – to anticipate disruptions, accelerate decision-making, and convert uncertainty into measurable competitive advantage.

This session reveals practical frameworks for developing anti-fragile capabilities: transformative learning systems, intelligent optionality, dynamic network reconfiguration, and continuous innovation loops that turn every shock into an opportunity for improvement.

**Speaker:** Tony Lugg, Chairman, TAPA Transported Asset Protection Association (CONFIRMED)



2:50 PM – 3:35 PM

### PANEL SYMPOSIUM

#### ANNUAL AUDITS ARE OBSOLETE: IS CONTINUOUS CONTROL THE ONLY PATH FORWARD FOR OPEX?

Operational excellence requires consistent process adherence, not just annual compliance theater. Yet most organizations spend months preparing for audits, only to see process discipline drop 60% within 60 days post-inspection. This panel examines whether continuous control monitoring is the key to sustaining operational discipline year-round – or just another burden on already stretched teams. Your last audit passed. Six months later, were your people still following the process?

- *Understanding the readiness decay curve and its impact on operational discipline*
- *Comparing layered process audits versus traditional inspection cycles for sustaining process adherence*
- *Evaluating total cost of continuous monitoring versus annual preparation theater*
- *Building operational excellence that doesn't fade after the auditor leaves*

**Moderator:**

#### Panelists:

- **Dr. Satish Doiphode**, Vice President – IT & Automation, Reliance Project Management Group (RPMG), Reliance Industries Limited (CONFIRMED)
- **Alok Khetry**, Former Chief Operating Officer, Bharat Serums and Vaccines Limited (CONFIRMED)
- **Neelamani Muthukumar**, Group COO, Olam Agri (INVITED)



3:35 PM – 3:50 PM

### AFTERNOON COFFEE BREAK

## ENGINEERING PSYCHOLOGICAL SAFETY LEADING WORKFORCE CHANGE AND BUILDING READINESS INTO DAILY OPERATIONS

3:50 PM – 4:20 PM



### EXPERT PANEL:

#### DESIGNING RESILIENT SUPPLY NETWORKS: PREDICT, ADAPT & RECOVER UNDER PRESSURE

This is not a procurement session. This is about operational resilience: how do you design supply networks that absorb shocks, adapt quickly, and maintain continuity? Leaders share how they built predictive disruption models, rapid supplier switching protocols, and recovery frameworks that worked under real pressure – no budget, no time, no perfect options. Attendees will gain practical insights on building supply chain resilience as an operational capability.

#### Your key supplier just went dark. How long until you feel it?

- Building predictive disruption models that actually predicted something useful
- Making rapid supplier switching decisions and knowing what criteria mattered when hours counted
- Deploying multi-tier visibility systems that reveal vulnerabilities before they materialize

**Moderator:** Peter Burns, General Manager Business Excellence, City of Melbourne (INVITED)

#### Panelists:

- Sachin Trivedi, Director – Supply Chain Operational Excellence, APAC, Brenntag (CONFIRMED)
- Peetarat Pornsuthtirat, Chief Operating Officer, True Corporation (INVITED)

4:20 PM – 4:50 PM



### CLOSING FIRESIDECHAT:

#### THE NEXT QUARTER – WHAT YOU START MONDAY MORNING

An honest, off-script conversation between two senior executives. No slides, no corporate polish – just direct discussion on what operational leaders must prioritize in the coming months: what to start, what to stop, and what to defer. This session moves beyond long-term vision to focus on immediate execution priorities and decisions that cannot wait.

#### What decision are you avoiding that needs to be made this week?

- Identifying the top priorities requiring immediate execution
- Designing quick wins that build momentum for larger transformation efforts
- Establishing milestone tracking that drives progress without adding bureaucracy
- Securing board alignment and stakeholder support for critical investments

**Moderator:** Hng Yeam Thean, Enterprise Excellence Senior Director - APAC, Teleflex (CONFIRMED)

#### Panelists:

4:50 PM – 5:10 PM



### CLOSING KEYNOTE:

#### WHAT OPERATIONAL EXCELLENCE LOOKS LIKE WHEN THE RULES HAVE CHANGED – A ROADMAP FOR 2027 AND BEYOND

A forward-looking synthesis of two days of discussions, translating key insights into a clear action agenda. What does operational excellence mean when operations become autonomous, compliance becomes mandatory, supply chains face continuous disruption, and workforces undergo structural transformation? This keynote provides a practical roadmap for returning to the organization and building the capabilities required for 2027 and beyond.

- Defining the five transformation priorities for operational leaders in 2026-2027
- Building an investment pipeline aligned with where capital is shifting in modern operations
- Closing the talent gap and strengthening human capability for the next operating era
- Creating competitive differentiation in increasingly fragmented and high-pressure markets

**Speaker:** Yew Heng, Group MD, Public Affairs, PMI, Transformation, Grab (CONFIRMED)

5:10 PM

### EVENING COFFEE & END OF OPEX26



## AI TRANSFORMATION MASTERCLASS FOR EXECUTIVE LEADERS

8:30 AM – 9:00 AM | REGISTRATION & WELCOME COFFEE

### DECODING AI: STRATEGY, JARGON & THE BUSINESS CONTEXT

9:00 AM – 10:00 AM

#### SETTING THE STAGE: WHAT AI MEANS FOR MALAYSIA INC.

From Industry4WRD to MyDigital Blueprint, understanding where Malaysian enterprises sit in the global AI journey, and why 95% of AI projects still fail despite the investment.

##### Key Learning Objectives:

- Define the AI/Digitalization landscape and cut through vendor hype
- Understand PESTLE forces impacting AI adoption in Malaysia
- Align Corporate, Business, Functional and Operational strategy within an AI strategy
- ASEAN OPEX 2026 Insight: Why 42% of global enterprises deploy agentic AI yet the majority remain trapped in pilot purgatory, and what the successful 42% built differently
- Four dimensions of digitalization/AI and how they map to Malaysian sector priorities (manufacturing, BFSI, public sector, energy)

10:00 AM – 10:45 AM

#### THE ORGANIZATIONAL ECOSYSTEM: ASKING 'WHY' BEFORE 'HOW'

Most AI transformations fail not because of technology, but because of misaligned organizational structures and unclear ownership.

##### Key Learning Objectives:

- Business KPIs and AI maturity assessment, where is your organization today?
- As-is to to-be transformation roadmap for enterprises
- Aligning corporate, functional and digital layers for collaboration
- Communication strategy for AI transformation in multicultural, multi-stakeholder organizations
- Convergence of ESG/sustainability mandates and AI strategy

10:45 AM – 11:00 AM | MORNING REFRESHMENT BREAK

### PROCESS TRANSFORMATION & AI ROADMAP DEVELOPMENT

11:00 AM – 11:45 AM

#### PROCESS GAP ANALYSIS & AI USE CASE PRIORITIZATION

Converting operational pain points into fundable, scalable AI use cases.

##### Key Learning Objectives:

- Process gap analysis methodology to identify high-value AI opportunities
- Use case mapping and prioritization matrix: effort vs. impact vs. compliance urgency
- Where AI creates enterprise value in enterprises: e.g. supply chain optimization, predictive maintenance, ESG data infrastructure, regulatory compliance automation
- Multi-year AI roadmap: Annual Operating Plan (AOP) and Strategic Operating Plan (SOP) integration
- Build vs. Buy decisions – leveraging Malaysia's MSC-status vendors, global hyperscalers, and open-source ecosystems

11:45 AM – 12:30 PM

#### AI SOLUTION ECOSYSTEM: TECHNOLOGY STACK & AGENTIC AI

Understanding how agentic AI differs from traditional automation, and what your technology stack needs to support it.

##### Key Learning Objectives:

- Vertical and horizontal integration of operational workflows
- Connectivity and infrastructure: legacy systems, cloud, edge, and IoT in industrial contexts
- Agentic AI, multi-agent orchestration, human-agent handoff protocols, and governance frameworks
- Applications of GenAI, RPA, Digital Twin, IoT, 5G and Robotics across industries
- Integration patterns: connecting autonomous agents to legacy ERP, CRM, and supply chain systems without rebuilding everything

12:30 PM – 1:00 PM | NETWORKING LUNCHEON

**ESG COMPLIANCE, DATA GOVERNANCE & CYBERSECURITY**

1:00 PM – 1:30 PM

**AI & DATA STRATEGY: GOVERNANCE, ESG COMPLIANCE**

2026 marks the year ESG moves from voluntary reporting to mandatory compliance with direct OPEX impact for enterprises.

**Key Learning Objectives:**

- Data as a strategic asset, monetization and governance models
- Scope 3 compliance: extending data infrastructure across supply chains
- How AI-enabled data infrastructure unlocks ESG initiatives
- From fragmented spreadsheets to integrated, audit-ready ESG systems

1:30 PM – 2:30 PM

**SECURITY, PRIVACY & AI ETHICS FOR EXECUTIVE LEADERS**

Understanding and addressing cyber risks, privacy issues, and ethical implications in AI projects, PDPA and emerging AI governance frameworks.

**Key Learning Objectives:**

- Risk, explainable AI (XAI), regulatory compliance under PDPA and MCMC guidelines
- Enterprise data governance and AI ethics frameworks
- Cybersecurity gaps, threats, and end-to-end cybersecurity frameworks for AI-enabled enterprises
- Balancing AI autonomy with control, knowing when AI acts and when humans decide
- Responsible AI deployment: bias, fairness, and accountability.

**TALENT & CHANGE MANAGEMENT**

2:30 PM – 3:15 PM

**SKILLS ECOSYSTEM, CHANGE MANAGEMENT & BUILDING A TRANSFORMATION-READY WORKFORCE**

Every AI rollout faces resistance. High-performing organizations convert resistance into adoption momentum. This session addresses the human side of transformation.

**Key Learning Objectives:**

- Skills assessment and digitalization team structure
- Building the Digital Project Management Office (DPMO)
- Aligning functional and digital teams: partner ecosystem development with local and regional players
- Decoding resistance, turning barriers into organizational alignment momentum
- Leadership in fostering a data-first, AI-ready culture: talent, metrics, and accountability
- Hybrid human-technology operating models: capturing institutional knowledge before retirement-wave loss

3:15 PM – 3:30 PM | AFTERNOON REFRESHMENT BREAK

**ROI, METRICS & THE AI TRANSFORMATION BLUEPRINT**

3:30 PM – 4:15 PM

**MEASURING WHAT MATTERS: FROM ACTIVITY METRICS TO DECISION QUALITY & BOARD-LEVEL ROI**

Traditional metrics reward busyness over impact. This session introduces frameworks that connect operational AI initiatives to enterprise value, in language CFOs and boards understand.

**Key Learning Objectives:**

- Shift from activity tracking to decision quality measurement frameworks
- Build customer-centric metrics alongside board-level ROI scorecards
- Design leading indicators predicting future performance versus lagging activity counts
- Position AI/OpEx as trust infrastructure, turning operational reliability into market differentiation

4:15 PM – 5:00 PM

**THE AI BLUEPRINT: BUSINESS MODEL & YOUR 90-DAY ACTION PLAN**

Bringing the day together into a concrete, actionable AI Transformation Blueprint that participants can bring back to their organizations.

**Key Learning Objectives:**

- Business Model and ROI framework for AI initiatives, aligning investment with strategic priorities
- Constructing your organization's AI Blueprint: governance, roadmap, talent, and metrics
- 90-day quick-win roadmap: what to start Monday morning
- Action planning: individual commitments, accountability structures, and follow-up mechanisms

4:15 PM – 5:00 PM

**CLOSING & OPEN Q&A**

- Top 3 AI priorities for your organization over the next 12 months
- Collective insights, cross-industry peer sharing, and next steps

5:30 PM | END OF MASTERCLASS



## CK Vishwakarma

Founder, AllThingsConnected, Singapore

CK is a digital transformation strategy, innovation and program management professional with over 20 years of experience in ASEAN.

As a founder of AllThingsConnected, CK works with organizations create their digitalization strategy & roadmap, solutions and ecosystem, skills transformation to accelerate their current state to future state digital journey. He has successfully led large complex transformation projects from conception to completion in high-tech industries.

CK is also an Adjunct Professor at SP Jain Global School of Management, an Associate Faculty member at Singapore Institute of Technology, Singapore University of Social Sciences. He teaches programs covering topics such as AI Strategy, Leadership, Organizational Transformation, Digital Transformation, Change Management, and Innovation and entrepreneurship. He has personally trained 500+ executives and senior leaders across the industry and influenced 1000s of professionals by sharing insights at 150+ leadership forums, and prestigious international conferences

CK earned his bachelor's degree in electrical engineering from Indian Institute of Technology Roorkee, and a master's degree in Mechatronics from National University of Singapore. As a continuous learner, he is pursuing a Doctorate Degree in Strategic with a focus on Ecosystems and Digital Business.

***"We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn."***  
 – Peter Drucker.

Connect with CK: [LinkedIn](#) | [X](#) | [YouTube](#)

## About AllThingsConnected

AllThingsConnected is a Digital Transformation and AIoT Strategy & Solutions Organisation based in Singapore. We help our customers and partners accelerate their digitalization journey with our unique and proven approach of end-to-end value chain mapping, operational excellence, and emerging digital technologies such as IIoT, AI and Automation. We also work with Institutions of Higher Learning to build curriculums, and programs for graduating students as well as executive programs for working professionals and management. At AllThingsConnected, we champion the secured convergence of sustainability, AI, and future skills.

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