

#OPEX26



OPEX 2026

3RD ASEAN OPERATIONAL EXCELLENCE &
BUSINESS TRANSFORMATION SUMMIT

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

**JULY 28TH–29TH 2026
SHERATON IMPERIAL HOTEL
KUALA LUMPUR**



Yew Heng
Partner, **EY-Parthenon**
Former Group MD, **Grab**



Shawn Draper
Former Chief Transformation
Officer
USIC



Sebastian Risse
Former 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

1

Autonomous Process Orchestration in the Agentic Era

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.

2

ESG with Direct OPEX Impact

Understand how Malaysia's carbon tax (RM15/tCO₂e), IFRS S1/S2 through NSRF, and Scope 3 tracking transform sustainability from voluntary reporting to mandatory compliance with direct operational cost impact.

3

Transformation Execution Architecture

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.

4

Outcome-Driven Operational Metrics

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.

5

Customer-Centric Operational Excellence

Redesign operations around customer value creation by connecting internal process improvements to external customer experience and measuring operational success through customer outcomes.

6

Operational Safety Through System Design

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.

7

Workforce Transformation & Change Leadership

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.

8

Continuous Operational Readiness

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.

9

Supply Chain Resilience as Operational Capability

Build predictive disruption modeling and recovery frameworks that work under actual pressure — designing supply networks that absorb shocks, adapt quickly, and maintain continuity.

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?

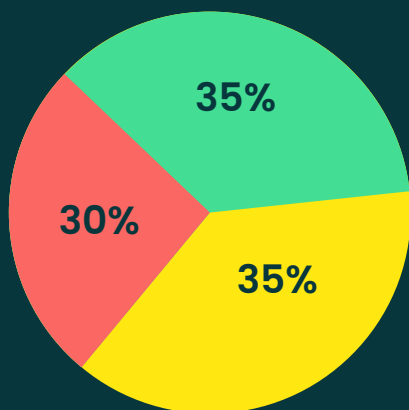
03

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)

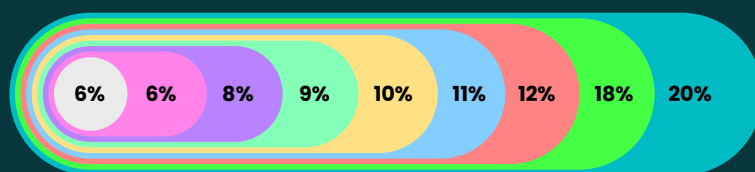
Directors / Managing Directors / SVPs

- 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

GOLD SPONSOR

CAMUNDA

Camunda is the leader in agentic orchestration, automating complex business processes, including high-value knowledge work, across agents, people, and systems. By creating production-ready, enterprise-grade agents with built-in governance, Camunda uniquely delivers trusted AI agents for business-critical processes. Over 700 leading innovators like Atlassian, ING, and Vodafone, rely on Camunda to slash time-to-value from months to days, boost operational efficiency, and elevate customer experiences. Ready to become an AI-first enterprise?

GOLD SPONSOR



PebbleRoad is a Singapore-based innovation consultancy with over 20 years' experience powering digital operations for organisations across finance, government, healthcare, education, and energy. Rather than simply digitising broken processes, they partner with clients to orchestrate AI-native, end-to-end business workflows built from the ground up. Their practice combines service redesign, deployable workflow solutions, and their proprietary DocuPrism engine, which transforms messy, unstructured documents into reliable data. By mapping operational realities, PebbleRoad helps clients like Changi Airport, DBS and Sime Darby eliminate complex bottlenecks and completely transform their service delivery.

SILVER SPONSOR



Laiye, with the vision of "AI Agents for Everyone," is a global leader in intelligent automation, driving digital transformation through cutting-edge AI and automation technologies. As the only provider worldwide with all its Intelligent Document Processing (IDP), enterprise Conversational AI Platform (CAIP) and Robotic Process Automation (RPA) solutions positioned in the Gartner Magic Quadrant™, Laiye empowers government and enterprise clients with its integrated platform to build large language model (LLM)-driven digital workforces, closing work execution gaps at individual and organizational levels while elevating business processes from automation to intelligent transformation. With a presence across Greater China, Southeast Asia, and the Middle East, Laiye serves over 3,000 clients—including more than 300 Fortune Global and China's Top 500 enterprises—spanning industries such as manufacturing, finance, energy, telecommunications, healthcare and governments. The company offers solutions that cover the full spectrum of business scenarios, from simple tasks to complex workflows in finance, HR, customer service, marketing, sales, production, and supply chain management. By redefining human-machine collaboration through end-to-end intelligent automation, Laiye enables organizations to reduce costs, enhance efficiency, and unlock innovation potential.



SUPPORTING PARTNERS



MEDIA PARTNERS



2026 THOUGHTFUL LEADERSHIP



Yew Heng
Partner, **EY-Parthenon**
Former Group MD, **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



Dato' Ir. Muhamad Nazri Pazi
Senior Chief Strategy, Regulatory &
Sustainability Officer
Tenaga Nasional Berhad



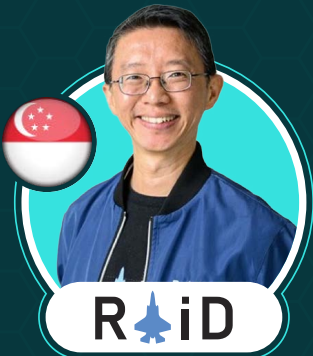
Tony Lugg
Chairman
TAPA APAC
Transported Asset Protection Association



Shazurawati Abd Karim
Chief Customer Experience Officer
Telekom Malaysia



Dr. Shamsir Ali
Executive Director & Founder
Omnispheres Pte. Ltd



Gek Peng Tay
Founder
RAiD
(former RSAF CDO)



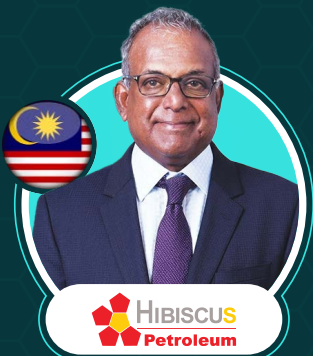
Alok Khetry
Former Chief Operating Officer
Bharat Serums and Vaccines Limited



Vasu Kolla
Partner
PebbleRoad



Budiman Bujang
Deputy Chief Digital Officer
Johor Corporation



Dr. Ambrose G. Corray
Advisor-InfoTech Digital
Hibiscus Petroleum Berhad



Ts. Edwin Chong Kok Hui
Head, Digital Projects
Gentari



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



Guanchun (Arvid) Wang
Chairman and CEO
LAIYE

2026 THOUGHTFUL LEADERSHIP



Farhana Jabir
Director, Sustainability &
Climate Change
PwC Malaysia



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



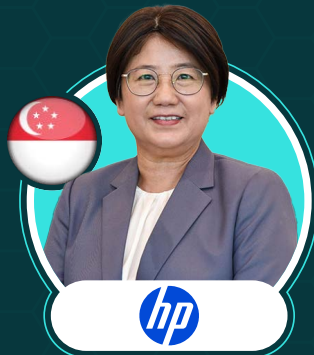
Veknesh Subramaniam
Chief Operating Officer
Sedgwick



Dr. Satish Dolphode
Former VP - IT & Automation,
Reliance Project Management Group
(RPMG)
Reliance Industries Limited



Emily Chow
VP - Technology & Operations
Delivery
Standard Chartered



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



Hamza Dhedhy
Director - Organisational
Transformation
Nexus People Group



Michael Leddin
Group CEO
Integra Healthcare Technology



Sachin Trivedi
Director - Supply Chain Operational
Excellence, APAC
Brenntag



Liu Chai Hong
Director-Strategy, Sustainability &
Transformation
KPMG Malaysia



Hng Yeom Thean
Enterprise Excellence
Senior Director - APAC
Teleflex



Jovani Reddy
Managing Partner
Jovani & Co



Ir. Ts. Nurul Huda Mat Nor
Chief Operating Officer &
Sustainability Impact Consultant
GEES

OPEX 2026

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: INTELLIGENT OPERATIONS – AGENTIC AI, DATA & AUTONOMOUS EXECUTION

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



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.

Panelist:

- **Tony Lugg**, Chairman, TAPA Transported Asset Protection Association
- **Alok Khettry**, Former Chief Operating Officer, Bharat Serums and Vaccines Limited
- **Maria Zerkovskaya**, Business Data Governance Transformation Director, Danone
- **Guanchun (Arvid) Wang**, Chairman and CEO, LAIYE



LAIYE

10:30 AM – 11:00 AM

SPEAKING SESSION:

YOUR AGENTS ARE ONLY AS GOOD AS THE DATA NOBODY OWNS.

42% of enterprises now deploy autonomous agents. 95% of AI projects still fail. The gap is not technical, it is operational. For a decade, operational excellence optimised processes, automated tasks, digitised workflows. All of it from inside the business, where it always belonged. But the next layer of excellence depends on something that was never on the operational agenda: who owns the data the moment it is created. Agents do not fix this. They expose it: fast, at scale, repeatedly. This session reframes data ownership as an operational discipline, on par with safety or quality, and shows what operational excellence has to mean when half your workforce is autonomous.

Speaker: Maria Zerkovskaya, Business Data Governance Transformation Director, Danone



11:00 AM – 11:15 AM

MORNING TEA BREAK



SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

THEME 2: THE TRANSFORMATION OFFICE – C-SUITE OWNERSHIP

11:15 AM – 11:45 AM



SPEAKING SESSION:

THE IMPLEMENTATION LAYER NOBODY PLANS FOR: HOW TO LAND A TRANSFORMATION WITHOUT LOSING WHAT YOU BUILT

Most organisations invest heavily in getting transformation right – the strategy, the technology, the change management. Then they announce it, hand execution to whoever is available, and wonder why the value disappears. This session delivers a practical framework for landing transformation rather than just launching it.

Key Takeaways:

- Why transformation programs fail at implementation and why resistance is rarely the real cause
- The three stages of the implementation valley: The Cliff, The Swamp, and The Plateau
- A five-layer implementation architecture: Transition Planning, Knowledge Architecture, Adoption Measurement, Middle Manager Enablement, and Stabilisation Governance
- How to measure genuine adoption not activity, not training completion, but behaviour change
- What steady state looks like and how to know when you've reached it

Speaker: Hamza Dhedhy, Director - Organisational Transformation, Nexus People Group

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)

Panelists:

- Sebastian Risse, Head of Operational Excellence P&C Re, Swiss Re
- Edwin Chong Kok Hui, Head, Digital Projects, Gentari
- Emily Chow, VP -Technology & Operations Delivery, Standard Chartered
- Veknesh Subramaniam, Chief Operating Officer, Sedgwick

12:30 PM – 12:50 PM



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

12:50 PM – 2:10 PM

NETWORKING LUNCHEON

SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

THEME 3: OPERATIONAL RESILIENCE & CUSTOMER-CENTRIC GROWTH

2:10 PM – 2:40 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**

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: **Shazurawati Abd Karim**, Chief Customer Experience Officer, **Telekom Malaysia**

Panelists:

- **Dr. Satish Doiphode**, Former VP – IT & Automation, Reliance Project Management Group (RPMG), **Reliance Industries Limited**
- **Hamza Dhedhy**, Director – Organisational Transformation, **Nexus People Group**
- **Vasu Kolla**, Partner, **PebbleRoad**

3:25 PM – 3:40 PM

AFTERNOON COFFEE BREAK

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/tCO₂e) 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: **Dr. Shamsir Ali**, Executive Director and Founder, **Omnispheres Pte. Ltd.**

SCALING AUTONOMOUS AI OWNING TRANSFORMATION EXECUTION AND MEASURING VALUE OVER ACTIVITY

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 : IR. TS. NURUL HUDA MAT NOR , Chief Operating Officer & Sustainability Impact Consultant, GEES

Panelists :

- Farhana Jabir, Director, Sustainability and Climate Change, PwC Malaysia
- Dr. Satish Doiphode, Vice President - IT & Automation, Reliance Project Management Group (RPMG), Reliance Industries Limited
- Liu Chai Hong, Director-Strategy, Sustainability And Transformation, KPMG Malaysia
- Dr. Shamsir Ali, Executive Director and Founder, Omnispheres Pte. Ltd.



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)



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

Panelists:

- Jamie Neo, Senior Director Ink Supplies Development & Operations, **HP Inc**
- Jordan N., VP Sales Operations & Business Acceleration, **Etika Group of Companies**
- Hng Yeam Thean, Enterprise Excellence Senior Director – APAC, **Teleflex**
- Ibiyemi Osinaike, Director Operational Excellence & Director, Digital Assets, **Standard Chartered**



10:20 AM – 10:50 AM

SPEAKING SESSION:

TRANSFORMING A FUTURE-READY UTILITY: ENTERPRISE-WIDE TRANSFORMATION, RESILIENCE AND STRATEGIC EXECUTION

This session explores how a national utility navigates enterprise-wide transformation while balancing energy security, affordability, and sustainability. Drawing from TNB's transformation journey, Datuk Nazri will share insights on:

- Translating strategy into execution across a large, complex organisation
- Building organisational resilience while driving operational performance
- Leveraging digitalisation, AI and data-driven decision-making to improve customer and operational outcomes
- Embedding sustainability and innovation into business transformation to drive enterprise value

Speaker: Dato' Ir. Muhamad Nazri Pazil, Senior Chief Strategy, Regulatory & Sustainability Officer, **Tenaga Nasional Berhad**



10:50 AM – 11:05 AM

MORNING TEA BREAK



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

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

11:35 AM – 12:05 PM



SPEAKING SESSION:

BEYOND GENERATIVE AI: THE RISE OF AGENTIC AI IN PHARMA AND BIOTECHNOLOGY

Building the “Intelligent Enterprise” Across the Life Sciences Value Chain This is not a session about AI tools. It is about the next evolution of Artificial Intelligence: Agentic AI, where intelligent systems can reason, collaborate, and take action. Discover how AI agents are transforming drug discovery, clinical development, manufacturing, commercial excellence, and patient engagement, while enabling faster decisions, greater productivity, and better patient outcomes. Attendees will gain practical insights into building intelligent, resilient, and future-ready life sciences organizations.

- Identifying high-impact opportunities for Agentic AI across the pharmaceutical value chain.
- Building AI agents that augment human expertise, accelerate decisions, and improve execution.
- Establishing governance that ensures AI is trusted, compliant, and responsible.
- Preparing leaders and organizations for the next era of intelligent transformation

Speaker: Alok Khettry, Biotech & Pharma Strategic Advisor & Former COO, Bharat Serums and Vaccines Limited

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: Hamza Dhedhy, Director - Organisational Transformation, Nexus People Group

Panelists:

- Michael Leddin, Group CEO, Integra Healthcare Technology
- Jamie Neo, Senior Director Ink Supplies Development & Operations, HP Inc
- Dr. Ambrose G. Corray, VP, Group InfoTech&Digitalization, Hibiscus Petroleum Bhd.
- Maria Zelkovskaya, Business Data Governance Transformation Director, Danone

THEME 7: CONTINUOUS READINESS, RESILIENCE & COMMERCIAL GROWTH

12:50 PM – 1:10 PM



SPEAKING SESSION:

WHY COMMERCIAL TRANSFORMATION IS THE MISSING LINK IN ENTERPRISE TRANSFORMATION

Commercial transformation is often the missing link in enterprise transformation. While organisations invest heavily in operations, technology and governance, sustainable growth depends on how effectively strategy is translated into commercial execution. This session introduces The Commercial Transformation Blueprint™, demonstrating how Commercial Operations connects strategy, Route-to-Market, digital enablement, governance and frontline execution to deliver measurable business outcomes. Discover practical approaches to strengthening commercial performance, accelerating growth and building a commercially focused operating model that creates lasting competitive advantage

Critical Question: Your transformation strategy is sound. Why isn't it delivering commercial results?

- Position Commercial Operations as a strategic driver of enterprise transformation.
- Build high-performing Route-to-Market ecosystems that accelerate growth.
- Leverage AI, DMS and SFA to strengthen execution and decision-making.
- Measure success through business outcomes, not activity metrics.

Speaker: Jordan N., Vice President Sales Operations & Business Acceleration, Etika Group of Companies

1:10 PM – 2:20 PM

NETWORKING LUNCHEON

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

2:20 PM – 2:50 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: Dr. Shamsir Ali, Executive Director and Founder, Omnispheres Pte. Ltd.

Panelists:

- Dr. Satish Doiphode, Vice President – IT & Automation, Reliance Project Management Group (RPMG), Reliance Industries Limited
- Alok Khetry, Former Chief Operating Officer, Bharat Serums and Vaccines Limited
- Jovani Reddy, Managing Partner, Jovani & Co Chartered Accountants

2:50 PM – 3:20 PM



SPEAKING SESSION:

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

Speaker: Sachin Trivedi, Director – Supply Chain Operational Excellence, APAC, Brenntag

THE PATH FORWARD

3:20 PM – 3:50 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

Panelists:

- Hamza Dhedhy, Director - Organisational Transformation, Nexus People Group
- Yew Heng, Partner, EY-Parthenon & Former Group Managing Director, Grab
- Ibiyemi Osinaike, Director Operational Excellence & Director, Digital Assets, Standard Chartered

3:50 PM – 4:00 PM

4:00 PM – 4:30 PM



AFTERNOON COFFEE BREAK

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, Partner, EY-Parthenon & Former Group Managing Director, Grab

4:30 PM

EVENING COFFEE & END OF OPEX26