

# OPEX 2026

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

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

**EVENT  
MAGAZINE**

**#OPEX26**

# 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/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.

**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.

# slido

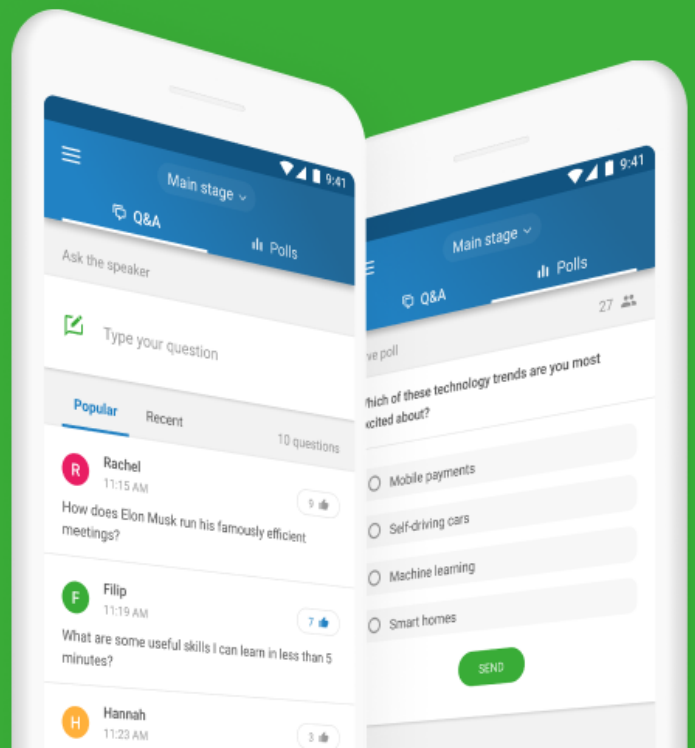


# SCAN TO JOIN

# ENTER CODE #OPEX26

## Live Q&A and polling platform for meetings and events

# slido



Agentic engagement

Where employees and customers interact — through self-service portals, chatbots, and more.

AI chatbot

Messaging

Voice

Email

Collaboration

Web portal

Mobile

EXPLORE CAMUNDA MARKETPLACE →

↑ EVENTS

↓ CALLS ↓

THE OPEN PLATFORM FOR AGENTIC ORCHESTRATION

ORCHESTRATE AI AGENTS, PEOPLE, AND SYSTEMS ACROSS END-TO-END BUSINESS PROCESSES — WITH THE TRUST, GOVERNANCE, AND CONTROL THAT MISSION-CRITICAL OPERATIONS DEMAND.

Processes

AI agents

Decisions

IDP

RPA bots

12/15

30X

93%

12X

LEADING GLOBAL BANKS

ROI ON TECH SPEND

REDUCTION IN CYCLE TIME

FASTER TIME TO MARKET

Database

ERP

CRM

Legacy

Data warehouse

Cloud / SaaS

APIs

LLMs

WWW.CAMUNDA.COM

# LAIYE

## AI Agents for Everyone /

Drive digital transformation with Laiye's digital worker solutions.

From rule-based Robotic Process Automation (RPA), to the combination of RPA and AI, and now to AI Agents, automation has entered a new era. The fusion of automation and AI inspires us to build a pattern of software - Digital Workers. They can operate complex systems, process diverse types of data, and collaborate smoothly with human workers.

Laiye's Work Execution Platform (WEP) is designed to enable governments and enterprises to build digital workforces powered by LLMs. Bridging the work execution gap at individual and organization levels, Laiye helps accelerate the digital transformation from robotic automation to intelligent automation with AI Agents.

**97 %+**

Recommendation Rate  
by our clients

**1M+**

Registered Developers  
in our community

**300+**

Fortune 500 & China  
Top 500 use our products

**450+**

Patents  
applied or pending



# EVENT AGENDA DAY 1

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

PANEL DISCUSSION:

## 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 Zelkovskaya, 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 Zelkovskaya, Business Data Governance Transformation Director, Danone



11:00 AM – 11:15 AM

MORNING TEA BREAK

# EVENT AGENDA DAY 1

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



# EVENT AGENDA DAY 1

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

# EVENT AGENDA DAY 1

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**, Former VP – 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





# EVENT AGENDA DAY 2

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



## THEME 6: FUTURE-READY OPERATIONS & WORKFORCE AGILITY

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, Ir. Dr. Mohd Fadzil 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:** Ir. Dr. Mohd Fadzil Mohd Siam, Chief Strategy & Ventures Officer, Tenaga Nasional Berhad



10:50 AM – 11:05 AM

MORNING TEA BREAK

# EVENT AGENDA DAY 2

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 Zerkovskaya, 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

# EVENT AGENDA DAY 2

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



2:20 PM – 2:50 PM

## FIRESIDE CHAT

### 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, Former VP – IT & Automation, Reliance Project Management Group (RPMG), Reliance Industries Limited
- Alok Khettry, 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

## AFTERNOON COFFEE BREAK

4:00 PM – 4:30 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, Partner, EY-Parthenon & Former Group Managing Director, Grab



4:30 PM

## EVENING COFFEE & END OF OPEX26





## **Yew Heng, Partner, EY-Parthenon & Former Group Managing Director, Grab**

Yew Heng is a Partner at EY-Parthenon, specialising in large-scale transformation, value creation, and post-merger integration. He was previously Group Managing Director at Grab, where he led the group's Transformation Office and Post-Merger Integration work, and earlier served as a Managing Director and Partner at BCG. Yew Heng brings deep expertise in Industry 4.0 and digital restructuring, helping organisations navigate complex regulatory landscapes and technology-driven business model shifts.



## **Edwin Chong Kok Hui, Head of Digital Projects, Gentari**

Edwin Chong Kok Hui is the Head of Digital Projects at Gentari, with over a decade of experience in enterprise transformation, consulting, digital transformation, data and analytics, governance, and project delivery. He specializes in bridging strategy and execution through effective governance, operating model design, data governance, AI readiness, and value realization. Before joining Gentari, Edwin led transformation and data-driven initiatives across multiple industries, helping organizations strengthen decision-making, improve accountability, and deliver measurable business outcomes.



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

Sebastian Risse led Operational Excellence for Swiss Re's P&C Business Management organisation, focused on building client-centric core services and new propositions to help clients grow and manage portfolios in a transforming market. A Senior Business Architect and member of the Business Architecture Guild, he brings expertise in business process improvement, Six Sigma, change management, and operating model design across banking and financial services. He studied at Paderborn University.



## **Ir. Dr. MOHD FADZIL BIN MOHD SIAM, Chief Strategy & Ventures Officer, TNB**

Ir. Dr. Mohd Fadzil Mohd Siam has played a key role in shaping TNB's corporate strategy, investment, sustainability, and innovation agenda. With extensive experience in corporate strategy and energy transition, he has led major initiatives including Reimagining TNB 2.0, the Energy Transition Roadmap, and the TNB Sustainability Pathway 2050, while overseeing group-wide investment planning and capital allocation. As Chief Strategy & Ventures Officer, he continues to drive strategic growth by advancing green energy, electric mobility, smart grid technologies, and innovation-led ventures, strengthening TNB's long-term competitiveness and resilience.



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

Tony Lugg is Chairman of TAPA Asia Pacific, now in his second consecutive term after 23 years of active involvement with the association. He is also Chief Executive of Project Argus and sits on the Emeritus Council of Advisors for Supply Chain Asia. Formerly Director of Logistics Purchasing and Centre of Excellence for Lear Corporation Asia Pacific, based in Shanghai, he pioneered an integrated digital supply chain solution delivering end-to-end visibility across the value chain.



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

Shazurawati Abd Karim was appointed Chief Customer Experience Officer at Telekom Malaysia in October 2025. Over her career at TM Group, she has held roles including VP at the Chief Operating Officer & Transformation Office, VP of TM One Business Services, and COO of VADS Berhad. She holds a Master's and Bachelor's (Hons) in Electrical Engineering from Cambridge University, completed a leadership programme at Stanford University, and sits on the boards of several TM subsidiaries.



**Gek Peng Tay, Founder, RAiD (former Air Force Chief Digital Officer)**

Gek Peng Tay ("GP") is a technology and innovation leader with 30 years of military experience, including service as a former Air Force Chief Digital Officer. He is the founder of RAiD, Singapore's first military tech startup, recognised as a benchmark for agile, high-impact innovation in high-stakes environments. GP is a sought-after speaker on the human side of digital transformation, known for blending visionary strategy with practical, from-the-trenches leadership lessons.



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

Maria Zelkovskaya is Business Data Governance Transformation Director at Danone, based in Amsterdam, where she also leads Insights & Analytics Translation and Transformation for Cycles and Procurement at the company's global headquarters. A recognised speaker and thought leader, she was selected to the Vantage AI Council as one of eleven global AI leaders, and has shared case studies on transforming procurement into a data-enabled function through change management and digital-maturity growth.



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

Budiman Bujang is Deputy Chief Digital Officer at Johor Corporation, where he advances the group's digital strategy and innovation practice. He brings prior experience from Sime Darby Berhad and SAP, with a background spanning software engineering, business administration, and information technology, including work on data strategy, architecture design, and federated data management. He holds an MBA from the University of Sunderland.



**Alok Khettry, Biotech & Pharma Strategic Advisor & Former Chief Operating Officer, Bharat Serums and Vaccines Limited**

Alok Khettry brings over 35 years in the biopharmaceutical industry, having led large, diverse businesses across India and Southeast Asia with a combination of strategic vision and disciplined execution. He previously served as Chief Operating Officer at Bharat Serums and Vaccines and held senior leadership roles at Sanofi. He now works as a Strategic Advisor in biopharma, and will soon lead Orthoflex Innovations Private Ltd, an orthopaedic start-up, as Chief Commercial Officer.



## **Guanchun (Arvid) Wang, Chairman and CEO, LAIYE**

Guanchun (Arvid) Wang is Chairman and CEO of Laiye, which he joined in 2015. Before Laiye, he worked at Baidu as Head of HCI App and Senior Manager of Vertical Search, co-founded and led Jinwankansha as CEO, and held investment roles at Lightspeed China Partners, Goldman Sachs, and McKinsey & Company. He holds a PhD in Information Science from Princeton University and a Bachelor's in Electrical and Electronics Engineering from Shanghai Jiao Tong University.



## **Farhana Jabir, Director, Sustainability and Climate Change, PwC Malaysia**

Farhana Jabir is the Director of Sustainability and Climate Change at PwC Malaysia, with over 15 years of experience in audit, business advisory, and sustainability assurance. She has led key initiatives in greenhouse gas accounting, materiality assessments, emissions management, and sustainability reporting aligned with GRI standards. Farhana is also an adjudicator for the National Annual Corporate Report Awards (NACRA) on Sustainability Reporting, a recognised trainer in IFRS Sustainability and TCFD, and a published thought leader in sustainability reporting. She is a member of ACCA and the Malaysian Institute of Accountants (MIA).



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

Ibiyemi Osinaike leads Operational Excellence at Standard Chartered, with an additional remit for Digital Assets, focusing on process assessment, documentation, and improvement across Wealth and Retail Banking. Ibiyemi's background includes senior roles at the Royal Bank of Scotland and Unipart Expert Practices, championing lean methodologies to improve operational efficiency across banking and industrial settings.



## **Michael Leddin, Group CEO, Integra Healthcare Technology**

Michael Leddin brings over 25 years of healthcare leadership across multiple countries and settings, most recently as Chief Strategy Officer at KPJ Healthcare Bhd. He previously served as Managing Director of VAMED Healthcare Services in Kuala Lumpur, and as Chief Information Officer at Prince Court Medical Centre, where he implemented Malaysia's first RFID solution for mother-and-baby tagging. He holds a Graduate Diploma in Public Administration from the University of Sydney.



## **Emily Chow, VP – Technology & Operations Delivery, Standard Chartered**

Emily Chow is a transformation and technology leader with over 20 years of experience in global financial services, specialising in business transformation, delivery excellence and portfolio governance. She currently serves as Vice President, Technology and Operations Delivery at Standard Chartered, leading initiatives that strengthen execution discipline, operational performance, and investment outcomes. Emily has successfully driven large-scale transformation programmes across multiple markets, helping organisations accelerate delivery, optimise costs, manage risk, and build sustainable capabilities that create lasting business impact.





**Liu Chai Hong, Director – Strategy, Sustainability and Transformation, KPMG Malaysia**

Liu Chai Hong is the Director of Strategy, Sustainability and Transformation at KPMG Malaysia, with over a decade of experience advising multinational corporations, government agencies, financial institutions, and organizations on ESG strategy, climate risk, and sustainable transformation. She leads end-to-end sustainability initiatives, including ESG roadmaps, climate risk assessments, sustainability reporting, and stakeholder engagement. With experience across the energy, manufacturing, and financial services sectors, Liu helps organizations align business strategy with global sustainability standards and long-term value creation.



**Hamza Dhedhy, Director – Organisational Transformation, Nexus People Group**

Hamza Dhedhy is a change and people-transformation leader with a career spanning HR and operational leadership roles, including Senior Manager, Change & People at Yarra Valley Water, and senior people & culture roles at Amazon and Woolworths Group. His background combines large-scale organisational change with a strong people-and-culture lens, translating transformation programmes into measurable workforce and service outcomes.



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

Sachin Trivedi is Director, Site and Inventory Optimisation for Brenntag Essentials APAC, based in Kuala Lumpur. He joins from Cargill, where he held progressively senior supply chain roles including Supply Chain Excellence Leader for Canada, South and Southeast Asia, and Regional Supply Chain Leader for Cargill GEOS Malaysia and Australia. He holds an Executive PGDM in Strategy & Finance from the Management Development Institute.



**Hng Yeam Thean, Enterprise Excellence Senior Director – APAC, Teleflex**

Hng Yeam Thean is Senior Director, Enterprise Excellence (APAC) at Teleflex, driving continuous improvement and Lean Six Sigma initiatives across the region's medical device operations. He previously held roles as Director of Operations and Enterprise Excellence Regional Lead at Teleflex, and earlier worked as a Lean Six Sigma Black Belt at Molex, leading process improvement projects and mentoring teams.



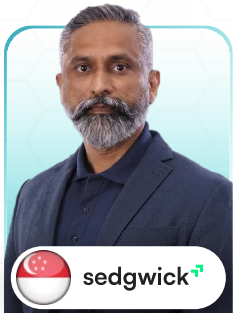
**Jamie Neo, Senior Director, Ink Supplies Development & Operations, HP Inc.**

Jamie Neo is Senior Director of Product Engineering and Quality for Ink Supplies in HP's Print Business. She led the setup of HP's Smart Manufacturing Application & Research Center in Singapore, which contributed to HP Singapore Factory's recognition in the WEF's Global Manufacturing Lighthouse Network. Jamie was named a Top 50 Asia Women Tech Leader in 2024 and one of Singapore's 100 Women-in-Tech in 2020, and co-founded the Society of Women Engineers Singapore Affiliate (SWE@SG), serving as its President from 2021–2023. She holds an MSc in Chemistry from NUS.



**Dr. Satish Doiphode, Former Vice President – IT & Automation, RPMG, Reliance Industries Limited**

Dr. Satish S. Doiphode is a seasoned IT and Digital Transformation leader with over 33 years of experience delivering technology-led transformation across engineering, manufacturing, infrastructure, and data centre industries. He has held leadership roles at Larsen & Toubro (L&T), GE, L&T Infotech (LTIMindtree), Thyssenkrupp, and Reliance Industries Limited, driving enterprise IT, automation, digital engineering, AI, and Industry 4.0 initiatives. He most recently served as Vice President, IT & Automation at Reliance Industries Limited, leading digital transformation for some of India's largest greenfield projects.



**Veknesh Subramaniam, Chief Operating Officer, Sedgwick**

Veknesh Subramaniam is Chief Operating Officer at Sedgwick Malaysia, with 25 years of experience in loss adjusting, handling losses involving fire, explosions, liability, engineering, plant and machinery, and a wide range of commercial and industrial claims. He began his career in 1999 as a general loss adjuster with Mestari Adjusters Sdn Bhd, and has since held senior roles at McLaren's, Maphilindo International, and Cunningham Lindsey Malaysia.



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

Ir. Ts. Nurul Huda Mat Nor is a Sustainability Impact Consultant and Trainer with 18 years of experience in QHSE and sustainability. She holds multiple credentials, including SIDC Certified Capital Market Professional, GRI Certified Sustainability Professional, and EFFAS Certified ESG Analyst, and developed the Responsible Business Integration Model (ReBIM). She sits on the Sustainability Committees of Menteri Besar Incorporated (MBI) Selangor and the Malaysian Rubber Council, is a DBA candidate at UniRAZAK, and previously served as President of the Malaysian Environmental Professional Practitioner Society (MEPS).



**Jovani Reddy, Managing Partner, Jovani & Co Chartered Accountants**

Jovani Reddy Chinniah, ACA, BFP, CFE is a Partner, Audit & Advisory with nearly 15 years of experience in audit, financial due diligence, fraud risk, and corporate advisory. A Licensed Auditor and ICAEW Chartered Accountant, she has advised organizations across diverse industries on governance, compliance, mergers and acquisitions, and business transformation. Jovani is also a Certified Fraud Examiner, an ICAEW Authorised Training Employer, and actively mentors the next generation of finance professionals while championing diversity and talent development.



**Vasu Kolla, Partner, PebbleRoad**

Partner at PebbleRoad focused on strategic growth and digital transformation. He specialises in bridging the gap between high-level business strategy and technical product delivery, working closely with enterprise partners like Camunda, AWS, and OutSystems to help organizations scale. Bringing deep experience from high-stakes environments like the Monetary Authority of Singapore (MAS) and DBS, he focuses on institutionalising project excellence and embedding product thinking into operations to drive both customer outcomes and board-level ROI.

## INDUSTRY FOCUS



## 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?

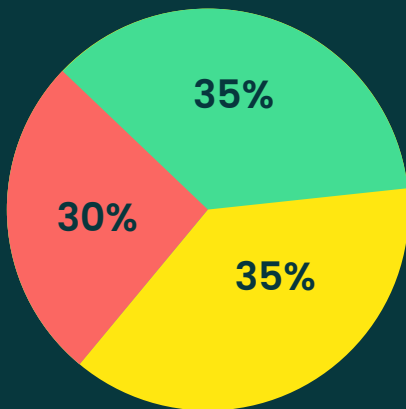
03

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)

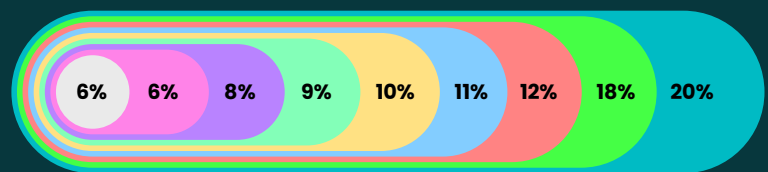
### Directors / Managing Directors / SVPs

- 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



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