PEMANDU
ASSOCIATES

January 2026

The Pursuit of Big Fast Results

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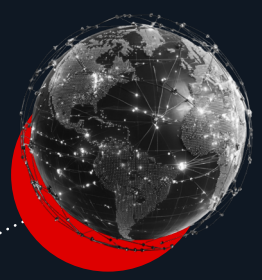
About Us



Today

Taking our Big Fast Results Methodology, Worldwide

We continue to expand our impact in all corners of the world.

PEMANDU Associates may have had its big break in the African, Middle Eastern, and Southeast Asian regions, but today we are part of the Cordence Group, a global network of consultancy firms with world-class capabilities.

This means that we have access to more than 5,500 consultants in at least 26 countries around the world!

2017

Reinventing as a Proud Malaysian Consultancy Firm

Upon conclusion of our national mandate, PEMANDU naturally evolved into a private consultancy firm known as PEMANDU Associates — bringing our proven implementation framework to government and private clients worldwide.

Our work spans across both public and private sectors, which includes government transformation programmes, policy design and implementation, corporate strategy and operations, and business turnaround amongst others.

2009

Catalysing National Transformation

Established as the Delivery Unit under the Prime Minister's Department, PEMANDU led Malaysia's National Transformation Programme (NTP), driving economic and government reforms. Guided by our proprietary Big Fast Results (BFR) methodology, Malaysia was determined to break through the middle-income-nation 'trap'.

From National Reform to Global Transformation

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Our Leadership

Leading with Vision, Driving Transformation

Dato' Sri Idris Jala
President & Chairman

Current Roles
- Co-Chairman of Sunway Group
- Chairman of Heineken Malaysia
- Expert Resource Speaker at the Harvard Ministerial Forum

Former Roles
- Former Cabinet Minister of Malaysia
- Advisor for National Transformation Programmes
- Advisory Panel for World Economic Forum
- Advisory Panel of World Bank
- Visiting Fellow at the Oxford Blavatnik School of Government

Recognitions
- "First Order" medal by the Italian Government
- Bloomberg Markets 2014 50 Most Influential List

Leon Jala
Vice Chairman

- Speaker (Transformational Leadership) at the London Speaker Bureau Asia
- Host of the Game of Impossible (GOI) Podcast
- Developed award-winning ads for PETRONAS, Tenaga Nasional, and YTL Land

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Our Leadership

Aida Azmi
Joint Managing Director & Partner

- Fellow of ACCA
- Led the 3-year transformation of Malaysia's National Postal Organisation
- Led national transformation programmes and advised global agencies and ministries, including the UN and the governments of Saudi Arabia, Rwanda, and Somalia, covering civil service reform, social security transformation, and private sector–led growth

Ridzwan Hamzah
Joint Managing Director & Partner

- Led national and state-level transformation labs across Malaysia, the Middle East, Africa, and the Caribbean
- Spearheaded the setup and operationalisation of Delivery Units
- Extensive experience in corporate strategy, operations, and change management

Larvin Rengasamy
Joint Managing Director & Partner

- Malaysia National Transformation Programme PMO
- Led the design and setup of Oman's National Transformation Programme and Delivery Unit
- Broad expertise in public sector policy and corporate strategy across the Middle East

Jasmin Johnson
Executive Vice President

- Led national development programmes in 15+ countries across Asia, Africa, the Middle East, Europe, and Oceania
- Specialist in education, labour markets, human capital, social policy, and sustainability
- Served as an Advisor to senior government leaders in Sierra Leone, the Bahamas, and the Solomon Islands

Sean Ong
Executive Vice President

- Senior transformation leader with extensive reform experience across Malaysia, the Middle East, and Africa
- Set up delivery and transformation units, advised ministers, and strengthened execution for governments and conglomerates
- Deep expertise in economic diversification, labour and social security reform, digital infrastructure, and human capital development

Shahrizan Syawal
Executive Vice President

- Deep and diverse experience solving complex organisational and business problems in public and private sectors
- Advised clients on business strategy, organisational efficiency, process improvement, manpower planning, execution, and revenue diversification
- Led public policy development and national and state transformation plans across Malaysia, Asia, the Middle East, and Oceania

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Our Approach

Driven by Purpose, Defined by Impact

At PEMANDU Associates, we believe transformation begins with a well-defined True North, brought to the 'finish line' through transformational leadership and discipline, and measured by results.

Rooted in our legacy as Malaysia's Government Delivery Unit, we pioneered proprietary methodologies **that demand real results done fast. But here's what matters most: Big, Fast Results hinges on the ability to work collaboratively towards a common goal. No 'ifs'. No 'buts'. Just relentless pursuit of results.**

Why Big Fast Results?

Because it's what separates Dreamers from Doers.

Our BFR methodology addresses 8 common challenges faced by public and private sector organisations:

1. Unclear direction or lack of focus
2. Lack of commitment amongst leadership
3. High level plans that do not translate into clear implementable actions
4. Rigid or bureaucratic implementation processes
5. Silo mentality and work approach within teams
6. Unheard or unobtained public or employee demands, input, or feedback
7. Poor accountability by leadership, decision makers, and implementing teams
8. Lack of transparency and trust

Our Vision

To be the world's leading transformation consultancy, empowering our clients to achieve extraordinary outcomes at an unprecedented pace.

Our Mission

Equip clients with tools and expertise to turn ambitious goals into reality.

Our Values

- Playing the Game of the Impossible
- Guided by True North
- Having Discipline of Action
- Adopting Situational Leadership
- Establishing Winning Coalitions
- Embracing Divine Intervention

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Our Approach

Transformation Happens when Effective Leadership Meets Rigorous Action

Leading transformational change — whether in a small team or across an entire organisation — is rarely straightforward. Real impact stems from two fundemental pillars: the disciplined action **('doing')** of change, and the characters **('being')** of effective leadership.

We view 'doing' and 'being' as the yin and yang of transformation.
It's why our approach is effective in delivering real, sustained change.

The Doing:

Our **8-Step BFR Methodology©** is a proven tool, recognised by Harvard and Bloomberg, that ensures strategies are brought to fruition with rigorous implementation and tracking.

The Being:

Our **6 Secrets of Transformation©** empowers leaders to apply situational leadership with unwavering conviction, charisma, and a clear vision, while also allowing room to embrace what one can never control - the divine intervention.

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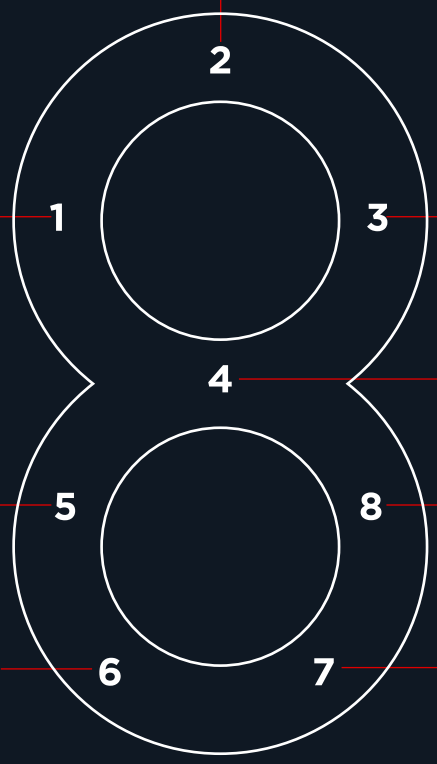
Our Approach

The 8-Step Big Fast Results (BFR) Methodology©

This is PEMANDU's proprietary approach designed to effectively turn strategies into action – translating your bold goals into tangible, measurable outcomes with speed, structure, and discipline.

DOING
Action



1 STRATEGIC WORKSHOP
To agree on the True North (strategic direction), and obtain leadership buy-in

2 LABS
Establish in detail what needs to be done to achieve the True North

3 OPEN DAYS
Share lab output with people and seek their feedback

4 ROADMAP
Tell the people what we are going to do and how we will measure progress

5 KPI TARGETS
Set KPIs for monitoring and tracking

6 IMPLEMENTATION
Problem-solve implementation challenges

7 VALIDATION
Conduct external validation on results achieved

8 ANNUAL REPORT
Tell the people what we have delivered and achieved

Character
BEING

6 Secrets of Transformation©

You may have a plan, but a plan is as good as it is on paper if the people behind it do not have the right qualities, mindset and values.

Our 6 Secrets of Transformation equip individuals with traits and core principles that will enable them to become high-impact leaders driving change.

1 GAME OF THE IMPOSSIBLE

2 TRUE NORTH

3 DISCIPLINE OF ACTION

4 SITUATIONAL LEADERSHIP

5 WINNING COALITIONS

6 DIVINE INTERVENTION

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Our Footprint

Transforming Nations, One Breakthrough at a Time...

16
years

29
countries

>35
sectors

>200
transformational engagements

From economic development to social reforms, our work has been trusted by governments, industry leaders and global institutions alike.

Underpinned by rigorous implementation and an unyielding commitment to results, we have helped drive big, fast results for hundreds of government agencies and private companies across more than 29 countries.

CARIBBEAN
St Lucia
Turks & Caicos Islands
Trinidad & Tobago

Impact of 8-Week National Economic Transformation Labs:

Malaysia
Projects: 131 EPPs
Investments: USD 406 bil
GNI: USD 250 bil (2020)
Jobs: 3.3 mil

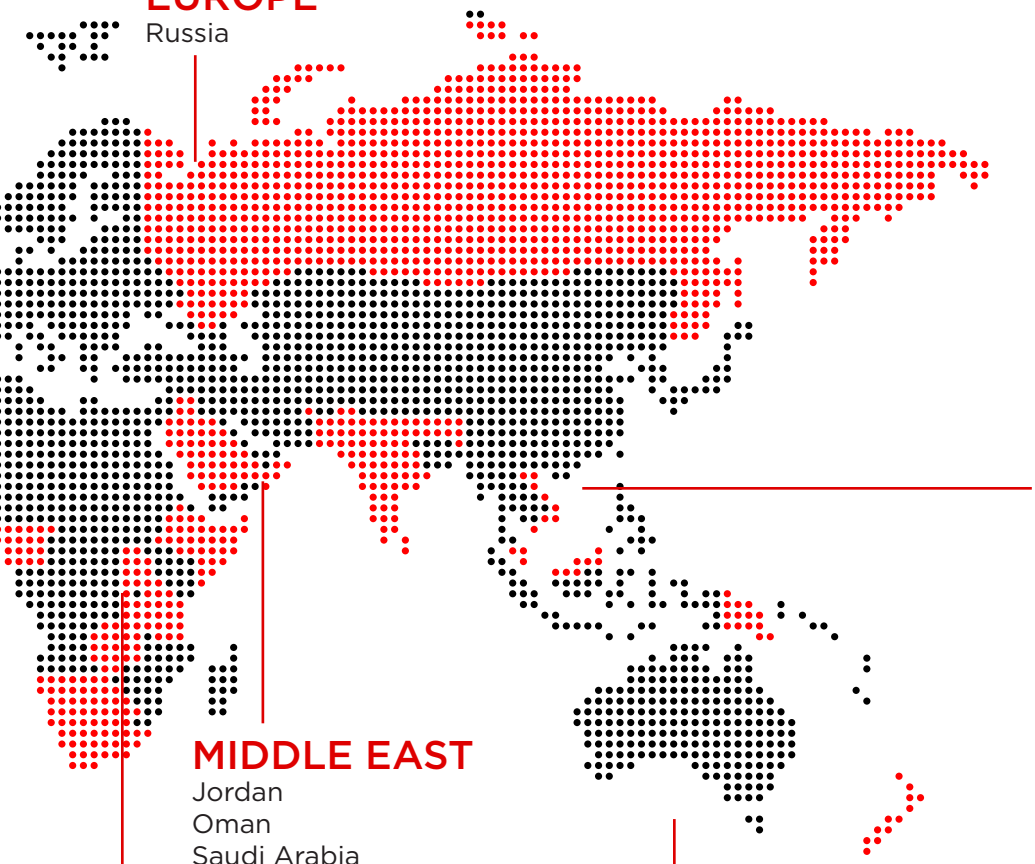
Senegal
Projects: 26 EPPs
Investments: USD 180 mil
Output: 66,407 tn (mangoes & cashews)
Jobs: 4,154

Oman
Projects: 121 EPPs
Investments: USD 49 bil
Gdp: USD 24 bil (2020)
Jobs: 119,853

Saint Lucia
Projects: 65 Initiatives
Investments: USD 1.76 bil
Jobs: 6,661

Nigeria
Projects: 133 EPPs
Investments: USD 51 bil
Jobs: 692,200

Lesotho
Projects: 70 EPPs
Investments: USD 1.5 bil
GDP: USD 720 mil (2023)
Jobs: 31,384



EUROPE
Russia

ASIA
Bhutan
India
Malaysia
Nepal
Pakistan
Sri Lanka
Vietnam

MIDDLE EAST
Jordan
Oman
Saudi Arabia

AFRICA
Botswana
Djibouti
Ethiopia
Lesotho
Namibia
Nigeria
Rwanda
Senegal
Somalia
South Africa
Tanzania
Uganda
Zambia

OCEANIA
New Zealand
Papua New Guinea

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Our Footprint

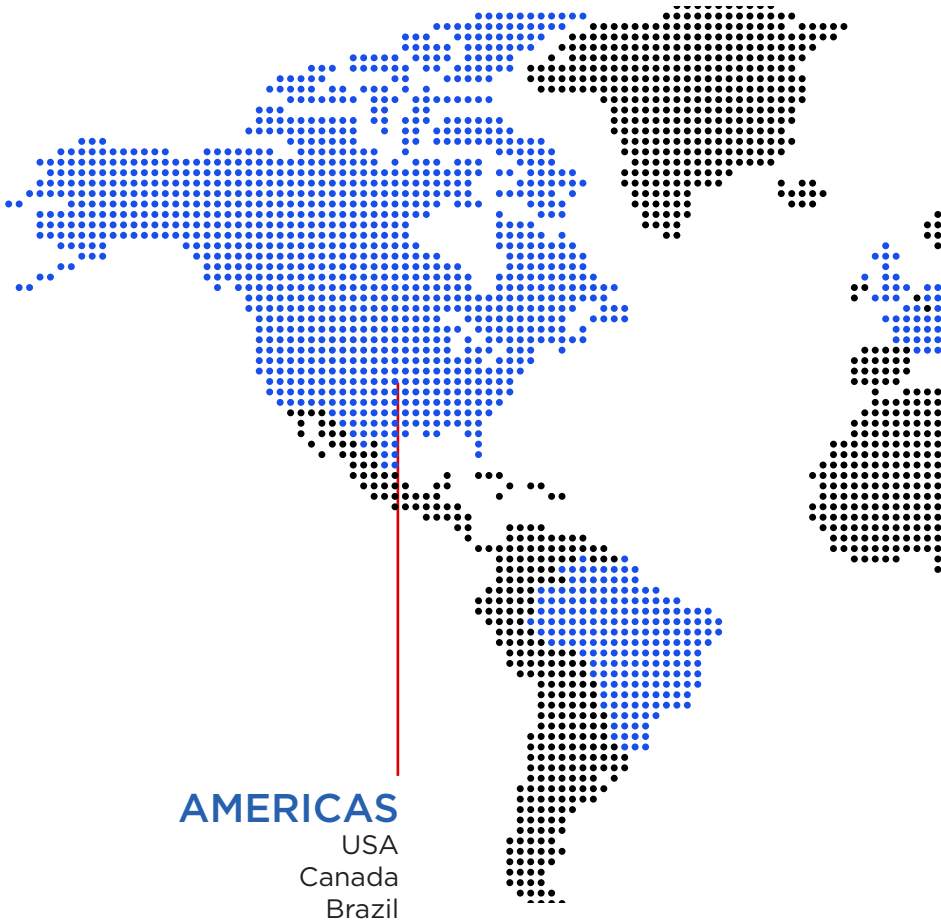
...And Strengthened by a Global Network of Experts

11
partner firms

>70
offices in 26 countries

>5,500
consultants

US$920m
combined revenue



As a member of Cordence Worldwide, PEMANDU Associates is part of a global alliance of 11 leading consultancy firms across the Americas, Europe, and Asia Pacific.

This partnership amplifies our ability to deliver tailored solutions that combine deep local insights with global best practices. With access to over 5,500 consultants worldwide, we bring cutting-edge thinking and implementation strength to tackle complex, cross-sector challenges.

Cordence WORLDWIDE

Member Firms:

AVALON Consulting

ELOGROUP

GeneX partners

HORVÁTH

KEY TO WAY

Oresys

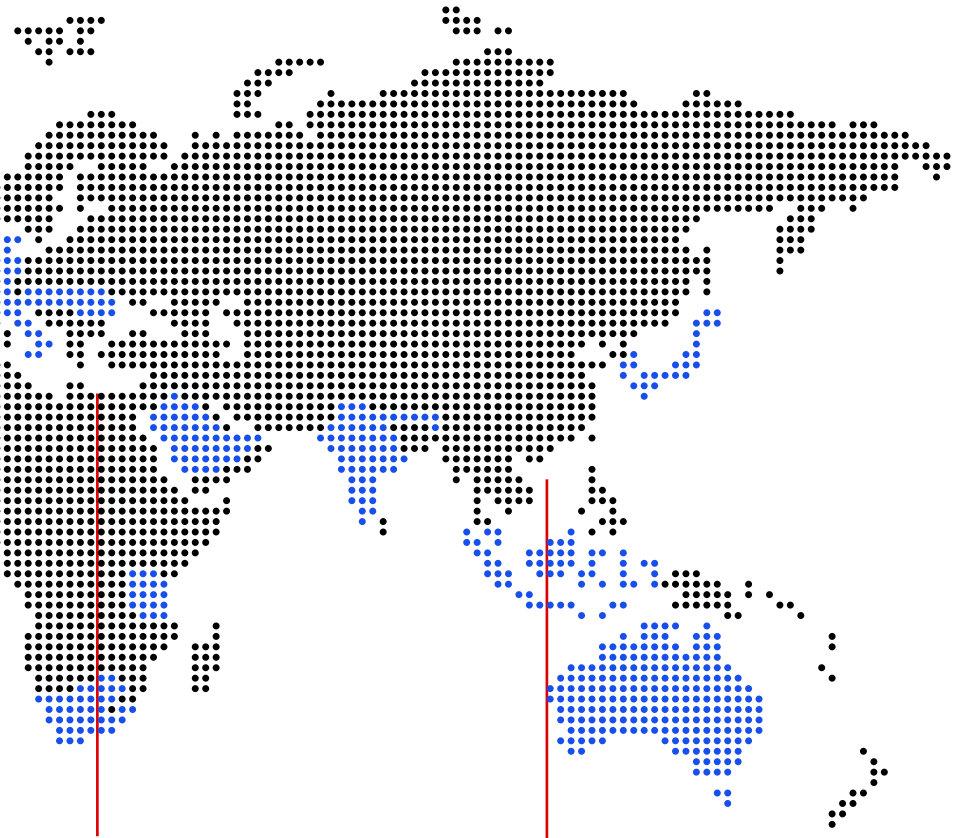
PEMANDU ASSOCIATES

RocaSalvatell

skha

STATE of MATTER

TwynstraGudde



EMEA

Austria
Denmark
France
Germany
Hungary
Italy
Netherlands
Romania
Switzerland
UK
South Africa
Saudi Arabia
United Arab Emirates
Tanzania

ASIA PACIFIC

Australia
India
Indonesia
Japan
Singapore
South Korea
Malaysia

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Our Impact

- Agriculture & Plantation
- Biotechnology
- Cost of Living
- Education
- Electrical and Electronic
- Energy
- Environment
- Finance and Economic Enablers
- Fisheries
- Governance and Regulations
- Healthcare
- Human Capital Development
- Low Income Households
- Manufacturing
- Mining
- Retail
- Rural Development
- Safety and Enforcement
- SME Development
- Telecommunication
- Tourism
- Trade
- Transport and Logistics
- Urban Development
- Water

We Drive Transformation Across Every Sector...

Driving performance form the Centre:
Malaysia's experience with PEMANDU

Improving Education Sector Performance in Malaysia
Lessons from a Delivery Unit

Economic Transformation: All About Focus, Competitiveness, and Execution

Tying Performance Management to Service Delivery: Public Sector Reform in Malaysia, 2009 - 2011

Mapping A Transformation Journey: Malaysia's Strategy Development 2009 - 2010

Bloomberg Philantropies and Nesta Highlights 20 Leading Government Innovation Teams around the Globe

Doing, Learning, Being: Some Lessons Learned from Malaysia's National Transformation Programme

...With Recognition That Sets Us Apart

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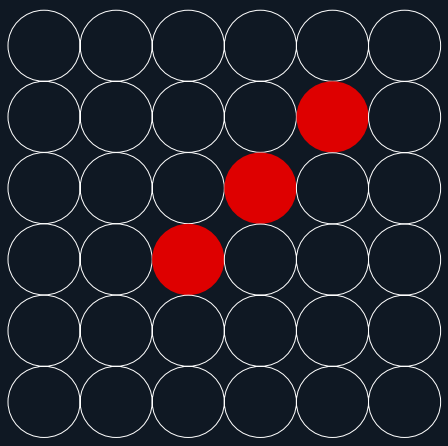
Our Services

Bespoke Solutions: No two problems are the same, nor should the solutions be.

PEMANDU Associates provides strategic advisory and hands-on implementation support to address specific organisational challenges. Our tailored solutions are laser-focused on critical pain points, pragmatic in design, and structured for delivery.

We go the extra mile in uncovering the deeper insights behind every challenge faced by our clients, so we are able to provide 'out-of-the-box' solutions.

To achieve the Game of the Impossible, one must be brave in defying the status quo, after all.



- Strategic Workshop Design & Facilitation
- Lab Design & Facilitation
- Delivery Unit Setup & PMO Implementation Support
- Business Turnaround: Segmented Profit & Loss Analysis
- Technology & Digital Solutions
- Strategic Advocacy & Activism
- Marketing & Communications
- Leadership & Management Training
- Sustainability & Climate Change

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Our Services

Strategic Workshop Design & Facilitation

Unclear direction or lack of focus is a common challenge faced by both government and private organisations when driving change, which will almost guarantee failure in action.

This is where we help leaders to collectively define the True North, obtain alignment, establish a clear mandate, and ensure accountability to deliver as a collective.

Transforming High-Level Discussions into Real-World Action.

Common Challenges:

- Leadership misalignment
- Strategy without execution
- Lack of accountability
- Ambitions without targets or timelines

Key Outcomes:

- True North
  (Time bound, measureable, outcome driven)
- Stronger accountability
- Data-driven decision-making
- Alignment & buy in

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Our Services

Lab Design & Facilitation

They say "too many cooks, spoil the broth" – but we disagree! When organisations do not define the specific role and expected output for each party involved from the start of the project, it eventually becomes a problem. A consultative approach to co-create solutions is the secret sauce to our Lab Facilitation method, in which buy-in and alignment by all stakeholders is achieved throughout the process.

Converting Stakeholder Noise into Alignment & Co-Creation.

Common Challenges:

- Fragmented decision-making
- Lack of actionable plans
- Stakeholder resistance
- Ineffective problem-solving
- Siloed approach

Key Outcomes:

- Structured problem-solving
- Detailed 3 feet implementation plan
- Leadership buy-in
- Co-creation of solutions
- Sustained working momentum

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Our Services

Delivery Unit Setup & PMO Implementation Support

We love a polished, well-thought-out blueprint. But too many of these documents end up being 'shelved' because it remains as plans on paper, often without detailed ''3 feet'' implementation plans, and therefore not actioned upon.

Our experience as a government delivery unit and project management office allows us to help organisations operationalise their plans and stay on course to successfully complete their transformation journey.

Connecting the Dots between Ambition, Planning, and Implementation.

Common Challenges:

- Execution gaps
- Lack of accountability
- Poor project visibility & reporting
- Ineffective governance
- Inconsistent follow-through

Key Outcomes:

- Structured governance
- Real-time performance tracking
- Leadership engagement
- Seamless execution & problem solving
- Stronger organisational discipline

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Our Services

Business Turnaround: Segmented Profit & Loss Analysis

Here's the hard truth: A business may have achieved record-breaking sales, yet it may be no more profitable than it was the year before.

Our expertise helps uncover the true business efficiency of an oganisation through our segmented profit and loss analysis. This detailed approach dissects a company's revenue levers and cost drivers to its lowest common denominator, allowing the formulation of new and targeted business initiatives to initiate an impactful business turnaround.

Unlocking Hidden Profitability and Building a Resilient Business.

Common Challenges:

- Rising revenue, stagnant profits
- Lack of cost visibility
- Ineffective resource allocation
- Slow business recovery
- Disconnected business units

Key Outcomes:

- Uncover precise profitability & cost levers
- Understand impact of shared cost
- Data-driven decision making
- Formulate targeted business initiatives
- Aligns accountability with strategic goals

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Our Services

By PA **Frontier**
a specialised unit for

Technology & Digital Solutions

In today's fast pace environment, many organisations still struggle to effectively harness the true power of data, where complex data sets into sharp executive insights, instantly. The old adage of "too many systems, too little integration" still rings true today.

As part of our 360° strategy & implementation offering, our digital solution services and tools are seamlessly integrated to help organisations easily analyse data that's customised in a manner that best suits the business or project.

Harnessing Digital Innovation to Drive Efficiency and Growth.

Common Challenges:

- Disconnected systems
- Inefficient data management
- Slow digital adoption
- Legacy system limitations
- Workforce limitations

Key Outcomes:

- Digital workflows replacing manual processes
- Custom-built automation tools
- Live dashboards & predictive models
- Automated analytics and reporting systems
- Scalable architecture for data growth

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Our Services

Strategic Advocacy & Activism

In today's complex and interconnected world, strategic advocacy and activism plays a pivotal role in influencing positive change. It serves as the compass guiding organisations through the intricate landscape of public opinion, policy, and social impact

'Winning Coalitions' is an important aspect of driving effective change. We specialise in crafting strategic narratives that help advocate the case for change and impact to key stakeholders as part of a holistic transformative journey.

Building Winning Coalitions to Influence Change and Drive Impact.

Common Challenges:

- Stakeholder buy-in
- Unclear advocacy messaging
- Complex policy navigation
- Weak public engagement
- Sustaining long-term impact

Key Outcomes:

- Clear advocacy strategy
- Stronger stakeholder alignment
- Increased visibility and credibility
- Data-backed decision-making
- Sustainable momentum

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Our Services

By PA **Communications**
a specialised unit for

Marketing & Communications

Brands are now operating in a highly complex marketing and communication environment – where the audiences' attention span has reduced to mere seconds. Moreover, the media landscape is evolving at rapid pace, making it extremely difficult for brands to 'catch up' and compete.

We stay grounded on the organisation's True North and audience insights in producing pragmatic and high impact communication strategies and tactics, coupled with implementation support.

Crafting Narratives that Connect, Engage, and Drive Action.

Common Challenges:

- Shortened audiences' attention spans
- Fragmented marketing strategies
- Ineffective messaging
- Poor audience segmentation
- Lack of measurable impact

Key Outcomes:

- Narrative development tied to strategic goals
- Improved brand recall and perception scores
- Impactful audience engagement
- Cohesive multi-platform execution
- Measurable performance insights

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Our Services

Leadership & Management Training

In today's dynamic business landscape, the role of effective leadership cannot be overstated. Recognising the pivotal role leaders play in driving innovation, fostering collaboration, and navigating change, it's imperative that each leader is constantly motivated and inspired to drive organisational performance.

Our leadership and management training breaks down the 6 Secrets of Transformation© methodology for leaders to adopt and apply into tangible actions for the organisation to grow!

Empowering Leaders to Drive, Navigate, and Inspire Change.

Common Challenges:

- Lack of leadership alignment
- Ineffective decision-making
- Resistance to change
- Weak team collaboration
- Limited execution focus

Key Outcomes:

- Stronger leadership mindset
- Clear decision-making frameworks
- Improved team engagement
- Enhanced problem-solving skills
- Sustainable leadership development

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Our Services

By PA Lestari
a specialised unit for

Sustainability & Climate Change

The sustainability agenda is rapidly reshaping how governments and businesses operate — from policy, to procurement, to performance. Yet many organisations still lack the clarity and structure to act meaningfully.

We aim to embed sustainability as a core business and national imperative — not as a separate track, but as a driver of growth, risk management, and long-term value. We help define what sustainability means within each unique context, develop clear implementation pathways, and build the internal capacity needed to deliver lasting outcomes across the full spectrum of ESG priorities.

Shaping a Future where Sustainability Drives Success.

Common Challenges:

- No clear sustainability strategy
- Vague ESG compliance & reporting
- Weak stakeholder buy-in
- Sustainability not embedded
- Performance tracking lacks structure

Key Outcomes:

- Clear, structured sustainability roadmap
- Data-backed ESG compliance and reporting
- Stronger stakeholder engagement buy in
- ESG integrated across daily operations
- Impact and performance tracked effectively

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Big ideas don't change the world.

Action does.

Learn more at pemandu.org or
drop us a line at enquiry@pemandu.org

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