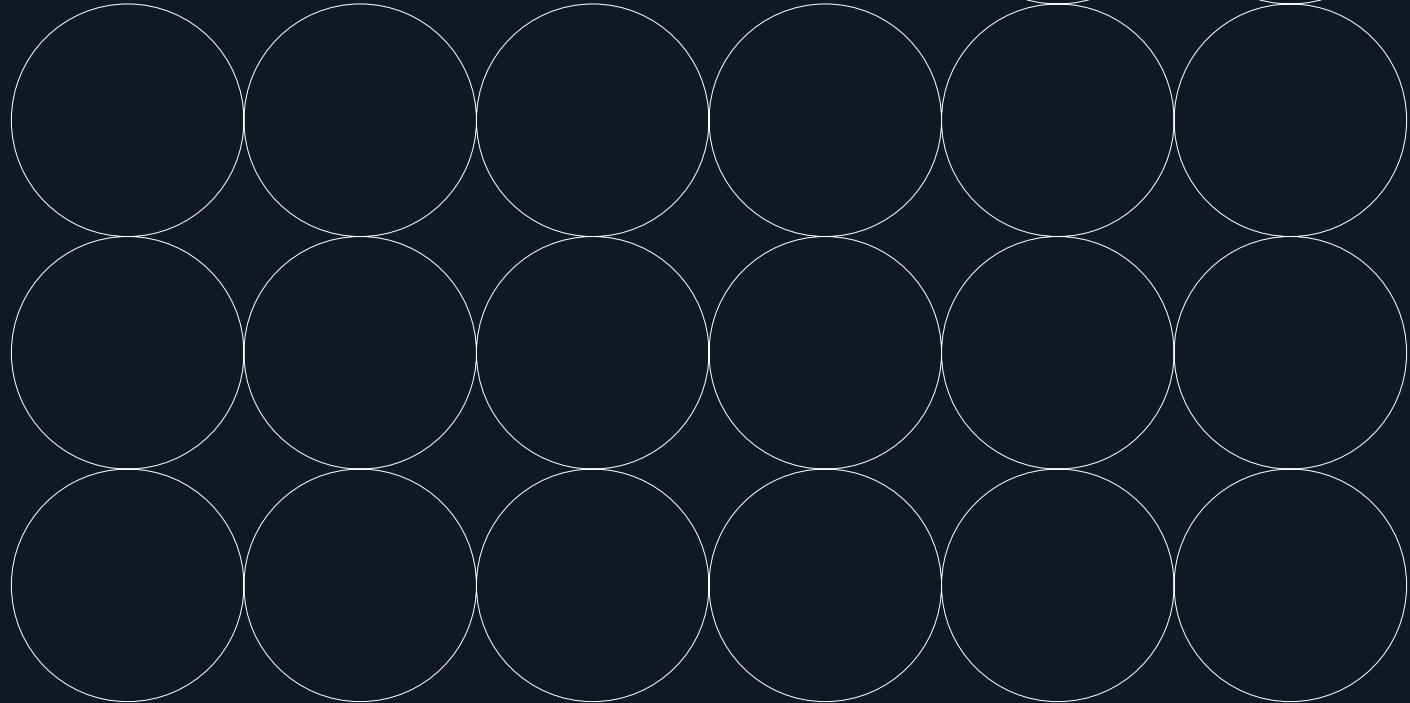


# The Pursuit of Big Fast Results





## About Us

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'.

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.



## 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!

# From National Reform to Global Transformation

## 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

## Our Leadership



**Aida Azmi**

Joint Managing  
Director & Partner



**Ridzwan Hamzah**

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

- 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



**Jasmin Johnson**

Executive  
Vice President

- 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

- 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



**Shahrizan Syawal**

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

- 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

## 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

## 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 fundamental 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:

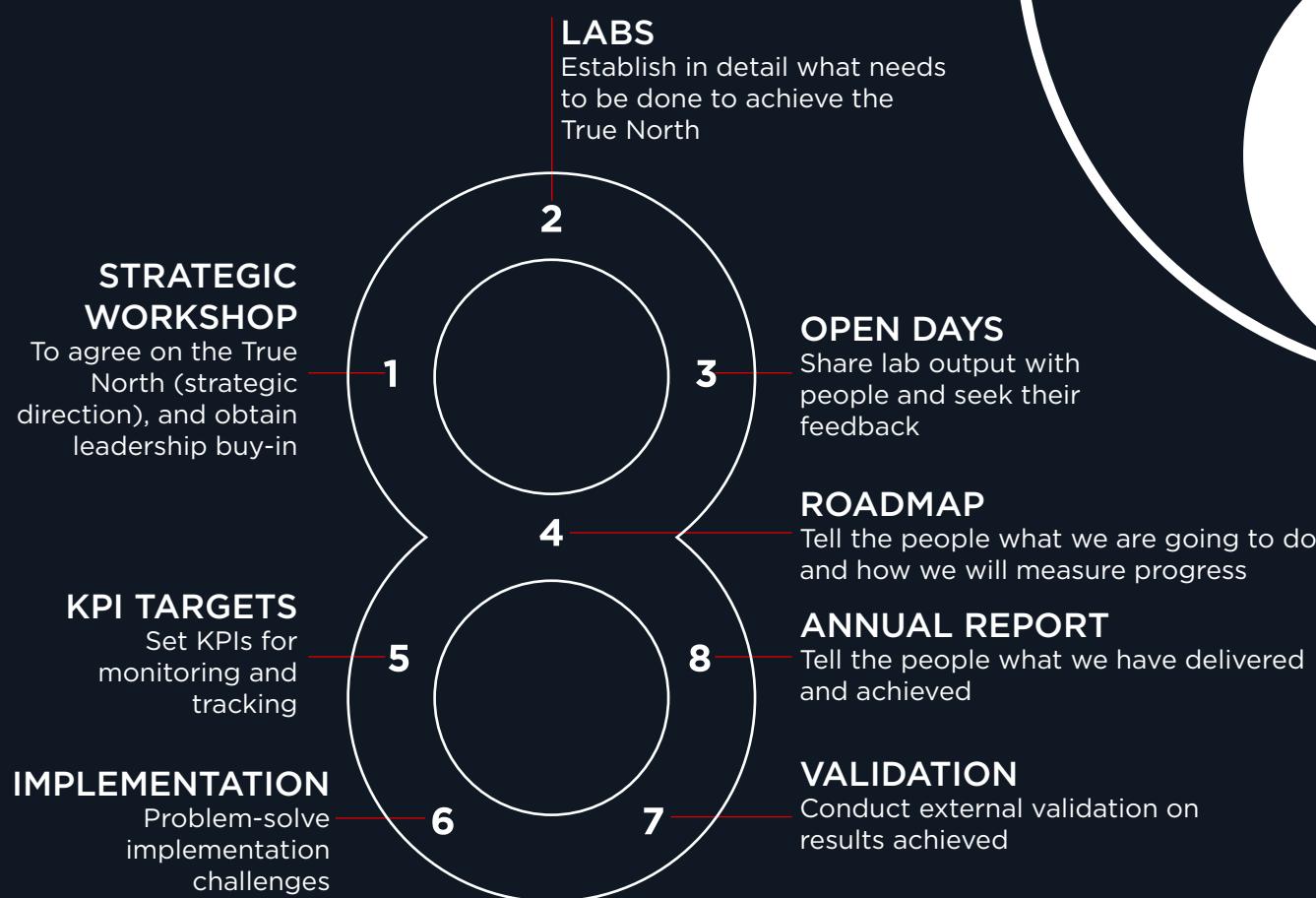
Our **6 Secrets of Transformation**© empowers leaders to apply situational leadership with unwavering conviction, charisma, and a clear vision, while also allowing room to embrace what one can never control - the divine intervention.

## 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



# 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.

## Character **BEING**

1  **GAME OF THE IMPOSSIBLE**

3  **DISCIPLINE OF ACTION**

5  **WINNING COALITIONS**

2  **TRUE NORTH**

4  **SITUATIONAL LEADERSHIP**

6  **DIVINE INTERVENTION**

Our Footprint

# Transforming Nations, One Breakthrough at a Time...

16  
years

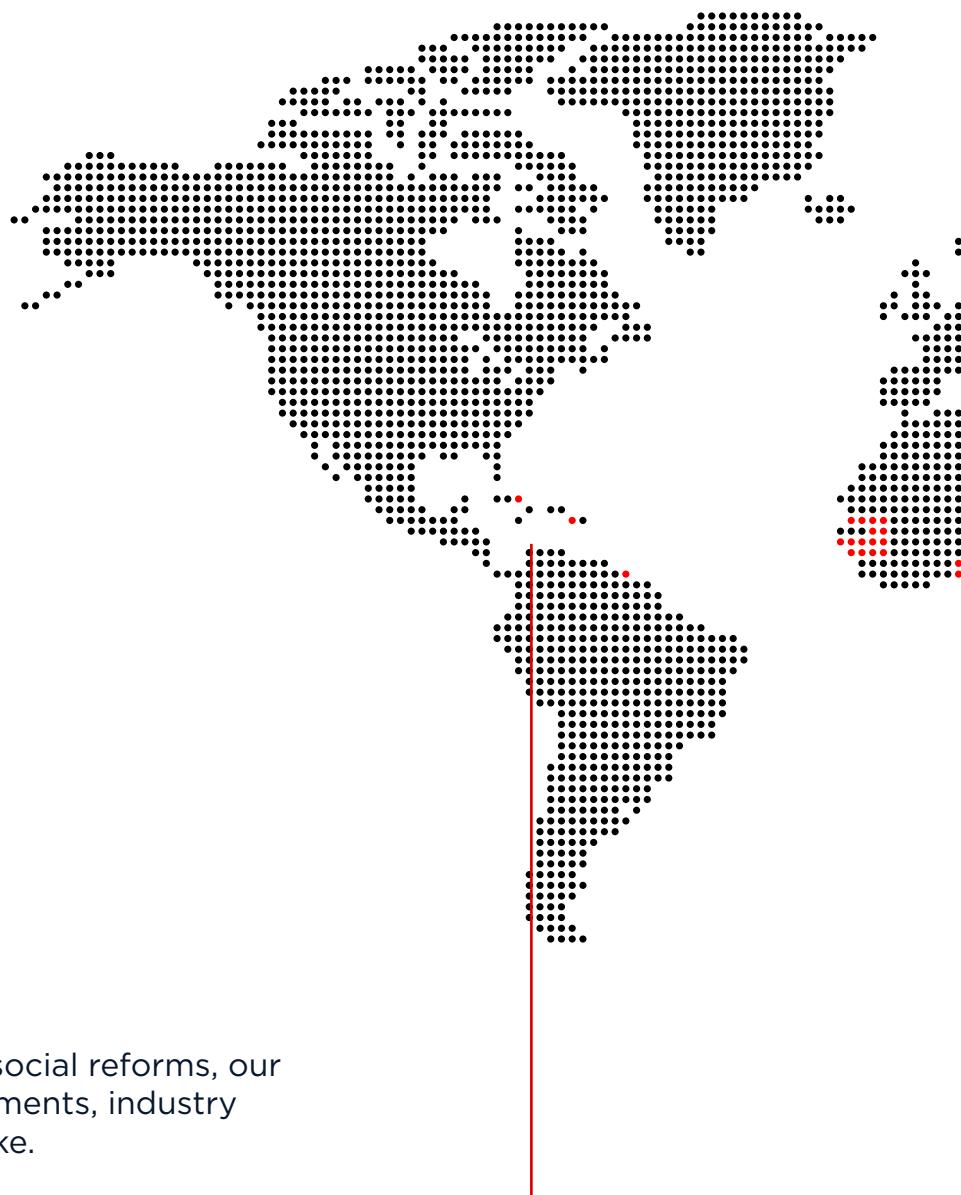
29  
countries

>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  
**GNP:** 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



## MIDDLE EAST

Jordan  
Oman  
Saudi Arabia

## AFRICA

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

## ASIA

Bhutan  
India  
Malaysia  
Nepal  
Pakistan  
Sri Lanka  
Vietnam

## OCEANIA

New Zealand  
Papua New Guinea

## Our Footprint

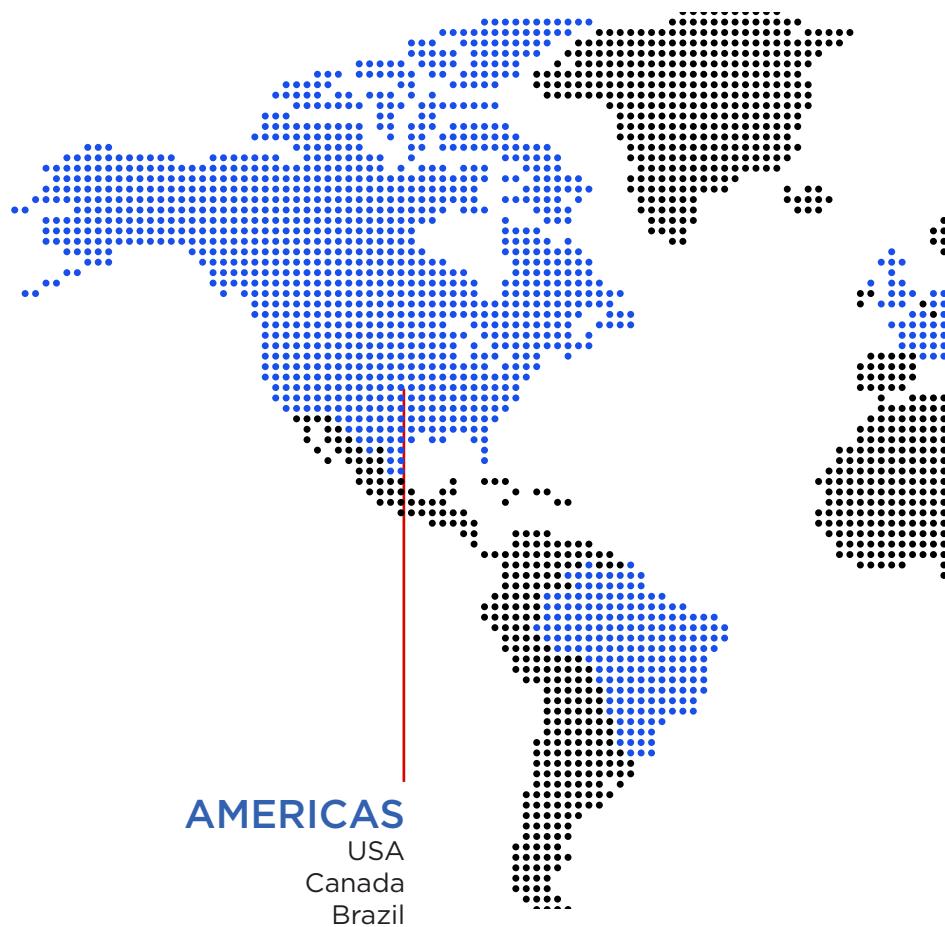
...And Strengthened by a  
Global Network of Experts

11  
partner firms

>70  
offices in 26  
countries

>5,500  
consultants

US\$920m  
combined revenue

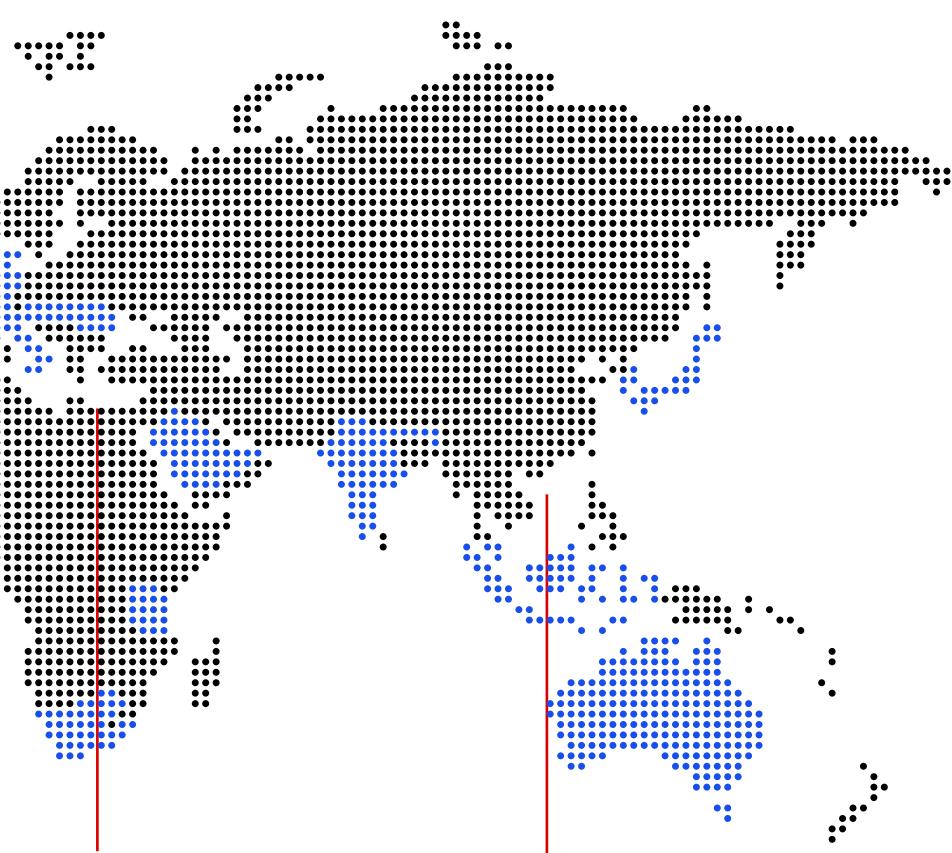


As a member of Cordence Worldwide, PEMANDU Associates is part of a global alliance of 11 leading consultancy firms across the Americas, Europe, and Asia Pacific.

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.



Member Firms:



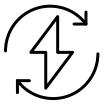
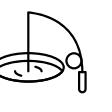
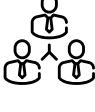
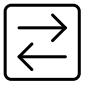
## EMEA

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

## 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 from 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 Philanthropies 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

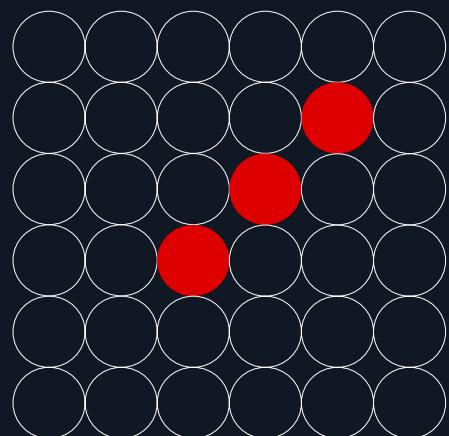
## Our Services

# 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

## 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

## 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

## 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

## 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 organisation 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

## 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

## 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

## 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

## 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

## 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

**Big ideas don't change the world.  
Action does.**

Learn more at [pemandu.org](http://pemandu.org) or  
drop us a line at [enquiry@pemandu.org](mailto:enquiry@pemandu.org)

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