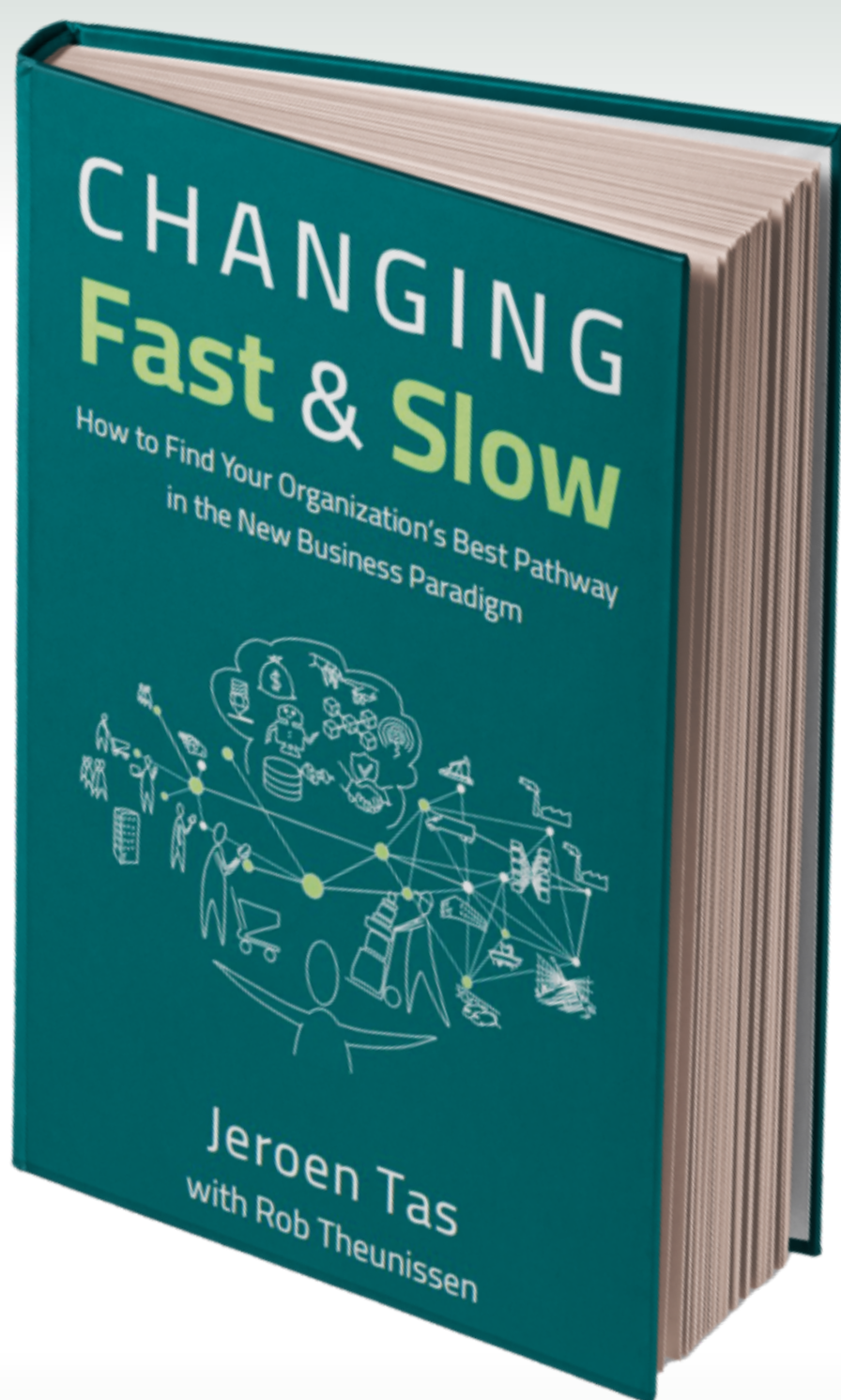




*Launch &
Discussion on*

Changing Fast & Slow

*How to Find Your
Organization's Best
Pathway in the New
Business Paradigm*

**NOV
14
2025**

**FRIDAY
6:00 pm - 7:30 pm
MMA Management Center**



JEROEN TAS



RENUKA RAMNATH



GOPI KOTEESWARAN

SYNOPSIS

The world's most valuable companies are platforms. They don't just adapt to change—they orchestrate it. They are not among the 70% of organizations that fail.

What do they know that others don't?

Changing Fast and Slow is a strategy guide for our current moment. It explains how to navigate the complex paradigm shift going on in business today. Businesses succeed by changing their perspective: from scarcity to abundance, from value chains to value networks, from pipelines to platforms, and from controlling their markets to making a contribution. They no longer transform through one-time projects, but in three successive waves of change.

Jeroen Tas understands the dynamics of today's successful companies. He co-founded a multi-billion-dollar tech startup, developed the world's first Internet banking platform, and led medtech innovation at Philips, touching billions of lives. Together with business transformation expert Rob Theunissen, he has analyzed why some organizations surf the waves of change while others drown in them. The answer lies in understanding that systemic transformation happens in three pace layers simultaneously, each at a different speed—and success requires mastering all three.

The Operational Pace Layer (fast): Where innovation and daily adaptation happen

The Strategic Pace Layer (medium): Where structures and resources shape possibilities

The Existential Pace Layer (slow): Where core beliefs, risk-attitudes, and culture ultimately determine success

When these three layers aren't aligned, even the best strategies fail. When they move in concert, transformation becomes natural.

Most organizations fail to transform because they attack change at only one pace layer—usually racing to adopt new technologies or restructure operations—while their deeper systems pull them back to the status quo. It's like trying to turn a ship by only adjusting the sails while the anchor remains down.

Corporate leaders are using *Changing Fast and Slow* to reorient their businesses to today's platform-based ecosystems. They are learning to sell to a broad ecosystem of producers and customers, to recognize their own pace of change and accelerate it, and to do all this without internal resistance or backlash.

PROGRAMME

5:15 PM Registration & Hi-Tea

6:00 PM Welcome Address

Mr A R Unnikrishnan

Sr Vice President, MMA &
MD, Saint-Gobain India P Ltd – Glass Group

Launch of the book – By the dignitaries

Address by the Author

Mr Jeroen Tas

Author &
Advisor, Tech Investor & Innovation Leader

Author in conversation with Special Invitees

Ms Renuka Ramnath

Founder, MD and CEO
Multiples Alternate Asset Management

Mr Gopi Koteeswaran

Co-Founder, Dzruptiv AI &
Co-Founder and Partner, Cardiac Wellness Institute

Q&A

7:25 PM Vote of Thanks

Gp Capt R Vijayakumar (Retd), VSM

Executive Director
Madras Management Association

7:30 PM End of the Program

PROFILE



Mr Jeroen Tas

Author &
Advisor, Tech Investor & Innovation Leader

Mr Jeroen Tas is an advisor, tech investor, and innovation leader who applies his entrepreneurship, experience in large-scale digital transformation, and expertise in information technology to transform and grow businesses. At Citi in the mid-nineties, he delivered the world's first Internet banking and payment network solutions. He co-founded and built Mphasis to become a multi-billion-dollar IT and IT-enabled solutions provider. At Philips, as CIO, Division CEO, and Chief Innovation and Strategy Officer, he built solutions to touch the lives of billions and improve health outcomes at a lower cost, from healthy living and prevention to precision diagnosis, right-fit treatment, and care at home.

Currently, Mr Jeroen sits on the boards of Quantiphi, a US-based AI company; Zylorion, a Canadian neurotherapy company; A3P BioMedical, a Swedish cancer diagnostics company; Verder International, a scientific measurements and industrial pumps company; and the DON T1Diabetes Research Foundation. In addition, he is an advisor to GBL, a European Private Equity Group, Multiples, an Indian Private Equity company. He coaches the leadership teams of various tech ventures. He invested in and supports ventures like Global PayEx, Polars, Meytier, Kiro, HealthSage, DeepC, EvidenceHunt, and PacMed. He serves on the Innovation Boards of JnJ Med Tech, Samsung Health and Swarovski.

His book Changing Fast & Slow was published in September 2025.

PROFILE



Ms Renuka Ramnath

Founder, MD and CEO

Multiples Alternate Asset Management

Ms Renuka Ramnath is one of the most experienced private equity fund managers in India with a full cycle track record of investing capital raised from Institutions of global repute. She played a pivotal role in shaping the Indian private equity market both in terms of leading pioneering investments as well as opening new pockets of capital for investment into India.

For close to three decades in financial services, Renuka successfully built several businesses in the ICICI Group including Investment Banking, e-commerce and private equity. As the MD & CEO of ICICI Venture for close to a decade, she led that firm to become one of the largest private equity funds in India.

Ms Renuka turned an entrepreneur to set-up Multiples in 2009. Multiples is a US\$ 2 billion Independent private equity fund that has the rare distinction of been backed by Indian and global institutions. Renuka draws immense satisfaction from the fact that she has over several years guided and supported entrepreneurs to build successful businesses and create valuable enterprises.

Given Renuka's contribution to the industry, she has been featured in many prestigious listings, including

Top 25 Most Powerful Women in Business (Business Today, India)

India's most Powerful CEO's (Economic Times)

Top 25 Non Bank Women in Finance (US Banker's global list)

Asia's Women in the Mix: The Year's Top 50 for Achievement in Business (Forbes)

Top 25 women in Asian asset management (Asian Investor)

Bombay Management Association's Management Woman Achiever of the Year Award 2015

PROFILE



Mr Gopi Koteeswaran

Co-Founder, Dzruptiv AI &

Co-Founder and Partner, Cardiac Wellness Institute

Mr Gopi Koteeswaran has a history of leading global companies to positions of strength in geographically diverse markets. He began his career as a brand manager with Johnson & Johnson where he worked for a decade, finally spearheading the company's Vision Care business in India and Malaysia. He then joined Philips at its headquarter in Netherlands, handling M&As and general management responsibilities. In 2010, he was named CEO of Philip's DirectLife, a health and wellness business. More recently, Gopi led the global expansion of LatentView Analytics as its CEO. The company has won numerous accolades that recognized its growth and leadership in digital analytics, including Frost & Sullivan's Analytics Company of the Year and Deloitte Technology Fast 50.

Mr Gopi has a degree in Mechanical Engineering from Indian Institute of Technology, Madras and MBAs from IIM Calcutta and IMD Switzerland. He recently completed the Advanced Management Program (AMP) at Harvard Business School.

He is passionate about running and enjoys training for marathons. When not leading a dynamic team of professionals, you will find him scuba diving in remote locations around the world.

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