

# NEWING

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## BUILDING THE ORGANIZATION FOR WHAT COMES NEXT.

Boutique management consulting  
for **implementation-led business transformation**

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**World Class Expertise. Local Mastery.**  
**For Measured Impact.**



NGUYỄN THỊ MINH GIANG

Co-founder & Chief Executive, Newing

# VIETNAMESE BUSINESSES ARE READY FOR A BIGGER STAGE.

**PROF. NGUYỄN QUÝ HUY**  
Solvay Chaired Professor of Technological Innovation, INSEAD

AS BUSINESSES ENTER THEIR NEXT STAGE, WHAT ONCE WORKED MUST EVOLVE.

Founder-led

→ **INSTITUTION-  
LED**

Growth

→ **SCALABLE  
GROWTH**

Experience-led

→ **DATA-ENABLED**

Local excellence

→ **GLOBAL  
COMPETITIVENESS**

Vietnam is now a top-three investment destination for Asia Pacific CEOs — interest rising 8% to 15% in one year. **PWC CEO SURVEY 2026**

The organization that got you here **may not be the  
one that gets you there.**

# When the old way **CAN NO LONGER CARRY THE NEXT MOVE.**

FOUR RECURRING TENSIONS FROM NEWING VOICE OF LEADERS 2026

**FOCUS**

“Stop doing too many things.”

**EXECUTION**

“Turn strategy into results.”

**SCALE**

“Grow without scaling complexity.”

**AI & DATA**

“Move into core operations.”

Different pressures. One inflection point.

NEWING VOICE OF LEADERS · 2026

22

SENIOR BUSINESS LEADERS

Chairmen, CEOs & senior executives across leading Vietnamese enterprises

BREAKTHROUGH / SCALE

Scale and new markets arrive

## THE TRANSFORMATION MOMENT

TURNAROUND / RESET

Growth stalls, old ways stop working

Source: Newing Voice of Leaders 2026 — aggregated and anonymized pre-work insights from 22 senior business leaders participating in Newing’s Alibaba Global Immersion. Breakthrough and Turnaround are Newing’s interpretive lens, not survey findings.

DIFFERENT TRIGGERS. SAME QUESTION.

**IS THE ORGANIZATION  
CAPABLE OF DELIVERING  
WHAT THE BUSINESS NOW  
REQUIRES?**

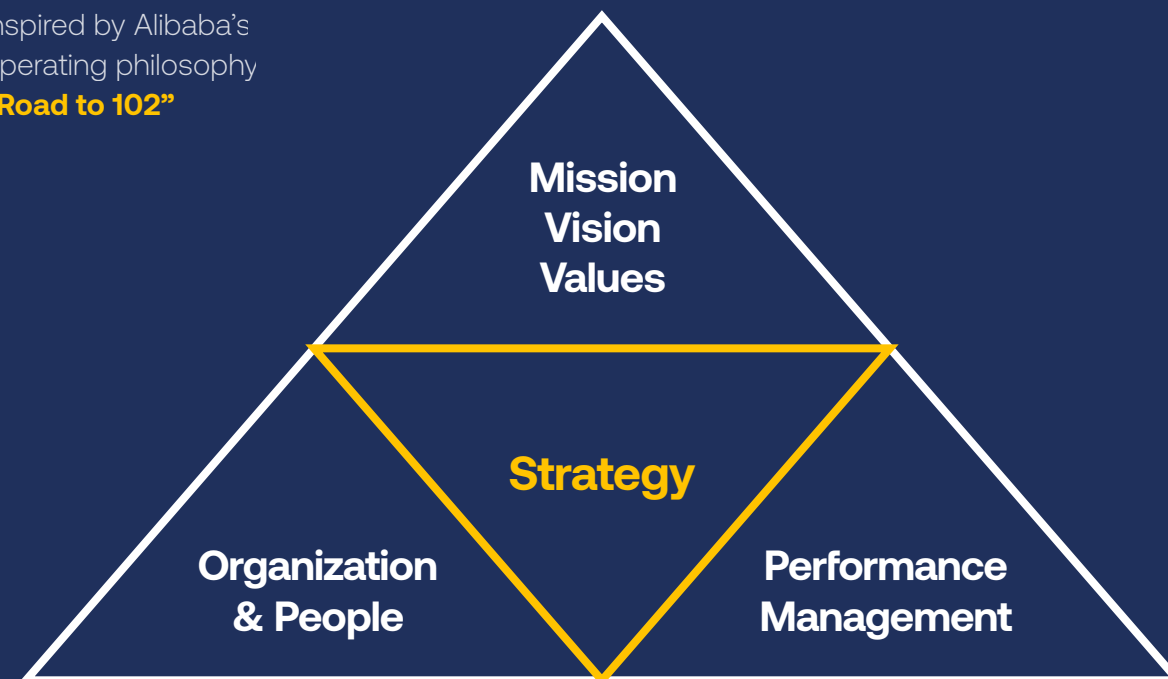
THIS IS WHERE NEWING BEGINS

# Strategy doesn't execute itself. **THE OPERATING SYSTEM DOES.**

WHAT YOU CAN ACTUALLY EXECUTE

## ORGANIZATIONAL OPERATING SYSTEM

Inspired by Alibaba's  
operating philosophy  
"Road to 102"



BUSINESS PERFORMANCE

What the business actually delivers

NEWING'S TERRITORY

## IMPLEMENTATION- LED BUSINESS TRANSFORMATION

Technology and capital expand what's possible. Strategy sets direction. The organizational operating system turns it into performance.

### REFERENCE

Alibaba's operating philosophy "Road to 102" — the four-pillar discipline that made a 102-year ambition operable.



**TẬP ĐOÀN VIỆT ÚC**  
CHẤT LƯỢNG - CÔNG NGHỆ - BỀN VỮNG

# VIỆT ÚC

A chairman-sponsored transformation of leadership, culture and execution across the group, turning around business and winning back market share.

## NEWING SCOPE

Culture & behavior transformation, leadership alignment, execution cadence

## ENGAGEMENT

From Feb 2025 to Dec 2025 (9 months)

## HERO BUSINESS OUTCOME

**MARKET LEADERSHIP #NO.1**

**FROM NEGATIVE TO POSSITIVE GROWTH**

## VERIFIED ORGANIZATIONAL OUTCOMES

76% → **89%**

**ORGANIZATIONAL CAPABILITY (SET A RECORD)**

62% → **72.8%**

**ENPS**

AQUACULTURE · GROUP-WIDE TRANSFORMATION

**PROVEN IN THE REAL WORLD.**

vuanem®

# VUA NỆM

A CEO-sponsored culture and leadership transformation, scaling the “Giá Tốt” model from 3 pilot stores to 130.

## NEWING SCOPE

Cultural foundation, middle-management leadership, in-store shadow coaching

## ENGAGEMENT

2 years · 9 modules  
· 70 managers

## HERO BUSINESS OUTCOME

**125% OF Q1/2026 PLAN**  
**+51.6% YoY GROWTH**

## VERIFIED ORGANIZATIONAL OUTCOMES

3 → **130**

STORES RUNNING THE  
NEW MODEL (PILOT →  
NETWORK)

**Top 11**

BEST PLACES TO WORK  
VN 2024 · TOP 3 IN  
RETAIL

Results recorded during Newing’s engagement, alongside Vua Nệm’s own work on product strategy, pricing, locations and operations.

MATTRESS RETAIL · 130-STORE CHAIN TRANSFORMATION

**PROVEN IN THE REAL  
WORLD.**



# ABC

A founder-led culture transformation that renewed a 20-year-old, 500-person manufacturer — and turned two years of losses around in 6 months.

#### NEWING SCOPE

Culture & behavior transformation,  
CEO coaching, middle-  
management alignment

#### ENGAGEMENT

From Oct 2024 to  
Mar 2025 (6  
months)

#### HERO BUSINESS OUTCOME

**LOSS → BACK ON TARGET**  
**+90 TONNES ABOVE PLAN**

#### VERIFIED ORGANIZATIONAL OUTCOMES

13% → **41%**

ENPS (EMPLOYEE  
ENGAGEMENT)

7% → **2%**

STAFF TURNOVER RATE

MANUFACTURING · COMPANY-WIDE CULTURE TRANSFORMATION

# PROVEN IN THE REAL WORLD.

Results recorded during Newing's engagement, alongside ABC Việt Nam's own work on sales strategy, product, promotion and digital transformation.

# TRANSFORM CORE. Built to expand.

TO BRING OUTCOME

## FOR MEASURED IMPACT

AND UNLOCKS NEW CAPABILITIES

## STRATEGIC PLATFORMS

AI-enabled management | Smart logistics & supply chain | **NEXT →**

BY BUILDING ORGANIZATIONAL MUSCLE

NEWING CONSULTING

NEWING INSTITUTE  
OF MANAGEMENT  
(NIM)

TALENT SOLUTIONS

HELP TO TRANSFORM THE BUSINESS'S CORE

## ORGANIZATIONAL OPERATING SYSTEM

MISSION/ VISION/ VALUES · ORGANIZATION & PEOPLE · PERFORMANCE MEASU

NEWING'S KEY DIFFERENTIATORS

WORLD CLASS EXPERTISE × LOCAL MASTERY

# BUILD ORGANIZATIONAL MUSCLE.

## Unlock new capabilities.

### OUR CORE SERVICES

When strategy is changing faster than the organization.

## NEWING CONSULTING

Leadership, organization, culture and behavior rebuilt through the real business — transformation implemented, not recommended.



When learning and innovation aren't translating into organizational capability.

### NEWING INSTITUTE MANAGEMENT

Applied management, leadership and innovation capability, built on live business priorities.



When growth is outpacing your leadership bench.

### TALENT SOLUTIONS

Leadership pipeline, assessment and executive search for the leadership the next stage requires.

### NEW / NEXT CAPABILITIES →

Emerging business challenges demand new organizational capabilities.

When AI is everywhere — but business value is still unclear.

### AI-ENABLED MANAGEMENT TRANSFORMATION

Management, decisions and adoption — so AI shows up in business results.

When operations need to scale — without scaling complexity.

### SMART SUPPLY CHAIN TRANSFORMATION

Technology-enabled operations and supply chain that scale with the business.

### WHAT DOES YOUR NEXT STAGE REQUIRE?

# WHAT MAKES NEWING DIFFERENT?

— Global expertise. Local mastery. **For measured impact.**

## 01 GLOBAL EXPERTISE

Globally validated frameworks, methods proven in the real world with Kotter International, NeuroLeadership, and practical experiences from Top Global strategic partners.

## 02 LOCAL MASTERY

Designed around the “tailor-fit” business objectives, culture, and operating reality of Vietnamese enterprises, ensuring possibility to create impact.

## 04 HANDS-ON & TRANSFER

Hands-on implementation till the end and measure impact. Tools, technology, and methods are handed over in full for less dependency.

## 03 PRACTITIONER NETWORK

**20+** years average hands-on experience, from growing Vietnamese companies to global corporations.



# TOP-CLASS PERSPECTIVES.

Diverse by design.

Honorary and global advisors bringing proven experience from across markets, industries and transformation contexts.

— INSEAD · NETFLIX · GE · IBM · P&G



**Quỳ Huy Nguyễn**  
Solvay Chaired Professor,  
INSEAD

Strategy, innovation and technology



**Shweta Shukla**  
Former HR Head, Asia  
Pacific, Netflix

People, Culture and Governance



**Joseph Ma**  
Former VP & GM Innovation  
Center, GE China

Innovation Strategy & Mangement



**Rajesh Achanta**  
VP Supply Network  
Operations, P&G

Operational Efficiency Management

# FIRST TO BRING WORLD-CLASS capabilities closer to Vietnam.

**First & only** PARTNER IN VIETNAM  
All four partnerships

## KOTTER INTERNATIONAL

Joint programmes from 2025

**Kotter**

**50 years of research on leading change.**

22 books · 12 New York Times bestsellers · 75 countries.



### SCOPE WITH NEV

- Change leadership certification path
- Change methodology and implementation
- Designed and taught by Kotter International

## NEUROLEADERSHIP INSTITUTE

Joint programmes from 2025

**NeuroLeadership INSTITUTE**

**First to apply brain science to leadership.**

Strategic advisor to more than 65% of the Fortune 100.



### SCOPE WITH NEV

- Brain-science leadership
- Growth mindset and behaviour change
- Culture change at scale

## ALIBABA GLOBAL INITIATIVES

Study tours from 2026

**Alibaba Global Initiatives**

**Direct access to Alibaba's Hangzhou HQ.**

Alibaba's global executive-learning arm.



### SCOPE WITH NEV

- Alibaba Study Tour — Hangzhou headquarters
- Scale up the Alibaba way
- AI thinking for Vietnamese executives

## CAINIAO LOGISTICS (ALIBABA GROUP)

Partnership from 2026

**CAINIAO**

**Top 1 global smart logistics.**

Newing is its first local partner in Vietnam.



### SCOPE WITH NEV

- Supply chain and logistics transformation
- Diagnosis, design, implementation
- AI-enabled logistics capability

20+ YEARS OF HANDS-ON EXPERIENCE

Organizational transformers. Built by doing the work.

Senior practitioners who know what it takes to make change work in Vietnam.

Tile scale is a composition choice, not a rank



**Minh Luom**  
HR Director & Board Member, MWG  
**PEOPLE · ORGANIZATION**



**Thanh Ngọc**  
Head of Digital Transformation, Mekong Capital  
**COACHING · AGILE**



**Minh Giang**  
Founder & Chief Executive, Newing  
**ORGANIZATIONAL TRANSFORMATION**



**Minh Thu**  
Partner Principal, Korn Ferry Vietnam  
**PERFORMANCE · REWARDS · TALENT**



**Yến Anh**  
Former Senior Director, Training, Prudential Vietnam  
**DESIGN THINKING**



**Tấn Phát**  
Former Head of Investment Service, Mekong Capital



**Thúy Ngân**  
Service Director, Ipsos Vietnam



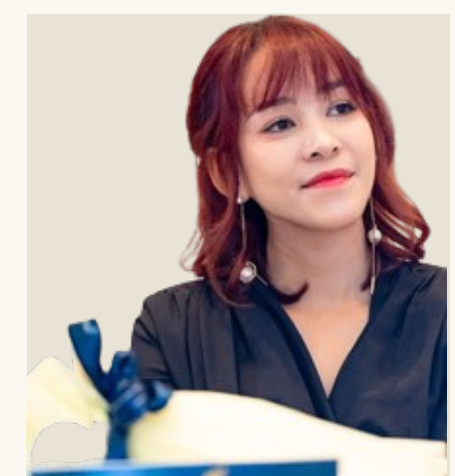
**Diệu Linh**  
Central Director, Paula's Choice Vietnam



**Thùy Linh**  
Coaching and leadership development



**Bích Vân**  
Influence specialist · 20+ companies advised



**Minh Phương**  
Managing Director, Mekong Capital

# 20+ YEARS OF HANDS-ON EXPERIENCE

## Supply chain leaders who have run the network themselves.

Warehouses, distribution networks, ERP and P&Ls — at multinationals and Vietnam's largest retail systems.



**Vũ Minh Nhật**

**20+ yrs**

Founder & CEO, Active Partner Solutions · Head of Service, Phong Vũ

**SERVICE OPS · SUPPLY CHAIN**

Turned B2X Vietnam's P&L from negative to positive in six months.



**Đậu Hoàng Minh**

**20+ yrs**

Chief of Operation, TSL Group – Ocimi · Former CEO, Seedcom Logistics

**END-TO-END SUPPLY CHAIN**

Cut out-of-stock rate from 16% to 2.8% at a GSP/GDP pharma DC.



**Lê Minh Bằng**

**25+ yrs**

COO, EZBOOK Vietnam · Former Head of Global MDM, Masan Consumer

**OPERATIONS · DATA MANAGEMENT**

Led the supply chain information stream of Unilever's U2K2 ERP.

# 15+

 YEARS OF HANDS-ON EXPERIENCE

## AI-driven operational excellence and business transformation.

Deep tech, data architecture and C-level operations — turning AI into measurable P&L results.



Over 15 years bridging deep technology, data architecture and C-level operations across global markets and leading Vietnamese enterprises. Previously CEO at Nova Commerce, COO at Pizza 4P's, Senior Director at Con Cung and Senior Associate at Mekong Capital; earlier led operational transformations at Partners in Performance (Australia) and engineered data systems at Rio Tinto. His strengths: AI readiness assessment, embedding GenAI into core workflows, financial ROI modelling and C-suite advisory.

**113%**  
EBIT improvement for an FMCG maker in four months

**\$300M**  
Transformation PMO managed

**-20%**  
Labour cost, in the same FMCG programme

**Lê Viết Hà**

**15+ yrs**

Director of Product Strategy, Trusting Social ·  
Former CEO, Nova Commerce

**DEEP TECH · AI STRATEGY · P&L**

# TRANSFORMATION IS BUILT INTO THE WORK — not added on top of it.

Real sessions, real business priorities  
— Newing practitioners and client  
leaders at work.



## 01 BIG

**WHY**  
Business before intervention.



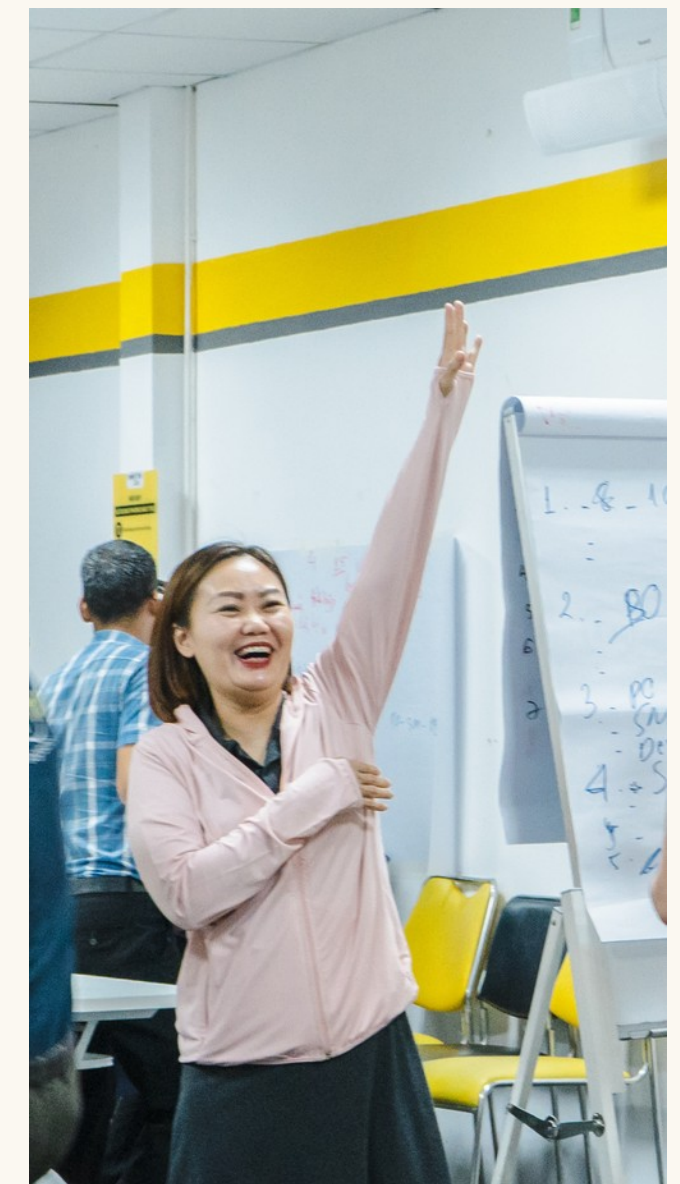
## 02 DIAGNOSE

**2**  
No copy-paste.



## 03 REAL WORK

Capability built in the work.



## 04 EMBED & MEASURE

**4**  
Until it holds. Transfer it all.

# AND A GROWING ECOSYSTEM that brings it all together.

## PATHWAY 01 — WE TAKE YOU TO THE WORLD

### NEWING GLOBAL IMMERSION EXECUTIVE STUDY TOURS

Curated access to leading global companies and business ecosystems, facilitated by Newing and translated into the client's own business.

HANGZHOU



**Alibaba**  
Global Initiatives

CAI  
N!AO

ANT  
GROUP

**THE VISIT ENDS. THE WORK BEGINS BACK  
HOME.**

## PATHWAY 02 — WE BRING THE WORLD TO YOU

### NEWING LEADERS CONNECTION NON-PROFIT SHARING PLATFORMS

Bringing exceptional global practitioners closer — sparking reflection, learning and connection among Vietnamese leaders.



**NEXT FORUM 2023-2026**

**SME NEXT FORUM  
2026**

**VPBank**

# TRUSTED ACROSS INDUSTRIES.

From market leaders to growth businesses.

200  
+  
CLIENTS

4000  
+  
LEADERS

20  
+  
INDUSTRIES

## — CONSUMER, RETAIL & LIFESTYLE



## — INDUSTRIAL, INFRASTRUCTURE & MANUFACTURING



## — OTHER SELECTED CLIENTS



## — FINANCIAL SERVICES & INSURANCE



## — TECHNOLOGY, DIGITAL & GROWTH



## — PROFESSIONAL & BUSINESS SERVICES



YOUR STRATEGY ALREADY KNOWS WHERE TO GO.

# IS YOUR ORGANIZATION READY TO TAKE IT THERE?

Let's talk about what comes next.

NEWING

Boutique management consulting  
for **implementation-led business transformation**



**NGUYỄN THỊ MINH  
GIANG**

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