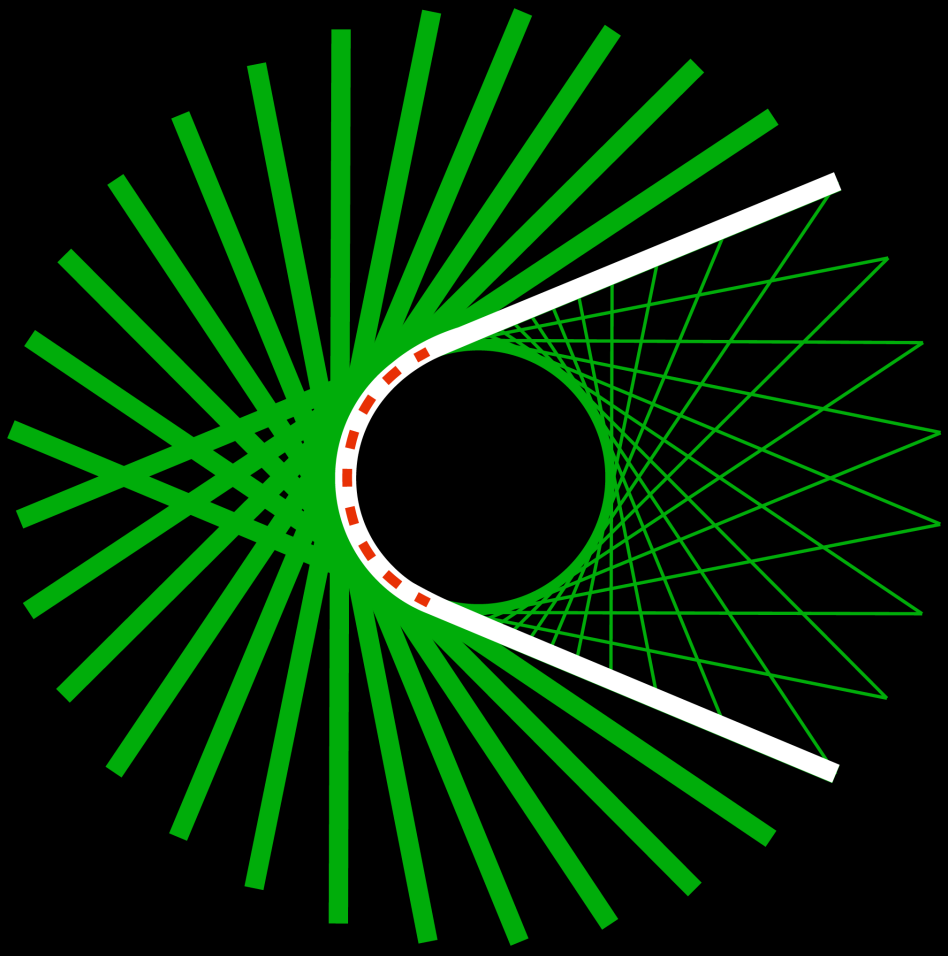
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Coalesce™
Art of the possible



Coalesce™ 2026

Build the apex advantage

Overview and agenda

18–20 November 2026, Goa

About Coalesce™

Coalesce™ is Deloitte South Asia's flagship collaborative client and growth partner platform, bringing together C-suite leaders, business owners, board members, and alliance partners each year to explore the art of the possible and turn fresh thinking into action. Over three days, leadership and client voices set the agenda, while design-thinking-led masterclasses and closed-door dialogues take the conversation deeper. The platform also brings together global expertise and local enablers, unleashing the power of collective thinking. Attendance is by invitation-only and every element is built for candid exchange among peers and a sharper view of what comes next.

Take a look at what shaped last year's conversations in the **Coalesce 2025 playbook.**



What the experience offers

Strategic perspectives | Curated peer exchange | Focused masterclasses | Closed-door leadership dialogues | Immersive design thinking | Clearer paths to action

Who is in the room

- Promoters, Chief Executive Officers
- CXOs (CISO/CTO/CIO/CFO/CHRO/CRO/DPO)
- GCC leaders
- Leaders in government and the public sector, defence, and financial services
- Independent directors
- Tax, risk, compliance, sales, brand and marketing leadership
- Security Heads, VPs, Cyber/Privacy experts
- Growth Partners (alliances)
- Deloitte leadership

When: 18–20 November 2026
Where: Hotel Taj Cidade De Goa Horizon, Goa, India
Type: Residential programme

Our Growth Partners for Coalesce™ 2026

avolution · Adobe · ANTHROPIC · aws · celonis · databricks · DELL Technologies · IIElevenLabs · GENESYS · kore.ai · Google Cloud · IBM · netskope · ORACLE · rubrik · salesforce · Thomson Reuters™ · SAP · servicenow · snowflake · UiPath · workday

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Agenda

Day 1 | 18 November

Time	Session	Speakers
9:00 a.m. – 2:30 p.m.	Arrivals, lunch, registrations	-
2:30 p.m. – 2:45 p.m.	Welcome session	Coalesce beats
2:45 p.m. – 3:00 p.m.	Ace the race	Vinay Prabhakar, Sales Leader, Deloitte Asia Pacific and South Asia
3:00 p.m. – 3:20 p.m.	CEO Address	Romal Shetty, CEO, Deloitte South Asia
3:20 p.m. – 3:40 p.m.	Braving the bend: *Navigating complexity to build national capability*	External speaker
3:40 p.m. – 4:10 p.m.	*Break*	-
4:10 p.m. – 4:30 p.m.	Bold bets: *How bold choices create momentum at scale*	External speaker
4:30 p.m. – 5:10 p.m.	The India paradox	External speaker
5:10 p.m. – 5:45 p.m.	Inside the grid	External speakers
5:45 p.m. – 5:50 p.m.	Behind every advantage...	Hemendra Upadhyay, Partner and Leader, Ecosystems and Growth Platforms. Deloitte South Asia.
5:50 p.m. – 7:00 p.m.	*Break*	-
7:00 p.m. onwards	Masterclass dinners	-

Day 2 | 19 November

Time	Session	Speakers
7:00 a.m. – 9:00 a.m.	Breakfast and Meetings	-
9:00 a.m. – 2:00 p.m.	Masterclasses (workshop)	Masterclass leaders and faculty
2:00 p.m. – 2:45 p.m.	*Lunch*	-
2:45 p.m. – 5:30 p.m.	Masterclasses workshop contd.	Masterclass leaders and faculty
5:30 p.m. – 7:00 p.m.	*Break*	-
7:00 p.m. onwards	Gala dinner	-

Day 3 | 20 November

Time	Session
7:30 a.m. – 12:00 noon	• GTM Meetings • Experience-led networking track
2:00 p.m. onwards	Departures post lunch



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Coalesce™: The 2026 edition

Build the apex advantage

Navigate the bend. Accelerate to outperform.

Coalesce™ 2026 shifts the conversation from defining direction to executing advantage with precision.

Inspired by the apex in racing, where judgement and control create momentum through a corner, this year's theme focuses on the defining moments businesses face and the choices that can unlock value, strengthen the enterprise and shape what comes next.

Day 2: The five masterclasses* at a glance

True Value Realisation

What a business is worth, and what would make it worth more

Assess value across the business: growth, portfolio, operations, brand, leadership, capital and governance	**Pressure-test the routes ahead:** build, professionalise, partner, raise capital, acquire, divest, list or prepare for succession	How value is created, protected and communicated

The room moves towards
A value unlock agenda to determine the strategic choices most likely to strengthen and realise business/enterprise value.

The Resilient Enterprise

Where vulnerability exists, and what it takes to pre-empt, identify, secure and bounce back

Governance, reputational, brand and enterprise risk, trust, cyber, tax, regulatory, AI and fraud	Strengthen enterprise resilience to protect value, build trust and capture opportunity	Decisive response, stronger recovery and lasting business value

The room moves towards
An enterprise-wide exposure map and a more coordinated approach to resilience, recovery and trust.

AI for Enterprise

From something that works to something the business runs on

Where AI can create the greatest enterprise value	Technology, models, data, governance, security and integration choices required for scale	How work, roles and capabilities must evolve

The room moves towards
A focused AI agenda covering where to scale, what must change and how enterprise impact will be measured.

AI: Built for India

What becomes possible when the technology is built for the market it serves

Language-led access for customers and citizens at scale	What is ready today, what is near deployment and what remains experimental	Sovereignty, assurance and the economics of an India-native AI stack

The room moves towards
A practical shortlist of India- native AI opportunities, assessed for readiness, assurance and advantage.

Intelligent GCC (i-GCC): Delivering the global enterprise's 2030 agenda

From execution excellence to enterprise influence

Expanding ownership: Products, platforms, innovation and enterprise outcomes led from the GCC	**Advancing transformation:** AI-enabled operating models, digital capabilities and new ways of working	**Building for disruption:** Leadership, talent and resilience for evolving technology, geopolitical and supply-chain realities	**Making value visible:** Evidence of enterprise impact beyond cost, capacity and efficiency

The room moves towards
A sharper 2030 mandate for the GCC, defining the ownership, capabilities and enterprise value it can deliver.

** Masterclass content and structure are subject to change*

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