

AI FOR DECISION MAKERS

*AN EXECUTIVE WORKSHOP
FOR LEADERS*

PROGRAM REPORT

Co-Organizers



Technology Partner



BOSCH



JULY 2026

EXECUTIVE SUMMARY

NICCI and EEC Nepal, working with Bosch as Technology and Knowledge Partner, held 'AI for Decision Makers – An Executive Workshop for Leaders' on 31 July 2026 at Hotel Himalaya, Pulchowk, Lalitpur. The full-day programme brought senior executives, entrepreneurs, and policymakers together to build a working understanding of enterprise artificial intelligence, moving participants from general awareness toward structured, actionable adoption planning. Dr. Caleb Munigety, Head of Enterprise-AI at Bosch India, led the core training, drawing on Bosch's operational experience to cover enterprise AI trends, investment decisions, large language models, governance frameworks, and implementation roadmaps.

The inaugural session opened with remarks from Guruprasad Mudlapur, President of Bosch Group India and Managing Director of Bosch Limited, calling on leaders to pair AI adoption with domain expertise and human judgment rather than automation alone. H.E. Veronique Lorenzo, Ambassador of the European Union to Nepal, and H.E. Udo Eugen Volz, Ambassador of Germany to Nepal, offered remarks affirming international support for Nepal's digital capacity building. Bosch used the occasion to launch its publication 'From Hype to Strategy – AI for Decision Makers.'

A fireside chat with Prof. Dr. Sudan Jha, Member of the National Planning Commission, set out the Government of Nepal's policy direction on AI, covering current initiatives and the path toward national integration.

Participants worked through sessions on AI economics, governance and risk, organizational readiness, and a closing strategy workshop that produced individual 12-month AI roadmaps. Certificates were distributed at the closing of the programme, followed by refreshments and networking.



EVENT OVERVIEW



Background

Artificial intelligence adoption across South Asian enterprises accelerated markedly through 2025 and 2026, yet many Nepali organizations still lack a structured framework for evaluating and deploying the technology. NICCI and EEC Nepal designed this workshop to close that gap, pairing Bosch's applied enterprise AI experience with Nepal's business and policy leadership.

Objectives

- Build a working understanding of enterprise AI capability among senior decision makers
- Provide practical frameworks for AI investment, governance, and risk management
- Connect Nepal's private sector leadership with international technology and diplomatic partners
- Produce individual, actionable AI adoption roadmaps for participating organizations

EVENT OVERVIEW



➔ Importance of the Event

The programme positioned Nepal's business community to approach AI adoption with structured judgment rather than reactive experimentation, addressing both governance obligations and competitive positioning.

Senior executives, business owners, entrepreneurs, and policymakers across Nepal's manufacturing, services, technology, financial, and development sectors.

➔ Key Themes Discussed

- AI economics and return on investment
- Large language model applications
- AI governance for boards
- Organizational readiness and change management
- National AI policy direction

PROGRAM SUMMARY

The workshop opened with registration from 8:30 to 9:00 AM, followed by eight structured sessions covering the full spectrum of enterprise AI adoption, from foundational literacy through governance, organizational change, and strategic execution. Dr. Caleb Munigety, Head of Enterprise-AI at Bosch India, led the entire technical curriculum from start to finish, with the previously scheduled fireside chat repositioned to close the day's programme rather than sit mid-afternoon.

Morning Sessions

The day began with Session One, "The AI Landscape" (9:00–10:15 AM), which demystified core AI technologies, surveyed the current state of enterprise adoption, and examined patterns of industry transformation. Participants worked through an exercise on AI opportunity mapping to close the session.

The Inaugural Session followed (10:15–10:35 AM), opened by Mr. Guruprasad Mudlapur, President of Bosch Group in India and Managing Director of Bosch Limited. Special remarks were delivered by H.E. Udo Eugen Volz, Ambassador of Germany to Nepal, and H.E. Veronique Lorenzo, Ambassador of the European Union to Nepal.

Session Two, "AI Economics & Value" (10:35–11:35 AM), addressed value creation models, investment realities, ROI frameworks, and the build-versus-buy-versus-partner decision. A refreshment break followed from 11:35 to 11:50 AM.

Session Three, "AI in Action" (11:50 AM–12:50 PM), moved into hands-on territory, giving participants direct exposure to large language models and introducing the AI maturity matrix (SHOT-SPEC-DUMP-CRISP), paired with a workshop on drafting strategic queries. A networking lunch ran from 12:50 to 1:35 PM.





Afternoon Sessions

Session Four, "Governance & Risk" (1:35–2:35 PM), examined AI risks at board level, trustworthy AI frameworks, and the governance structures needed to manage them.

Session Five, "Organizational Readiness" (2:35–3:20 PM), covered AI talent strategy, cultural readiness, change management, and operating model choices.

From this point, Dr. Munigety carried the workshop through to its conclusion without interruption for the fireside chat.

Session Seven, "Strategy Workshop," addressed AI maturity assessment and prioritization frameworks, anchored by a group exercise to build a twelve-month AI roadmap. Session

Eight, "Closing Session," delivered an executive AI playbook, ten critical questions to pose when evaluating AI proposals, common warning signs, and a call for participant action commitments.

Closing Segment

Only after Dr. Munigety brought the workshop to a full close did the programme move to the Fireside Chat, "AI & the Future," convened between Prof. Dr. Sudan Jha, Member of the National Planning Commission (GoN), Professor of Computer Engineering, Associate Director of the KU-IT Center, and Lead Researcher at the IoT R&D Lab, Kathmandu University, and Dr. Caleb Munigety. The discussion centered on leadership perspectives on automation, workforce evolution, and global competitiveness, and served as the day's final substantive session rather than a mid-afternoon interlude.

The programme concluded with certificate distribution to participants, a token of appreciation presented to the speaker, and closing remarks from EEC, followed by hi-tea and networking to close the day.

KEY DISCUSSIONS

The following section captures the substantive discussion generated across each session, reconstructed from the participant worksheets used to structure the exercises. Each session paired a short framework introduction with a worked example from Dr. Munigety, after which participants applied the tool to their own organizations.

Session One — Opportunity Identification

The opening discussion centered on the AI Opportunity Canvas, a tool asking participants to name three candidate AI applications within their own areas of responsibility and describe the underlying process, the pain points, the data on hand, and the likely AI approach (rules-based, machine learning, or generative AI). Dr. Munigety anchored the exercise with a worked example from a mid-size industrial-equipment manufacturer (SMC), where a tier-one customer-service ticketing operation handling 540,000 tickets a year, with a 4.2-day average resolution time and agents spending 60 percent of their time on level-one queries, was mapped to a generative-AI agent-assist co-pilot and rated high on feasibility, impact, and strategic alignment.

Participants then applied the same structure to their own organizations. One recurring theme in the room concerned event operations, where attendee and registration management, currently run through spreadsheets, produced recurring inconsistencies and last-minute changes; a generative-AI approach was proposed as a likely fit. A parallel discussion addressed digital and social media outreach, where limited audience reach and weak engagement were identified as the core pain points, and generative AI was again flagged as the probable approach, pending further definition of available data. The exercise surfaced a broader point raised in the room, that many participants could name pain points readily but had less clarity on what data they actually held to support an AI solution, a gap several noted as a next step to close before any investment case could be built.

Session Two — Economics and Acquisition Strategy

The second discussion moved from opportunity identification to financial discipline, working through the ROI Calculator and Build/Buy/Partner framework. Dr. Munigety's worked example illustrated a pattern participants found instructive: a vendor quote of Rs 1.20 crore per year expanded to a true year-one cost of Rs 2.32 crore once hidden costs, including data preparation, integration, training, and ongoing operations, were added in, yielding a three-year ROI of 35 percent and a payback period of thirteen months. The tip to multiply any vendor quote by two to three times to reach a realistic first-year figure generated notable discussion, with several participants remarking that this correction ran counter to how AI proposals are typically costed internally.

The build-versus-buy-versus-partner scoring exercise, which asks participants to rate an initiative from one to five against six decision factors — whether the capability is a core differentiator, whether proven solutions already exist, whether internal AI talent is available, whether speed to market matters, whether the underlying data is unique or strategic, and whether the upfront cost is acceptable — prompted a discussion of organizational identity. The worked example concluded that an organization's competitive advantage rests in its network, relationships, and events rather than in software development, and that partnering with an AI solutions provider allows faster deployment ahead of major conferences, use of proven tools instead of custom builds, and manageable cost exposure. Participants were asked to name the top three assumptions underlying their own recommendation that they would most want to test before committing budget.

Session Three — Query Construction and the CRISP Framework

The third session addressed a theme Dr. Munigety framed as a differentiator among AI users, that the gap between a basic prompt ("SHOT") and a fully structured prompt ("CRISP") produces a larger difference in output quality than the gap between a basic model and a frontier model. The CRISP framework — Context, Role, Instruction, Specifics, and Pushback — was introduced through a worked example built around the same SMC scenario, in which a fully specified query (industry context, board timeline, a defined consultant role, a one-sentence instruction, hard constraints on agent count, integration platform, budget, and format, and a built-in request for pushback on the recommended approach) produced a usable ninety-day pilot scope in a single pass.

Discussion in the room focused heavily on the Pushback component, which several participants identified as the step most often skipped in daily use, and on the discipline of writing a single, specific instruction rather than a broad, open-ended request. Participants worked through their own real decisions or documents, defining the challenge, building each element of a CRISP-level query, and identifying two follow-up questions they would use to sharpen the resulting answer.

Session Four — Governance and Risk

The fourth discussion applied the TRUST framework — Transparent, Responsible, Unbiased, Secure, Tested — to a specific AI initiative each participant was sponsoring or considering. The worked example modeled the range of outcomes participants might expect across the five dimensions, showing a pass on transparency (supported by vendor documentation and audit logs), a fixed status on responsibility (following the addition of a human-in-the-loop step and a named process owner), an in-progress status on bias (a fifteen-percentage-point accuracy gap for Nepali-accented input against English, prompting an active expansion of training data), a pass on security (compliance with the Privacy Act 2075, live PII redaction, and a clean third-party penetration test), and a pass on testing (a shadow run against 4,500 tickets showing 92 percent agreement with senior agents).

The bias dimension drew particular attention in the room, given its direct relevance to a Nepali operating context, and several participants raised the question of how to test for comparable accuracy gaps in their own language and dialect environments before deployment. Each participant closed the exercise by naming the single risk most likely to derail their project and the one mitigation they would commit to within the week.

Session Five — Organizational Readiness

The fifth session turned from the technical initiative to the organization itself, using the DARE scorecard — Data-driven, Adaptable, Risk-tolerant, Executive-sponsored — to assess readiness on a one-to-five scale. In the worked example, an organization scored strongly on data orientation and executive sponsorship but weakly on adaptability, with a pilot-conversion rate of only five percent identified as the biggest gap, and moderately on risk tolerance, constrained by a finance function requiring an eighteen-month payback on experiments.

This led directly into a discussion of operating models. Three options were presented: a Centralised model, in which a single AI or data team owns all builds and which suits organizations where AI capability is new and talent is scarce; a Federated model, combining a small center of excellence with champions embedded in each function, suited to organizations scaling past five to ten use cases; and an Embedded model, in which each business unit runs its own AI team, suited to larger and more mature organizations where AI is core to operations.

Session Seven — Strategy Synthesis

The seventh session asked participants to consolidate the output of Sessions One through Five into a single AI Strategy Canvas. This began with self-placement on a five-stage maturity curve, Curious, Experimenting, Operationalising, Scaling, and AI-native, marking both current position and a twelve-month target. The worked example placed the reference organization at Stage 2 today with an aim of reaching Stage 3 by the fourth quarter, identified an email auto-classification effort as a near-term quick win, named an agent-assist co-pilot as the larger strategic bet, and set aside a computer-vision quality-assurance initiative for reconsideration in year two.

Participants then plotted three to five of their own initiatives on an effort-versus-impact matrix, sorting them into quick wins, big bets, fillers, and initiatives to avoid or park, before building a quarter-by-quarter roadmap for the year ahead and naming one existing activity they would need to stop in order to make the roadmap achievable.

Session Eight — Closing Decision Framework

The closing session consolidated the day's material into two outputs. The first was a checklist of ten questions the group agreed any AI proposal should be able to answer before approval, covering the business problem being solved, the measure of success and its dollar value, the true three-year cost beyond licensing fees, the availability and quality of underlying data, the chosen approach and its rationale (build, buy, or partner), the principal risk and its mitigation, the people affected and the change-management plan, clear ownership of success and accountability, the point at which the initiative's success or failure will be known, and the smallest concrete step available in the coming week.

The second output was a personal 30/60/90-day action commitment. The worked example modeled a complete recommendation, an AI-powered agent-assist implementation acquired through a vendor with manufacturing experience and customized for industrial-equipment terminology, requiring an investment of Rs 2.32 crore in year one against Rs 75 lakh annually thereafter, projected to deliver Rs 2.12 crore in annual benefit for a 35-percent three-year ROI and a thirteen-month payback, phased across a six-month implementation with a three-month pilot and full rollout by month twelve. Each participant closed the day by naming what they would start within thirty days, what they would deliver within sixty, what they would decide within ninety, and the accountability partner who would track progress against that commitment.

Panel Discussion — Technology, Workforce, and Competitive Positioning

The panel discussion, held after Dr. Munigety concluded the full workshop curriculum, was structured around three lenses, technology trajectory, workforce and work, and competitive positioning, and asked participants to translate the conversation into one concrete bet and one assumption worth challenging. The reference example illustrated the kind of claims the framework was designed to capture, among them a projection that multimodal models would consolidate several separate vendor tools into one within two years, an observation that mid-skill manufacturing roles are shifting toward AI-supervisor functions with a corresponding thirty-percent contraction at entry level, and an assessment that regional competitors held an eighteen-month lead on agentic deployment in manufacturing.

The discussion between Prof. Dr. Sudan Jha and Dr. Caleb Munigety addressed automation, workforce evolution, and global competitiveness from complementary vantage points, one drawing on national policy and academic research, and the other on enterprise deployment experience within Bosch. Participants were asked to record the strongest insight raised under each of the three lenses and to commit to one investment or pivot they would back over the next twelve months, along with one widely held assumption about AI's near-term trajectory they were prepared to question.

DISTINGUISHED SPEAKERS

Name	Designation	Organization	Role
Guruprasad Mudlapur	President, Bosch Group India; Managing Director	Bosch Limited	Inaugural Address
H.E. Veronique Lorenzo	Ambassador of the European Union to Nepal	Delegation of the European Union to Nepal	Special Remarks
H.E. Udo Eugen Volz	Ambassador of Germany to Nepal	Embassy of the Federal Republic of Germany	Special Remarks
Prof. Dr. Sudan Jha	Member, National Planning Commission, Government of Nepal	National Planning Commission	Fireside Chat Panelist
Dr. Caleb Munigety	Head of Enterprise-AI	Bosch India	Lead Facilitator; Fireside Chat Panelist

EVENT OUTCOMES

- 150 senior professionals from 56 organizations completed the full-day programme with individual 12-month AI roadmaps
- Bosch's 'From Hype to Strategy – AI for Decision Makers' publication entered circulation as a standing reference for Nepal's business leadership
- The event reinforced NICCI's working relationship with EEC Nepal and Bosch, opening the way for further joint programming on enterprise technology adoption
- Diplomatic engagement from the European Union and Germany signaled continuing international interest in Nepal's private sector digital capacity
- Participants received a structured framework – the ten critical questions for AI proposals – for evaluating future AI investment decisions within their organizations

→ 156
PARTICIPANTS

→ 56
ORGANIZATIONS

Media Coverage

- Diplomat Nepal – “NICCI, EEC Nepal and Bosch Host Executive AI Workshop for Business Leaders” – <https://diplomatnepal.com/news/nicci-eeec-nepal-and-bosch-host-executive-ai-workshop-for-business-leaders/>
- Karobar Daily – <https://www.karobardaily.com/news/401350>
- Kantipur (print edition, 2 August 2026) – <https://epaper.ekantipur.com/kantipur>
- Hamro Artha – <https://hamroartha.com/news/134383>
- Govly – <https://app.govly.com/public/signals/153951>
- eKantipur, Market – <https://ekantipur.com/market/2026/07/31/nikkei-eeec-nepal-and-bose-hold-executive-ai-workshop-34-37.html>
- Business Pana – <https://businesspana.com/more/update/40347/>
- Business 360° – “NICCI, EEC Nepal, Bosch hold AI workshop for business leaders, launch publication” – <https://www.b360nepal.com/detail/29540/nicci-eeec-nepal-bosch-hold-ai-workshop-for-business-leaders-launch-publication>
- Nepal Clicks: <https://www.nepalclicks.com/details/139563>
- Thanti Khabar: <https://thantikhabar.com/thanti-bises/15122/>

PARTICIPANT ORGANIZATIONS

S.N.	Organization Name	S.N.	Organization Name
1	Asian Paints Nepal Pvt. Ltd.	21	Laxmi Sunrise Bank Ltd.
2	Baibhab Power Nepal Pvt. Ltd.	22	Laxmi Sunrise Capital Ltd.
3	BOSCH Limited	23	MAW Earth Movers Pvt. Ltd.
4	Brihat Group	24	MV Dugar Group
5	Citizens Bank International Ltd.	25	National Insurance Co. Ltd.
6	Core Food and Beverages Pvt. Ltd.	26	Nepal Airlines Corporation
7	Dalan Consultancy Pvt. Ltd.	27	Nepal-India Chamber of Commerce & Industry
8	European Economic Chamber- Nepal	28	NIMB Ltd.
9	Everest Bank Limited	29	NIMB Ace Capital Limited
10	Frontline Consultant	30	Nimbus Holdings (P) Ltd.
11	Global Equity Fund Limited	31	NLG Insurance Company Ltd
12	Healthy Living Nepal Pvt. Ltd.	32	Nova Genetica Pvt. Ltd.
13	Himalayan Investment Banker Limited	33	The Oriental Insurance Co. Ltd
14	Himalayan Life Insurance Ltd.	34	Padmashree Group
15	IME Limited	35	SALICO Ltd.
16	Janakpur Refineries Pvt. Ltd.	36	Salt Trading Corporation Ltd.
17	Kumari Auto Trading	37	Sanima GIC Insurance Ltd.
18	Kumari Bank Ltd.	38	Satyadip International Pvt. Ltd.
19	Lalitpur Chamber of Commerce and Industry	39	S.D.I AUTOMOBILES PVT LTD
20	Laxmi Laghubitta Bittiya Sanstha Limited	40	Secure Alarm Traders

PARTICIPANT ORGANIZATIONS

S.N.	Organization Name
41	Shikhar Insurance Co. Ltd.
42	Shivom MK International
43	Shree Investment and Finance Limited
44	Shreenagar Agritech Industries Limited
45	Siddhartha Bank Limited
46	Sipradi Trading Pvt. Ltd.
47	Source Code Pvt. Ltd.
48	SPG Automobiles Pvt. Ltd.
49	Sun Nepal Life Insurance Co. Ltd.
50	Techkraft Inc.
51	Tele Direct Pvt. Ltd.
52	Unilever Nepal Limited
53	United Ajod Insurance Ltd.
54	United Traders Syndicate Pvt. Ltd.
55	Wellness Nutracos Solutions Nepal Pvt. Ltd.

GALLERY



GALLERY



GALLERY



GALLERY



OUTCOMES



As part of the workshop, every participant received the Executive AI Playbook: From Hype to Strategy – AI for Decision Makers, an exclusive publication developed by Bosch India specifically for senior executives and business leaders. Serving as the workshop's official companion, the playbook consolidated the concepts, frameworks, and practical tools presented across all eight sessions, enabling participants to continue applying their learning well beyond the event. The playbook provides a structured roadmap for organizations seeking to move from AI experimentation to enterprise-wide adoption. It covers the fundamentals of artificial intelligence, leadership considerations, AI strategy development, governance and responsible AI, value identification, implementation frameworks, and practical business use cases. Designed as a hands-on executive resource rather than a technical manual, it equips decision-makers with actionable guidance for evaluating AI opportunities, prioritizing initiatives, managing organizational change, and leading AI transformation with confidence.

In addition to the playbook, all participants were awarded a Certificate of Participation in recognition of their successful completion of the AI for Decision Makers – Executive Workshop for Leaders. The certificate acknowledged their active engagement in the full-day executive learning program jointly organized by the Nepal-India Chamber of Commerce & Industry (NICCI) and the European Economic Chamber (EEC Nepal), in association with Bosch India. It serves as a formal recognition of their commitment to strengthening leadership capabilities in the rapidly evolving field of artificial intelligence and digital transformation.

CONCLUSION

The successful staging of AI for Decision Makers stands as a significant institutional achievement for NICCI and EEC-Nepal, working in close partnership with Bosch as Technology and Knowledge Partner. Bringing together 150 participants across 56 organizations for a full day of structured, applied learning required careful coordination between the two chambers and Bosch's enterprise-AI team, and the programme that resulted, opening with an inaugural address from Bosch Group's President in India and closing remarks from the ambassadors of Germany and the European Union, reflected the strength of that partnership at every stage. Dr. Caleb Munigety's delivery of the entire eight-session curriculum, from opportunity mapping through to signed action commitments, gave Bosch's contribution real substance beyond sponsorship, positioning the company as a genuine knowledge partner rather than a nominal one.

The quality of the worksheets and frameworks used across the day, the CRISP query method, the TRUST governance model, the DARE readiness scorecard, and the AI Strategy Canvas, demonstrates the caliber of content NICCI and EEC-Nepal were able to secure for their membership through this collaboration. Participants left with organization-specific opportunity assessments, ROI models, governance checklists, and twelve-month roadmaps built during the sessions themselves, a level of practical output that few single-day executive programmes achieve. This is a direct credit to the joint planning between NICCI's programme team and EEC-Nepal, and to Bosch's willingness to bring senior technical leadership, in Dr. Munigety and in the closing fireside chat's engagement with Prof. Dr. Sudan Jha, into direct dialogue with the Nepali business community.

Looking forward, the programme sets a strong precedent for continued cooperation between NICCI, EEC-Nepal, and Bosch on future capacity-building initiatives. The accountability structure built into the closing session, with each participant committing to specific actions across the following ninety days, gives both chambers a natural basis for follow-up engagement with the organizations represented, and a concrete measure of the workshop's downstream impact. The event affirms the value of the NICCI-EEC partnership model, and Bosch's role within it, as a template worth replicating for future joint programming.



INSURANCE PARTNERS



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