

AZRAN OSMAN-RANI



Renowned Asian Innovator
Former CEO of Air Asia X
Founding CEO of Naluri

Azran Osman-Rani is one of the leading business innovators in Asia. He is an entrepreneur and business builder who has shaped ventures across aviation, digital media and health technology in Southeast Asia.

He first gained international recognition in 2007 when, at the age of 36, he was appointed founding CEO of AirAsia X, the world's first low-cost long-haul airline. From concept to launch, he led the development of the business model, secured regulatory approvals, raised capital and built the start-up team. The airline's inaugural flight took off in November 2007. In 2013, AirAsia X became a publicly listed company, the first long-haul low-cost carrier globally to do so. After leaving AirAsia X in 2015, Azran joined the iflix Group as Group COO and CEO of iflix Malaysia. iflix grew into one of Asia's leading subscription video-on-demand platforms, operating across multiple emerging markets. In 2017, Azran co-founded Naluri, where he serves as CEO. Naluri is a digital health technology company focused on preventing and managing chronic disease risks through behavioural science, psychological coaching and data-driven digital tools. With Naluri, Azran applies entrepreneurial discipline to a pressing societal challenge: making preventive healthcare more accessible and cost-effective.

Azran holds a Bachelor's degree in Electrical Engineering and a Master's degree in Management Science and Engineering from Stanford University. He is also a Fellow of CPA Australia. Earlier in his career, he worked as a management consultant with McKinsey & Company and Booz Allen & Hamilton, advising organisations on strategy and transformation.

His personal journey has also shaped his perspective on leadership and resilience. A long-time Ironman triathlete, Azran suffered a severe cycling accident in 2018 that resulted in multiple traumatic brain, spinal and musculoskeletal injuries. The recovery process required both physical rehabilitation and significant mental resilience. Within six months, he returned to Ironman competition. The experience deepened his understanding of performance under pressure, recovery from setbacks and the disciplined rebuilding of capability.

As a speaker, Azran draws on first-hand experience in building businesses from the ground up, leading under regulatory and capital constraints, and scaling across diverse markets. He speaks about navigating uncertainty, making high-stakes decisions and embedding entrepreneurial thinking within established organisations.

Topics (Selection):

- Disruptive Innovation and Challenging The Status Quo
- Building Brands in Emerging Markets
- Shaping an Innovative Organisational Culture and Attacker's Mindset
- Developing Leaders and Scaling Businesses