

## **1. BACKGROUND OF INSKEN**

Institut Keusahawanan Negara Berhad (INSKEN) is an agency under the purview of Ministry of Entrepreneur Development & Cooperatives (KUSKOP) that offers entrepreneurship development initiatives through its training and coaching programmes.

In line with INSKEN's tagline; "Membangun Usahawan MADANI", INSKEN ensures all programmes conducted are based on industry needs. Programme are executed through smart collaboration with industry practitioners, professionals and government agencies in order to strengthen the national entrepreneurship ecosystem.

### **Vision**

Realizing the National Entrepreneurship aspiration through capacity development of entrepreneurs with outcomes.

### **Mission**

- i) Strengthening the entrepreneurial development ecosystem by measuring outcomes;
- ii) Enhancing entrepreneur's ability to be resilient, competitive and global;
- iii) Encouraging collaborations between Ministries, Agencies and Industries;
- iv) Preparing entrepreneurs to be catalysts and leading in trends and market.

For 2026, INSKEN will focus on priority sectors under RMK-13, namely as per below:

- High-Growth High-Value (HGHV),
- Orange Economy,
- Green Economy,
- Blue Economy,
- Technical and Vocational Education and Training (TVET), and
- The Third Sector.

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## **2. SCOPE OF WORK - PROGRAM LATIHAN DAN BIMBINGAN PERSEORANGAN BUMIPUTERA INSKEN (BANGKIT)**

INSKEN is soliciting proposals from qualified industry practitioner(s) to deliver **industry specific workshops** and/or **coaching sessions** for entrepreneurs of micro, small and medium businesses, with the objective to develop viable and sustainable businesses.

This programme is developed based on the findings of the INSKEN Roundtable on Strengthening Malaysia's Family Business Ecosystem (2025), which identified governance, succession planning, founder dependency, organisational professionalisation, leadership transition, intergenerational communication and business sustainability as the key capability gaps among Bumiputera family businesses. The programme serves as INSKEN's intervention to address these gaps through structured workshops, experiential learning and business coaching.

Summary of INSKEN BANGKIT PROGRAMME is as follows:

|                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <b>OBJECTIVE</b> | <ul style="list-style-type: none"><li>• To strengthen founder and successor alignment through effective communication and leadership transition.</li><li>• To reduce founder dependency through structured delegation and organisational development.</li><li>• To support the professionalisation of family businesses through SOPs, governance and business systems.</li><li>• To strengthen business resilience and long-term sustainability across generations.</li></ul> |
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| <b>OUTCOME</b> | <p><b><u>ENTREPRENEURS KPI:</u></b></p> <p>At the end of this programme, entrepreneurs need to achieve a certain KPI (depending on their business target), minimum of 3 KPI Eg:</p> <ul style="list-style-type: none"> <li>• Every participant shall develop and implement, where applicable:                         <ul style="list-style-type: none"> <li>✓ Family Business Succession Plan</li> <li>✓ Family Governance Framework</li> <li>✓ Organisation Structure</li> <li>✓ Founder &amp; Successor Roles Matrix</li> <li>✓ Priority SOP Improvement Plan</li> </ul> </li> <li>• Increase business status from micro to small enterprise.</li> <li>• Create new employment opportunities with minimum wage payment.</li> <li>• Completed coaching activities in the programme.</li> <li>• Completion of Industry Workshop and/or Coaching Sessions as per schedule set out.</li> <li>• To submit progress report on time via INSKEN Mobile Apps (INSKEN IPRO).</li> <li>• Business registered in Google Business.</li> </ul> |
|                | <p><b><u>INDUSTRY COACH RESPONSIBILITY:</u></b></p> <ul style="list-style-type: none"> <li>• To ensure entrepreneurs (participants) develop and implement a Family Business Succession Plan with a clear founder and successor transition roadmap.</li> <li>• To ensure entrepreneurs (participants) establish a Family Business Governance Framework, including clear roles and responsibilities, organisational structure, and family business policies.</li> <li>• To ensure 30% of entrepreneurs (participants) will be able to increase the scale of their businesses from micro to small.</li> <li>• To ensure 30% of entrepreneurs (participants) will be able to create new employment opportunities with minimum wage payment.</li> </ul>                                                                                                                                                                                                                                                                                  |

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|                               | <ul style="list-style-type: none"> <li>• To ensure that entrepreneurs can increase their sales and improve business operation.</li> <li>• To ensure the entrepreneurs (participants) will be able achieve target/ KPI's and give a full commitment in this programme.</li> <li>• Completed Industry Coach Workshop and Coaching Session according to the schedule.</li> <li>• Submit report (progress) on time.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>PARTICIPANTS</b>           | <p><b><u>Scale-up entrepreneurs</u></b></p> <ul style="list-style-type: none"> <li>• Entrepreneurs who have a registered business and have been operating for at least two (2) years.</li> <li>• Entrepreneurs aged 18–55 years old.</li> <li>• The Founder is actively managing the business and has identified or intends to identify a successor (preferred).</li> <li>• The Successor (next generation/family member) is encouraged to participate in the programme together with the Founder.</li> <li>• Entrepreneurs who are committed to participating in all programme activities, including workshops and coaching sessions.</li> <li>• Entrepreneurs who are willing to develop a structured Family Business Succession Plan and strengthen business governance.</li> <li>• Priority will be given to Sdn. Bhd. companies and family businesses with strong potential for business growth and sustainability.</li> <li>• Other criteria are subject to INSKEN's guidelines.</li> </ul> |
| <b>NUMBER OF PARTICIPANTS</b> | Maximum 30 entrepreneurs per group (same industry)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>PROGRAMME MODE</b>         | Physical & Online                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>DURATION</b>               | 3 months for Program Latihan Dan Bimbingan Perseorangan Bumiputera INSKEN (BANGKIT)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

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| <b>PROGRAMME COMPONENTS</b>    | <b>BANGKIT (all industry)</b><br><b>Component 1 : Industry Coach / Diagnostic Workshop</b><br><b>Component 2 : Experiential Learning</b><br><b>Component 3 : Business Coaching (3x)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>INDUSTRY COACH CRITERIA</b> | <ul style="list-style-type: none"> <li>• Managing or has managed a family business or business with a structured organisation.</li> <li>• Minimum 5 years of business experience and currently active in business.</li> <li>• Good business track record (maintain revenue and profitability for at least 3 consecutive years, including the current year).</li> <li>• Demonstrated experience in managing, advising, mentoring or transforming family businesses, particularly in governance, succession planning or organisational development.</li> <li>• Willing to mentor, coach, and guide entrepreneurs throughout the programme.</li> <li>• Good communication, facilitation, and coaching skills.</li> <li>• Disciplined, highly committed, and able to work collaboratively with INSKEN and programme stakeholders.</li> <li>• Free from any legal actions.</li> <li>• Must not openly be involved in any political activities.</li> <li>• Experience in mentoring or coaching entrepreneurs is preferred.</li> <li>• Good networking with relevant ministries, agencies, or entrepreneurship organisations will be an added advantage.</li> <li>• Recognition or awards related to business or entrepreneurship will be an added advantage.</li> </ul> <p><b>*Please provide the attachment for reference (if any)</b></p> |
| <b>NOTES</b>                   | INSKEN have the rights to change (if any) the programme content to ensure the success of the programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

### 3. BANGKIT (ALL INDUSTRY) FRAMEWORK



We would welcome the potential coaches from the following details:

| Code                   | Details         |
|------------------------|-----------------|
| <b>FAMILY BUSINESS</b> |                 |
| FMB01                  | Family Business |

For the purposes of this RFP, “**coaching**” is defined as ‘a process through which entrepreneurs are helped to measurably improve their business performance and personal capability in scaling up the business’.

Industry practitioner (s) may propose:

- i) To deliver coaching sessions for the entrepreneurs
- ii) To conduct Specific Industry Workshop

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <b>COACHING REQUIREMENT</b> | <ul style="list-style-type: none"> <li>Industry Coach is required to conduct three (3) face-to-face coaching sessions for thirty (30) entrepreneurs within three (3) months.</li> <li>Each coaching session shall involve both the Founder and the identified Successor, either through separate one (1) hour sessions or a combined two (2) hour session, to facilitate effective succession planning and business transition.</li> <li>Coaching shall be based on the entrepreneur's gap analysis, focusing on family business governance, succession planning, leadership transition, and business sustainability, using a actual, action-oriented, and problem-solving approach.</li> </ul> |
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|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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|                                            | The coaching intervention shall directly address the capability gaps identified during the programme diagnostic and the key findings of the INSKEN Family Business Roundtable, particularly in governance, succession planning, organisational professionalisation, founder-successor alignment and business sustainability.                                                                                                                                                                                                                             |
| <b>INDUSTRY COACH WORKSHOP REQUIREMENT</b> | <ul style="list-style-type: none"><li>• Industry coach need to deliver 3 days workshop covering specific module which is relevant (eg):<ul style="list-style-type: none"><li>✓ Family Business Lifecycle</li><li>✓ Governance &amp; Organisational Structure</li><li>✓ Founder &amp; Successor Roles</li><li>✓ Succession Planning</li><li>✓ Leadership Transition</li><li>✓ Family Communication &amp; Conflict Management</li><li>✓ SOP &amp; Business Professionalisation</li><li>✓ Business Sustainability &amp; Growth Strategy</li></ul></li></ul> |
| <b>EXPERIENTIAL LEARNING</b>               | <ul style="list-style-type: none"><li>• Industry coach needs to facilitate INSKEN to arrange for a an experiential learning session either at Industry Coach own premise or any other recommended premise that is relevant to the sector.</li></ul>                                                                                                                                                                                                                                                                                                      |

#### **4. COPYRIGHT OF PRODUCTS AND/OR DELIVERABLES**

Industry practitioner(s) shall acknowledge and agree that any products and/or deliverables created for the purpose of this RFP shall be considered as a “work made for hire” and all rights to the said products and/or deliverables shall belong exclusively to INSKEN. Industry practitioner(s) shall be prohibited from disseminating products and/or deliverables developed and funded under this programme to other parties without prior written consent from INSKEN.

## **5. KEY DATES & DETAILS**

The RFP process will be conducted as per the schedule below:

| NO | ACTIVITY                                       | DATES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Issuance of RFP document                       | June 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2  | Closing date for RFP submission of proposal(s) | 9 July 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 3  | Method to Submit Proposal                      | <p>Proposals must be submitted in soft copy and clearly indicate the proposal header.</p> <p>Training providers are required to refer to the “Sample of Proposal”, which can be downloaded from the following link: <a href="http://www.insken.gov.my/rfp">www.insken.gov.my/rfp</a></p> <p>The proposal (in PDF format) is ONLY to be submitted to <a href="mailto:rfp@insken.gov.my">rfp@insken.gov.my</a>.</p> <p>Proposals submitted in any manner other than as detailed in this paragraph, or are submitted after the deadline shall be deemed to be invalid and may be excluded from consideration.</p> |
| 4  | Selection of Service Provider(s)               | 3 July 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 5  | Proposal Pitching                              | 14 July 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 6  | Appointment of Service Provider(s)             | 15 July 2026 onwards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 7  | Expected Training Work Commences               | 20 July 2026 onwards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

\*Dates are subject to change from time to time

The proposed key dates and details are for the first RFP session for BANGKIT industry coaches. Subsequent RFP sessions will be conducted as and when required throughout the year 2026. Should the industry player (s) did not receive any response from INSKEN within three (3) months from the submission date, the application is considered to be unsuccessful. INSKEN

reserve to hold the industry player (s) submitted proposal for reference purposes.

## **6. CONTENT OF THE PROPOSALS**

All proposals must include the following information:

|               |                                                                                                                                                                   |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Part A</b> | Company profile & credentials, and content developers, industry player (s) & coaches' profile including team's profile.<br>(Please limit maximum <b>2 pages</b> ) |
| <b>Part B</b> | i. Coaching Sessions – Proposed coaching approach.<br>ii. Industry Specific Workshop – Proposed relevant modules.<br>(Please limit maximum <b>6 pages</b> )       |
| <b>Part C</b> | Costing breakdown by components covering coaching fees, workshop, programme evaluation.<br>(Please limit maximum <b>1 page per workshop</b> )                     |

**Total Maximum page for RFP: 9 pages ONLY**

Note: Industries players are requested to refer to “Sample of Proposal” to be submitted to INSKEN.

The “Sample of Proposal” can be downloaded at the following link, [www.insken.gov.my/rfp](http://www.insken.gov.my/rfp). Please submit your proposal via online submission using the provided template and email to [rfp@insken.gov.my](mailto:rfp@insken.gov.my) with the header as follows:

- RFP2026/CD/Family Business

## **7. REVIEW AND SELECTION**

The selection panel will review the proposals based on the following criteria:

| <b>No.</b>   | <b>Criteria</b>                                                                                                                                                                                                                                            | <b>Percentage</b> |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>1</b>     | <b>Organisational information</b><br>Experience of the industry player (s), and company profile – turnover of the company, manpower and its success stories, recognition (testimony).                                                                      | <b>20%</b>        |
| <b>2</b>     | <b>Programme Content: Industry Workshop, Experiential Learning and Coaching Sessions</b><br>Detailed information on modules for Industry Workshop (3 days) and coaching approaches/ methodologies, implementation plans and outcome-based KPI.             | <b>60%</b>        |
| <b>3</b>     | <b>Budget</b><br>Detailed costing and other information to support the proposed programmes (All matters pertaining to the logistic such as accommodations for trainer & assistant (twin sharing), flight ticket/ transportation, will be borne by INSKEN). | <b>20%</b>        |
| <b>TOTAL</b> |                                                                                                                                                                                                                                                            | <b>100%</b>       |

Only shortlisted provider(s) will be contacted and may be required to present their proposals to the selection panel.

## **7. ADMINISTRATIVE MATTERS**

Industry players interested in participating in the Request for proposal (RFP) process **must attend the briefing session as per scheduled in the timeline in Section 5 OR other dates that will be informed by INSKEN.**

In order to register and receive the invitation to the briefing session, please email [rfp@insken.gov.my](mailto:rfp@insken.gov.my) before **1.00 pm**, on the deadline to

**register for RFP briefing (refer to Timeline in Section 5). Please state your name, company, phone number and mention your interest to attend the briefing session. Invitation or Links to the Zoom / Google Meet session will be given only to registered industry players.**

**INSKEN will not entertain inquiries via email or phone calls. All questions will be answered during the briefing sessions only.**

**INSKEN reserves the right to accept or reject any or all proposals received, to negotiate with any qualified proposer, or to cancel in part or in its entirety this RFP process if it is in its best interest to do so without giving any reason whatsoever. This RFP does not commit INSKEN to award funding or pay any cost incurred in the preparation of the proposals.**

**END OF DOCUMENT**