



INSTITUT SUKAN NEGARA

Request for Proposal

APPOINTMENT OF A JOINT VENTURE PARTNER FOR THE DEVELOPMENT, COMMERCIALISATION, OPERATION AND MANAGEMENT OF AN ISN EDUCATION PLATFORM AND EDUCATIONAL PRODUCTS

1. Introduction

Institut Sukan Negara (ISN) invites qualified companies, consortiums, higher education institutions, technology firms and strategic investors to submit proposals for the establishment of a Joint Venture (JV) to develop, commercialise, operate and continuously enhance an integrated digital education platform and related educational products under the ISN brand.

The selected partner will collaborate with ISN to transform its scientific, medical, coaching, research and sports performance expertise into commercially viable educational offerings for domestic and international markets.

2. Objectives

The objectives of this RFP are to:

- Develop a sustainable education business ecosystem under the ISN brand.
- Commercialise ISN intellectual property, expertise and educational content.
- Generate sustainable non-government revenue for ISN.
- Expand access to sports science and sports medicine education.
- Position ISN as a regional professional education and knowledge hub.

3. Scope of Work

The successful partner shall be responsible for:

a) Digital Platform

- Design, develop and maintain the education platform.
- Learning Management System (LMS)
- Mobile application
- Payment gateway
- Student management
- Digital certification
- AI-enabled learning features (where applicable)
- Cybersecurity and data protection

b) Educational Products

Development and commercialisation of:

- Online courses
- Professional certification programmes
- Executive education
- Micro-credentials
- Digital learning modules
- CPD programmes
- Educational publications
- Assessment tools
- Training kits
- Licensing of education products
- Corporate learning solutions

c) Commercialisation

The partner shall:

- Develop branding strategy
- Marketing strategy
- Sales strategy
- Regional expansion strategy
- International commercialisation plan
- Business development initiatives
- Strategic partnerships

4. Responsibilities of the JV Partner

The proposer shall provide:

a) Business Plan

Comprehensive business proposal including:

- Business model
- Market analysis
- Target market
- Competitor analysis
- Revenue model
- Pricing strategy
- Marketing strategy
- Operational model
- Growth roadmap
- Five-year financial projection

b) CAPEX Proposal

The proposer shall finance and specify all required Capital Expenditure including but not limited to:

- Platform development
- Software licensing
- Hardware
- Servers/cloud infrastructure
- Studio facilities
- Content production equipment
- AI solutions
- Digital infrastructure
- Branding development
- Initial technology investment

c) OPEX Proposal

The proposer shall undertake operational expenditure including:

- Platform maintenance
- Staff salaries
- Marketing
- Customer support
- System maintenance
- Cloud subscription
- Software renewal
- Business development
- Sales operations
- Administrative expenses

d) Financial Proposal

The proposer shall submit:

- Revenue projections
- Profit projections
- Cash flow forecast
- Break-even analysis
- Investment return
- Payback period

The proposal shall clearly specify **Profit Sharing Model**, Including:

- Percentage of Net Profit payable to ISN
- Profit distribution mechanism
- Timing of distribution
- Financial reporting process
- Independent audit arrangements

Proposers may recommend innovative revenue-sharing models including:

- Fixed annual concession fee
- Minimum Guaranteed Return (MGR)
- Profit sharing
- Revenue sharing
- Hybrid model

5. ISN Contribution

ISN may contribute, subject to approval:

- Brand and reputation
- Educational expertise
- Subject matter experts
- Existing intellectual property
- Training facilities (where approved)
- Access to selected educational materials
- Strategic guidance
- Regulatory support

6. Intellectual Property

The proposal shall clearly specify:

- Ownership of newly created IP
- Licensing arrangements
- Rights over jointly developed content
- Commercialisation rights
- International licensing
- Revenue from IP exploitation

Preference will be given to proposals where ISN retains ownership or joint ownership of strategic intellectual property.

7. Proposal Submission Requirements

The proposal shall contain:

1. Company Profile
2. Company Registration Documents
3. Audited Financial Statements (3 years)
4. Relevant Experience
5. Key Personnel
6. Business Plan
7. Technical Proposal
8. CAPEX Proposal
9. OPEX Proposal
10. Financial Proposal
11. Profit Sharing Proposal
12. Risk Management Plan
13. Project Timeline
14. Legal Structure of JV
15. Declaration of Non-Conflict of Interest

8. Evaluation Criteria

Criteria	Weight (%)
Company Experience	15
Technical Capability	20
Business & Commercialisation Plan	20
Financial Strength	10
CAPEX & OPEX Commitment	10
Profit Sharing Proposal to ISN	15
Innovation & Value Creation	5
Risk Management & Governance	5
Total	100

9. Indicative Project Timeline

Activity	Timeline
RFP Publication	1/7/2026
Proposal Submission	15/7/2026
Evaluation	16-17 /7/2026
Presentation by Shortlisted Bidders	24/7/2026
Negotiation	28 -31 /7/2026
Appointment of JV Partner	3 – 7 /8/2026

10. General Conditions

- ISN reserves the right to accept or reject any proposal without assigning reasons.
- Submission of a proposal does not constitute acceptance by ISN.
- ISN may negotiate with one or more shortlisted proponents.
- All proposal costs shall be borne by the proposer.
- The successful proposer shall enter into a Joint Venture Agreement and any other agreements required by ISN prior to project commencement.
- Any commercial arrangement shall be subject to approval by the relevant ISN governance bodies.

This RFP framework allows ISN to assess not only technical capability but also the commercial viability of proposals, ensuring that the selected partner commits the required **CAPEX and OPEX**, presents a robust business model, and offers a competitive **profit-sharing arrangement** that maximises long-term revenue generation for ISN.

11. Submission Deadline

15 July 2026 (Monday)
12.00 pm

Submission Address

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