



ROOFTOP INCORPORATED



Faculty	: Faculty of Information Science
Group	: CDIM3ST2
Course	: Principles of Entrepreneurship
Course Code	: ENT530
Semester	: Semester 3
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Submission Date: Week 14

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ACKNOWLEDGEMENT

First of all, we would like to extend our heartfelt appreciation to our lecturer, **Dr. Raslan bin Nordin**, for his continuous guidance, support, and valuable feedback throughout the completion of this project. His dedication and encouragement have greatly helped us improve our understanding and produce a better quality assignment.

Special thanks are also extended to all group members, **Ain'Nur Yasmeeen binti Ahmad Shazili, Hazirah binti Maksah, Irina Mastra binti Mohamad Razif, Nur Qystina Natasya binti Suzali, Nurhidayah binti Muhammad Adzim @ Ajiun, and Tunku Nur Abyana Firzanah binti Tunku Mohd Arif**, for their commitment, cooperation, and teamwork. Each member contributed their time, effort, and ideas to ensure the successful completion of this assignment.

Lastly, we would like to thank everyone who directly or indirectly supported us throughout this project. Your assistance and encouragement have been truly meaningful.

1.0 EXECUTIVE SUMMARY

Rooftop Inc. is a proposed insurance company established to provide reliable, customer-focused insurance solutions to individuals and small-to-medium enterprises. The company is designed to operate in a competitive insurance market by offering comprehensive coverage, efficient service delivery, and transparent business practices. Rooftop Inc. aims to position itself as a trusted insurer that prioritizes financial protection, risk management, and long-term customer relationships.

The mission of Rooftop Inc. is to protect customers against financial uncertainty by delivering accessible, affordable, and dependable insurance products. The company is committed to operating with integrity, professionalism, and accountability while ensuring that policyholders receive consistent support throughout their insurance journey. Rooftop Inc. envisions becoming a reputable insurance provider known for reliability, innovation, and customer care.

Rooftop Inc. offers a range of insurance products designed to meet the needs of modern consumers and businesses. These products include property insurance, motor vehicle insurance, health insurance, and insurance solutions tailored for small and medium-sized enterprises. Each product is developed through careful risk assessment and market analysis to ensure adequate coverage and fair pricing. The company emphasizes flexibility in policy design, allowing customers to select coverage options that align with their specific risk profiles and financial capabilities.

The company's competitive advantage lies in its customer-centric approach and efficient use of digital technology. Rooftop Inc. integrates digital platforms to streamline policy management, claims processing, and customer communication, resulting in faster service and reduced operational costs. At the same time, the company maintains a strong human element in customer service, ensuring that policyholders have access to knowledgeable professionals when guidance is needed. This balance between technology and personalized service differentiates Rooftop Inc. from traditional insurers.

From a financial perspective, Rooftop Inc. projects steady growth during its initial years of operation. Revenue is expected to be generated primarily through premium collections across its core insurance products. The company anticipates gradual increases in market share as

brand awareness grows and customer retention improves. Prudent cost management, conservative underwriting practices, and reinsurance arrangements are expected to support financial stability and profitability. Rooftop Inc. aims to achieve break-even within its early operational phase while maintaining sufficient capital reserves to meet regulatory and solvency requirements.

The management team of Rooftop Inc. comprises individuals with backgrounds in insurance, finance, risk management, and business operations. The team is responsible for strategic planning, regulatory compliance, financial oversight, and service quality management. Strong leadership and clear governance structures enable the company to make informed decisions, manage risks effectively, and respond to market changes. The management team places strong emphasis on ethical conduct, transparency, and continuous improvement.

To support its establishment and early growth, Rooftop Inc. requires initial financing to cover regulatory licensing, operational setup, technology infrastructure, staffing, and marketing activities. Funding will be allocated strategically to ensure efficient operations and sustainable growth. Investors can expect returns through long-term profitability driven by recurring premium income, controlled risk exposure, and gradual market expansion. Rooftop Inc. is committed to balancing investor returns with financial prudence and policyholder protection.

In conclusion, Rooftop Inc. is positioned as a dependable and customer-oriented insurance company with a clear strategic direction. Through diversified insurance offerings, a strong management team, efficient operations, and responsible financial planning, the company aims to build a sustainable presence in the insurance industry. Rooftop Inc. seeks to deliver value to customers, investors, and stakeholders by providing protection, stability, and trust in an increasingly uncertain environment.

2.0 COMPANY PROFILE

2.1 Company Name, Logo, and Vision



Rooftop Inc. is an insurance company established with the purpose of providing dependable financial protection and peace of mind to individuals and businesses. The name “Rooftop” symbolizes security, shelter, and protection, thus reflecting the company’s commitment to standing as a protective layer over the assets, health, and livelihoods of its customers. Just as a rooftop shields a structure from unforeseen elements, Rooftop Inc. aims to safeguard its policyholders against unexpected risks and financial losses.

The company’s logo is designed to represent stability, trust, and resilience. It incorporates a stylized rooftop structure that signifies protection and reliability, paired with clean, professional typography to convey transparency and professionalism. The visual identity of Rooftop Inc. aligns with its brand promise of being a dependable and approachable insurance provider.

Rooftop Inc.’s vision is to become a trusted insurance partner known for integrity, innovation, and customer care. The company aspires to build long-term relationships with its policyholders by offering insurance solutions that are not only comprehensive but also easy to understand and accessible. By focusing on service quality and responsible growth, Rooftop Inc. envisions a future where customers feel confident and supported throughout every stage of their lives.

2.2 Company History and Progress to Date

Rooftop Inc. was founded in response to the growing need for insurance services that balance financial protection with genuine customer support. The company's founders recognized that many individuals and small businesses view insurance as complex and impersonal, often engaging with insurers only during times of loss or uncertainty. Rooftop Inc. was therefore established to address this gap by creating a more customer-focused and transparent insurance experience.

In its early development stage, Rooftop Inc. conducted extensive market research to understand customer expectations, industry trends, and regulatory requirements. This research informed the design of the company's initial product offerings, operational structure, and service delivery model. Emphasis was placed on developing insurance products that are relevant to modern risks while remaining affordable and flexible.

To date, Rooftop Inc. has made significant progress in establishing its operational foundation. The company has developed core insurance products, implemented digital systems for policy administration and claims processing, and built internal procedures to support underwriting, risk management, and customer service. Strategic planning has focused on building a strong organizational structure that supports efficiency, compliance, and scalability.

Rooftop Inc. has also invested in branding and customer engagement strategies to create awareness and credibility within the market. Early-stage marketing initiatives emphasize clarity, trust, and education, helping potential customers better understand the value of insurance coverage. These efforts reflect the company's commitment to long-term growth rather than short-term gains.

2.3 Legal Structure

Rooftop Inc. is registered as a private limited company, operating in accordance with applicable insurance laws and regulatory frameworks. This legal structure provides a clear governance framework, limits shareholder liability, and supports long-term

financial sustainability. As a regulated entity, Rooftop Inc. is required to meet licensing, capital adequacy, and solvency requirements set by relevant authorities.

The company's legal structure allows it to engage in insurance underwriting, premium collection, claims settlement, and investment activities within approved guidelines. Rooftop Inc. places strong emphasis on regulatory compliance, recognizing that adherence to legal standards is essential for maintaining customer trust and operational credibility.

Corporate governance within Rooftop Inc. is guided by principles of transparency, accountability, and ethical conduct. Clear reporting lines and decision-making processes are established to ensure effective oversight and risk control. This governance framework supports responsible business practices and aligns the company's operations with the interests of policyholders, investors, and regulators.

2.4 Key Partnerships

Strategic partnerships play an important role in Rooftop Inc.'s operational effectiveness and service delivery. The company collaborates with reinsurance providers to manage risk exposure and ensure financial stability in the event of large or catastrophic claims. These reinsurance arrangements enable Rooftop Inc. to confidently underwrite policies while protecting its capital position.

Rooftop Inc. also partners with technology service providers to support its digital infrastructure. These partnerships allow the company to offer efficient online services, including policy management, claims submission, and customer communication. By leveraging external expertise, Rooftop Inc. enhances operational efficiency while maintaining a strong focus on data security and system reliability.

In addition, the company works with professional service providers such as legal advisors, auditors, and actuaries. These partnerships ensure compliance with regulatory requirements, support accurate risk assessment, and strengthen financial reporting practices. Through collaborative relationships, Rooftop Inc. enhances its operational capabilities while maintaining high professional standards.

2.5 Management Team

The management team of Rooftop Inc. is composed of individuals with diverse experience in insurance, finance, risk management, and business administration. This combination of expertise enables the company to operate effectively in a complex and highly regulated industry. The leadership team is responsible for setting strategic direction, overseeing daily operations, and ensuring that the company remains aligned with its mission and values.

Senior management plays a key role in fostering a culture of integrity, professionalism, and customer focus. Decision-making is guided by careful analysis, ethical considerations, and long-term sustainability rather than short-term profit. This leadership approach supports consistent service quality and responsible growth.

The management team also places strong emphasis on employee development and organizational culture. Rooftop Inc. recognizes that motivated and well-trained employees are essential to delivering high-quality insurance services. As such, the company encourages continuous learning, collaboration, and open communication across departments.

2.6 Organizational Culture and Values

Rooftop Inc.'s organizational culture is built around the values of trust, empathy, and accountability. The company understands that insurance is fundamentally about people, which is protecting their health, property, and financial security. This understanding shapes how employees interact with customers, partners, and one another.

Employees are encouraged to approach their roles with empathy, particularly when handling claims or customer concerns. Rooftop Inc. believes that compassionate service strengthens customer relationships and enhances the company's reputation. At the same time, accountability ensures that commitments are honored and standards are upheld.

Integrity and transparency are embedded in everyday operations. Clear communication, honest policy terms, and fair claims handling are prioritized to ensure customers feel respected and informed. These values guide Rooftop Inc.'s actions and contribute to a positive organizational identity.

2.7 Future Direction

Looking ahead, Rooftop Inc. aims to strengthen its position within the insurance market by expanding its product offerings and customer base. The company plans to introduce additional coverage options that respond to emerging risks and changing customer needs. Growth strategies are guided by careful planning and risk assessment to ensure sustainability.

Innovation remains a key focus, particularly in enhancing digital capabilities and service efficiency. Rooftop Inc. intends to continue investing in technology that improves customer experience while maintaining a strong human presence in service delivery.

Ultimately, Rooftop Inc.'s future direction is shaped by its commitment to being a reliable and responsible insurance provider. By balancing growth with stability and innovation with care, the company seeks to deliver lasting value to policyholders, partners, and stakeholders.

3.0 INDUSTRY ANALYSIS

According to Kagan (2024), insurance is purchased to provide financial protection or reimbursement against losses resulting from accidents, injury or property damage. An insurance company pools clients’ risks to make payments more affordable for the insured. Insurance works as a financial mechanism designed to provide protection against potential risks and unforeseen losses that individuals or organizations might face. So, it is clear that insurance agencies are essential for mitigating these losses and are highly regulated to ensure solvency, consumer protection and financial stability.

3.1 Industry Size and Growth Potential

In Malaysia, the industry’s resilience has been evident in recent years, as Gross Written Premium (GWP) has grown in step with national economic indicators even amidst economic shifts (PIAM, 2025). According to PIAM (2025), Malaysia’s economy and General Insurance (GI) industry’s continued resilience in 2023 and 2024 demonstrated positive year-on-year growth in Gross Domestic Product (GDP) and GWP. As the figure below shows, the GWP growth in 2024 eased slightly to 6.9% with GDP rising to 5.1% while the overall economy experienced stronger growth. Even though the growth rate is narrow compared to the previous year, the general insurance sector maintained its momentum with GWP growth once again outpacing economic growth (PIAM, 2025).

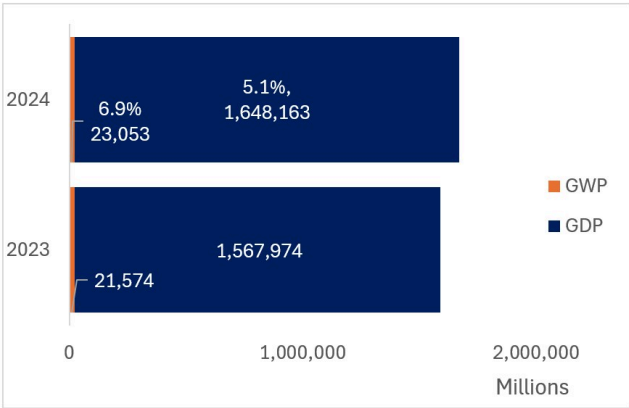


Figure 1: GDP and GWP Statistics (Source: GDP - Malaysia’s National Statistics Organisation, as of Feb. 2025; GWP - ISM Circular Distribution System, as of Q4 2024)

3.2 Industry Trends

The insurance industry is currently undergoing significant transformation, influenced by economic uncertainty, technological advancement, regulatory developments and changing consumer expectations. According to OECD (2025) in the report “Global Insurance Market Trends 2025”, insurers worldwide are operating in an environment marked by heightened risk exposure, evolving customer behaviour and increased pressure on operational efficiency.

From an economic perspective, inflationary pressures and rising claim costs have affected underwriting profitability across many insurance markets (OECD, 2025). Increased costs related to vehicle repairs, medical services and property reconstruction have pushed insurers to adopt more prudent pricing strategies and tighter risk assessment. As a result, insurers are increasingly focusing on sustainable premium pricing and risk-based underwriting to maintain long-term financial stability rather than pursuing aggressive short-term growth.

From a social perspective, there is a growing demand for transparency and fairness in insurance products. According to OECD (2025), policyholders are more informed and expect clear policy terms, faster claims settlements and consistent communications. Trust has become a decisive factor in customer retention, particularly in general insurance segments such as motor, health and property insurance. Insurers that fail to address customer dissatisfaction risk higher lapse rates and reputational damage.

Another major trend that shaped the insurance industry is technological development. According to OECD (2025), digitalization has accelerated across the insurance industry, including underwriting, policy administration and claims management. Insurers are increasingly investing in digital platforms to improve efficiency, reduce administrative costs and enhance customer experience. Automation and data analytics are also being used to improve risk assessment and fraud detection. However, technology adoption into this industry must be balanced with adequate governance and data protection measures to ensure consumer trust (OECD, 2025).

From a regulatory perspective, the insurance industry remains highly regulated to protect consumers and maintain financial stability. Regulatory requirements related to licensing, capital adequacy and solvency not only ensure industry discipline but also raise entry barriers. According to OECD (2025), regulators are placing greater emphasis on capital adequacy, risk

governance and climate-related risk disclosure. These regulatory developments increase compliance costs but also enhance the long-term stability of the insurance sector by reducing systemic risk.

3.3 Key Success Factors in the Insurance Industry

Success in the insurance industry is increasingly determined by an insurer's ability to respond effectively to disruptive forces while maintaining operational resilience and customer trust. According to Elixirr (2024), traditional insurance models are being challenged by rapid changes in customer expectations, technology adoption and competitive pressure, making adaptability a critical success factor.

The first key success factor is achieving speed without compromising quality. Insurers are required to make faster and more accurate decisions in underwriting, claims processing and customer service. The adoption of automation, advanced analytics and data-driven decision-making enables insurers to improve operational efficiency while maintaining accuracy and service reliability. According to Elixirr (2024), insurers are integrating digital tools into claims handling because it can significantly improve productivity and reduce processing costs, leading to enhanced customer satisfaction and loyalty.

Next, delivering service excellence in a cost-effective way is essential in a price-sensitive market. Automation allows frontline employees to focus on high-value customer interactions rather than repetitive administrative tasks. By redesigning workflows and eliminating inefficiencies, insurers can reduce operating costs while improving service responsiveness. It was emphasized that insurers who successfully balance cost control with service quality are better positioned to remain competitive, particularly as customers increasingly compare insurers based on price and ease of interaction (Elixirr, 2024). Rooftop Inc. adopted this approach by combining efficient digital systems with personalized customer support which enables the company to offer competitive pricing insurance products while maintaining high service standards.

The third key success factor is navigating regulatory complexity. Insurers are required to comply with strict regulatory requirements related to solvency, data protection and vendor management. According to Elixirr (2024), the importance of embedding compliance into both internal operations and external partnerships to reduce legal and financial risks. Rooftop Inc.'s

strong emphasis on regulatory compliance, ethical conduct and transparent governance supports its credibility and operational stability as a regulated insurance provider.

Lastly, the important key success factor for insurers is the ability to adapt to change and respond to emerging risks, particularly climate-related risks. Climate change has led to higher claim frequencies and increased financial exposure across the insurance sector. Insurers must continuously update risk models and adopt innovative approaches to remain resilient (Elixirr, 2024). Rooftop Inc. addresses this success factor through prudent underwriting practices, conservative risk assessment and ongoing product development which positions the company to remain sustainable in an evolving risk environment.

3.4 Long-Term Prospects

Despite increased uncertainty, regulatory complexity and changing risk landscapes, the insurance industry's long-term prospects remain bright. Insurance is a critical financial service as consumers and organizations seek protection against economic volatility, health-care costs, climate hazards and operational interruptions. Ongoing expansion in asset ownership, business activity and risk awareness guarantees that demand for insurance products remains stable, suggesting that the sector is not a passing trend but a long-term requirement.

These market circumstances offer Rooftop Inc. a conducive setting for long-term expansion. Rooftop Inc. is a customer-focused insurer that is well-positioned to compete in this changing market by utilizing digital efficiency and careful risk management. The company's focus on transparency, legal compliance and adaptable insurance options is consistent with the industry's long-term trend toward accountable, technologically advanced and client-centric insurance services.

Insurers will continue to face challenges from external threats and competition, but companies that adjust strategically and uphold financial discipline should be able to withstand these challenges. Rooftop Inc. thinks it can build a solid market presence and attain steady premium growth over time by striking a balance between innovation and stability, as well as growth and risk management.

Overall, Rooftop Inc.'s business model and strategic objectives are supported by the insurance industry's long-term outlook. The industry offers Rooftop Inc. a strong basis for

long-term survival, profitability and favourable returns for stakeholders due to its consistent demand, possibility for recurring revenue and chances for product and service differentiation.

4.0 PRODUCT AND SERVICE DESCRIPTION

Rooftop Inc. provides a suite of insurance solutions designed to offer a protective “roof” over the assets, health, and livelihoods of individuals and Small-to-Medium Enterprises (SMEs). Our core philosophy combines flexible product design with a hybrid service delivery model. This approach addresses the industry-wide shift where 69% consumers now prefer online service, yet a significant portion still demands human interaction for complex decision-making (Binary Semantics, 2025).

4.1 Details of Product/Service

Rooftop Inc. operates across four primary business lines. Each product is developed using rigorous risk assessment data to ensure coverage is both adequate for the client and sustainable for the company.

Product Category	Description & Key Features
Core Products	<ul style="list-style-type: none"> ● Property Shield: An essential local requirement that guards residences and commercial buildings from theft, fire, and water. ● Motor Guard: Low-mileage "Pay-As-You-Drive" add-on for comprehensive vehicle insurance. ● SME Business Pack: A modular package for small businesses that includes public liability, fire, and group personal accident insurance. ● Health Protect: Hospital stays and procedures are covered by cashless admission cards.
Virtual Prototype (The Service)	<ul style="list-style-type: none"> ● The Rooftop App: Customers primarily interact with our service through a mobile application. Important characteristics include: ● Instant Quote Generator: By providing basic details (such as the

Interface)	<p>type of their car or the value of their house), consumers may get a quote in less than 60 seconds.</p> <ul style="list-style-type: none"> ● Digital Policy Locker: Since all papers are stored inside the program, there are no physical documents to lose. ● One-Tap Claims: Users may upload pictures of medical bills or incidents right away. To verify the locations of occurrences, the program uses geotagging.
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4.2 Product Fit in the Market

In the insurance industry, Rooftop Inc. positions itself as a competitive value choice, serving clients seeking a balance between cost and comprehensive coverage.

4.2.1 Not Low-End

Rooftop Inc. deliberately avoids the low-end insurance industry since such low costs can necessitate compromises in coverage quality. Such compromises might increase the likelihood of claim disputes and damage customer confidence and long-term service reliability.

4.2.2 Not High-End

Similarly, the company does not participate in the high-end sector that is dominated by well-known international insurers. Customers who are both price and quality aware may find these businesses' high premium fees to be burdensome or unpleasant.

4.2.3. The Fit

Rooftop Inc. reduces overhead and operating costs significantly while achieving its product-market fit through the digitization of administrative and operational processes. The resulting cost reductions benefit customers by enabling the company to offer premium-grade insurance coverage at mid-range market pricing. Because of this

posture, Rooftop Inc. is able to successfully satisfy customer demand for premium, affordable insurance choices.

4.3 Value Proposition

Rooftop Inc.'s fundamental value proposition, "Simplified Security," highlights the company's emphasis on efficiency, accessibility, and transparency in the insurance industry.

4.3.1 Economic Benefit

Rooftop Inc. offers measurable financial benefits by assisting customers in saving time and money. The company does away with intermediate agency commissions for direct buyers through a digital-first business model. Because of its operational efficiency, Rooftop Inc. is able to offer equivalent coverage at insurance premiums that are around 10–15% less than those of typical insurers.

4.3.2 The Problem Solved

The company addresses persistent inefficiencies in traditional insurance systems, particularly their intricacy and slow processing of claims. Rooftop Inc. employs streamlined, fully digital claims processing to strive for a settlement length of seven working days, whereas traditional insurers may take up to thirty days to resolve claims. This approach improves customer happiness and service responsiveness.

4.4 Estimated Customer Demand

The post-pandemic change in consumer behavior toward digital service consumption and increased financial prudence are the main factors influencing customer demand for Rooftop Inc.'s services.

4.4.1 Digital Adoption

Customers are searching for mobile-friendly insurance products due to the region's high smartphone penetration rates. Digital accessibility, usability, and real-time service availability are becoming more important factors to take into account when purchasing insurance.

4.4.2 SME Growth

The economic recovery has led to the emergence of new small and medium-sized enterprises (SMEs). Despite the fact that they must adhere to legal requirements for insurance coverage, such as liability and fire insurance, these enterprises often see traditional insurers as costly and administratively complex. Rooftop Inc. is well-positioned to serve this undeveloped market segment, and there is anticipated to be considerable demand from SME clients seeking simple and affordable insurance solutions.

4.5 Existing Competition

The general insurance industry in Malaysia is quite competitive. Rooftop Inc. enters a market that is currently controlled by two distinct groups:

4.5.1 Legacy Market Leaders

Companies like Etiqa General Insurance Berhad and Allianz Malaysia Berhad. These giants often suffer from antiquated IT systems that hinder customer interactions, while possessing the majority of the market and a reputation for prudent financial management.

4.5.2 Digital Aggregators

Websites like Bjak.my and Fatberry. These are not insurance companies; rather, they are third-party pricing comparison tools. In the case of an accident, customers must deal with the insurers directly because they do not handle claims, despite their reputation for providing reasonably priced vehicle insurance and road tax.

5.0 MARKET ANALYSIS AND STRATEGY

5.1 The Methodology

This market assessment is based on a combination of primary and secondary research methods. Secondary data was acquired from industry studies published by Bank Negara Malaysia (BNM) and Insurance Services Malaysia (ISM), which provided information on market trends, consumer behavior, and regulatory conditions in the insurance industry. To collect primary data, 100 potential respondents between the ages of 25 and 40 participated in an online survey. The survey was designed to determine customers' awareness of digital insurance possibilities and their inclination to switch from traditional insurance providers to online platforms.

5.1.1 Marketing Objectives

- To achieve a 2% market share within the target SME segment in the Klang Valley by Year 3.
- To maintain a customer retention rate of 85% through superior claims service.
- To achieve RM 1.5 Million in total sales revenue by the end of Year 3.

5.1.2 Market Segmentation

Rooftop Inc. classifies its target market according to demographic, psychographic, and geographic characteristics in order to ensure strategic alignment with client demand.

5.1.3 Geographic Segmentation

Johor Bahru, Penang, and the Klang Valley are some of the main cities where the market is first centered. These regions have higher rates of internet connection, smartphone usage, and digital adoption, making them better suitable for the launch of digital-first insurance products.

5.1.4 Demographic Segmentation

For the business-to-consumer (B2C) market, Rooftop Inc. targets individuals in the M40 income category between the ages of 24 and 45, particularly tech-savvy professionals.

The business-to-business (B2B) category focuses on micro and small firms with annual revenues under RM 1 million. These companies often require the required insurance coverage and are attentive to cost and administrative complexity.

5.1.5 Psychographic Segmentation

The target market consists of individuals who express dissatisfaction with bureaucratic processes, strongly prefer simplified procedures, and value convenience. These clients are generally comfortable using mobile apps and digital platforms for service management and financial transactions.

5.1.6 Competitor Analysis

Competitors	Strengths	Weaknesses
Etiqa General Insurance (Direct Competitor - Legacy Leader)	<ul style="list-style-type: none"> • Strong Banking Backing: Supported by Maybank, giving them massive capital and customer reach. • Fast Claims Brand: Known for their "E-Cleva" video claims and instant payout initiatives. • Trust: High consumer confidence due to long history. 	<ul style="list-style-type: none"> • Higher Premiums: Generally priced higher than budget insurers due to overheads. • Complex Hierarchy: Despite digital efforts, some processes still require physical branch visits or lengthy phone waits.
Bjak.my (Indirect Competitor - Aggregator)	<ul style="list-style-type: none"> • Traffic Dominance: The "go-to" site for Malaysians to renew road tax and compare prices instantly. • User Interface: Extremely simple, mobile-friendly checkout process. • Choice: Allows users to see 15+ insurer quotes at once. 	<ul style="list-style-type: none"> • No Control Over Claims: They are just a middleman; if a customer has an accident, Bjak cannot approve the claim. • Service Gap: Customer service is often limited to sales issues, not technical insurance advice. • Commission Fees: They charge fees for their service, sometimes making the final bill higher than buying direct.
Tune Protect (Direct Competitor - Digital Challenger)	<ul style="list-style-type: none"> • Affordability: Highly competitive pricing, leveraging their low-cost airline heritage (AirAsia). • Digital DNA: Built as a digital-first insurer, making their app and website very intuitive. • Travel Dominance: Extremely strong brand recall for travel insurance. 	<ul style="list-style-type: none"> • Brand Perception: Often seen as a "budget" or "travel-only" insurer, making it harder to sell high-value property or SME insurance. • Smaller Agency Force: Less face-to-face support compared to giants like Allianz or AIA.

5.1.7 SWOT Analysis (TOWS Matrix)

	<p>Opportunities (External)</p> <ol style="list-style-type: none"> 1. Growing demand for digital services (InsureTech). 2. Increasing number of unregistered SMEs needing coverage. 3. Rising healthcare costs driving health insurance demand. 	<p>Threats (External)</p> <ol style="list-style-type: none"> 1. Intense competition from established giants. 2. Strict regulatory changes (Bank Negara Malaysia). 3. Economic downturn reducing disposable income.
<p>Strengths (Internal)</p> <ol style="list-style-type: none"> 1. Proprietary, user-friendly App. 2. Lower operational costs (no physical branches). 3. Fast claims processing speed. 	<p>Strength-Opportunity (SO) Strategies</p> <ul style="list-style-type: none"> • Leverage the App (S1) to capture the Digital Demand (O1) by marketing the "60-second quote" feature. • Use Low Costs (S2) to offer affordable packages specifically for New SMEs (O2). 	<p>Strength-Threat (ST) Strategies</p> <ul style="list-style-type: none"> • Use Fast Claims Processing (S3) to differentiate from Competitors (T1) who are known for being slow. • Maintain Compliance (T2) by embedding regulatory checks directly into the Digital Platform (S1).
<p>Weaknesses (Internal)</p> <ol style="list-style-type: none"> 1. New brand (low trust). 2. Limited initial capital compared to giants. 3. Small workforce. 	<p>Weakness-Opportunity (WO) Strategies</p> <ul style="list-style-type: none"> • Partner with established SME associations (O2) to overcome Low Brand Trust (W1) via endorsement. • Focus on High-Margin Health Products (O3) to rapidly build Capital Reserves (W2). 	<p>Weakness-Threat (WT) Strategies</p> <ul style="list-style-type: none"> • Automate processes to handle Compliance (T2) without needing a Large Workforce (W3). • Focus on niche markets (SMEs) to avoid direct price wars with Giants (T1) that we cannot win due to Limited Capital (W2)

5.1.8 Estimated Market Share and Sales (3-Year Projection)

Assumptions: Average premium per policy = RM 1,000. Market size allows for steady growth.

Product/Service: General Insurance Policies	Year 1	Year 2	Year 3
Market Share (%)	0.50%	1.20%	2.00%
Total Sales in Units	500 policies	1,200 policies	2,500 policies
Total Sales in RM	RM 500,000	RM 1,200,000	RM 2,500,000

6.0 OPERATIONS PLAN

6.1 Where We Are Now & How We'll Work

We're in the final stages of preparing for launch. The Rooftop App is completing its testing phase, all four of our core insurance products are developed and priced, and we've established partnerships with reinsurance providers to manage risk. Our operational workflow is designed around a seamless digital customer journey that begins with a 60-second quote in the app and ends with efficient policy management and claims handling, all supported by a hybrid system that combines automation with human expertise for complex cases.

6.2 Our Service Promise: Speed & Reliability

We commit to issuing digital insurance policies within 24-48 hours of underwriting approval. For claims processing, our target is to settle straightforward, well-documented claims within 7-14 working days while maintaining transparent communication with customers through every step. We plan to launch full operations by Month 4, following final regulatory approvals and comprehensive staff training.

6.3 Our Home Base

We will establish our headquarters in a leased office space (approximately 2,000 sq. ft.) in Kuala Lumpur's central business district, such as Bangsar or KL Sentral. This location provides professional accessibility for client meetings while offering the necessary infrastructure for our digital operations. The space will include a secure server room, meeting facilities for SME consultations, and will comply with all BNM security requirements for financial institutions.

6.4 Our Team: Small, Skilled, and Customer-Focused

We are building a lean, expert team structure for our first year of operations:

ROLE	NUMBER OF PEOPLE	KEY RESPONSIBILITIES
CEO / Founder	1	Overall strategic direction, investor relations, and regulatory leadership
Underwriting & Risk Manager	1	Risk assessment, pricing strategy, and policy approval to maintain financial stability
Claims & Service Manager	1	Leading claims processing and ensuring exceptional customer service standards
Finance & Compliance Officer	1	Financial management, reporting, and ensuring regulatory compliance with BNM requirements
IT & Digital Officer	1	Maintaining app functionality, system security, and digital infrastructure reliability
Customer Service Executives	3	Handling customer inquiries, providing support through multiple channels
Marketing Executive	1	Driving customer acquisition and brand awareness through digital marketing

All team members will undergo comprehensive training in insurance regulations, product knowledge, system operations, and our customer-centric service philosophy.

6.5 The Tech That Powers Us

We are investing approximately RM 50,000 in essential hardware including computers, servers, and networking equipment. Our software ecosystem comprises our custom-built Rooftop App, a dedicated policy management system, CRM software for customer relationship management, accounting systems for financial operations, and a robust cybersecurity suite to protect sensitive data.

6.6 Partners & Suppliers

We are establishing strategic partnerships with reinsurance providers for risk distribution, IT and cloud service companies for technical infrastructure, and professional service firms including legal advisors, auditors, and actuaries to ensure regulatory compliance and operational excellence.

6.7 Planning for Risks (How We Stay Stable)

We have identified key operational risks and developed corresponding mitigation strategies. For regulatory changes, we maintain close relationships with legal advisors and build compliance checks into our digital systems. To address potential system downtime, we implement redundant servers and maintain support contracts with reliable providers. For high claims volumes, our reinsurance agreements provide financial protection, and we have established efficient claims processing protocols to manage surges effectively.

7.0 MANAGEMENT TEAM AND COMPANY STRUCTURE

7.1 Management Team

Rooftop Inc. uses a functional management structure that fits well for an insurance company working in a tightly regulated industry. To operate smoothly and play by the rules, it's important to have clear leadership for key areas like underwriting, risk management, finance, compliance and customer service (OECD, 2025). Rooftop Inc. makes sure these roles are well defined so the company can grow sustainably and keep customers protected.

At the top, the Chief Executive Officer (CEO) guides the company's overall direction and big decisions. The CEO is in charge of business growth, making sure everything lines up with Rooftop Inc.'s mission and keeping strong relationships with regulators, reinsurers and other important partners. In insurance, having a steady hand at the top is crucial as executive decisions have a big impact on the company's stability, risk levels and long-term customer trust (Bank Negara Malaysia, 2024).

At Rooftop Inc., the Underwriting and Risk Manager is at the heart of the company's day-to-day work. This person figures out how much risk the company is taking on, sets the right prices for insurance and decides which policies get approved. By using careful, data-driven methods, the Underwriting and Risk Manager helps keep the business financially strong and protects it from taking on too many risky claims. According to the OECD, having strong risk management is especially important when the economy is unpredictable.

Meanwhile, the Claims and Customer Service Manager makes sure customers are looked after when they need to file a claim. This manager handles everything from processing claims to answering customer questions and making sure service stays excellent. Quick and fair claims handling goes a long way in earning and keeping customer trust, especially for insurance companies, where people expect fast and clear service (PIAM, 2024). This role is all about making sure claims are settled promptly and according to policy, so customers feel supported and confident in Rooftop Inc.

At Rooftop Inc., the Finance and Compliance Officer keeps a close eye on the company's finances and makes sure everything is above board. This person handles financial reports, budgeting and capital management, while also ensuring the company follows all the rules set by regulators (Bank Negara Malaysia, 2024). Because insurance companies have to

meet strict requirements to protect customers and stay financially healthy, this role is crucial for keeping Rooftop Inc. on solid ground.

There's also an Information Technology (IT) and Digital Operations Officer, who takes care of everything tech-related. Since Rooftop Inc. runs its business through a mobile app and other digital tools, it's essential to have someone making sure the systems are reliable, customer data is secure and online services work smoothly. Strong IT management helps the company operate efficiently and gives customers confidence that their information is safe and services will always be available (OECD, 2025).

7.2 Company Structure

Rooftop Inc. is set up using a functional organizational structure, meaning the company is divided into departments based on specific business functions such as management, underwriting, claims, finance, IT, marketing and customer service. This setup is popular in the insurance world because it lets employees focus on what they do best, making it easier to hold people accountable and helps manage risk effectively.

At the top is the CEO, with department heads overseeing their own areas of expertise. Clear lines of reporting make sure that decisions flow smoothly and everyone knows their responsibilities. This clarity is especially important for staying on the right side of regulations since it's always clear who is responsible for what (Bank Negara Malaysia, 2024).

On a day-to-day basis, team members like customer service and marketing staff report to their managers, helping in keeping their work in line with the company's bigger goals. As Rooftop Inc. expands, this structure makes it easy to add new specialized roles without causing confusion or interrupting how things get done. In fact, experts note that having a scalable structure like this is key for insurers that want to keep growing and adapting in the digital age (OECD, 2025).

7.3 External Resources and Services

To boost its governance and run things more effectively, Rooftop Inc. brings in outside experts like legal advisors, auditors, actuaries and reinsurance partners. These professionals

help the company follow industry rules, make sure its risk models are accurate and keep financial reporting transparent for all, which are important for earning and keeping trust in the insurance world (PIAM, 2024).

Rooftop Inc. might also set up an advisory board made up of industry veterans with backgrounds in insurance, finance and digital innovation. This board can offer strategic guidance and keep an eye on risk, especially valuable for new companies trying to make their mark in a competitive market (OECD, 2025). By tapping into this external know-how, Rooftop Inc. can make smarter decisions, stay efficient and streamline processes.

7.4 Human Resources and Staffing

In its early days, Rooftop Inc. kept its team small to manage costs without sacrificing service quality. The company hires people with the right skills for key roles like underwriting, handling claims, making sure everything's compliant and running digital operations. Industry experts say that having a lean team and using automation is a smart way for modern insurance companies to work more efficiently.

Training for new employees covers the essentials such as following regulations, delivering excellent customer service, and getting comfortable with digital tools. Ongoing learning is also a big focus, so everyone stays up to date with changes in the rules and keeps meeting the needs of today's customers (Bank Negara Malaysia, 2024).

8.0 FINANCIAL PROJECTION

8.1 Introduction

This financial projection outlines Rooftop Inc.'s expected financial performance for the first three years of operation. The projections are based on conservative assumptions, taking into account the company's digital-first operating model, gradual market penetration, and prudent risk management approach. The main objective of this financial plan is to demonstrate the viability, sustainability, and profitability of Rooftop Inc. as a new insurance venture.

8.2 Start-Up Costs

Start-up costs represent one-time expenditures incurred before Rooftop Inc. begins full operations. These costs are primarily related to regulatory compliance, technology development, office setup, and initial marketing activities.

Estimated Start-Up Costs

Item	Estimated Cost (RM)
Regulatory licensing & registration	25,000
App & system development	45,000
Office setup & equipment	20,000
Initial marketing & branding	15,000
Professional fees (legal, audit, actuarial)	15,000
Total Start-Up Cost	120,000

8.3 Working Capital

Working capital is required to support Rooftop Inc.'s daily operations during the initial phase before premium income becomes sufficient to cover expenses.

Estimated Monthly Operating Expenses

Expense	Monthly (RM)
Staff salaries	18,000
Office rent & utilities	6,000
IT maintenance & cloud services	4,000
Marketing & promotions	5,000
Administrative & compliance	2,000
Total Monthly Expenses	35,000

Working Capital Requirement (6 months): RM 35,000 × 6 = **RM 210,000**

8.4 Start-Up Capital and Financing

The total capital required to commence operations is a combination of start-up costs and working capital.

Description	Amount (RM)
Start-Up Costs	120,000
Working Capital	180,000
Total Capital Required	300,000

Source of Financing

Owner's Equity: RM 200,000

Bank Loan: RM 100,000

This financing mix ensures financial stability while minimising excessive debt exposure.

8.5 Sales Forecast (3-Year Projection)

Revenue is generated primarily through insurance premium collections. The sales forecast is based on gradual customer acquisition and increasing brand awareness.

Key Assumptions

- Average premium per policy: RM 1,000
- Focus on SMEs and digital customers
- Moderate annual growth rate

Year	Policies Sold	Total Revenue (RM)
Year 1	500	500,000
Year 2	800	800,000
Year 3	1200	1,200,000

8.6 Pro Forma Income Statement (Summary)

Item	Year 1 (RM)	Year 2 (RM)	Year 3 (RM)
Revenue	500,000	800,000	1,200,000
Operating Costs	420,000	600,000	780,000
Net Profit / (Loss)	-20,000	200,000	420,000

Rooftop Inc. is expected to achieve break-even in Year 2 and strong profitability by Year 3.

8.7 Pro Forma Cash Flow Statement (Summary)

Description	Year 1	Year 2	Year 3
Cash Inflows	500,000	800,000	1,200,000
Cash Outflows	480,000	600,000	780,000
Net Cash Flow	20,000	200,000	420,000
Ending Cash Balance	Positive	Positive	Strong

Consistent premium inflows and reinsurance arrangements help maintain positive cash balances.

8.8 Pro Forma Balance Sheet (Summary)

Rooftop Inc.'s assets mainly consist of cash reserves, IT systems, and office equipment. Liabilities include bank loans and claims reserves, while equity grows annually through retained earnings, strengthening the company's financial position over time.

9.0 PROJECT MILESTONES/SCHEDULE

Activity	Timeline
Business incorporation	Month 1
Regulatory licensing (BNM)	Month 1–3
App development & testing	Month 1–3
Office setup	Month 2
Staff recruitment	Month 2–3
Staff training	Month 3
Soft launch of Rooftop App	Month 4
Official business launch	Month 5
First premium collection	Month 5
First claims settlement	Month 6
Break-even achieved	Year 2
Expansion & new product rollout	Year 3

10.0 CONCLUSION

In conclusion, this business plan demonstrates that Rooftop Inc. is a well-conceived and financially viable insurance venture with a clear strategic direction, a differentiated market position and strong long-term potential. The company is built on a customer centric philosophy that combines digital efficiency with human expertise, allowing Rooftop Inc. to address persistent industry challenges such as slow claims processing, complex procedures and limited transparency.

Comprehensive industry and market analysis indicate that Malaysia's insurance sector remains resilient and offers sustainable growth opportunities, especially within digitally inclined consumers and the SME segment. Rooftop Inc.'s positioning in the mid-range market provides a strong product-market fit that balances customer expectations with operational sustainability.

Operationally, Rooftop Inc. is supported by a lean but skilled management team, robust digital infrastructure and strategic partnerships with reinsurers and professional service providers. These elements collectively strengthen risk management, regulatory compliance and service reliability. The company's structured operational plan and clearly articulated milestones further demonstrate the readiness for launch and scalability.

Next, from a financial perspective, conservative projections show a realistic path toward break-even in Year 2 and solid profitability by Year 3. The combination of prudent cost management, recurring premium income and disciplined underwriting practices supports long-term financial stability while protecting policyholders interests.

In summary, Rooftop Inc. is positioned to emerge as a trusted and competitive player in Malaysia's insurance industry. By consistently delivering simplified, transparent and reliable insurance solutions, the company aims to create lasting value for customers, investors and other stakeholders. Rooftop Inc. is not merely entering the insurance market but it is also entering with a purpose to provide protection, confidence and peace of mind in an increasingly uncertain world.

11.0 APPENDICES



Figure 2: Rooftop Inc. Organizational Chart

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