



SUMMER COURSE 2026 KEYNOTE | 90 MINS

Assoc. Prof. Dr. Nelson Lajuni

Faculty of Business, Economics and Accountancy, UMS

The Engine and The Shield: Unlocking Institutional Resilience through Digital Financial Literacy for Malaysian MSMEs

Strengthening MSME Survival, Capital Protection, and National Alignment under NS2.0



13th August 2026 | 9:00 AM - 11:00 AM | IFMA & UNIMAS International Summer Course



Speaker Introduction & Research Context



Assoc. Prof. Dr. Nelson Lajuni

Faculty of Business, Economics and Accountancy (FBEA)
Universiti Malaysia Sabah (UMS)

 **Research Focus:** MSME Financial Resilience, Digital Economy, Behavioral Finance, and Sustainable Business Growth.

Academic & Institutional Mission

- ✓ **Bridging Theory & Practice:** Translating financial economics into actionable toolkits for grassroots Malaysian entrepreneurs.
- ✓ **Empirical MSME Studies:** Analyzing real-world data on e-wallet adoption, cash flow bottlenecks, and survival rates across Sabah and West Malaysia.
- ✓ **National Policy Alignment:** Contributing insights toward Bank Negara Malaysia's Financial Literacy Framework (NS2.0).

"Our goal today is to equip you with both academic rigor and real-world tools to understand MSME sustainability in a digitized world."



90-Minute Masterclass Agenda

15 MINS

1. Context & Problem

The MSME backbone, the speed of digitalization, and the emerging vulnerability gap.

15 MINS

2. Evolving Landscape

15-year analog success vs. 2026 digital paradigm shift across liquidity, debt, and security.

25 MINS

3. The 3 Pillars & Trap

Digital literacy, service adeptness, cyber risk, and unpacking the "Illusion of Profitability."

15 MINS

4. Strategy & NS2.0

Micro-actions to credit leverage, institutional playbooks, and national policy alignment.

20 MINS

5. Discussion & Q&A

Synthesis, executive summary, call to action, and interactive participant discussion.



The Defining Challenge: Malaysia's Backbone

96.9%

of all business establishments in Malaysia are MSMEs

- Primary generator of national GDP, household income, and regional employment.
- Highly varied sectors: agriculture, hawkers, retail, food services, and logistics.
- **Key Economic Vulnerability:** Thin operating margins mean even minor financial missteps threaten business survival.



The Rapid Digital Push

Hyper-Adoption of Digital Interfaces

- ✓ **Universal QR Payments:** DuitNow QR, Touch 'n Go eWallet, GrabPay in almost every stall and store.
- ✓ **E-Commerce & Delivery Integration:** Shopee, Lazada, Foodpanda, and TikTok Shop driving transaction speed.
- ✓ **Cloud POS & Micro-Lending:** Automated sales tallying and instant digital loan offers.

The Critical Question: Adoption is high, but is digital *comprehension* matching the speed of transaction adoption?

 Malaysian micro entrepreneur scanning ewallet QR code



The 15-Year Analog Success

Traditional MSME survival relied on tangible, physical operational rules:

Physical Cash Ledger Control

Counting physical notes in the till at day's end served as immediate proof of daily liquidity.

Visible Threat Boundaries

Risks were physical (theft, fire, lost receipts). Security meant locking the cash drawer key.



⇄ Paradigm Shift: Analog vs Digital

Pillar	Traditional Analog Era (15-Yr Model)	2026 Digital Ecosystem Era
Cash & Liquidity	Balancing physical ledgers manually at day end.	Real-time cloud accounting, automated bank reconciliation.
Credit & Financing	Loan rejections due to lack of land/property collateral.	Leveraging digital transaction footprints for micro-loans (imSME, GXBank).
Security & Defense	Securing physical cash drawers and store locks.	Recognizing phishing, securing API tokens, OTP scam defense.
Personal/Business Split	Physical cash separation into separate pouches.	Risk of digital revenue entanglement in single e-wallets.



Introducing The Operational Shield

Technology = The Engine

Drives transaction speed, customer reach, QR convenience, and market scale.

Financial Literacy = The Shield

Protects working capital, prevents liquidity traps, and defends against cyber attacks.



Pillar 1: Digital Financial Literacy



Dashboard Analytics

Understanding real-time metrics, gross vs net numbers, and interpreting daily sales graphs on POS platforms.



Cloud Profit & Loss

Automated categorization of operating expenses, inventory costs, and platform fees in real time.



Cash Flow Forecasting

Anticipating delayed settlement periods from e-wallets to prevent sudden supplier payment defaults.



Pillar 2: Digital Service Adeptness

Mastering Digital Financial Tools

- ✓ **E-Wallet & Gateway Optimization:** Choosing payment processors based on MDR rates and settlement speeds.
- ✓ **Micro-Credit Platforms:** Utilizing platforms like Credit Guarantee Corporation's *imSME* and digital banks (GXBank, Boost Bank) effectively.
- ✓ **Working Capital Financing:** Leveraging invoice financing and revolving micro-lines without falling into debt traps.

Registration Rate	percentage (%)	UTB	6.1	6.8	▼	90%	6.5	▼	93%	6.0	5.7
Activation Rate	percentage (%)	UTB	67.1	71.8	▼	93%	72.5	▼	93%	65.4	66.2
Transactions Per User	Count	UTB	9.4	9.9	▼	95%	8.7	▲	108%	9.3	8.8
Transaction Value	Currency (\$)	UTB	38.9	35.4	▲	110%	35.8	▲	109%	109.8	106.5
Transfer Volume	Currency (\$)	UTB	10450000.0	9927500.0	▲	105%	8987000.0	▲	116%	30000000.0	32700000.0
Transaction Rate	percentage (%)	LTB	0.1	0.1	▼	98%	0.1	▼	92%	0.1	0.1
Authentication Adoption	percentage (%)	UTB	55.5	49.4	▲	112%	46.6	▲	119%	50.0	48.4
Value Per User	Currency (\$)	UTB	2.2	2.5	▼	88%	2.3	▼	98%	6.4	6.9
Acquisition Cost	Currency (\$)	LTB	6.3	6.5	▼	96%	5.3	▲	118%	19.1	18.3
Load Time	Seconds	LTB	2.1	1.8	▲	112%	1.8	▲	114%	2.1	2.0
Support Resolution Rate	percentage (%)	UTB	84.4	76.8	▲	110%	69.2	▲	122%	84.0	85.7

Unit	Jan-2025		Feb-2025		Mar-2025	
	MTD	YTD	MTD	YTD	MTD	YTD
Count	800,106.06	688,436.06	901,489.89	1,306,689.89	578,540.90	1.8
Percentage (%)	5.25	6.99	6.83	6.38	6.77	
Percentage (%)	57.33	55.42	53.40	71.55	71.50	
Count	9.04	16.68				
Currency (\$)	32.33	34.58				

KPI Trend		Jan-2025		Feb-2025		Mar-2025	
Unit	MTD	YTD	MTD	YTD	MTD	YTD	
Count	970908	970908	828908	1190908	834008	1824808	
Percentage (%)	5.8	5.8	6.1	5.85	6.1	6	
Count	7	60.7	65.4	94.35	67.1	65.4	
Percentage (%)	5	6.85	9.4	8.38	9.4	9.25	
Count	8	34.3	38.8	75.8	38.8	206.8	

Pillar 3: Cyber-Risk Capacity

Defending Capital Against Digital Scams

-  **Phishing & Malware Awareness:** Spotting malicious APK files, fake payment notifications, and credential theft.
-  **Authentication Hygiene:** Multi-factor authentication (MFA), secure password managers, and device encryption.
-  **Payment Scam Defense:** Preventing 'fake QR receipt screenshots' used by fraudulent customers at point-of-sale.



! Unpacking "The Illusion of Profitability"

High Volume vs. Net Cash Trap

Constant e-wallet notifications create a psychological sense of thriving sales, masking underlying losses.

- **Gross Revenue Illusion:** E-wallet transaction logs display raw sales totals before deductions.
- **Hidden Operational Leaks:** Platform commission fees (2%–5%), delivery platform splits, MDR charges, and delayed T+2 settlement schedules.
- **Result:** High reported sales volume masking a negative net cash position.

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Case Study Scenario: Warung Digital

✗ Without Digital Literacy Shield

Vendor 'A' records RM15,000 monthly e-wallet sales. Believing the business is thriving, personal funds are mixed with digital balances. When supplier invoices come due on Monday, e-wallet funds are locked in T+3 settlement, forcing expensive high-interest emergency borrowing.

✓ With Digital Literacy Shield

Vendor 'B' uses cloud reconciliation. They automatically factor in a 3% platform commission and a 2-day settlement delay. Personal and business e-wallets are strictly separated. Supplier payments are scheduled smoothly with zero credit penalties.

The Vicious Cash Failure Cycle



1. Unmonitored Sales

High digital transaction volume recorded without real-time expense reconciliation.



2. Revenue Entanglement

Personal and business digital e-wallets mingle, blurring operational funds.



3. Sudden Insolvency

Inability to pay suppliers or tax commitments despite record digital revenue numbers.



Micro-Actions to Macro-Leverage

10x

Capital Leverage Potential

Transforming Daily Tasks into Strategic Assets

Micro-Action: Daily e-wallet reconciliation & automated cloud ledger logging.

Macro-Leverage: Generating a verified digital transaction footprint that serves as alternative collateral for micro-loans (imSME) and expansion capital.



The Tangible ROI of Literacy



1. Access to Capital

Digital trails replace physical property requirements, unlocking micro-credit from digital banks.



2. Agility in Decisions

Instant clarity on profit margins allows immediate price adjustments when supply costs rise.



3. Shock Absorption

Optimized liquidity buffers protect business operations during sudden macroeconomic slowdowns.



Macro Alignment with NS2.0

NATIONAL STRATEGY FOR FINANCIAL LITERACY (2026-2030)

Micro-level MSME literacy directly supports Malaysia's **NS2.0** strategic priorities:

- ✓ **Inclusion & Safety:** Secure usage of digital financial tools across rural and urban communities.
- ✓ **Debt Management:** Preventing unsustainable borrowing traps in digital micro-finance.
- ✓ **Supply Chain Sovereignty:** Resilient MSMEs form an unshakeable national economy.



Institutional Action Playbook



1. Diagnose

Conduct digital literacy audits for local MSMEs and students to pinpoint actual operational blind spots.



2. Design

Create practical curricula featuring real scenarios: identifying phishing scams and reading cloud P&L reports.



3. Integrate

Embed digital financial education into university incubators, banking CSR, and regional development programs.



Corporate & Banking Anchor Strategy

Building Supply Chain Resilience

- ✓ **Beyond Philanthropy:** Corporate anchors should view vendor financial education as core risk mitigation, not charity.
- ✓ **Integrated Gateway Solutions:** Banks providing merchant QR codes must embed simple automated reconciliation tools.
- ✓ **Mentorship Ecosystems:** University-industry partnerships to coach micro-entrepreneurs on cloud bookkeeping.



Harmonizing Engine & Shield

 Malaysian micro entrepreneur scanning ewallet QR code

Digitalization (The Engine)

QR Payments • Cloud POS • Rapid Transaction Speed



Financial Literacy (The Shield)

Capital Protection • Cyber Defense • Long-term Longevity



Key Executive Takeaways

- ✓ **Engine + Shield Synergy:** Digital tools require matching financial steering and cyber protection to survive.
- ✓ **Expose Revenue Illusions:** Separate raw e-wallet payment volumes from true net cash liquidity.
- ✓ **Micro to Macro Alignment:** Transforming daily reconciliation into credit leverage strengthens national resilience under NS2.0.





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"True institutional resilience does not start at the top of tower blocks in Kuala Lumpur. It starts on the digital dashboards of our small businesses."

Assoc. Prof. Dr. Nelson Lajuni

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Questions & Discussion

Assoc. Prof. Dr. Nelson Lajuni

Universiti Malaysia Sabah (UMS)

Let's open the floor for institutional strategies, policy insights, and research collaboration.



Contact Organizers: Avis / UNIMAS Summer Course Secretariat (<https://wa.me/+628111611818>)

