

DEVELOPING A MULTISEGMENT LUXURY BRAND: LESYA GOGOL

by

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## INTRODUCTION

### **Background of business idea**

The paper will represent the business plan in the form of consulting.

Lesya Gogol is a Ukrainian artist and handmade master. Lesya has been making toys already for ten years. The toys are being created by an ancient technique called Teddy Bear that was invented by Margarete Steiff many years ago. The toys that L.Gogol creates are small, for around up to ten cm, made from mohair and with jointed limbs. The artist's works have been sold all around the world at the international platforms that specialize on the certain style of the toys published by the creators from all around the world. The toys are considered to be an elastic luxury good. The artist sells her production on such platforms as Bear Pile [4] and Tedsby [3]. The toy example you can see in the Appendix 1.

The project is based on the development of a business developing brand strategy whose goal is to increase brand awareness in the Ukraine, establish multisegmental luxury brand and enter the Ukrainian market. Additionally, the business plan looks through the marketing strategy and developing and launching new segments of product to increase sales in Ukraine. Therefore, the main aims are increasing brand awareness on the Ukrainian market and establishing sustainable profit by developing and launching new production items that will be demanded on the market. Developing a multisegmented luxury brand online retailer with a strong customer loyal base and powerful advocacy.

For additional information, Lesya Gogol is my mother and I have been actively helping her through years of brand existence. Therefore, everything that will be mentioned in the developing plan has already been executed or is planning to be executed in the near future.

### **Objectives of the project**

The main objective of the project is to conduct a market analysis and based on the results present the business plan of brand development to increase brand awareness on the Ukrainian market and maximize the artist's profit. The development strategy will include launching a new production line, marketing strategy and operational recommendations for online distribution.

### **Description of the product**

Here you can see the type of the toys that the artist has been creating. More products you can find on the Bear Pile [4] and Tedsby [3]. As we mentioned before, the product is present as a luxury type of goods, the prices on the average are high for the Ukrainian market and do not have a great demand, however, it is affordable for the international market. The British and American markets have the highest demand on the product. For the expanding of the brand product choice that the brand can propose to the Ukrainian market to increase sales on the Ukrainian market it is recommended to launch the lower segment of goods:

- paintings by L.Gogol (see an example in Appendix 2) ;
- jewelry designed by L.Gogol (see an example in Appendix 3);
- silk scarfs (see an in Appendix 4);
- stationary with artist's sketches (notebooks, diaries) (see an in Appendix 5);
- T-shirts with artist's paintings (see an in Appendix 6).

Additionally, for this list of the product it is proposed to launch workshop services. Workshops will be divided in two types: painting and toy creation by Teddy Bear technique.

For the more detailed analysis, description and calculations we will look through such product items as jewelry, silk scarfs and T-shirts as it has been already in the process of execution and is planning to be launched in near future.

The list of products was chosen based on the artist's core activity, the way of expression and market tendencies analysis. Below the more precise justification is provided.

**Paintings:** the art paintings are popular today on the Ukrainian market. Such paintings similar to Lesya Gogol style are chosen for interior designs, children rooms, creative spaces, cafe/restaurant designs.

**Jewelry:** Ukrainian jewelries began to be very popular among not only Ukrainian audiences but also in Europe. There are a great number of handmade brands that sell items such as rings, earrings, jewelry pendants for neck made from ceramics, silver and brass. The competition is high and saturation on the market is high. However, most of the items on the market are similar to each other. Even under these circumstances the craft market has high demand, each of the producers reach break-even point and gain profit.

**Silk scarfs:** analysing tendencies and demand on the Ukrainian market it was identified that silk scarves are popular. There are a list of competitors on the market< however, quality of material and design plays a crucial role that makes Lesya's production unique on the market.

**Notebooks and diaries:** this type of product is still popular. It is only essential to identify the relevant audience that will bring sales.

**T-shirts with artist's paintings:** Ukrainian brands are very supported on the Ukrainian market. The great share of the Ukrainian audience prefers to choose Ukrainian brands rather than

the mass market. Moreover, it is popular among tourists to buy something in Ukraine as a souvenir and ukrainians give a lot of Ukrainian brands' products for their foreign friends.

### **Customer problem and the way of its solution**

The paintings and toys created by Lesya Gogol are being very popular on Instagram and very demanded, however for the Ukrainian market the goods are expensive and not affordable. The development and launching of lower price segment product lines will solve the problem of no affordability and provide the Ukrainian market with goods that are popular, relevant, and affordable. The experience of launching silk scarfs showed that the lower priced products are demanded among Ukrainians as all units that were produced were sold.

Considering the workshop services, it must be launched as the artist has a great number of requests. Moreover, the artist also sells the toy patterns, and it is being purchased actively. Therefore, it is assumed that workshops will be highly demanded.

### **Brand identity**

For the creation of strong brand identity, the essential elements were created such as mission, vision and slogan.

VISION: To be globally admired as a Ukrainian brand for which art, style, and storytelling is an essential combination — inspiring people to express their uniqueness and always remember their inner child.

MISSION: Craft one-of-a-kind, stylish pieces that represent individuality, awaken child dreams, and bring Ukrainian artistry into everyday life — reminding people that beauty, play, and emotion belong to all ages.

SLOGAN: Be one-of-a-kind...

The brand logo you can find in the Appendix 10. This logo is also going to be registered as a trademark symbol. The process of trademark registration is described in the future parts of the project.

## **MARKET ANALYSIS**

### **General description of the market**

The market is required to have a complex analysis. As we are proposing to launch different segments of the product, we are obliged to look through each market separately. In general, we may identify the market as **luxury art and collectibles**.

We will analyze the market in different dimensions. To make conclusions on the relevance and demand level we need to investigate separately the market of different types of products. Therefore, we will look through the main market dimensions such as Teddy Bear toys, Ukrainian craft jewelry, Ukrainian craft décor, Ukrainian craft silk scarfs, Teddy Bear technique workshop.

### **Market segment and niche identification**

As were mentioned above, the broad market and primary market segment of the brand is identified as luxury art and collectibles that covers two niches: Teddy Bear Handmade collectibles, creative Art Paintings in personal artist's style. By launching new products, we are expanding the differentiation of the products on the market and niches that brand can cover. Consequently, after launching new items the brand will be divided into six market segments, namely craft jewelry, home décor, fashion and accessories, stationary and creative workshops. In each of the market segments the brand will take its niche. On the craft jewelry market, the brand



will take the handmade artistic jewelry niche, on the home décor market the brand will cover the artistic décor niche, on the fashion and accessories market the brand will take the niche of silk scarfs, branded T-shirts illustrated by the artist. On the stationary market, the brand will cover the niche of illustrated notebook, sketchbook and diaries designed by the artist. Finally, for the workshop market, the brand will cover the teddy bear technique workshop.

In later parts of the project for each of the niches the target audience and the most preferred channels of distribution will be provided.

### **Market niche analysis**

For a more brief and deep market analysis there will be provided Porter's Five Forces analysis for an each of the identified niches, namely Handmade Teddy Bears, Creative Art Paintings in personal artist's style, Handmade artistic jewelry, Artistic décor, Silk scarfs illustrated with artist sketches, T-shirts and Hoodies illustrated with artist sketches, Illustrated notebook, sketchbook and diaries designed by the artist, Teddy Bear technique workshop.

#### **Porter's five forces: Handmade Teddy Bears**

Thread of new entrants (MODERATE): the barriers to enter the market are not very strong as anyone can enter the market as it does not require any regulations. However, not all masters are able to stay competitive on the market as it takes knowledge, relevant skills of techniques, precise materials, creativity and art talent. Additionally, market saturation is high and collectors prefer established creators on the market. Therefore, the level is MODERATE.

Bargaining power of suppliers (LOW TO MODERATE): the materials for toy creation such as mochair, stuffing and joint mechanisms are available, however, only in precise shops and produced by a certain number of factories. Moreover, the lower cost substitutes affect the quality of materials.

Bargaining Power of Buyers (HIGH): there are many options for buyers, however, the uniqueness, creativity is very valuable on the market.

Threat of substitutes (MODERATE): there are a lot of options to substitute the item, by other masters' works or other collectibles. Moreover, other artists may copy toys. However, the toys remain the uniqueness and personal identity of an artist.

Industry rivalry (HIGH): there are no barriers to enter the market, therefore, new unique and attractive pieces might appear. Moreover, there is a high competition among established masters on the market.

**Porter's five forces: Creative art paintings in personal artist's style**

Threat of new entrants (LOW TO MODERATE): the entrance on the market is not regulated or limited, however, it is difficult to stay competitive on the market, as success requires talent, creativity, skills, recognition, the power of personal brand that is very important for the marketing. Moreover, selling art involves licensing, taxation, copyrighting – it lowers the threat of new entrants as it is not so easy to enter the market.

Bargaining power of suppliers (LOW): the materials are available and might be purchased in a great number of shops.

Bargaining Power of Buyers (MODERATE TO HIGH): there a great number of choices for the buyer, unless the buyer has hid personal emotional connection or strong artist loyalty. If there is no personal perception or loyalty, it is easy to switch to alternatives.

Threat of substitutes (MODERATE): there are a lot of options, however, personal style remains competitive.

Industry rivalry (HIGH): artists compete on the market for the attention, recognition and greater share of sales.

**Porter's five forces: Handmade artistic jewelry**

Thread of new entrants (MODERATE TO HIGH): nowadays, there are a lot of new craft artistic jewelry on Ukrainian market. There are no barriers to enter, however, later brand recognition is an important point for competitiveness.

Bargaining power of suppliers (MODERATE): there are a lot of suppliers but the prices of raw materials may fluctuate.

Bargaining Power of Buyers (HIGH): a greater market saturation creates a greater choice for the customer.

Threat of substitutes (HIGH): competitors' items, fast-fashion accessories that are cheaper and other mass-production items, such as "SOVA", "Tsvite Teren", etc..

Industry rivalry (HIGH): very intense saturation on the market and very high competition among designers.

**Porter's five forces: Silk scarfs illustrated with artist sketches**

Thread of new entrants (HIGH): there are very low barriers to enter the market as anyone may print his/her sketches on the scarfs even on the small scale of production.

Bargaining power of suppliers (MODERATE): there are a certain number of suppliers that can provide printing services on the silk scarfs, however, it will depend on the quality of raw materials.

Bargaining Power of Buyers (HIGH): many options from Ukrainian brands and international mass-market are available on the market.

Threat of substitutes (MODERATE TO HIGH): a lot of options for a customer, however, the quality will be lower, as for the high-quality silk scarfs substitution can be only found with a high price.

Industry rivalry (LOW TO MODERATE): it is easy to enter the market, however, if we are analysing the silk scarf with a high quality and creative/unique print the competition is low.

**Porter's five forces: T-shirts illustrated with artist sketches**

Thread of new entrants (HIGH): easy to enter as nowadays it does not even require own manufacture and do not request high investments

Bargaining power of suppliers (MODERATE TO HIGH): typically brands rely nowadays on the outsource printing and that do not require high investments on manufacturing establishment.

There are a lot of alternatives in suppliers, however, the high quality options are limited.

Bargaining Power of Buyers (HIGH): the customer can simply switch to the substitutes and find other retailers, unless a buyer is a big fan and brand loyal advocate.

Threat of substitutes (HIGH): the market is highly saturated, and substitutes might be found in Ukrainian brands, worldwide retailers and other competitors.

Industry rivalry (HIGH): today, especially in Ukraine the rivalry is so high as there are a lot of Ukrainian brands that produce similar products. Moreover, there are always present worldwide mass market retailers.

**Porter's five forces: Illustrated notebook, sketchbooks and diaries designed by the artist**

Thread of new entrants (HIGH): the barriers to enter the market are low

Bargaining power of suppliers (MODERATE TO HIGH): typically third party printers preferred. However, the quality is not easy to find.

Bargaining Power of Buyers (MODERATE TO HIGH): unless the brand built strong brand loyal base, the buyer can easily switch to an alternative

Threat of substitutes (HIGH): competitors, digital note-takers, mass-produced stationary

Industry rivalry (HIGH): highly saturated market with a strong competition

### **Porter's five forces: Teddy Bear technique workshop**

Threat of new entrants (LOW): it is very difficult to enter the market as it requires high level of recognition, skills and knowledge

Bargaining power of suppliers (LOW): the only suppliers are the materials' supplier and the master who is Lesya Gogol

Bargaining Power of Buyers (LOW): in Ukraine there are only three masters that are able to provide such services

Threat of substitutes (MODERATE): workshops from other masters or online courses or any video recordings

Industry rivalry (LOW TO MODERATE): there are a couple of masters on the market, however, as it is a piece of art with an individual identity, masters do not compete with others. Especially for Lesya, it won't be a competition as a lot of people are waiting to precisely attend her workshops as her toys are unique and can't be plagiarized.

To conclude, most niches that were analysed are considered to be highly competitive with low entry barriers and high buyer power that makes it hard to stand out. In such cases success strongly depends on strong personal branding, unique artistic identity, and quality. Less saturated areas, like specialized workshops or personal-style art, offer better protection through differentiation. Long-term success relies on emotional connection, strong brand identity and brand loyalty.

### **SWOT analysis**

By using SWOT method it was analyzing internal brands resources which form enterprises strength, weaknesses, opportunities to develop and potential threads.

#### **Strengths**

- Unique style: Lesya obtains a unique and personalised style that makes her recognisable and inimitable.
- Craftsman excellence: as the artist has been making toys for 10 years, she can provide high quality and high level items.
- Diversification: the artist can not only produce toys but also paint, illustrate production lines and develop personally designed new products
- Customer base: Lesya already has a strong base of loyal customers
- International recognition: artist's works are being recognised all around the world
- Low Competition: In Ukraine, there are few masters of the Teddy Bear technique, giving Lesya a specialized market position.

### **Weaknesses**

- Price barriers: the items are considered to be a luxury segment and are not available for the greatest share of Ukrainian consumers
- Weak social media engagement: it was a drop in audience engagement and social media do not engage new potential customers
- Lack of marketing expertise: weak developed social media profiles as artist maintain social media by herself without professional expertise
- Supply chain inimitability: there is a limited number of suppliers on the market for toy production and a limited number of good quality suppliers for other products.
- One-Person Operation: As a solo entrepreneur, Lesya faces capacity constraints in production, marketing, and business management.
- Lack of investments: because of lack of investments, artist is not able to launch new products, invest in marketing, get legal brand security and take part in markets

- Limited Ukrainian Market Presence: Despite international success, brand awareness and sales in Ukraine need improvement.

### **Opportunities**

- Product Line Expansion: Potential to develop lower-priced product lines that are more accessible to Ukrainian customers (paintings, jewelry, silk scarves, stationery, T-shirts).
- Workshop Services: High demand for Teddy Bear technique workshops, with few competitors in Ukraine and existing interest from potential students.
- Digital Marketing Growth: Significant opportunity to improve social media presence through professional management, reels, and targeted advertising.
- Website Development: Creating an e-commerce website would improve customer trust, streamline purchases, and enhance brand image.
- Physical Retail Partnerships: Opportunity to participate in BCI CBOİ markets and sell through Kyiv showrooms to increase brand visibility.
- Patriotic Consumer Trends: Growing preference among Ukrainians to support local artists and brands over mass-market products.
- Tourist Market: Potential to sell products as souvenirs to tourists visiting Ukraine as tourists are financially more capable of purchasing and their decision-making is more emotionally driven.

### **Threats**

- Market Saturation: High competition in several proposed new product categories (especially jewelry, art prints, and stationery).
- Economic Instability: Ukraine's economic situation could impact discretionary spending on luxury and art items.

- Supply Chain Disruptions: Reliance on limited suppliers, particularly for specialized toy materials.
- Fast Fashion Competition: Mass-produced alternatives that may offer similar aesthetics at lower prices.
- Fraud Risk: Without trademark protection, risk of copycats or counterfeits (though trademark registration is planned).
- Social Media Algorithm Changes: Dependence on platforms like Instagram which can change their algorithms, potentially affecting visibility.
- Balance Challenges: Expanding the brand across multiple product lines and services while maintaining quality could lead to burnout.

To conclude SWOT analysis it is considered that Lesya Gogol brand is unique, inimitable and one of a kind that created a good potential to remain sustainable competitive on the market. However, due to high saturation of competitors on the market, the brand has certain threats. Moreover, due to high prices and luxury positioning, brands might be jeopardized.

## COMPETITOR ANALYSIS

Here is the list of main competitors for each niche that was formed based on the conducted market research, analysis and identification of the main competitors for each niche on the market.

### **Niche 1:** Handmade Teddy Bears

In Ukraine there is a certain list of teddy bear masters, their works are simpler and cheaper, however, they do not compete with Lesya as her works are considered to be unique and luxury works all around the world. Moreover, all of that masters had left the Ukraine,



consequently, Lesya's teddy bear toys are the one on the Ukrainian market that is considered to be famous and well known in a certain society. Analysing foreign markets we can identify competitors on such platforms as Tedsby[3] and Bear Pile[4], however, Lesya's items stand out significantly from the masses.

**Niche 2:** Creative Art Paintings in personal artist's style

The main Lesya Gogol competitor in this niche is an artist Tanya Bonya. Her drawings are similar in the style. She is very demanded on the market and very popular. Additionally, she was illustrating a NAMELAKA cafe. Here you can find her Instagram shop [5].

**Niche 3:** Handmade artistic jewelry

In this niche there are a lot of competitors. The most powerful are GUNIA [6], TSVITE TEREN[7], TOUS[8], PANDORA[9] and other small Ukrainian craft brands.

**Niche 4:** Silk scarfs illustrated with artist sketches.

There are a lot of small ukrainian brands that produce scarfs today, however, the quality and creativity differ a lot. The most powerful competitors are GUNIA, HATXHEHHA[10], LADY DI ATELIER[11].

**Niche 5:** T-shirts illustrated with artist sketches.

**Niche 6:** Illustrated notebook, sketchbook and diaries designed by the artist.

**Niche 7:** Teddy Bear technique workshop.

There are a couple of masters that conduct workshops. However, even the masters asked if Lesya was going to conduct a workshop in order to attend it. Oksana Antonenko [12], Alla Stepanets [13], Mila Zeleniyk[14], Yuliia Aladina[15].

## CONSUMER ANALYSIS

### Target audience identification

The niche analysis and the identification of target audience is a crucial point in marketing strategy creation and identification of distribution channels. As were mentioned above in previous parts of the analysis, the market that the brand will be able to cover is divided in different segments, consequently, the target audience for different segments and niches will vary. To be more precise we will look through each of the niches.

#### **Niche 1:** Handmade Teddy Bears

**Target audience 1:** luxury toy collectors, international collectors, parents that may afford such type of a toy, art admirers, gift buyers.

#### **Niche 2:** Creative Art Paintings in personal artist's style

**Target audience 2:** gallery agents, home interior designers, art collectors, customers that are looking individually for a piece of art in their interior, gift buyers.

#### **Niche 3:** Handmade artistic jewelry

**Target audience 3:** art admirers, fashion conscious consumers that are seeking to find unique pieces, gift buyers, Ukrainian brands admirers.

#### **Niche 4:** Silk scarfs illustrated with artist sketches.

**Target audience 4:** fashion conscious individuals, art lovers, individuals that admire to add art pieces into their outfits, Lesya Gogol's painting fans, gift buyers, Ukrainian brands admirers.

#### **Niche 5:** T-shirts illustrated with artist sketches.

**Target audience 5:** fashion conscious individuals, art lovers, individuals that admire to add art pieces into their outfits, Lesya Gogol's painting fans, gift buyers, Ukrainian brands admirers.

**Niche 6:** Illustrated notebook, sketchbook and diaries designed by the artist.

**Target audience 6:** students, office workers, individuals that admire art, artists, gift buyers.

**Niche 7:** Teddy Bear technique workshop.

**Target audience 7:** hobbyists, other masters, competitors, art enthusiasts, Lesya Gogol's toys admirers.

For a more advanced consumer understanding based on the conducted analysis of each niche there are customer profiles provided for each of them. The customer persona will help to understand the average consumer on the individual level. The following analysis will help to identify on which audience which posts and product visuals are better to target in order to get higher engagement level and higher sales return. It is estimated that the target audience has to be divided by niches, therefore, it is essential to analyse the potential client portrait for different niches. However, some niches might be related and the customer might prefer both types of product. For instance, it is considered that one customer can be targeted for silk scarf and artistic jewelry; while another customer can be targeted for an illustrated notebook and T-shirt.

## CUSTOMER PERSONA

**Niche 1:** Handmade Teddy Bears (might be also implemented to the **Niche 7:** Teddy Bear technique workshop)

### Basic Information

**Name:** Mariya

**Age:** 39 years old

**Gender:** Female

**Location:** Kyiv, Ukraine

**Occupation:** Director of Children's Charity Foundation

**Income Level:** Institutional income/funding-based, Medium level

#### Demographics & Background

**Education Level:** Master's degree in Social Psychology

**Family Status:** Single, no children, dedicates life to charitable causes

**Cultural Influences:** Strong social impact values, promotes emotional development through art

#### Goals & Aspirations

**Personal Goals:** Build art therapy programs for children, find an appropriate present for donors

**Professional Goals:** Expand charity's influence, attract more donations, establish strong and stable relationship with donors.

**Long-Term Ambitions:** increase rate and volume of donates

#### Challenges & Pain Points

**Biggest Frustrations:** Insufficient awareness about the foundation's mission, lack of consistent donor support, bureaucratic restrictions

**Common Objections to Buying:** Budget allocation approvals, balancing impact vs. cost in every purchase decision

**Barriers to Success:** Limited time for vendor research

#### Buying Behavior & Preferences

**Where They Shop:** Directly from artists or ethical craft platforms; prefers partnerships and long-term collaboration over one-time purchases

**Decision-Making Process:** Values-based decision making

**Brand Affinities:** Ukrainian handmade creators, social impact projects, GUNIA

**Preferred Communication Channels:** E-mail, formal social media accounts, in-person meetings or virtual conferences

### Online Behavior & Media Consumption

**Social Media Usage:** Facebook (institutional use), LinkedIn, YouTube (for storytelling videos), Instagram, TikTok, Twitter

**Content They Engage With:** impact stories, funding calls, news, Forbes posts

**Preferred News/Entertainment Sources:** Telegram channels, Instagram pages, Charity newsletters, non-profit hubs, professional mental health forums

### Key Motivations & Triggers

**What Drives Them to Take Action?** Proof of emotional/educational value

**Values & Beliefs:** every child deserves emotional care, Ukrainian cultural resilience

**Emotional Triggers:** art as a source of healing

### Quotes & Insights

**Common Phrases They Use:** "Our kids need more than food and clothes — they need hope, and art brings hope." "Lesya's toys aren't just toys — they're tools for healing and imagination."

## CUSTOMER PERSONA

**Niche 2:** Creative Art Paintings in personal artist's style

### Basic Information

**Name:** Oleksandr

**Age:** 45 years old

**Gender:** Male

**Location:** Kyiv, Ukraine

**Occupation:** Interior Designer

**Income Level:** High level

### Demographics & Background

**Education Level:** MA in Architecture

**Family Status:** Married, no children

**Cultural Influences:** Postmodern art admirer, supports contemporary Ukrainian movements

### Goals & Aspirations

**Personal Goals:** Enrich clients' lives through design

**Professional Goals:** Curate stylish, unique spaces for high-end clientele

**Long-Term Ambitions:** Build an art and interior design consultancy

### Challenges & Pain Points

**Biggest Frustrations:** Repetitive mass-market wall art

**Common Objections to Buying:** Price vs. unknown artist risk

**Barriers to Success:** Convincing clients to accept bolder, non-traditional art choices

### Buying Behavior & Preferences

**Where They Shop:** Instagram, design fairs, art shows, art weeks, art and design exhibitions

**Decision-Making Process:** Visual appeal, story behind art, client compatibility

**Brand Affinities:** Ukrainian brands, local modern artists

**Preferred Communication Channels:** Instagram, personal referrals

### Online Behavior & Media Consumption

**Social Media Usage:** Instagram, TikTok, Pinterest

**Content They Engage With:** Reels, Videos, Podcasts, Posts, Art process videos, gallery showcases, art reels

**Preferred News/Entertainment Sources:** Architectural Digest, design blogs

### Key Motivations & Triggers

**What Drives Them to Take Action?** Emotional reaction to artwork, client match

**Values & Beliefs:** Visual storytelling, uniqueness, cultural relevance

**Emotional Triggers:** Connection to Ukraine, discovery of new talent, uniqueness, creativity

### Quotes & Insights

**Common Phrases They Use:** ["Design is not only about furniture - it is about emotions and storytelling"]

### CUSTOMER PERSONA

**Niche 3:** Handmade artistic jewelry & **Niche 4:** Silk scarfs illustrated with artist sketches.

### Basic Information

**Name:** Anna

**Age:** 21 years old

**Gender:** Female

**Location:** Kyiv, Ukraine

**Occupation:** Event Manager, University

**Income Level:** Average statistical salary in Kyiv as for 2025, middle class of population

### Demographics & Background

**Education Level:** Bachelor student

**Family Status:** Single, no children

**Cultural Influences:** Ukrainian patriotic values, supports local artists

### Goals & Aspirations

**Personal Goals:** Self-improvement, Family creation

**Professional Goals:** Career growth

**Long-Term Ambitions:** Happy family, own enterprise

### Challenges & Pain Points

**Biggest Frustrations:** the products are rather wants than needs, the relevance of purchasing

**Common Objections to Buying:** price issues

**Barriers to Success:** relationship issues, difficulty in business idea identification

### Buying Behavior & Preferences

**Where They Shop:** Online, In-Store (In-Store is preferred)

**Decision-Making Process:** Some purchases are Impulsive and some of them are

Research-Driven. Needs goods are the former, the Wants goods are the latter

**Brand Affinities:** Ukrainian brands, Zara, Massimo Dutti

**Preferred Communication Channels:** social media only

### Online Behavior & Media Consumption

**Social Media Usage:** Instagram, TikTok

**Content They Engage With:** Reels, Videos, Podcasts, Posts

**Preferred News/Entertainment Sources:** Telegram channels, Instagram pages

### Key Motivations & Triggers

**What Drives Them to Take Action?** Sales, Reviews, Social Proof

**Values & Beliefs:** Quality, Trend, quality=price

**Emotional Triggers:** Desire for exclusivity, individual expression

### Quotes & Insights

**Common Phrases They Use:** ["I wish to buy unique items for an affordable price." "I always look for something unique, creative and exclusive"]



## CUSTOMER PERSONA

**Niche 5:** T-shirts illustrated with artist sketches. & **Niche 6:** Illustrated notebook, sketchbook and diaries designed by the artist.

### Basic Information

**Name:** Sofiia

**Age:** 16 years old

**Gender:** Male

**Location:** Lviv, Ukraine

**Occupation:** High School Student

**Income Level:** No stable income — relies on parental allowance, occasional gifts, or personal savings

### Demographics & Background

**Education Level:** 10th grade in secondary school

**Family Status:** lives with parents, has a boyfriend

**Cultural Influences:** Deeply connected to Ukrainian cultural revival, TikTok trends, digital aesthetics

### Goals & Aspirations

**Personal Goals:** self-expression through fashion and personalized school supplies. Be unique

**Professional Goals:** Become a freelance illustrator or creative content creator. Graduate from school and apply to university

**Long-Term Ambitions:** set up a fashion brand with a physical showroom

### Challenges & Pain Points

**Biggest Frustrations:** Limited budget for self-expression products. Parents may not always understand the importance of design-driven purchases.

**Common Objections to Buying:** Often has to wait for birthdays or holidays to request more expensive items. Needs to provide arguments for parents why the purchase is essential

**Barriers to Success:** Lack of financial independence

### Buying Behavior & Preferences

**Where They Shop:** Instagram, TikTok pop-up ads, Telegram resale and artist channels, Temu, Aliexpress

**Decision-Making Process:** Highly visual, influenced by trends, peer recommendations, or viral artist accounts, totally emotionally driven

**Brand Affinities:** Ukrainian artist collabs, brands that are represented on BCI CBOI market, ORNER, small Telegram-based brands, craftsman creations. The dream to have products from GUNIA, Lesya Gogol.

**Preferred Communication Channels:** Instagram, TikTok, Telegram, SnapChat, BeReal

### Online Behavior & Media Consumption

**Social Media Usage:** Instagram, TikTok, Telegram, SnapChat, BeReal, Pinterest, YouTube

**Content They Engage With:** Reels, Videos, Podcasts, Posts, Art process videos, Motivational creative routines, DIY content, look of the day videos, influencers blogs, unboxing

**Preferred News/Entertainment Sources:** TikTok trends

### Key Motivations & Triggers

**What Drives Them to Take Action?** Seeing an influencer or favorite artist using a product. Peers opinion. Emotional connection to design.

**Values & Beliefs:** Ukrainian-made products have more meaning than mass-market ones. Art = identity. It is essential to be unique.

**Emotional Triggers:** creativity, uniqueness, something that others do not have, the representation of herself

### Quotes & Insights

**Common Phrases They Use:** [“Lesya’s drawings feel like a fairy tale I want to live in.”; “If I can’t buy it now, I’ll ask for it for my birthday!”]

## CUSTOMER PERSONA

**Niche 7:** Teddy Bear technique workshop.

### Basic Information

**Name:** Oksana

**Age:** 35 years old

**Gender:** Female

**Location:** Odessa, Ukraine

**Occupation:** Teacher in Elementary school, keen on handmade

**Income Level:** Moderate, stable salary from public education sector

### Demographics & Background

**Education Level:** Master's degree in Pedagogy

**Family Status:** Married, has two children ages 6 (girl) and 9 (boy)

**Cultural Influences:** Grew up with a strong appreciation for Ukrainian folk crafts, emotionally drawn to traditional and nostalgic forms of art. Believes in meaningful hobbies.

### Goals & Aspirations

**Personal Goals:** Develop a calming creative hobby that allows self-expression.

Create personalized toys or gifts for her children and close friends.

**Professional Goals:** Start having additional revenue from hobby.

**Long-Term Ambitions:** Attend craft fairs and become part of Ukraine's handmade artist community

### Challenges & Pain Points

**Biggest Frustrations:** A lack of access to local hands-on creative workshops in her city.

**Common Objections to Buying:** Worried about wasting money

**Barriers to Success:** Self-doubt about her artistic ability. Non-available workshops for particular artists. High price.

### Buying Behavior & Preferences

**Where They Shop:** Local bookstores and hobby shops, Instagram stores, craft markets. Follows master artists like Lesya Gogol who already provides workshop services and searches for physical or online masterclasses.

**Decision-Making Process:** Highly motivated by quality of instruction and the reputation of the artist and the visual satisfaction of artists' works. That will give an overview of what result she might get.

**Brand Affinities:** Ukrainian artist collabs, brands that are represented on BCI CBOI market, Ukrainian handmade mentors

**Preferred Communication Channels:** Facebook (groups for moms, hobbyists, teachers), Instagram, Telegram, TikTok

### Online Behavior & Media Consumption

**Social Media Usage:** Instagram, TikTok, Telegram, Pinterest, YouTube

**Content They Engage With:** Facebook groups for crafts, parenting, and community education. Instagram for inspiration and following favorite artists. YouTube tutorials for beginner-level craft skills.

**Preferred News/Entertainment Sources:** Facebook posts, local Telegram channels, craft YouTube channels

### Key Motivations & Triggers

**What Drives Them to Take Action?** Seeing real workshop results from other beginners. The artists works

**Values & Beliefs:** Artistic skills can be learned, no matter the age. Everything needs practice, even art.

**Emotional Triggers:** creativity, understand and learn how to create such toys by herself

### Quotes & Insights

**Common Phrases They Use:** [“Lesya’s drawings feel like a fairy tale I want to live in.”; “If I can’t buy it now, I’ll ask for it for my birthday!”]

### Customer profile as a part of value proposition for the brand with already recommended launched products

#### JOBS

- Express identity and values through unique, artistic items (e.g. toys, scarves, paintings).
- Gift emotionally resonant, handmade goods.
- Support Ukrainian-made brands and art.
- Dress fashionably with a cultural or artistic flair.

#### PAINS

- High prices for luxury goods in a price-sensitive market.
- Lack of access to truly unique, handmade, high-quality art.
- Saturated market of copycat or mass-produced designs.
- Difficulty finding trustworthy local brands.
- Limited workshop opportunities with high-profile artists.
- Parents/students/young professionals may have budget limitations.

## GAINS

- Ownership of truly unique, collectible items.
- Access to exclusive and high-quality handmade pieces.
- Opportunity to learn directly from a recognized artist.
- Products tied to Ukrainian cultural identity and aesthetics.
- Personal connection with the artist via story-based marketing.
- Emotional satisfaction from creative expression and gifting.

To conclude the analysis we can see that the customer profile reveals a desire for handmade products that express personal identity and support Ukrainian art. The brand's products like teddy bears, scarves, paintings, jewelry and workshops directly meet these needs while addressing struggle points such as market saturation and lack of access to quality. By focusing on emotional value, uniqueness, artist connection, the brand delivers a strong value proposition that resonates with its target audience.

## MARKETING STRATEGY

### Digital marketing

Nowadays, digital marketing is the most powerful tool in marketing. L.Gogol already has her personal Instagram page which she is also being used for her own marketing and as a purchasing platform as some orders also might come from Instagram. On Instagram the artist has twelve thousand and one hundred followers. Before the great invasion it had fifteen thousand followers, the number of followers significantly decreased as the great share of the audience were russians. Moreover, as artists started to publish a lot of war campaigns the active share of audiences that were engaging dropped rapidly. There are some assumptions that Instagram limited artist's page. However, Lesya actively manages her social media by posting a couple of stories or posts daily. The main idea is to retain the concept of representing a brand as a personal story and leave the social media page as a first-person account by developing and producing more creative content.

Instagram is also being used as a selling platform. The collectors follow her posts and track when new toys are coming and are available to purchase.

For the future development and increase of brand awareness the marketing must be focused on a list of social media platforms such as Instagram, TikTok, Facebook. It is also preferred to continue distributing and increasing brand awareness through Pear Pile and Tedsby platforms. Additionally, for the greater and higher level of brand awareness there has to be developed a brand website where customers will be able to find all the products available and purchase it officially through the website.

To perform an effective, stable social media marketing it is recommended to employ a social media manager whose responsibilities would be the following:

- Content making (video recording, video editing).
- Editing reels.
- Posting content in TikTok.
- Developing a content plan for the week and coordinating it with an artist.
- Manage target audience and social media advertising through Instagram, TikTok and Facebook platforms.
- Coordination, editing, content editing and operational management of the brand website.

For the improvement of digital marketing, it is proposed to employ a social media manager. that will be responsible for video recording and reels and tik toks editing. Reels is a very powerful tool nowadays and it must be implemented in a marketing campaign. Artist tried to edit videos herself; however, it did not give the effect that was expected. Reels will help to engage a greater number of potential customers and overall will help to increase brand awareness. The short videos might be with a certain content idea such as animated videos with toys, accelerated videos with toy creation process, speed up videos with painting process, “the look of the day” videos that will show how the goods might be added to the outfit.

### **Conclusion of consumer analysis and targeting**

By the results of conducted market analysis, formed customer personas and detailed overlook on the niche and target audiences for each it has to be concluded that each brand’s product has to be targeted on the different and separate audience. Below there is a structured summary that is a base for social media targeting advertisement settings for each of the products. Moreover, structured instructions will give a clear understanding for social media manager of how to execute marketing development.



### **Handmade Teddy Bears**

Target Audience: Collectors (25–60), parents, art lovers, charity professionals

Platforms: Instagram, Facebook, TikTok

Content Ideas: Reels/TikToks (bear-making process), “Adopted Bear” stories/testimonials, collector interviews, artist storytelling, emotional or heritage-themed visuals

Best Posting Times:

Instagram (Tue, Thu, Sun — 12–2 PM / 6–8 PM)

TikTok (Daily — 5–7 PM)

Facebook (Tue, Wed, Sun — 9–11 AM)

### **Creative Art Paintings**

Target Audience: Art collectors, gallery agents, interior designers, premium gift buyers

Platforms: Instagram, Facebook, Pinterest, TikTok (art process)

Content Ideas: Painting time-lapse videos, Reels/TikToks of painting + voiceover, Mockups of paintings in interior spaces, Quotes & symbolism explanation posts

Best Posting Times:

Instagram (Wed, Fri, Sat — 7–9 PM)

TikTok (Mon–Thu — 4–7 PM)

Facebook (Mon, Wed — 11 AM–1 PM)

### **Handmade Artistic Jewelry**

Target Audience: Women 25–45, fashion lovers, handmade brand supporters, gift shoppers

Platforms: Instagram, TikTok, Facebook Marketplace

Content Ideas: Styling Reels/TikToks (“3 ways to wear”), Aesthetic close-up shots, influencer collabs, Gift unboxing & packaging videos

Best Posting Times:

Instagram (Mon, Thu, Sat — 12–2 PM, 8 PM)

TikTok (Fri–Sun — 5–9 PM)

Facebook (Daily — 9–11 AM)

### **Silk Scarfs with Artist Sketches**

Target Audience: Women 25–55, art/fashion lovers, tourists, gift buyers

Platforms: Instagram, TikTok, Facebook

Content Ideas: “Look of the Day” Reels/TikToks, Style tutorials (how to tie it in 3 ways), Gift packaging ASMR

Best Posting Times:

Instagram (Tue, Thu, Sat — 11 AM–1 PM / 7–9 PM)

TikTok (Wed, Fri — 5–8 PM)

Facebook (Tue, Sat — 10 AM–12 PM)

### **T-Shirts with Artist Sketches**

Target Audience: Teens & young adults (16–30), students, trend-followers, culture fans

Platforms: TikTok, Instagram Reels, Facebook Shop

Content Ideas: Outfit Reels/TikToks, Mirror fit checks, styling tips, Unboxing and “try-on” clips, (“Show your Lesya Gogol look”)

Best Posting Times:

Instagram (Tue, Fri, Sat — 12 PM, 8 PM)

TikTok (Daily — 4–8 PM)

Facebook (Fri–Sun — 12–2 PM)

### **Illustrated Notebooks, Sketchbooks, Diaries**

Target Audience: Students, creatives, office workers, young journalers, gift buyers

Platforms: TikTok, Instagram, Facebook

Content Ideas: “Study with me” desk setups, Journaling Reels/TikToks, Flip-throughs, ASMR writing, Creative packaging

Best Posting Times:

Instagram (Mon, Wed, Sun — 11 AM–1 PM, 8 PM)

TikTok (Daily — 6–9 PM)

Facebook (Mon, Tue — 10 AM–12 PM)

### **Teddy Bear Technique Workshop**

Target Audience: Women 30–55, hobbyists, artists, moms, creative professionals

Platforms: Facebook (groups), Instagram, YouTube Shorts, TikTok

Content Ideas: Reels/TikToks of workshop scenes, Participant testimonials, Process clips: before/after teddy creation, Artist talking about technique and story

Best Posting Times (in period of advertising before workshop start, at least two month before the workshop taking place):

Instagram (Tue, Thu — 10 AM–12 PM, 6–8 PM)

TikTok (Mon–Fri — 4–7 PM)

Facebook (Sat, Sun — 9–11 AM)

Additionally, one of the essential tools that is recommended to use as a source of marketing are influencers. This way of marketing will be the most successful for such products as jewelry, scarfs, T-shirts.

### **Social media improvements: Instagram**


The main identity of the brand is a personal artist's story. Therefore, it is proposed not to create separate social media pages. The main marketing strategy is to keep social media profiles as personal artists blogs. Consequently, one of the crucial steps in brand development is Instagram improvement and its optimization as for today Instagram page is the most powerful communication tool for the artist. In the Appendix 7 you can see how the Instagram profile looks like today.

There is a list of key potential propositions for social media profile improvements. The main idea is to be straight, simple and show potential clients from the top what products the artist may propose and the platform where the buyer can conduct a purchase.



The profile bio proposed to be changed for:

 Artist | Teddy Master.

 Ukraine.

 One-of-a-kind...

 Worldwide shipping

 Shop & workshops 

The last line is essential as it creates a call to action for the buyer. Additionally, the new developed website link has to be added in the list of links.

In the profile it is proposed to add additional action buttons:

- “e-mail” has to remain as a great share of foreign customers communicate with the artist through e-mail;
- “Book a Workshop” for signing up for a workshop through Google Forms or other integration;

- "Instagram Shop" for integrating the ability to purchase and connect posts with products.

Highlights have to be remanded simply and categorised clearly. For instance:

- Toys
- Sketches
- Me
- Scarfs
- Workshops
- T-shirts
- Feedbacks
- You (buyers' photos)

### **Website development**

Website development is identified to be one of the necessary steps in brand development. First of all, a well designed and managed website creates a strong trustworthiness. In all of the niches that the brand covers the greatest share of consumers' choices are emotionally driven and impulsive. Therefore, it is essential to establish a powerful emotional connection with consumers and it can be empowered by attractive, modern and simple buyer brand website. Moreover, all of the purchases will be held through a payment system which will be built-in the website; such a system simplifies the payment process by minimizing steps number and strengthens trust in the brand's reliability and confidence policy.

Below in the text the technical assignment is prepared that is proposed to be presented for the developers for a clear understanding of the final result of the website.

### **Technical requirements**

The website has to be simple and modern. Calm colors and straight fonts. The position of bottoms has to be logical, straightforward and easy to be accessed by the buyer. The billing system has to be built-in to the page and the payment system has to be integrated. The website has to be joint with Zapier and propose a quick notification for the business owner to understand when the new purchase is made. The page has to be proposed in both ukrainian and english languages and be developed for a desktop and mobile format. There is a list of items that the website should also represent:

- the brand name and logo;
- products photos, prices and info about the product;
- pop-up bottom that shows the whole list of products to choose from;
- shopping cart;
- contact information;
- information about the brand, artist and brand history;
- delivery information;
- product return policy;
- links to all social media and platforms os sale;
- prices should be presented in UAH, \$, euros (the buyer can choose currency);
- option to choose the language UA/ENG;
- section with the most popular questions and its answers;
- payment built-in system.

Payment system: the payment will be executed through “Інтернет-еквайринг plata by mono” that is connected to registered bank account for ФОП in monobank.

In the Appendix 8 you can see a visual reference of potential website design that was created.

Figure 1 shows a “Home” page. That give a clear understanding of all brand’s products

Figure 2 shows a “Product” page.

Figure 3 shows a “Shopping cart”.

## **SALES STRATEGY**

### **Distribution channels**

#### **Platforms**

Based on the analysis it identified the most effective and popular distribution channels such as Instagram, TikTok, Brand Website, Tetsby and Bear Pile. Instagram and TikTok are powerful tools for product advertisement distribution, communication with customers and accepting orders. Toys are proposed to be distributed more through foreign platforms such as Tetsby and Bear Pile, however, it also has to be published on the brands website in case Ukrainian customers will be also willing to buy. Social media profiles will be used for marketing activity while the website will be a tool for purchasing and payment itself.

#### **Physical stores distributions**

As a part of marketing strategy it is proposed to take part in BCI CBOÏ markets. In 2017, the artist took part in Christmas markets. Lesya Gogol presented her toys, head accessories and illustrated calendars. The artist reached break-even point, however, did not have a great rise in profit. Moreover, in those years BCI CBOÏ markets had much lower number of visitors compared to today's numbers. Taking part in markets will increase brand awareness among Ukrainian audiences and a good opportunity to get additional distribution points.

For a future increase of brand awareness and greater product distribution it is proposed to distribute products in Kyiv showrooms that are selling handmade creations from various ranges of artists.

### **Packaging**

The packaging for the brand had been already developed and produced personally by me with an artist in collaborative work. It is recommended not to change it as it represents brand identity clearly and well fit the production line. In the Appendix 9 you can see packages for each of the products. Figure 1 shows the packaging for toys. Figure 2 and Figure 3 show the packaging that was developed for silk scarves. Figure 4 is proposed to be used to package T-shirts and diaries. For the jewelry packaging it is proposed to use such boxes as were presented in Figure 2 but smaller in size, for instance, 8\*8 cm.

Packaging has not to be procured as for the first quarter the artist have an enough number of items in stock.

### **Price formation**

As the project is based on the deeper understanding of launching first priority items, consequently, the price formation was conducted for jewelry, T-shirts and silk scarves.

Prices for each type of the product are formed based on the costs and market tendencies analysis. The toys' prices are formed personally by the artist as each of creations is unique and its price depends on the artist's effort and visual assessment. More detailed calculations can be also found in the Appendix 12 or in google sheets [22].

For each position it is proposed to add as a cost 5.00% payback from overall amount of taxes per month and to each item there also has to be added 2.00% payback for executing a transaction through the monopay system on the website.

Price for artistic jewelry is formed out of the costs for manufacturing, packaging and amortisation of R&D. The cost for developing the model of new jewelry cost 10 000.00 UAH for one model. The cost



for one jewelry manufacturing equals 2 6000.00 UAH. Packaging is 150.00 UAH. Let assume that for each sold position we will target to return 10% of R&D costs. Therefore, it means that for returning investments the brand needs to sell 10 units of product. As an additional cost included in price formation it is proposed to add 100.00 UAH for the returning marketing expenses. It was estimated that the average lead attraction cost equals 150 UAH. And the price also covers 2.00% of the whole price for the payment system. The proposed price for the jewelry product is 4 394.16 UAH. For the first 10 units of product the marginal profit will be 400.00 UAH. After returning investments the marginal profit from each unit will be 1 100.00 UAH.

Price for the T-shirt is proposed to be 2 465.34 UAH as the production cost of an item equals 935.00 UAH, packaging 24.00 UAH, average lead attraction cost and marketing expenses equal to 250 UAH, adding taxation and transaction costs.

In the provided table you can see prices for small and big scarves. The big one is 5 108.16 UAH and the smaller one is 4 292.16 UAH.

## **OPERATIONS MANAGEMENT**

### **Reliable suppliers**

#### **Handmade Teddy Bears**

Raw materials for toys in Ukraine can be only bought in one precise shop “pugovkitm” [16].

If there is something in need for the artist and this shop is out of stock the artist orders in “Pro Bear” [17] from Germany which is also a supplier for “pugovkitm”. However, direct orders from Germany increase shipping costs and enlarge arrival terms.

#### **Creative Art Paintings**

There is a great range of artistic shops where artist can buy painting materials: canvas, paints.

However, framing the picture in a mat and frame it is better to make in “CAЛOИO БAГET” [18].

### Handmade Artistic Jewelry

For the jewelry development and manufacturing it is proposed to cooperate with “siayvo.jewelry” [19]. The quality of producers' items were tested. Moreover, the producer is flexible, client oriented and helps to develop design properly. Additionally, the price is competitive compared to other propositions. The manufacturer can produce items in different metals, including silver, gold and brass.

### Silk Scarfs with Artist Sketches

It is proposed to order production, processing and printing in “VICOSELI” [20].

### T-Shirts with Artist Sketches

It is proposed to order T-shirt production and printing at “SINGLEPRINT” [21].

### Illustrated Notebooks, Sketchbooks, Diaries

Suppliers are still being analysed...

## **Product delivery**

### **Delivery services**

Delivery to the client must be divided on two types: worldwide, around Ukraine. The former has been already functioning for toy delivery all around the world by Ukrposhta. The latter type of delivery is planned to be executed through Nova Poshta by company's tariffs. Shipping costs are covered by the customer. It is essential to note that declared value must be always set as it provides security for both brand and buyer. In case of missing or spoiling parcels the payment will be refunded.

### **Export shipping**

The exports have been executed through Ukrposhta services. Upon individual request, the delivery can be carried out by Meest express of Nova Poshta. The delivery costs are covered by the customer.

## **HUMAN RESOURCE CAPITAL**

As was mentioned before in the paper, it is recommended to hire employees. For the first period of time in developing a brand until the business will reach certain triggers in sales number and marginal profit level it is essential to cooperate with a social media manager and accountant. Social media manager will help to implement the formed marketing strategy and maintain the social media management that will ensure active audience engagement and rise in sales. Below there are job profiles for each of the positions for efficient recruitment and clear requirements for an employee. The following job profiles are prepared in order for later publication on the recruitment channels. For the first time of business operation it is preferred to cooperate with freelance workers rather than employ them. Such a way of cooperation will decrease taxation costs and bureaucracy activities. The payment for the worker will be executed through ФОП. Therefore, the presence of registered ФОП 3 group is an essential request.

### **JOB PROFILE: Social media manager**

Job title: Social media manager.

Location: remote, Kyiv.

Type: flexible schedule as it will depend on content posting schedule.

Job overview: social media manager will be responsible for implementation of marketing strategy whose main goal is to increase brand awareness on Ukraine market, increase sales in

Ukraine and support sales abroad. The manager will be responsible for developing and launching content plans that will engage with the audience and attract potential sales.

Key responsibilities:

- Develop and execute the content plan that will align with key business goals such as increase of brand awareness and sales growth.
- Manage brand presence and engagement through Instagram, TikTok, Facebook, Website, Pinterest and other relevant platforms if needed.
- Create visual content in artists style with strong emotional background such as stories, reels, videos, posts.
- Copywriting for posts.
- Target advertising on social media platforms.
- Website management.
- Track analytics to measure campaign performance and optimize accordingly.
- Coordinate with the sales manager to promote product launches.
- Work closely with the artist to maintain brand voice and visual identity.

Required qualification and skills:

- Bachelor's degree is essential, Master's degree is preferred.
- Verified experience in social media management experience in art industry, luxury brand or Ukrainian handmade products.
- Portfolio that represents previous projects.
- Knowledge of Instagram, Facebook, TikTok algorithms, engagement strategies, and advertisement tools.
- AI usage experience and skills.

- Graphic design and content editing skills (Canva, Adobe Suite, Photoshop, or similar).
- Ability to tell brand stories and highlight craftsmanship through digital content.
- Proficiency in Ukrainian and English. English has to be at least B2 level (written and spoken).
- Strong organisational skills.

Personal attributes:

- Aesthetic sense, creativity.
- Passion for handmade/collectible products and appreciation of artistic value.
- Self-motivated.
- Team player.
- Up-to-date with social trends and digital marketing innovation.

Performance metrics:

- Growth in Ukrainian audience followers.
- Increase of toy sales on the Ukrainian market.
- Sales of new production.
- Conversion rate of advertisement campaigns into sales.
- Brand mentions and community interactions.
- Engagement rates on social media platforms.

Compensation and benefits:

- Remote work opportunity.
- Competitive salary based on the experience.

**Job profile: Accountant**

Job title: Accountant

Location: remote, Kyiv.

Type: flexible schedule as it is periodical due to reporting periods

Job overview: the accountant will be responsible for maintaining ФОП activities, financial and documental part. Supporting in concluding agreements with freelancers. Submission of declarations, following the taxation rates. Control the legality of financial and legal enterprise activities.

Key responsibilities:

- full support of “ФОП другої групи”;
- preparation and submission of tax returns for single tax payers;
- Calculation and payment of taxes;
- Work with client-bank, taxpayer account;
- Working with primary documents: generating invoices and expense documents.
- concluding contracts and maintaining documents with freelancers

Compensation and benefits:

- Remote work opportunity.
- Competitive salary based on the experience.

**SALARY POLICY**

As were mentioned earlier, the workers will not be officially employed by the artist. an agreement with freelancers will be concluded as between two individual entrepreneurs.

The amount of the wage that has to be paid for freelancers is estimated and identified by the workers on the platforms based on the average market costs. The average wage that is estimated for future costs assessment for each of the freelancers is the following:

## **LEGAL AND REGULATORY RECOMMENDATIONS**

### **Legal entity choice**

For running a business and operate financial activity legally of such type of the business which sells items by online retailing and organise workshops offline it is preferred to chose entity and to register as «Фізична Особа Підприємець». For such types of financial activity it is proposed to register “ФОП другої групи” due to profit limit and type of financial operations. The brand is allowed to have a second type of such legal entity until profit will be up to 6,672,000.00 UAH in a year. If a brand's profit exceeds the limit, it is obliged to switch to another type. “ФОП другої групи” is allowed to sell products for individuals and other enterprises of first, second and third types. The brand will be allowed to have officially employed workers.

As the main КВЕД the entrepreneur has to choose “47.91 — Роздрібна торгівля через Інтернет-магазини” as the main brand’s activity is selling items online. The list of other КВЕДs that has to be chosen is the following:

“32.40 – Виробництво іграшок та ігор”

“13.92 – Виробництво готових текстильних виробів, крім одягу”

“14.19 – Виробництво іншого одягу й аксесуарів”

“32.13 – Виробництво біжутерії та подібних виробів”

“85.59 – Інші види освіти, н. в. і. у.”

“90.03 – Індивідуальна мистецька діяльність”

For each of the КВЕД simplified taxation system is applicable.

The taxation for the chosen type of legal entity is lower than for others as it is stable and stated by the authority and does not depend on the amount of your transactions and revenue. The entrepreneur is obliged to pay the following taxes[2]:

“Єдиний податок”	not more than UAH 1600.00 per month (not more than 20% of the minimum wage) is obliged to pay taxes in the amount of
“Військовий збір”	UAH 800.00 (10% of the minimum wage as of January 1, 2025)
“Єдиний соціальний внесок”	In 2025, the unified social contribution will be equal to UAH 1,760.00 (UAH 8,000.00 x 22%)

Based on the information from government policies, the entrepreneur is obliged to pay taxes in the amount of 4160.00 UAH per month.



### **Trademark registration**

Brand registration is essential for brand security. Trademark registration gives full empowerment and right to use brand name, logo and visual identity. It gives brands security and confidence in being unique on the market and trademark registration prevents entrepreneurs from risk of being plagiarized. Gives a legal right to make a request to court in case of fraud, copying and unfair competition. Officially recognised trademarks establish strong reputation as the audience prefer to trust more reliable brands that have been officially verified, has ® sign added to logo or blue tick in Meta social media. Moreover, trademark registration gives a full right to promote a brand publicly. For the “ФОП другої групи” the presence of a registered trademark do not affect taxation system, therefore, it do not increase variable costs. It only requires one-payment that will cost up to 25 000.00 UAH. It is proposed to make a request for an outsourced agency that will help to apply and register a trademark. For Lesya Gogol’s production line it is proposed to choose the following classes:

Class 14 - Jewelry (artistic designed jewelry)

Class 16 - Paper products, printing, graphic arts (paintings, illustrated notebooks)

Class 25 - Clothing, footwear, headgear (for T-shirts and Silk scarfs)

Class 28 - Toys and games (for toys)

The average time to obtain a trademark certificate in Ukraine is 18 months.

The visual that will be applied for registering as a logo is presented in Appendix 10.

Brand name that will be patented is “Lesya Gogol”.

### **Employee Law**

For such type of business' operational work to optimize processes, lower taxation costs and propose easier documentational activity the best way of hiring employees is to conduct a documental agreement with workers as with outsourced contractors. For such form of cooperation with individual entrepreneurs the candidate must obtain his/her personal "ФОП". The formulation in documentations must be stated corresponding to those services that will be provided and officially were registered by "КБЕД".

### **Payment policy & methods**

All of the payments will be passed through bank account connected to registered ФОП and executed through the website, where the customer will be able to choose a certain product. The payment system will be built in the website and gives an opportunity for quick and simple purchase. Such payment method calls "Інтернет-еквайринг plata by mono"[1]. However, it creates additional cost for the brand. The payment method integration costs 1.30% of the transaction, and if the payment is from abroad, it is 2.00%.

### **INVESTMENTS RECOMMENDATION**

For the first priority execution there is a list of items that have to be produced. The calculations were made for the first quarter after the start of realisation. The calculations are also provided in the Appendix 13 (Figure 1) and google sheets [23]. The main investments include trademark registration, development of 2 jewelry designs, the production of 5 jewelries for each design, the production of 15 T-shirts with a variety of designs and the production of 20 scarves (10 for each of the sizes). In total the overall investment that has to be done equals **136 775.00 UAH**.

We are assuming that all items that will be procured will be sold in a period of three months. Therefore, the marginal profit of all sold productions equals **65 000.00 UAH** (the calculation can be found in the Appendix 13, Figure 2). Therefore, with this marginal profit, the artist will be able to cover quarter taxation costs, trademark registration costs, jewelry development costs and cover all costs of units sold.

**Investments payback period** with a stable selling rate equals to six - seven months. As the marginal profit for six months is 130 000.00 UAH.

## **CONCLUSION**

To conclude, I will claim that these brand development recommendations will really help to establish a luxury and successful brand. The launching of new products will increase brand awareness on the Ukrainian market, increase artists revenue and give a great start in building a potentially successful identity powerful brand for years. By registration of trademark and legal entity the brand will present itself as a trusted brand that will lead to an enlargement in loyal customer base. By developing a personal website and optimisation of a legally accepted payment system the brand will be more customer oriented and simple. By providing, lower segment of product, as many luxury brands do, the brand will cover more customers and meet demand that is required on the market among potential customers. For the finalisation of improvements proposition and assumptions after its execution there is a new value proposition prepared that represents the value that the brand can give to a customer.

## **Value proposition analysis**

### **Products & Services**

- Handmade luxury collectible toys (Teddy Bear technique).
- Art paintings
- Artistic jewelry
- Silk scarves with artist sketches
- Illustrated T-shirts
- Illustrated notebooks
- Teddy Bear Technique workshops

#### **Pain Relievers**

- Lower-priced product line
- Workshops that were demanded and required on the market
- Distribution through trusted channels (BCI CBOI, showrooms).
- Website and social platforms that foster brand trust and ease of purchase.
- Purchasing to a legally and officially recognised legal entity
- Legal protections to avoid fraud and plagiarism

#### **Gain Creators**

- Strong brand identity tied to a real artist
- Keeping brand as a unique, individual and personal brand
- Global recognition
- Multisegment offerings to suit different budgets and preferences and making brands more affordable.
- Emotional and storytelling-driven content strategy
- Products that appeal to both local pride and global taste.

- Designed to fit into customers' lifestyles (fashion, gifts, hobbies).

To summarize, the brand successfully combines artist-driven products with practical tools of operational excellence such as a trusted payment system, trusted sales channels, legal protection and affordable items. The brand is based on strong artist identity, powerful storytelling, strong personal brand and diversified production line that created value for different market segments, audiences and both local and global market.

## **TERMS OF REALISATION**

The realisation of a bare minimum that is recommended in the first period of time of brand development takes two months if we do not take in account receiving the trademark certificate as it takes eighteen months. The execution plan consists of the following processes: legal entity registration, jewelry design development, jewelry production, T-shirt production, scarves production and social media marketing. Gantt chart can be found in Appendix 11.

## **FORECASTING PROPOSITION**

As a long perspective plan it is proposed to launch new collections with new designs, hire a sales manager who will be responsible for receiving orders and delivery to clients as sales will grow. Moreover, it is preferred to distribute items through different showrooms in Kyiv and Lviv, as Lviv is a popular city among tourists and more suites for the brand's identified target audience. Additionally, for the increase of brand awareness and sales it is essential to take part in VSI SVOI markets as each market the number of visitors is huge and covers all our target audiences.

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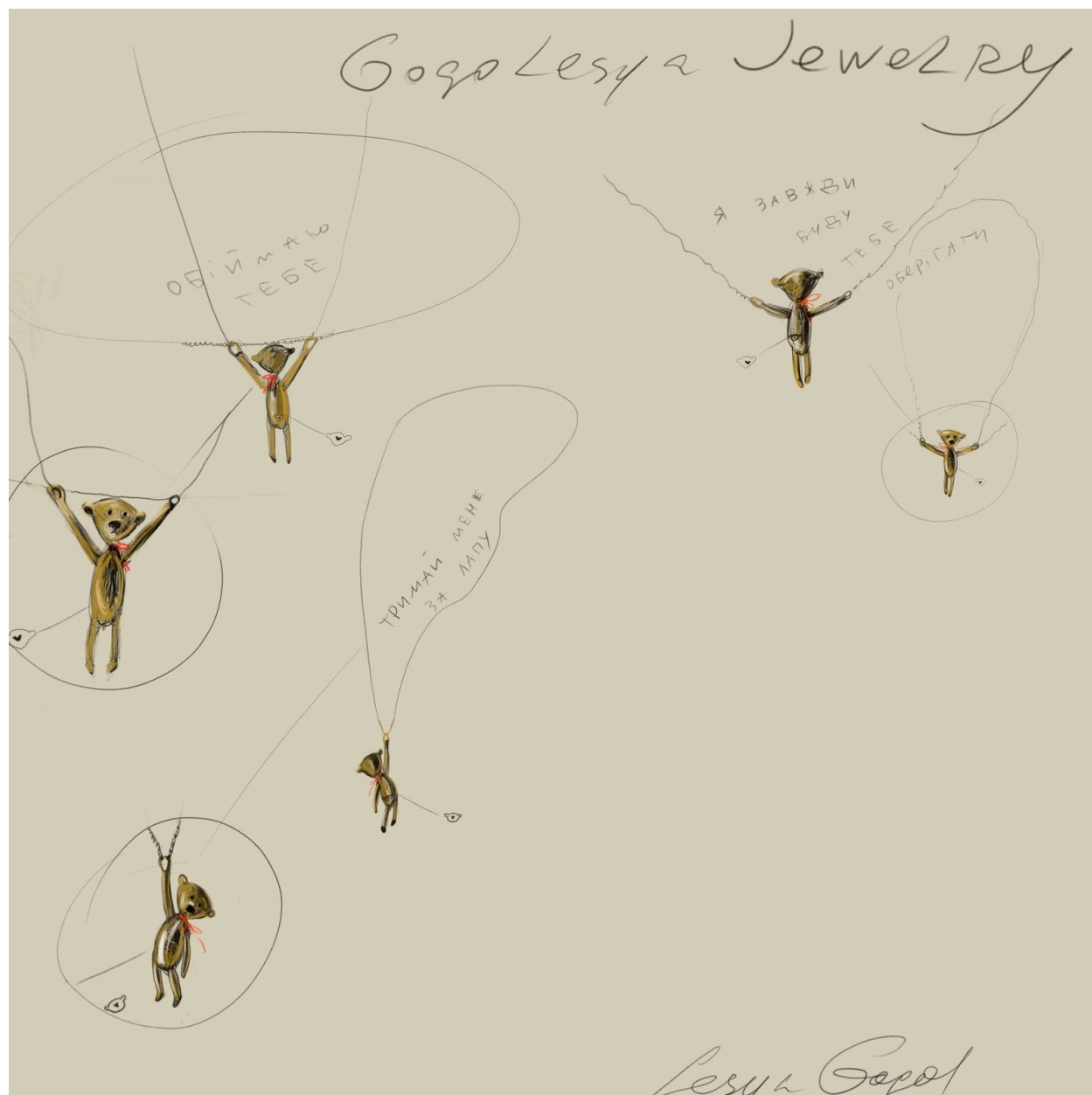
## Appendix 1:



## Appendix 2:



## Appendix 3:



## Appendix 4:

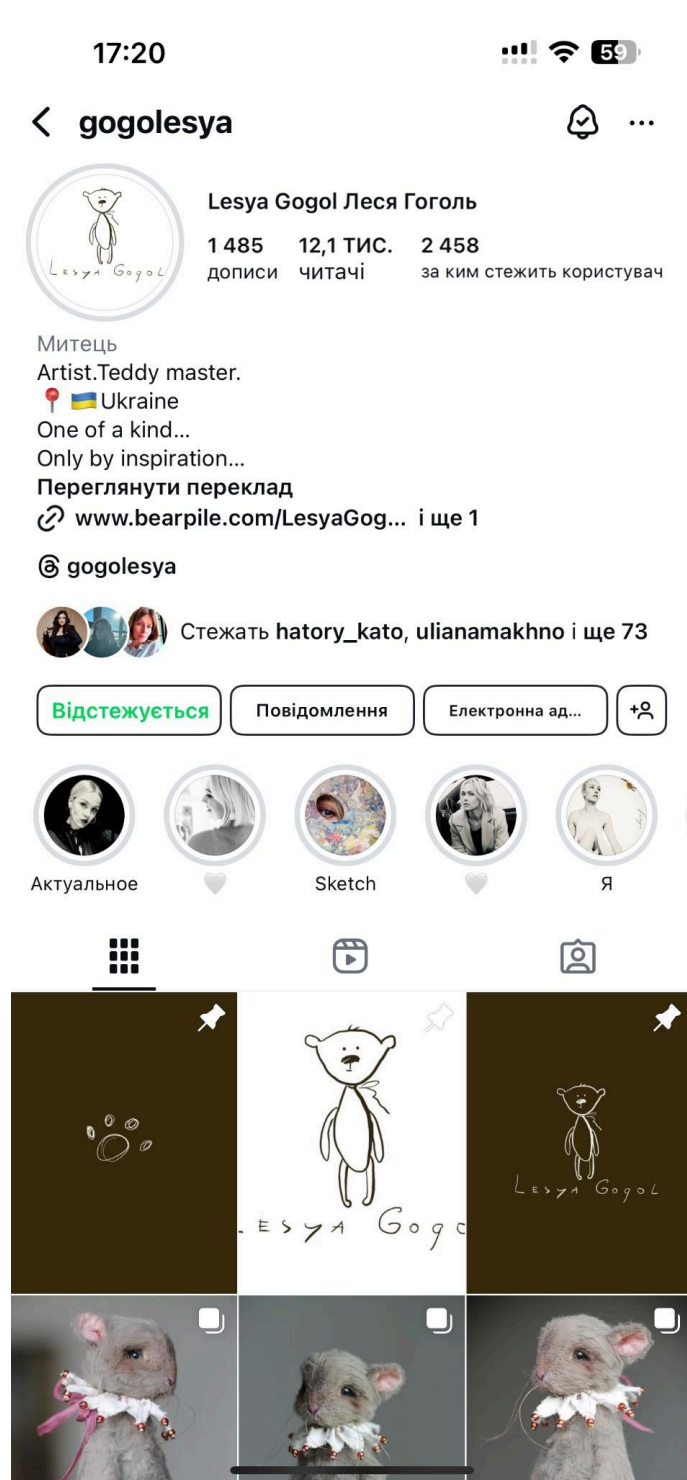


**Appendix 5:**



**Appendix 6:**

## Appendix 7:



## Appendix 8:

Figure 1

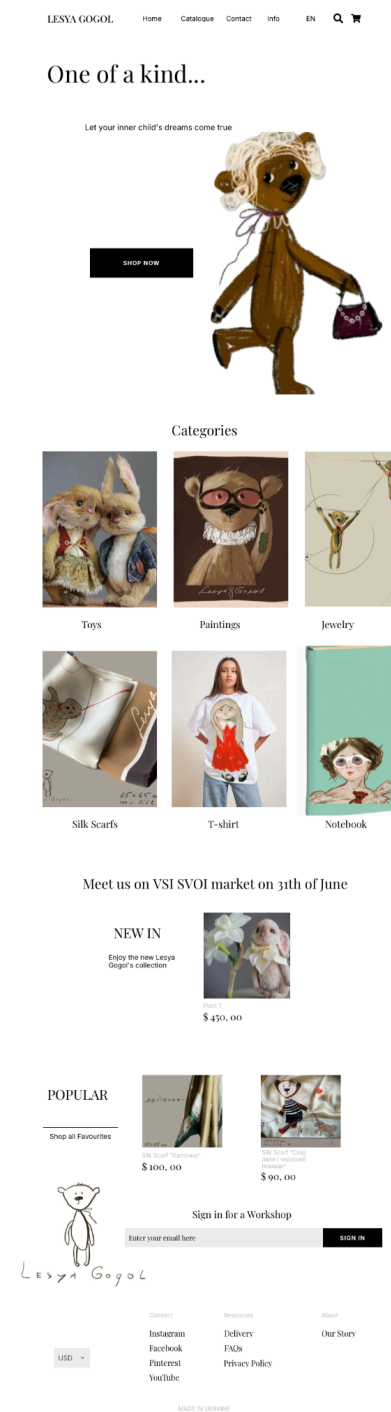
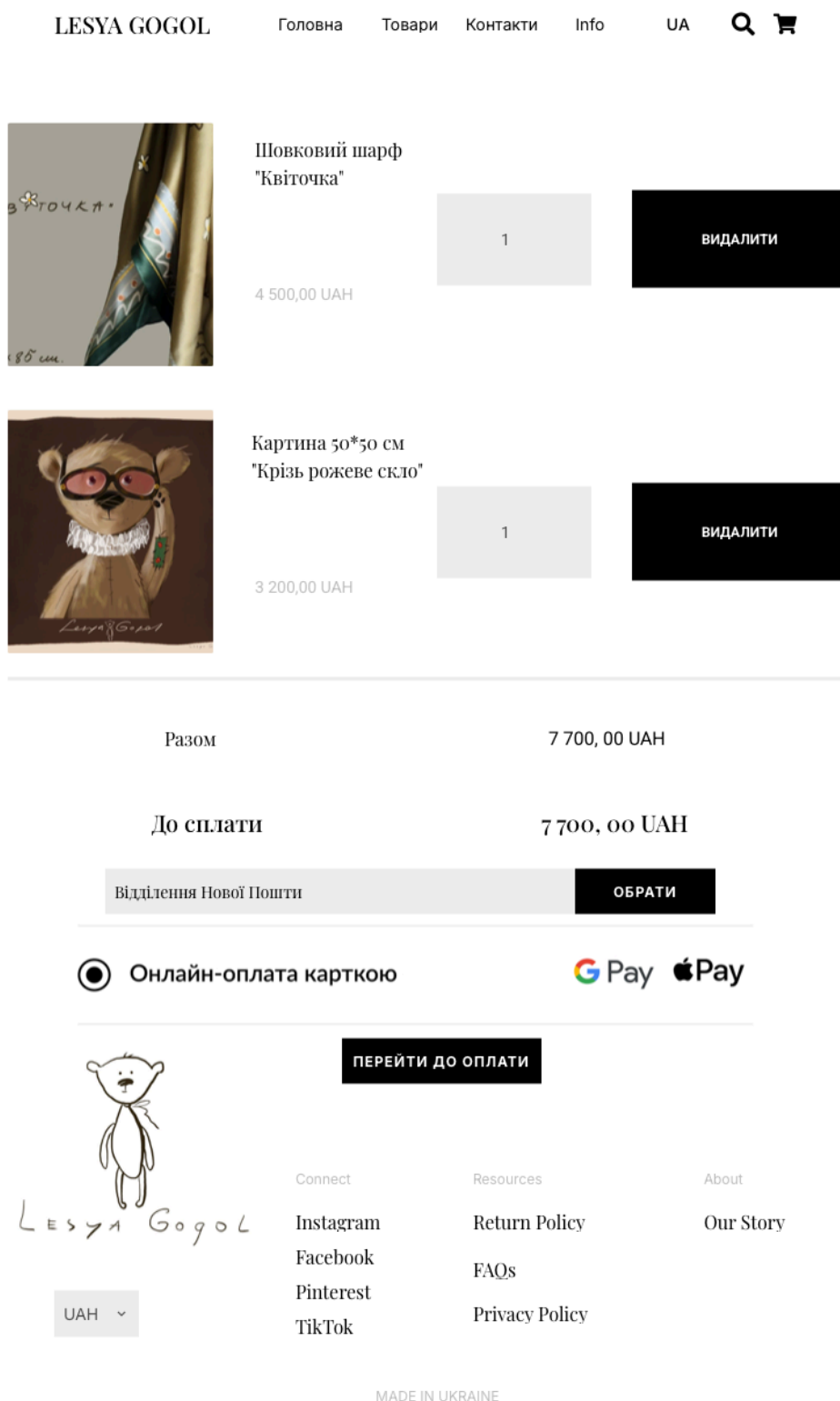




Figure 2



Figure 3



## Appendix 9:

Figure 1





Figure 2



Figure 3



Figure 4

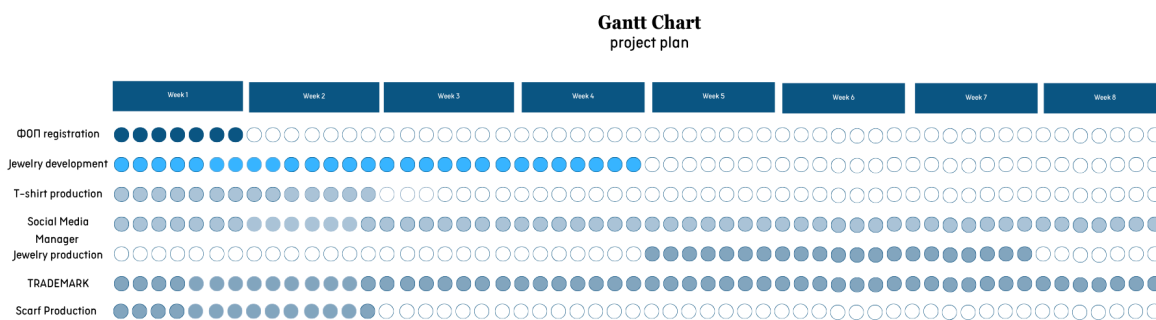


## Appendix 10:



Lesya Gogol

## Appendix 11:



## Appendix 12:

Name of the product, UAH	Procurement cost, UAH	R&D payback, UAH	Packaging cost, UAH	Marketing cost, UAH	Taxation cost, UAH	Mark-up, UAH	Payment execution cost, UAH	Total costs, UAH	Price, UAH
Jewelry	2600.00	100.00	150.00	250.00	208.00	1000.00	86.16	3394.16	4394.16
T-shirt	935.00	0.00	24.00	250.00	208.00	1000.00	48.34	1465.34	2465.34
Silk scarf 85*85	2400.00	0.00	150.00	250.00	208.00	2000.00	100.16	3108.16	5108.16
Silk scarf 65*65	1600.00	0.00	150.00	250.00	208.00	2000.00	84.16	2292.16	4292.16

## Appendix 13:

Figure 1

Name of the product, UAH	Number of units, UAH	Cost, UAH	Total, UAH
Trademark	1	25000.00	25000.00
Jewelry Development	2	10000.00	20000.00
Jewelry Production	10	2600.00	26000.00
T-shirt production	15	935.00	14025.00
Silk scarf small production	10	1600.00	16000.00
Silk scarf big production	10	2400.00	24000.00
Marketing expenses	1	11750.00	11750.00
		<b>TOTAL,UAH</b>	<b>136775.00</b>



Figure 2

Name of the product, UAH	Number of units sold, UAH	Total costs for units sold, UAH	Price, UAH	Total revenue, UAH	Marginal profit, UAH
Jewelry #1	5	16970.80	4394.16	21970.80	5000.00
Jewelry #2	5	16970.80	4394.16	21970.80	5000.00
T-shirt	15	21980.10	2465.34	36980.10	15000.00
Silk scarf small	10	22921.60	4292.16	42921.60	20000.00
Silk scarf big	10	31081.60	5108.16	51081.60	20000.00
			<b>TOTAL,UAH</b>	<b>174924.90</b>	<b>65000.00</b>