

FROM FOUNDER-LED B2B TO SCALABLE B2B2X: A STRATEGIC GROWTH MODEL FOR
OSNOVA IN UKRAINE'S WATER TREATMENT MARKET

by

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Chapter 1. Introduction

Chemical Factory Osnova, founded in 2012 in Dnipro, operates in the Ukrainian water and wastewater treatment market and provides its comprehensive solutions, which are developed to meet the specific needs of industrial clients. The current business model is based on direct B2B sales of customized engineering systems, internally developed reagents, and lab services. The company carries out a full cycle of operations, encompassing in-house research and development, chemical production, engineering design, laboratory diagnostics, installation support, and ongoing maintenance. This way, Osnova controls a significant portion of the value creation process and maintains a strong reputation in the industrial market. The company's mission is to provide reliable water-treatment solutions based on a professional engineering approach, while strategically, it aims to strengthen its status as a leading Ukrainian manufacturer of standardized and customized water-treatment solutions.

At the same time, Osnova operates in a market context that is changing structurally. In Ukraine, the deterioration of the centralized water supply infrastructure, war-related damage, increased regulatory pressure, and uneven recovery rates across regions have led to a growing need for decentralized and flexible water treatment solutions. Demand for such solutions is now coming not only from industrial customers but also from smaller commercial and institutional clients who require systems that are faster to implement, easier to use, and more standardized. In such conditions, new strategic opportunities are opening up for companies capable of combining technical reliability with scalable supply models.

Despite its strong capabilities, Osnova's current model contains strategic limitations. Growth is constrained by dependence on customized projects, long sales cycles, and the founder's significant role in building and maintaining client relationships. Each sale usually requires significant engineering involvement, technical negotiation, and adaptation to the customer's specific needs. As a result, the business remains tied to a limited number of large clients and projects, while part of its production and organizational capacity remains unused to its full potential.

However, this constraint is also a clear opportunity. If Osnova can add to its operations a more standardized and partner-enabled model, it can access a broader client base without increasing internal complexity, despite its growth logic moving away from direct sales. The opportunity is based on using existing capabilities to develop modular water-treatment systems and bring them to market through installer partners - middlemen who already control access to commercial projects and maintain trusted relationships with end customers.

The goal of this project is to develop a strategic roadmap for Osnova's entry into the Ukrainian commercial water-treatment market through an installer-led business-to-business-to-X (B2B2X, where X is an end user) model. The research will determine the extent to which this model is strategically sound, organizationally viable, and economically feasible; identify the most promising target segments; and propose the operational logic, partnership framework, and market entry strategy necessary for its implementation. This way, the project aims to help Osnova diversify its revenue streams, increase capacity utilization, reduce its reliance on sales that depend heavily on the founder's involvement, and establish a more scalable foundation for future growth in today's Ukrainian market conditions.

The main assumption is that an installer-led B2B2X model built around standardized modular systems, technical support, and recurring revenues is the most scalable and strategically aligned path for Osnova's expansion beyond its current direct B2B model.

Chapter 2. Analytical section

2.1 Object of the analysis

The object of the analysis of this capstone is to identify a scalable growth model for Chemical Factory “Osnova” within the Ukrainian market under existing structural and operational conditions. As described in the introduction section, the current business model of the company enables high-quality delivery and strong retention of the existing customers, yet limits its scalability due to the need for proportional increase of sales and engineering efforts as the business grows. A deep dive into the company’s operations, presented in Table 1, has shown a few structural bottlenecks.

Table 1. Key Structural Bottlenecks of Osnova’s B2B Business Model

Bottleneck	Description	Strategic implication
Dependence on senior leadership in sales	Sales to large industrial clients rely heavily on direct, relationship-based engagement led by senior management, specifically the founder. Acquiring one client may require 2+ months of direct stakeholder management.	Limits the number of deals that can be developed simultaneously and makes growth dependent on a narrow managerial one-person bottleneck
High degree of customization	The current industrial offering is heavily customized before client pitching, requiring significant engineering involvement for each project	Constrains scalability and efficiency, as each new project requires additional internal technical input. Scaling requires a proportional increase in engineering staff, which is scarce in the current conditions of the war
Underutilized production and laboratory capacity	Operational reports indicate that the current number of large-scale industrial projects is insufficient to fully load Osnova’s production and laboratory capabilities.	Reduces efficiency and indicates the need for expansion into a broader market that can better utilize existing resources
Geographic concentration of the clients	A substantial share of the key industrial clients of the	The geographic exposure creates revenue concentration

	company are concentrated in the Southern and Eastern regions of Ukraine, creating exposure to war-specific disruptions	risk, as disruptions affecting one region can simultaneously impact multiple clients. Diversification across the customer segments and geography is needed to improve revenue resiliency and stability
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Source: Authors' own elaboration based on company operational reports and management interviews, 2026.

As shown in Table 1, the key limitations of Osnova's current business model are concentrated in 4 areas: sales dependence on senior management, a high degree of customization, underutilization of internal resources, and geographic concentration. Taken together, these factors limit the company's ability to scale and point to the need for an additional business model that allows for growth without a proportional increase in the strain on internal resources.

The identified constraints indicate that the current business model of B2B industrial sales is not designed to support an expansion into fragmented, smaller-scale markets. Therefore, the analytical focus in this paper is directed towards identifying a feasible business model transformation that would allow the company's growth without a proportional increase in internal resource dependency. The analysis goal is to determine how Osnova can leverage its existing human and production capabilities to effectively capture growing demand for decentralized water treatment solutions, while maintaining operational efficiency and alignment with the overarching growth strategy.

2.2 Data collection methodology

Research methodology employed in this project combines triangulation of data with quantitative and qualitative approaches, which enabled the reliability and validity of findings. Applying a mixed-method approach allows for understanding of market structure and behavioral dynamics within the water-treatment market, often without credible data available in public access.

Qualitative data were obtained from semi-structured interviews with stakeholders, collecting information from the company's management and employees, potential end customers, like developers, representatives of the hospitality sector, production companies, and target clients in the installer segment. These interviews provided insights about the decision-making process and structure, operational challenges, and needs of the end-client and target customer groups, and market-established practices. In particular, interviews helped understand the influence of installers as a central group in purchasing decisions and shaping demand in the market, which will be visualized and presented in the forthcoming sections.

Quantitative data were collected through the survey-based research that was distributed across multiple stakeholder groups and assessed demand patterns, preferences for water treatment solutions, key decision drivers, and criteria that influence supplier selection (for the survey link, please refer to Appendix A). The results were then translated into a comparative scorecard that evaluated the attractiveness of segments across 10 dimensions like demand aggregation power, standardization potential, recurring revenue potential, and others, which were chosen based on the current company's priorities and strategy. (For a detailed discussion about our approach to grading, see Appendix B). The results collected from the survey and interviews will be described in the further parts of the analytical section.

Secondary data was obtained from government resources, like Ukrstat, and was used to provide macro-level context. These include industry reports, public datasets, and infrastructure assessments, which highlighted the deterioration of centralized water systems and resulting growth in demand for decentralization, which fueled our research. The analytical section will provide regional construction and infrastructure assessment graphs to further support evidence of sustained demand in specific geographic areas of Ukraine.

Employing triangulation of quantitative valuation, qualitative insights, and secondary data ensures that the analysis presented to the C-level of the company and in the paper captures both

structural characteristics of the market and behavioral patterns and drivers. As a result of this approach, the conclusions derived are empirically grounded and strategically relevant.

2.3 Company Overview and Strategic Positioning

Chemical Factory “Osnova” is a leading Ukrainian company specializing in providing engineering expertise in the full-cycle water treatment system space, operating on a B2B scale, mainly with industrial clients and water-chemical regime management. It was established in 2012, and since then, the company has evolved into a fully integrated research and development facility, focused on chemical production, engineering design, installation of the system, and lifecycle service support.

The core value proposition of the company lies in its positioning as an integrated engineering and research-based solution provider that delivers comprehensive solutions. These solutions combine fully in-house developed proprietary reagents, technical expertise, and an integrated system that serves to optimize industrial water usage, energy efficiency, and equipment lifecycle. Overall, the value is meant to be created on the measurable operational outcomes for clients rather than the pricing position.

The current business model of the company is characterized by vertical integration and developed in-house capabilities, including the operation of its own production facilities, certified laboratory, and trained engineering team (see Fig. 1). This range of services and processes allows the company to guarantee product quality and performance of its solutions. Its services span and cover the whole value chain, and contribute to the full-cycle approach that leads the company to establish long-term partnerships with its new and current clients, and embed deeply into their operational processes. As a result of such control and coverage of the operations, Osnova shows a high level of client retention, namely 85-90% of the clients stay for the cooperation that exceeds 2-3 years (Osnova, internal data).

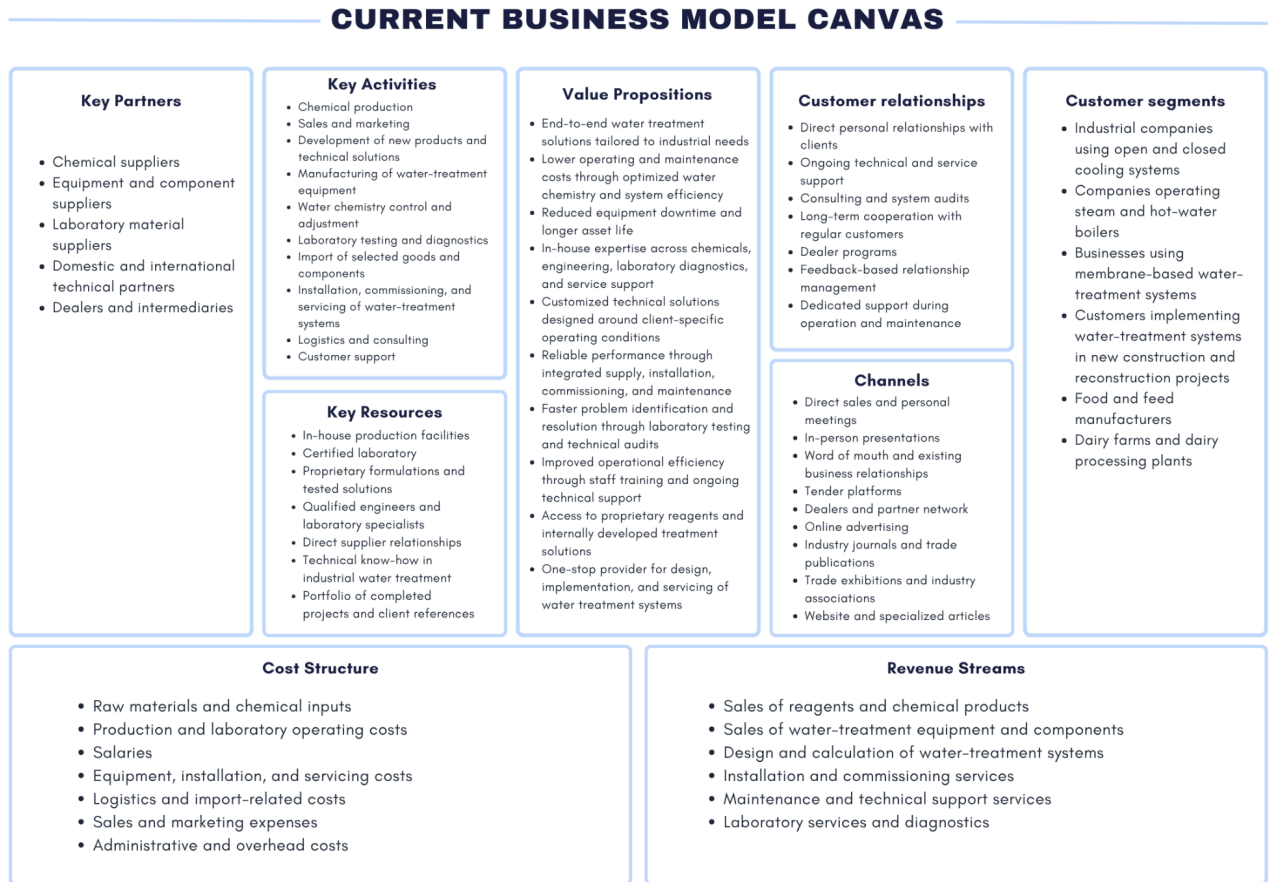


Fig. 1. The Business Model Canvas illustrates the company's current value proposition and operational structure; "Current Business Model Canvas"; *Internal Proprietary Documents*; Osnova, 2026.

The company serves predominantly medium and large enterprises in the key industries that include energy, metallurgy, food and beverage production, chemical sectors, and municipal utilities. Clients like these exhibit high and stable water consumption, production processes that require consistent water quality, and have internal teams that are capable of interacting with the comprehensive engineering solutions supplied by the described company. Observed decision-making in these companies usually exhibits centralized approvals among chief engineers, energy managers, and production technologists, which further presents the importance of having technical credibility and long-term reliability as the core drivers of value.

The product and service mix of the company is diversified, and the core offerings can be segmented into three main streams - internally developed chemical reagents, water-treatment systems and their integrations, and engineering and laboratory services. Reagents that include coagulants, anti-scalanes and disinfectants serve as a stable and recurring revenue base that is complemented by the scale of water treatment systems. Regarding the systems, these constitute the highest value, but less frequent transactions, and include equipment like dosing stations, membrane-based purification, and monitoring equipment. Additionally, there is a range of high-value services like system diagnostics, techno-economic assessment of the projects, system design, supplying the equipment, further installation of it, commissioning, and ongoing maintenance after the deployment. This derives both recurring revenue and reinforces the demand for reagents and equipment. Overall, this portfolio reflected the focus on the integrated, lifecycle-based solutions and the company's direction to develop in the "Water-as-a-Service" (Waas) model, where clients pay for the performance outcomes.

From the financial and performance perspectives, Osnova is characterized by steady growth and further scaling ambitions. The firm, with a team of 20 specialists, has delivered a portfolio of 150+ large-scale projects implemented over the past few years, and currently holds a single-digit share of the total water-chemical regimes and hygiene of the food industry market. It was able to achieve 2x annual revenue growth over the span of the past 3 years, from 2022 to 2024. This growth was detected to be driven by improvements in process efficiency, standardization of the processes, and transformation of certain aspects of the business model.

The company's mission is to serve as a scientific and engineering center that develops as well as integrates innovative solutions for efficient and environmentally sustainable operations of industrial water systems. Reduction of energy and water consumption, minimizing environmental impact, and ensuring the stable system performance of the full lifecycle of the equipment are all of the priorities for Osnova. As for the vision, the trajectory of the technological hub is further reinforced by the direction

of development of standardized solutions, creation of a partner ecosystem, and movement into scalable and autonomous operations.

Transitioning to strategic development, Osnova is focused on achieving its stable growth through the standardization and institutionalization of the processes and transformation of the described business model. By 2027, the company aims to achieve a structure of operations where at least 70% of the projects are supported by the internally developed standardized methodologies, best practices, and processes. This goal is linked to a broader need for operational autonomy, meaning that the founder's engagement should be reduced in the day-to-day decisions. Because of this aspiration, the direction of the company for 2026 includes the target to establish a system where the majority of projects can be delivered without the direct involvement of the founder, and this is planned to be achieved by the internal knowledge system, training of the personnel, and formalization of the processes. The two other goals are connected to the objectives of becoming an R&D hub focused on high-value activities and proposing Water-as-a-Service solutions, which rely on the company leveraging automation, standardization, and growing the partner network. Taken together, all of these strategic priorities are coherent and focused on the transformation from the founder-driven and project-based engineering to a platform with scalability and a focus on the system as a combination of standardized solutions, partnerships, and recurring revenue logic.

Despite the rapid development of the company and a viable value proposition, Osnova faces two structural constraints. One has already been described before, and it is a dependency on the founder's engagement in the sales generation and technical decision-making. The other one is the predominance of highly customized, project-based solutions. Both of these things impact the scalability, growth ambitions, and operational capacity to deliver the projects, and will be addressed in the hypothesis and recommendations in the following sections.

In conclusion, Osnova is an expert and engineering-driven firm that is currently undergoing a critical phase of strategic transformation and is open to exploring the alternatives of improving its sales

cycle and processes. While current capabilities are strong foundations for growth, it needs refinement in the business model and organizational structure. The B2B2X model, introduced in the next part, is fully aligned with the company's mission, vision, strategic priorities, and structural needs to deliver sustainable growth.

2.4 Evolution of the Hypothesis: from B2B2C to B2B2X

Entering the analysis stage of the project, the initial hypothesis was that Osnova could scale through entering into a business-to-business-to-consumer (B2B2C) or expanding business-to-business (B2B) models, which would target multiple client groups, like installers with a focus on residential clients, developers, hotels, restaurants, and cafes (HoReCa) operators, and food manufacturers. The initial idea was to address these segments with tailored value propositions for each, proposing standardized, modular water treatment solutions (for a photo of the systems, please refer to Appendix C). This inference was based on the country's structural need for clean water and high exposure to risks related to water quality supply from centralized systems.

In parallel with the B2B2C direction, a separate hypothesis was developed around direct engagement with commercial end-customers such as real-estate developers, HoReCa operators, and food manufacturers. The reasoning was that these segments represent the fastest-growing source of demand for decentralized water-treatment solutions in the Ukrainian commercial market, and that Osnova could approach them directly with tailored, customer-specific value propositions instead of relying on intermediary actors (Bukatiuk, “Ринок на десятки мільярдів”). The intent was to evaluate whether direct relationships with these end-customers could provide a more controlled and higher-margin channel of access compared to the B2B2C route.

The empirical findings that were collected through the live interactions with industry insiders and quantitative data analysis contradicted and challenged these assumptions. Qualitative interviews

have indicated that client groups like developers and HoReCa place water treatment decisions as reactive, and rarely as strategic and early-stage. These customer segments require point-of-use, rather than centralized solutions, and the system design, installation, and servicing interactions are often outsourced to specialized companies, like installers, as indicated in the interviews. Manufacturing companies, while reassuring their need for technical, easy-to-use, and service solutions, with a strong willingness to pay, have shown a tendency for long, senior-level decisions, which would revert the company back to the long-term cycles and production inefficiencies. At the same time, the other customer group of installers indicated pain points like labor shortages and low technical proficiency, making them look for standardization and engineering capabilities outsourcing. Additional insight from the interview was that this market is largely reputation and relationship-based, with installers holding entries for many long-standing partnerships, acting as gatekeepers. These inferences about the behavior of target clients indicate lower feasibility of entering the market through dispersed value propositions, targeting multiple client groups at once, and switching to one focused channel.

Quantitative analysis further strengthened this conclusion. The segment attractiveness was assessed through the scorecard, pieced together from the survey data and interviews (for a detailed breakdown of each component grading, refer to Appendix B). It revealed that while multiple outlined segments demonstrate strong demand, the accessibility of working with each channel directly and scalability differ significantly (see Table 2). Overall, market segments that rely on intermediary actors, installers in particular, show higher feasibility and growth potential compared to those with direct engagement.

Table 2. Scorecard assessment for the defined target client groups (Authors' own data)

	Installers	Developers	Hotels	Food manufacturers
Standardization potential	4	3	3	1
Recurring revenue potential	4	2	3	5

Demand aggregation power	5	3	2	1
Sales scalability	5	3	2	2
Capability Fit	5	3	4	4
Switching costs	4	3	2	4
Geographical coverage	5	5	4	4
Price sensitivity	4	2	3	5
Market growth	4	5	4	3
Competitive / substitute intensity	3	3	4	5
Total	43	32	31	34

Source: Authors' own elaboration based on primary survey data and expert interviews, 2026 (see Appendix B for the grading methodology).

Note: Scores (1-5) indicate strategic favorability; 1 represents low compatibility/high risk, while 5 represents optimal alignment and market attractiveness. The darker the color, the higher the attractiveness. The lighter the color, the lower the attractiveness.

As a result, the research focus and hypotheses evolved towards a business-to-business-to-X (B2B2X) model, where “X” can represent consumer, another business, or municipalities, that would be accessed through installer partnerships. These findings shift the research from a demand-centric perspective to a channel-centric strategy. Positioning installers as key partners in the sales and installation processes in a new model aligns with the existing market structure and demands.

2.5 Installers as a Structural Bottleneck and Source of Market Constraints

Shifting the focus to researching installers as a key customer group, a new business model was presented with the central finding that the companies that fall in this customer segment play a dual role in the Ukrainian water treatment market. They act as a primary access point to the commercial demand

and as a limiting factor in its realization. Within the existing value chain, installers serve as an important intermediary between the system and equipment suppliers and end-clients, including those described above, developers, hospitality operators, and industrial users. This market tendency was discovered and proved through the qualitative interviews with developer and hotel operator companies, indicating that purchasing decisions for water treatment systems are rarely made by the end customers (for transcripts of the calls, refer to Appendix D). Instead, installers are carrying out supplier selection, system specifications, and managing implementation processes, effectively controlling which solutions and trends reach the market. This structural positioning defines installers as key gatekeepers to demand and scalability, concluding that attempts to scale market access and relationship-building without engaging them are inherently constrained and infeasible in the sales process.

On the other hand, while installers have leverage in market access, their current model of operations is limited given the current wartime conditions and evolving market needs, restricting the market's ability to fully realise its demand and implementation potential. One of the primary constraints is the lack of technical, standardized, and ready-to-use solutions. Installers often rely on assembling systems from multiple suppliers and components on the client's site, which increases complexity, human error rate, and prolongs installation time. Interviews with the companies in this market have shown that they are trying to adapt to the increased customer needs and requirements for technical and engineering solutions by looking to adopt more modularity and standardization. In parallel, the shortage of qualified technical labor, driven by mobilization and low educational capacity, further limits their ability to execute projects at scale. As construction activity and demand for water treatment solutions increase (for more details, see 2.7 Market Demand and Regional Opportunity Assessment), the supply of skilled technical workers does not grow proportionally, causing a very pronounced mismatch between demand and execution capacity. Furthermore, installer credibility is largely dependent on reputation and operational performance, making them highly vulnerable to system failures and inefficiencies. These reasons reinforce their need to adopt predictable, low-risk solutions that would

close their operational vulnerabilities and appeal to the growing customer and regulatory pressure on the market (EUR-Lex, European Commission)

Taken together, the dynamics described above position installers as an enabling and constraining group at the same time. On the one hand, these companies provide the most credible, scalable channel through which one can access the demand in the market. On the other hand, the operational constraints they are facing mismatch the needed and present speed, consistency, and volume of project execution. The dual role creates a structural inefficiency, where demand for decentralized water treatment is strong and continues to grow, yet its realization is a bottleneck, with limited capacities and complexity of execution. Therefore, it was found that installers should not be viewed merely as a distribution channel, but as a point of leverage for Osnova in the market. A foundation for an expansion into a B2B2X model supported by modular, standardized solutions with technical support can be built through leveraging a constrained position of installers to unlock synergistic, scalable growth for both parties.

2.6 Attractiveness of the B2B2X model

Alignment with the current structure of the Ukrainian water treatment market and the ability to address the key external and internal constraints make the B2B2X model attractive for Osnova. Most importantly, the model implies leveraging installers as a primary channel of access to the market demand. As analyzed through the interviews and survey, installers control supplier selection and client relationships, which makes them the central interface between the supply and demand sides. Building the model that engages installers as key partners enables access to the demand without the direct engagement with each customer, appealing to the sales and operational constraints of the current business model.

From the internal perspective, the model improves scalability, reducing the dependency of growth on internal resource constraints. Under the current B2B model, expansion requires proportional

growth in engineering and sales capacities, while it is a core of this company and value proposition, it does not allow for alternative business development routes. In contrast, the B2B2X approach outsources client-facing and installation responsibilities to external partners, allowing Osnova to preserve and develop technical expertise with scaled volumes without a corresponding increase in internal labor. The company handles system engineering and technical construction, things that are at the core of its specialty and value proposition, while third-party partners are engaged in the relationship management and on-site support processes. This directly addresses the identified bottleneck of dispersed human resource capacity and a reliance on founder-led sales processes. An updated business model canvas with the highlighted areas of change is presented in Figure 2.

In addition, the model provides an opportunity for resilient growth and increased sales efficiency by reducing dependence on long, relationship-driven sales cycles. Demand generation for installers comes from established networks and ongoing project flows, which allows for faster and more predictable deal generation compared to direct B2B engagement. Shifting to this model of operations would improve the business's throughput and reduce time and managerial effort to convert negotiations and pitching into projects.

Importantly, the model is fully compatible with the company's goals and strategy to transition towards modular and standardized systems. As installers face constraints related to labor shortages, execution complexity, and operational risk vulnerabilities, switching to modular systems addresses these hurdles by establishing faster, more predictable installation, while reducing the need for highly specialized labor. This alignment can be a key to increased adoption of these systems and support for repeatable usage across different projects.

Overall, the attractiveness of B2B2X is centered around its ability to address market access, scalability, operational efficiency, and risk diversification parameters under a single frame. A structurally viable direction to sustainable growth can be achieved by addressing market needs and increasing the efficiency of internal capabilities.

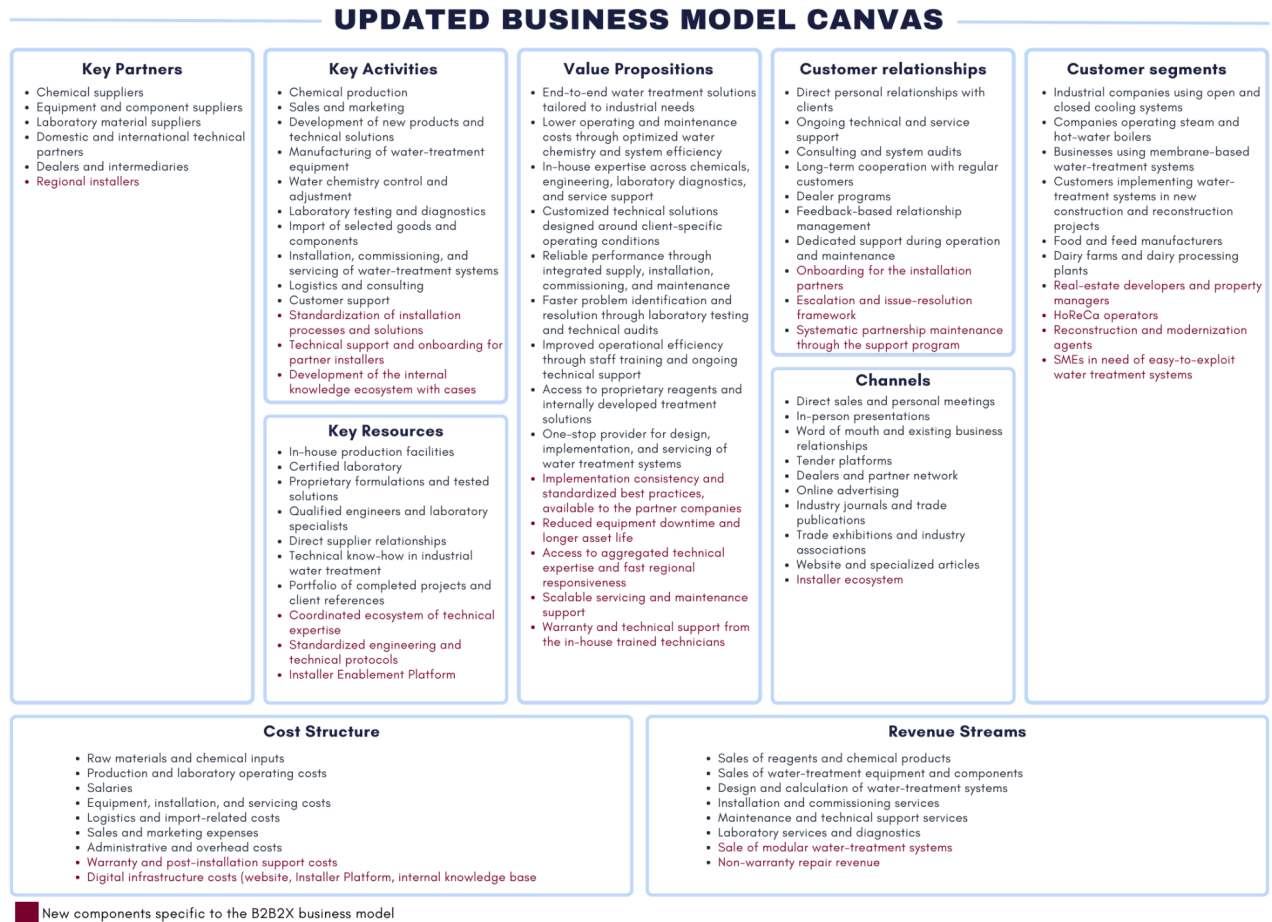


Fig. 2. Updated Business Model Canvas after the introduction of the B2B2X model; created by the authors based on internal company data, Mar. 2026.

2.7 Market Demand and Regional Opportunity Assessment

Through the analysis and strategic sessions with the top management of the company, it was determined to take construction activity as a leading indicator of where new demand for water treatment solutions will be in the coming years. The data shows a gradual recovery in key real estate segments, including residential, hospitality, and industrial, after a severe drop at the start of the full-scale invasion (see fig. 3) ("Start and Completion of Construction Indicators").

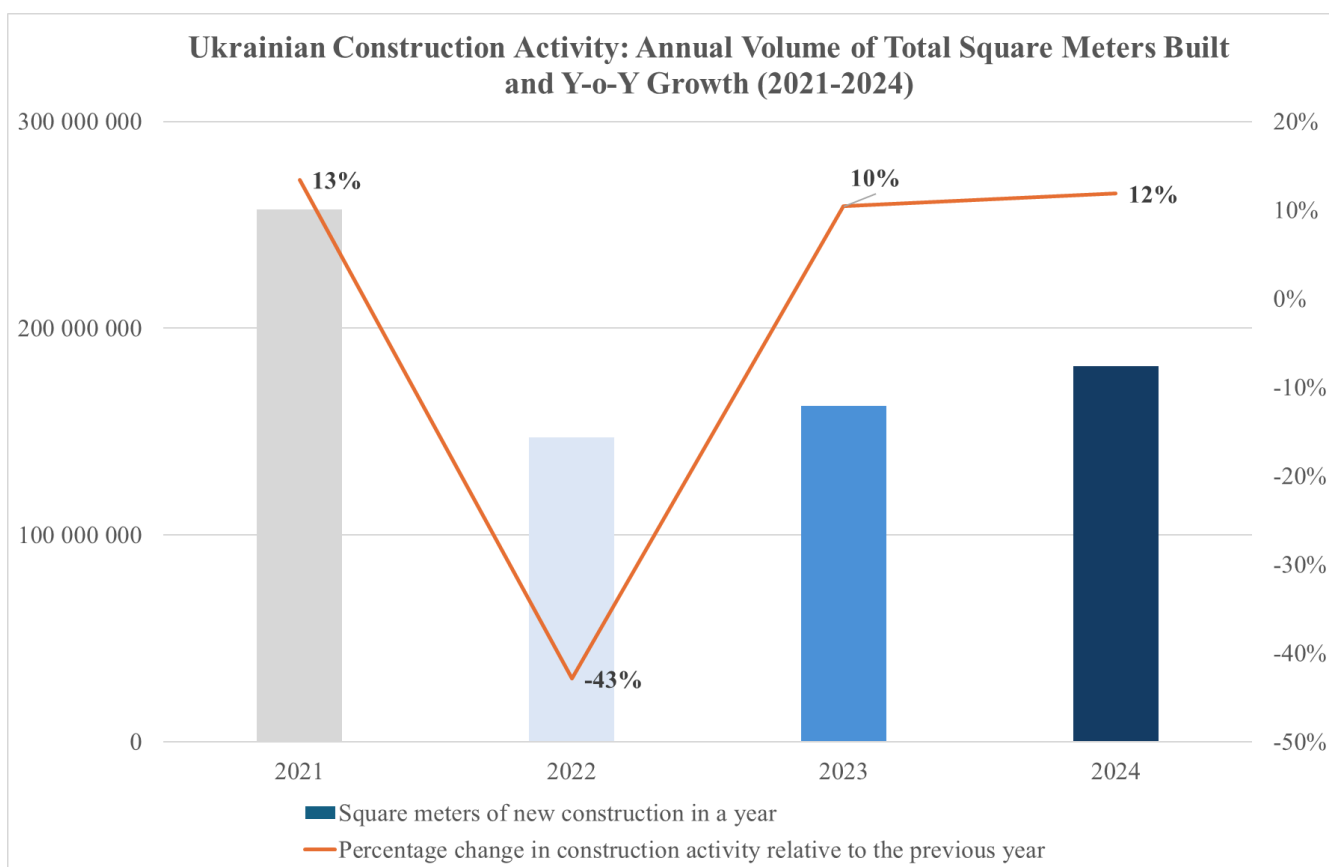


Fig. 3. Ukrainian construction activity, 2021–2024; "Start and Completion of Construction Indicators"; State Statistics Service of Ukraine; 2026, stat.gov.ua/en/datasets/start-and-completion-construction-indicators.

These sectors present the most demand for water treatment system installations, as new facilities require water infrastructure to start and maintain their operations. A more detailed breakdown of construction activity per region indicates that Western and Central Ukraine demonstrate distinguishably higher construction intensity (see Table 3) (Nechytailo, "Regional Distribution of Construction Activity in Ukraine"), driven by the internal migration of population and businesses, environmental conditions, and proximity to the EU ("Релокація бізнесу в умовах війни: у які регіони переїжджають підприємства"), suggesting a higher concentration of upcoming projects and a more favorable development pipeline in the future.

Table 3. Regional Distribution of Construction Activity in Ukraine by Sector, 2024 (in Square Meters)

	Residential	Industrial	Hotel Construction
Kyiv oblast	24 147 945	3 630 999	0
Kyiv	21 333 837	33 266	0
Lviv Oblast	19 273 309	1 650 778	332 874
Ivano-Frankivsk Oblast	12 279 572	387 421	520 246
Vinnytsia Oblast	8 886 632	501 902	0
Odesa Oblast	8 483 360	263 280	58 311
Khmelnyskyi Oblast	6 860 016	965 340	0
Rivne Oblast	6 350 465	247 173	0
Chernivtsi Oblast	5 532 320	172 969	0
Zakarpattia Oblast	5 335 046	809 540	23 573
Dnipropetrovsk Oblast	4 921 816	337 105	30 943
Volyn Oblast	4 381 818	331 976	0
Zhytomyr Oblast	3 321 452	316 314	0
Ternopil Oblast	3 285 196	334 591	0
Poltava Oblast	3 063 048	224 143	0
Cherkasy Oblast	2 452 657	170 561	0
Kharkiv Oblast	1 817 774	50 356	0
Chernihiv Oblast	1 659 095	29 149	2 209
Kirovohrad Oblast	665 523	173 152	0
Sumy Oblast	584 673	34 697	0
Zaporozhye Oblast	478 599	7 901	0
Donetsk Oblast	386 857	0	0
Mykolaiv Oblast	356 010	72 002	0
Kherson Oblast	80 246	0	0
AR Crimea	0	0	0

Luhansk Oblast	0	0	0
Sevastopol	0	0	0
Total	145 937 267	10 744 615	968 156

Source: “Start and Completion of Construction Indicators.” *State Statistics Service of Ukraine*, 2026, stat.gov.ua/en/datasets/start-and-completion-construction-indicators.

Note: Figures are square metres of construction started in 2024. Western and Central oblasts (Lviv, Ivano-Frankivsk, Vinnytsia, Khmelnytskyi) show the highest combined residential and industrial activity, supporting the regional focus of the entry strategy.

It should be noted that construction activity alone does not lead to a direct inference about the distribution of demand for water cleaning systems. Analysis of water treatment expenditures by regions further supports the inference and shows that spending is consistently high and growing, regardless of differences in construction intensity (see Fig 4) ("Costs of Environmental Protection"). The main spending actors are categorized as agriculture, mining and extraction, manufacturing, construction, and utilities. In several cases, regions with lower or moderate construction demand have presented high spending on water treatment, suggesting that the demand is not limited to the new builds only (for a detailed regional breakdown, refer to Appendix F). Instead, it is also substantially driven by the need to upgrade, replace, and maintain the existing systems. As a result, demand persists even in periods of slower construction growth, making it more resilient and predictable (for the list of selected regions, see matrix on Figure 5). The paper will further focus its analysis on the pre-selected Western and Central regions that provide more favorable conditions for business development, infrastructure recovery, and growth prospects.

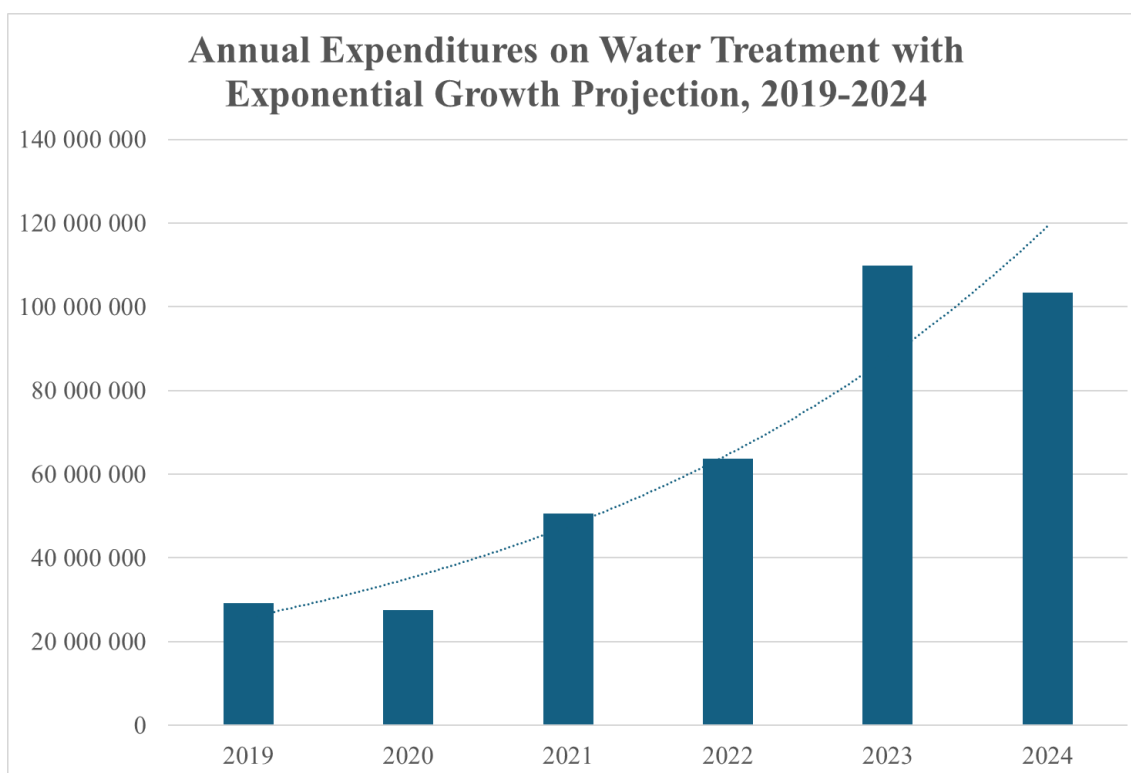


Fig. 4. Trend of increasing expenditures on water treatment and environmental protection measures; "Costs of Environmental Protection"; *State Statistics Service of Ukraine*; 2026, stat.gov.ua/en/datasets/costs-environmental-protection.

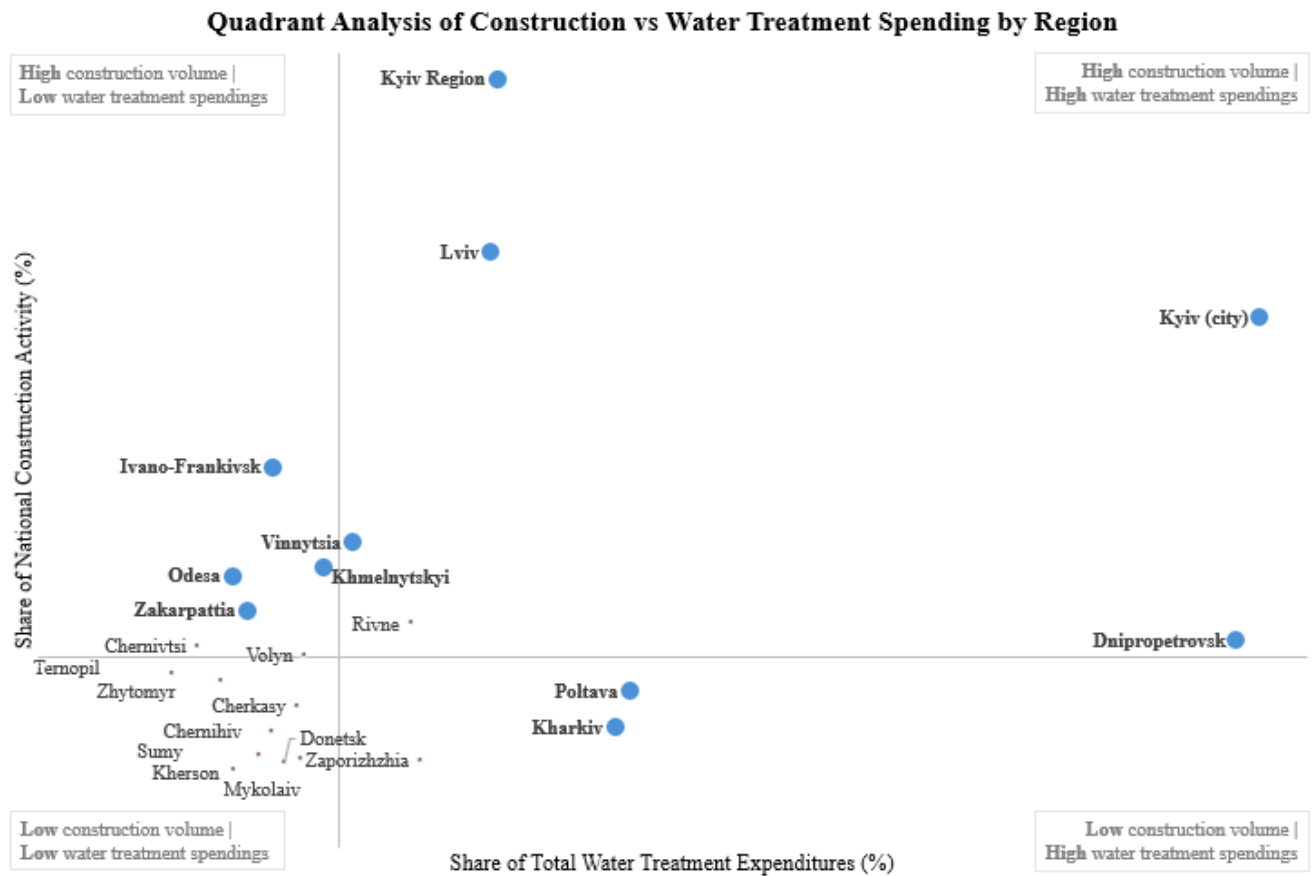


Fig. 5. Quadrant analysis of construction vs water treatment spending by region, 2024; created by the authors based on "Start and Completion of Construction Indicators" and "Costs of Environmental Protection," *State Statistics Service of Ukraine*, 2026.

Overall, the water treatment market is characterized by stable and increasing demand that is supported, but not dependent, on the construction activity. Western and Central parts of Ukraine offer the most attractive conditions for business entry, as they have active construction pipelines, as well as sustained levels of water treatment spending. Effective entry into the modular systems market requires focusing on the regions where both indicators are present at a high level, allowing for broader penetration and more reliable demand.

2.8 Key Findings for the Recommendation Section

The conducted analysis identifies four strategic findings that inform directions for Osnova's further growth.

Firstly, the Ukrainian water treatment market demonstrates structurally resilient growing demand, sustained by both construction activity and water treatment expenditures across regions. Demand for the systems is not limited to new installations, but is significantly fueled by infrastructure degradation and system replacement needs - sales are continuous rather than cyclical. However, the demand is not directly and easily accessible to the manufacturers and is mediated through the installer companies.

Second, installers in the medium-sized market act as gatekeepers of demand, taking charge of supplier selection, configurations, and client relationships across key client segments. Our findings suggest that accessing segments through the installers makes the business model more feasible and scalable compared to direct engagement, due to the internal and external characteristics. As a result, the market access for the supplier companies is dependent on installer integration.

Third, installer operations present an execution bottleneck, including labor shortages, a lack of standardization, and high operational complexity. The demand in the market has shown significant growth; however, the capacity of installers to execute projects does not scale proportionally, causing a mismatch between demand and implementation capabilities. This limits the effectiveness of traditional business models, with long-winded system preparation and implementation processes, and requires innovation in the market.

Lastly, the market exhibits a clear shift towards modularity and standardization in solutions, as a response to the constraints described above. Installers indicate a preference for solutions that help them reduce complexity, installation time, and exposure to execution risk, demonstrating that modular systems are not an optional improvement of operations, but a required variable for scalable growth.

Overall, the findings on the structure of demand, constraints of market access, and limitations of execution capacity define the boundaries for the viable strategic options. A scalable growth model has

to operate through the installers, reduce dependency on internal engineering and labor resources, and match the industrial trend towards modular and standardized solutions.

Chapter 3. Recommendations

3. 1 Strategic configuration of the B2B2X model

The analytical section concluded that an installer-led B2B2X model is the most suitable direction for Osnova's expansion into the commercial water-treatment market. Therefore, the goal of the recommendation section is to define its strategic configuration, operational logic, and implementation pathway. The analysis has shown that while demand for water treatment systems in Ukraine is strong in a variety of sectors, access to this demand is mediated through installers, who, in turn, face scalability constraints because of labor shortages and engineering complexity.

The remaining strategic decision concerns the configuration of the B2B2X model itself, which can take one of two forms: an exclusive partnership with a single installer company, or a non-exclusive partnership network involving multiple installer partners in parallel. To support this comparison, both options were scored against the same five criteria used at the earlier evaluation stage: scalability under labor scarcity, sales cycle efficiency, organizational feasibility, risk diversification, and compatibility with modularity and recurring revenue (see Table 4 for evaluation results). Scores from 1 to 3 were assigned based on management interviews, customer interviews, and desktop research (see Appendix H for the detailed grading methodology).

Table 4. Evaluation Matrix of Two B2B2X Configurations

Strategic option Criteria	Scalability under scarcity of labor	Sales cycles efficiency	Organizational feasibility	Risk diversification	Modularity & recurring revenue	Total
Exclusive B2B2X	2	2	3	2	2	11
Non-exclusive partnership-	3	3	3	2	2	13

based B2B2X						
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Source: Authors’ own elaboration based on management and customer interviews and desktop research (see Appendix H for the grading methodology).

Note: Scores (1-3) indicate strategic favorability; 1 represents low compatibility/high risk, while 3 represents optimal alignment and market attractiveness. Scores were obtained from the interviews with the management of the company and customers, as well as desktop research.

The non-exclusive partnership-based B2B2X configuration received the higher aggregate score and outperformed the exclusive configuration on the criteria most relevant to Osnova’s growth logic, particularly scalability under labor scarcity, sales cycle efficiency, and organizational feasibility. The reasoning behind these results is explained below.

The exclusive partnership model with a single installer partner was viewed as a possible way to ensure control and consistency of execution when working with water treatment systems, while sharing risk during entry into a new market. While this approach offers benefits in coordination and alignment of capabilities, it also introduces the risk of becoming dependent on one partner’s sales process, regional coverage, and operational capacity. Given the fragmented nature of the Ukrainian water treatment market, relying on a single partner would restrict access to demand and reduce Osnova’s flexibility in decision-making and market development. Additionally, an exclusivity agreement could limit the broader adoption and promotion of modular systems at the regional scale.

The non-exclusive B2B2X model, in contrast, presents the most viable strategic configuration for the company. It implies engaging installers as intermediaries responsible for sales and installation, while Osnova remains responsible for engineering, technical support, and chemical reagent provision for system servicing. This model aligns with the structural role of installers as gatekeepers of demand,

while avoiding the limitations of exclusivity and direct-to-consumer approaches. By engaging a broader network of installers, the model allows Osnova to access fragmented demand at scale, reduce dependency on internal sales capacity and founder-led relationship building, and diversify across regions and customer segments. Thus, a non-exclusive installer partnership network is recommended as the strategic configuration for Osnova's B2B2X growth model.

3.2 B2B2X model description, value, and design

The recommended strategy implies adding a network of non-exclusive installer partnerships to Osnova's growth model, where installers take the client-facing role, and Osnova positions itself as a technical and operational backbone. This expansion of the company's business represents a shift from a fully integrated engineering contractor model to a firm proposing platform-based architecture services with the coordination of standardized solutions and external execution capabilities. The division of responsibilities is planned to reflect the actual dynamics of the Ukrainian water treatment market, where installers hold client relationships and influence supplier selection, and manufacturers provide technical expertise and reliable systems. In more detail, installers are responsible for customer acquisition, installation, and routine maintenance of the systems, while Osnova holds control over system configuration, engineering expertise, warranty governance, reagent supply, and technical escalations.

The model is non-exclusive by design to avoid the dependency risk, enabling an expansion geographically to Central and Western Ukraine through multiple local end-clients. Also, to keep non-exclusivity followed by partner long-term motivation, the proposed strategy includes a "priority-based pricing" structure: when more than one installer is interested in partnership regarding the same project, the first partner to register the opportunity receives partner pricing, while the second request receives standard pricing. A model like this is widely employed among the suppliers of other

components of the water treatment market, and it has proven to keep motivation for partnering without pushing exclusivity.

The target profile of the partner is a commercially active installer organization with a stable project flow and sufficient capacity to work with standardized systems, obtaining value from the installation of speed, reduced complexity, and predictable servicing. A partner is expected to be the one who commits to standardized protocols, training requirements, documentation, and basic service capacity that Osnova requires for its operations to be completed on the highest level of expertise. The partnership scope includes commercial projects where modularization provides the biggest value: HoReCa, commercial facilities, and the construction field, focused on Central and Western Ukraine, as well as the Dnipro region. It is important to note that not only can traditional installer companies become partners, but also plumbing contractors, HVAC integrators, engineering service providers, and specialized water treatment distributors. Overall, these actors are not expected to be innovation-driven organizations, but execution-oriented intermediaries. This condition makes them compatible with modular solutions that are aimed at reducing complexity and reliance on the engineering expertise of system customization.

The attractiveness of the B2B2X model is grounded in the value exchange. For installers, the model reduces operational uncertainty through the standardization of the systems, documentation guidelines, structure, and access to technical support. It has an additional impact on the economics of the projects, reducing installation time and labor requirements. The delivery of the project is intended to become more predictable and allow partners to participate in the projects without the in-house engineering expertise for system design and technical failures. Quality is guaranteed by Osnova's exclusive partnerships with European and Chinese suppliers, the use of high-quality materials, and fully pre-made modular systems that are shipped ready to install on the client sites. For Osnova, installers provide access to a diversified client base in different segments, reduce customer acquisition costs, and

allow for the creation of a distributed sales network that brings orders without the direct involvement of a founder. Overall, the relationship is sustained through operational interdependencies, and switching costs primarily arise from training, system familiarity, access to warranty and technical support, and integrated service processes.

However, the proposed model involves a strategic risk that must be identified and minimized in a timely manner. This refers to a potential strategic shift in focus, whereby a portion of the company's resources and management's attention could gradually be redirected toward the new channel at the expense of Osnova's core B2B business, which remains the company's primary source of revenue. That is why the B2B2X model, focused on installers, should be viewed as an additional, rather than a replacement, growth channel. To maintain this balance, Osnova must clearly define the boundaries between channels from the outset, build a clear portfolio structure, and ensure a controlled allocation of resources.

3.3 Operationalization of the B2B2X Model

A successful launch and operation of the B2B2X business line requires the creation of an operational layer that would help monitor consistency, quality, and scalability across a network of independent partners. The project is expected to be formalized through the development of the Installer Enablement Platform, which is intended to function as a governance mechanism for the management of the execution and presentation of technical standards.

The Installer Enablement Platform is recommended to contain a structured training program for the staff of the installer companies, standardized documentation templates, and digital support tools that integrate principles into a unified system that is easy to monitor. Training is designed to upskill installers to work with modular systems architecture and operations protocols to deploy quickly on site, reduce variability in execution, and minimize the risk of errors. A central component of the Platform is

a digital system for supporting installers, which is based on a Telegram bot interface connected to a structured knowledge base. A system like this allows the installers to escalate issues quickly, following the predefined troubleshooting logic, technical documentation, and installation guidelines in real time. Additionally, autonomous access to the knowledge base reduces the need for direct engineering intervention. The platform helps separate routine issues from the complex cases that require escalation, preventing the emergence of new bottlenecks in technical support and boosting the efficiency of internal resource allocation. The communication and process flow of an envisioned solution was developed in collaboration with the founder of Osnova and visualized in Table 5.

Table 5. Communication and Process Flow between the Installers and Internal Staff

Step	Process Phase	Action	Method Used	Key Artifacts
1	Request & Prioritization	- Client requests a service - Manager documents the request in the CRM - Manager prioritizes the order by tiers S1 (Critical) to S4 (Optimization request)	Heijunka Prioritization (automated logic that removes human error in categorization)	Information entry into CRM
2	Assignment	- The manager assigns an engineer to the request based on their availability and competency	Heijunka methodology on the capacity board	CRM; Heijunka Capacity Board
3	Preparation	- The assigned engineer familiarizes themselves with the request and the client - Uses the internal library of knowledge to extract the needed information - Reviews service entries of this client in the journal	Standardized Preparation (Using internally created data sources)	Google Drive; Chronological Servicing Journal, Internal Knowledge Base

4	Equipment Logistics	- Required equipment to service the request is prepared in the storage facility - Checklist for servicing is automatically generated through the internal system	Poka-Yoke	Storage Facility System; Automated checklist through the Internal Knowledge Base
5	Execution	- Engineers/technicians perform the work on site, following the checklist - STOP Codes are available to signalize the moments where service has to be stopped or reconfigured	Checklists; STOP Codes	On-site Tablet with Checklists and Stop Codes
6	Quality Control	- On-site work is documented by filling in the results in the checklist to verify the quality of work - Technological cards are filled to finalize the request completion	Jidoka (automatic quality gates that prevent defect creation)	Checklists; Technological Cards
7	Reporting & Departure	- Worker reports by submitting standardized documentation and submitting the departure certificate to Google Drive	Standardized Work (documentation template)	Departure Certificate; Required Documentation; Google Drive
8	Improvement	- The worker and the client provide feedback on the process design and potential improvements - The engineer/technician received feedback during the weekly meetings	Kaizen	Kaizen Feedback Log

Source: Authors' own elaboration based on Osnova's internal service-governance documentation and the founder's process methodology, 2026

Another element of the operation model design is warranty governance that helps define the boundaries of the installer and Osnova's responsibility. Warranty coverage is suggested to be conditioned upon adherence to standardized protocols, completion of training by the installer, documentation of installation processes, and usage of reagents recommended by Osnova. This structure

protects the company's reputation by ensuring adherence to quality standards and that enforced discipline is served by the independent partners.

Lastly, partner recruitment is conducted through a structured and controlled process starting during the initial rollout phase. A dedicated partnership manager who needs to be hired is responsible for identifying, recruiting, and onboarding installers based on the predefined criteria, including project volume, operational reliability, and alignment with the technical standards. The geographical focus for partnership development is the Central and Western parts of Ukraine, plus the Dnipro region, where demand density and construction activity provide the most favorable climate for initial launch and scaling. For the long-term sustainability of partnerships, monitoring mechanisms on compliance have to be implemented. The installers have established goals for the quarterly number of orders, installation quality, documentation compliance, reagent reorder consistency, and warranty claim patterns. These indicators serve as early signs of underperformance or capabilities mismatch that help reduce operational risks, as well as increase transparency and partnership benefits for the installers.

3.4 Marketing Strategy

The marketing strategy for the B2B2X market entry prioritizes partner acquisition over engagement with the direct consumers. Given that the installers are the primary channel for accessing demand, the objective is to secure the first qualified partners at the model launch stage to generate a project deployment portfolio and establish a minimum level of market credibility before scaling further. At the same time, the strategy accounts for building indirect awareness among the end-customer segments like HoReCa, developers, and food manufacturers, informing them about the benefits of modular systems and ensuring that the demand is routed to the partner installers.

The primary target audience for marketing is the experienced installers, engineering companies, and plumbing contractors that have an established footprint in the Western and Central Ukraine areas. These actors are chosen as they have direct control over the project pipeline and client relationships.

Secondary audiences for marketing efforts are the end customers, who are not approached by Osnova for direct sales, but serve as a source of credibility and demand for the systems, which should reinforce the company's positioning as technical leverage while maintaining the sales integrity of the partner-led model.

A value proposition that was stated in the previous section has to be translated into the marketing efforts. For installers, the key drivers that need to be highlighted are the improved project economics, operational simplicity, and reliability. Partner installers receive preferential pricing, allowing them to capture margin on the retail, complemented by partner conditioning, including technical support, clear timelines, training, and standardized documentation. For the end customers, the presented value is in reliability and technical credibility, supported by Osnova's experience and in-house engineering expertise.

The implementation of the strategy is structured in phases. The first phase is focused on capturing a small number of installer partners and completing multiple projects to build a portfolio of tested cases. The goals of this stage are to operate with the targeted outreach, relationship building handled by the manager, and creation of credibility assets through the successful systems deployment. The second phase, after 6+ months of the launch of the model, shifts towards scaling the partner network and stabilizing the project, which is supported by the refined systemic onboarding processes and increased focus on the recurring revenues coming from reagents and maintenance services.

The selection of channels for market entry is driven by the need for precision and efficiency. Targeted outreach to the installers serves as a primary acquisition method at the early stages of the model, as it allows for the controlled partner selection and initiation of cooperation. The direct approach is complemented by search-based advertising to capture investors looking for suppliers and partnerships, and to guide them to the company's dedicated partner landing page. Additionally, offline channels like industry events, memberships in societies, and public presentations provide high-quality contacts and are crucial for trust-building. These efforts should also be supported by credibility-focused

channels, like the publication of case studies and a dedicated website selection for installers. The described elements help strengthen trust among partners and end customers, facilitating organic growth through awareness and referral programs.

Overall, the marketing strategy was designed in full alignment with the B2B2X model growth, intended to serve as a mechanism for building the installer network, validating the approach through the early cases, and focusing on the controlled and scalable expansion.

However, the launch of the marketing strategy may be constrained by the difficulty of recruiting a sufficient number of right-fit installers in the initial period. This risk is particularly relevant in a market shaped by trust-based relationships, existing supplier loyalties, labor shortages, and broader wartime disruptions. For this reason, the effectiveness of partner acquisition should be monitored through funnel-based indicators, including the number of contacted installers, response rate, qualification rate, onboarding conversion rate, and the share of onboarded partners that proceed to real pilot projects. Tracking these metrics will allow Osnova to evaluate which acquisition channels and methods generate the strongest results and to concentrate managerial attention and budget on the most effective ones. At the same time, the previously conducted market analysis indicates that installer demand for lower-risk, standardized, and technically supported solutions is structurally present.

3.5 Sustainability of the B2B2X model

The long-term sustainability of the B2B2X model is achieved through organizational discipline, economic alignment, and structural compatibility with the market conditions.

From the company's perspective, the main factor of sustainability is the controlled growth trajectory, where installers are functioning as a complementary mechanism of the business model rather than the primary driver of revenue. The channel's revenue contribution and capacity utilization should be capped at a rate of 20% of operations to prevent the strategic drift from the core model and preserve the focus on the high-margin industrial projects. Operational sustainability is achieved through the

standardization of production and cost efficiency. The use of modular systems significantly reduces the variability and ambiguity in the system design, shortening lead times and stabilizing the cost structure, while allowing for replication of the same blocks across multiple projects. At the same time, recurring revenue treatment via reagent sales opens the opportunity for predictable cash flows and makes the economic foundation of the model stronger. The latter is presented in the economic justification section of this paper.

From the installer's perspective, sustainability translates into a combination of economic incentives and operational benefits. Modular systems significantly reduce installation time and specialized labor dependency, which allows the installers to achieve efficiency and lower risk in project completion. Osnova provides access to structured documentation templates and digital support tools, reducing the administrative burden and improving service quality, while the existence of a warranty increases the credibility and trust in the client relationships. The model is designed in a way to create a stable and mutually beneficial partnership structure, where both partnership sides have opportunities to derive sufficient value from continued operations.

At the market level, the model is aligned with the identified market trends, including labor shortages, the trend of switching to standardized solutions, and the fragmentation of the regional markets. The proposed B2B2X model directly leverages these trends, aligning with the dynamics of the industry that guarantees the sustainability of the proposed growth strategy.

3.6 Resource Requirements for the Model Implementation

The addition of the B2B2X model to Osnova's portfolio requires reconfigurations of the resource base across multiple dimensions. For the list of added responsibilities, see Table 6, and for the distribution of resources, refer to Table 7.

Firstly, a human resource perspective, where hiring a dedicated partnership manager is needed to institutionalize partner acquisition and management processes. This role is aimed at replacing

founder-led interactions and sales with structured and accountable management of the relationships. Introducing a manager should lead to scalability and consistency across the internal and sales processes. In addition, Osnova requires an outsourced IT specialist to support the digital infrastructure of the new channel, particularly the CRM customization needed for installer management and the development of the partner landing page with integrated lead capture. For a more detailed breakdown of the human resources required for implementation, an Organizational Breakdown Structure was developed. The OBS includes the CEO, Sales Manager, Technical Support Engineer, Operations Manager, outsourced developer, HR Manager, and the installer partner. The structure describes the key responsibilities required for entering the B2B2X market and makes ownership clear across all phases of implementation.

Table 6. Organizational Breakdown Structure for the B2B2X model

Role within the B2B2X model	Title of the responsible person	Scope of work	Key responsibilities
Strategic Owner	CEO + Founder	B2B2X programme governance	Final approvals; strategic reviews; channel portfolio discipline decisions; escalation policy approval; investment decisions (including internal LLM)
Commercial Lead	Sales Manager	Installer acquisition and relationship management	Outreach; onboarding; partner communication; enforcing deal registration discipline; coordination of training schedule; follow-ups and partner commercial routines
Technical Lead	Technical Lead	Technical governance and configuration control	Configuration validation; commissioning rules and acceptance criteria; escalation triage; warranty eligibility logic; approval of technical materials
Service Delivery	Service Engineer	Complex cases	Handling non-standard cases;

Lead		and on-site interventions	field intervention when required; final technical resolution support; feedback into troubleshooting materials
Production and Procurement	Operations Manager	Manufacturing and supply chain	Modular system production planning; component sourcing; inventory readiness; delivery coordination with partner timelines
Digital Infrastructure	Outsourced Developer	Platform and CRM development	Partner landing page; Telegram bot automation; CRM customization and dashboards; tooling support for documentation access (including LLM integration)
Knowledge and Training	Tech Engineer for Technical Support	Enablement content creation	Training modules, checklists, troubleshooting guides, video walkthroughs, knowledge base updates, and version control
Finance and Administration (optional but recommended)	Financial Director and Accountant	Commercial control and payment discipline	Pricing approvals support; invoice tracking; profitability tracking for the channel; partner payment discipline monitoring
Installer Partner	External (Installer company)	On-site execution and client communication	Installation execution; documentation submission; first-line troubleshooting using platform materials; client communication
Talent & Delivery Support	HR Manager	Staffing and contractor coordination for B2B2X	Hiring process for Sales Manager; sourcing, screening, and contracting the outsourced developer; coordinating interviews and offers; onboarding support; tracking progress and contractor delivery milestones

Source: Authors' own elaboration based on Osnova's current organisational structure and the requirements of the B2B2X model.

Table 7. Required resources for B2B2X model creation and sustainability

Resource category	Existing resources	Resources to be expanded	Strategic purpose
Technical and Information	- CRM and inventory management systems - Internal tools for automated reagent and equipment selection - Company website - An internal knowledge base - Facilities for production and laboratory processes - Engineering and water treatment expertise - Communication platforms - Semi-automated production line	- Installer enablement platform - Technical support infrastructure - AI-backed knowledge management - CRM expansion to include analytics of the installer relationship - Guidelines and tutorials stored at the documentation repository for external usage - Case library with successfully installed solutions - Reporting and service coordination capabilities	To provide a scalable ecosystem with standardized service delivery standards, management of the recurring revenue flows, and data-driven control across the whole installer network
Financial	- Cash reserves needed for the expansion of the business into a B2B2X segment - Production assets - Operational infrastructure	- Initial investment resources, such as for the CRM and website expansion, staff hiring and training, hardware purchases, and legal expenses - Operational fixed and variable resources for converting salaries, raw materials, marketing, subscriptions, utilities, insurance, logistics, and maintenance	To build a financial foundation for the launch and scaling of the B2B2X model, along with the maintenance of the ecosystem and relationships
Organizational and Governance	- Standardized installation procedures - Communication flow and internal coordination capabilities - Training guidelines - Technical support framework - Managerial and technical expertise - Customer relationship building experience - Production processes and standards	- Standards for partner onboarding - Warranty mechanisms - Service and installation management and controlling processes - Performance monitoring systems - Communication channels with the installers - Improvement of the training system - Partnership management capabilities	To smooth out the transition from the pure relational-based operations to a mix with the standardized and system-oriented ecosystem to sustain the long-term partner-led growth

		- B2B2X model governance structure	
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Source: Authors' own elaboration based on an internal audit and interviews with the company's technical and operational staff

After the analysis of the current and needed resource base, it is concluded that the company has the financial capacity to sponsor the creation and expansion of needed resources, having already a solid starting point. All of the needed things can be obtained through the creation of new infrastructure, and also through the adaptation of the existing operational capabilities. Technically, the company does not expect to change the production for the business line, which is why the majority of the capabilities, like laboratory, manufacturing, and engineering resources, are the basis for the B2B2X model. The primary focus in the first months should be dedicated to obtaining the digital infrastructure to create proper coordination and partner management. From the financial perspective, while the exact numbers for the cash reserves cannot be disclosed, it was disclosed to be sufficient to fund the upfront investment and ongoing operational expenditures. The majority of physical assets needed for the new business line are already established in Osnova, which is why it needs only an incremental part of them, and the operational costs will be related to the training and scaling of the system. Lastly, from the organization's perspective, there should be work done internally on the standardization of the practices of working with the partners, accountability features, and performance monitoring. Overall, all of the resources that exist or should be obtained will benefit the whole organization and will be aimed at strengthening the coordination and long-term growth of the ecosystem.

3.7 Change Management Considerations

To ensure that the implementation of the B2B2X model does not create avoidable disruptions during rollout, a separate change management component was developed. Its purpose is to define how Osnova can integrate an installer-led partner format into its operations in a controlled way. The model introduces new rules for partner interaction, documentation requirements, CRM discipline, escalation, and warranty logic, as well as new internal responsibilities, most notably the dedicated Sales Manager role for the B2B2X channel.

Accordingly, the Change Management Strategy table outlines what is added for each internal and external stakeholder group, where resistance may emerge, how critical it is for successful implementation, and what actions Osnova should take to reduce it. Overall, the mitigation logic is based on two priorities: first, clear rules and responsibility boundaries through gate logic, RACI, conditional warranty, and CRM discipline; second, practical tools that make these rules easy to apply in everyday work, including templates, checklists, the knowledge base, the bot, and standardized onboarding (for RACI matrix, refer to Appendix J). Together, these measures are intended to help Osnova launch the model in a structured way and preserve quality and manageability as the partner network grows. For the full Change Management strategy, please refer to Appendix K.

3.8 Risks and Mitigation Strategies

A transition to an installer-led B2B2X channel improves scalability under labor constraints, yet it also creates operational, reputational, and governance risks across organizational boundaries. As discussed above, Osnova relies on external partners to manage client-facing activities, while retaining control over technical governance, system integrity, and warranty logic. As a result, the most significant risks arise at the boundary between partner execution and Osnova's internal technical responsibility, as well as at the portfolio and financial-management level.

To systematize these risks, a risk table was developed. Its purpose is to identify in advance which risks may have the greatest impact on the launch and early operation of the model, and to define the mitigation logic required to reduce either their likelihood or their consequences. For each risk, the table specifies the category, probability, expected impact, and corresponding mitigation measures.

Although risks may evolve during implementation, the table focuses on those identified as most critical for the first phase of launch based on the conducted research and the specific logic of the proposed B2B2X partnership model. The risks are presented in prioritized order in Table 8.

Table 8. Risk Assessment and Mitigation Plan for the B2B2X Model

Risk Type	Main Risk Content	Probability	Impact	Mitigation Logic
Strategic and Portfolio Risks	Strategic drift from core B2B, portfolio imbalance, capacity crowding-out, uncontrolled installer-channel growth, and dependency on one client group or region.	Medium	High	- Define clear limits between the core B2B model and the installer channel. - Link installer-channel growth to available capacity. - Review expansion based on revenue, margin, repeatability, and capacity use. - Monitor concentration risks by client group, region, and project type.
Operational and Process Risks	Weak demand visibility, incomplete documentation, inconsistent installation execution, support overload, and partners bypassing self-service tools.	Medium to High	High	- Enforce mandatory deal registration and standardized documentation. - Run regular CRM-based pipeline reviews. - Require commissioning checklists and installation records. - Use the bot, knowledge base, and templates as the first support layer. - Track escalations and update support materials based on recurring issues.
Legal, Regulatory, and Reputation	Unclear warranty responsibility, non-compliance, incorrect partner	Medium	High	- Standardize contracts, warranty terms, and commissioning documents. - Make warranty eligibility

Risks	claims, inconsistent messaging, and possible damage to Osnova's reputation.			conditional on training, protocol adherence, and full documentation submission. - Use approved partner materials only. - Train partners on compliant communication and technical claims. - Apply audits or restrictions for repeated non-compliance.
Market Entry and Commercial Risks	Difficulty recruiting right-fit installers, trust-based market barriers, partner skepticism, and low activity after onboarding.	Medium	High	- Prioritize warm leads through referrals, events, communities, and existing networks. - Use clear partner selection criteria based on the installer ICP. - Follow the initiation-phase marketing strategy. - Offer early-partner incentives tied to onboarding or first projects. - Define active-partner thresholds and track activity in CRM. - Use early pilot cases to build trust.
Execution and Implementation Risks	Platform delays, premature onboarding, Sales Manager hiring delays, weak internal coordination, and insufficient testing before launch.	Medium	Medium to High	- Set a hard gate: no onboarding before the platform is tested end-to-end. - Run an internal simulation of the installer journey. - Hold weekly Phase 1 progress checks with responsible staff. - Start Sales Manager hiring at the beginning of Phase 1. - Track hiring and platform progress with clear deadlines and escalation points.

Source: Authors' assessment of the key strategic risks and mitigation steps design

3.9 Strategic Alignment with the Company's Development Direction

The proposed B2B2X installer partnership model is strategically aligned with Osnova's development trajectory, as it directly contributes to resolving the company's core structural constraints and reinforcing the long-term strategic priorities. The model opens a scalable growth opportunity without increasing the dependence on founder-led sales and engineering labor on every project, aspects

that were identified as the core bottlenecks. Osnova converts into a scalable technical and R&D hub for the water treatment market by transferring customer acquisition and installation responsibilities to the installers, while retaining the technical governance.

One of the main goals for the whole company's growth direction is the increase in the share of standardized solutions. The B2B2X model directly aligns with it by putting modular systems at the core of the value proposition and introducing them in use through installer training, documentation, and governance. This contributed to the company's target of increased standardization for small and medium-scale projects. At the same time, the model also allows for reduced founder dependence, which is a critical strategic objective. In the current B2B model, sales generation and operational decisions are primarily carried out by the founder. The introduction of a partnership manager, a library of internal knowledge, and CRM-based deal tracking transforms the issue of dependency into an institutionalized process.

On the client relationships side, Osnova has a priority of building long-term partnerships with its clients. This aspect was accounted for in the business model design, and the B2B2X structure creates continuous interactions with the installers through the warranty, recurring sales, and opportunities for training installers' internal staff. Revenue logic is designed in a way to become lifecycle-based, where the partnership generates revenues for both parties beyond the initial system installation.

Importantly, the B2B2X model is not intended to replace the existing B2B segment, but is a complement to it within the overall portfolio structure. The installer channel is positioned as a capacity-loading and diversification mechanism, structurally capped at 20% of total revenues. This is done intentionally to ensure that the high-margin industrial projects are at the core of the business, and the B2B2X channel brings additional volume, geographical reach, and access to smaller-scale projects.

Overall, the described model represented a coherent expansion of Osnova's strategic foundation. It integrates standardization, partnership development, operational autonomy, and recurring revenue generation into a comprehensive model, providing a pathway towards sustainable scaling.

3.10 Strategic Goals and Performance Targets

The adoption of the B2B2X model should be guided by clearly defined short- and medium-term goals that reflect both operational and financial priorities. This paper outlines the proposed targets over one- and three-year horizons (see Tables 9 and 10).

Table 9. 1-year strategic goals

Goal	Visionary target	Description
Validation of the commercial potential of the B2B2X model	To achieve a stable and recurring revenue stream from the installer partners	Within the first 6 months, the model has to pass the proof of concept of the partner-led growth engine. It is needed to demonstrate that Osnova can generate volume and demand from this channel without being directly involved in every transaction
Buildout of the partner ecosystem	To build a functioning and credible network of qualified partners in the prioritized regions	The internal team has to create a structured and manageable network of partners that are capable of delivering the standardized modular solutions that are of high-quality and aligned with Osnova's technical standards. A partner is defined as onboarded and ready to install the systems when they commit to the documentation and installation standards and undergo the training program
Establishment of lifecycle revenue model	To integrate the reagent and recurring services elements in the majority of installer systems	The model has to yield lifecycle-based revenue logic, moving away from the one-time earnings from the project delivery. The base is to have each installation generate a continuous value for Osnova through the recurring consumption and service
Formalization of the knowledge and	To formalize the description of the technical,	Internal expertise of the company should be easily scalable to the system level to reduce the

delivery processes	commercial, and operational processes	reliance on individual employees by embedding standardized tools, documentation, and enabling systems
Governance and operational transparency	To obtain full visibility and tracking of the partner-led sales and execution processes	Execution should be documented in the system. Tools like reporting, deal tracking, and monitoring systems will be implemented to support decision-making with the data
Operational autonomy	To provide partners with tools to minimize the reliance on Osnova's internal engineering teams in the execution process	Validation that the partners not only obtained training, but also can independently deliver solutions using the standardized protocols with an acceptable quality and minimal need to intervene in the process
Risk-controlled growth	To maintain a balanced distribution of sales across partners to avoid concentration risk	Overdependence on a single actor should be mitigated for the sake of long-term scalability and flexibility, and is implemented through building a partner structure of guardrails on the total share of orders

Source: Authors' own elaboration based on the operational structure of the B2B2X model and alignment with the company's priorities; approved by the CEO

Table 10. 3-year strategic goals

Goal	Visionary target	Description
Growth of standardized solutions	To achieve the adoption of the modular system on a large scale across multiple priority regions	Modular solutions should become best practices for the company, transforming them into one of the operational engines for the benefit of replication, speed, and efficient expansion
Expansion of lifecycle revenue share	To increase the recurring revenue as a portion of total income	The revenue model should prioritize growing service, reagent, and maintenance to become a significant share of value creation
Margin expansion and economic efficiency	To get a more stable and higher gross margin	Transition to the high-efficiency operating model is suggested as a medium-term priority to strengthen unit economics with optimized production and procurement processes
Geographic scaling	To expand the presence of the business into other high-potential regions within Ukraine that are	Having built a mature partner ecosystem that has proven its viability, Osnova is recommended to leverage this to achieve scalable geographical expansion without increasing the operational

	beyond the initial pilots	complexity internally
Partner ecosystem that is sustainable and retained	To maintain and support a committed and high-performing partner base	Long-term value creation for both interested parties of installers and Osnova can be created with their mutual alignment of incentives - quality, guidance, and successful deployment, where parties should continuously collaborate, and processes should be actively managed

Source: Authors' own elaboration based on the operational structure of the B2B2X model and alignment with the company's priorities; approved by the CEO

To translate these priorities into measurable implementation criteria, a 24-month KPI dashboard was developed, presented in Table 11.

Table 11. Operational KPI Framework for Monitoring B2B2X Model Performance

Area	KPI description	1-year target	3-year target	Measurement method
Revenue	Monthly revenue from the installer channel (system sales)	≥ \$60k/month	≥ \$700k/year from system sales	What: closed deal value (systems) Who: Sales Manager + Finance Department How: CRM deal value report reconciled with monthly financial reports
Capacity utilization	Modular systems sold via the installer channel	5 medium-sized systems/month	160 modular systems installed cumulatively by the end of Year 3	What: number of systems installed Who: Sales Manager + Operations + Technical Support Engineer. How: CRM closed deals and commissioning documentation count (1 pack = 1 installed system)
Partner network	Installer partners onboarded in priority regions	3-5 installer partners onboarded and trained within Year 1	Partnerships active in 3 additional regions beyond the initial pilot	What: partner status + region tags Who: Sales Manager How: CRM partner profiles (active status, region coverage) and onboarding

				completion checklist
Enablement platform	Installer Enablement Platform readiness	Fully operational by Month 2 (before 1st installer onboarding)	Platform maintained as the operating standard with continuous updates	What: platform readiness checklist Who: Technical Support Engineer + Developer + CEO for approval How: internal QA checklist (Drive access, bot routing works, templates available)
Recurring revenue	Reagent attachment	90% attachment from Month 6 (for active partners)	Maintain $\geq 90\%$	What: % installed systems using Osnova reagents Who: Sales Manager + Operations Manager How: CRM installed base with reagent linkage + reorder records
Recurring revenue	Reagent reorder compliance and continuity	70% reorder compliance within the first 6 months	$\geq 85\%$ average reorder rate	What: reorder on expected cycle Who: Sales Manager How: CRM reorder monitoring (expected vs actual) + invoice confirmations
Quality and support load	Warranty escalation rate requiring Osnova engineer involvement	$< 10\%$ (trained partners + protocol compliance + full documentation + Osnova reagents)	$< 5\%$ by the end of Year 3	What: % cases requiring Osnova engineer involvement. Who: Technical Support Engineer How: escalation log in CRM (tagged cases) + service visit records.
Process discipline	Deal registration compliance	100% compliance by Month 6 among active partners	Maintain 100%	What: % installations with a registered deal before execution. Who: Sales Manager + Operations How: CRM audit: installations matched to registered deals
Risk control	Concentration risk monitoring	Routine live by Month 6; flag $> 70\%$ single-partner	Maintain routine; concentration triggers reviewed consistently	What: partner share of channel volume. Who: Operations Manager for tracking + CEO for

		volume for strategic review		review How: CRM dashboard with volume distribution + trigger alerts
Regional scaling	New regions activated	Year 1: pilot regions only (baseline established)	Active partnerships in ≥ 3 new regions beyond the initial	What: number of regions with active partners + completed installations. Who: Sales Manager. How: CRM region monitoring + commissioning documentation count by region
Financial structure	Additional revenue share from reagents and maintenance	Baseline established in Year 1	Additional 30% of system-sales revenue is generated from reagents and maintenance.	What: reagent + maintenance revenue vs system sales Who: Finance + CEO How: financial reporting segmented by revenue type + CRM linkage to installed base
Profitability	Gross margin improvement vs baseline	Baseline gross margin recorded and tracked	+10 percentage points vs current baseline (standardization + production efficiency + procurement optimization)	What: gross margin % vs baseline. Who: CEO + Finance + Operations. How: monthly, quarterly, and yearly P&L
Partner stability	Partnership renewal rate	Baseline established after Year 1 (tracking starts)	$\geq 80\%$ active partnership renewal rate by the end of Year 3	What: renewals vs churn Who: Sales Manager + CEO. How: CRM partner status history + renewal log

Source: Authors' own elaboration based on the strategic goals; approved by the CEO.

3.11 Closing Remarks of the Recommendation Section

The proposed non-exclusive B2B2X installer partnership model represents a structurally grounded and operationally feasible solution to the constraints and opportunities identified in the analytical section. The evaluation of the strategic alternatives has shown that this model aligns with the

actual tendencies of the water treatment market in Ukraine, where installers control access to demand, while facing their own operational constraints, which can be alleviated by standardization and technical support.

The strength of the recommendations lies in the fact that the model does not rely on isolated initiatives and add-ons, but integrates its design, governance, marketing strategy, and risk management into the company-wide framework. In the partnership channel, the company leverages its core technical competencies while outsourcing execution and acquisition-intensive activities, which are needed for scalable growth without the proportional increase in internal resources. At the same time, the recommendation ensures that the strategic discipline is adhered to by setting operational boundaries and mechanisms. The installer channel is a complementary growth driver with structural limits on its contribution and performance metrics.

Overall, the model is aligned with the company-level objectives and broader market dynamics. It appeals to the needs and objectives of transitioning towards modular solutions, reduction of founder dependency, and introduction of the lifecycle-based revenue model. At the market level, it matches the existing trends of labor shortages, fragmentation, and installer-led decision-making to emerge as potential solutions for wide acceptance and sustainable growth.

Building on the established strategic recommendations, the following section evaluates the economic feasibility of the proposed model. It is going to cover detailed cost and revenue structures and investment requirements by assessing the key financial indicators. The analysis will be intended to ensure that the recommendations are not only strategically reasonable, but also capable of generating sufficient returns that are attractive for investment and financially viable.

Chapter 4. Economic justification

4.1 Introduction and Analytical Framework

The following section provides an economic justification for the suggested strategic recommendations. It integrates cost-benefit analysis, investment assessment, break-even calculations, and sensitivity testing into an analytical framework for data-backed decision-making. The objective is not only to assess the financial viability of the model, but also to evaluate scalability, resilience, and risk exposure to the key factors under realistic market conditions.

It is important to highlight that the financial outcomes presented in this section are directly derived from the strategic design and recommendations of the proposed B2B2X model. The described methodology is applied to ensure a full alignment between the strategic framework and economic feasibility. Particularly, cost structure and revenue dynamics are derived from the partner-based distribution assumptions, scalable customer acquisition, and progressive expansion with the number of partners and regions.

The analysis of this section is based on the detailed financial model developed in Excel (see Appendix M) which covers a 31-month projection horizon, spanning from June 2026 to December 2028, for the ease of forecasting and reporting, and directly incorporates the operations assumptions, pricing logic, and macroeconomic considerations that are described in the analytical and recommendation parts, as well as expected country-wide dynamics (Chupak, The Ukrainian Week).

4.2 Assumptions underlying the financial model for economic justification

The assumptions that are based on the strategic recommendations are focused on the logic of revenue generation, allocation of costs, and the structure of the financial behavior of the company. A conservative approach to margins and expenses was used to adjust and hedge the forecast from the uncertainty associated with the launch of the business line and geopolitical fluctuations.

The key assumption of the recommendation and the financial model is that the new business is using the existing excess capacity of the manufacturing, meaning that the B2B2X model is launched as an extension of the current operation and not as a standalone business. Only the incremental and the allocated portion of costs were accounted for, such as the percentage of the salaries for the current staff, equipment, land, and training costs. The model assumes that a new business line will take 20% of the total capacity, so for all of the existing items, this percentage was taken as well. This approach was taken to mitigate the risk of achieving overly optimistic assumptions, and it was decided to allocate the opportunity costs and additional depreciation in the model calculations. Later in the chapter, it becomes visible that such an approach leads to higher efficiency in the financial returns, which should be interpreted as improved existing asset utilization.

4.3 Revenue structure

On the revenue side, the business has four main streams that correspond to the monetization logic mentioned in the recommendation section and are translated into the financial model. The decomposition of the share of each of the revenue streams is presented in Figure 6 and Table 12. Table 13 covers a detailed explanation of the growth of the number of systems sold.

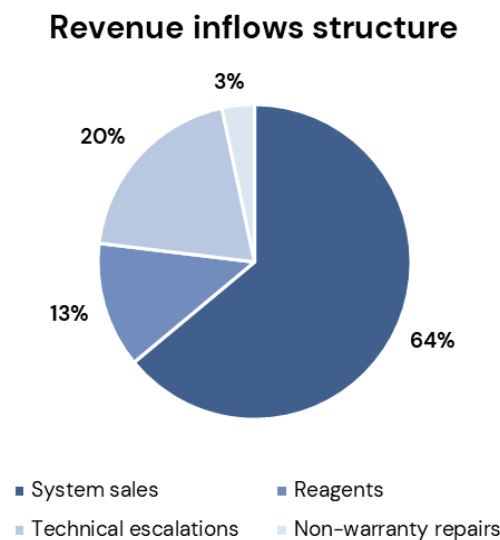


Fig. 6. Revenue inflows structure of the B2B2X business model for an average month according to the project's financial assumptions; created by the authors based on company inputs, assumptions, and public information, Apr. 2026.

Table 12. Revenue model assumptions and operational drivers

Revenue stream	Key assumption	Scaling logic
System sales	The business line of modular system sales is limited to 20% of total production capacity to avoid quality dilution and cannibalization of the core operations	Sales start in Month 4 from the launch with 1 system per month, then scale to 5 systems by Month 11, and reach 7 systems by the end of the 31-month forecast
Reagent sales	High adoption from the beginning, given the credibility and quality of Osnova's reagents, as well as warranty eligibility provided by the company, is conditioned on the usage of these particular reagents	Attachment rate of the reagent procurement growth from 70% of the systems sold to 90% over 2.5 years
Technical escalations	Installers initially require a very involved technical team from Osnova and their support due to the novelty of the product	Monthly escalation share declines from 80% to 30% of the total number of systems, as the installers improve their training and expertise
Non-warranty repairs	A small share of systems sold by Osnova requires servicing outside of warranty coverage	Repair needs decline from 10% to 3% over the 2.5 years, as the servicing quality and market adoption improve

Source: Authors' financial-model calculations and assumptions, based on company inputs and public benchmarking, Apr. 2026

Table 13. Projected monthly sales of the modular systems

Period of operations	Number of systems sold monthly	Interpretation
Months 1-3	0	Preparation of resources, hiring of the manager, installer onboarding, marketing, and operational setup
Month 4	1	The first sale of the system after the manager starts direct outreach, Osnova enters industry associations and

		attends events
Month 5	2	Early growth of sales, driven by market validation, active marketing, and installer engagement
Months 6-8	3	Stabilization of the initial demand, acceleration of the pre-orders, and launch-period marketing activity
Months 9-10	4	Stronger installer network activity and regional market for modular systems development
Months 11-16	5	Ramp-up of the business line to the 20% capacity limit dedicated to the B2B2X model. Stability is supported by the bundled value proposition, appeal to the key pain points, and investment capacity of the Western regions of Ukraine
Months 17-25	6	Production optimization and growing market adoption lead to the expansion beyond the initial operating level
Months 26-31	7	Target monthly capacity by the end of the forecasting period, supported by the geographical expansion, operational efficiency, and standardization of production

Source: Authors' financial-model calculations and assumptions, based on company inputs and public benchmarking, Apr. 2026

Sales of the system are a core revenue driver. The number of systems sold was determined by clarifying the two main drivers - demand and supply. The demand figure is defined as the volume that the market can buy every month, and was validated through the interviews with the installers on their purchasing needs and behavior. The supply capacity of Osnova is intentionally limited to avoid dilution and cannibalization of the core operations by the new business line. The 20% production capacity cap on the modular systems translates into approximately 5 systems per month at the start of operations. Commercial sales of the systems are expected to begin from Month 4 since the launch, with one system sold per month, and gradually scale to five systems by Month 11 of operations. As the processes optimize and the B2B2X model geographically expands, the sales are predicted to reach a monthly capacity of seven items by the end of the 31-month forecast horizon. As a result, sales of the system and growth of the installer base become the core drivers of the business growth, as well as being

directly related to the recurring revenue streams. The model assumes that the production operates at the maximum dedicated capacity and all of the output is absorbed by the market through the pre-ordering mechanism. Sales trajectory shows a gradual growth, driven by the business processes optimization and the business's regional expansion. At the same time, pricing assumptions are kept conservative, involving exchange rate and inflation dynamics, while the margin of the system sales is assumed to be lower compared to the current level to account for potential pricing pressure in the market entry and cost fluctuations.

The second revenue aspect is reagent sales, which are modeled as the recurring revenue stream connected to the number of systems installed and the percentage of systems purchasing this product, the attachment rate. The rate increases over time as the installer partnership sets a requirement to use reagents produced by Osnova to be eligible for the warranty coverage. Specifically, the rate of reagent purchases starts at 70% of the number of systems and gradually increases to 90% over a 2.5-year forecast horizon. This aspect contributes to the predictable revenue growth and was conservatively adjusted downward compared to the current statistics to reflect potential variability in the behavior of the new segment clients. Such assumptions are assumed to be realistic, as the current market situation shows that internally developed and tested Osnova's reagents are widely recognized and adopted for their reliability and compatibility with the systems. Overall, the target for the recurring revenues is to evolve as a significant driver of customers' lifetime value, gradually outweighing as a share in the total revenues compared to the sales of the systems.

The third driver of revenue is the paid technical escalations that are based on the assumption that the share of installations requires professional involvement from Osnova's side due to the installer's capability and technical expertise constraints. At the beginning of the forecasting period, the model starts with the assumption of 80% of installed systems needing technical escalation support, which is explained by the system novelty and the limited operational experience of installers. However, over time, the share is projected to decrease to 30% of the systems, as the installed systems will be

trained, gain practical experience, and become more operationally independent in servicing the equipment.

Lastly, non-warranty repairs. They are modelled as a small percentage of the installed systems that have technical issues not covered by the warranty policy, implying improper exploitation or maintenance of the equipment. The assumptions for this stream are designed to be conditioned both on the frequency and margin to avoid inflating the total revenues with this minor aspect. Within the first year since the B2B2X model launch, approximately 10% of the systems that the installers are going to deploy are expected to require non-warranty repairs, which is explained for the same reasons as the high need for technical escalations. This percentage gradually declines to 3% in the medium-term, as the forecasted horizon approaches the end, as the installers and end customers gain familiarity with the system, and the servicing procedures become more standardized and established. The assumption of the low number of repairs is additionally supported by the use of high-quality production inputs for the systems and internally developed reagents that are credible on the local market.

4.4 Cost structure

The cost structure is a mix of initial investments and operational (fixed and variable) components. It reflects the incremental expenditure nature of the recommended business line and implies reliance on the existing infrastructure. The assumptions for the cost segment were derived from two sources: public market data on the prices of required capital items, and proprietary cost inputs that were provided by the management and technical staff of the partner company. For the assumption and calculator logic, please refer to Table 14. After the completion of the full financial model, the assumptions were validated with the company's management team to ensure that the model reflects the appropriate reality of the Ukrainian market and has realistic investment and operational requirements. Important to note that where the market-based assumptions were taken, the model intentionally reflects

conservative numbers by applying slightly inflated costs in order to protect the model from the underestimation of future expenses.

Table 14. Cost structure assumptions and logic of calculations

Cost category	Assumption	Calculation logic
Initial investments	Upfront expenses on land and equipment acquisition or alternative costs, development of training program, software, and legal setup	2 scenarios for investments. In an additional business line scenario, existing assets are taken as a base, and the opportunity costs are calculated as 20-30% of the total asset value. In the standalone business scenario, the full price for land, real estate, equipment, and business registration is included. The majority of the expenses in this category are incurred in Month 1 of operations, with insignificant outflows in Months 2 and 3
Fixed operating costs	A stable cost category that includes expenses related to the maintenance and provision of ongoing operations. Categories like marketing, salaries, insurance, utilities, and subscriptions are included here	Both business scenarios account for full fixed costs, except for the salary. In the additional business line scenario, the costs reflect the full salary of the new manager hired specifically for the B2B2X model, and the rest of the operating staff salaries reflect a 10-30% allocated portion depending on their involvement level. In the standalone business scenario, full personnel costs are included, assuming that the business hires completely new people
Variable operating costs	Expenses mainly associated with the ongoing production of systems and reagents, as well as the promotion and servicing of the business line. Include raw materials, service and warranty expenses, employee commission, delivery, and packaging	An expense category that scales with the number of systems produced, and subsequently with the demand for reagents and service requests
Depreciation	Applied to the relevant categories of the upfront investment, like the hardware and equipment	Calculated using a straight-line depreciation over a 5-year useful lifetime

Contingency buffer	Added to the fixed cost category to account for the unforeseen operating expenses	Assumed to be 10% of the preceding fixed operating costs
VAT tax	Applied to the revenues and input purchases under the Ukrainian LLC framework	VAT payment is calculated as a VAT liability from the sales minus the VAT credit from the input purchases. Assumed that 70% of purchases are coming from the other LLCs (historic company data); thus, this portion is accounted for in the VAT credit
Corporate income tax	Applied after the calculation of VAT-adjusted revenues and deductible costs	18% operating profit taxation rate
Payroll tax	Applied to all of the employees' compensation	Employer-side taxes are calculated separately according to the Ukrainian legislation

Source: Authors' financial-model calculations and assumptions, based on company inputs and public benchmarking, Apr. 2026

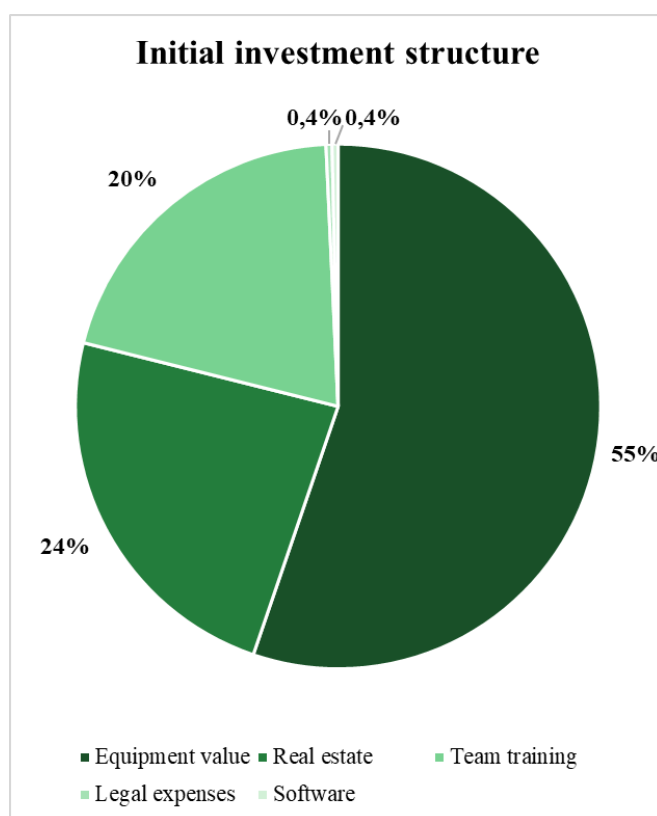


Fig. 7. Initial investment structure of the B2B2X business model for an average month according to the project's financial assumptions; created by the authors based on company inputs, assumptions, and public information, Apr. 2026.

The majority of the upfront costs are incurred within the first month and primarily consist of the allocated portion of investments, rather than full asset purchasing (see Fig. 7). The allocated portion of existing equipment and land comprises a significant share of the upfront costs, and captures opportunity costs and increased depreciation of the existing capacity, meaning that the model does not assume the full asset acquisition. Instead, the B2B2X model assumes that it will use approximately 20% of Osnova's existing production capacity, so the existing resource engagement also reflects only 20-30% of the total costs of these assets. This was done intentionally to reflect the true value of the economic cost of using the resources, even when there are no new capital expenditures. Other upfront costs include employee training to launch the business model, legal setup, trademark registration, digital infrastructure expansion, and the acquisition of the basic hardware. These expenses are concentrated at the launch period and do not recur over the forecasting period. The total cost of the investment under an additional business line scenario reaches UAH 12.5 million. Additionally, a standalone business scenario was developed to test whether the model remains viable financially if the model is launched separately from the existing infrastructure. In this forecasting case, the full costs of new business registration, land acquisition, and equipment purchase were estimated, reaching UAH 15 million in total. The difference between the two scenarios is not very materially significant, as after a consultation with the firm's staff, it was found that the model should include only the equipment that is critically required to produce the modular systems with the same capacity and quality, and there is no need to duplicate the full set of more automated and advanced production lines than the current infrastructure has. Part of the initial investments in both scenarios is treated as depreciable assets. The model applies a straight-line depreciation for these types of assets, assuming a 5-year useful lifetime to reflect the

period of economic use of infrastructure. This depreciation is later incorporated into cash flows and tax calculations, contributing to the tax shield effect.

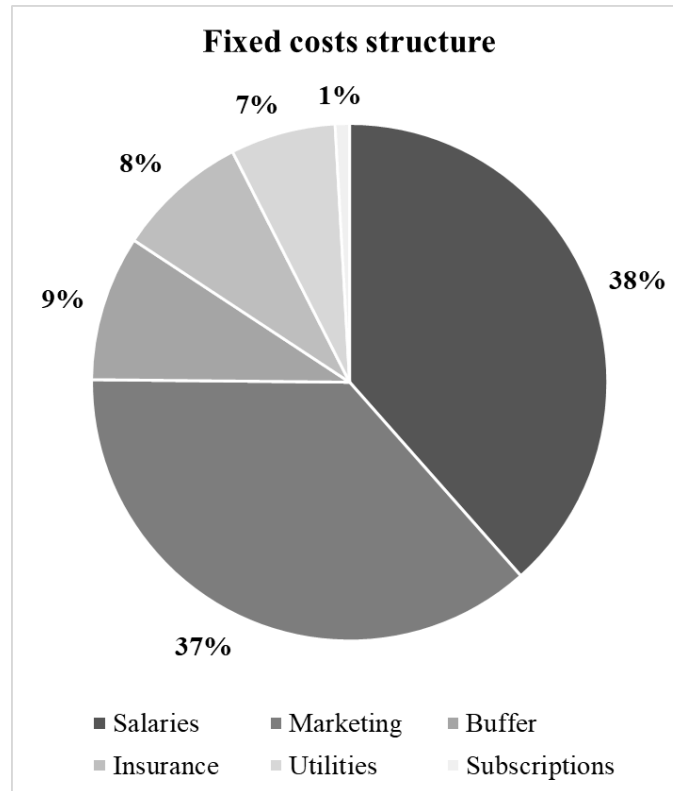


Fig. 8. Fixed operating costs structure of the B2B2X business model for an average month according to the project's financial assumptions; created by the authors based on company inputs, assumptions, and public information, Apr. 2026.

The next group is fixed costs, presented in Figure 8. They include the combination of personnel, marketing, operational infrastructure, and contingency buffer. In an additional business line relying on the existing infrastructure scenario, personnel costs account for a new manager's salary and an allocated share of the existing technical staff, adjusted for the utilization of their resources, ranging from 10 to 30% of their full salary, rather than assuming full hiring. In contrast, in a standalone scenario, full personnel costs are reflected, as the business would need to form a completely new team based on the market capacity. Marketing is a major fixed cost component, and it includes the fluctuating items that vary depending on acquisition intensity and regional expansion, promotional merchandising, and

membership fees for industry associations. Operational costs include the CRM system, automation tools, workspace software, communication services, the utility costs that are set at the highest level of needs, and insurance. Lastly, the contingency buffer is set at 10% of fixed operating expenses and is not linked to any particular operating activity. This is included as a protective adjustment to ensure that unexpected expenses or price fluctuations are already accounted for in the financial projections and will not materially affect the business line scaling. As a result, the total fixed costs in the additional business line are approximately UAH 350 thousand per month, while in the standalone scenario, they reach UAH 750 thousand, driven by the salary expense.

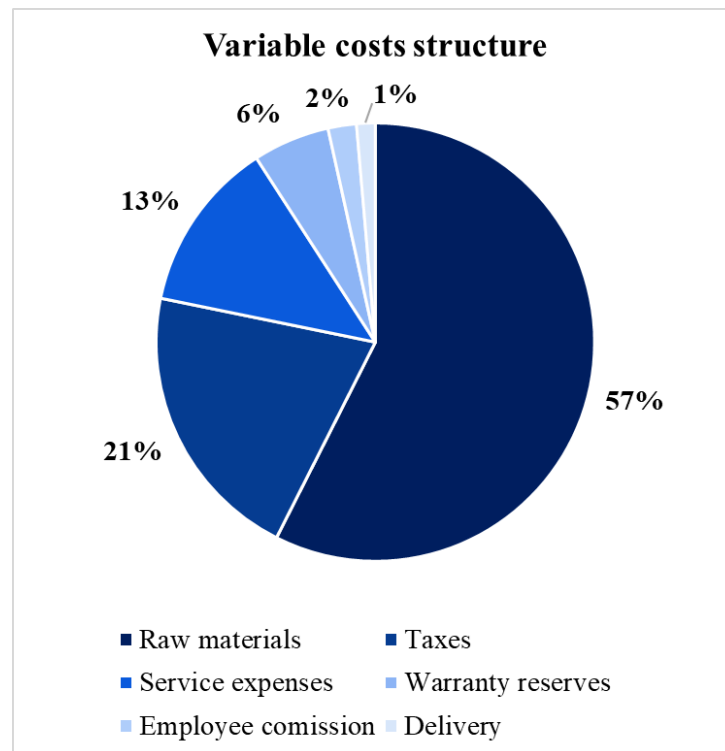


Fig. 9. Variable operating costs structure of the B2B2X business model for an average month according to the project's financial assumptions; created by the authors based on company inputs, assumptions, and public information, Apr. 2026.

Lastly, the variable costs scale proportionally to the volume produced, as shown in Figure 9. The largest component is raw materials for the system and reagent production, which grows directly

with the number of units created, making input costs one of the most important operating assumptions for the company to manage to achieve the profitability targets. Additional costs for the systems include packaging, delivery logistics, and a warranty reserve, which is assumed to be a fixed portion of product-related costs to reflect the need for future servicing obligations. An increasing component of the variable costs is service-related travel that changes with the number of installations and related support interventions, which shows the need to maintain system quality during scaling. Lastly, managerial commissions are represented as a fixed percentage of the total revenue from sales and business travel that is tied to business development and sales activity. In numeric terms, the variable costs are expected to scale to UAH 3 million per month at the level of 5 systems produced.

Additionally, the model accounts for the taxation structure that is consistent with the Ukrainian LLC framework, and all of the tax obligations are integrated into the projected cash flows. VAT taxation calculations are applied to revenues generated from system sales, creating the VAT liability for the company. On the other hand, the model also accounts for the VAT credit that is obtained by purchasing inputs from other VAT-registered companies, assuming that approximately 70% of inputs are procured from other LLC suppliers. As a difference between the two numbers of liabilities and credits, the effective VAT payment is obtained and is paid to the government. Corporate income tax is then calculated as the difference between revenues and costs excluding VAT, with operating profit then taxed at 18%. These tax payments are aggregated on a quarterly basis, creating a periodic reflection in the cash flows. The model also accounts for the employer-side payroll taxes on the employee compensation, reflecting the full expected economic costs of labor. Lastly, on taxation, depreciation of allocated equipment generates a tax shield that partially reduces the taxable amount of income.

Important to note that the assumptions integrate the expected macroeconomic conditions. Inflation adjustments were applied to all of the revenue and cost components, while exchange rate expectations obtained from the official Ministry of Finance reports influenced the cost for imported

inputs and modular system prices (NBU Commentary on Inflation in February 2026, Macroeconomic Handbook Q1 2026).

4.5 Cost-benefit analysis

Considering costs and benefits jointly, the structure reveals that the model is characterized by initial intense investments, followed by increasing operational efficiency. As illustrated in Figure 10, the relationship between revenues and costs evolves significantly over time.

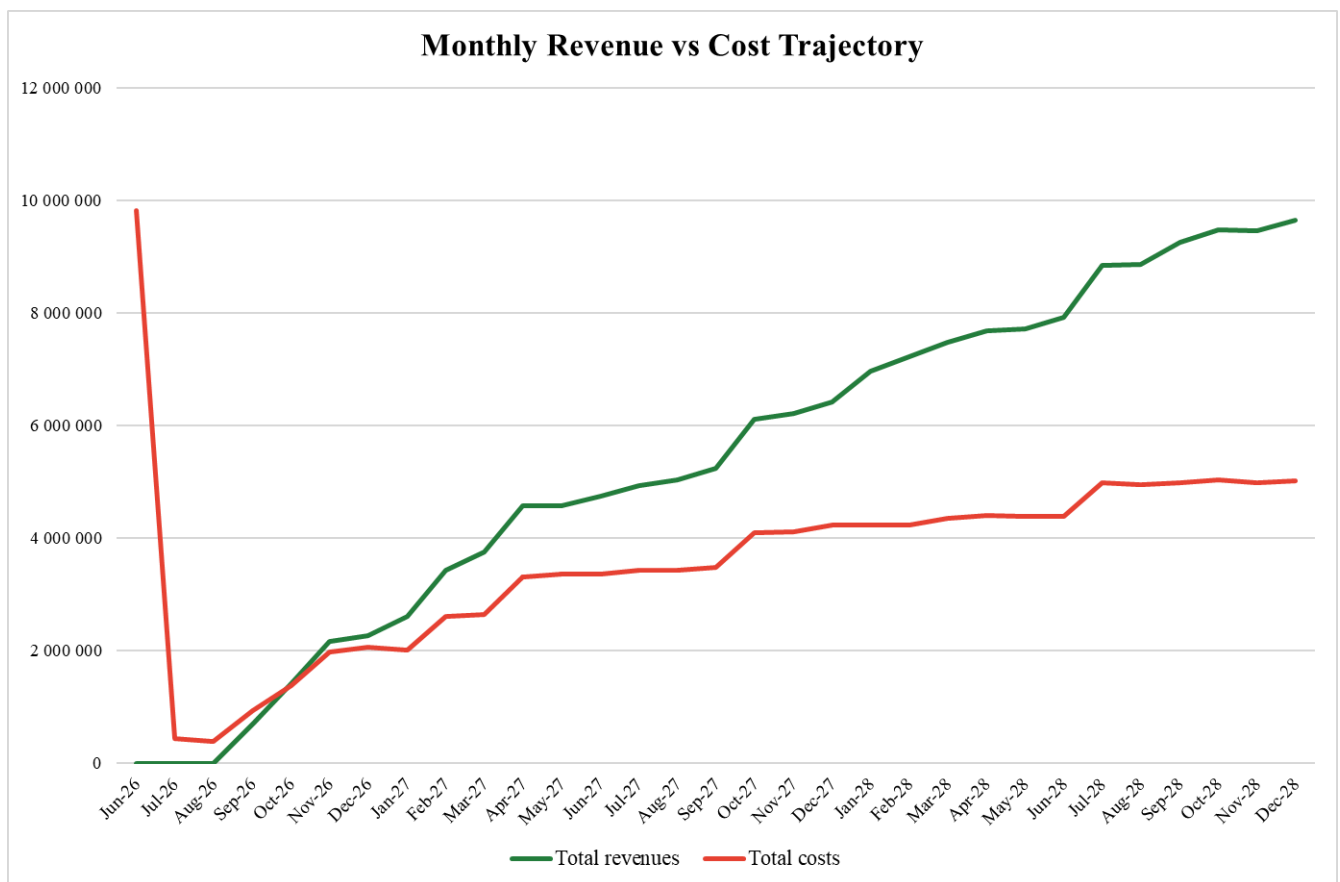


Fig. 10. Monthly revenue and cost trend in the financial forecasting of the B2B2X model feasibility; created by the authors based on company internal data, public benchmarks from Damodaran, and proprietary financial forecasting models, Apr. 2026.

In early periods, costs are seen to be exceeding revenues due to the associated upfront investments in customer acquisition and operational setup. However, as the model scales, over time, the

revenue growth accelerates at a faster rate than the expansion of the costs, reflecting the emergence of economies of scale and operating leverage. The described business model is considered a high-margin business, which further explains the trend. This dynamic is linked directly to the partner-based distribution logic that reduces marginal acquisition costs and allows for more efficient scaling. The divergence of revenue and cost curves serves as a representation of the financial viability of the model's potential for scaling.

4.6 Investment analysis

The investment analysis of the economic justification section evaluates the financial attractiveness of the proposed strategy by using key metrics like Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PBP). It was developed using two implementation scenarios: the launch of the B2B2X model as an additional business line within Osnova's existing operations or the creation of a standalone business with a completely new infrastructure and operational capabilities. The division of the modelling into the two different scenarios was to test whether the proposed business model would yield viable results if not launched with the company's existing production capabilities, human and operational resources.

The investment metrics were calculated using the annualized free cash flows that were constructed based on the profit before interest and tax (EBIT), taxes paid, depreciation adjustments, and capital expenditures (CapEx) line items in the financial model. The assumption was that there would be no debt financing or interest expense, as the proposed expansion of the business would be financed entirely through the company's internal resources. The initial investments to launch the business are incorporated directly into the first-year cash flow calculations, and they reflect the expenditures related to the production equipment, alternative costs, or purchasing new machines, operational setup, legal fees, training personnel, and working capital needs. The first-year cash flows result in a negative number, as while the first revenues are expected to materialize starting in Month 4 of operation, the

concentration of the upfront investments and high operational costs outweigh those inflows. After transforming monthly cash flows into annualized free cash flow values, they were discounted using the hurdle rate calculated using the Capital Asset Pricing Model (CAPM) framework. The discount rate includes the risk-free rate based on the Fisher equation of Ukrainian Hryvnia and US Dollar inflation, the implied equity risk premium, Ukrainian country risk premium, industry beta assumptions, and additional small-business risk premium. Once the cash flows were discounted, investment metrics like Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PBP) were calculated with the purpose of evaluating the financial attractiveness and long-term scalability of the proposed strategy.

Table 15. Comparison of investment metrics and projected cash flows for an additional business line versus a new business launch

Metric	Additional business line (existing business)	New business launch
Initial investment	₴ 12,600,000	₴ 15,000,000
Year 1 - net cash flow	-₴ 12,900,000	-₴ 18,000,000
Year 2 - net cash flow	₴ 12,700,000	₴ 7,800,000
Year 3 - net cash flow	₴ 28,500,000	₴ 23,700,000
Year 1 - discounted cash flow	-₴ 9,800,000	-₴ 13,800,000
Year 2 - discounted cash flow	₴ 7,400,000	₴ 4,500,000
Year 3 - discounted cash flow	₴ 12,700,000	₴ 10,500,000
Discount rate	31%	31%
NPV (31-months)	₴ 10,300,000	₴ 1,200,000
NPV (5-year)	₴ 29,000,000	₴ 16,500,000
IRR	106%	38%
XIRR	99%	37%
Payback period	20 months	25 months

Source: Authors' own calculations based on project assumptions and public information, Apr. 2026

Note: Some figures have been rounded for ease of perception

As shown in Table 15, both scenarios exhibit a significant front-loaded investment structure, which results in negative cash flows in Year 1 that are followed by the positive cash flows resulting from the improved operating performance in Years 2 and 3. The scenario that is based on adding a new business line to an existing business presents stronger cash flow recovery and growth, as the utilization of existing infrastructure and operational capabilities requires lower upfront and operational costs, while the standalone scenario presents independent resource requirements. Overall, both models are capable of generating positive discounted cash flows over the forecasted horizon.

The projected NPV over the 31-month forecasted horizon is approximately UAH 10 million. Additionally, when incorporating the 5-year forecast and discounting it back to the present period, the total NPV reaches UAH 29 million. A significant gap between the 31-month and the total value is expected and can be explained by the explicit forecast period of 2.5 years, accounting only for the launch and early scaling of the business. The majority of value, however, is generated through the long-term recurring cash flows. In 5-year NPV calculations, it is assumed that after 2028, the end of the explicit forecast, the business continues to operate at the annual growth rate of 5%, derived from the Ukrainian target inflation rate (National Bank of Ukraine). The methodology to calculate the growth of cash flows is the Gordon Growth framework, where the value of growing cash flows was obtained and discounted back to the present 2026 using the hurdle rate. The 5-year NPV is significant to include as it shows what a business can achieve if it captures long-term scalability and leans on the recurring revenue flows.

The hurdle rate that was used as a discount factor for cash flows is approximately 31% and is derived using the Capital Asset Pricing Model (CAPM). Such an approach is appropriate for a given financial model, as it is assumed that the company's equity will be used to scale the project, and there will be no credit money/loans taken. Since the calculations in the model are denominated in UAH, setting the Ukrainian government bond as a benchmark for the risk-free rate is not viable due to the embedded sovereign risk. Instead, the risk-free rate was estimated by using the Fisher equation that

combines the USD risk-free rate with the difference in inflation rate between the US and Ukraine. This approach yielded a risk-free rate of 7.46% (Federal Reserve Bank of St. Louis). The equity risk premium component was built using the implied ERP and Ukraine country risk premium (CRP) values in the Damodaran data set, which reflects the elevated geopolitical and macroeconomic risk environment. The value of ERP for the model is 19.77%. The next component is the beta assumptions that were also sourced from the Damodaran website. Given the specifics of the business, where it has an equal split of chemical production and water services, the average value of these two sectors was taken, reflecting their balanced contribution. Both betas are below 1, and the average beta turned out to be 0.96 (Damodaran), showing that the business is less sensitive to fluctuations compared to the broader market trend. Finally, the cost of equity had to be adjusted for the small-business risk, which was assumed to be an additional 4.5%. Taken together, the hurdle rate incorporates operational, country, market, and scale-related risks, which projects a relatively high discount rate with conservative operational assumptions to improve the defensibility of the valuation results.

The payback period for the model is approximately 20 months, which shows a moderate recovery of the initial investment. As B2B2X is an incremental business line, rather than a separate business, it explains such results of the payback period. The investment base is relatively moderate, and as was previously described, it relies on the existing infrastructure, production capabilities, and operational workforce. Revenues in this model are assumed to materialize from Month 4 of operations, so the cash inflows start to gradually offset the cumulative cash outflows, accelerating the recurring revenue base as the number of installers onboarded increases. The aggregating effect of the recurring revenues improves the cash flow stability and allows the project to turn into a positive cash flow generator in slightly more than a year since the launch.

The IRR for the project is 106%, and XIRR is 99%, which presents a highly elevated return profile. XIRR should be treated as a more reliable metric for this project, as it accounts for the exact timing when the cash flows occurred, rather than aggregating them on an annual basis, as in the

situation with IRR. While at first glance the percentage of the return may seem to be unusually high, they are explained by the economic structure of the B2B2X business line. As stated in the previous sections, the project requires relatively low upfront investments compared to the launch of a separate business model, and it can regenerate these investments within the first 2 years of operations, as it relies on the existing assets. In a nutshell, in the formula for IRR calculation, the upfront investment amount is the denominator, and the long-term cash generation of the given business is the numerator, which is substantially larger. Recurring services further contribute to this tendency, as their provision does not require a proportional increase in fixed investments, so the cash flows continue to increase alongside the installer base growth. From the business perspective, an elevated IRR can be a reflection of the efficient utilization of the existing capacities, as this model is designed to increase the usage of the underutilized assets. At the same time, having conservative assumptions on margins, costs, and taxation reduces the likelihood that the return metrics are artificially overstated. Overall, the project demonstrates healthy and significant returns, assuming that it is launched as a supporting business line for Osnova to improve efficiency and revenue base.

Important to note that the strength of these indicators is directly related to the model's scalability. As fixed costs are absorbed and efficiency is improved, the marginal profitability of additional units increases, producing higher positive cash flows and reinforcing the attractiveness of expansion. Overall, the investment analysis has confirmed the hypothesis that the proposed strategy is capable of generating substantial economic value under the baseline assumptions.

As an additional check of the model, another set of calculations was developed that assumes the creation of the B2B2X model as a new business, and not an addition to the existing company and capacities. This was done to account for any understatement of the true economic costs of the needed resources and their utilization, producing a downside scenario that assumes full costs of the equipment, land, salaries for the employees, and their training. In other words, the purpose of the model was to test whether the business remains viable if there is no access to existing infrastructure, operational

capabilities, and other resources. Important to note that the standalone scenario does not assume that the investments will increase proportionally, as the required production of the modular business systems needs only a limited portion of the specialized equipment that the firm currently has. Therefore, the standalone model reflects most of the increase in the fixed costs composition related to the personnel, training, and operational support rather than a full replication of the full range of resources that Osnova has. With these assumptions, the financial performance of the model declined significantly, arriving at a 2.5-year NPV value of UAH 1 million and XIRR decreasing to 37%, compared to the discount rate of 31%. These results demonstrated that the project remains attractive and profitable even as a standalone line, not being dependent on the efficiency and infrastructure of the existing business. As an outcome, the standalone scenario is a stress test for the model, and it is able to support the resilience and attractiveness of the investment into the proposed B2B2X partnership.

4.7 Break-even analysis

Break-even analysis of this work provides an insight into the minimum scale of operations that is required for the financial sustainability of this business model. Important to note that the volume of monthly sales is seen to be gradually growing, as the model does not assume the immediate full commercialization of the modular systems from the initial month of launch. Due to this assumption, the first three months of operations will be dedicated to the setup of the infrastructure, preparation of the resources, and installer onboarding with no sales of the systems. Commercial sales of the modular systems start with 1 unit in Month 4, followed by 2 in Month 5 and 3 units in Month 6. The break-even point estimated in the financial model is slightly higher than 2 units, so the business is expected to break even in Month 6, meaning that all of the operating expenses are covered by the financial inflows from system and reagent sales, as well as the technical support services. Converting the break-even point into hryvnia terms, it is roughly UAH 1.5 million in revenue to have the capability to cover the operating cost base. These numbers indicate that the model can achieve cost coverage at a relatively

early stage of operations. This relationship is demonstrated in Figure 11. As shown, the intersection of cost and revenue curves occurs at a low level of output that confirms the model's ability to reach operational viability with the gradually growing initial scale.

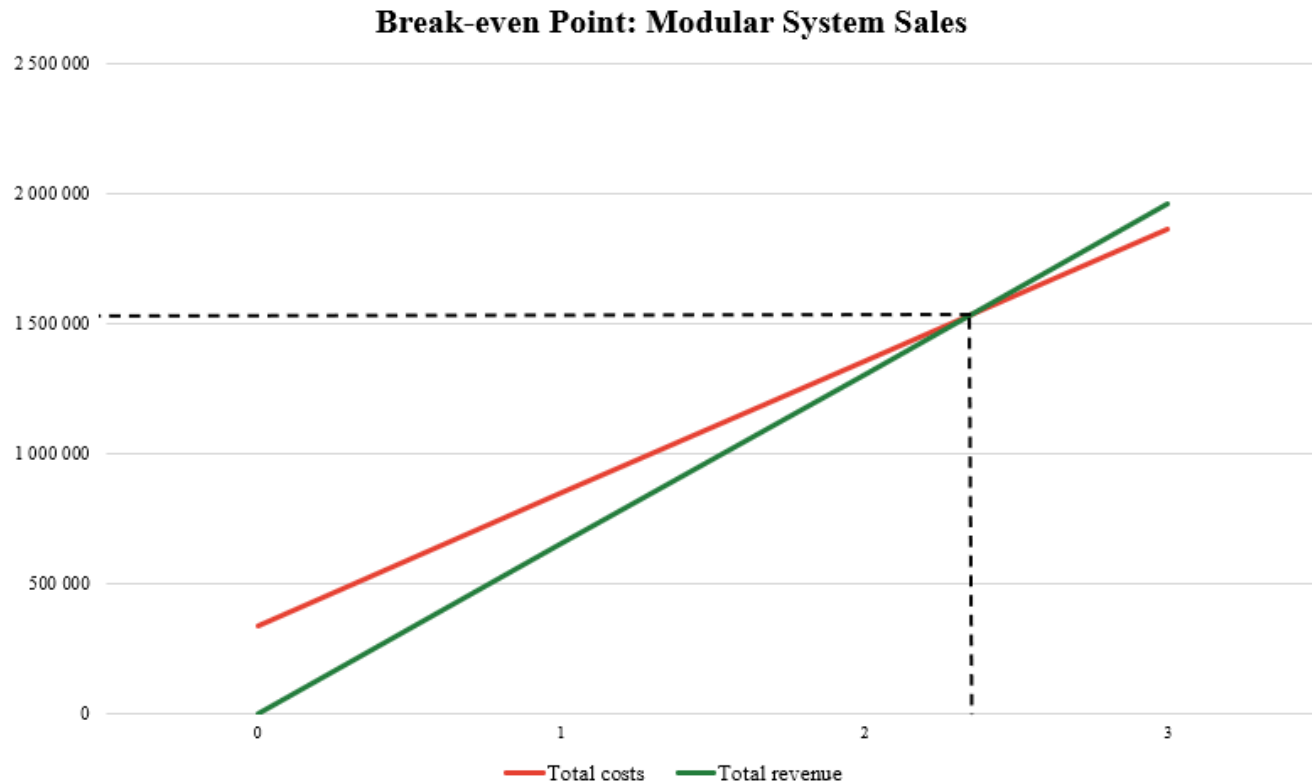


Fig. 11. Break-even analysis of modular system sales; created by the authors based on company internal data and proprietary financial forecasting models, Apr. 2026.

Extrapolating this growth tendency beyond the break-even point, it can be derived that incremental increases in output lead to disproportionately higher profitability, as the cost base is stable, allowing for scalability in revenue generation. This finding supports the feasibility of a phased implementation strategy, where the early start with limited scale has minimal risk, and preserves the potential for rapid expansion. Lastly, it is important to note that the break-even point is primarily influenced by pricing and acquisition costs, which means that maintaining pricing discipline and customer acquisition cost efficiency is especially important in this model.

4.8 Sensitivity analysis

To evaluate the resilience of the proposed business model, a sensitivity analysis was conducted to measure how NPV responds to changes in the key assumptions. The analysis was done by independently deviating each of the variables by 10%, increasing and decreasing the values, while holding all of the other assumptions constant. The results that the model yielded were recorded and converted into the percentage change from the base case scenario and were presented as a hurricane diagram in Fig. 12. Additionally, the results were analyzed and explained in Table 16. This approach provided a view of which variables result in the greatest fluctuations resulting from the macroeconomic volatility.

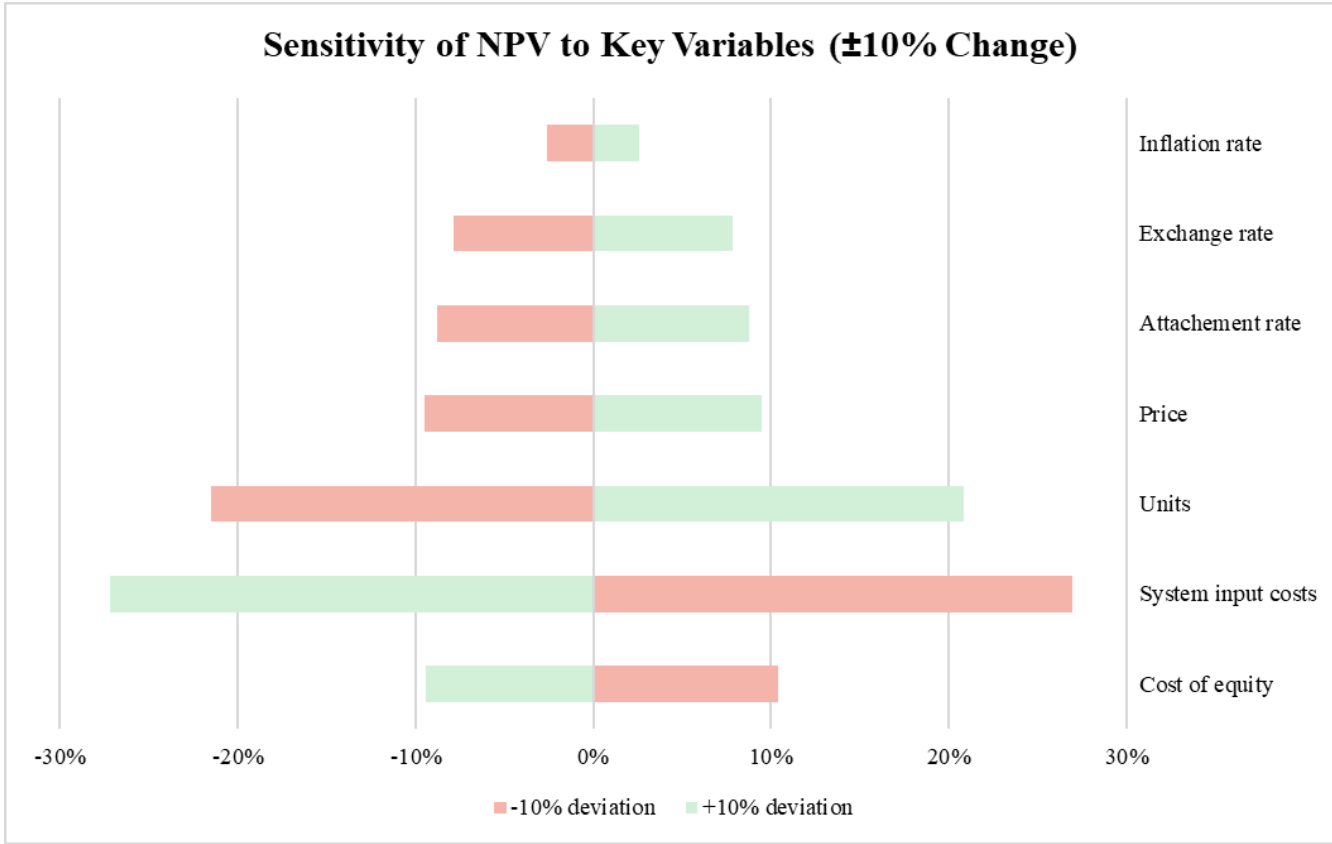


Fig. 12. Sensitivity of NPV to key variables (±10% change); created by the authors based on company internal data and proprietary financial forecasting models, Apr. 2026.

Table 16. Analysis of key variables' response to NPV changes

Variable	Response to NPV
Inflation rate	Inflation rate was tested in response to the volatility of Ukraine's operating environment and the influence that this parameter has on the costs and exchange-rate-related pressures. This variable shows how the company can protect its margins under rising costs and macroeconomic instability. NPV remains relatively resilient to inflation fluctuations, assuming that the price for the systems will be adjusted as well, and the conservative margin assumptions are held in the model
Exchange rate (USD to UAH)	The exchange rate was tested separately, as part of the costs and systems price is expressed in dollars or connected to USD-dominated components. What should be noted is that the exchange rate decrease results in NPV reduction and vice versa, which leads to an inference that exchange rate fluctuation in revenues outweighs the ones on the cost side.
Reagent attachment rate	The reagent attachment rate was included because of its direct connection to the recurring revenue base generated by the installed systems. Fluctuations in this rate have been shown to have a medium-sized impact on the long-term monetization per customer, while also demonstrating a relatively resilient recurring revenue structure
Price of the system	Price sensitivity shows how exposed the model is to changes in pricing for the modular system. There was a strong direct relationship with NPV identified, demonstrating that even moderate fluctuations materially influence profitability and long-term value creation for the business
Number of systems (units) sold	The quantity of modular units sold is the primary driver of the adoption and scalability of the business model. The analysis shows that NPV is highly dependent on this variable, as it has one of the largest positive sensitivities within the assessment, and the company has to closely manage its relationship building with the installers, their onboarding in the system, and the sales growth
System input costs	The strongest inverse relationship was exhibited by this variable, as raw materials for production account for the majority of total costs. Even moderate changes in these costs have a significant impact on the project value. This implies that production efficiency and procurement stability are critical success factors of the model
Cost of equity	This parameter was tested to see how the model and business value respond to changes in country risk, business-size risk, and required investor returns. As a result, it showed a small inverse impact on the NPV, meaning that the valuation remains moderately sensitive to changes in the market and macroeconomic risks. On the other hand, this variability is less than the core operational variables.

Source: Authors' analysis of the variables based on the results that the hurricane diagram produced

The result of the analysis with the key assumption deviation indicates that the model is the most sensitive to the fluctuations in system costs and units sold, confirming the focus in the recommendation to manage operational scale and production economics closely. Even with larger fluctuations of 15%, NPV remains strongly positive, proving the resilience of the model. On the other hand, inflation and exchange rate, purely macroeconomic conditions, demonstrated comparatively smaller results on NPV, resulting from changes accounting for revenue and cost sides, and suggesting that assuming conservative rates helps absorb some of the macroeconomic volatility. Overall, this analysis shows that while the project is exposed to the cost and demand side risks, its diversification in revenue base and conservative assumptions for the costs improve the actual resilience of the model under the moderate deviations from the base-case scenario.

A separate two-way sensitivity analysis of the key variables was conducted to see how the Net Income changes under different conditions. Table 17 shows how the parameter changes when the model deviates from the Year 1 assumptions of 5 systems sold at a base price of UAH 543 750 (after VAT).

The analysis tests both positive and negative scenarios where the system volume varies by 1 unit at a time, and a price deviates by 10 and 20% from the baseline scenario. The results of this testing indicate that the model remains highly sensitive to changes in either of these assumptions, where a decrease in pricing by 10% of the number of systems by 1 unit results in a 30%+ drop in the Net Income. This demonstrates that maintaining the minimum scale and price resilience is crucial for the model defensibility, especially in the early stages. A caveat should be added here that the model demonstrates greater resilience to the model pricing pressure than to the scale of the systems sold, which suggests that adoption of the modular models is more significant for the long-term value creation, and the installer acquisition should be prioritized over the price optimization, particularly in the market-entry phase. An additional finding relates to the importance of production efficiency and the channel throughput; as with the growth of the model, the business becomes more profitable on a

per-unit basis. The last implication here is that testing these specific assumptions has shown that the model retains positive profitability under a broad range of market conditions, which demonstrates its overall scalability and robustness.

Table 17. Two-Way Sensitivity Analysis of Net Income: System Price vs. Quantity Sold

	Quantity sold (base: 5 units)					
		3	4	5	6	7
Price per 1 modular system (base: ₺543 750)	435 000	- 114 320	- 72 604	- 30 889	10 827	52 542
	489 375	19 443	105 746	192 049	278 352	364 655
	543 750	153 205	284 096	414 986	545 877	676 767
	598 125	286 968	462 446	637 924	813 402	988 880
	652 500	420 730	640 796	860 861	1 080 927	1 300 992

The second two-way sensitivity analysis referred to in Table 18 evaluates the interaction between the unit sales volume and total costs per system, and how Net Income deviates from the baseline assumptions of 5 systems sold and a unit cost of UAH 384 127. The results show that the model is sensitive to the production economics, especially at the lower sales volumes. An increase in the cost of units significantly reduces the profitability and, in extreme cases, when combined with a decrease in the units sold, produces negative Net Income. At the same time, as the volume of sales increases, it partially offsets the pressure from the inflated costs, and the business can retain positive profitability even under the depressed assumption. This demonstrates that operational scale is one of the key determinants of financial sustainability. Cost control and procurement efficiency are the most important highlights for the management of this model, as the input costs are the largest component of the cost structure, which is why it influences profitability on such a large scale. It is suggested to focus on supplier relationship maintenance, optimization of production, and improvement of inventory planning.

Table 18. Two-Way Sensitivity Analysis of Net Income: Cost per unit vs. Quantity Sold

	Cost per unit (base: £384 127)					
Quantity sold (base: 5 units)		307 302	345 715	384 127	422 540	460 953
	3	342 196	247 700	153 205	58 710	- 35 786
	4	536 083	410 089	284 096	158 102	32 108
	5	729 971	572 478	414 986	257 494	100 002
	6	923 858	734 868	545 877	356 886	167 896
	7	1 117 746	897 257	676 767	456 278	235 789

The final two-way sensitivity analysis in Table 19 combines the effect of pricing of the systems and the unit production costs, illustrating how the profitability changes under different combinations of these factors. The profitability depends on the spread between the costs of the unit and the price for this system, where the margin compression is one of the biggest risks of the business model. This highlights the importance of protecting the contribution margin during the scaling phase, which means the pricing discipline driven by differentiation and added value to the installers, and the operational efficiency for cost control. At the same time, from the table it is visible that the profitability is possible under a broad range of assumptions, showing that the overall resilience of the business is strong even under less favorable conditions.

Table 19. Two-Way Sensitivity Analysis of Net Income: Cost per unit vs. System Price

	Cost per unit (base: £384 127)					
Price per 1 modular system (base: £543 750)		307 302	345 715	384 127	422 540	460 953
	435 000	284 096	126 603	- 30 889	- 188 381	- 345 873
	489 375	507 033	349 541	192 049	34 557	- 122 936
	543 750	729 971	572 478	414 986	257 494	100 002
	598 125	952 908	795 416	637 924	480 432	322 939
	652 500	1 175 846	1 018 353	860 861	703 369	545 877

4.9 Overall evaluation and strategic implication

The economic justification section results support the feasibility of implementation of the proposed strategy. The financial model demonstrates the sustainable value creation that can be tracked in high NPV and IRR indicators, bundled together with early operational viability shown in the low break-even point. These results were achieved because the model is going to scale on top of the established business with developed proprietary best practices, capacity, and accounting for incremental parts of the machinery. The scalability of the modular systems business line is driven by operating leverage and improving unit economics over time. Sensitivity analysis confirmed the resilience of the model under a range of scenarios. At the same time, it revealed the key dependencies that have to be monitored closely, such as customer acquisition and pricing strategy, as well as macroeconomic volatility.

Finally, it is important to state that the financial results are fully consistent with the strategic logic of the developed model. The B2B2X approach helps to strengthen market access and has a direct effect on stable demand and improving the efficiency of acquisition that translates into financial performance. Economic justification quantitatively shows that the competitive advantage of the proposed model directly translates into measurable economic benefits for the whole business.

Chapter 5. Implementation

This section is prepared to serve as a practical management guide for Osnova's team, summarizing the steps needed to implement the Go-to-Market (GTM) strategy for the successful entry into the B2B2X market and further expansion. It translates the strategic recommendations developed in the previous sections into concrete activities, responsibilities, and timelines that can then be directly followed throughout the execution period.

The plan will cover a 2-year horizon, as this timeline is expected to be sufficient for completing the required steps. Due to the ongoing war, predicting beyond this period is not feasible given the unpredictability of the situation and the risks it carries. The plan is structured into 5 sequential phases: Platform Build, Pilot Launch, Optimization, Expansion, and Stabilization, with each phase supported by a set of Project Management (PM) tools ensuring explanation of timelines, responsibilities, and resource allocation.

5.1 Phases of Development (WBS)

The development will be divided into 5 phases, as mentioned above. The phases are structured using a Work Breakdown Structure (WBS), which helps define the full scope of work, estimate costs, assign responsibilities, and track progress (see Tables 20 - 24). The starting point is June 2026, as Osnova will be ready to accelerate implementation by that time.

5.1.1 Phase 1. Foundation and platform build

Table 20. Phase 1. Foundation and platform build (Months 1-2, June - July 2026)

Number	Work area	Key activities	Deliverables	Owner
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1.1	Phase setup	Confirm the plan of the initiation, assign owners, define the readiness checklist and acceptance criteria for every deliverable; contract the outsourced developer for the IT-related resources needed at the start of Month 1	Scope and readiness checklist approved	CEO + HR Manager
1.2	Sales Manager hiring	Publish the job announcement, look for and interview candidates, make the selection, run structured onboarding (operating model, tools, templates, working cadence)	Sales Manager hired and onboarded	HR Manager
1.3	Partner-led operating model	Define the full installer journey, the standard installation workflow and acceptance criteria, commissioning package requirements, escalation model (S1-S4), warranty governance rules, and the monitoring process	Partner-led operating model documented and approved	CEO + Tech Engineer
1.4	Enablement content	Create training modules, commissioning checklists, troubleshooting guides, warranty explanation packs, and video walkthroughs; validate technically and approve for publishing	Enablement content pack is ready and approved	Tech Engineer + Founder
1.5	Google Drive knowledge base	Set up the folder structure and taxonomy, upload approved materials, and create rules for updates or version control	Google Drive knowledge base created	Tech Engineer + External Developer
1.6	CRM extension	Add installer profiles and segmentation, deal registration fields, documentation compliance tracking, escalation tracking, reagent reorder monitoring, and dashboards for the Sales Manager	CRM extended with the installer module is operational	External Developer
1.7	Telegram bot for installer support	Implement the Telegram bot interface for installers based on the approved decision tree and knowledge base index; connect it to the document repository; set access logic; test and QA	Telegram bot usable for installers (tested flows, working document routing)	External Developer

1.8	Partner landing page on the company's website	Build and publish the “Become a Partner” landing page with benefits, eligibility, onboarding steps, support tools, warranty logic; connect the intake form to CRM, set basic analytics	Partner landing page published with analytics connected	External Developer
1.9	Legal framework	Prepare agreement templates and conditional warranty language tied to training completion, protocol adherence, and full documentation submission; final review and approval.	Legal framework reviewed and approved by the Founder	Legal + CEO

Source: Authors’ own elaboration based on the Work Breakdown Structure designed for the B2B2X model

Transition criteria

Before moving to Phase 2, an internal testing run is conducted to simulate the full installer journey, meaning the path from landing page submission through CRM entry, bot interaction, document retrieval, and escalation path. Only after all deliverables are confirmed as functional and internally confirmed is the platform considered ready for partner outreach.

5.1.2 Phase 2. Pilot Launch

Table 21. Phase 2. Pilot Launch (Months 3-6, August - November 2026)

Number	Work area	Key activities	Deliverables	Owner
2.1	Pilot preparation	Confirm pilot scope and goals; prepare shortlist of pre-selected installers based on selection criteria; assemble full onboarding package (links, rules, templates, commissioning requirements)	Shortlist and onboarding pack ready	Sales Manager + CEO
2.2	Market visibility and installer networking	Publish technical articles; join dedicated water treatment societies/communities; attend relevant industry events to increase exposure and meet installers; collect contacts for outreach	Installer contact pool built (events/communities + inbound interest)	Sales Manager

2.3	Outbound outreach	Execute direct outreach to pre-selected installers; schedule onboarding calls; track every step in CRM (contacted, qualified, confirmed)	Installer pipeline tracked in CRM from first contact	Sales Manager
2.4	CRM monitoring activation	Activate CRM monitoring routines for partner performance, documentation compliance, escalations, and reagent tracking	CRM monitoring live	Developer
2.5	Onboarding	Provide access to the Enablement Platform (Drive + bot); conduct training sessions based on prepared modules	3-5 certified installer partners registered and active in CRM	Sales Manager
2.6	First pilot installations	Align with partner on timing, configuration category, and division of responsibilities; perform first installations with full Osnova support	First pilot installations executed	Engineer + Technician
2.7	Documentation of first cases	Collect commissioning documentation package and project evidence (checklists, photos, process proof); store consistently for portfolio use	At least 1 completed installation with a full commissioning documentation package submitted	Technician + Installer
2.8	First case study	Draft, review, and finalize at least one case study based on the first completed installations for official publishing on the website	At least 1 case study written, reviewed, and ready to use	Sales Manager + Engineer
2.9	Early standardization of pilot operations	Based on the first pilot installations, start structuring a library of recurring project types, standard documentation elements, and repeatable production and installation routines for identifying which configuration categories, assembly steps, and documentation requirements can already be standardized for future scaling.	Initial project library and first standardized routines documented for recurring pilot cases.	Engineer + Technician + Operations

Source: Authors' own elaboration based on the Work Breakdown Structure designed for the B2B2X model

Transition criteria

Before moving to the next phase, 3 conditions must be verified: at least 3 active certified partners are confirmed and tracked in the CRM, at least 1 installation is fully completed with all documentation submitted and approved, and the Partnership Manager confirms operational readiness to begin scaling the partner network.

5.1.3 Phase 3. Scaling & Optimization

Table 22. Phase 3. Scaling & Optimization (Months 7-12, December 2026 - May 2027)

Number	Work area	Key activities	Deliverables	Owner
3.1	Partner network expansion	Expand order quantity to 5 in total; maintain partner activity discipline in CRM	5 active partners	Sales Manager
3.2	Onboarding routine refinement	Refine onboarding into a standardized routine (same steps, same templates, same requirements)	Standardized onboarding routine	Sales Manager
3.3	CRM monitoring activation	Activate CRM monitoring routines for partner performance, documentation compliance, escalations, and reagent tracking	CRM monitoring live	External developer
3.4	KPI tracking and discipline	Track KPIs against the 1-year targets; enforce 100% deal registration compliance	100% deal registration compliance	Sales Manager + Operations + CEO
3.5	Pricing and reorder optimization	Optimize pricing approach and reagent reorder process; run reorder follow-ups consistently	90% reagent attachment rate; reorder process working	Sales Manager
3.6	Revenue target	Scale channel output to reach the revenue target while keeping	≥\$60k/month revenue	Sales Manager

	delivery	operations controlled		
3.7	Concentration risk monitoring	Implement concentration monitoring in CRM and flag cases where one partner exceeds 70% of the installer channel volume for review.	Concentration monitoring live in CRM.	Operations Manager

Source: Authors' own elaboration based on the Work Breakdown Structure designed for the B2B2X model

Transition Criteria

All 1-year strategic targets must be confirmed as met. This includes 5 active certified partners, monthly revenue at target, reagent attachment and reorder compliance at defined levels, deal registration compliance at 100%, and concentration risk monitoring active and functioning.

5.1.4 Phase 4. Regional Expansion

Table 23. Phase 4. Regional Expansion (Months 13-20, June - December 2027)

Number	Work area	Key activities	Deliverables	Owner
4.1	Region selection	Identify attractive regions using construction activity and water treatment spending; approve expansion priorities	Expansion regions approved (target: 2–3 regions shortlisted; minimum 2 selected for execution after month 17 of operations)	Founder + CEO + Operations
4.2	Regional networking and warm lead generation	Build warm connections first: attend installer-related events, business trips, and industry meetups in selected regions; enter local water-treatment communities/societies; collect contacts and referrals	Warm lead list created for selected regions (minimum: 5-8 qualified contacts)	Sales Manager

			across the 2 selected regions in 3 months after the start of initiation)	
4.3	Regional outreach	After a warm lead base is built, execute outreach to installers (starting from warm contacts); run qualification calls; register every lead in CRM with region and status	New regional installer pipeline created in CRM (minimum: 4-6 qualified installers in pipeline)	Sales Manager
4.4	Onboarding adaptation	Review onboarding materials and adapt only if needed for regional specifics; approve final versions	Refined onboarding pack adapted for regional needs	Sales Manager + Tech Engineer
4.5	New partner onboarding	Onboard and train new regional partners using the standardized routine; align on documentation, deal registration rules, and warranty logic	Active partnerships launched in at least 2 new regions (minimum: 2 new active installer partners, 1+ per region)	Sales Manager
4.6	Installed base growth	Launch first installations in new regions and enforce documentation + deal registration routines from day one	At least 2 completed installations in new regions within 2 months after launch (minimum: 1 completed installation per new region with documentation submitted)	Sales Manager + Tech Engineer

4.7	Production efficiency and optimization	Build on the earlier standardization work launched in previous phases and formalize a production efficiency stream for scaling. Consolidate the project library and standardized production routines created earlier and extend efficiency improvements through needed robotization, process standardization, and procurement/production optimization. Define the scope of further improvements, estimate required investments, and choose the implementation path.	Production efficiency plan approved (scope + investment estimate + chosen path); standardized production routines consolidated; first optimization actions launched	CEO + Operations
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Source: Authors' own elaboration based on the Work Breakdown Structure designed for the B2B2X model

Transition Criteria

Before moving on, 3 conditions are expected to be verified: stable operations are confirmed in the initial priority regions with no disruption to existing partner activity, at least 2 new regions have active certified partners with at least 1 completed installation each, and the Sales Manager confirms that the operational load across all regions is manageable without quality or compliance deterioration.

5.1.5 Phase 5. Stabilization & Consolidation

Table 24. Phase 5. Stabilization & Consolidation (Months 21-24, January - May 2028)

Number	Work area	Key activities	Deliverables	Owner
5.1	Partner performance review	Review partner performance, compliance, and activity; identify weak or inactive partners	Partner performance review completed	Sales Manager
5.2	Partner filtering and renewals	Consolidate the network, manage renewals	Stable partner network; $\geq 80\%$ partner	Sales Manager + Operations

			renewal rate	
5.3	Reagent reorder stability	Refine reorder monitoring and follow-up routines to stabilize recurring revenue	$\geq 85\%$ reagent reorder rate	Sales Manager
5.4	Year 3 preparation	Prepare the 3-year strategic review and Year 3 plan based on results	3-year strategic review prepared	Founder + CEO + Team

Source: Authors' own elaboration based on the Work Breakdown Structure designed for the B2B2X model

Transition Criteria

After the 2-year implementation plan, 4 conditions must be verified: the partner network is stable and renewals meet the target, reagent reorder process is stable and the reorder rate has reached the Year 3 target level, warranty escalations requiring Osnova engineer involvement are below 5% thanks to matured partner training and the established support infrastructure, and the 3-year strategic review and Year 3 plan are prepared and approved. Once these conditions are met, the B2B2X model is considered fully operational, autonomous, and ready for the next stage of Osnova's growth.

5.2 Gantt Chart

A 24-month Gantt chart was prepared (see fig. 13). All WBS activities are distributed by calendar months, starting in June 2026. The chart is color-coded by phase, allowing one to see the sequence of platform creation, pilot launch, optimization, regional expansion, and consolidation. In addition, a summary table of key milestones was developed, highlighting the main control points and defining clear success criteria for each of them for Osnova to track progress and move on to the next phase only after all the necessary conditions have been met.

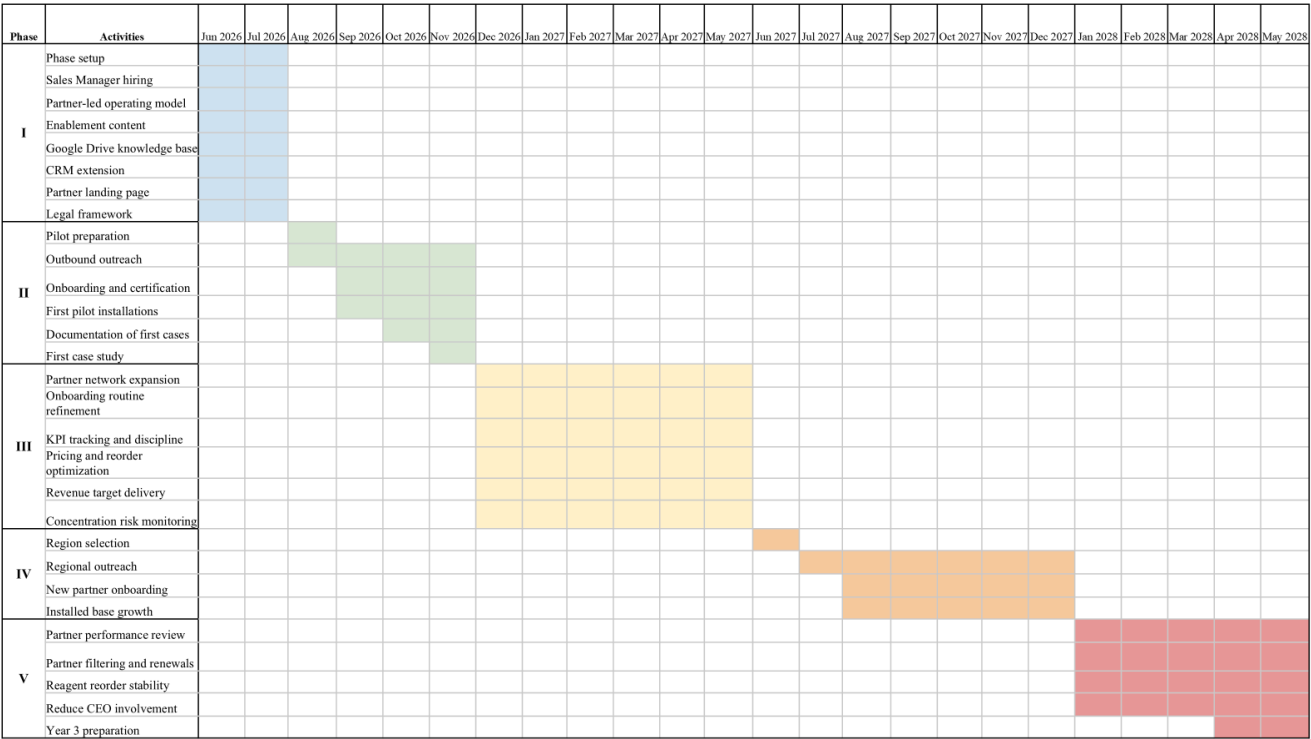


Fig. 13. 24-month Gantt chart; created by the authors based on the custom Work Breakdown Structure (WBS) aligned with the proprietary B2B2X strategy, Apr. 2026.

Chapter 6. Conclusion

The project was initiated in response to a strategic limitation observed in the operations of Chemical Factory Osnova. On the one hand, the company has built, over more than 14 years, a strong engineering reputation, an experienced technical team, and a laboratory base sufficient to serve major industrial clients. On the other hand, its existing business model creates growth bottlenecks that constrain further development: founder-led sales, multi-month negotiation cycles, highly customized project delivery, and underutilized production capacity. The objective of the project, therefore, was not to determine whether Osnova should expand, since growth has already been recognized as a strategic priority by the company's leadership, but rather to identify how such expansion could be achieved without reproducing the internal constraints that currently limit scalability.

The main assumption formulated in the analytical section proposed that an installer-led B2B2X model, built around standardized modular systems, constitutes the most scalable and strategically aligned path for Osnova's expansion into the Ukrainian commercial water-treatment market. To evaluate this assumption, a mixed-methods research design was applied, combining semi-structured interviews with stakeholders, survey-based quantitative analysis, a comparative segment scorecard, and secondary data obtained from several sources. The triangulation of these methods was intended to ensure analytical validity under conditions in which publicly available market data remains limited.

The findings of the analysis confirm that demand for water-treatment solutions in Ukraine is both structurally resilient and regionally differentiated, supported not only by new construction activity but also by the continuing deterioration of centralized infrastructure (National Policy Dialogue on Integrated Water Resources Management in Ukraine). At the same time, the research established that this demand is not directly accessible to equipment manufacturers. Installers function as structural intermediaries who control supplier selection, system configuration, and client relationships across the

majority of commercial projects. Within this market structure, any market-entry strategy that bypasses the installer segment becomes operationally infeasible. However, installers themselves operate under significant constraints, including labor shortages, limited standardization, high execution complexity, and vulnerability to reputational risk, which creates a clear rationale for the adoption of modular and pre-engineered solutions.

On the basis of these findings, a non-exclusive installer-partnership model was selected as the most appropriate strategic alternative among the four options considered. The model distributes responsibilities between the two parties in a way that reflects the actual structure of the Ukrainian market: installers take responsibility for customer acquisition, installation, and routine service, while Osnova retains control over engineering, system configuration, reagent supply, conditional warranty governance, and technical escalation. Key design elements of the model include non-exclusivity to prevent dependency risk, priority-based pricing to preserve partner motivation, the Installer Enablement Platform to standardize training and documentation, and the introduction of a dedicated Sales Manager role to institutionalize partner relationships and reduce dependence on the founder.

The economic justification developed within the project demonstrates that the proposed model is capable of generating sustainable value under realistic assumptions. Net present value, internal rate of return, and break-even indicators confirm the financial viability of the model, while the sensitivity analysis shows that demand-related variables constitute the principal source of risk. This finding further reinforces the strategic rationale for the partner-based distribution logic, since the installer channel directly addresses demand uncertainty by providing access to established project pipelines.

At the same time, the scope of the recommendation has been deliberately bounded. The installer channel is positioned as a complement to, rather than a substitute for, the existing B2B industrial business, which remains Osnova's primary source of margin and market reputation. The 20% revenue

cap, the phase-gate logic of the implementation plan, and the concentration-risk monitoring mechanisms were introduced specifically to mitigate the risk of strategic drift. The change-management component of the recommendation, which defines how the CEO, the newly introduced Sales Manager, the technical team, finance, and external partners are expected to adopt the new operating logic, should therefore be regarded as an integral element of the model rather than as supplementary content.

In light of the evidence collected through the analytical, recommendation, economic, and implementation sections, the main assumption formulated at the beginning of the project is confirmed. The installer-led B2B2X model based on modular systems represents a strategically aligned, organizationally viable, and economically feasible path for Osnova's expansion into the Ukrainian commercial water-treatment market. The implementation plan proposed in the final chapter provides a structured, phased, and measurable mechanism through which this transition may be realized without compromising the integrity of the company's core business.

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Appendix

Appendix A. Survey link

https://qualtricsxmww8kw53vyd.qualtrics.com/jfe/form/SV_2uIhMmcAxOW1uHs

Appendix B. Criteria for grading customer segments in the scorecard

Standardization potential - the feasibility for both our firm and the client group to directly procure standardized solutions without additional engineering involvement. This score is based on a combination of expert interviews with our internal client representative and their experience, as well as interviews with representatives of each client group. During interviews, respondents were asked whether they had previously applied standardized solutions and how likely they would be to substitute customized technical or installer work with standardized systems. A score of 1 indicates that the segment has never been used and is not compatible with standardized systems; 5 indicates that the sector is already actively adopting standardized solutions and is moving toward even higher adoption.

Recurring revenue potential - the opportunity for future revenue generation through servicing and reagent sales to the client group. The score is based on internal expert interviews and survey data indicating how the defined target groups service their equipment and whether reagent procurement behavior is reactive or proactive. A score of 1 indicates very low potential for recurring revenue, where the client group typically neglects system maintenance until failure; 5 indicates that minimal additional sales effort is required, as the client understands the value proposition and proactively procures reagents.

Demand aggregation power - the degree to which demand within a specific client group is concentrated or fragmented. This category evaluates whether we would work with a few large clients with significant bargaining power or with a fragmented base of smaller, independent firms. The score is

derived from desktop research assessing market concentration and structural tendencies in relevant industries. A score of 1 reflects a very high concentration and a limited number of dominant clients; 5 reflects a fragmented market structure with multiple firms and opportunities for gradual scaling as the market grows.

Sales scalability - the ability of a given client group to generate additional orders beyond the initial engagement. The assessment is based on desktop research and interviews with target groups regarding the number of projects implemented annually and their decision-making processes when selecting water treatment suppliers. A score of 1 indicates low scalability, characterized by stagnant project pipelines or limited opportunity for recurring partnerships; 5 indicates consistent inflow of new projects and long-term supplier relationships.

Capability fit - the degree of alignment between client demand and our technological and engineering capabilities. This assessment is based on internal interviews and survey data evaluating the extent to which firms value technical sophistication over purely price-driven or simplified solutions. A score of 1 indicates low alignment with our value proposition; 5 indicates that engineering and technological expertise are central to their operations and strongly valued in supplier selection.

Switching costs - the difficulty for clients to switch from our reagents and service to an alternative provider. Data for this category was collected through survey responses and interviews with client groups, including questions about supplier loyalty, contractual arrangements, technical compatibility, and prior switching behavior. A score of 1 indicates low switching costs, where clients frequently change suppliers based on price or conditions; 5 indicates high switching costs, with long-term partnerships and significant operational complexity associated with switching providers.

Geographical coverage - the presence of client groups in priority regions (Western and Central Ukraine, including the Dnipro region). This parameter is based on desktop research and available

regional statistics. A score of 1 indicates low regional diversification or concentration in non-priority regions (e.g., Eastern or Southern Ukraine); 5 indicates multi-regional presence with strong penetration in Western and Central Ukraine.

Price sensitivity - the extent to which pricing serves as the primary driver of purchasing decisions.

This assessment is based on survey data. A score of 1 reflects high price sensitivity, where decisions are driven predominantly by price; 5 reflects low price sensitivity, where technical quality, reliability, and relationships outweigh price considerations.

Market growth - the growth dynamics of the client's underlying market. The score is based on statistical data and desktop research assessing industry trends and forecasts. A score of 1 indicates a shrinking or stagnant market; 5 indicates a fast-growing and rapidly developing market.

Competitive/substitute intensity - the number and relevance of competitors and substitute solutions considered before supplier selection. This assessment is based on tender documentation, internal insights, and client interviews. A score of 1 reflects highly price-driven, near-perfect competition with limited differentiation; 5 reflects a market where technical reputation, engineering expertise, and solution quality are the dominant competitive factors.

Appendix C. Photo of standardized, modular systems

Note: the picture was taken in the manufacturing facility of Osnova, and later refined with AI to remove the background noise



Appendix D. Transcripts of the interviews

Interview with the installer #1

Представник компанії: Так, [Назва компанії].

Студентка: Добрий день. Мене звати [Ім'я], я студентка Київської Школи Економіки. Маю завдання для академічного дослідження — вивчити практичні аспекти роботи ринку монтажу водопостачальних систем. Я нічого не продаю. Чи зможете приділити мені до п'яти хвилин для кількох коротких запитань щодо вашого бізнесу?

Представник компанії: Хіба що дві хвилини щонайбільше.

Студентка: Дякую. Перше запитання стосується витрат часу під час монтажу. Чи здійснюєте ви попередню збірку систем до приїзду на об'єкт, чи всі роботи виконуються безпосередньо у замовника? На який етап зазвичай витрачається найбільше часу?

Представник компанії: Найбільше часу потребує якісна підготовка проектної документації, на основі якої монтажна організація виконує роботи. Якщо документація розроблена неякісно, значний час витрачається на погодження правильного виконання гідравліки.

Студентка: Зрозуміло. Щодо подальшого обслуговування: після встановлення системи клієнти самостійно звертаються до вас за сервісом через певний час, чи ваші менеджери самі ініціюють контакт? Яка практика переважає?

Представник компанії: Наразі більшості клієнтів немає в Україні, тому мені важко дати точну відповідь на це запитання.

Студентка: Тобто через виїзд за кордон клієнти зараз не користуються цими системами?

Представник компанії: Саме так.

Студентка: Скажіть, будь ласка, що приносить найбільшу частку доходу: безпосередньо монтаж, подальший сервіс чи термінові виїзди?

Представник компанії: Це комерційна таємниця.

Студентка: Зрозуміло. Який масштаб ваших основних клієнтів? Основний обсяг робіт забезпечують кілька великих замовників чи значна кількість дрібних?

Представник компанії: Буває по-різному. Співвідношення приблизно 50 на 50.

Студентка: Чи відчуваєте ви зараз кадровий дефіцит у зв'язку з війною? Чи обмежує нестача персоналу або логістика розвиток вашої компанії?

Представник компанії: Так, ситуація така ж, як і в усій країні.

Студентка: Чи розглядаєте ви рішення, які б дозволили зменшити залежність від інженерного персоналу?

Представник компанії: Звісно.

Студентка: Останнє запитання стосується постачальників. На ринку багато різноманітного обладнання. Ви віддаєте перевагу довгостроковому партнерству з певними постачальниками чи схильні експериментувати з різними системами?

Представник компанії: Ми працюємо зі сталими партнерами вже по 20 років.

Студентка: Що для вас є найважливішим критерієм у виборі постачальника: надійність, ціна чи сервісна підтримка?

Представник компанії: Надійність.

Студентка: Дуже дякую за приділений час та ваші відповіді. Гарного вам дня.

Interview with installer #2

Студентка: Алло, добрий день.

Експерт: Добрий день.

Студентка: Мене звати [Ім'я приховано]. Я студентка університету і наразі досліджую практичні аспекти монтажу систем водопідготовки в Україні. Я нічого не продаю, а лише хочу

дізнатися про реальний досвід монтажників. Маю кілька питань. Чи знайдеться у вас п'ять хвилин?

Експерт: Так, я вас слухаю.

Студентка: Дуже дякую. Моє перше питання: я ознайомилася з вашим сайтом, але хотіла б уточнити. Системи, які ви встановлюєте, здебільшого схожі між собою, чи щоразу їх доводиться суттєво адаптувати під конкретний проект? Тобто ви використовуєте типові рішення чи розробляєте унікальні?

Експерт: Це досить складне запитання. Скажімо так: це унікальні рішення, які складаються з типових елементів. Це особливість інженерії.

Студентка: Зрозуміло. Тобто існують стандартизовані елементи, з яких згодом формується унікальна система.

Експерт: Саме так.

Студентка: Дякую. Також хочу запитати про сервіс. Після встановлення системи клієнти зазвичай звертаються самостійно, чи ви їх супроводжуєте та нагадуєте про обслуговування? Хто ініціює сервіс?

Експерт: Якщо говорити про промисловість, сервісне обслуговування здебільшого залишається за виконавцем робіт. Оскільки кожен проект унікальний, найкраще його знає той, хто спроектував. Наприклад, якщо потрібна водопідготовка для харчового виробництва, вихідні дані завжди відрізнятимуться. Проекти можуть бути в чомусь схожими, але завжди будуть нюанси, що відрізняють один об'єкт від іншого. Це стосується як комерційної основи, так і технічних рішень, які можна реалізувати в межах бюджету. Відповідно, сервіс залишається за нами. Після етапу проектування йде етап виконання робіт. Завозиться обладнання, проводиться монтаж тощо. Будь-яка інженерна робота, що потребує проекту, завжди буде індивідуальною.

Студентка: Зрозуміла. Хотіла б детальніше розібратися в самому процесі. Коли замовник замовляє систему, ви підбираєте обладнання від постачальників, приїжджаєте на місце і там його монтуєте? Чи ви збираєте систему заздалегідь і просто транспортуєте її?

Експерт: Залежить від ситуації. Певні вузли можна зібрати заздалегідь. Інші збираються безпосередньо на виробництві, під час створення виробничої лінії. Здебільшого обладнання виготовляється різними компаніями: одна виробляє електромагнітні клапани, інша — корпуси для фільтраційних систем, третя — засоби автоматизації. Нам потрібно зібрати ці компоненти з різних заводів і використати для спроектованого рішення. Далі йде монтаж, залежно від його складності. Певні рішення можуть збиратися на виробничій базі, а інші — безпосередньо на об'єкті. Проте етап монтажу на місці присутній у будь-якому випадку.

Студентка: Це дуже корисна інформація. Я зрозуміла, що до процесу залучено багато постачальників, і ви обов'язково проводите роботи безпосередньо на об'єкті. Маю ще одне запитання. Чи могли б ви орієнтовно сказати: в компаніях, що займаються монтажем, більша частина доходу надходить від самого монтажу, подальшого сервісного обслуговування чи термінових виїздів на ремонт? Мене цікавлять не точні цифри, а загальна тенденція.

Експерт: Це досить складне питання, оскільки комерційна складова може формуватися по-різному. Все залежить від умов співпраці та оплат. Коли ми заходимо на об'єкт, спочатку йде етап проектування та переговорів. Потім відбувається тендер. Залежно від умов тендеру, частину прибутку можна закласти в монтажні роботи або в основне обладнання. Після узгодження тендеру підписується договір на постачання та виконання робіт. Цей договір може змінити попередні домовленості, оскільки він несе певні ризики. Виробництво, де встановлюється система, може висувати власні вимоги, що ініціює новий етап переговорів. У кінцевому підсумку прибуток може бути закладений на будь-якому етапі.

Студентка: Зрозуміла. Тобто ця ситуація унікальна для кожного окремого випадку.

Експерт: Так. Проте, якщо клієнт оплачує всі необхідні послуги, виконавець зазвичай намагається отримати свою маржу якнайшвидше, ще на етапі продажу обладнання.

Студентка: Зрозуміло. А в середньому у вас зараз більше разових клієнтів, чи є ті, хто замовляє установки регулярно? Наприклад, забудовники чи промислові підприємства. Для них щоразу проводиться тендер, чи ви просто виконуєте замовлення?

Експерт: Буває по-різному. Іноді є запит і проект на мільйон без тендеру, а бувають тендерні пропозиції на 15 тисяч. Це повністю залежить від політики самого замовника.

Студентка: Отже, замовлення можуть відбуватися як через тендер, так і за прямим контрактом.

Експерт: Саме так. Потрібно розуміти, що наш ринок відрізняється від європейського. Наприклад, один завод може належати олігарху, який має власне бачення співпраці з виконавцями. Інші підприємства із західними інвестиціями — з Чехії, Німеччини чи Данії — ведуть бізнес зовсім інакше. Тут багато залежить від внутрішніх процесів компанії; у цьому ринку потрібно орієнтуватися зсередини.

Студентка: Я це розумію. Тому і намагаюся спілкуватися безпосередньо з фахівцями, а не просто шукати інформацію в інтернеті. І, мабуть, останнє питання. Я усвідомлюю, що наш ринок має свою специфіку, особливо в умовах війни. Мені цікаво, що зараз обмежує ріст вашого бізнесу? Це дефіцит кадрів через війну, складнощі з логістикою, вартість обладнання чи інші фактори?

Експерт: Мобілізація. Без людей реалізувати проекти практично нереально. Хоч би які були умови чи бюджет, якщо немає інженерів для виконання робіт, реалізація об'єкта зупиняється.

Студентка: Так, це підтверджує мої попередні припущення. Дуже дякую вам за відповіді. Це всі мої запитання. Тепер я маю набагато краще розуміння цієї сфери. Дякую за ваш час.

Експерт: Прошу.

Студентка: Гарного дня.

Interview with the developer #1

Інтерв'юер: Алло. Доброго ранку, [Ім'я приховано].

Респондент: Доброго ранку.

Інтерв'юер: Вам зручно зараз розмовляти?

Респондент: Так.

Інтерв'юер: Чудово. Дуже дякую, що погодилися на дзвінок. Трохи розповім про своє дослідження, а потім перейдемо до питань. Я навчаюся в університеті, і моя мета — вивчити загалом, як працює водопостачання та водоочищення у сфері будівництва. [Ім'я приховано] дав мені ваш контакт, тому мені буде дуже цінно поставити вам кілька питань. Це не займе більше 20 хвилин, але буду надзвичайно вдячна за ваші відповіді.

Інтерв'юер: Пропоную розпочати з того, що у вас є багато збудованих об'єктів у [Місто 1], [Місто 2] та інших містах. Цікаво дізнатися, які саме системи очищення води ви використовуєте на своїх об'єктах для житлової нерухомості, спа-комплексів та басейнів?

Респондент: Для житлової нерухомості ми беремо і подаємо воду безпосередньо із систем міського господарського водопостачання. І залишаємо право вибору за покупцями житла щодо того, як саме вони хочуть чистити воду у своїй квартирі.

Інтерв'юер: Я зрозуміла.

Респондент: Вода, яка постачається з господарського водопостачання, є апіорі чистою згідно з протоколами досліджень. Ми розуміємо, що є нюанси, але оскільки ми намагаємося врізатися у пластикові труби, вторинне зараження після очисних станцій майже виключене. На етапі запуску водопроводу водоканал проводить його дезінфекцію, прочищення та промивання. Тому вода подається такою, що відповідає всім вимогам ДСТУ. Далі власник квартири самостійно вирішує: чи встановити фільтри грубої очистки (від 5-10 мікрон), чи систему зворотного осмосу на питне водопостачання. У нас були випадки, коли власники великих квартир встановлювали систему зворотного осмосу на весь об'єм води, очищуючи її в тому числі й для побутових потреб.

Інтерв'юер: Зрозуміло.

Респондент: Такий у нас досвід. Також маємо досвід будівництва клініки: там ми забезпечували системою зворотного осмосу воду для питних фонтанчиків на поверхах, для технологічних потреб та для приготування їжі. Водночас звичайна вода для душових та санвузлів залишалася неочищеною осмосом, оскільки повністю очищена вода є дуже м'якою і гірше змивається.

Інтерв'юер: Я зрозуміла. А можна ще запитати про ці вимоги ДСТУ? Під час запуску системи ви робили власні аналізи води чи керувалися протоколами з водоканалу?

Респондент: Керувалися протоколами з водоканалу. Наприклад, під час будівництва готелю в [Місто 3], де є окремі зони, такі як ресторан та спа, виникала потреба розуміти не лише відповідність води стандартам ДСТУ, а й її детальний хімічний склад та наявність домішок. Тому для таких випадків робилися окремі дослідження цієї води. А там, де це не потрібно для технології, додаткові дослідження не проводяться, оскільки контроль покладено на державні органи.

Інтерв'юер: Так, це в принципі ясно. А як щодо спа і басейнів? Там відбувається якимось контроль якості води по-різному чи також просто з водоканалу через труби?

Респондент: У кожному спа-комплексі та басейні передбачена система водопідготовки і вторинного очищення, адже вода там циркулює і має вторинно очищуватися. Цю технологію повністю розробляє сам постачальник обладнання. Ми подаємо йому звичайну воду з міської мережі, а далі він її підготовлює, використовуючи фільтрацію та додаткове обладнання, що додає хлор або сіль. Таким чином вони підтримують відповідність води своїй технології, тобто наявність певного відсотка хлору та інших домішок. Постачальники налаштовують ці системи, контролюють їх і обслуговують, оскільки таке обладнання потребує постійного нагляду, регулярних аналізів та дозування препаратів.

Інтерв'юер: Невеличке уточнення. Ви коли кажете "вони" про спа, тобто спа оперується не [Назва компанії прихована], а це продається якійсь іншій компанії, і вони вже це роблять?

Респондент: У нашому випадку деякими спа управляємо ми, а деякими — власники або орендарі. Але в обох випадках ми не самі це робимо, є профільні спеціалісти, які займаються тільки цим. Нам немає сенсу тримати власного технолога, який буде слідкувати за всіма новинками. Наприклад, зараз ми проектуємо у [Місто 2] об'єкт для [Назва компанії-партнера прихована], де буде велика спа-зона та басейн. Ми залучаємо технологів, які розробляють обладнання під цю площу водяного дзеркала та об'єм води. Вони формують для нас технічне завдання на розміри приміщення та комунікації. Ми його виконуємо, після чого вони постачають обладнання, монтують його, запускають воду і далі контролюють процес: коли треба поповнити запаси реагентів і як реагувати на зміни показників. Ми користуємося послугами профільних спеціалістів, бо це якісніше та ефективніше.

Інтерв'юер: Я зрозуміла. Дуже цікаво дізнатися: за якими критеріями ви обирали цих технологів і хто приймає рішення в компанії про підбір цих компаній?

Респондент: У нас є тендерний комітет, який обирає підрядників. До кола кандидатів потрапляють ті, кого радять. Наприклад, для об'єкта в [Місто 2] ми звернулися до партнерів, які мають понад сотню подібних комплексів, за порадою щодо підрядників з їхнього досвіду. Ми спираємося на ці рекомендації, а потім порівнюємо досвід компаній та їхню вартість. Насправді в Україні залишилося небагато дійсно потужних спеціалістів, які можуть якісно виконувати таку роботу, тому вибір не важкий.

Інтерв'юер: Тобто це тендерна процедура, до якої кандидати потрапляють переважно за партнерськими рекомендаціями та досвідом.

Респондент: Саме так. Ризиковано брати підрядника лише через низьку ціну, адже потім можуть виникнути проблеми. Значно надійніше працювати з людиною, яка має великий портфель об'єктів. Завжди можна зателефонувати попереднім замовникам у [Місто 4], [Місто 5] чи [Місто 6] і запитати про наявність нарікань або збоїв. Процес водопідготовки — це довготривала історія: підрядник надає технологію, формує технічне завдання для архітекторів, а згодом забезпечує якість води в басейні протягом багатьох років.

Інтерв'юер: Зрозуміло. А чи виникають якісь проблеми під час проектування, монтажу, пусконаладження або експлуатації цих систем?

Респондент: Загалом не виникає, оскільки ми працюємо з професіоналами, які знають, як обходити гострі кути. Головна проблема зараз у країні — це дефіцит людей через війну та мобілізацію. Але це відчувається у всіх галузях економіки, не лише у водопостачанні.

Інтерв'юер: 100%. А чи є у вас якийсь пріоритет щодо фактору компактності обладнання? Чи є він критичним, чи це більше побажання?

Респондент: Не можу сказати, що він критичний. Ми висловлюємо побажання щодо розташування та максимальної площі, проте розуміємо, що це специфічне обладнання. Ці площі є комерційними (зазвичай у підземних поверхах). Якщо нам вдасться вивільнити простір, ми можемо перетворити його на комори чи паркомісця і продати з прибутком. Відповідно, ми зацікавлені у зменшенні площ, як і орендар, який сплачує за оренду цього приміщення.

Інтерв'юер: Зрозуміло. Тобто фактор компактності має прямий вплив на економіку.

Респондент: Він вигідний усім: підрядник використовує менше матеріалів для тієї ж задачі, орендар сплачує меншу оренду, а ми маємо змогу продати вивільнену площу.

Інтерв'юер: Я зрозуміла. А як фізично відбувається процес монтажу? Системи збираються технологами десь заздалегідь чи приїжджають і монтуються на місці кілька днів?

Респондент: Вони збираються на місці. Системи складаються з різних фільтрів, насосів, накопичувальних ємностей та резервуарів для хімії. Усе це приїжджає на об'єкт як окремі модулі. Протягом кількох днів фахівці здійснюють їх обв'язку трубами, підключають насоси до електромережі та збирають шафу управління. Після налаштування, пусконаладження та тестового запуску вони передають систему відповідальній особі на об'єкті. У разі потреби, якщо закінчуються реагенти або з'являється аварійний сигнал, ця особа звертається до підрядників.

Інтерв'юер: Тобто весь сервіс просто лежить на них. А те, що монтаж займає кілька днів — це прийнятно для вас по термінах?

Респондент: Це нас жодним чином не обмежує, адже паралельно монтується багато іншого обладнання. Іноді спроби штучно пришвидшити процес призводять до того, що підрядники лише заважають одне одному і це уповільнює роботу.

Інтерв'юер: Це цікава перспектива. Які рішення або підходи до очищення води показали себе найкраще з вашого досвіду, і ви б однозначно використовували їх у майбутньому? Чи існує певна стандартизація?

Респондент: Це здебільшого унікальні рішення. Ми мали досвід будівництва спа-зон у готелях, водоочищення в лікарні, а зараз працюємо зі спортивним комплексом. Різні завдання вимагають різних технологій і різних постачальників. У житловому будівництві водопідготовку як таку ми не використовуємо. Стандартні рішення існують у межах кожного окремого напрямку: для басейнів, готелів або лікарень. Проте, оскільки ми мали досвід реалізації лише по одному об'єкту з кожного напрямку, ми поки не можемо порівнювати їх між собою і стверджувати, що саме ці рішення показали себе краще.

Інтерв'юер: Окей, я зрозуміла. Думаю, на цьому мої питання вичерпані. Для мене це було супер корисно для розуміння організації та технології процесів. Щиро дякую за ваш час і що погодилися на розмову.

Респондент: Та нема за що. Бажаю вам гарного дня.

Інтерв'юер: І вам дякую. До побачення.

Interview with the company's representative

Інтерв'юер 1: Які основні продукти або послуги ваша компанія наразі продає, і що приносить найбільше прибутку?

Представник компанії: Ми надаємо комплексні рішення для підприємств у сфері очистки води та енергозабезпечення. Наш підхід полягає у комплексному вирішенні задач: ми розраховуємо ключові показники та демонструємо їхній вплив на енергетику і споживання води. Найбільший разовий прибуток ми отримуємо від продажу обладнання, тоді як стабільний постійний дохід забезпечується реалізацією хімічних продуктів власної розробки.

Інтерв'юер 1: Хто є вашими основними клієнтами зараз, і з якими галузями ви співпрацюєте найбільше?

Представник компанії: Ми працюємо фактично з усіма галузями, які використовують воду у своїх процесах. Серед наших ключових клієнтів — великі підприємства харчової та молочної промисловості, м'ясокомбінати, олійноекстракційні заводи, а також великі гравці у сфері металургії та енергетики. *(Назви конкретних компаній та заводів приховано з міркувань безпеки).*

Інтерв'юер 1: Як зазвичай до вас приходять нові клієнти?

Представник компанії: Залучення нових клієнтів здебільшого відбувається завдяки експертним рекомендаціям. Після того, як нас рекомендують, компанію часто запрошують для налагодження водно-хімічних режимів або для повної заміни існуючих систем водоочистки на підприємстві.

Інтерв'юер 1: Які клієнти є для вас найбільш вигідними чи зручними у співпраці, а з якими працювати найскладніше?

Представник компанії: Рівень комфорту у співпраці не залежить від конкретної галузі, він базується на якості побудованих відносин із клієнтом. Ми дотримуємося принципу, що кожен замовник вимагає винятково індивідуального підходу.

Інтерв'юер 1: Як ви бачите потенційне розширення у напрямку B2B2X та які форми співпраці вважаєте реалістичними?

Представник компанії: Наші готові рішення є відмінною підтримкою для будівельних компаній та підрядників. Ми є ексклюзивними офіційними партнерами великого міжнародного виробника, тому можемо запропонувати повний комплекс хімічних продуктів та експертний супровід. Оскільки на ринку зараз спостерігається нестача робочої сили, наш новий продукт — стандартизоване рішення у шафі з нержавіючої сталі — ідеально закриває цю потребу.

Інтерв'юер 2: Переходячи до дослідження ринку: у чому ви бачите ваші найсильніші внутрішні ресурси, а де наразі є прогалини чи труднощі?

Представник компанії: Нашою основною прогалиною зараз є дефіцит людського ресурсу. Щоб вирішити цю проблему, ми будемо випробувальний стенд, де впроваджуємо все наше обладнання. Це дозволить нам наймати фахівців із мінімальною експертизою та ефективно навчати їх за допомогою детальних чеклістів та технологій штучного інтелекту. Щодо сильних сторін, ми робимо значний акцент на автоматизації та роботизації: використовуємо автоматичні зварювальні апарати, роботизовані зварювальні рукави та системи автоматичної порізки металу. Наші ключові внутрішні ресурси — це глибока експертність, унікальні рішення, які складно скопіювати, та робота за принципом закритого циклу, що охоплює виробництво, сервісний супровід і постачання хімії.

Інтерв'юер 2: Чи є певні звіти або джерела, якими ви користуєтеся для оцінки ринку водочистки в Україні?

Представник компанії: Для дослідження ринку ми переважно покладаємося на європейські та глобальні світові звіти.

Інтерв'юер 2: Чи існують в Україні певні законодавчі чи легальні обмеження у сфері водочистки, які можуть вплинути на реалізацію проєкту?

Представник компанії: Найголовніший аспект, на який варто звернути увагу — це гігієнічні сертифікати. Наразі ця сфера є більш зарегульованою державою, ніж того об'єктивно вимагає сучасний ринок.

Інтерв'юер 2: Як ваші поточні послуги поєднуються з виходом на ринок B2B2X, зокрема щодо співпраці з монтажниками, логістики та сервісу?

Представник компанії: Ми вже маємо успішний приклад взаємодії з дилерами: у нас працює канал продажу з дистанційним налагодженням обладнання, коли клієнти просто надсилають нам зразки води на аналіз. Ми забезпечуємо партнерів детальними відеоматеріалами для запуску обладнання, а монтажники можуть за попереднім записом пройти практичне навчання на нашому новому випробувальному комплексі. Крім того, в офісі працює виділений спеціаліст, який по телефону допомагає клієнтам пройти всі кроки налагодження, спираючись на чеклісти.

Інтерв'юер 2: Чи ці нові рішення будуть стандартизованими, чи передбачається індивідуальна комплектація під кожного замовника?

Представник компанії: Ми робимо чітку ставку саме на стандартизовані рішення, зокрема на збірку по вузлах.

Інтерв'юер 2: Які додаткові інвестиції, на вашу думку, необхідні зараз для повноцінного запуску цього проєкту?

Представник компанії: Проєкт не потребує масштабних додаткових інвестицій. За нашими підрахунками, необхідно близько 15-20 тисяч доларів для закупівлі вимірювальної техніки. Усі необхідні складські приміщення та основне обладнання у нас вже є.

Інтерв'юер 2: Які регіони України ви розглядаєте як найперспективніші для вашого розвитку?

Представник компанії: На даний момент ми оперуємо двома логістичними центрами: у Дніпрі та на заході України. Найбільше зростання ми фіксуємо саме в західних регіонах у напівпобутовому сегменті, який включає невеликі системи очистки для котеджів, приватних будинків та невеликих харчових підприємств. Такі регіони, як Миколаївська чи Одеська області, наразі не є у нашому фокусі.

Інтерв'юер 2: І наостанок, якими є ваші головні пріоритети: швидкість виходу на ринок, якість продукту, масштабованість, прибутковість чи імідж бренду?

Представник компанії: Наш абсолютний пріоритет — це охоплення ринку високоякісним продуктом та передовими технологіями, з використанням високоякісної преміальної арматури. Ми націлені на преміум-сегмент і прагнемо залучати клієнтів, які готові платити більше за безкомпромісну якість. Ми здатні ефективно управляти ціноутворенням, оскільки маємо прямі контракти з постачальниками, є представниками виробників мембран і здійснюємо власний імпорт. Такий підхід також дозволяє монтажникам економити дорогоцінний час, не витрачаючи його на складну і дорогу збірку та зварювання.

Interview with the hotel owner

Інтерв'юер: Розкажіть, як у вас організоване використання води та які зони є найбільш водозалежними?

Представник компанії: Усе, що пов'язане зі сферою гостинності, є водозалежним. На всіх наших локаціях дуже хороша вода зі свердловин глибиною 60–70 метрів. Вона не має запаху, не залишає нальоту і не створює проблем, тому специфічних вимог у нас небагато. Головне, щоб вода була нормальною для гостей: без сторонніх запахів та присмаку, і щоб у чайниках не утворювався накип. Ми не шукаємо преміальної якості води, нам достатньо, щоб вона була стабільно нормальною. Якщо говорити про зонування, то в будиночках потрібна питна вода, а на кухні — вода для технічного обладнання.

Інтерв'юер: Як виглядає ваша система водоочистки сьогодні? Хто її встановив і як ви обирали постачальника?

Представник компанії: Централізованої системи фільтрації на всіх локаціях у нас немає, оскільки якість води і так висока. Ми використовуємо точкові рішення: пом'якшувачі для кухонного обладнання, такого як посудомийні машини та пароконвектомати, а також побутові системи зворотного осмосу з окремим краном у будиночках. Здебільшого такі рішення йдуть у комплекті з технікою або докуповуються разом із нею. Встановленням займаються наші штатні спеціалісти, сторонні сервісні організації ми не залучаємо. Постачальник був обраний історично, ми працюємо з ним за інерцією, оскільки нас влаштовує ціна, наявність знижок, зрозумілі умови та логістика. Тендерів ми не проводимо, і вибір постачальника зазвичай відбувається не на моєму рівні.

Інтерв'юер: Як відбувається вибір або оновлення систем водопідготовки? Якими критеріями ви керуєтесь?

Представник компанії: Ми дуже рідко змінюємо виробників або системи. Це відбувається лише тоді, коли виникає реальна проблема. Ми не женемося за преміальністю чи інноваційними технологіями просто заради покращення: якщо щось коштує дорожче, але не приносить критичної користі, ми від цього відмовляємося. Наш підхід простий: якщо все працює, ми нічого не чіпаємо. Потенційна зміна системи може знадобитися лише у випадку, якщо наша нова локація знаходитиметься в зоні з поганою якістю води. Важливо зазначити, що рішення приймають проєктні менеджери, а не топменеджмент.

Інтерв'юер: Які труднощі або незручності виникали останніми роками у роботі систем, обслуговуванні чи постачанні реагентів?

Представник компанії: Суттєвих проблем не виникало взагалі. Жодних нарікань від експлуатаційної служби також не було. Траплялися лише поодинокі випадки, коли вода мала слабкий напір або з'являвся неприємний запах, але такі недоліки ми швидко помічали та усували. Проблем із постачанням фільтрів чи реагентів немає — ми закуповуємо їх самостійно. Серйозних поломок або складностей під час монтажу не зафіксовано.

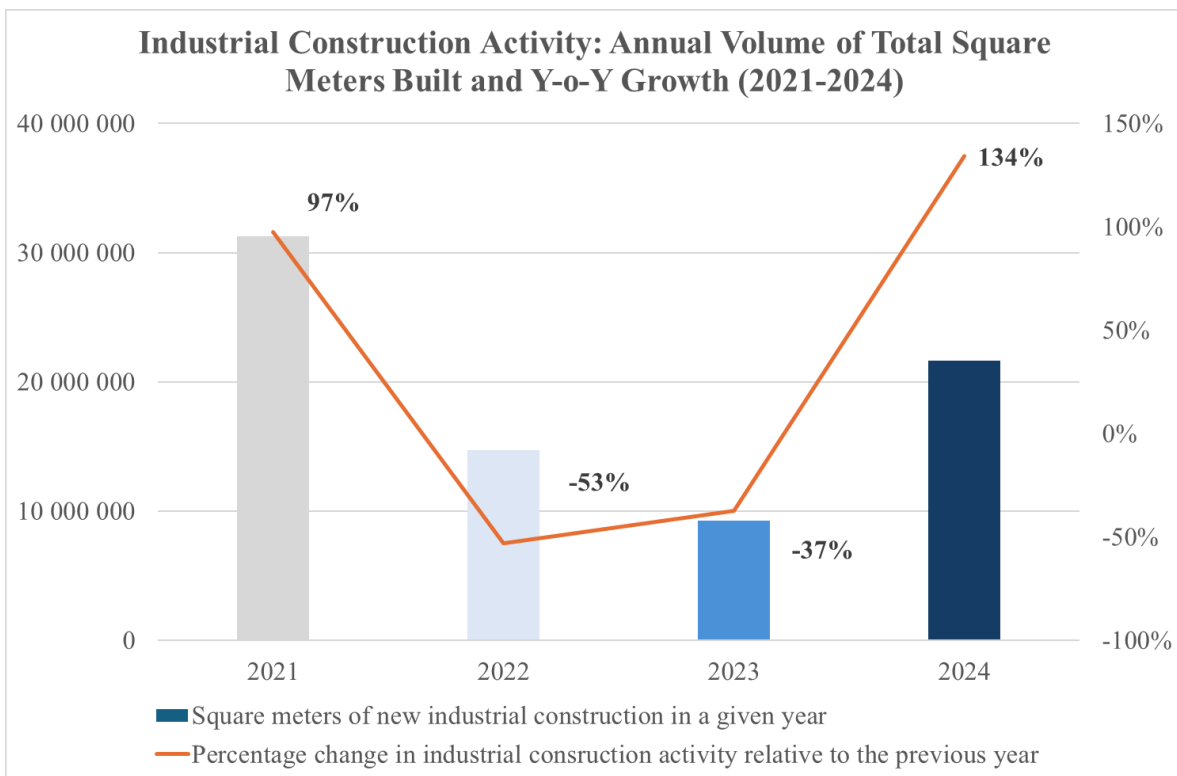
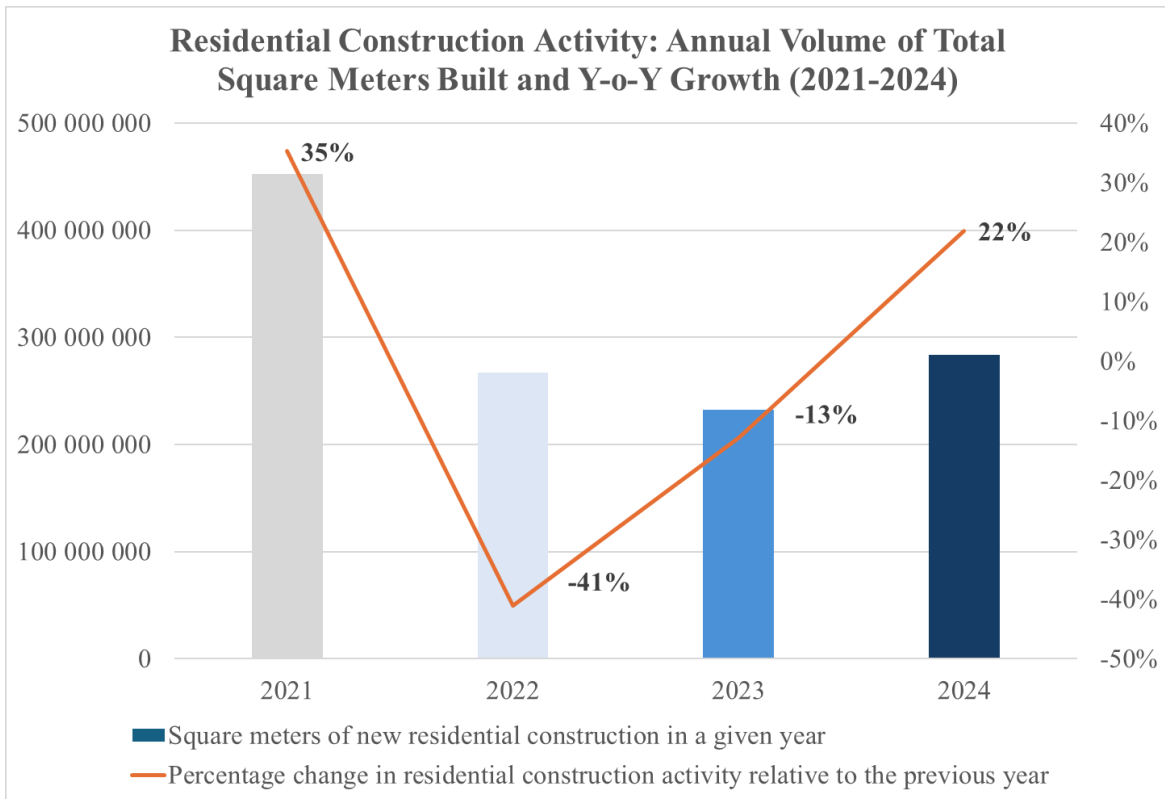
Інтерв'юер: За що ви готові платити більше? Як оцінюєте, чи система виправдовує витрати?

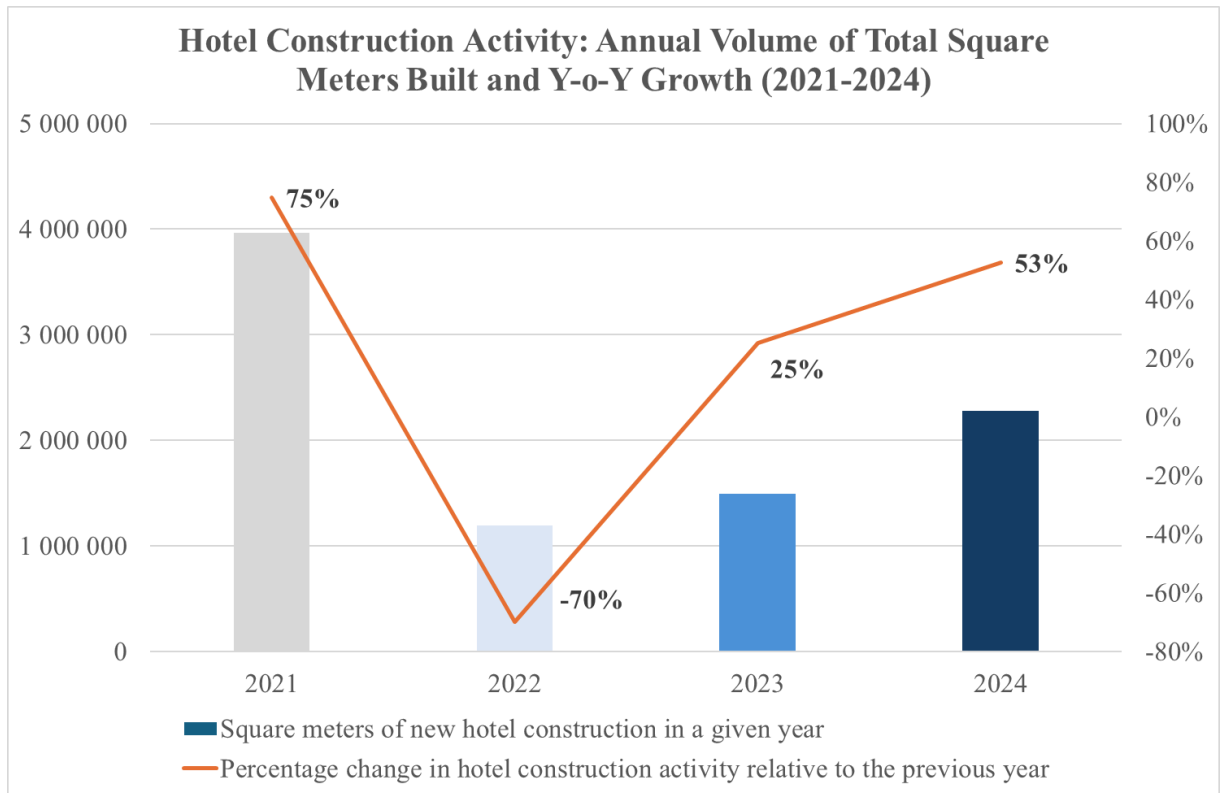
Представник компанії: Ми не готові переплачувати просто за статус «преміум» або додаткові функції. Оскільки наша вода і так нормальної якості, немає мотивації інвестувати у дорожчі рішення. Ми готові платити виключно за те, що реально усуває ризики або вирішує конкретну проблему. Для нас фільтрація — це функціональна потреба, а не продукт для покращення самопочуття. Нам не потрібна ідеальна вода для дітей, нам достатньо, щоб вона була комфортною для гостей. Такі переваги, як іонізація, покращені мембрани чи преміальні компоненти, не становлять для нас цінності.

Інтерв'юер: Наскільки для вас важливі такі аспекти, як довговічність, швидке встановлення обладнання та повний цикл сервісного обслуговування?

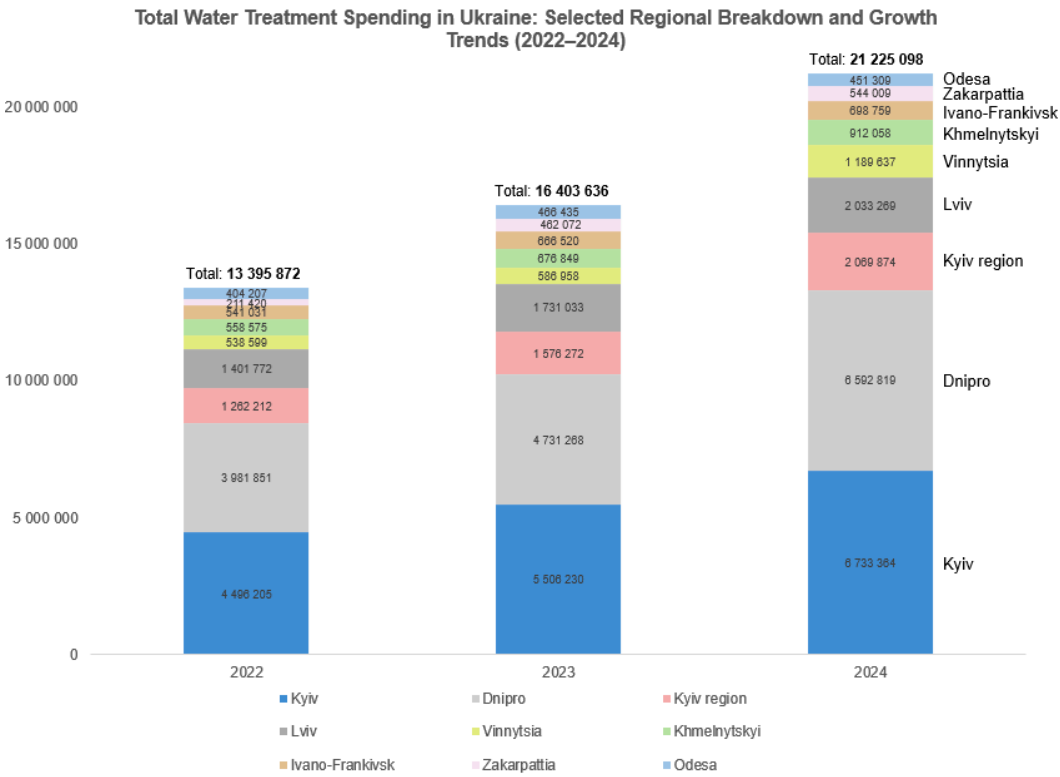
Представник компанії: Наразі ми не маємо проблем, які б робили ці цінності критично необхідними для нас. Довговічність та швидке встановлення — це логічні переваги, але вони не є для нас обов'язковими умовами. Повний цикл сервісного обслуговування також не викликає інтересу, оскільки всі необхідні роботи виконує наш внутрішній персонал. Наш головний критерій — обладнання має стабільно працювати без зайвого втручання.

Appendix E. Breakdown of construction growth for each segment





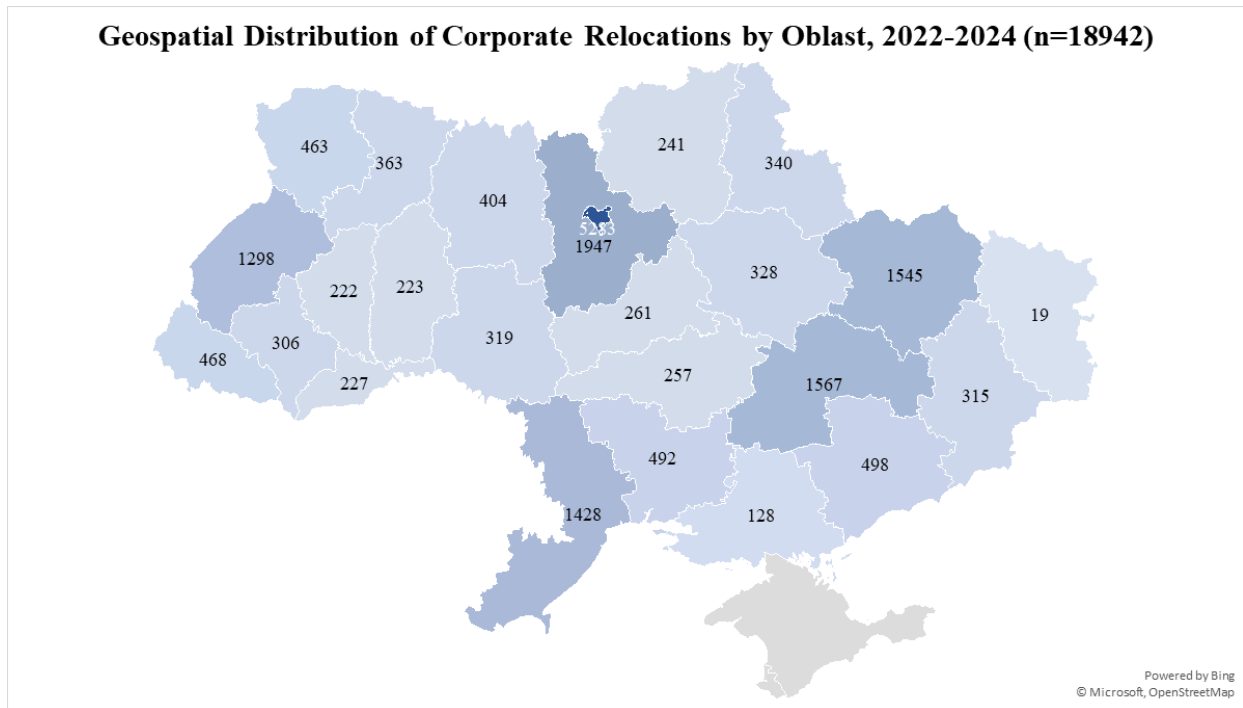
Appendix F. Water treatment spending by the selected regions



Oblast	2022	2023	2024
Київ	4 496 205	5 506 230	6 733 364
Дніпропетровська	3 981 851	4 731 268	6 592 819
Полтавська	663 654	845 121	2 881 177
Харківська	1 138 674	1 821 070	2 788 759
Київська	1 262 212	1 576 272	2 069 874
Львівська	1 401 772	1 731 033	2 033 269
Запорізька	1 335 532	1 484 941	1 604 198
Рівненська	961 941	1 735 237	1 545 256
Вінницька	538 599	586 958	1 189 637
Кіровоградська	774 428	858 460	1 021 960
Хмельницька	558 575	676 849	912 058

Волинська	509 924	655 955	894 428
Миколаївська	747 565	692 900	866 820
Черкаська	529 474	695 419	852 930
Донецька	458 530	806 573	773 126
Івано-Франківська	541 031	666 520	698 759
Чернігівська	412 918	667 237	698 558
Сумська	561 722	643 084	612 243
Закарпатська	211 420	462 072	544 009
Херсонська	2 892	246 553	462 683
Одеська	404 207	466 435	451 309
Житомирська	216 135	271 631	388 297
Чернівецька	237 622	247 440	244 684
Тернопільська	25 911	114 065	82 121
Луганська	368	0	0

Appendix G. Business relocation



Appendix H. Description of each criterion for business model selection

Scalability under scarcity of labor evaluates whether the proposed model can grow without requiring proportional increases in highly qualified engineering or technical personnel. Given the current labor constraints in Ukraine, particularly the shortage of specialized technical staff, scalability without expanding the internal workforce is a critical factor for long-term growth. A low score (1) indicates that scaling the model would require substantial additional hiring of engineers, technicians, or service personnel and would involve high levels of on-site customization and engineering effort for each project. A high score (3) indicates that the model enables replication through standardized processes, reduces the need for on-site engineering involvement, and allows projects to be implemented without redesigning the system architecture for every client. The evaluation of this criterion was informed by Osnova's previous operational experience in comparable segments and by interviews with company

managers who have direct experience with scaling different business models in the water-treatment market.

Sales cycle efficiency evaluates whether the model reduces reliance on long, relationship-based sales processes and direct involvement of the company's senior management. In Osnova's current operating model, a significant portion of sales activities depends on the founder's personal relationships and technical negotiations with clients, which creates a bottleneck for scaling. A low score (1) represents sales processes characterized by long negotiation periods, complex approval structures, and a strong need for involvement of the CEO or senior engineers. A high score (3) represents shorter sales cycles that can be handled primarily by sales personnel or external partners without requiring intensive participation from the company's leadership. The scoring of this criterion was based on market observations and commonly observed sales dynamics in the water-treatment and construction-related sectors.

Organizational feasibility assesses the extent to which each strategic option fits Osnova's current operational structure, including production processes, engineering capabilities, and service operations. A low score (1) indicates that the company would need to introduce substantial internal changes to implement the model, such as new production lines, additional departments, or significant investments in marketing or distribution infrastructure. A high score (3) indicates that the model can be implemented with minimal structural adjustments and mainly requires incremental additions such as partner management functions, training materials, or documentation processes. The evaluation of this criterion relied primarily on insights obtained during interviews with the company's CEO and internal assessment of the existing operational structure.

Risk diversification evaluates whether the strategic option distributes commercial and operational risks across multiple partners, customer segments, or channels, or whether it concentrates exposure in a

single market, partner, or type of customer. A low score (1) indicates high concentration risk, meaning that the company's performance would depend heavily on a limited number of clients, partners, or projects. A high score (3) indicates broader diversification across channels and partners, reducing vulnerability to fluctuations in individual segments or relationships. The assessment of this criterion was based on general market knowledge, industry structure analysis, and qualitative risk assessment conducted during the strategy evaluation process.

Fit with modularity and recurring revenues evaluates whether the model supports the deployment of standardized modular systems and enables the development of recurring revenue streams, particularly through the sale of reagents and replacement components. Because Osnova's long-term strategy aims to scale modular solutions and increase reagent attachment rates, alignment with this objective is a critical evaluation factor. A low score (1) indicates that the target market does not naturally adopt standardized modular systems or that customers are unlikely to generate consistent follow-up demand for reagents and service components. A high score (3) indicates that the model supports standardization of system configurations and creates a strong opportunity to build a stable installed base, generating recurring demand for reagents and maintenance. The scoring for this criterion was informed by insights from the CEO interview and observations of market practices in relevant customer segments.

Appendix I. Full marketing strategy

Strategic goal and model's logic

In this section, we will outline the marketing strategy for Osnova's B2B2X market entry. The strategy is mostly developed for the first acquisition steps to get installers as partners, given the installer-led go-to-market model. We focus the marketing on installers because Osnova needs to ensure it has its first partners before the start of operations. The goal of this strategy at the starting point of the market entry is to recruit the first installers as the company's partners, to gather the first successful cases to build a portfolio before moving to the expansion stage, and to build basic market awareness of

Osnova's solution in the target end-user sectors (hotels, HoReCa, developers, and food manufacturers), while keeping end-customer communication indirect and routed through installer partners.

The primary target audience for the further development of the marketing strategy is experienced installers, engineering, and plumbing companies. Hotels/HoReCa, developers, and food manufacturers are not a direct sales target group in this model. Communication towards these segments is used mainly to build background awareness and credibility for Osnova as a technical provider. If an end client contacts Osnova directly, the company provides a retail (higher) price, especially in regions where partner installers operate, so that Osnova does not compete with partners. If the client still prefers to work directly with Osnova under the higher-price conditions, this option remains possible.

As we mentioned previously in our go-to-market strategy, we focus the target specifically on Western and Central parts of Ukraine and the Dnipro region. As a starting point for market entry, we emphasize these areas to develop the B2B2X model as smoothly as possible.

Value proposition

The value proposition is written down for installers and for secondary customer segments. In this strategy, the focus is on the value Osnova brings to installers as future partners, because the key is to communicate these benefits clearly so installers are motivated to join the company's partner network.

Installer value proposition

The first value to emphasize for installers is that partnering with Osnova helps them execute more projects despite the general shortage of labor in the market. Osnova provides technical support and expertise around system selection, commissioning/start-up, and escalation in more complex cases. This reduces the workload and risk on the installer's side and makes project delivery more predictable.

Another important value is partner economics. In an installer-led model, Osnova proposes the following pricing logic: partner installers receive a dealer price, which is a special price Osnova provides only to partners. If an end client contacts Osnova directly (especially in regions where partner installers operate), Osnova communicates a retail (higher) price, so the company does not compete with its partners and installer economics are protected.

For additional clarity and fairness between installers, Osnova can apply a simple project allocation rule: if two or more installers approach Osnova regarding the same project, Osnova prioritizes the first installer who contacted the company and requested support for that project. This helps avoid conflicts between partners and makes cooperation rules predictable.

The last value for installers is Osnova's well-prepared partnership conditions, which include transparent pricing logic, clear timelines, delivery terms, commissioning, and constant support with a structured warranty approach. The aim of this is to reduce uncertainty for installers and make the collaboration easy to repeat across multiple projects.

Secondary audience value proposition

Since the model isn't based on direct sales to end customers, communication to these segments is supportive: to build fundamental awareness and to position Osnova as a credible technical provider in the market. For these segments, the value is proposed to be framed around service quality and expertise behind the solution.

End customers receive an implementation supported by Osnova's engineering expertise and technical escalation. Despite the interaction being handled by the installer, end customers typically associate the solution with Osnova as the manufacturer, and so Osnova remains the main technical reference point. This increases reliability and reduces risk for the end customer.

Trust is delivered by Osnova's market experience and successful cases of solutions. The company has operated in the Ukrainian water treatment market for 14 years and has completed projects for well-known Ukrainian companies, such as Roshen, Danone, Kernel, and others (Osnova). For end customers, it can be a potential sign of Osnova's competence, making them trust the company and its services.

However, the CTA remains consistent with the model led by installers: end customers are encouraged to work through a partner installer. Therefore, the communication should use CTAs that encourage clients to contact Osnova, after which the request is connected to a partner installer for implementation.

Initial marketing strategy plan by phases

We propose to divide the go-to-market marketing strategy into 2 phases of implementation.

Phase 1. Build a portfolio and seed partners

The first phase is focused on getting the first realizations and building a small portfolio of completed projects, while simultaneously establishing an initial pool of installer partners in the priority regions. The success of this phase is defined by achieving a minimum target number of completed projects that will be the base for trust in Osnova's partnership credibility and benefits. As a minimum critical mass, we propose that Osnova complete at least 10 successful projects and confirm cooperation with around 3 installer partners. At the same time, the initial targets are set as working ranges rather than fixed numbers: the focus is on securing 5 early implementations to draft the first portfolio with cases and 4 active installer partners in the priority regions. Those ranges were chosen to keep a high level of execution manageable at the start, while still being enough to validate the model and support further expansion.

The main activities in Phase 1 will include finding first contacts of installers, reaching out to them, building networking in the local community with those in the same field, and creating first credibility tools such as successful case descriptions, basic technical materials, and clear partner terms to support further partner acquisition.

Phase 2. Scale the partner network and stabilize inflow

The next phase is scaling the base of the first partners and building a stable and strong inflow of projects through installers. This period will be focused on more systematic onboarding of new partners with clear and established routines, with must-do steps for project commissioning and regular communication with executing partners. The phase will enhance the recurring part of the proposed model, which will be about regularity: service, maintenance, reagent supply, and professionalism in execution - everything that makes clients choose Osnova and repeat their orders. This phase aims to ensure that installers won't only bring new projects to work on, but also stay active and continue cooperation through multiple projects and recurring needs from B2B2X clients.

Channels

For the installer-led B2B2X entry, the marketing strategy won't focus on huge, aggressive advertising to end customers, which are target companies, but on building the first partner acquisition structured approach and creating the fundamental reputation and acceptability among the future partners. We decided to split the channels into installer acquisition channels and awareness channels that support trust.

It's also important to mention execution capacity. Osnova currently has 5 managers distributed across different departments and responsibilities. However, the company should hire one additional sales manager for the installer-led model, who will be responsible for building and maintaining installer relationships. This role is needed because it requires a specific focus on B2B2X partner work: cold outreach and follow-ups, onboarding and relationship building, handling incoming inquiries about pricing and system applications, redirecting technical questions to the technical team, and maintaining regular communication with partners (including reminders and follow-ups on service and reagent repurchases). For the market entry stage, Osnova is recommended to hire one manager who will focus specifically on installer outreach, onboarding, and ongoing partner maintenance through a CRM-based process.

A separate [job description](#) for the role of Sales Manager for the installer-led model was prepared as a practical implementation artifact for Osnova.

Installer acquisition channels

1) Professional communities, associations, and publications.

As a first step, Osnova can start with creating visibility in professional installer and engineering circles. From the CEO's words, membership in those types of associations and participation in local engineering communities work better than large exhibitions, because it creates trust and makes the company recognizable before direct outreach. One example of an existing professional platform in Ukraine is Install Fest Ukraine. That's a local Ukrainian-only industry event created specifically for installers, engineers, and related spheres in the engineering systems professional environment. The

event focuses on heating, water supply, plumbing systems, ventilation, and air conditioning, and typically tries to mix an exhibition format with educational content including seminars, workshops, and hands-on demonstrations, as well as professional competitions for installers. For this strategy, such platforms perform as a community belonging where Osnova can become more recognizable to installers before direct outreach.

Talking about the goal of being there: Osnova can use this type of platform in a way that benefits it, by attending as a visitor for networking, collecting contacts of installer companies, following relevant community pages, and then publishing short expert materials around the same topics there. By using such a strategy, Osnova can make the outreach for installers less cold than it might be, because it would already be known in the community. The proposed event mentioned before is just one of the examples, however, there are a lot of options to opt for.

Reference link:

https://installfest.ua/?fbclid=IwY2xjawQSiwHleHRuA2FlbQIxMQBicmlkETFNd2tNaGhLWkljTnVHMHB6c3J0YwZhcHBfaWQQMjIyMDM5MTc4ODIwMDg5MgABHsLD9r7EJls46l_s8ZbbR3ecc-bKad2wtwLKtdLqIRDlZhnIS8dLh9qe3LKt_aem_43lTqjia7uyBKoxE9TXRQQ

2) Direct outreach.

At the initiation phase, the most realistic and easiest acquisition channel to prove the demand existence and installers' interest in such a partnership is direct outreach. Osnova can build a database of installers in priority regions by searching Google and Google Maps by keywords “water treatment installation”, “boiler room installation”, “engineering networks”, “plumbing installation”, as an example. Moreover, many installation and engineering companies have their own websites and public listings, which can also be used as a source of contacts. After collecting contacts, Osnova approaches installers directly by phone/email with a short partner offer and proposes a short intro call.

This channel is important at the beginning of execution because it creates the space for Osnova to select partners more carefully, while starting first projects faster and building the initial portfolio. Since outreach requires consistency and regular follow-ups, we recommend hiring a dedicated manager who will be responsible for this channel for successful launching.

For outreach to be implemented, a few steps should be taken: a short partner offer with cooperation logic, technical support, and key rules to be formulated, easy flow to join with a landing page about the partnership and a Telegram bot that includes a “get in contact” option; as well as basic materials with a one-pager and first short case examples.

We've created the first database of potential installer partners for Osnova with their contact details and basic partner information. It's recommended to mark and track each installer's potential to be engaged in the partnership, so this table can be used and updated by the company as a working database during the implementation period.

3) Google Search

Google Search should be used as the main paid digital channel, because installers and engineering companies often search for suppliers, equipment, and cooperation opportunities through keywords. We also considered Meta Ads initially, but after comparing both channels, Search seems to work better in this situation because it captures the demand for this case: the user is already looking for a supplier, partner, or a technical solution. In Meta, in contrast, targeting is based on interests, so it can be harder to reach installers at the exact moment they are looking for cooperation. The audience is also quite narrow and difficult to target precisely on Meta, as basically installers are a small and specific group, so it is hard to reach the right people without a lot of wasted impressions.

Ads should lead to a dedicated landing page “Partner program” or “For installers”, which will be developed during the launch and explained more below, with: short key benefits from partnership, a short form, and a clear next step with the explanation of the future interaction process to become Osnova’s partner.

The keyword will be chosen when the marketer does the keyword research (semantics). In our initial research, the best-working keyword examples that are used on EU “become a partner” landing pages in the water treatment industry include: “water treatment supplier”, “water treatment equipment wholesale”, “dealer partner program”, “become an installer partner”, and “water treatment for installation”.

Even if this way of acquisition doesn’t generate a high number of leads, it absorbs the right audience for Osnova, as Search targets specific people with specific needs that are relevant for Osnova, installers who are looking for equipment, suppliers, or partnership options. The main step in implementing effective advertising will be to create a credible and understandable landing page targeted at becoming a partner for Osnova, with all benefits and prerequisites described.

4) Service marketplaces.

As an additional acquisition channel, Osnova can also test local marketplaces for freelancers such as Kabanchik or OLX to identify verified installers or small teams with relevant experience. This isn’t the core channel for building the partner network, but it might help to find first contacts and pilot cooperation. Similar logic can be applied to OLX, where many installers list their services or portfolio. If cooperation works well, suitable performers can be converted into longer-term partners through the official partner offer and onboarding.

Awareness channels

First of all, Osnova needs a dedicated landing page that explains the partner program clearly, because installers often search online for cooperation opportunities. A visible website section such as “Installers” / “For partners” makes the offer easier to find through keywords.

Osnova doesn’t have an in-house developer, so the “Partner program” landing page is expected to be developed through outsourcing by hiring a freelancer. The idea is to create a simple and searchable

page with an exact offer and an easy application form that doesn't take a lot of time and is clear enough.

With that, a page with case studies should also be developed. Even if end customers aren't the direct target for sales in this model, even a few successful cases still increase trust and reputation. It works for both sides, as installers see real implementations, and hotels, HoReCa, developers, food manufacturers, as the end clients, think of Osnova as a credible provider with already sustained projects.

We suggest including such blocks for the landing page: hero section, who this is for (installer professional background and priority regions, partner benefits (dealer price, support, clear rules and long-term cooperation), how cooperation works, what Osnova provides (materials, training, escalation, warranty logic), cases, application form. Also, it's recommended to add a block with testimonials once they become available from installers who already have experience working with the company as partners.

Reference links (benchmarks for partner-program website structure):

<https://ua.solaxpower.com/become-solax-installer.html>

<https://voltea.com/certified-partner-program/>

<https://www.navieninc.com/hvac-partner-program>

Secondly, once the first partners are onboarded, referrals and feedback can become an organic growth channel. Installers can bring their colleagues, and they then can bring new projects from their own network.

Funnel

In this model, the funnel is closer to a short B2B process: the goal is to move an installer from first contact to the first pilot project, and then to repeat cooperation.

Acquisition stage

Instead of a strict script, we suggest using a short checklist of topics, which we think will capture the most needed information. The goal of the conversation is to understand whether the installer is a good match and to introduce the partner offer based on what the installer shares.

1. Quick introduction (Osnova + why calling)

A short explanation of what Osnova is and what it has in the scope of activities, and the reason the company is reaching out. The dedicated manager should clearly know the benefits, proposal, and all the details to provide a professional explanation for installers as Osnova's potential partners.

The next step is to understand the installer's situation, meaning where they operate, what type of objects they work with, team size/capacity, and whether they already work with water-related

engineering systems to understand the level of clarification and whether the person is suitable for Osnova's B2B2X market entry.

If the fit is confirmed, the manager should then present the cooperation main logic, where Osnova fully supports partners technically, provides clear rules with documentation and warranty logic, and offers partner terms with dealer pricing model included.

Additionally, the manager needs to explain the benefits of dealers instead of retail pricing in a simple way and how it protects the installer's economics, especially in regions where partners operate.

And finally, if the discussion is successful enough, the next step is to send a one-pager with partner terms, invite to a short follow-up call, or discuss a pilot project if there is a relevant one.

After the installer has agreed to cooperate, the next step is partner onboarding and support. The first project can be treated as a pilot, where Osnova stays fully involved, and it's a key point for successful launching, because it should help with system selection, support commissioning if needed, and align documentation requirements. Osnova needs to deliver one successful first case and make the next projects easier and more standardized.

Appendix J. RACI Matrix

RACI (R - Responsible; A - Accountable; C - Consulted; I - Informed)

Below is a RACI matrix prepared to show the level of involvement of each role in key processes within the phases of adding a new business model for Osnova. Some of the processes do not require the participation of all employees or functions, so those cells have been deliberately left blank.

Process	CEO	HR Manager	Sales Manager	Tech Engineer	Operations Manager	Outsourced Developer	Technician	Installer partner	Finance Manager
Platform build and readiness gate (Phase 1 scope, checklist, internal test)	A		C	R	C	R	I		I
Hiring and staffing Sales	A	R		C	I				

Manager and outsourced developer									
Legal framework (partner agreements & conditional warranty)	A		C	C				I	C
Operating model definition (journey, workflow, escalation, warranty, monitoring rules)	A		C	R	C		C	I	C
Installer Enablement & knowledge system (content, Drive KB, bot routing, landing page)	A		C	A/R	C	R	C	C	I
CRM system & monitoring (profiles, deal reg, compliance, reorders, dashboards, concentration trigger)	C		C	C	A	R	I	C	C
Lead generation and outreach (networking + outbound + pipeline discipline)	I		A/R	C	I			C	
Partner onboarding and training (rules, tools, documentation standards)	I		A/R	R			C	C	
Deal registration and configuration validation (before installation)			A	A/R	C		I	R	I
System assembly and technical preparation for installation			C	A	C		R	I	I
Installation execution and commissioning documentation package			I	C	C		C	A/R	I
Escalation handling and warranty decisions (S1-S4 triage, warranty eligibility)	A (policy)		C	A/R	I		C	C	I
Reagent production and technical preparation before delivery			I	A	C		R	I	I

Reagent continuity and commercial control (attachment + reorder follow-ups + revenue tracking)	I		A/R	C	C		C	C	C
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Appendix K. Change management strategy

Stakeholder	What is added (new responsibilities)	Possible resistance driver	Impact	Mitigation strategy
CEO	In this model, the CEO stays the strategic owner of the programme. Practically, this means approving the operating rules (how onboarding, escalation and warranty work), confirming phase gates, and making the final decisions before the model moves to the next stage. The CEO also reviews the key risk signals (e.g., partner concentration) and decides on operational investments that support scaling, such as production efficiency improvements (automation, standardization of production routines or procurement optimization)	Concerns about: 1. Quality control may weaken when execution is delegated to partners 2. The new channel may pull attention away from the core B2B model 3. Having too many approvals and urgent important decisions	High	1) Setting clear phase gates and “go / no-go” rules (using transition criteria in the Phases description) 2) Building some easy CRM dashboards for the CEO with partner concentration, escalation rate, deal registration discipline 3) Defining “red flag” triggers that automatically may require CEO review, for example, partner volume above the threshold or escalation spike 4) Deciding clearly what is delegated vs what stays with CEO approval, so the team doesn't ask for approvals every day
Sales Manager (new; hired)	This is a new role that Osnova hires specifically for the B2B2X channel. The Sales Manager becomes the main partner-facing owner of the model: building the installer pipeline, running outreach and onboarding, and keeping discipline in the CRM from the first contact. The role is also responsible for making sure every project follows the same routine (deal registration, required templates, documentation package), and for maintaining commercial follow-ups that protect recurring revenue logic and allow the team to build early portfolio proof through documented cases.	Concerns about: 1. Not having deep technical expertise in water treatment and feeling insecure when qualifying installers, answering questions or positioning the partnership value proposition 2. Relying too much on the technical team and slowing	High	1) 1) Run a structured internal training course with the Technical Support Engineer, covering basic water treatment vocabulary, typical installer questions, what Osnova sells and what it does not, followed by a final assessment before partner-facing work starts 2) Give the Sales Manager a qualification checklist for installers (must-have criteria, red flags, and a simple scoring logic) 3 Prepare a standard outreach pitch + FAQ sheet so the Sales Manager does not improvise

		down outreach decisions 3. Being held responsible for issues that are actually technical or operational		and does not need to “invent” answers 4) In the first 4-6 weeks, do joint calls or shadow calls with the Technical Support Engineer for the first conversations until the Sales Manager feels confident 5) Use strict but simple CRM rules from day one (minimum required fields + clear statuses) and make it non-negotiable 6) Protect the role with RACI: Sales Manager owns pipeline and discipline; technical team owns configurations, escalation, and warranty decisions
Technical Engineer	In this model, the Engineer becomes the person who protects technical standards while scaling through external partners. Their scope is to validate configurations, set commissioning and documentation requirements, run escalation triage logic, and apply warranty eligibility rules consistently. They also own the technical content that partners will use throughout the collaboration: checklists, troubleshooting guides, and structured updates to the knowledge base based on recurring issues from the field.	Concerns about: 1. Installers creating additional support load instead of reducing labour constraints 2. Partner mistakes becoming Osnova’s problem and increasing warranty exposure 3. Unclear responsibility boundaries in warranty and escalation cases 4. Ongoing requests for consultation, customization, and modular system development taking too much technical time	High	1) Make “self-service first” real: installers must use the knowledge base and bot before calling escalation 2) Define escalation conditions clearly (what must be checked first, what evidence is required, what tier it is) 3) Make warranty conditional: no protocol compliance or missing documentation package means no warranty eligibility 4) Track support load patterns in CRM (top recurring issues, partners with repeated mistakes) and convert them into updated guides and checklists 5) Use partner performance triggers: if one partner repeatedly creates escalations or documentation failures, start a review and restrict partner privileges 6) Train technical staff and partners on standardized solutions and routines, so more issues can be solved without constant Engineer involvement

		and limiting scalability		
Technicians	Technicians take on the execution work that supports scalable delivery behind the installer channel. Their role will now include assembling and technically preparing systems before shipment, producing reagents according to the configurations approved by the Technical Engineer and following standardized internal production and quality control routines, meaning that more work becomes structured, repeatable and documented, rather than handled informally.	Concerns about: 1. Additional workload if installer demand grows faster than internal production capacity 2. More formalized routines, documentation and quality checks compared to the previous way of working 3. Risk of downstream field issues that actually happen during installation or partner misuse	High	1) Standardize work through simple production routines, BOMs, checklists, and batch rules so technicians don't depend on verbal instructions 2) Introduce basic production planning, such as Capacity planning model linked to expected installer demand, so workload spikes are visible earlier 3) Use quality control checkpoints before shipment so field issues are not automatically attributed to production 4) Train and support Technicians on the new model logic, so they understand how their work supports scalability and why consistency matters
Finance Manager	Finance provides control so the channel scales without losing clarity on economics. This includes tracking system sales separately from reagent and maintenance revenues, monitoring payment discipline, and supporting pricing rules so that margins do not erode through exceptions. Finance also will ensure that CRM numbers match real financial results by doing monthly reconciliation of deal values, invoices and received payments for this model.	Concern about: 1. Pricing exceptions and "special deals" that are hard to control 2. Delayed payments and higher financial risk through partner-based sales 3. Additional administrative workload (invoices, reconciliation, monitoring) 4. Weak inventory tracking and inconsistent	Medium	1) Lock pricing logic and payment terms in partner agreements to avoid ad hoc "special deals" 2) Introduce a monthly reconciliation routine: CRM deal values are checked against invoices and actual payments 3) Keep reporting simple: track only the few KPIs needed for decisions (system sales, reagent/maintenance revenue, payment discipline) 4) Set clear rules for when a partner gets paused due to payment delays, so the channel doesn't grow with hidden cash-flow risk 5) Build on the customized Excel reporting logic already introduced by Finance and develop a standardized

		material write-offs, which reduce visibility over actual stock use, distort cost control, and make replenishment decisions less reliable		reporting template with developer support, so order frequency, order value, payment patterns, and related commercial data can be reviewed in one consistent and less manual format 6) Improve inventory visibility through a more structured system for recording material use and write-offs, with the longer-term option of barcode, RFID, sensor-based or similar automated tracking solutions that make stock movements more transparent
HR Manager	HR will own the hiring process for the Sales Manager and coordinate the sourcing and contracting of the outsourced developer. In addition, HR will track these hires and contractor milestones against deadlines, so Phase 1 delivery doesn't stall due to missing resources.	Concerns about: 1. Unclear ownership boundaries, since delivery depends on CEO approvals and team availability 2. Delays if role requirements are not clearly defined from the start 3. Risk that the outsourced developer misses deadlines or delivers something that doesn't fully match what Osnova needs	Medium	1) Use a hiring plan with clear deadlines and stages (publishing, shortlist, interviews, offer, onboarding) 2) Track progress weekly and escalate blockers early (for example: missing job requirements, delayed CEO decision) 3) Make contractor work measurable: define deliverables, deadlines, and acceptance criteria before the developer starts 4) Keep requirements written and approved early so the outsourced developer does not build the wrong thing or waste time on rework
Installer partners	Partners are expected to follow structured routines: deal registration, documentation package, self-service first, protocol compliance for conditional warranty and reorder discipline	Concerns about: 1. A lot of documentation pieces to be done 2. Losing autonomy as a self-worker 3. Warranty responsibility	High	1) Make documentation easy (templates, checklists) 2) Clear onboarding explaining benefits and boundaries 3) First installs with strong Osnova support 4) Consistent rule application, no "exceptions"

		and reputation risk		
Suppliers	For this model, they need more predictable lead times and quality consistency as modular production scales; procurement optimization becomes more structured	Concerns about: 1. Logistics and price volatility 2. Unwillingness to commit to timelines/stock	Medium-High	1) Basic forecasting using CRM pipeline where possible 2) Diversify critical suppliers 3) Procurement optimization stream to reduce volatility 4) Maintain minimum safety stock for critical parts if needed

Appendix L. Job description of the Sales Manager position

Job Title:	Sales manager for the installer-led model
Job Purpose:	The sales manager serves as a face of the company, maintaining the company standards and policies when serving existing and new customers. A sales manager is responsible for acquiring relationships with the installers and assisting installers as our customers are making their buying decisions, system choices, redirecting technical inquiries to our technical staff, following up with them on reagent repurchases, and identifying and implementing sales trends and opportunities. A sales manager is a direct contributor to achieving sales targets, upselling and cross-selling equipment, reagents, and lab services, and offering and promoting partnership programs
Job Duties & Responsibilities:	· Role model and uphold the company's established customer standards for new and existing customers by welcoming them on-site and answering calls about the questions they might have about price, availability, and applications of systems and chemicals - o Using proper vocabulary with established company terminology, treat customers according to the company's written values and standards · Analyze sales data to identify buying trends and opportunities - o Use CRM system with customer data, drive insights about buying patterns, and identify trends and opportunities based on the generated data · Stick to established sales standards to meet or exceed sales targets - o Sales managers are required to reach weekly/monthly sales targets by providing consultations to the clients, upselling and cross-selling the products to the existing customers, and referring new ones to our company · Promote partnership programs during interactions with customers - o Inform customers about the partnership benefits, pricing perks, and leverage they gain with purchasing modular systems · Utilize visual merchandising strategies to boost sales · Address customer inquiries or concerns professionally. Consult with the clients after the sale to gather feedback or provide support - o Contact or redirect clients to the internal technical team support to resolve inquiries, treat customers with respect, and be willing to help them until customer care takes the case · Provide partners with coaching materials and access to the available online support

	systems · Cooperate with the commercial executive to improve product exposure in the given regions and online · Monitor competitors' pricing, marketing strategies, and offerings - o Utilize CRM to optimize marketing strategies, use the company's software to ensure compliance with competitors' pricing · Assist customers by suggesting and offering products based on their needs and wants - o Actively listen to the customers to detect their demands, assist with the search and selection process of the desired products · Monitor and follow up with clients through the CRM system on system and reagent procurement, and lab services · Represent the company at industry events to gain credibility - o 10% of travel is expected from sales representatives to promote the company's systems at water treatment shows or the company's division's meetings, interacting with colleagues and potential customers · Reaching out to suppliers and vendors, and negotiating prices
Required qualifications:	· Must be at least 18 years of age Education: · Bachelor's degree in Business, Marketing, Sales, or a related field. · Associate degree or high school diploma can be acceptable with the presence of relevant experience Experience: · 0-2 years of experience in sales or customer support Skills: · Communication and interpersonal abilities · product knowledge · Ability to quickly learn the company's segment, technology, and standards · ability to upsell and cross-sell products · Knowledge and experience with handling conflicts, inquiries, and managing feedback · Analytical skills to analyze market, competitors, and customer trends · Proficiency in Microsoft Office and CRM systems (e.g., Salesforce, HubSpot) - attention to detail
Preferred qualifications:	· Previous exposure to the water treatment market is a plus · Proficiency in English · Commercial sales certification
Supervisory Responsibilities:	None
Working conditions:	· Office environment · 10% travel required · On-site job · 9 am to 5:30 pm with 30 minutes lunch break

Категорія	Опис та обов'язки
Назва посади	Менеджер з продажу (модель роботи через інсталяторів)
Мета посади	Менеджер з продажу є обличчям компанії, забезпечуючи дотримання корпоративних стандартів та політик при роботі з існуючими та новими клієнтами. Він відповідає за налагодження відносин з інсталяторами та надання їм допомоги на етапі прийняття рішень про покупку та вибір систем. Обов'язки включають перенаправлення технічних запитів до відповідних фахівців, контроль повторних закупівель реагентів, а також виявлення та впровадження трендів продажів. Менеджер безпосередньо впливає на досягнення цільових показників продажів, здійснює допродажі (upselling) та перехресні продажі (cross-selling) обладнання, реагентів і лабораторних послуг, а також просуває партнерські програми.
Ключові обов'язки	● Дотримання стандартів обслуговування: Бути зразком у дотриманні встановлених компанією стандартів роботи з новими та існуючими клієнтами, консультуючи їх щодо цін, наявності товарів та застосування систем і хімікатів. ○ Використовувати професійну термінологію та взаємодіяти з клієнтами відповідно до корпоративних цінностей. ● Аналіз даних продажів: Аналізувати дані для виявлення споживчих трендів та можливостей. ○ Використовувати CRM-систему для отримання аналітичних даних про моделі поведінки покупців. ● Виконання планів продажів: Дотримуватися стандартів продажу для досягнення або перевищення цільових показників. ○ Проводити консультації, здійснювати допродажі та залучати нових клієнтів за рекомендаціями. ● Просування партнерських програм: Інформувати клієнтів про переваги партнерства, цінові привілеї та вигоди від придбання модульних систем. ● Візуальний мерчандайзинг: Використовувати стратегії візуального представлення товарів для стимулювання продажів. ● Робота із запитами клієнтів: Професійно опрацьовувати питання та зауваження. Здійснювати післяпродажний супровід для збору відгуків. ○ Надавати підтримку або перенаправляти клієнтів до технічного відділу, супроводжуючи кейс до моменту передачі у відділ турботи про клієнтів. ● Підтримка партнерів: Надавати партнерам навчальні матеріали та доступ до систем онлайн-підтримки. ● Взаємодія з комерційним директором: Співпрацювати для покращення представленості продукції в регіонах та онлайн-просторі.

	● Моніторинг конкурентів: Відстежувати ціноутворення, маркетингові стратегії та пропозиції конкурентів. ● Консультативний продаж: Допомогати клієнтам у виборі продукції на основі їхніх потреб. ○ Активно слухати клієнта для виявлення запитів та допомоги у підборі необхідних товарів. ● Контроль закупівель: Через CRM-систему відстежувати та нагадувати клієнтам про терміни закупівлі систем, реагентів та лабораторних послуг. ● Представництво компанії: Брати участь у галузевих заходах для підвищення авторитету бренду. ○ Передбачено до 10% робочого часу на відрядження (виставки з водопідготовки, внутрішні зустрічі компанії). ● Робота з постачальниками: Взаємодія з постачальниками та ведення переговорів щодо цін.
Необхідні навички	Загальні вимоги: ● Вік від 18 років. Освіта: ● Ступінь бакалавра в галузі бізнесу, маркетингу, продажів або суміжних сферах. ● Диплом молодшого спеціаліста або середня освіта за умови наявності відповідного досвіду роботи. Досвід роботи: ● 0–2 роки досвіду у продажах або підтримці клієнтів. Навички: ● Високі комунікативні та міжособистісні навички. ● Глибоке знання продукту (або здатність швидко вивчити сегмент ринку та технології компанії). ● Вміння здійснювати допродажі (upselling) та перехресні продажі (cross-selling). ● Досвід роботи з конфліктами, запитами та відгуками. ● Аналітичні здібності для оцінки ринку та поведінки клієнтів. ● Впевнене володіння Microsoft Office та CRM-системами (наприклад, Salesforce, HubSpot). ● Уважність до деталей.

Бажані якості	• Досвід роботи на ринку водоочищення/водопідготовки буде перевагою. • Володіння англійською мовою. • Наявність сертифікатів у сфері комерційних продажів.
Умови праці	• Локація: Робота в офісі (on-site). • Графік: З 9:00 до 17:30, перерва на обід — 30 хвилин. • Відрядження: До 10% робочого часу. • Управлінська відповідальність: Відсутня.

Appendix M. Financial model

Link to economic justification model:

<https://docs.google.com/spreadsheets/d/1H9brY8Thol237-mLUDqm4yi8RVFGE2PF7JAaaNQb-48/edit?usp=sharing>

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