

SCALING SOCIAL IMPACT: A DIGITAL PLATFORM STRATEGY FOR INCLUSIVE
EDUCATION IN THE UKRAINIAN B2B MARKET

by

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Abstract.....	5
List Of Abbreviations.....	7
Chapter I. Analytical Findings & Strategic Context.....	9
1.1 Organization Description.....	9
1.2 Overview Of Services Provided:.....	10
1.3 Organization History.....	11
1.4 Mission.....	12
1.5 Vision.....	12
1.6 Customer Segmentation.....	12
1.7 Value Proposition.....	16
1.8 Revenue Stream.....	17
1.9 Business Model Canvas.....	18
1.10 Problem Statement.....	18
Chapter 2. External Environment Analysis.....	21
2.1 Approach For Competitors Selection.....	21
2.2 Approach For Categories Selection.....	22
2.3 Competitors Comparison By Categories.....	24
2.4 State Regulations.....	29
2.5 Market Size.....	34
Chapter 3. Internal Environment Analysis.....	36
3.1 Vrio.....	36
3.2 Swot.....	39

3.3 Financial Performance Summary.....	42
Chapter 4. Platform Design & Strategic Recommendations.....	43
4.1 Market Overview.....	43
4.2 Platform Description.....	47
4.3 Pricing Strategy.....	49
4.4 Marketing Strategy.....	50
Chapter 5. Implementation Plan & Cost Structure.....	57
5.1 Initial Cost.....	57
5.2 Human Capital Contribution Price.....	62
5.3 Operational Cost.....	63
5.4 Marketing Cost.....	64
5.5 Grants.....	65
5.6 Risk Analysis.....	67
5.7 Implementation Roadmap.....	71
Chapter 6. Financial Model & Investment Rationale.....	72
6.1 Methodology.....	72
6.2 Financial Model Assumptions.....	73
6.3 Revenue Forecast.....	73
6.4 Cost Structure And Investment Requirement.....	74
6.5 Investment Rationale.....	74
6.6 Unit Economics.....	75
6.7 Sensitivity Analysis.....	75

6.8 Opportunity Cost: Offline Expansion Alternative.....	76
Conclusion.....	78
Works Cited.....	79
Appendix A.....	82
Appendix B.....	84
Appendix C.....	87
Appendix D.....	90
Appendix E.....	93
Appendix F.....	94

Abstract

This business project concerns the design and financial justification of developing a digital learning platform for Inclusive Friendly – a Ukrainian social enterprise that has been delivering behaviour-oriented and accessibility training, starting from 2016. The main task of the project is to determine whether such a solution will be a financially and operationally justified response to the organisation's current growth constraints. Moreover, it is discussed what the platform should look like in order to preserve values and competitive advantages of the organisation.

The organisation's vision is a society in which inclusive and barrier-free environment is the norm and no longer requires special training, meaning a society in which the need for Inclusive Friendly itself disappears. Profit, meanwhile, funds the work of NGO "Vidchuy" ["Відчуй"], which rehabilitates children with hearing impairments. This is what makes the vision and financial sustainability inseparable, as scale determines how much of the underlying problem the organisation can address.

The problem comes down to a mismatch between what the market needs and what organisation can provide. Inclusive Friendly holds a primary position in the Ukrainian market, as no competitor offers a comparable integrated B2B service, combining at once corporate training, accessibility audits, sign language interpretation, regulatory consulting and barrier-free events support. Though, the organisation has hit the wall. Services are currently delivered exclusively offline by a small team of senior trainers, who are able to give roughly 10% of their working hours to the initiative. This resulted in only 15-16 projects per year for three consecutive years. That volume is in no way proportional to the demand generated by Ukraine's growing population of people with disabilities, as well as the National Barrier-Free Strategy alongside with newcoming inclusion requirements in banking, education, healthcare and post-war reconstruction.

The analysis was organised across six chapters, which cover strategic contexts, external and internal environment, platform design and marketing, implementation plan and risk management, as well as finally supporting financial models to validate the investment rationale of such a solution. The central argument of the project is that digitalisation is not simply one of the growth options, but the only mechanism through which the organisation's vision can be carried at the scale the Ukrainian war-torn context now demands.

List Of Abbreviations

IF - Inclusive Friendly

B2B - Business to Business

LMS - Learning Management System

TAM - Total Addressable Market

SAM - Serviceable Addressable Market

SOM - Serviceable Obtainable Market

VRIO - Value, Rarity, Imitability, Organization

SWOT - Strengths, Weaknesses, Opportunities, Threats

HR - Human Resources

L&D - Learning & Development

ESG - Environmental, Social, Governance

DEI - Diversity, Equity and Inclusion

GESI - Gender Equality and Social Inclusion

HoReCa - Hotel, Restaurant, Café

MVP - Minimum Viable Product

CAC - Customer Acquisition Cost

SEO - Search Engine Optimization

SMM - Social Media Management

PR - Public Relations

NGO - Non-Governmental Organization

CSO - Civil Society Organization

NBU - National Bank of Ukraine

DSNS - State Emergency Service of Ukraine

UNDP - United Nations Development Programme

UNICEF - United Nations International Children's Emergency Fund

CAPEX - Capital Expenditure

CAGR - Compound Annual Growth Rate

UAH - Ukrainian Hryvnia

PDF - Portable Document Format

IT - Information Technology

ToR - Terms of Reference

EdTech - Educational Technology

NPV - Net Present Value

IRR - Internal Rate of Return

CAPM - Capital Asset Pricing Model

ERP - Equity Risk Premium

CRP - Country Risk Premium

FCF - Free Cash Flow

Chapter I. Analytical Findings & Strategic Context

1.1 Organization Description

Inclusive Friendly is a social enterprise that provides comprehensive services for the development of an inclusive environment in Ukraine. All net profits generated are now used as further donations to rehabilitate children with hearing impairments at the NGO "Vidchui" ["Відчуй"] center.

It is a team of experts and trainers who provide offline educational training and consulting services focused on implementing inclusive solutions for businesses and institutions. At the same time, the organization maintains a digital presence through its official website, which serves as an informational and communication channel for presenting services, sharing educational content and facilitating initial contact with clients and partners.

The organization's team consists of eight trainers, ten sign language interpreters and one program coordinator. The structure includes a CEO, which is a cofounder, a senior trainer-methodologist, senior and junior trainers, interns, a sign language interpretation coordinator and the interpreter team. Digital infrastructure currently plays a supporting role in service delivery, with most training and consulting activities conducted offline.

The team currently holds a leading position in the market, driven by a strong client base, a well-established reputation built through long-term relationships since 2016 and the absence of competitors offering comprehensive, practice-oriented B2B corporate training programs. Key clients include Oschadbank, DTEK, Ukrgasbank, UNICEF and the State Emergency Service of Ukraine (DSNS). In 2025, the company served 15 clients, with an average order value of 82,740 UAH.

Operations are primarily concentrated in Kyiv, with occasional projects in Lviv and Odesa. This geographic focus is driven by the team being based in the capital city, as well as the increased costs for clients associated with transporting trainers to other cities.

1.2 Overview Of Services Provided:

- Lecture about people, inclusion and accessibility - an online lecture on diversity, inclusion and accessibility in modern society. The format introduces basic concepts, practical examples and an understanding of how to create a barrier-free environment in organisations.
- Online course script for an internal training portal. Development of a script for an animated training course based on the Inclusive Friendly Basic program. The service includes methodological support and consulting for the team creating the course at all stages of its development, from structure to content.
- Inclusive Friendly Short / Basic - Practical training for teams aimed at developing inclusive interaction skills. Suitable for: managers and decision-makers; HR specialists; employees who work with clients; teams in general. The format combines theory and practical case studies adapted to real work situations.
- Training in basic Ukrainian sign language. The course is aimed at developing basic communication skills with people who use sign language. Participants learn: basic vocabulary; correct interaction with customers; how to respond to typical communication situations.
- Determining the Inclusiveness Index - comprehensive assessment of the accessibility level of a company or space. It involves analysing the physical environment, services and communications, as well as preparing recommendations for improving inclusivity and accessibility for people with disabilities.
- Consulting on the development of a regulatory framework. Support in creating or improving internal policies, instructions, and standards that ensure sustainable inclusive practices within the organisation. The format of work involves joint discussions with the team and management.

- Support for accessibility events. Professional support for events with a focus on accessibility, including: expert support on location; analysis of communication materials; advice on adapting the space; organisation of sign language interpretation
- Organisation of training and educational projects. Development and implementation of educational events aimed at fostering an inclusive culture within the organisation. The format includes practical exercises, interactive sessions, and work with real cases.
- Online sign language interpretation. Remote real-time interpretation of events for participants who use sign language.
- Post-production of video materials. Adaptation of video content for people with hearing impairments, including: adding subtitles; inserting a window with sign language interpretation; preparing materials for publication on platforms.

1.3 Organization History

Inclusive Friendly was established in 2016 as a response to the systemic barriers faced by people with disabilities in public and service - oriented spaces in Ukraine. The initiative originated from a public incident that occurred in February 2016, when Roman, a refugee from the Donbas region and a person with cerebral palsy, was denied service in a cafe in Lviv while waiting for a journalist. This case received public attention and revealed a broader lack of awareness and preparedness among service providers regarding inclusive practices.

In April 2016 a group of experts united to develop an educational course aimed at cafes and restaurants, focusing on proper communication and interaction with people with disabilities. The objective of this initiative was to improve service quality and promote inclusive behaviour within the hospitality sector.

The first training session was conducted in May 2016. Ten HoReCa enterprises participated in the program and twenty employees completed training on inclusive service standards. Upon

completion, participants then have received the “Inclusive Friendly” status, confirming their readiness to provide accessible and respectful services to customers with disabilities.

In September 2016, the organization had managed to attract its first institutional clients. In particular, the National Bank of Ukraine expressed interest in conducting training sessions on Gender Equality and Social Inclusion (GESI) principles for its employees. During this period, more firms started reaching out to the initiative, looking for advice on enhancing accessibility and inclusivity within their processes. This was a clear indication that the pilot initiative had moved to become a service provider.

In 2018, the organization has expanded its scope of activities. On the basis of practical experience and client needs, several new directions were introduced to the service list, such as sign language interpretation, accessibility support for events and web accessibility consulting. The growing range of services and the expansion of the partner network resulted in the formal structuring of Inclusive Friendly as a social enterprise. This transition allowed the organization to combine commercial activities with a strong social mission, laying the foundation for further development and diversification of services.

1.4 Mission

To promote the creation of a barrier-free environment in Ukraine and around the world through the development of inclusive practices and a culture of interaction with people with disabilities.

1.5 Vision

A society in which inclusive interaction is the norm and does not require external explanations or special training - that is, the need for Inclusive Friendly activities disappears because discriminatory practices have been overcome.

1.6 Customer Segmentation

The customer segmentation presented below was developed through qualitative research, specifically in-depth interviews with the organization's founder and a senior trainer (see Table 1). This combination of strategic and operational perspectives provided a grounded basis for identifying key client groups and informed the platform's service structure, functionality, monetisation and pricing logic.

Table 1. Customer Segmentation of Inclusive Friendly's B2B Client Base. Compiled by the authors.

	Small and medium private companies	Companies with an internal inclusion / culture strategy	Public and semi-public institutions
Who are they:	- Bars, venues, small and medium service businesses - Privately owned companies - Owner-led structure	- Large companies - International or Ukrainian corporations - Teams that already have a culture or inclusion strategy	- CNAPs - Educational institutions - Government or semi-government organizations - Organizations working with international donors
Typical decision-makers	- Business owner - Operations manager	- HR	- Institution representative responsible for

		- Diversity & Inclusion manager - Manager responsible for culture and internal processes - Initiative middle manager	inclusion implementation
Their role and key jobs	- Make final decisions regarding service and operations - Ensure high-quality customer experience - Set standards for staff behavior - Protect business reputation	- Initiate the training within the company - Select high-quality external trainers - Deliver structured company-wide initiatives - Manage long-term development processes	- Participate in grant-funded or donor-driven initiatives - Implement required inclusion or accessibility activities - Ensure compliance with accessibility and inclusion standards
Motivations and expected outcomes	- High quality of service - Strong reputation	- Demonstrate real value - Improve level of culture within team	- Grant requirements - Donor expectations

	- Proper behaviour of staff towards all clients - Avoiding scandals and reputational risks - Appear professional and competent in the eyes of management	- Successfully handle assigned responsibility - Receive appreciation from team - Alignment with internal policies and values	- Compliance with accessibility or inclusion standards - Successful completion of required activities
Pains	- Conflicts with clients due to improper staff behaviour - Reputational risks - Inconsistent staff decision-making	- Risk that training is perceived as useless - Pressure to demonstrate measurable value - Internal resistance - One-off activities without impact - Challenges of scale and turnover	- Strict donor requirements - Limited flexibility - Focus on formal compliance rather than long-term impact

Representative examples	Saint Bar in Kyiv	Deloitte; Arterium Corporation; Upstars; DTEK; Unilever; PUMB; UKRGASBANK; Bukovel	Schools in Makariv; Ministry of Internal Affairs; State Emergency Service; UNDP
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During in-depth interviews conducted with the team, not only the current clients were identified and discussed, but also who has the highest potential to become a client and who will not.

The team sees strong potential and real demand from companies with 10,000+ employees, however, at this stage there are logical constraints related to team capacity, logistics and the amount of time required to train each employee. Another limiting factor is staff turnover and the difficulty of maintaining a consistently inclusive culture within large organizations.

At the same time, the team sees strong future potential in working with foreign brands or Ukrainian companies with offices abroad. The Ukrainian experience in inclusion is seen as unique and valuable and therefore exportable. There is clear international interest in practical inclusion, not theory. In real-life implementation rather than declarative policies.

The audience that does not represent a target segment for Inclusive Friendly includes businesses that demonstrate resistance to organizational or cultural change; companies that approach inclusion as a formal requirement rather than a sincere and meaningful practice; organizations whose actions are driven primarily by regulatory pressure than internal motivations to become a better environment.

1.7 Value Proposition

Inclusive Friendly delivers evidence-based inclusion and accessibility training that produces measurable behavioural change within client organisations. Client-facing staff and internal teams demonstrated a service quality improvement from 72 to 95 points following programme completion, alongside a net promoter score growth from 15 to 20 and a 95% short-term staff compliance rate with inclusive service standards – outcomes validated through independent mystery shopper assessment. While competitors are offering isolated training modules, Inclusive Friendly provides an integrated end-to-end solution combining corporate training, consulting, accessibility assessment and implementation support, thus ensuring that the organization undergoing the process of studying realizes genuine cultural transformation and not mere regulatory compliance.

1.8 Revenue Stream

The revenue of IF is generated by two streams: training, as core services and other complementary ones.

The financial analysis for the period 2023-2025 showcases that training services, which require offline presence only, continue to remain dominant (see Table 2). A structural shift occurred in 2025, when revenue from complementary services almost equaled the revenue from training. It has motivated the team to go towards diversification of services and also emphasized the significance of avoiding dependency on offline services alone.

Table 2. Revenue Breakdown by Service Type, 2023–2025. Compiled by the authors.

Service Revenue	2023	2024	2025	2023, share %	2024, share %	2025 share, %
Trainings, UAH	438 200	795 400	646 300	99,22%	90,99%	52,25%

Complementary services, UAH	7 930	78 720	590 750	1,78%	9,01%	47,75%
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1.9 Business Model Canvas

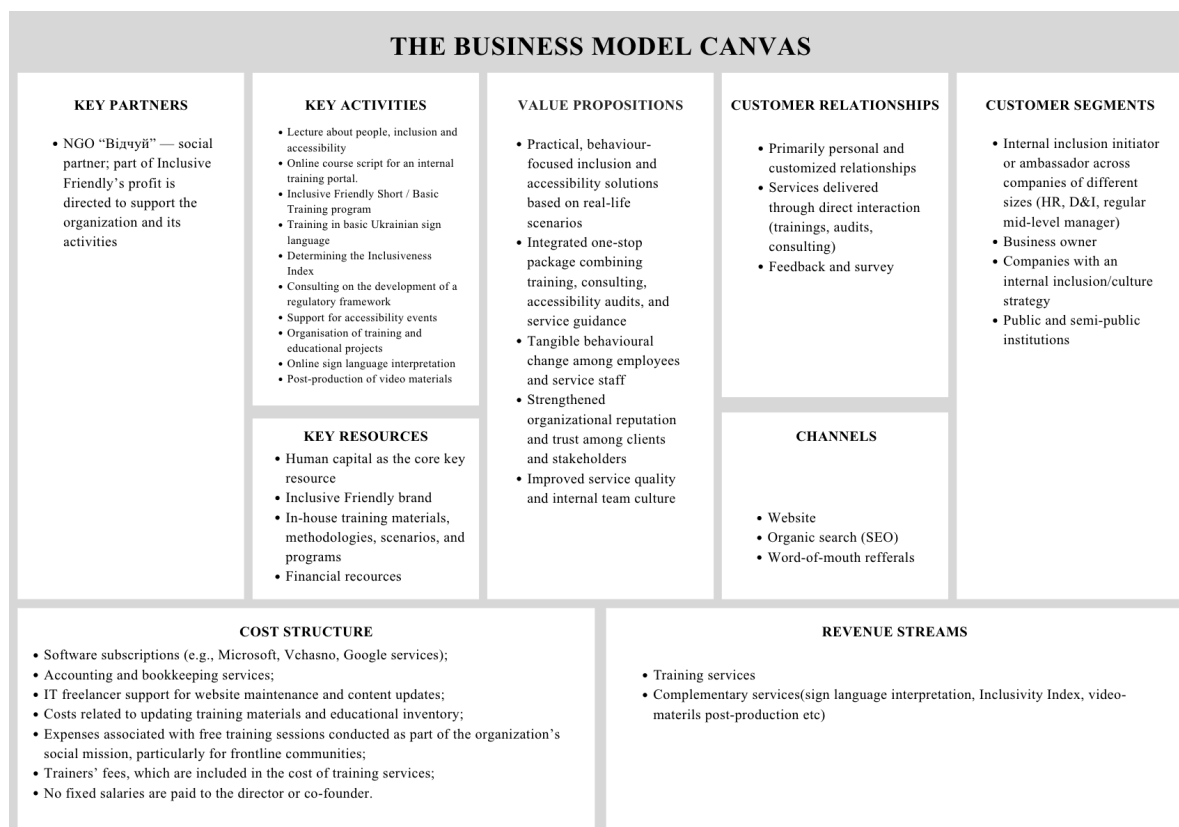


Figure 1. Business Model Canvas

1.10 Problem Statement

Analysis of the existing operational model

The current operational model of the organization is primarily based on manual processes and requires a high level of physical presence. Service delivery is structured around two key components: client management and service provision. Client management as for now includes receiving requests through calls or website applications, adapting training programs to the needs of clients and

coordination of trainers, logistics, schedules. Service provision involves on site organization of activities, management of training locations, delivery services, feedback collection and outcomes monitoring.

Bottleneck of the existing model

1. Capacity ceiling of the offline delivering model. Having examined the company's operational data, it became clear that there is a structural capacity associated with this model, meaning that it cannot be scaled any further regardless of market conditions. Every training session requires around 4 facilitators and theoretically each facilitator is capable of conducting up to 100 sessions in one year, which results in 250 sessions per year overall. Thus, in reality the company now conducts only around 15-16 sessions per year within the last three years.

Worth noting, that the current staff are engaged to the project at 10 percent of their total working hours, as each of them have regular full-time jobs. This model of such a little at first glance engagement is intentional and necessary, as the organization recognizes the need to have professionals who are still actively working with people with disabilities in their regular professions to ensure that their skills remain relevant and practical. Organization philosophy about the quality states that making them full-time employees may lead to burnout and the loss of the practical knowledge that makes the training delivered by IF so effective.

An expansion of the staff through new hires was also analyzed. According to internal data collected from the team, such an expansion could be cost-effective on its own. Nevertheless, it would concurrently bring about multiple issues, including the prolongation of the timeline for delivering services, logistical expenses related to traveling across the country and staying there, as well as heavy coordination efforts. Considering the current state of the Ukrainian job market and the specialization of professionals sought after, recruiting qualified candidates would take considerable time and effort.

2. Scalability constraints and unmet market demand. Even after the potential increase in the number of people in the team, the traditional model will not be able to handle the demands created by the regulatory landscape and the marketplace conditions. In order to provide service for one firm that employs more than 10,000 people, it would take roughly 1.5 years using the current approach to deliver service. This is a time period that is neither commercially nor operationally feasible.

3. Financial sustainability and vision alignment. The organisation aims to generate revenues of about USD 36,000 and more, a benchmark that needs to be achieved before transferring higher amounts to NGO "Vidchui" ["Відчуй"] and enabling the employment of at least three professionals engaged in the rehabilitation of children with deaf impairments. On the other hand, the vision of the organisation – that is, establishing an inclusive society where interaction is naturally achieved without any additional learning – requires a broader, more accessible educational framework than one based on single, contract-based engagements.

4. High marginal cost and limited reach. Each additional training in the existing setup is accompanied by high variable costs such as preparation time for the trainers, travel expenses, accommodation expenses, and coordination efforts. As the number of units increases, there are no savings in the cost incurred, meaning that the increase in income must be matched by the corresponding increase in expenditure.

Proposed solution

The abovementioned structural limitation pointed out one solution for us: the development of an online learning platform.

An online platform completely changes the cost and scalability pace of service delivery. After investing in the development of the platform, the cost of educating each additional student starts approaching zero. While an organization needs 1.5 years to train a 10,000-person organization, the

same company can be trained using an online platform at its own pace, without creating growth in operational burden of the IF.

It is also expected to eliminate the geographical limitation of its current operation in Kyiv, with an exception for Lviv and Odesa. The ability to scale across the country or even internationally becomes possible without increasing delivery expenses. It opens up opportunities for new markets that cannot be accessed by the offline business model.

Along with scaling, Inclusive Friendly will collect anonymous data about the behavior of its customers, their deficiencies and industry-specific characteristics. The information may then turn into a strategic asset of the company - a unique competitive advantage that a competitor entering the market later can hardly replicate.

The regulatory climate is another important factor. Compliance requirements that are being imposed upon Ukrainian companies are growing. The growing need for a procurement of an accessible solution can be met only by a scalable digital product.

This capstone project provides both the recommendations for the implementation steps and economic justification of the development of this digital educational platform.

Chapter 2. External Environment Analysis

2.1 Approach For Competitors Selection

Based on publicly available resources and desk research, 6 organizations operating in the field of inclusion-related training and educational services were identified and analysed as potential competitors within the market.

- Word Craft
- POG (Tsentr Sotsialnoho Biznesu) [Centre for Social Business]

- Dostupno.UA
- Fight For Right
- Bachyty Sertsem [“See with the Heart”]
- NGO "Mozhlyvosti dlia Kozhoho" [NGO "Opportunities for Everyone"]

2.2 Approach For Categories Selection

Based on the services provided by the identified competitors, 9 service categories were selected for further comparative analysis (see Table 3).

Table 3. Service Categories in the field. Compiled by the authors.

Category	Description / Activities / Services offered by the competitors
1. Sign language interpretation and accessible media services	Provision of sign language interpretation services in online and offline formats; interpretation during public events, conferences and training; video production with embedded sign language; accessible media support for organizations and institutions.
2. Content adaptation and accessibility services	Adaptation of written and audiovisual content into accessible formats; subtitling; simplification of texts; adaptation of educational materials; development of accessible digital content for websites and social media.
3. Educational programs and corporate training	Delivery of inclusion-focused educational programs; corporate inclusivity training; workshops for staff and

	management; awareness-raising sessions; structured long-term training programs; sector-specific inclusion training.
4. Accessibility audits and system-level consulting	Accessibility audits of physical spaces and digital environments; consulting services for organizations; development of inclusion strategies; implementation support; system-level advisory services for embedding accessibility standards.
5. Inclusive event organization	Organization of inclusive public and corporate events; ensuring accessibility of venues; provision of interpretation and adapted materials; coordination of accessible communication formats.
6. Legal advocacy and rights protection	Legal support for people with disabilities; advocacy campaigns; representation in legal matters; promotion of disability rights; policy-level engagement.
7. Employment support	Support in employment and job placement for people with disabilities; cooperation with employers; career guidance; workplace adaptation consulting; inclusive recruitment initiatives.
8. Digital inclusion tools and assessment instruments	Development of digital platforms related to accessibility; inclusion assessment tools; inclusion index methodologies; monitoring and evaluation tools; digital self-assessment

	instruments for organizations.
9. Direct support services for people with disabilities	Direct assistance programs; social support initiatives; community-based inclusion projects; empowerment programs for individuals with disabilities.

2.3 Competitors Comparison By Categories (see Table 4).

Table 4. Competitive Comparison of Inclusion-Focused Organizations by Service Category.

Compiled by the authors.

Category	Inclusive Friendly	Word Craft	POG (Центр Соціального Бізнесу)	Dostupno .UA	Fight For Right	Бачити Серцем	Можливо для кожного	Edera course “ Інклюзивне лідерство”
1. Sign language interpretation and accessible media services	✓	✓	✓	✗	✗	✗	✗	✗

2. Content adaptation and accessibility services	✓	✓	✓	✗	✗	✗	✗	✗
3. Educational programs and corporate training	✓	✗	✓	✗	✗	✓	✓	✗
4. Accessibility audits and system-level consulting	✓	✓	✗	✓	✗	✗	✗	✗
5. Inclusive event organization	✓	✗	✓	✗	✗	✓	✓	✗
6. Legal advocacy and rights	✗	✗	✗	✗	✓	✓	✗	✗

protection								
7. Employment support	✗	✗	✗	✗	✗	✗	✗	✓
8. Digital inclusion solutions and assessment instrument	~	✓	✓	✓	✗	✗	✗	✓
9. Direct support services for people with disabilities	✗	✓	✓	✓	✓	✓	✓	✓

legend: ✓ Present / Strong ~ In development ✗ Absent

According to the comparison table, just three organizations and one course (Inclusive Friendly, WordCraft, and POG (Social Business Center), Edra course) include digital elements in their offerings (e.g., remote sign language interpretation, adapting digital videos and creating inclusively-designed

video content, 10 free lectures on inclusive leadership) as a way of providing basic digital solutions within their business models. The types of digital solutions offered also differ greatly.

For example, WordCraft views digital formats as just another way to provide individualized services (e.g., online translation and adaptation), and WordCraft does not view their digital formats as a system outside of the platform they create for individual customer services (i.e., individualizing the use of each digital format). POG has a more substantive example of digital solutions (in addition to remote sign language interpretation, they also provide live video streaming and create video course content as well as digital educational content) that represent an attempt to create an integrated whole but are presently treated as separate activities or components in the organization.

The uniqueness of Inclusive Friendly can be found in its high level of digital integration: apart from online services and content adaptation, the organization relies heavily on digital tools, training methods, and inclusive indexing, which creates a basis for scaling through a single online platform. Hence, Inclusive Friendly not only integrates digital technologies into its service provision, but also implements training, consultancy, and system work within organizations, thus gaining an obvious competitive edge. These results support the value proposition described earlier in this analysis, suggesting that the lack of an integrated and practical solution on the part of existing players means that Inclusive Friendly holds a unique market niche.

However, while the previous competitive analysis was conducted on the example of Ukrainian non-profit and civic organizations working in the inclusion space, the complete evaluation of the competitive environment for Inclusive Friendly's suggested digital platform should include another dimension. Since the organization is aiming at the establishment of a scalable online solution, it finds itself in a completely new segment of the market – digital learning platforms with content related to inclusion, where the nature of competition differs substantially from the offline sector.

To that end, two digital platforms are identified as the most relevant benchmark competitors: Дія.Освіта (Diia.Education), a Ukrainian state-backed national edutainment platform operated by the

Ministry of Digital Transformation, and Udemy, a global commercial online learning marketplace.

Although neither platform focuses exclusively on disability inclusion or corporate culture change, both offer publicly accessible digital courses on barrier-free practices, diversity, equity, and inclusion (DEI), and inclusive leadership – thereby creating a degree of content-level competition with the platform Inclusive Friendly aims to build. The following table presents a comparative analysis across four key dimensions: platform access and model, content and curriculum, digital platform features, and competitive positioning (see Table 5).

Table 5. Comparative Analysis of Digital Learning Platforms: Inclusive Friendly, Diia.Education, and Udemy. Compiled by the authors.

Category	Inclusive friendly	Дія.Освіта	Udemy
Type of platform	Digital platform	Government edutainment platform	Global commercial online learning marketplace
Pricing model	Paid (B2B corporate)	Free (state-funded)	Paid per course / subscription
Target audience	Businesses and organizations	General public, businesses	Global (individuals, HR, managers)
Focus area	Disability inclusion and corporate culture change	Barrier-free literacy, digital inclusion, accessibility	DEI (Diversity, Equity and Inclusion) broadly - bias, culture, leadership
Number of inclusion-	Comprehensive	12 barrier-free /	100+ DEI related

related courses	programme	inclusion courses	courses
Practical tools and assessment	✓	~	✓
Certificate upon completion	✓	✓	✓
Inclusive tool assessment	✓	✗	✗
Ukraine specific context	✓	✓	✗
Expert consulting and training combo	✓	✗	✗
Customizable / tailored content	✓	✗	~

legend: ✓ Present / Strong ~ Partial / In development ✗ Absent

2.4 State Regulations

The unprovoked armed aggression of Russia against Ukraine has alerted already long-lasting barriers and created new challenges for people with disabilities stronger than ever before. The destruction of critical infrastructure, a sharp rise in combat-related injuries among both military personnel and civilians had significantly complicated the access to basic services for hundreds of

thousands of citizens. This tendency has also exposed long-lasting systematic gaps in accessible infrastructure, deficiencies in inclusive service provision and the broader lack of preparedness of organizations and society in general to interact with people with disabilities. Therefore, the external environment facing IF is shaped by two forces: a rapidly growing addressable market due to demographic changes, as well as expanding regulatory frameworks, that create demand for inclusivity training, driven by emerging compliance requirements. Both of the forces will be regarded below.

Statistical overview

According to the databases provided by the State Statistics Service of Ukraine, as of January 1 2021 Ukraine numbered 2.703 million persons with disabilities, including 163,900 children. (State Statistics Service of Ukraine). By September 2023, a year into full-scale war, this figure had grown by approximately 300,000, reaching 3 million. The trend is continuing to accelerate, as the number of veterans with war-related disabilities rose from 103,491 in 2023 to 121,484 in 2025, representing a 17% increase over three years. Considering another social group, the number of pensioners with disabilities across all groups similarly increased by 7% over the same period, reaching 2,418,874 in 2025. Among internally displaced households, 23% include at least one person with disabilities, according to estimates by the International Organization for Migration.

Public attitudes toward people with disabilities are broadly positive, as 83% of citizens perceive barrier-free accessibility as a new societal value, 87% consider people with disabilities to be full members of society and 90% support embedding accessibility into post-war reconstruction. Having mentioned that, inclusion remains limited in practice. Only 50% of respondents report regularly encountering people with disabilities in everyday life. 2023 data monitoring of regional administrations confirm the gap: 49,5% of physical environments and services are classified as fully inaccessible, 32,1% as partially accessible and only 22,0% as barrier-free. (*see fig. 1–4*)

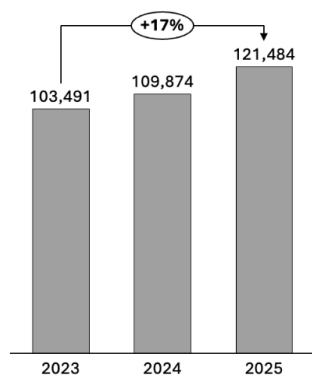


Figure 1. Number of veterans with war-related disabilities in Ukraine, 2023–2025; State Statistics Service of Ukraine. Statistical data on persons with disabilities and infrastructure accessibility in Ukraine. Received by Sofia Serhiichuk, 27 Jan. 2026. Request No. 3III/C-58-26.

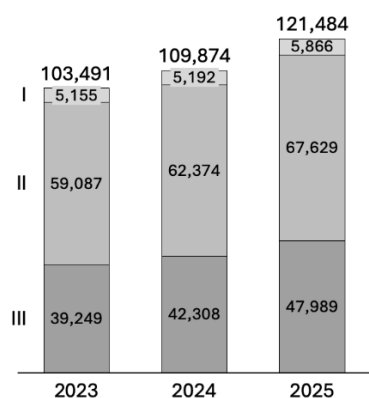


Figure 2. Distribution of veterans with war-related disabilities by disability group; State Statistics Service of Ukraine. Statistical data on persons with disabilities and infrastructure accessibility in Ukraine. Received by Sofia Serhiichuk, 27 Jan. 2026. Request No. 3III/C-58-26.

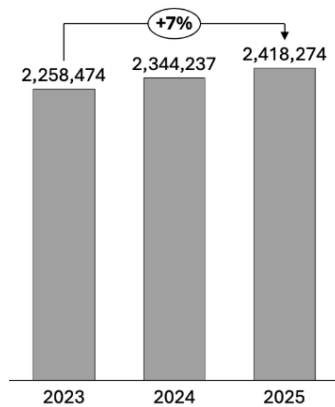


Figure 3. Number of pensioners with disabilities across all groups; State Statistics Service of Ukraine. Statistical data on persons with disabilities and infrastructure accessibility in Ukraine. Received by Sofiia Serhiichuk, 27 Jan. 2026. Request No. 3III/C-58-26.

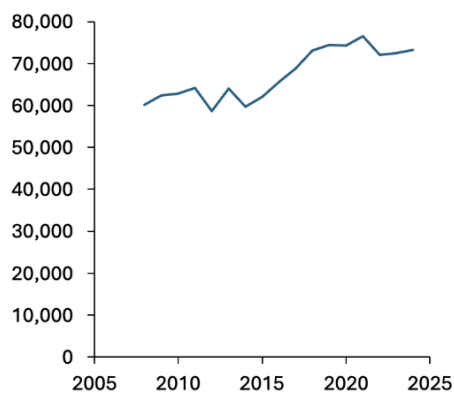


Figure 4. Number of students with disabilities in secondary schools; State Statistics Service of Ukraine. Statistical data on persons with disabilities and infrastructure accessibility in Ukraine. Received by Sofiia Serhiichuk, 27 Jan. 2026. Request No. 3III/C-58-26.

Sectoral accessibility gap

The most severe accessibility deficits are observed in postal services and banking, with the highest shares of facilities are classified as fully inaccessible, indicating a systemic and long-lasting failure in access to basic everyday services. Fuel stations and pharmacies present relatively better outcomes, though even these sectors include 43-50% of facilities classified as barriered. This pattern is considered to be directly relevant to IF's target client base. The data confirms that accessibility challenges are not sector-specific anomalies, but rather a structural problem, which requires systematic, large scale training solutions.

Regulatory background

The framework for accessibility and inclusion of Ukraine operates across three interconnected levels, such as a general constitutional and legal foundation, sector-specific operational requirements and a national strategic framework that shapes long-term policy direction.

General legal foundation

The law of Ukraine “On fundamentals of Social Protection of People with Disabilities” and the Law of Ukraine “On Education” together establish the obligation of the state, institutions and organizations to create conditions for inclusive access to services, education and public life. These laws are reinforced by the UN Convention on the Rights of People with Disabilities, ratified by Ukraine, which defines accessibility and inclusion as fundamental human rights rather than discretionary accommodations.

Sector-specific requirements

Regulatory obligations are also extended across multiple sectors that constitute IF’s core client base. The Ministry of Education and Science mandates inclusive resource centres and requires training of specialists in competencies for working with people with disabilities. The Ministry of Health sets standards for the accessibility of medical facilities and requires staff training in respectful interaction

with patients with disabilities. The ministry of Infrastructure governs accessibility requirements for public transport and mandates training of employees in assisting people with limited mobility. DBN V.2.2-40:2018 (“Inclusivness of Buildings and Structures”) establishes binding standards for all public buildings, covering covering physical access, sign language interpretation and audio information systems. The National Bank of Ukraine required that at least 50% of all branch subdivisions in each region ensure both physical and informational accessibility by March 31,2025, which makes up a direct CAPEX and training obligation for the financial sector, which also remains one the least accessible sectors by current data.

National Barrier-Free Strategy

The First Lady Olena Zelenska together with the team developed the National Barrier-Free Strategy, the overarching strategic document targeting a fully accessible Ukraine by 2030. The strategy defines accessibility across six dimensions - physical, educational, digital, informational, economic, social. The document frames staff training and cultural change as explicit policy priorities, not merely infrastructure obligations. This directly legitimises the type of behavioural and organisational training that IF delivers, positioning the organisation’s services as aligned with national policy objectives rather than supplementary to them.

Regulatory policy outlook: 2026 - 2030

Under this scenario, the development of principles of universal design might be included into quality standards for cities as part of post-war reconstruction and EU harmonization requirements. The banking sector would require broader requirements for the accessibility of its networks and new specialisations, such as “accessibility specialist,” could emerge in response to such demands. Under both scenarios, one thing is clear: the pressure on organisations to prove that they have adopted their

policies of inclusivity and diversity will be growing and therefore the need for comprehensive and evidence-based training will increase.

Conclusion of the section

The combination of rising disability rates, continuing problems related to accessibility and a regulatory environment that imposes increasingly demanding legislation creates a non-cyclical need for inclusion training based on structural factors. The reason why Ukrainian companies are now forced to invest in inclusivity training goes beyond mere ethics: they are faced with legislative obligations, industry-specific regulation and even the risk of losing reputation as an organisation with an inaccessible business environment. This context helps us understand why the digital platform recommended in this study makes sense in Ukraine today (State Statistics Service of Ukraine).

2.5 Market Size

The regulatory and demographic context described in Section 2.4 can be used to identify an actual market opportunity. To determine the scale of this opportunity, the TAM SAM SOM framework is applied. The analysis employs a bottom-up methodology, deriving estimates from verified data on the number of enterprises rather than top-down industry aggregates, which provides stronger empirical grounding for strategic recommendations.

TAM includes all organizations operating in Ukraine that theoretically require inclusion and accessibility training programs. Based on the State Register of Legal Entities and Individual Entrepreneurs, there were more than 2.6 million businesses in Ukraine in 2025. These businesses vary from multinational corporations to service providers like cafes, restaurants, medical clinics, and schools (State Statistics Service of Ukraine). Although many of these businesses do not have a budget for training, each organization represents a prospective customer for the training program.

The SAM defines the segment of the total market organisations that have the potential to purchase such training from an external provider, defined as having an internal HR or L&D

department, a compliance requirement, or an ESG-driven organisational agenda. There are three types of organisations in this category.

The first type is made up of large and medium-sized enterprises. According to the State Statistics Service of Ukraine (2023), there are 494 large enterprises (more than 250 employees) and 14,800 medium-sized enterprises (from 50 to 250 employees) in Ukraine. These companies have both capacity and budget to employ outside trainers (State Statistics Service of Ukraine).

The second category is the financial sector and is considered the most important sub-segment because of its regulatory obligation. As shown in Section 2.4, by the order of the National Bank of Ukraine all banks have to provide physical and informational accessibility in 50% of their branches by 1 January 2025, while non-bank financial institutions including insurance firms, credit unions and financial companies have to meet this obligation by 31 March 2025. It is a legal need which is not optional. At the moment there are 62 licensed banks and 65 insurance companies in Ukraine.

Taken together, the SAM amounts to approximately 15,500 organisations across Ukraine. It is important to note, however, that Inclusive Friendly's current offline delivery model introduces a geographic constraint that materially reduces the effective SAM. Operations are concentrated in Kyiv, with occasional projects in Lviv and Odesa, limiting the reachable market to the five largest cities. Under the current offline model, IF's geographic reach is limited to Kyiv and occasionally Lviv and Odesa, making the majority of the 15,500 organisations across Ukraine practically inaccessible. This geographic constraint constitutes the primary strategic rationale for the digital platform recommended in Chapter 4 of this study

The SOM is estimated at approximately 1,550 organisations, representing approximately 10% of the SAM organisations that remain unserved, based on internal market assessment (Inclusive Friendly, internal data).

To sum up, the above analysis confirms that structural and regulatory drivers behind demand in Ukraine remain largely unmet by existing digital solutions. Under the current offline model, IF's geographic reach covers only a fraction of the 15,500 organisations that constitute the national SAM. A digital platform removes this constraint entirely, transforming a locally-bound operation into a nationally scalable one and providing a measurable commercial basis for the platform investment.

Chapter 3. Internal Environment Analysis

3.1 Vrio

Table 6. VRIO Analysis of Inclusive Friendly's Key Resources. Compiled by the authors.

Resource	Valuable	Rare	Costly to Imitate	Organized to exploit	Competitive implications
1. Integrated end-to-end inclusion service offering	Yes	Yes	Yes	Partially	Unused competitive advantage
2. Human capital	Yes	Yes	Partial	Yes	Sustained advantage
3. Contact base	Yes	Yes	Partial	Yes	Sustained advantage

1. Inclusive Friendly offers a distinctive, comprehensive set of services on special etiquette, rules of service, support, and how to interact with people with disabilities.

“Inclusive Friendly” represents a range of different services, such as training, accessibility audits, sign language interpretation, regulatory consulting, event support, and post-production of inclusive video content into a single comprehensive offering. This integrated model is unique among competitors, as they typically operate in narrower service areas.

This scale creates direct value for clients by reducing coordination costs and ensuring the alignment of inclusion initiatives. This resource is difficult to replicate because it is based on interdependent factors: a multidisciplinary team of experts, a cross-sector client portfolio, long-term partnerships, and in-house methodologies developed since 2016.

Despite its strengths, this resource remains underutilized. Providing services exclusively in an offline format, reliance on the availability of trainers, and the lack of a digital product limit both scalability and geographic reach, leaving a significant portion of the market inaccessible under the current model.

2. Multidisciplinary and cross-functional human capital

Each member of the training team has the ability to conduct various modules within the program, making the training team highly flexible, minimizing dependency, and increasing efficiency. This cross-functional model is rare in the inclusion services market, as it requires years of interdisciplinary experience and simultaneous expertise across multiple inclusion domains. This process demands consistent efforts at skill building and trainer training, making it a process that takes time and not an instant one. The organization exploits this resource effectively by using project flexibility and team communication, although scalability remains limited by the actual number of team members.

3. Contact base (Established client and institutional partnership network)

Inclusive Friendly’s client base is their unique strength. It includes cross-industry scope that is rare among competitors: national financial institutions, energy companies, government agencies, the

HoReCa sector, and the IT sector. This network reduces customer acquisition costs, strengthens market credibility, and facilitates entry into new sectors through referrals and repeat business.

Building such a network requires long-term market presence, consistent service quality, and relational capital. While the structure of such a network can be partially replicated over time, the depth of IF's existing relationships and cross-sector reach gives it a sustained advantage in the near term.

Conclusion

The VRIO analysis shows that Inclusive Friendly has a strong resource base that supports its competitive position. The integrated comprehensive inclusion service offering is the company's core competency, as it is valuable, rare, and difficult to imitate. However, due to limited systematization and the lack of a scalable digital model, this advantage is not yet being fully exploited.

The organization's multidisciplinary human capital and well-established customer network further strengthen its market position by increasing flexibility, reliability, and operational efficiency. These resources provide sustained competitive advantages because they are valuable, rare, and organized to exploit, though they remain partially imitable over time.

Last, but not least, these resources also position Inclusive Friendly to transform its existing expertise into a scalable digital solution. Since comparable digital platforms are currently absent in the market, the organization is uniquely positioned to develop and implement such a solution by leveraging its accumulated knowledge, client relationships, and practical experience in the field of inclusion.

3.2 Swot

Table 7. SWOT Analysis of Inclusive Friendly. Compiled by the authors.

Strengths	Weaknesses
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- long-term operation since 2016 without the appearance of competitors offering a similar all-inclusive product - versatility of trainers: any team member can lead any module of the program - a unique combination of education, methodology and value component - extensive client portfolio (banks, government agencies, HoReCa, IT, municipal administrations) - comprehensive one-stop service package for accessibility and inclusion.	- limited number of trainers, making scaling impossible - lack of an online platform for large-scale learning - weak presence on social media - reliance on offline training methods that don't guarantee institutional knowledge preservation
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Opportunities	Threats
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- development of an online platform for scaling among bigger number of clients all over the country - scaling training without increasing the number of trainers - sale of intellectual property (scripts, videos, methodology) to companies - use of a variety of educational media, including talking heads, comics, animations, and videos - attracting partners or grant funding	- investing in and maintaining a dedicated digital platform may still be more expensive than using the current offline service delivery model - limited internal capabilities for implementing digital solutions - technical and infrastructure risks - loss of quality control during scaling - reputational risk related to certification
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The SWOT analysis demonstrates that Inclusive Friendly has a solid foundation for growth due to its long-term market presence, strong client portfolio, unique methodological approach, and versatile trainer team (See Table 7). Nevertheless, low capacity of the team, offline-based delivery model, and lack of a digital platform impose certain limitations on the scalability of operations.

The identified opportunities, particularly the development of an online platform and digital product formats create conditions for expanding reach without proportional growth in operational costs. At the same time, financial, technical and reputation-related risks associated with digitalization must be carefully managed.

Overall, the analysis confirms that digitalization can be defined as a strategically sound solution that ensures successful scaling.

A detailed analysis of key strategic risk scenarios related to competition on the market, appearance of a state-owned digital platform and risks related to quality losses while digitalizing the processes are provided in the Risk Analysis chapter.

3.3 Financial Performance Summary

Table 8. Inclusive Friendly Financial Performance Summary, 2023–2025. Compiled by the authors.

Metric	2023	2024	2025
Total Revenue, UAH	446 130	874 120	1 237 050
Total Cost, UAH	331 130	663 088	909 260
Operating Profit, UAH	115 000	211 032	327 790
Net Profit, UAH	92 575	169 880	263 870
Gross Margin, %	35,28%	34,13%	35,03%
Operating Margin, %	25,78%	24,14%	26,50%
Training revenue share, %	99,22%	90,99%	52,25%
Average Revenue per project, %	44 613	54 632	82 470

CAGR by revenue (2023-2025)	66.52%
CAGR by profit	68.83%

(2023-2025)	
CAGR by cost (2023-2025)	65.71%

The CAGR is strong, but it is driven mostly by non-core services. The training segment is reaching a capacity ceiling, which limits further growth and creates the need for a scalable digital platform (See Table 8).

Chapter 4. Platform Design & Strategic Recommendations

All analytical findings presented in Chapters 1 through 3 lead to a single strategic conclusion: Inclusive Friendly's current approach towards offline deliveries has reached a structural capacity ceiling that limits the organisation from responding to the scale of market demand. The combination of a growing disability population, expanding regulatory obligations and an uncontested digital market position creates a time-sensitive window of opportunity. As a consequence, the creation of a learning platform becomes the key strategy in this chapter. This chapter includes six main sections: an introduction into the market of existing EdTech solutions that served as a basis for creating the platform, a pricing strategy, fundraising options, marketing, budgeting, and risk assessment.

4.1 Market Overview

Taking into account an analysis of the current EdTech solutions, the following features have been selected and adapted for the upcoming platform. The chosen elements have been adjusted to fit the technical standards needed and to correspond with the general concept of the product.

The Strum platform demonstrates a strong focus on user engagement through data-driven feedback, structured content delivery and practical learning formats. The following aspects have been implemented:

- Performance tracking and peer comparison feature. The use of progress indicators, ratings and comparison between users is adapted into: individual progress tracking (completion percentage, test scores); results visibility within teams; aggregated statistics for corporate users. These features are implemented through the *User Dashboard* and *Corporate Dashboard*, ensuring consistency with the platform's B2B orientation.

- Practice-oriented learning format (expert and client discussions). The expert conversation format has been adapted into recorded discussions featuring former clients and industry practitioners. Such material is incorporated within the course units as essential video content, aimed at bridging the theoretical approach and its practical implementation.

- Structured content support and extended learning material. To enhance retention and facilitate easier navigation: each module includes concise PDF summaries of key points; additional articles and external resources are provided. These elements are integrated into the *Materials* section of each module, complementing the video-based content. (see fig. 5–10)

Language learning platforms provide well-established approaches to user engagement and intuitive course navigation. The following features are incorporated:

- Gamified learning path and progress visualization. The educational process is structured as a linear progression path, enabling users to monitor their current stage, completed modules and upcoming milestones. This functionality is integrated into the *User Dashboard* to enhance motivation through clear visual feedback on academic growth.

- Pre-lecture agenda for structured learning. To improve content clarity, each lesson is preceded by a concise agenda outlining key topics and learning objectives. This structural element is embedded within the video content to provide users with a clear roadmap of the instructional material.
- Split-screen content delivery format. During explanatory segments, the content is presented using a dual-screen approach: one side displays the lecturer; the other side presents key notes, visuals or core concepts. This format is implemented at the level of content production and enhances the clarity of complex material. (see fig. 11–13)

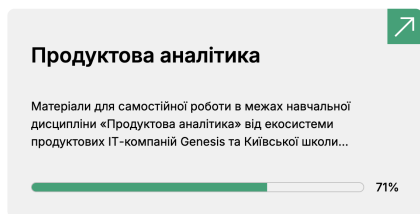


Figure 5. Progress tracking interface on the Strum learning platform; Strum Education, strum.education/uk/student/courses

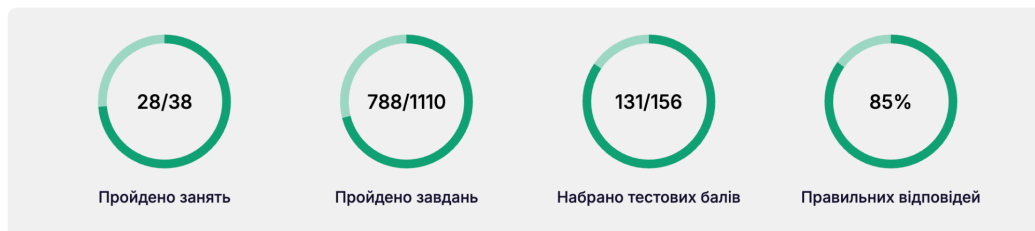


Figure 6. Course statistics display on the Strum learning platform; Strum Education, strum.education/uk/student/courses

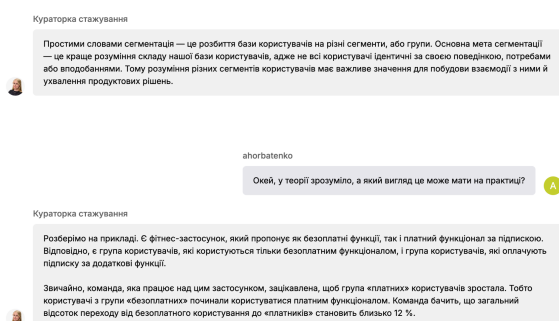


Figure 7. Expert conversation format on the Strum learning platform; Strum Education, strum.education/uk/student/courses

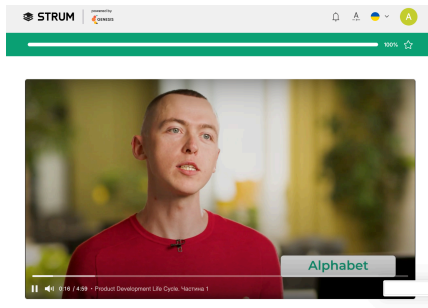


Figure 8. Expert video advice format on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses

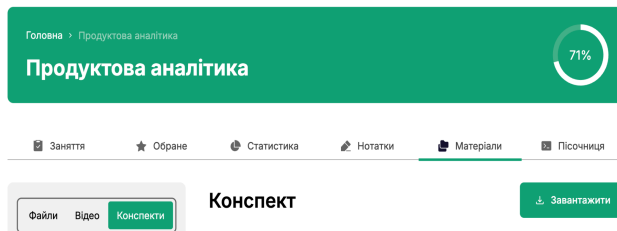


Figure 9. PDF summary module on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses.

Корисні матеріали та джерела

Почитати:

- [ТОП-50 найбільших IT-компаній України](#)
- [Dashboard of tech ecosystem of Ukraine](#)
- [Огляд IT-галузі від Львівського IT-кластеру](#)
- [Що варто знати нетехнічним фахівцям, які шукають роботу в продуктивній IT-компанії](#)
- [Ринок праці IT](#)
- [Скільки джуніорів взяли на роботу IT-компанії у 2023-му](#)
- [The Top 12 Reasons Startups Fail](#)

Figure 10. Additional sources section on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses



Figure 11. Progress visualization on the Strum learning platform; Strum Education, strum.education/uk/student/courses



Figure 12. Dual screen content delivery format demonstrating split-screen lecture presentation; Musique de Langue, musiquedelangue.com

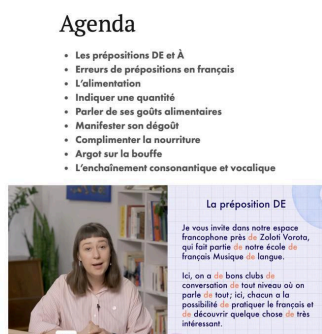


Figure 13. Pre-lecture agenda format for structured learning; *Musique de Langue*, musiquedelangue.com

4.2 Platform Description

The suggested platform is based on a modular LMS infrastructure that allows for flexible content delivery and efficient course administration. The proposed platform incorporates three main components: an information portal, an educational space, and a multi-tiered account management system.

The information portal is embodied by a multi-part landing page, which showcases the services provided by the platform, gathers information about potential customers from feedback forms, and provides for the first encounter between the client and the platform.

The educational material is presented via a set of courses, each of which consists of thematic modules. Each module allows for lessons in audiovisual format (video), written format (PDF), and custom visual elements such as illustrated case studies. In order to reduce the entrance barriers for users, a freemium strategy is employed – users receive access to one free introductory lecture and automatically advance to the full course after completing the qualifying test.

The assessment and control component features a test module that allows creating single-answer or multiple-answer tests, setting pass rates, and limiting the number of attempts. The next modules can be accessed only after successfully completing the previous parts of the course. To preserve academic integrity, the final examination is conducted in real time via video call, enabling direct identification of participants and supervised assessment.

This platform functions at three levels of users. Single users have access to their own dashboards with tracking. Company clients are provided with the tools that help them manage employee teams and track their progress. Administrators of the platform have full authority over the content, settings, and users. To protect user privacy, the platform applies role-based access control, ensuring that corporate performance data and personal learning records remain secure and are not visible across organizational boundaries. Content and visuals were produced in three production phases. Phase One included the production of a 60 minute 2D animation video of an explanatory video in full HD resolution, with dynamic infographics, character animations, and illustrations of "right behavior" and "wrong behavior" scenarios synchronized with voice recordings, and 40 cases of one to two-page illustrated graphics in PDF format. Phase Two included the shooting of video lectures of subject matter experts and ex-clients totaling six to seven hours of material, editing, and

synchronization with the graphic presentation. Phase Three included the integration of audio and animation, quality assurance for media files, and final rendering of the product in formats that comply with LMS uploading and playing specifications.

4.3 Pricing Strategy

Table 9. Digital Platform Pricing Structure by Client Segment. Compiled by the authors.

Segment	Client split assumption	Avg seats	Price Pro (UAH)	Price Base (UAH)
Individual	10%	1	—	1,500
Small team	65%	25	2,700	1,000
Medium team	20%	100	1,500	800
Large org	5%	500	1,000	500

The pricing strategy for the digital platform has been formed together with the Inclusive Friendly team, taking into account the current market price of the organization's offline training services (See Table 9). As of now, the average price of an offline training session is approximately 3000 UAH per participant.

As the digital format reduces operational costs related to trainers being on-site, logistics, and coordination, it was jointly decided to set the online course price at 50% of the offline training cost. This approach allows the platform to remain accessible for organizations while preserving the perceived value of the training.

Based on this principle, the individual price for the full online training program was set at 1500 UAH per participant.

To ensure that the platform can be used by various client types and facilitate large-scale training programs within companies, a pricing system based on volume discounts and package types was implemented. The pricing system is divided into two categories – number of seats acquired (single, small team, medium team, large organization) and the chosen package (Base or Pro). The Base package ensures one-year access to the material along with practical assignments, testing, and certifications. The Pro package offers all the features provided by the Base package, supplemented with consulting services and advice for implementing diversity in the workplace. The Pro package is only available for corporate customers since the additional benefits provided cannot be used by an individual buyer.

In order to guarantee that the chosen pricing strategy is reasonable and grounded, it became necessary to conduct research into similar platforms with their pricing for courses of similar topics. Attention was drawn especially to the platform of Udemy. It included consideration of the duration of the courses, the content and its practical orientation.

The analysis of existing courses on the platform indicated that most DEI-related offerings are largely focused on internal diversity policies, recruitment practices and bias awareness, rather than on practical interaction with clients or real-life service situations. In addition, these courses tend to be predominantly theoretical and concept-driven, with limited use of applied, case-based learning. They also lack adaptation to the local Ukrainian context, particularly in relation to wartime realities.

Despite these limitations, the courses are priced at a similar or even higher level, typically ranging from USD 20 to 54 for individual access, while offering less depth and much shorter learning duration. The comparison revealed a convincing argument for the validity of the proposed charges.

4.4 Marketing Strategy

To attract users to the Inclusive Friendly platform, as well as to broadly promote the organisation's services, a marketing strategy was developed to integrate digital presence tools and

building of brand awareness. Previously the team shared that there was no coordinated work with marketing channels, as everything relied solely on word of mouth. The team did not initiate any sales outreach on their end.

The basis of this strategy rests on the recognition that IF operates within the B2B segment, where decisions regarding any partnerships are not made impulsively, but are rather driven by trust, professional visibility, reputation and expertise, which can be seen and known. Taking this into account, the marketing strategy for the platform is not structured around aggressive acquisition through conventional for IT products targeting mechanisms, but rather around the consistent development of brand awareness, brand trust and a high-quality presence within the relevant information landscape.

Four primary directions for audience acquisition were identified within this strategy. The first one is the systematic setup and management of the company's social media presence. The second one includes paid promotion of selected posts on Instagram and Facebook. The third involves communication, public relations and brand management. The fourth is direct sales through a dedicated sales-manager.

Strategic rationale: Why conventional targeting was deprioritised

It is proposed that direct sales be prioritized over conventional Meta advertising. This approach differs from the traditional promotional model adopted by newly launched digital products, where the emphasis is frequently placed on paid advertising to reach solo customers' subscription or download. In the case of IF, such an approach is less effective due to discovering specific characteristics of the B2B segment.

Our platform's target audience consists of decision-makers, who are individuals, holding authority over procurement and partnership decisions within organizations, companies and institutions. This is a very narrow, highly specialized audience that is difficult to reach through broad-based advertising. Moreover, such an audience responds considerably more to brand reputation, professional

case studies, public presence, referrals and high-quality expert communication than to direct promotional messaging.

An additional rational reason for deprioritising broad targeted advertising as the primary acquisition tool is the complexity of operating within Meta's advertising policies when addressing socially sensitive and charitable subject matter. It has been discovered through open materials that advertising that relates in any way to social issues, inclusivity, people with disabilities or a charitable component frequently falls within the zones of heightened compliance scrutiny and moderation restrictions. This highly complicates campaign launches, as it may increase the risk of content being blocked or our audience outreach being limited. Proceeding from this, the decision was made to refrain from investing significant amounts of budget in large standalone advertising campaigns, but instead to adopt a more measured and economically rational approach, which is the paid amplification of existing organic posts.

Historical data, received from the organisation indicates that the average cost of a single training session over the past year has been 82,470 UAH. Client acquisition through paid digital advertising may prove economically inefficient, taking into account such a price point. In the B2B segment particularly when targeting decision-makers such as HR managers, D&I managers, C-level executives or business owners, advertising costs on platforms such as Meta increase significantly due to the need for highly specific and narrow audience configurations.

In order to verify this assumption, there were consultations with marketing specialists from Genesis. These experts confirmed that reaching relevant decision-makers through paid advertising on Meta may be both technically complex and financially inefficient, particularly operating in B2B services, which are usually characterized by a high average contract value and low purchase frequency. Based on their experience, the customer acquisition cost (CAC) in such cases may exceed USD 500 per client, which makes no benefit in applying compared to the average revenue generated by the project.

Direction one: Social media management

Within the SMM function, the primary objective is the high-quality “packaging” of IF’s social media pages, since the organization's current pages are empty and underdeveloped. This should extend beyond the production of regular content, but to encompass the formation of a coherent brand identity that is easily comprehensive to a business audience and capable of generating trust towards the team and their expertise. Social media should serve not as a direct sales channel, though this is not excluded, but rather as a vehicle for affirming expertise and maintaining professional presence. A potential client who receives a letter, message or referral should be able to easily examine the company’s social media page, its website, its case studies, its previous activities etc. Social media content should also showcase to them the allocation of profits to the NGO “Vidchuy”, so that IF’s activities are transparent and socially motivated. For this reason, SMM within this strategy is a foundational component of credibility. In the long-term perspective, this is precisely what drives an increase in inbound enquiries, as the brand becomes associated with not solely service offering but with value-driven and professional expertise.

Direction two: Paid amplification of organic posts

The second direction involves launch of systematic paid promotions of existing posts on newly created pages in Instagram and Facebook. This will be best employed not as a mass performance tool, but rather as a mechanism for amplifying the most relevant recent case studies, partnerships announcements, publications, initiatives and other significant informational occasions.

Direction three: Communication, PR and brand management

The third strategic direction involves communications, public relations and brand management. This component is created to establish platform's and organization's general public legitimacy and positioning as a credible and serious actor in the field of inclusivity.

In the early stages of the platform's development, it is recommended to ensure presence of IF in relevant Ukrainian business and socially significant media outlets through professional organic pitching. These might include Forbes Ukraine, The Village, Vector, Bazilik, AIN, Bukvy, Kyiv Post, Dou and RAU. The work with publications in mentioned outlets will reinforce the brand's positioning as a modern, professional and socially significant initiative, which operates at the intersection of business, education and social impact.

An additional communication approach may also involve the placement of advertising or partnership integrations within prominent Ukrainian Youtube projects whose audiences may include corporate clients or who make influence on the formation of opinion within the business community. Among the channels recommended are Radio KMBS, Ribas, Dia Business, U chomu vyklyk, SEO Club Ukraine, Pro podatky etc.

A crucial part in this direction is dedicated to the potential launch of cross-promotional partnerships with brands and establishments, whose values or positioning are aligned with IF. One particularly promising collaboration offered involves the "Pryvit" restaurant chain in Kyiv. Even at the level of naming, a natural communicative association emerges between the two brands, if taking into account ukrainian version of IF, which is "Інклюзивно Привітні". There is a strong foundation for joint informational campaigns, cross-promotional activations, partnership formats, thematic events or co-developed products. These kinds of initiatives are essentially valuable in the early stage of platform development, in order to enable the extension of audience reach, enforce brand recognition and embed

the topic of inclusivity to the urban spaces and business environments already familiar to the target audience.

The strategy also offers additional high-impact public initiatives that will closely align with the company's mission and vision. The possible initiative could be “gifted” or sponsored training, where large companies fund access to training programmes not only for their own employees but also for smaller organisations or public institutions, which usually lack the resources to self-finance development. This approach is expected to generate additional reputational value for the sponsoring business, while at the same time expand IF's social impact and audience reach. This is entirely consistent with IF's vision, which is oriented not only towards financial sustainability, but also towards long-term positive social transformation.

Another discovered promising area involves the launch of joint initiatives with Kyiv-based developers and property developers focused on inclusive urban infrastructure. For example, the company may initiate or facilitate the creation of inclusive routes within new or existing urban spaces where accessibility remains insufficient. Such cooperations with proper communication and high visibility function not only as public relations but as cross-promotion, enabling the brand to maintain a presence within a broader social context.

The inclusion of veterans as contributors to any abovementioned initiatives is also highly encouraged, given their firsthand experience of navigating environments with or without adequate accessibility. Their participation can strengthen communication through personal narratives and demonstrate why the importance of inclusivity is not an abstract concept and distant regulatory requirement but a real and pressing need for a significant and currently rising portion of the population.

Beyond digital channels, IF team would benefit from presence at offline events and spaces - festivals, conferences, markets or any other public-facing events, where the organisation can be

presented by the branded stand with interactive solutions. These formats offer two distinct opportunities at once. On the one hand, they create natural moments for business representatives to notice the organization, stop by, start a conversation and potentially commit to a training. On the other hand, offline events' presence open a direct line to a broader general audience through interactive educational materials, short awareness raising activities to fulfill the company's educational mission to the society at the same time.

Direction four: Sales manager

Given that IF operates within the B2B segment, direct outreach through dedicated sales communication is recommended to serve as the primary channel for prospective client acquisition. This involves the delivery of concise, professionally formulated, personalised messages that introduce IF's activities and invite the recipient to schedule a brief introductory call. This format is considered to serve more effectively than cold calling alone, taking into account the actual behavioral patterns of the B2B audience, such as high workload, limited availability, low readiness to engage with an unsolicited offer at the moment of an unexpected phone call.

Conclusion

The marketing strategy developed is based on the four mutually reinforcing directions: building a consistent digital presence, investing in reputations, partnerships, while maintaining a mindful and strategic work with client base cultivation and its continuous expansion. Unlike the conventional model of aggressive and wide digital promotion, it is recommended to invest in brand foundation and trust. This model is more realistic for the market in which IF operates and is better aligned with both the specific characteristics of its product and the broader vision of the organization.

Chapter 5. Implementation Plan & Cost Structure

5.1 Initial Cost

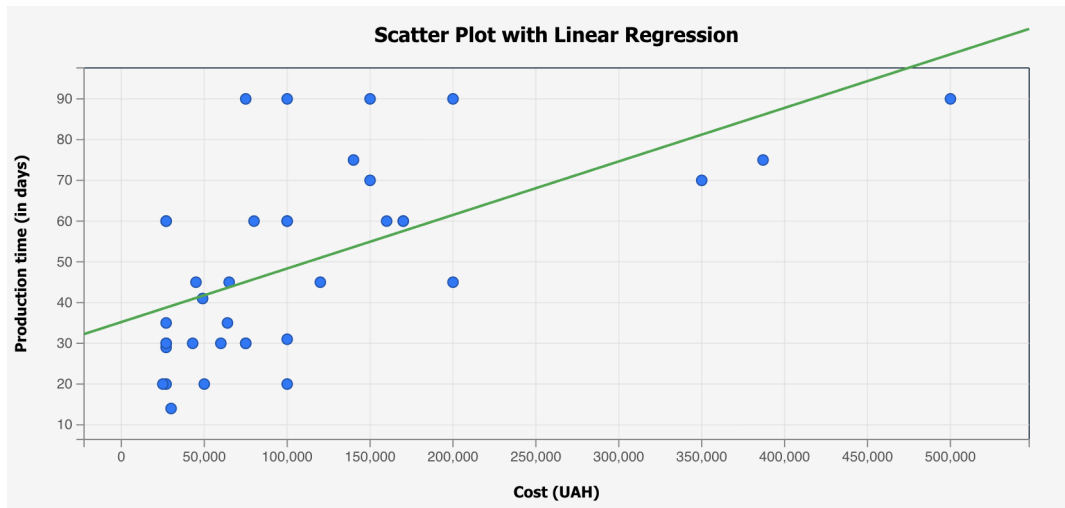


Figure 15. Cost and completion time of platform development

The estimation of the initial cost of development at the start-up stage was carried out using a market-oriented methodology for all types of expenses. Commercial proposals were collected from freelance specialists via a specialized platform, with all contractors receiving identical functional requirements to ensure comparability. In case of multiple proposals, the median value was taken as the cost metric due to its greater representativeness for distributions with asymmetric values. Contractor portfolios were additionally reviewed where relevant to assess the quality and suitability of proposed deliverables. (*see fig. 14–15*)

Based on the developed Terms of Reference (ToR), 36 commercial proposals were received from freelance developers via freelance platform. The gathered proposals demonstrated a significant price range from 25,000 UAH to 500,000 UAH indicating substantial variability in project implementation cost estimates among potential developers. This divergence is related to different approaches to estimating the scope of work, the level of experience of developers, the proposed

technical solutions and different interpretations of the complexity of the platform based on the technical specifications provided. The proposals also included estimated completion times; however, for the purposes of financial modeling, the cost estimation was based primarily on price values, as development duration may vary depending on the contractor's workload, workflow organization, and implementation approach.

According to the analysis, the median development cost is approximately 80,000 UAH, which reflects the typical proposal among the majority of the estimates received.

Given that additional costs related to technical refinements, integrations, testing, or specification adjustments may arise during the project planning stage, a contingency reserve of approximately 25% of the median value was added to the baseline estimate. Consequently, for further financial calculations within this study, the estimated development cost of the platform is set at 100,000 UAH.

For video animation production, three commercial proposals were obtained, all of which specified the same price of 60,000 UAH. As the quoted price was identical across all received offers, this value was used directly: 60,000 UAH.

For comic illustrations, the obtained price range was as follows: 10,000 UAH; 24,700 UAH and 60,000 UAH. The proposal of 24,700 UAH was selected, as it corresponds to the median value among the received quotations. This choice is considered the most justified due to the optimal balance between price and quality. Based on a detailed analysis of the artists' portfolios and their previous work, it was determined that this price category provides the required level of artistic detail and stylistic consistency with the concept of the platform.

For video production and editing, 5 commercial proposals from Ukrainian production studios were collected. The received offers ranged from 916,400 to 1,800,950 for a two-day shoot covering the full production cycle: filming organisation, video lecture recording, editing, colour correction, sound processing, integration of slides, graphics, text and animations etc. Having evaluated samples of each studio's previous work, the lowest-priced offer was selected, as it fully met the requirements, making it clear that there was no justification for paying more to other studios. (*see fig. 17–19*)

Domain registration costs were also included in the initial cost structure. To estimate this, the Ukrainian service [NIC.UA](https://nic.ua) was used, which provides domain registration tools. By entering the desired name (inclusivefriendly.online), an estimated cost of 132.3 UAH for purchase was obtained.

As an alternative or complementary solution for content production, the use of AI-based voice generation tools such as ElevenLabs can be considered by the Inclusive Friendly team. This technology enables the conversion of text-based educational materials into high-quality, natural-sounding audio, significantly reducing the need for human involvement in content recording and production. From a cost perspective, such tools operate on a subscription-based model, typically ranging from approximately \$5 to \$100 per month, allowing the generation of tens to hundreds of minutes of audio content.

Compared to traditional video production, which requires trainers, recording equipment, and editing resources, AI-generated audio lowers the cost per unit of content and accelerates the development process. In the context of the platform, this approach can enhance accessibility by providing audio-based learning materials for users with visual impairments, support multilingual content delivery, and enable faster scaling of educational programs.

At the same time, it should be noted that such tools do not replace interactive and practice-oriented training formats, but rather complement them, particularly in the delivery of theoretical and standardized content modules.



Олександра Степанівна
★ 1546 👍 47 🗨️ 5

1 день60 000 UAHзаказник 9%

Вітаю! Мене звати Олександра, я Middle Graphic Designer та Digital Artist з досвідом у створенні інтерактивних освітніх платформ та візуального сторітелінгу. Мій бекграунд у гейміфікації (Hygge Software) дозволяє мені створювати контент, який не просто "рухається", а ефективно навчає.

Чому я — ідеальний виконавець для цього лоту:

- 1) Системність та об'єм: Я розумію, як працювати з великими серіями (40 ситуацій). Створюю чіткий UI-kit персонажів та середовища, щоб стиль залишався єдиним протягом усіх 60 хвилин анімації та 80 сторінок коміксів.
- 2) Досвід у Narrative Design: Моє вміння працювати зі сценаріями дозволяє мені розробляти сторіборди, які чітко підсвічують "помилку" та "правильне рішення" без зайвого візуального шуму.
- 3) Технічний стек: Працюю в After Effects (анімація), Figma/Illustrator (персонажі та комікси). Вмію оптимізувати графіку для Full HD, зберігаючи легкість рухів.
- 4) Комікси та Print-ready: Маю великий досвід у створенні ілюстрацій та підготовці багатосторінкових PDF до друку.

Мій підхід до етапів:

...

Обрати фрилансераПовідомленняВідхилити

2 березня, 14:26



Наталія Ларкіна
★ 1058 👍 8 🗨️ 0

1 день60 000 UAHзаказник 9% + 22% ЄСВ

Обрати фрилансераПовідомленняВідхилити

2 березня, 12:19

Figure 17. Commercial proposal example 1



Алексей Yproduction

★ 935

👍 16

🗨️ 0

7 днів

40 000 UAH

замовник 9% + ставку податків не визначено

Вітаю вас, Софія! Мене звуть Олексій Єгармін. Я створюю відео та фотоконтент. Маю дуже великий досвід роботи. Гарно пишу та вправно формулюю думки не лише у візуально, а й текстом. Професійно організую зйомку, налаштовую техніку, роблю режисерську роботу, знімаю, монтую, роблю корекцію кольору, запис та зведення звуку. Маю досвід зйомки навчальних матеріалів, курсів та освітніх програм - розумію специфіку та маю відповідні hard&soft компетенції.

Ось посилання на портфоліо:

 [Behance](#)

Ось мій Youtube-канал з роботами:

<https://www.youtube.com/channel/UCF-ieViUyjlwCxygSPdSpQ/videos>

...

📩 Обрати фрилансера

📧 Повідомлення

🔗 Відхилити

11 березня, 22:49

Figure 18. Commercial proposal example 2



ТОВ "Диваки продакшн" ЄДРПОУ 38782035 Україна, м.Київ, 04116, вул. Шулявська, 5, оф.2 +38(044) 592 88 01 www.divaki.com.ua

Варіанти зйомки

- Хромакей (рекомендовано)**
 - зйомка у студії "Диваки продакшн" на зеленому фоні
 - можливість додавання будь-якого фону
 - оптимальний бюджет
- Студія / інтер'єр**
 - більш "живий" вигляд
 - вища вартість

3. Обсяг робіт

Продакшн-студія «Диваки продакшн» виконає:

- підготовку до зйомок
- сценарні плани до кожної лекції з описом візуалізації
- організацію знімального процесу
- запис відеолекцій
- монтаж відео
- кольорокорекцію
- обробку звуку
- інтеграцію:
 - слайдів
 - графіки
 - текстів
 - анімацій Замовника
- створення титрів та оформлення
- підготовку фінальних відео

Figure 19. Commercial proposal from production studio on lectures filming and editing

4. Вартість виробництва

Ми пропонуємо два варіанти реалізації проекту з урахуванням обсягу **20 відеолекцій по ~20 хвилин**.

Умови:

- 20 лекцій
- 10 знімальних днів (по 2 лекції за зміну)
- повний цикл продакшна та постпродакшна з базовою графікою та інтеграцією матеріалів Замовника

Варіант 1 — Оптимізований (зйомка на хромакеї у студії «Диваки»)

Вартість 1 ролика — **39 850,00 грн без ПДВ**
Вартість 1 ролика з ПДВ — **47 820,00 грн.**

№	Стаття витрат	Од.вим.	К-сть одиниць	Вартість за одиницю (грн)	Загальна вартість (грн)
1	Сценарні плани, опис візуалізації, Storyboard	серій	20	2000	40000
2	Розробка стилю, айдентика	проект	1	5000	5000
3	Зйомка: обладнання, суфлер, локація Диваки, оператор, режисер, гример	зміна	10	30400	304000
4	Базовий монтаж, титри, зведення, звук	зміна	40	3700	148000
5	Корекція кольору	зміна	10	2000	20000
6	Графіка / інфографіка / анімація / титри	серій	20	11000	220000
7	Зведення фінальної версії	зміна	20	3000	60000
				ВСЬОГО:	797 000,00 грн.
				ПДВ:	159 400,00 грн.
				ВСЬОГО з ПДВ:	956 400,00 грн.

Figure 20. Commercial proposal from production studio on lectures filming and editing

5.2 Human Capital Contribution Price

In addition to the technical development of the platform and the production of digital materials, an important component of the project is the contribution of human expertise involved in creating the educational content. This includes the methodological design of the training program, scripts preparation and physical participation in video recording. Legal support is also included in order to formalize agreements on filming and intellectual property usage.

The development of the scripts and methodological structure of the course requires three trainers. Based on internal discussions with the team, the estimated compensation for this work is UAH 40,000 per trainer, resulting in a total cost of UAH 120,000.

The estimated cost of filming is approximately UAH 12 000 per hour, with around six edited hours required for recording the modules, resulting in an additional cost of UAH 72, 000.

Finally, legal support is required to prepare agreements with contributors and ensure the correct use of educational materials on the platform. The estimated cost of legal services is UAH 25, 000 UAH.

The total one-time human capital investment required for content development is estimated at approximately UAH 200,000.

5.3 Operational Cost

Customer support manager. According to salary data from the market, the median monthly salary for Customer Support specialists in Ukraine is approximately 800 USD for full-time positions ([DOU.ua](https://dou.ua)). Considering that the platform requires support primarily for assisting users with onboarding, resolving basic technical issues and communicating potential bugs to the development team, the role can be structured as a part-time position.

Therefore, for the purposes of the financial model, the estimated monthly cost of customer support is assumed to be approximately 400-500 USD. This approach allows the platform to maintain user assistance and quality of service while keeping operational costs at a sustainable level during the early stage of platform development.

Technical support via freelance. Technical support and minor platform maintenance may be required after the platform launch. According to the proposals received from several freelance developers during the platform development stage, different support models are available on the market.

Some contractors offer free bug fixing for issues related to the original code, provided that no modifications were made by other programmers. In other cases, technical support is provided either on

an hourly basis (around 15 USD per hour) or through a monthly maintenance package, which usually ranges from 5000 to 8000 UAH per month and includes approximately 8–10 hours of developer support.

Given that part of the bug fixing may be covered within the original development agreement, and that the platform is not expected to require constant technical intervention during the early stages, the financial model includes a conservative estimate of 100 USD per month allocated for occasional technical support and minor platform maintenance.

Monthly operational costs also include a hosting subscription, estimated based on a mid-tier plan from NIC.UA. The cost amounts to 326.62 UAH per month for platform operation.

5.4 Marketing Cost

Delivering on the strategy outlined before requires human and financial resources to execute it. In order to support the organisation's growth across each of the identified directions, it is recommended to bring in dedicated specialists, each responsible for a distinct area of the marketing and sales function.

SMM Specialist. The first priority is establishing a strong and coherent digital presence. This starts with a one-time investment in the foundational packaging of the social media page, involving structuring existing materials, building out the profile and creating a solid content base. The initial investment in order to create this setup is estimated by the invited expert at 40,000 UAH. The specialist then would shift to a lighter, on-demand engagement model, contributing as needed rather than a full-time basis. Based on the market benchmarks for a junior-level part-time position, the ongoing monthly fee is set at 18,000 UAH (DOU.ua).

Sales manager. To activate the cold outreach direction, the strategy involves a dedicated sales manager working directly with the target B2B audience. According to market salary data, the median

compensation for a senior-level Sales Manager/Sales Executives is approximately \$1000 per month for part-time engagement ([DOU.ua](#)). The decision to bring in a senior level specialist is deliberate, as this is a role on which the core financial projections and sales function assumptions are built and the quality of the execution will directly shape the company's revenue outlook.

Brand manager. The role of this specialist is to build longer term credibility and position through consistent reputational work. The brand manager is expected to oversee communications, public relations to build IF's legitimacy as a serious and credible actor in the inclusivity space. The estimated cost for this role, based on market benchmarks, is 39,000 UAH ([DOU.ua](#)).

Paid content promotion. Marketing strategy recommends to allocate a modest but consistent budget for paid post promotions in parallel with organic activity. On average, this format requires a budget of USD 5 per day or USD 155 per month for an estimated outreach of 2,700 to 7,200 impressions. The team surely may flexibly adjust campaign parameters in accordance with specific objectives: testing different audience segments, retaining the most effective configurations, increasing the budget over a short period to amplify a particular informational occasion or maintain a moderate, but sustainable level of promotion as a background presence. Those decisions should be delegated to the newcoming SMM specialist, who can adapt the tool in response to results.

5.5 Grants

The implementation of the Inclusive Friendly Digital platform builds on external funding. The current business model that the company works in, namely consulting and educational services, does not give insight into being able to accumulate capital in volumes sufficient for an independent implementation of the development of a complex IT-product.

The research analyzed a range of possible sources of financing, including traditional bank loans, private investments, and grant programs. Loans turned out to be the least realistic option, as the debt obligations proved too burdensome for the business. Unlike grant funding, the repayment of which depends on the project's profitability, bank loans require periodic interest payments, which compromises financial stability during the early stages of a digital product's development, before it begins to generate revenue.

Private equity investment was also considered, but found less optimal for the current stage of the project. While the management team remains open to future partnerships with major industry players to scale the platform, this option is currently ranked second in priority. The primary means of restraint is the inevitable dilution of ownership and the potential loss of full control over strategic decision-making. Furthermore, a partnership with a large corporate investor often necessitates a shared branding strategy or full integration into an existing corporate ecosystem, which could compromise the independent identity of the company. Given the mission-driven nature of Inclusive Friendly, maintaining strategic independence is crucial to ensuring that social impact remains a priority over short-term financial returns. Furthermore, private investors often require a functional MVP and proven market traction, making this source less accessible for the initial development phase.

Consequently, the most justified and strategically viable source of resources is grant programs, specifically international and European ones. A significant number of donor organizations prioritize projects aimed at fostering inclusion, accessibility, and the digitalization of socially significant sectors. These priorities are fully consistent with the mission and strategic goals of Inclusive Friendly.

Furthermore, the development of inclusive practices is a vital component of Ukraine's European integration. As harmonization with EU standards requires the implementation of accessibility protocols

within business operations, projects designed to train organizations in these principles have high potential for securing support from European funds.

In terms of grant discovery and application, the eГрант platform (agrant.gov.ua) serves as a centralized aggregator of all available grant that are available to Ukraine, combining the grants provided by international organizations, governmental programs, and European grants in one place.

Additionally, the KSE Talents for Ukraine grant programme represents a particularly relevant opportunity, since it is aimed at innovative and unconventional projects that have a considerable societal impact. Given the originality of Inclusive Friendly's digital platform concept and its alignment with post-war reconstruction priorities, the chances of obtaining this grant are quite high.

Considering the arguments raised in the above discussion, a number of grant programs that would be suitable for funding the platform have been chosen. A brief comparative analysis of the programs selected and their suitability for IF based on various factors will follow below. (*see Annex C*).

5.6 Risk Analysis

1. Emergence of a well-funded competitor

One of the potential risks is the emergence of a well-funded competitor entering the market with a similar digital training platform focused on accessibility and inclusion, being supported by international donors, foundations and large organizations with stronger financial, technological and marketing capabilities. Given the growing attention to accessibility and inclusion in Ukraine and internationally, the development of digital educational solutions in this field may become attractive for other organizations or EdTech providers.

Potential impact:

A new entrant could invest significantly more resources into platform development, enabling faster creation of advanced digital features, large-scale content production and broader marketing campaigns. The competitor entering the market later would already be able to observe the existing market landscape and learn from early solutions implemented by IF. They can simply analyze existing products of ours and then taking into account feedback and content structures they may be able to improve upon these approaches and develop a technically more sophisticated platform.

Mitigation:

Inclusive Friendly's primary mitigation strategy is to strengthen its strategic position within the inclusion ecosystem and to build long-term relationships with key stakeholders. The organization should aim to maintain and continuously expand its network of partners, clients and institutional collaborators. Since IF has been operating in the field of inclusion training since 2016, it has already established relationships and expanding the client base can create a strong community around the organization's services.

The organization also should actively develop partnerships with public institutions and national initiatives related to accessibility and inclusion. In particular, Inclusive Friendly is already involved in initiatives aligned with the national barrier-free strategy, which allows the organization to position itself as an experienced and trusted actor within the policy ecosystem.

Third, strategic partnerships with consulting organizations and corporate advisors may further strengthen the organization's position. For example, consulting firms that provide ESG or corporate governance advisory services often recommend external training providers to their clients. Inclusive Friendly should aim and work to become a recommended training partner for companies implementing inclusion or ESG strategies.

2. Launch of a centralized government platform

Another potential risk is the possibility that the Ukrainian government may launch a centralized digital platform dedicated to accessibility and inclusion training.

In recent years accessibility and barrier-free environments have become an important part of national policy. The implementation of the First Lady's National Barrier-Free Strategy and increasing regulatory requirements for organizations to ensure accessibility may lead public institutions to develop standardized educational tools to support these policies.

Potential impact

The creation of a centralized government platform could significantly affect the market for inclusion - related educational services. This kind of platform could offer free or heavily subsidized educational materials to organizations, particularly in the public sector. This can reduce demand for independent training providers and limit the commercial potential of similar private-sector solutions. A government platform can also become a standard reference tool for public institutions, especially if its use were recommended or required within certain regulatory frameworks.

Mitigation

First, government educational platforms typically provide standardized and generalized training materials, while IF specializes in practical, behaviour-oriented training that reflects real-life organizational situations. This practical expertise allows the organization to offer deeper and more applied learning experiences than standardized public courses. Second, if a centralized platform is developed, Inclusive Friendly's strategic objective would be to position itself as a key partner within such an initiative rather than competing directly with it. In this scenario, the organization would aim to become the primary expert partner contributing content, methodology and practical training experience to the national platform.

Such integration logically will reduce the organization's direct commercial revenue from digital products, though it would still align with the mission and vision of Inclusive Friendly, which focus on

promoting large-scale societal change and improving accessibility policy and improving accessibility practices across Ukraine.

Continuing to maintain strong partnerships with institutions involved in accessibility policy and implementation may help ensure that Inclusive Friendly becomes the natural and preferred partner for collaboration in any future centralized initiative relating to this sector.

3. Potential decline in training quality and reputational risk

A potential decline in perceived training quality compared to offline sessions can become one more risk factor to account for in our implementation plan. If training traditionally relied on direct interaction between trainers and participants, allowing trainers to adapt discussions to organizational contexts, respond to questions in real time and guide reflection on sensitive inclusion topics.

In digital format, part of this interaction and personalization may be reduced through the appearance of “checkbox compliance” approach, loss in integrity of tests taken etc.

Potential impact

In case, digital platforms fail to maintain the same level of engagement and depth as offline training, it might lead to weaker learning outcomes and reduced behavioural change among organisations. That, in its turn, may negatively affect the reputation of IF, if corporate clients start perceiving the platform as a simplified or less effective version of the original training program.

Mitigation

To mitigate this risk, the platform is designed to maintain engagement through interactive formats such as scenario-based cases, decision-making exercises and animated solutions that encourage active participation rather than passive content consumption.

To protect the integrity of certification, exams may be conducted through secure browser systems that prevent external assistance during testing. In addition, companies may be required to complete an offline verification component. This may include group-based case discussions or practical scenario assessments conducted with a trainer. Such sessions ensure that participants demonstrate real understanding of inclusive practices rather than simply completing the digital modules.

Finally, the digital platform is intended to complement, rather than fully replace offline training. For organizations requiring deeper engagement, offline workshops and consulting services remain part of the overall service offering.

5.7 Implementation Roadmap

The following roadmap presents the implementation of the platform in 5 phases from Q4 2026 to Q4 2027. Platform launch has been designated as a milestone in Q1 2027.

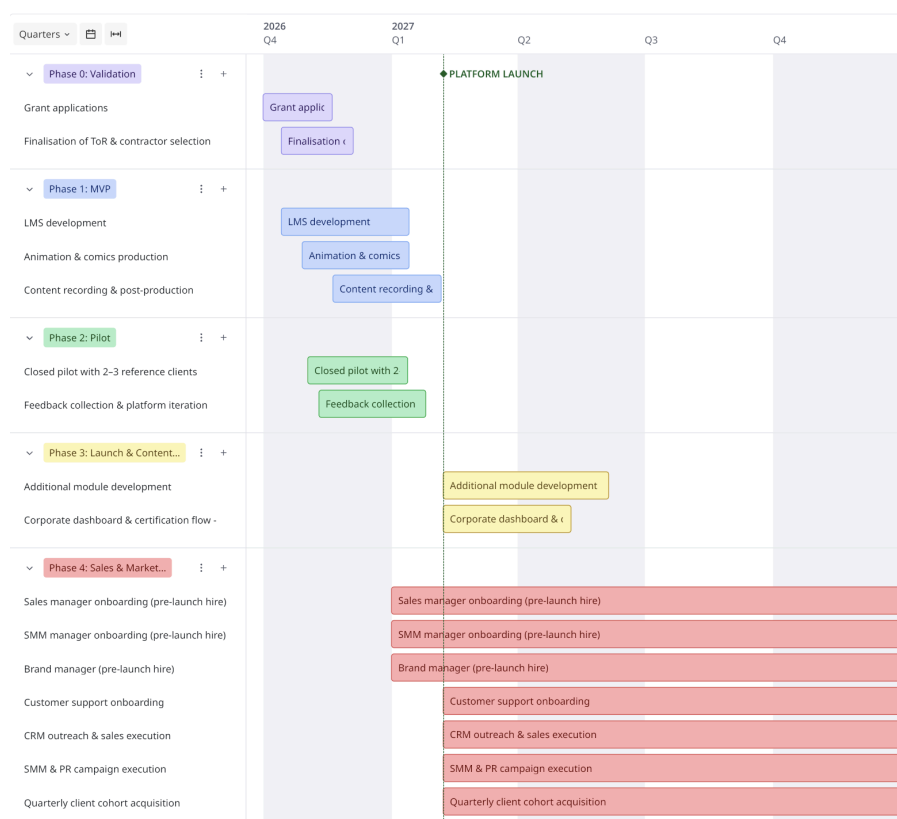


Figure 16. Gantt chart

Chapter 6. Financial Model & Investment Rationale

6.1 Methodology

The following analysis showcases a quantitative financial argument to support our digitalisation solution. It examines whether the platform is financially sound to build, considering the current capacity limitations of the organization, the implementation strategy, proposed above, and the alternative of scaling the organization through the offline service delivery approach. All figures used are expressed in Ukrainian hryvnia (UAH), using a quarterly period for three years, including the first year split into the pre-launch quarter (Q0) and four following quarters.

The choice to use quarters instead of months has been made intentionally. There are no recurring monthly charges and no customer churn rate because the platform is presented as a one-time purchase. Nevertheless, it was acknowledged that the sales process is affected by seasonality. According to the results of communication with Inclusive Friendly team members and sales managers as well as analysis of the organization's historical data, sales peaks in corporate training occur in spring and fall months due to the alignment of budget and HR planning processes in those periods, whereas summer and end-of-year months bring significantly lower sales volumes. Therefore, there are different client volumes per quarter in the model (low in Q1, high in Q2 and Q4, and moderate in Q3).

6.2 Financial Model Assumptions

This model is based on the B2B sales funnel that will operate with the help of one sales manager working on a full-time basis. According to market discussions with the specialists of Genesis and using conventional B2B cold-outreach rates, it implies the generation of 180 leads per month, 10% success in making appointments from those leads, the 78% conversion rate for demo presentations, and a 57% / 43% ratio of moving forward with the digital tool vs. sticking to an offline format (resulting in 6 customers per month or 69 customers a year). As for pricing, the client type-based tier will range from individual users (Base for 1,500 UAH) to companies that have 25 employees (Base/Pro for 1,000

/ 2,700 UAH), 100 employees (Base/Pro for 800 / 1,500 UAH), and 500 employees (Base/Pro for 500 / 1,000 UAH). A ramp-up factor of 50%/80%/100% is used for Q1/Q2/Q3 and beyond. The inflation rate is consistent with the NBU prediction (6% for 2027, 5% for 2028); the discount rate is derived from the Cost of Equity calculated via the CAPM model at 30.62%; and the tax rate corresponds to the entity's tax system, which includes 18% corporate tax and a 1.5% military levy only when the quarterly profit is positive.

6.3 Revenue Forecast

For the basic scenario, the revenue from the digital platform is expected to be 2.68 mln UAH in year one, 3.29 mln UAH in year two (+22.9%), and 3.46 mln UAH in year three (+5%). The acquisition of new clients in the model presented does not increase from year to year for the reason of sticking to the base forecast scenario, rather than being too optimistic. Hence, the only source of growth in the second year is the removal of the ramp-up discount in year one, which implies reduced revenue for Q1 and Q2 of the second year at the rate of 50% and 80%, respectively, resulting the platform starts operating to its full potential and return to its primary forecast (Quarterly revenue forecast).

The use of the benchmark based on performance history illustrates this transformational change created by the platform. Revenue from core training services reached its maximum in 2024 (795,400 UAH) and then declined to 646,300 UAH in 2025 despite relatively stable demand; the decline is due to hitting the capacity limit discussed earlier. However, average revenue per completed project has increased dramatically from 44,613 UAH to 82,470 UAH per project (+85% increase), but the number of projects still remains limited by the number of trainers at 15-16 per year. The platform eliminates this limitation: Year 1 expected revenue from the platform will be 4.1 times greater than 2025 revenue from training services, and Year 2 revenues will be 5.1 times that amount, with no new trainers added to the company. Furthermore, this revenue stream will be additional: the existing offline revenue stream

continues to operate in parallel and is likely to grow further, since the newly hired sales manager will also generate offline leads through the same funnel.

6.4 Cost Structure And Investment Requirement

Breakdown of the total initial investment as well as the total operating expenses can be seen in Section 5.1 and 5.3. In order to calculate the cash flows, the values taken into consideration in the model will be an initial investment value of 1,358,232 UAH, while for Year 1 the total operating cost value will be equal to 1,904,074 UAH.

6.5 Investment Rationale

The discounted cash flow analysis results in three findings that, taken together, validate the investment decision. First, the net present value using the cost of Equity ($K_e = 28.5\%$) as the discount rate, calculated via the CAPM model incorporating the risk-free rate in UAH (7,42%), beta coefficient (1,1), Equity Risk Premium (4,21%) and Ukraine's Country Risk Premium (16,14%) – is positive at 498,567 UAH, showing that there will be economic gain above the necessary rate of return. Second, the internal rate of return equals 50.8% annually. Third, cumulative free cash flows became positive in Q8 (second quarter of Year 2), resulting in a payback period of about 24 months, which is below the three-year lifetime of the initial investment. In Year 1, net profit after tax is relatively low at 159,085 UAH, since the project incurs all the initial investments in Q0; in Year 2, net profit is 750,074 UAH and in Year 3, it is 808,007 UAH, showcasing the platform is generating meaningful amount of revenue.

6.6 Unit Economics

The unit economics prove that the business model is profitable on a per-client basis. CAC equals 20,747 UAH per client, which is the average of customer acquisition costs from the moment the

platform is no longer operationally unprofitable in its first year (Q2-Q4). On average, the company earns 44,796 UAH per client, while the marginal delivery cost per client equals 5,944 UAH, making it possible to generate an 86.7% gross margin typical of digital content-related businesses. The payback period at customer level is 5.5 months, lower than the six-month threshold usually set for B2B SaaS companies. Given the transactional nature of the business model, in which clients purchase access on a one-time basis rather than through recurring subscriptions, the platform does not operate with conventional churn and renewal rates. Accordingly, LTV is treated as equivalent to average revenue per client, which equals 44,796 UAH.

6.7 Sensitivity Analysis

CVR appeared to be the highest-impact driver. A 20% decrease in CVR from the baseline may drive NPV from +439K to -599K. Pricing strategy is the second-highest leverage. A 15% price reduction is sufficient to make NPV negative. Though, IF niche positioning with no direct competitors suggest that there should not be pricing changes and this is less likely downside risk than CVR. An increase in initial cost is also meaningful. 18% CAPEX overrun keeps NPV barely positive, which makes 18% increase the upper bound for sustainable initial investment.

Taking all the findings together, the results indicate that the biggest risks in the model are concentrated in sales execution, which makes the sales-manager hire a really responsible task to do for the team as well as further setting effective KPI management.

6.8 Opportunity Cost: Offline Expansion Alternative

The possible opportunity cost was also examined. There is a separate tab, including the benchmark scenario in which the offline team is scaled up to handle about 3,560 users during Year 1, matching the number the platform is expected to attract. According to the offline model, the expansion is projected to generate UAH 7.0 million in revenues against costs of UAH 6.27 million, translating

into an impressive 89.6% margin per training session. This seems like a good deal at first glance, but it has three fundamental flaws that make it unfeasible compared to the digital model.

First, its costs expand in line with revenues. For every new cohort, there is an extra need for training days. This means that it expands with fully absorbed marginal costs instead of the zero marginal costs associated with adding another seat to the platform.

Secondly, the model requires hiring and retaining an additional 7-12 senior trainers. This would be extremely difficult in Ukraine because the training market is relatively small and specialized. This is the human-capital bottleneck identified in the problem statement.

The third limitation relates to geography. Regardless of whether the team is five times bigger, the offline approach is unable to address all the client cities (Kyiv, Lviv, Odesa, and frontline communities) simultaneously. Training will need to be performed in person, which implies costs and travel time. The online platform does not have this restriction.

All of this leads to a single conclusion: the platform frees up the revenue generation process from any direct connection with the number of employees, makes it possible to target those companies with a staff exceeding 10,000 people, and fits into the existing regulatory framework, which is set out in the National Barrier-Free Strategy until 2030.

Based on this logic, the platform represents a better allocation of the resources available. It is thus recommended to invest in its development, relying mainly on grants in order to maintain the strategic freedom of the organization and avoid losing control over the brand.

Conclusion

This thesis has examined whether developing a digital learning platform is a financially viable and strategically justified investment for IF. The short answer is – yes.

The financial case confirms that digitalisation resolves the mismatch between what the market needs and what company can supply on terms that create economic value. The platform requires an initial investment of 1,36 million UAH and generates a positive NPV of 439,494 UAH at the 30,63 % discount rate, an IRR of 50,8% annualised and a payback period of approximately 24 months. Unit economics are strong on a per-client base, with a customer-level payback of 5.5 months and a gross-margin of 86,7%.

The recommendation is therefore to proceed with the investment, as the platform would be the more efficient deployment of the available capital, the more durable response to the regulatory direction and the fastest way to achieve the noble vision of Inclusive Friendly team, without compromising the trainer-led delivery quality on which its reputation has been built.

As all of Inclusive Friendly's net profit directs to NGO "Vidchuy" ["Відчуй"], the platform's three-year cumulative net profit of approximately 1,72 million UAH translates directly into rehabilitation services for children with hearing impairments - funding the work of additional rehabilitation specialists at the centre and through their work more children could be given the opportunity to receive the support that can change the course of their lives.

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Appendix A

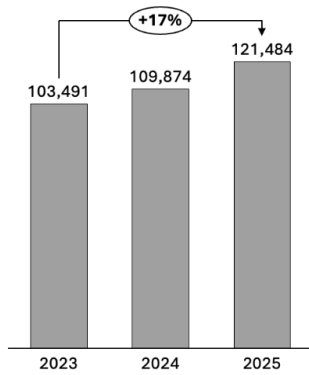


Figure 1. Number of veterans with war-related disabilities in Ukraine, 2023–2025; data provided by the State Statistics Service of Ukraine upon request

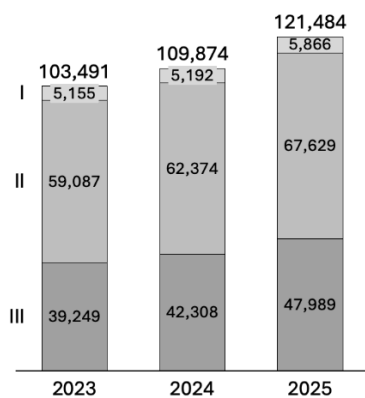


Figure 2. Distribution of veterans with war-related disabilities by disability group; data provided by the State Statistics Service of Ukraine upon request

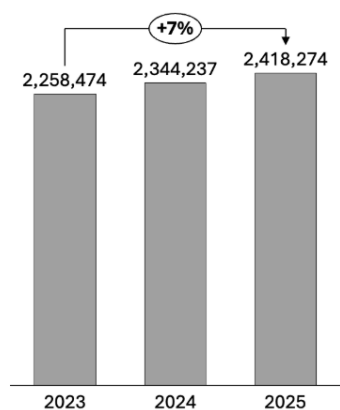


Figure 3. Number of pensioners with disabilities across all groups; data provided by the State Statistics Service of Ukraine upon request

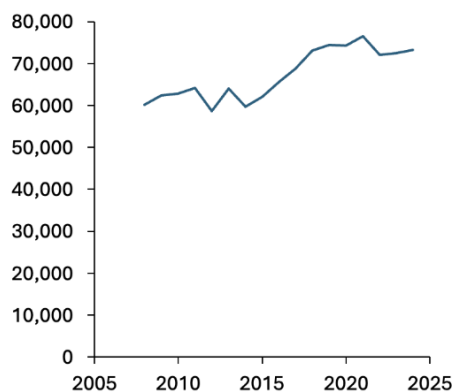


Figure 4. Number of students with disabilities in secondary schools; data provided by the State Statistics Service of Ukraine upon request

Appendix B

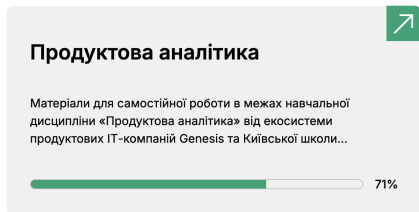


Figure 5. Progress tracking interface on the Strum learning platform; Strum Education, strum.education/uk/student/courses

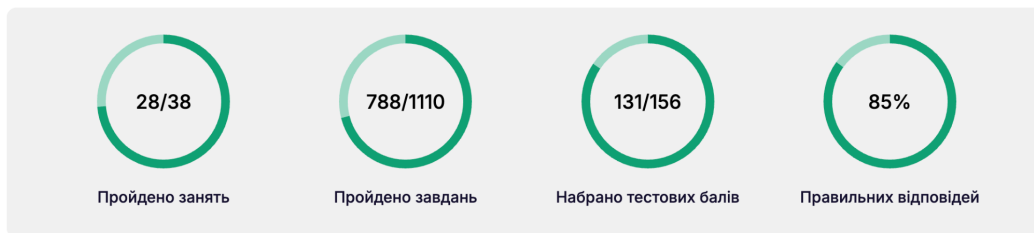


Figure 6. Course statistics display on the Strum learning platform; Strum Education, strum.education/uk/student/courses

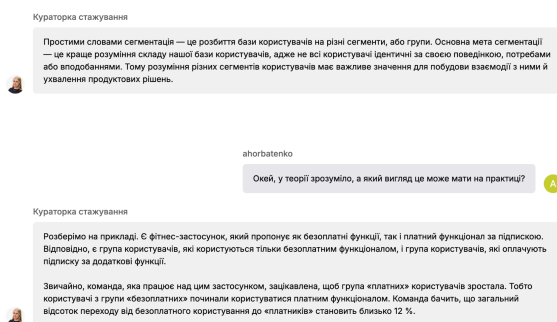


Figure 7. Expert conversation format on the Strum learning platform; Strum Education, strum.education/uk/student/courses

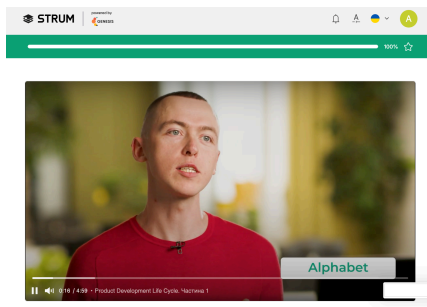


Figure 8. Expert video advice format on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses

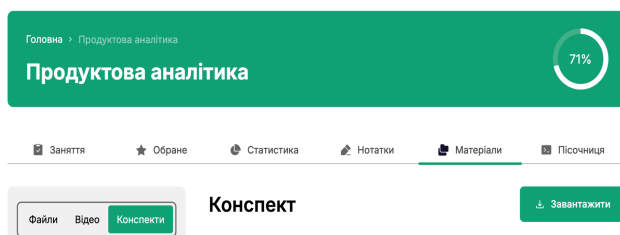


Figure 9. PDF summary module on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses.

Корисні матеріали та джерела

Почитати:

- [ТОП-50 найбільших ІТ-компаній України](#)
- [Dashboard of tech ecosystem of Ukraine](#)
- [Огляд ІТ-галузі від Львівського ІТ-кластеру](#)
- [Що варто знати нетехнічним фахівцям, які шукають роботу в продуктивній ІТ-компанії](#)
- [Ринок праці ІТ](#)
- [Скільки джуніорів взяли на роботу ІТ-компанії у 2023-му](#)
- [The Top 12 Reasons Startups Fail](#)

Figure 10. Additional sources section on the Strum learning platform; *Strum Education*, strum.education/uk/student/courses

10% Завершено 6/59 Кроків

Figure 11. Progress visualization on the Strum learning platform; Strum Education, strum.education/uk/student/courses



Figure 12. Dual screen content delivery format demonstrating split-screen lecture presentation; Musique de Langue, musiquedelangue.com

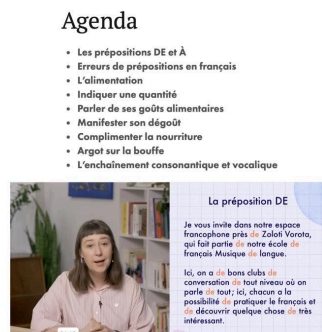


Figure 13. Pre-lecture agenda format for structured learning; *Musique de Langue*, musiquedelangue.com

Appendix C

1. EU4CSOs in Ukraine (European Union)

Who can apply:

- civil society organizations (CSOs)
- they must be non-profit legal entities, such as NGOs or community organizations.

Information about grant:

- Donor: European Commission
- Focus: civil society development, inclusion, education
- Grant amount: approximately €1–2.5 million per project
- For whom: community organizations and social projects
- Why it's a good fit: supports initiatives that promote social inclusion, community development, and education.

<https://www2.fundsforngos.org/civil-society-development/call-for-proposals-eu4csos-in-ukraine-2025/>

2. House of Europe Grants

Information about grant:

- Donor: European Union / House of Europe
- Focus: education, culture, social innovation
- Grant amount: up to €4,000 for educational projects

Funding is available for:

- the development of educational products

- research
- educational initiatives

<https://euprostit.org.ua/opportunities/217066>

3. Creative Economy Development Grants (British Council)

Information about grant:

- Donor: British Council
- Focus: institutional development and innovative projects
- Grant amount: up to £10,000

Funding is available for:

- organizational development
- innovative digital projects
- development of the creative sector

<https://www.britishcouncil.org.ua/en/programmes/arts/creative-economy/development-grants-2025-202>

6

4. Grant for Starting a Business (на власну справу)

Information about grant:

- Grant amount: up to 350,000 UAH
- For certain regions: up to 500,000 UAH
- For certain types of business: up to 1 million UAH

If you receive a grant, you must:

- create at least one job place
- operate for at least 3 years
- pay taxes to the government, including taxes related to the employment of workers.

<https://diia.gov.ua/services/grant-na-vlasnu-spravu>

Appendix D

Terms of Reference

The development of an information system (LMS platform) for a social enterprise is based on the implementation of a modular architecture that provides flexibility in learning and effective content management. The main components of the system are:

- Information interface: implemented in the format of a multi-section landing page that performs the functions of product presentation, collection of contact details via feedback forms, and ensuring initial user interaction with the platform.
- Educational content and structure: the learning process is organized using a system of courses, each of which consists of thematic modules. Support is provided for multimedia lessons (videos), text materials in PDF format, and specialized visual content (comics).
- Freemium functional logic: to attract users, a free introductory lecture is integrated with automatic transition to the full program after passing a qualifying test.
- Assessment and control system: a testing module has been implemented with the ability to configure different types of questions (single/multiple choice), set a passing score and limit the number of attempts. The logic of the system allows blocking access to subsequent stages of training until the current material has been successfully mastered.
- Verification of results and integrity: to ensure academic integrity and confirm final learning outcomes, a final exam is conducted in real time via the Zoom platform. This allows students to be identified and the exam process to be directly monitored.
- Data security: the platform applies role-based access control, ensuring that each user type can only access information relevant to their account. Corporate performance data and personal

learning records are stored securely and are not visible across organizational boundaries, maintaining the trust of both individual users and corporate clients.

- Multi-level account management: the platform architecture provides separate access rights for three types of users:
 - a) Individual users: have access to a personal account with progress tracking.
 - b) Corporate clients: have tools for managing employee groups and analyzing collective performance.
 - c) Platform administrators: exercise full control over content, course settings, and user moderation.

The second work block focused on the visualization of educational materials and the creation of illustrative case studies. The scope of work included:

- 2D Animation development (Explainer Videos): production of 60 minutes of video content in Full HD format. The primary focus was on dynamic infographics, limited character animation, and the visualization of "correct vs. incorrect behavior" scenarios, all synchronized with pre-recorded voiceovers.
- Comic series creation: development of 40 graphic cases (1–2 pages each) in PDF format. Requirements included designing characters in a style consistent with the animation and preparing print-ready layouts.
- Creative cycle: the technical specifications covered the full visual production cycle - from storyboard development and environment design to the delivery of editable source files (After Effects, PDF).

The third stage focused on the final assembly of the educational product and the technical processing of media files. The scope of work included:

- Lecture material recording: organizing the filming process to record approximately 6-7 hours of video lectures featuring a guest speaker/subject matter expert.
- Post-production and editing: technical cleanup of the raw footage, synchronization of the video sequence with graphic presentations and visual elements of the course.
- Audio and animation integration: overlaying voice-overs onto the completed 2D animations and ensuring high-fidelity audio quality across the entire dataset.
- Content finalization: preparing and rendering video files in appropriate formats to ensure correct uploading and playback on the Learning Management System (LMS) platform.

Appendix E



Олександра Степанівцева
★ 1546 👍 47 🗨️ 5

1 день60 000 UAHзамовник 9%

Вітаю! Мене звати Олександра, я Middle Graphic Designer та Digital Artist з досвідом у створенні інтерактивних освітніх платформ та візуального сторітелінгу. Мій бекграунд у гейміфікації (Hygge Software) дозволяє мені створювати контент, який не просто "рухається", а ефективно навчає.

Чому я – ідеальний виконавець для цього лоту:

- 1) Системність та об'єм: Я розумію, як працювати з великими серіями (40 ситуацій). Створюю чіткий UI-kit персонажів та середовища, щоб стиль залишався єдиним протягом усіх 60 хвилин анімації та 80 сторінок коміксів.
- 2) Досвід у Narrative Design: Моє вміння працювати зі сценаріями дозволяє мені розробляти сторіборди, які чітко підсвічують "помилку" та "правильне рішення" без зайвого візуального шуму.
- 3) Технічний стек: Працюю в After Effects (анімація), Figma/Illustrator (персонажі та комікси). Вмію оптимізувати графіку для Full HD, зберігаючи легкість рухів.
- 4) Комікси та Print-ready: Маю великий досвід у створенні ілюстрацій та підготовці багатосторінкових PDF до друку.

Мій підхід до етапів:

...

Обрати фрилансераПовідомленняВідхилити

2 березня, 14:26



Наталія Ларкіна
★ 1058 👍 8 🗨️ 0

1 день60 000 UAHзамовник 9% + 22% ЄСВ

Обрати фрилансераПовідомленняВідхилити

2 березня, 12:19

Figure 17. Commercial proposal example 1



Алексей Yaproducton
★ 935 👍 16 🗨️ 0

7 днів40 000 UAHзамовник 9% + ставку податків не визначено

Вітаю вас, Софія! Мене звуть Олексій Єгармін. Я створюю відео та фотоконтент. Маю дуже великий досвід роботи. Гарно пишу та вправно формулюю думки не лише у візуально, а й текстом. Професійно організую зйомку, налаштовую техніку, роблю режисерську роботу, знімаю, монтую, роблю корекцію кольору, запис та зведення звуку. Маю досвід зйомки навчальних матеріалів, курсів та освітніх програм - розумію специфіку та маю відповідні hard&soft компетенції.

Ось посилання на портфоліо:

 **Behance**

Ось мій Youtube-канал з роботами:

<https://www.youtube.com/channel/UCF-ieViUyjlwlfCxygSPdSpQ/videos>

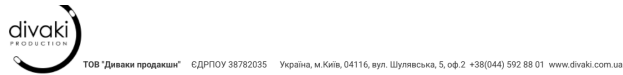
...

Обрати фрилансераПовідомленняВідхилити

11 березня, 22:49

Figure 18. Commercial proposal example 2

Appendix F



Варіанти зйомки

1. **Хромакей (рекомендовано)**
 - зйомка у студії "Диваки продакшн" на зеленому фоні
 - можливість додавання будь-якого фону
 - оптимальний бюджет
2. **Студія / інтер'єр**
 - більш "живий" вигляд
 - вища вартість

3. Обсяг робіт

Продакшн-студія «Диваки продакшн» виконає:

- підготовку до зйомок
- сценарні плани до кожної лекції з описом візуалізації
- організацію знімального процесу
- запис відеолекцій
- монтаж відео
- кольорокорекцію
- обробку звуку
- інтеграцію:
 - слайдів
 - графіки
 - текстів
 - анімацій Замовника
- створення титрів та оформлення
- підготовку фінальних відео

Figure 19. Commercial proposal from production studio on lectures filming and editing



4. Вартість виробництва

Ми пропонуємо два варіанти реалізації проекту з урахуванням обсягу **20 відеолекцій по ~20 хвилин**.

Умови:

- 20 лекцій
- 10 знімальних днів (по 2 лекції за зміну)
- повний цикл продакшна та постпродакшна з базовою графікою та інтеграцією матеріалів Замовника

Варіант 1 — Оптимізований (зйомка на хромакеї у студії «Диваки»)

Вартість 1 ролика — **39 850,00 грн без ПДВ**

Вартість 1 ролика з ПДВ — **47 820,00 грн.**

№	Стаття витрат	Од. вим.	К-сть одиниць	Вартість за одиницю (грн)	Загальна вартість (грн)
1	Сценарні плани, опис візуалізації, Storyboard	серій	20	2000	40000
2	Розробка стилю, айдентика	проект	1	5000	5000
3	Зйомка: обладнання, суфлер, локація Диваки, оператор, режисер, гример	зміна	10	30400	304000
4	Базовий монтаж, титри, зведення, звук	зміна	40	3700	148000
5	Корекція кольору	зміна	10	2000	20000
6	Графіка / інфографіка / анімація / титри	серій	20	11000	220000
7	Зведення фінальної версії	зміна	20	3000	60000
				ВСЬОГО:	797 000,00 грн.
				ПДВ:	159 400,00 грн.
				ВСЬОГО з ПДВ:	956 400,00 грн.

Figure 20. Commercial proposal from production studio on lectures filming and editing

APPENDIX G

[Financial model Google Sheet](#)