

# **CECO's kickstart guide to education business**

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the European Union**

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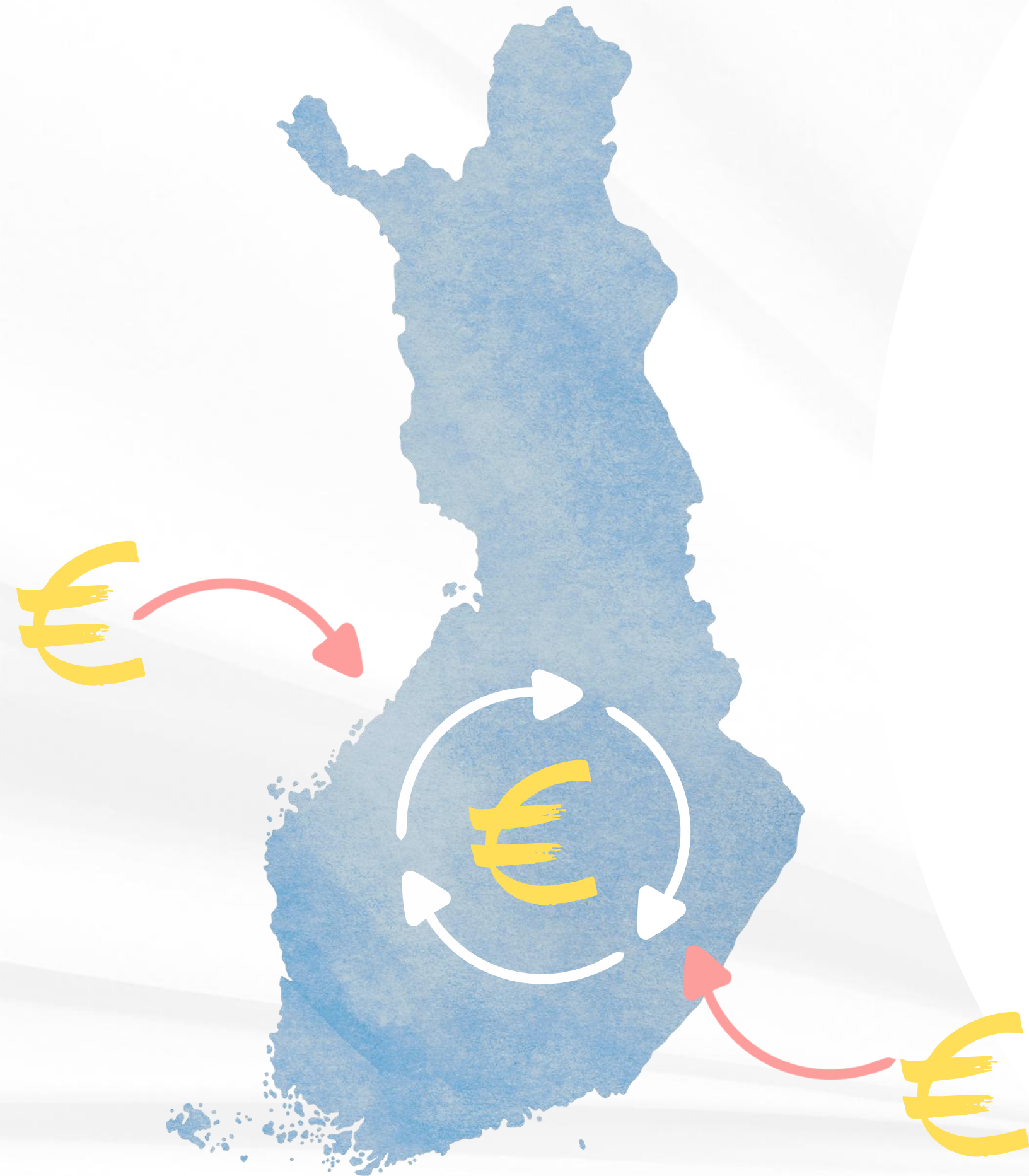
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# Section 1 Overview

# Why international edubusiness?

- To develop education globally and make impact
- To support Finland's national economy
- Many products are "born global" and profitable only in large markets
- Jobs for highly educated & international professionals
- Foreign students for our HEIs
- There is a global demand for highly reputable Finnish education



# Global education sector

- Expected growth from 8 to 10 Trillion dollars from 2025 to 2030. For comparison, Finland's GDP is 250 Billion euros. Source: [HolonIQ](#)
- Massive education reforms are underway in developing countries
  - Help and consultation is sought from highly developed countries
  - Development and research projects and commercial endeavours
- AI is currently disrupting also edtech business
  - free chatbots replace devoted learning platforms
- What is the future of education? E.g. What will be the optimal balance between digital and printed materials.

<https://www.holoniq.com/notes/2026-education-trends-snapshot>

# Finnish education export is growing



- **2024 Value:** Member companies of [Education Finland](https://www.educationfinland.fi) reported €885 million in education export turnover.
- **Growth Trajectory:** This follows €840 million in 2023 and €773 million in 2022, showing consistent growth.
- **National Goal:** The Education Finland programme aims to reach €1 billion in education exports by 2030.
- **Economic Impact:** In 2019, the sector was already valued at nearly €1 billion, representing about half a percent of Finland's GDP.
- **Its growing and Education Finland provides support for us!**

<https://www.oph.fi/en/news/2025/finnish-education-exports-continued-grow>

# Finnish EdTech sector

A must-read: <https://startupyteiso.com/wp-content/uploads/Finnish-Edtech-Report-2025.pdf>

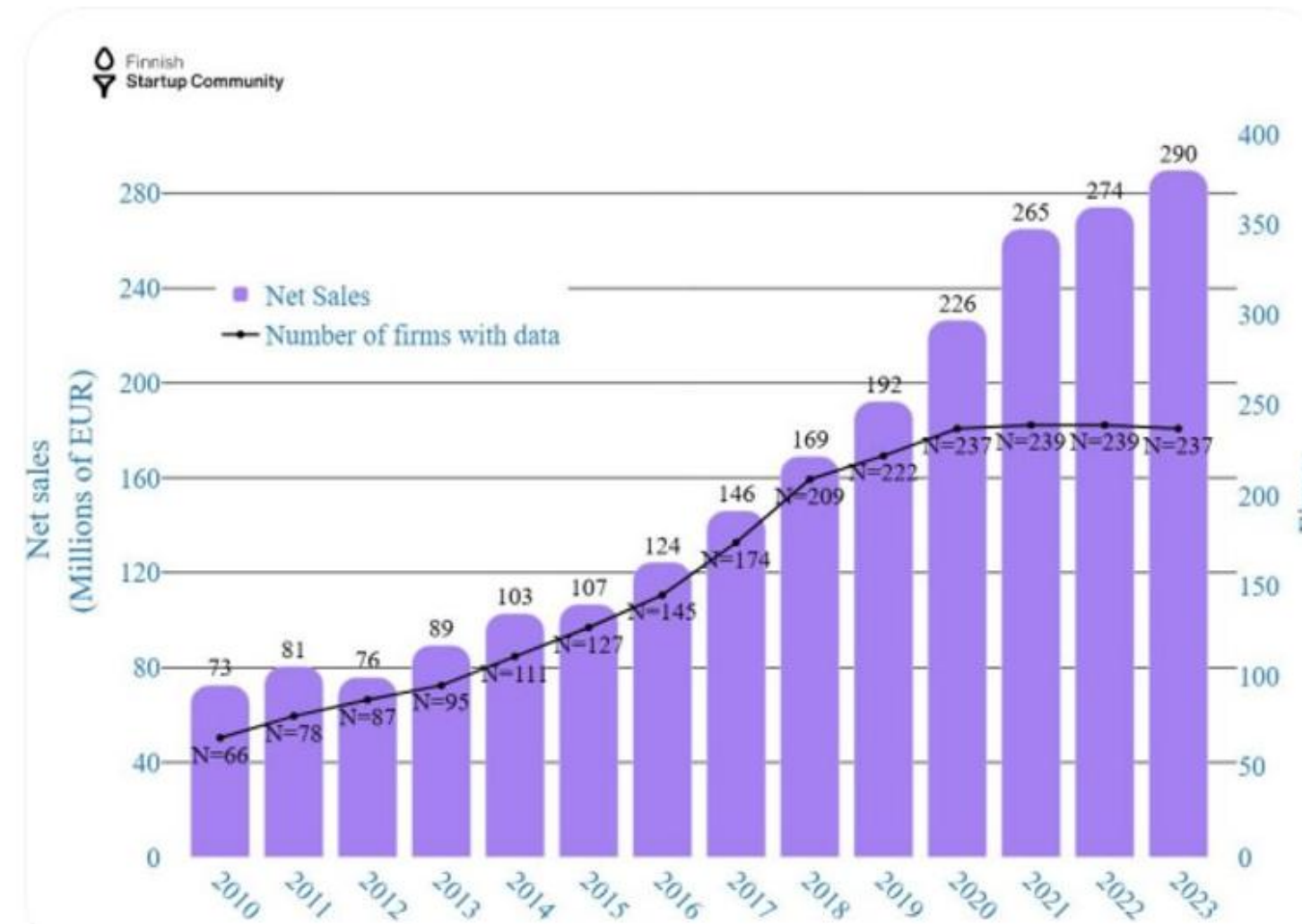
## Revenue of Edtech sector has increased significantly

Edtech companies have demonstrated consistent growth throughout the review period, with total annual net sales rising sharply from €74 million in 2010 to €290 million in 2023—a nearly 4x increase.

While this trend highlights the sector's strong momentum, it's important to note that not all revenue stems from products strictly classified as educational technology.

The graph illustrates the aggregate yearly net sales of Edtech companies, based on financial statement data.

**>10 % annual growth  
forecasted**



# Snapshot of Finnish EdTech solutions by category 2025

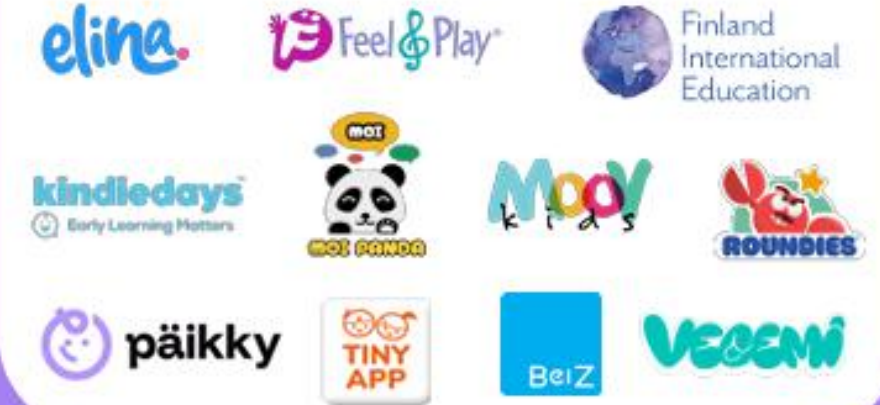
## Learning Content Resources, Authoring & Creation



## Digital Learning Environments



## Early Childhood Education (ECE)



## Language Learning & Teaching



## Institution, ID & ICT Management



## Educational Games & Game Education



## STEAM, Coding & Creativity



## LXP & Social Learning & Sharing



## LMS



## Talent Management, Career Development & Coaching



## Simulations & Industrial Learning



## Life Skills, Health & Productivity



## Special Needs Support



## AI Agents & LLM Platforms



## Assessment & Learning Portfolios



## Learning Analytics & Data Management



## Lesson Planning & Learning Methodology



We aim to collect all Finnish Edtech solutions on this map (Version 2025\_04\_16). Please, suggest edits, new solutions, or categories! Edtech Finland is part of FSC, and we welcome new members!

**edtech**  
FINLAND

# Finnish EdTech market

- Opportunities
  - Small yet open market: Schools and municipalities can make their own purchases - **Good place to start edubusiness**
  - Gain credibility for international markets
- Requirements
  - High technical and data protection standards (Wilma integration, Suomi.fi/MPASSid authentication, GDPR requirements)
  - Values research-based evidence of impact
- Help: Strong local and national ecosystems and public projects.
  - Local acceleration programs (Jyväskylä Yritystehdas)
  - Helsinki Education Hub & Helsinki testbed for product and business development
  - Education Finland and Team Finland for export services
  - Unicef Innovation Hub in Helsinki



## Section 2

# How to be involved?

# How to be involved?

Three leg system:



Basic questions:

What to sell? From ideas to products.

Who is selling? From individuals to corporations

Who to sell? Business grows on networks

**You:**

**A beginner?** Start building gradually your entity

**A company?** What is your (growth) strategy?

Always understand your situation: Your organization's strategy and progress plan, and your role within them.

E.g.:

- From idea (to research) to business
- To sell your idea or product to an existing company
- To work for others (full- or part-time, freelancer)

# Organization types

- **Extra income:** Make some extra income (or impact) with your (educational) expertise!
- **Non-profits:** Make impact but cover your costs!
  - Proof of impact should be main priority, how are you going to change the status quo (Theory of Change), how is your development going to be aligned to sustainable development goals and highlight Key Performance Indicators (KPI)
  - Likely to need a mix of funding angles: foundations, corporate social responsibility pledges, government or other official development assistance programs, ministries and non-governmental organizations (NGO)
- **One-person business:** Try to employ yourself!  
Limited growth plans.



# Start-up or micro-sized companies

- Companies: Try to make profit BUT:
  - Under investors' trust of eventual success (e.g. Tesla made first huge losses for a decade)
  - The majority of Finnish edu-companies are very small with only a few people on staff
  - Finnish edu-companies generally do not make big profits
- Here, a few people run everything: Make progress with minimal costs -> Requires also generalists
- Valley of death in financing: Who believes and invests in YOU enough - of course the product is important also.
- Try to stabilize Annual Recurring Revenue (ARR)
- Understand and analyze the Customer Acquisition Cost (CAC) and Customer Lifetime Value (CLV)
- Low churn → losing customers kills slow-growing businesses
- Build your product to be scalable from the start.
  - Your product should generally support roles for users (self management)
  - Have a clear documented API structure
  - Hardware requirements kept to a minimum
  - Consider offline connectivity
  - Internationalization (i18n)
  - Right-to-Left (RTL) language support



# Medium and large-sized companies

- Stabilized, older and larger companies
  - Can more likely provide work for specialists, e.g. developer, statistician, marketing, sales etc...
  - Relatively few Finnish educational companies have reached this level in Finland
- Large sharks can eat small sharks – they can more likely to make their own investments like
  - buy other companies
  - take new products into their catalog
  - open new segments
- Thus, very attractive entities from many perspectives:
  - To work with
  - To suggest collaboration
  - To present your ideas, products, patents
  - Networks



# Product, idea or purpose

- Purpose: Again, clarify first what's your motivation?
  - To be entrepreneur?
  - To work in the field? - to serve your employer
- Idea
  - Intellectual property rights?
  - Has its commercial potential been verified among potential customers?
  - What problem would the innovation solve? Is the problem real, i.e. verified among potential customers?
- Product:
  - Minimum viable product (MVP) i.e. demo or beta version
  - Commercial or scaling version may require more work than the MVP
  - What's the impact/benefit for the customers?
  - Born global?

# Product development

- Conceptualize, operationalize and prove the impact of your product
  - if not obvious, this may require research
- Keep up with the tech requirements, development and flexibility (e.g. does your product work in offline mode? Does it support right-to-left languages?, data privacy)
- Certificates increase trust (e.g. Unicef Learning Cabinet)

# Networking

- Typically, business happens between people
- You meet one person, who knows 100 people, who all know 100 people = You may actually connect to 10 001 people
- You need to have a clear goal and strategy in your mind
- Approach all people you can, including your personal and local community
- Discuss whether you could find win-win co-operation
  - How to engage people to pursue things together?
- Doing business is a relentless and continuous tracking of leads:
  - Contact afterwards the persons you have met or you have been informed about
  - Be the active force and remind people until they answer you
- That's it!

It's not about you! Your job is to convey the purpose of your organization's goal. Collaboration over self-focus.

# Networking

- Network strategically:
  - Select your target groups of contacting based on your business model and strategy
  - Systematically search and list the contacts (search from internet, use AI, your own intelligence, leads from other people)
  - Contact them, get to know them and try to come up with a win-win action and business plan
  - Social media (e.g. LinkedIn, content for the target audience, search engine optimization etc...)
- Follow Finnish scene and attend to all free local and national networking opportunities (Global Education Partnerships, Helsinki Education Hub's events)
- International exhibitions: Bett (formerly British Educational Training and Technology Show), Global Educational Supplies & Solutions(GESS) Dubai, and Didac India (DIDAC), SETT in Stockholm, Educa in Finland.

# Intelligence

- Competitors analysis
- Google search, Google Scholar search, AI-search, personal contacts
- Use unconventional strategies: Find key words in native language and use those in your search
- Use automatic translations to understand local web pages
- Verify crucial information such as a partner candidate's reputation, from your trusted partners
- Use consulting services wisely

# Resourcing

- Free work
  - Interns, master theses, doctoral students
  - Free help from ecosystems
- "Grants" to individuals and non-profits
  - Typically small self-financing portion (e.g. 20%)
  - Foundations (SKR, KONE...)
  - ELY (JTF, ESR+...)
  - Governmental fundings (e.g. OPH, STEA)
  - International projects (EU, International foundations, Development banks)
  - Charities
- "Investments" to companies:
  - Typically relatively high self-financing portion (e.g. 50%)
  - Some grants
  - Business funding (e.g. Business Finland, ELY funding for companies)
  - Tenders (EU, Developmental banks)
  - Investors (angels FiBAN)



**Applying funding is highly regulated and hard work!**

## Section 3

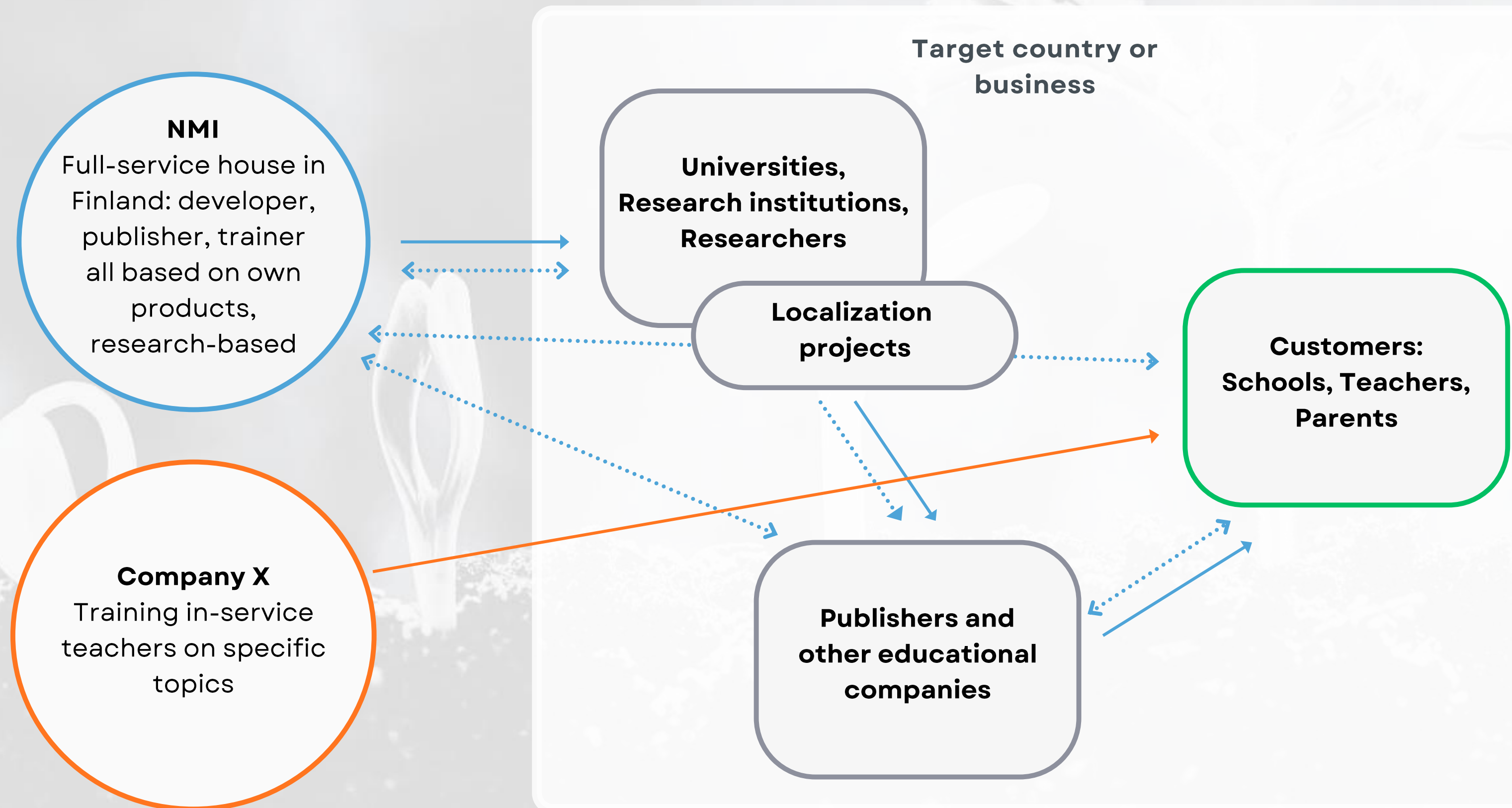
# Education export guide

# General advice on education export

- Private schools a more likely entry market. Government processes usually impossible for small companies (the negotiation process is very slow, demanding and risky).
- Get to know internationally active Finnish companies for advice and help. Note that partnering typically requires win-win angle.
- Finnish/Nordic narrative has a strong demand in Gulf Cooperation Council (GCC), Asia-Pacific (APAC), and Latin America (LATAM). Africa has been considered a challenging continent for educational business but economies and private markets are growing.
- Map your product for major curricula used worldwide, for example: Cambridge/International Baccalaureate (IB/CBSE).
- Consider ethical narratives tied to Finnish reputation and trust: mutual-benefit, child safety, and anti-corruption

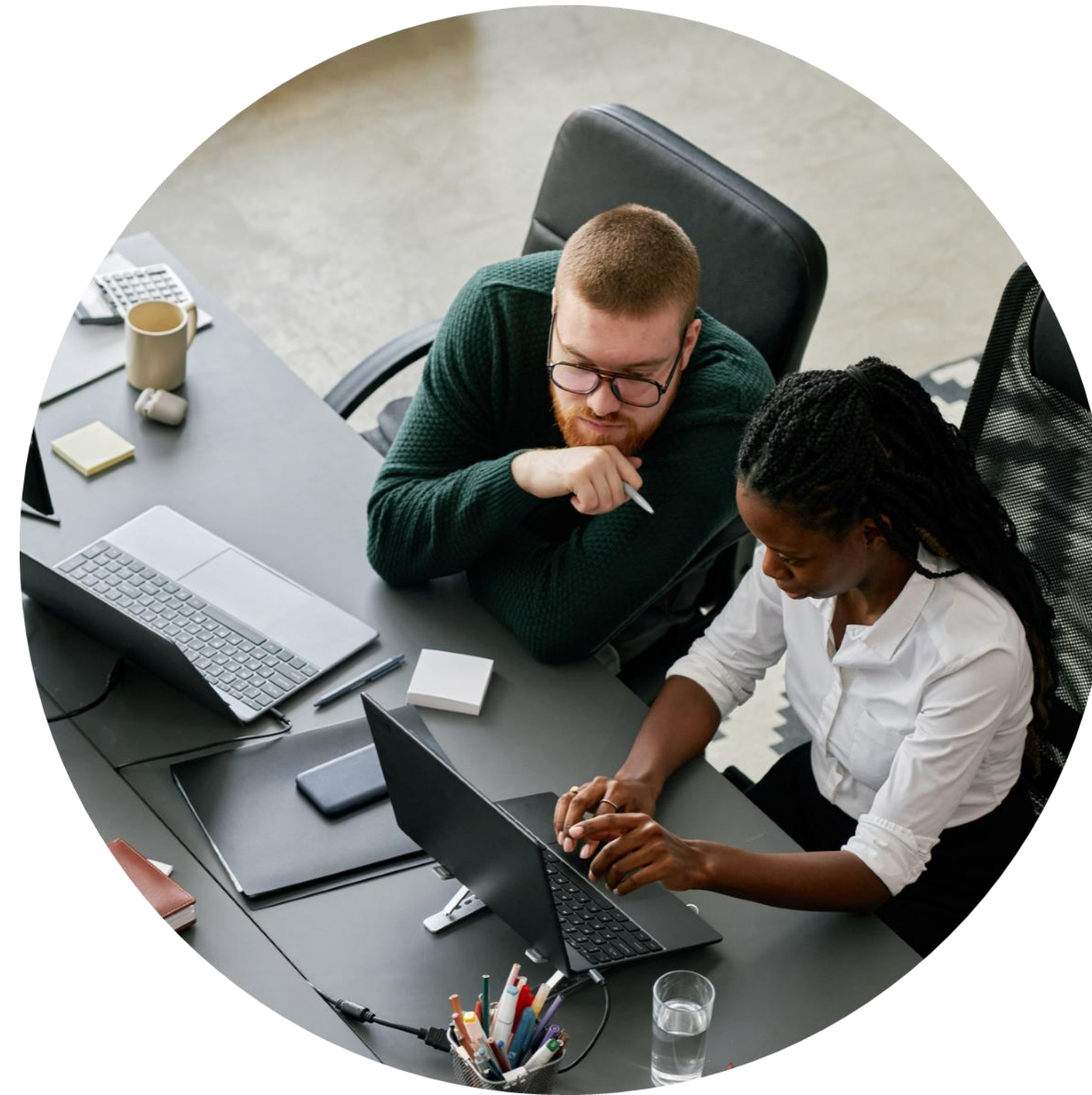


# Strategy: You need one - improve as you go



# Contacting in practice

- According to our experiences gathered in the CECO-project, sending well-crafted emails to well-selected target organizations results in positive responses quite often – even without personal connections.
- It is advisable to be both concise yet informative – what is your goal in contacting the particular organization or person, what are you offering, and what type of collaboration are you seeking?
- What are the win-win possibilities for the collaboration?
- Use friendly and respectful language.
- Provide links to external resources (webpages, catalog) or a small-sized attachment so the recipient can do their own homework about you.
- Answer promptly and in a responsive manner. Enjoy getting to know new people and cultures, and exploring new leads and ideas together.



## Go-to-Market Strategy

- How will you reach the first customers?
- Direct sales to schools or municipalities
- Partnership with publishers or distributors
- Local education consultants or resellers
- Pilot programs with schools or universities
- Participation in national education initiatives



## Competitive Landscape

- Understand the market before entering
- Local edtech companies
- Global platforms and publishers
- Free alternatives used by schools
- Your unique value compared to competitors
- Why should a customer choose your solution?



## Localization Strategy

- Adapting the product to the local context
- Language adaptation
- Alignment with national curriculum
- Cultural relevance of content
- Teacher training and implementation
- Local support and service model



## Evidence and Impact

- Research-based credibility is a strength
- Pilot studies and classroom testing
- Research partnerships with universities
- Impact evaluation and learning outcomes
- Publications and conference presentations
- Evidence as a market differentiator



## Financing International Growth

- Internationalization requires resources
- Public funding programs
- EU and international education projects
- Strategic partnerships
- Revenue from pilot markets
- Investment and venture funding



## Team for Internationalization

- Successful expansion requires the right team
- Pedagogical expertise
- Product and technology development
- International sales and partnerships
- Customer support and implementation
- Local advisors or partners



## Example Path to International Market

- Typical pathway for education innovation
- Develop product in Finland
- Pilot with Finnish schools
- Build research evidence
- Launch pilot in first international market
- Scale through partnerships and references



## From Idea to Global Impact

- Roadmap for education innovation
- Idea and product development
- Pilot and validation
- Evidence and credibility
- First international market entry
- Scaling through partnerships



## Section 4

# Central Finland

# Jyväskylä situation

- Handful of companies (sum turnover <30 MEUR)
  - Educluster (Finnish school concept)
  - Howspace (co-working & learning platform)
  - Opinsys (IT hardware for schools)
  - Niilo Mäki Foundation (special education solutions)
  - Oppiko (further training courses for teachers)
  - Psyon games (health games)
  - Voice Intuitive (accessibility technology)
  - Experience Workshop (stem learning)
- Existing support system
  - Economic Development Centre, Yritystehdas, Jyväskylä innovation services, JY Research and Innovation services, JAMK education export unit, Kauppakamari and many other entrepreneurial communities
- Lack of edubusiness grassroots community!
  - Example of Finnish game industry from 90s – Digi&Game center now in Jyväskylä
  - Why? Starting and even doing business is typically quite difficult – we'd better help each other
  - Lively local network is needed – seniors guide juniors, and new businesses are shaped together



# CECO actions

- Gathered local companies together to collaborate
  - Prepared joint marketing materials on the webpage
  - Held a workshop series
  - Participation in international exhibition (SETT 2026, EDUCA)
  - Organized international outreach (Indonesia first + then Vietnam, Malesia, Poland)
  - Organized joint funding application
  - Prepared an information package
  - Identified the needs for further ecosystem development in Jyväskylä
- 
- Has generated some new innovations to NMI also (evaluation & research service, guest lecturing)
  - Has contributed to the founding of at least two new companies



# Jyväskylä next steps

- We need active executive-level network of all major players (HEIs, companies, city) for:
  - systematically applying ecosystem funding (like Sport Innovation Hub, RDI Docking)
  - to allocate some internal development resources
  - to develop action model
- Based on CECO experiences – to achieve something in this area will require intensive and persistent networking effort.
  - Best led by the JYU-JAMK
  - Active “subgroups” of students and companies who will make events and business happen are also necessity for success
- CECO has shown or learned:
  - Companies can collaborate and form alliances
  - Bigger companies can help smaller ones
  - Students want more edubusiness activities
  - Reaching out to international contacts is rewarding
  - Companies just need to start and keep on doing international contacting and business development in a persistent manner.



# JYVÄSKYLÄ - THE CAPITAL OF SPORTS IN FINLAND

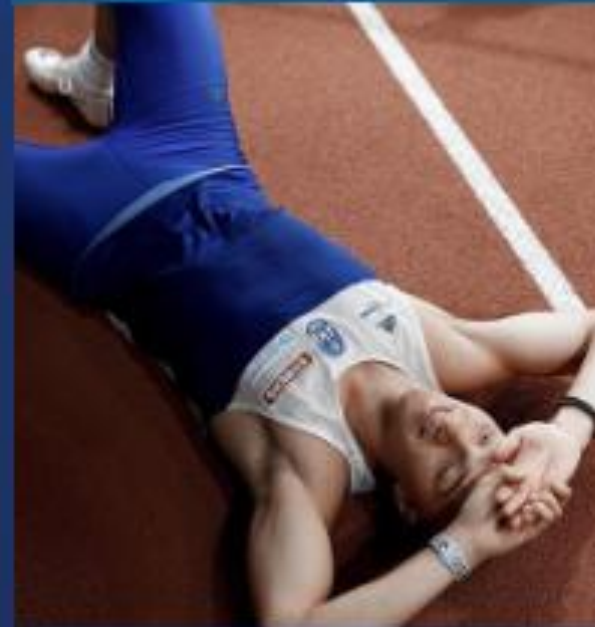
Jyväskylä is a smart combination of international top sports research, business, and events. We have a long and vibrant history of leveraging well-being and physical activity both locally, nationally and internationally. Jyväskylä is an active city with proactive residents.

[Hhub](#) is Nordic Sports, Health and Wellbeing Ecosystem that brings together research, businesses, experts and investors. Hhub is originated in Jyväskylä.

**150 000**  
inhabitants



**2nd** most  
attractive  
city in  
Finland (2024)

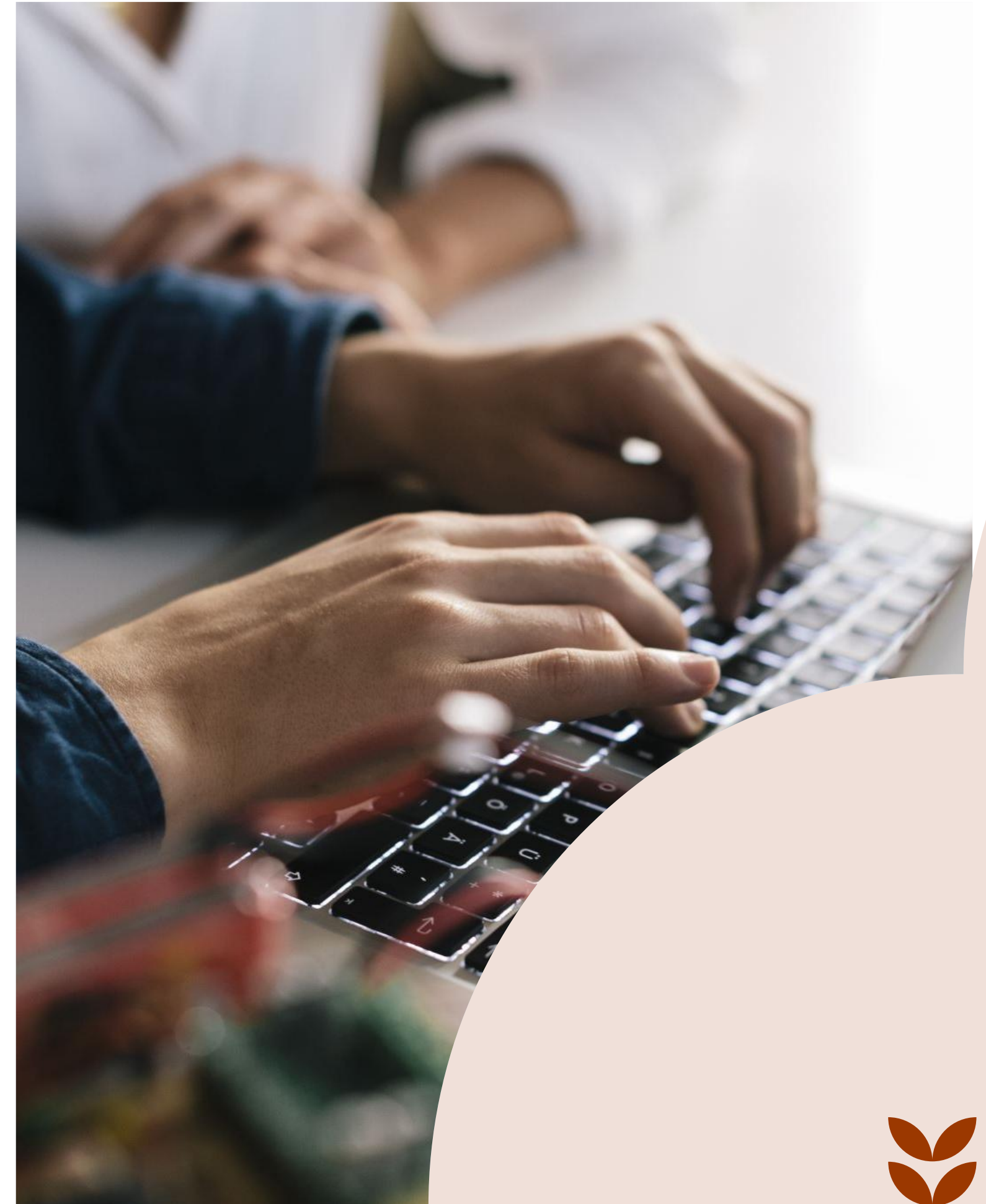


**200+**  
sports clubs,  
**100+**  
sports



# Economic Development Centre

- The Economic Development Centres are responsible for tasks relating to business and industry, rural areas, transport, the environment and natural resources
- Centres offer public national and EU funding for SMEs' R&D and internationalization projects and investments
- Economic Development Centre coordinates regional Team Finland network offering access to all services relating to internationalization in Finland and abroad
  - Country information
  - International sales leads
  - Team Finland knowledge network (education)
  - Finnish Cultural and Academic Institutes



# We believe that world-class solutions can emerge from Jyväskylä

**Jyväskylä Yritystehdas – The Startup Factory** is a Jyväskylä-based incubator for ambitious founders and scalable startups aiming for international markets. With strong links to higher education and in close collaboration with University of Applied Sciences - Jamk and the University of Jyväskylä, we support the development of high-growth potential ideas into globally competitive companies.

## The Incubator

- Two years of tailored coaching and possibility to use our modern co-working spaces
- Meant for the most promising Jyväskylä-situated startups with scalable business ideas who aim for international growth
- No business field limitations
- 8 highly experienced coaches with long entrepreneurial and business backgrounds
- Possibility to network with like-minded people and gain new connections

A SCALABLE PRODUCT  
OR SERVICE IDEA

6 MONTHS  
FUNDING

AN OPPORTUNITY AND  
WILL TO GROW  
INTERNATIONAL



### CRITERIA TO GET IN



A COMMITTED TEAM

A CONNECTION  
TO JYVÄSKYLÄ

WILL TO RECEIVE  
COACHING

## Peliosuuskunta Expa (Expa Game Business Co-operative) - IGDA Finland Jyväskylä Hub

is a co-operative game company that's established an open community for everyone interested in game industry, game business and game development. Our goal is to advance the game industry in Jyväskylä and Central Finland. Providing a network for the active game developer scene, connecting individual game developers and game companies, as well as bring together game industry workers, talents, students, researchers, lecturers, entrepreneurs...

Linktree:

<https://linktr.ee/peliosuuskuntaexpa>

Peliosuuskunta Expa is the operator of Digi & Game Center – The multiple times Awarded Co-Development Ecosystem in the Heart of Finland in Jyväskylä, Finland. Est 2020.

<https://www.digigamecenter.org>

The Central Finland Games Industry Report 2022:

<https://drive.google.com/file/d/13WnFzOk3wosSpwGBsU8nol1FdNdkBCB-/view>



JYVÄSKYLÄ GAME INDUSTRY HUB



CENTER  
DIGI &  
GAME





[Home](#) [Our Story](#) [Our Schools](#) [Our Programmes](#) [Careers](#) [Contact](#)



EduCluster Finland (ECF), University of Jyväskylä Group shares Finnish education experience and know-how through dynamic partnerships across the globe.

Howspace

Product ▾L&D Use Cases ▾PricingResources ▾

En ▾LoginBook a demo →

THE COLLABORATIVE LEARNING & ENABLEMENT PLATFORM

Bridge the gap between strategy and execution

Courses are only 10% of how people learn. Howspace integrates learning into the flow of work, to build a continuous system where people learn, improve, and hit their goals.

Welcome ▸ People & Networking ▸ Modules ▸ Self-reflection ▸ 1-on-1 coaching

ProgressNewMe

Our Learning Journey

Introductions & Pre-work for module 1

Module 1: Leading with Emotional Intelligence

Module 1 reflections & pre-work for module 2

Module 2: Enhancing Strategic Thinking in Leadership

Module 2 reflections & pre-work for module 3

Module 3: Adaptive Leadership

Module 3 reflections & wrap-up

Let us know your expectations for this training

Let's chat about our company's goals!

Type comment or paste from clipboard...

🔖👤🗨️📎🔊📺⚙️👍

Karolina KilianNow

I hope I get to share knowledge and learnings with my colleagues

LikeReply

Mike Enola2 minutes ago

H



Niilo Mäki Institute's (NMI) work on learning and learning difficulties is grounded in a dialogue among research, development, and practical teaching. We develop new research-based learning and rehabilitation materials and operating models.



### NMI provides solutions in the following areas to support learning:

- Assessment tools
  - Digital screening of reading difficulties
  - Early language & neurodevelopmental assessment
- Intervention and rehabilitation programs
  - Reading
  - Math
  - Executive functioning and attention
- Further training for professionals
  - Lectures
  - Short courses
  - Learning portal for developing countries
- Learning games
  - Reading
  - Math
- Operating models
  - Behavioral problems
  - Literacy promotion
  - Gaming addiction
- Research and project collaboration



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Suomalaisten koulujen digitalisaatio

Opinsys

Palvelut

Asiakaskertomukset

Blogi

Yhteystiedot

Ura



ABITTI 2

Tutustu Abitti 2:n käyttöön Opinsys  
Lukiolaiskannettavilla.

Lukiolaiskannettavat ja Abitti 2



# Oppiko Akatemia®

## Creating inclusive, high-performing schools

- **A leading Nordic organisation** specialising in inclusive education, neurodiversity, and positive pedagogy.
- We help schools **strengthen teaching practices** by equipping educators with practical tools that improve learning, wellbeing, and inclusion.
- A team of **experienced top professionals** from the field of education, training and coaching
- We have trained educators and professionals from a wide range of organisations and **ca. 700 neuropsychiatric coaches**
- **We train internationally** in Finnish, English and Swedish languages

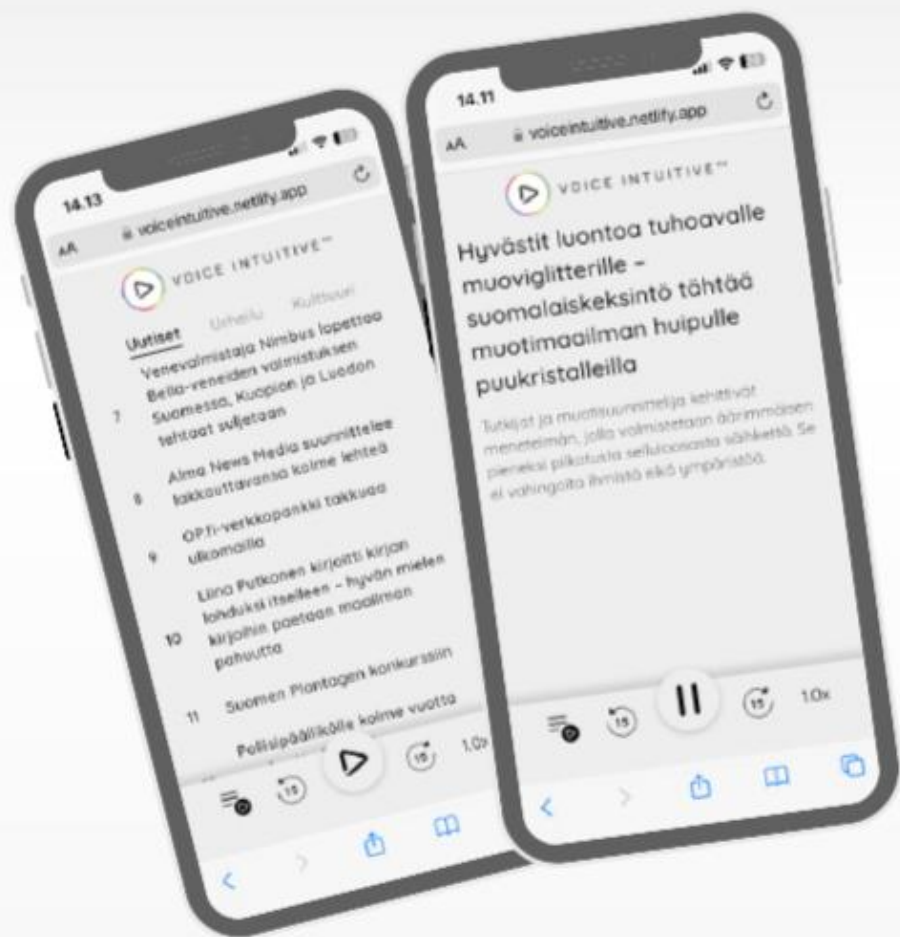


**Inclusive classrooms. Stronger teachers. Better learning outcomes.**





## AUDIO SERVICE FOR STUDYING



STUDY MATERIALS AND E-LEARNING  
PLATFORMS ARE STILL  
RARELY AVAILABLE IN AUDIO

90% OF STUDENTS WOULD  
USE AUDIO IF SUCH STUDYING  
WAS AVAILABLE IN AUDIO

- COLLECTS AND BRINGS READABLE TEXT CONTENT TOGETHER INTO ONE EASY-TO-USE APP, FAMILIAR FROM PODCASTS AND AUDIO BOOK PLATFORMS.
- PROVIDING STUDY MATERIALS IN AUDIO FORMAT ALSO OFFERS ESSENTIAL SUPPORT FOR UNDERSERVED STUDENTS WHO FACE CHALLENGES IN READING TEXT (SUCH AS DYSLEXIA AND LEARNING DIFFICULTIES).
- AI TRANSLATION SUPPORT: THE ABILITY TO PROVIDE ASSISTANCE TO NON-NATIVE SPEAKERS OR LANGUAGE LEARNERS THROUGH AN AI TRANSLATION FEATURE.



CONTACT: JOHANNA.PELKONEN@VOICEINTUITIVE.COM / +358 41 4308 754, VOICE INTUITIVE OY

WWW.VOICEINTUITIVE.COM

# Experience Workshop Oy

## ➔ Education

- STEM and STEAM education
- inquiry-based, cooperative, playful and experience-oriented mathematics education

## ➔ Toolkits

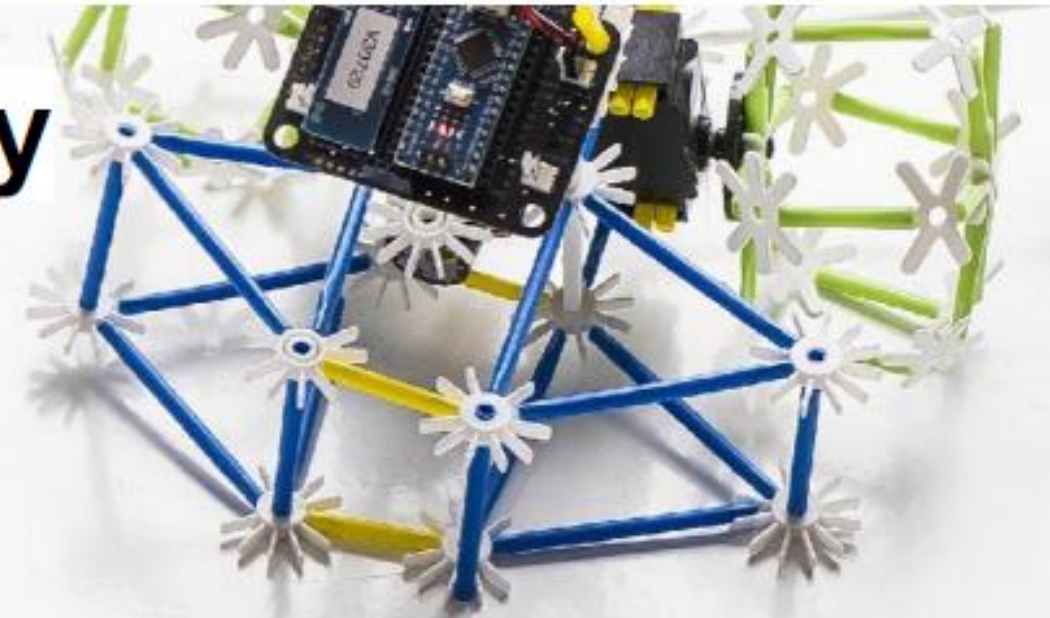
- 4DFrame, Mechatronics, Rangers and other brands in our webshop [www.learningbydoing.fi](http://www.learningbydoing.fi)
- Spanning K-12 education

## ➔ Finnish education export

- hosting in Finland
- educating globally



Nora Somlyody, CEO  
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[www.experienceworkshop.org](http://www.experienceworkshop.org)

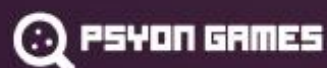


**S**cience  
**T**echnology  
**E**ngineering  
**A**rts  
**M**athematics





- One of the world's leading health game studios
- Award-winning across pharma, marketing, and gaming sectors
- Partnered with pharma, NGOs & governments
- Research collaboration with top universities
- [Link to 2025-4 Forbes article](#)



### ANTIDOTE

Partnership with GSK for hepatitis awareness

### FULL ADHD

Co-developed with Takeda for ADHD awareness

### ANTIDOTE COVID-19

The world's only COVID-19 awareness game approved by WHO, Apple and Google



Contact:  
 Olli Rundgren  
 CEO & Founder  
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 +358442788515

View Psyon Games's full presentation [here](#)  
 Webpage: <https://psyongames.com/>



**QuestList x Moodle**  
GAMIFIED BEHAVIOR GUIDANCE

# Your Moodle assignments become **game quests**.

Same gradebook. Same workflow. The homework you assign in Moodle arrives in your students' game as **quests with gold rewards** — gold they spend on heroes, weapons and upgrades that make the game theirs.

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SCAN TO START





Section 5

# CECO's practical business planner

# CECO's practical business planner

Our business planner will cover the following topics:

- 1) “Pick your first market” scorecard (decision framework)
- 2) ICP (ideal customer profile) + Offer (who buys, what you sell, and why now)
- 3) Pilot package (standard pilot structure and KPIs)
- 4) Procurement readiness pack (docs + compliance checklist)
- 5) Commercial model cheat sheet (pricing + contracting patterns)
- 6) Risk and ethics (anti-corruption, safeguarding, data protection)

The idea of the business planner is to provide concrete ideas and examples of how to proceed with potential international expansion. It is however not a completed step-by-step guide, instead treat it as a starting point to iterate upon and to get to know topics that you must be aware of.

# 1) Pick Your First Market: Scorecard

Goal: After searching for potential target country candidates, choose the FIRST market based on expected speed-to-evidence, speed-to-revenue, and procurement realism – not “market size” or theoretical potential alone.

Score each candidate market 1–5 (low→high) on for example these factors:

- 1) Buyer density: private school groups / operators / municipal buyers you can reach
- 2) English readiness (or localisation cost): sales + onboarding + support
- 3) Procurement friction: reference requirements, process length -> is market penetration realistic for your business?
- 4) Price level / willingness to pay: sustainable unit economics -> do not invest time and effort before finding out
- 5) Partner availability: distributors, integrators, publishers, NGOs -> who is going to be your partner?
- 6) Finland brand pull: credibility for “evidence-based” education solutions -> "inbuilt" advantage you have for free
- 7) Data/hosting fit: GDPR alignment, data residency expectations, security demands
- 8) Logistics: travel time/cost, timezone, ability to support pilots

Output:

- “Start market” (highest total + lowest execution risk)
- “Second market” (adjacent, similar buyer model)
- “Later markets” (big but high friction)

Tip: choose a market where you can complete 3–5 pilots and get references for future endeavors within a reasonable timeframe (e.g. 6-12 months).

# 2) "Who Buys" and "What We Deliver"

ICP (Ideal Customer Profile) – choose 1–2 to start (do not try to sell to everyone):

- Private school group / operator: fast decisions, clear ROI (return on investment), pilot-friendly
- Municipal/school district lead (special education / inclusion): evidence-driven, tender-heavy
- Publisher / distributor partner: channel scale; requires a strong partner pitch
- Ministry / donor-funded program (via prime/consortium): large scale, long cycles

Offer – package outcomes, not features:

- Problem: what pain is severe + budgeted (e.g., early literacy gaps, teacher workload, inclusion)
- Promise: measurable outcome (e.g., faster identification + targeted support)
- Proof: evidence plan + references + pilot results
- Product: workflow + reporting + training + support (not "just a tool")

Quick test:

- Can you explain your offer in 30 seconds + quantify success in 2–3 KPIs (key performance indicators)?
- Can a buyer understand implementation effort and total cost in 60 seconds?

If the answer to either of the above tests is no, work on your pitch to make it more compact and striking.

Think of "Lion's Den" / "Shark Tank", not a 60-minute presentation (this comes later once initial interest is established).

# 3) Standard Pilot Structure

Purpose: create measurable evidence + a reference case that unlocks scaling and procurement. Your proof of concept.

Pilot design:

- Scope: 2–5 schools OR 5–20 classrooms (start small but representative)
- Duration: 6–12 weeks (with baseline + endline)
- Users: define roles (teachers, special educators, administrators)
- Training: 1–2 onboarding sessions + quick-start guides -> make it easy but inclusive
- Support: clear SLA (service level agreement) during pilot (response time, escalation path, troubleshooting etc.)

KPIs (pick 3–5 total):

- Learning: pre/post improvement (screening/intervention aligned)
- Adoption: weekly active teachers, completion rate, time-to-first-value
- Teacher time: minutes saved per class/week (or reduced admin burden)
- Quality: teacher NPS / satisfaction + qualitative feedback
- Operations: % issues resolved within SLA; reliability metrics
- Other measurements? You know your product the best and what metrics matter.

Commercial structure:

- Paid pilot preferred (even small fee) OR subsidized with clear conversion terms -> something to prove commercial viability
- Pre-agree success criteria and conversion path to a 12–36-month contract -> your pilot customers are the ideal commercial customers

# 4) Procurement Readiness

Goal: remove “paperwork friction” so sales does not stall at security/legal review.

Minimum documents (ready before scaling beyond pilots):

- High-level security practices summary (1–3 pages, non-confidential)
- GDPR/Data Protection: DPA template, sub-processors list (if applicable)
- Data residency/hosting statement (EU hosting posture, backup/DR outline)
- Accessibility statement (WCAG/EN 301 549), plus roadmap for gaps
- Incident response overview: detection, escalation, notification timelines
- Vulnerability management: patch cadence, dependency scanning, pen-test policy
- SLA/support model: hours, response targets, severity levels
- Product documentation: integrations (SSO/LMS/SIS), admin guide, onboarding plan

Tender readiness (public buyers):

- Company references (pilot outcomes), audited basics, compliance declarations
- Clear pricing model (per-school/per-student) + multi-year terms

Note that the above is written from a western European perspective, local legislation may vary widely and is something you need to understand and manage and in some cases the legislation might be non-existent -> do not let bureaucracy deter you in advance.

# 5) Commercial Model Cheat Sheet

Choose a pricing archetype that matches the buyer and your support costs:

- Per student / per year (common in K-12; aligns with budget lines)
- Per teacher / per year (works for teacher tools and CPD)
- Per school / per year (simple; good for pilots→rollout)
- Enterprise license (district/operator; includes implementation + reporting)
- Usage-based (rare for schools; can work for APIs/analytics if relevant)

Contracting patterns:

- Start with 12 months; convert to longer after proof -> if "until canceled" is used, make sure your cancelation periods are in line with covering your costs
- Separate “implementation/onboarding” fee vs recurring subscription (improves unit economics)

Unit economics essentials (track from day 1):

- CAC vs LTV (lifetime value), churn/renewal rate, gross margin after support
- Sales cycle length by buyer type (private vs public)
- Cost to onboard and train a school

# 6) Risk & Ethics

Why this matters: education deals (especially public/international) are trust-sensitive. Risk management is a growth enabler.

Core risk areas to address explicitly:

- Child safeguarding: appropriate content, reporting pathways, staff guidance
- Privacy & consent: minimal data collection, clear purpose, retention controls
- Accessibility & inclusion: WCAG alignment and realistic remediation plan
- Anti-corruption: clear “no facilitation payments” stance; partner due diligence
- AI responsibility (if used): explainability, bias monitoring, human-in-the-loop
- Data sovereignty: where data is stored/processed; lawful basis for transfers

Low-connectivity environments (e.g., rural schools):

- Define “limited offline” scope: what works offline vs requires sync
- Plan for device constraints and intermittent power (small payloads, retries, offline packs)

Operational must-have:

- Written escalation path for incidents + customer communications template

A grayscale illustration showing four stages of a seedling's growth from left to right. The first stage is a simple oval seed. The second is a small sprout with two emerging leaves. The third is a seedling with two distinct, rounded leaves. The fourth is a more mature seedling with several leaves, some showing signs of being eaten. All plants are growing out of a mound of soil. The text "Thank You" is centered over the middle two stages.

Thank You