

MASTER

LEADERSHIP FRAMEWORK™

MASTER CONSULTING · INVESTOR DECK · 2026

MASTER Consulting

Three market-ready digital platforms for leadership and human capital — measured and developed, research-based, built in the UAE for the GCC.

FOUNDER'S 18-YEAR TRACK RECORD · PREVIOUS WORK

50+

programmes / systems

1,000+

professionals trained

4,000+

students trained

\$14M+

facilitated · Series A

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tomozii.com · masterleading.com · masterleading.pro · masterleading.tech · masterleading.online

We start with the biggest problem: leadership

\$8.9 trillion — the estimated annual cost of poor leadership and disengagement. A mis-placed leader costs well over 1.5–2× salary. Leadership & human-capital misplacement is the core failure — MASTER™ fixes it for about **1% of a company's annual cost**.

Companies

90% report skill shortages; costly mis-hires; need structured pipelines, lower cost & stress.

Universities

Slow to adapt; programmes misaligned with the market; pressure for impact and innovation.

Students

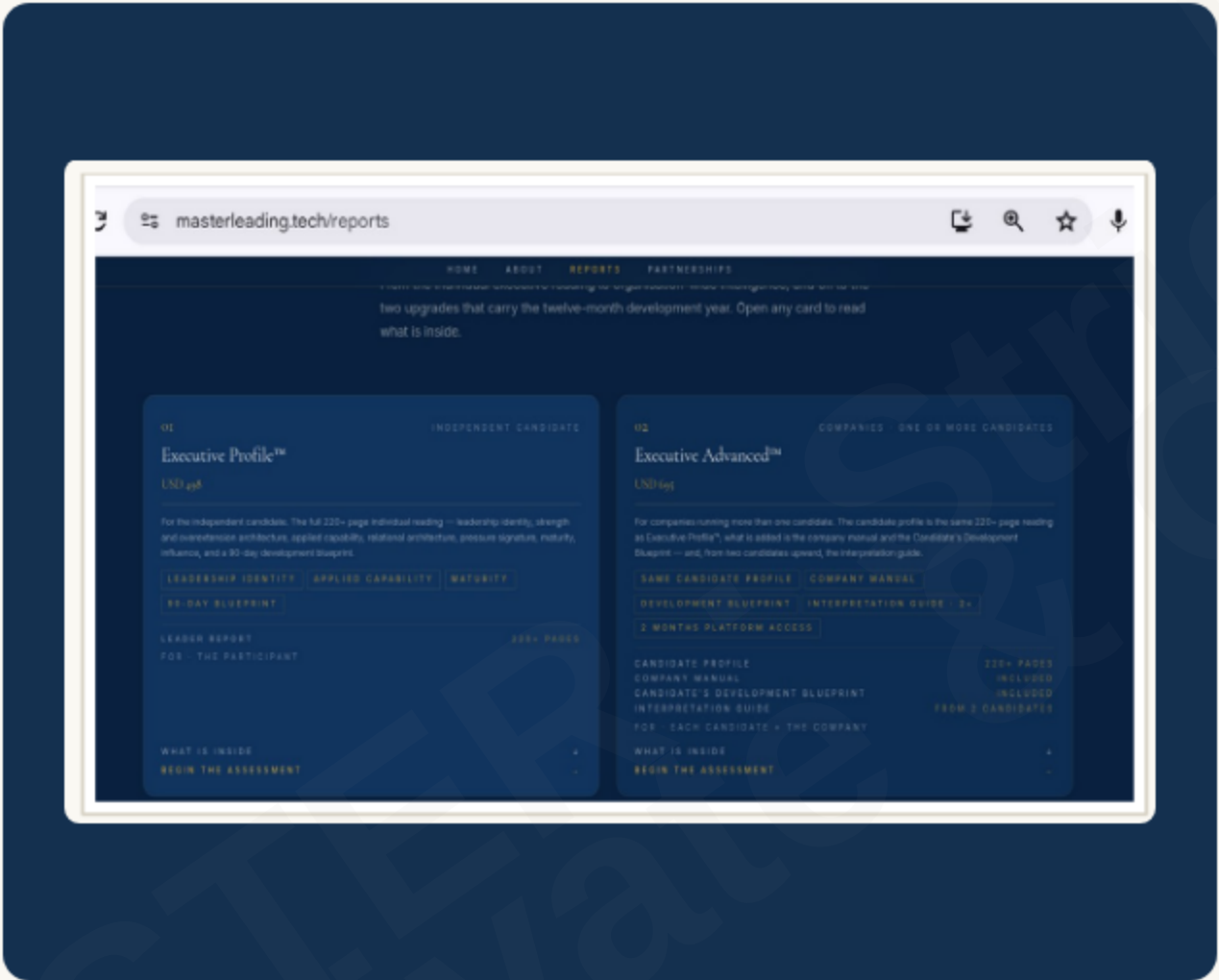
Curricula lag the labour market; weak employability; delayed graduation-to-work.

Professionals & entrepreneurs

Need to grow leadership & market-aligned skills; limited access to ecosystems.

Three market-ready platforms — one proprietary engine

MASTER 242™, 120™ and 88™ are self-serve digital platforms — market-ready MVPs today, not a consulting engagement. Each one runs on 18+ years of proprietary research: the defensible IP that powers the software, not the deliverable itself.



MASTER 242™ — Companies

MVP

Organisational leadership platform — per-seat, cohort & enterprise. USD 498–1,795 per seat.

MASTER 120™ — Professionals

MVP

Individual report + subscription at masterleading.pro. EUR 128–470, plus EUR 240/yr.

MASTER 88™ — Students

MVP

Entry assessment platform, volume via universities. Free Snapshot → USD 49 / 78.

The moat, not the deliverable: 18+ years of proprietary IP — the 3E Series, ODIE™, Align™ and SPIRAL/COE — triple-certified (KHDA · CPD · EAHEA). Competitors can license an assessment; they can't replicate this research base quickly.

Market-ready today: three reports, one journey



MASTER 88™ · students

Free Snapshot · USD 49 · USD 78



MASTER 120™ · professionals

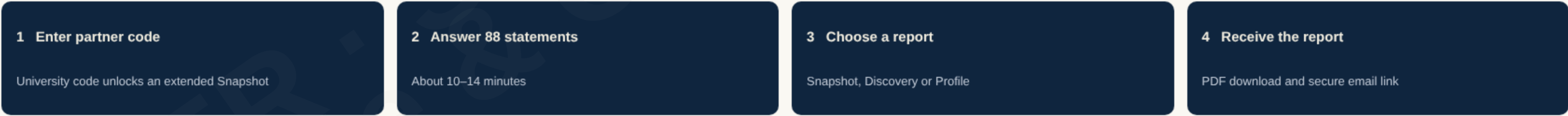
Free Snapshot · EUR 128 · 240 · 470



MASTER 242™ · companies

USD 498–1,795 per candidate / seat

USER JOURNEY (MASTER 88™ EXAMPLE)



A platform for each audience — MVP-ready now

Platform	Audience	Business model	Status
MASTER 242™	Companies	Organisational blueprint — per-seat, cohort & enterprise	MVP
MASTER 120™	Professionals	Individual report + subscription (masterleading.pro)	MVP
MASTER 88™	Students	Entry assessment — volume via universities	MVP
MASTER 242™ — Investor edition	VCs · family offices · incubators	Founding-team leadership due diligence — assess & guide before investing	MVP
GCC United — ITL	Universities	Cohort programmes — \$150k / cohort	Ready now
Academic programmes & setup	Universities & training ctrs	BBA / MBA · short courses · org setup · int'l HE & training-centre certification	Now
Career & learning platform · psychometrics	Students & pros	Career consulting, learning & university connect · SaaS	Year 1
Align™ — separate system	Companies & pros	Wellbeing & human-potential — unlock potential, authenticity	In dev
Consulting · recruitment	Companies & univ.	Project / retainer / % of hire	Now

Multiple SaaS solutions, with a mature ecosystem around them — masterleading.online (MASTER 88) · masterleading.pro (MASTER 120) · masterleading.tech (MASTER 242) · masterleading.com · tomozii.com — more on the way. The academic programmes and consulting lines below convert platform users into higher-touch, higher-price engagements — they don't replace the platform as the core product.

A multi-billion market: TAM, SAM and SOM

TAM ~\$60B

Global leadership & human-capital misplacement

SAM ~\$1.5B

GCC market · +10% per year

SOM ~\$2M+

Our target by Year 3

Problem we fix	Annual loss	Global (TAM)	GCC (SAM) · growth	Our target (SOM)
Leadership & human-capital misplacement	\$8.9T/yr	~\$60B	~\$1.5B · +10%/yr	~\$2M+ by Yr 3
Skills gap & upskilling / reskilling	90% short	~\$360B	\$1.4B → \$2.6B · +9%/yr	~\$1M+
University–industry misalignment	~\$8.5T/yr (2030)	~\$400B+	~\$3B · +15%/yr	~\$1.7M · ~0.06%
Recruitment inefficiency	Wrong hire ≈ 2×	~\$35B	~\$0.7B · +11%/yr	~\$0.5M · ~0.07%

OUR SHARE — HEADROOM

We target ~0.1% of the ~\$5B+ GCC regional market by Year 3 (~\$5.5M) and <0.01% of the global market. We win by depth, not scale.

MAIN FOCUS — ORGANIZATIONS

Companies first, then universities, professionals and B2G; UAE & GCC primary, EU secondary. Aligned with We the UAE 2031, the UAE Digital Economy Strategy and GCC strategies.

Comparable regional raises

Training, assessment and EdTech platforms in the GCC and wider MENA region have found funding at these stages and sizes. Our \$1M ask sits at the seed end of this range — with three platforms already built as market-ready MVPs, not pre-product.

Company	Stage	Deal size	Date	Focus
Black Cube Solutions	Seed	\$1.0M	Oct 2018	Training & Assessments
Almentor FZCO	Series A	\$4.5M	Oct 2019	Video-based Learning
Noon Education	Series A	\$8.6M	Jun 2019	EdTech Platform
Englease Technologies	Early Stage	\$3.4M	Apr 2022	English Language Learning

MASTER Consulting is raising **\$1.0M** at a **\$5M post-money valuation** — a seed-stage ask, in a category where regional comparables have closed Series A rounds up to \$8.6M. We enter this raise with three market-ready MVP platforms already built.

Deal data as supplied by the founder; not independently verified by this deck's preparer. Figures from public and private deal-tracking sources where available.

Diversified revenue, priced across segments

Segment	Service	Indicative pricing
Companies	Training & coaching, international certification	\$5,000+ per person
Companies	Recruitment & talent strategy · transformation consulting	20–30% per hire · \$10k–\$400k
Investors & incubators	Founding-team leadership due diligence (MASTER 242™) — assess & guide before investing	per team / cohort · portfolio retainer
Universities	GCC United — Intl Teaching & Leadership (ready now)	\$150k / cohort
Universities	Academic-staff training · co-branded programmes	\$5k+/person · \$50k–\$400k
Students	Platform + psychometrics + courses & certification	\$200–\$350/yr · \$350–\$2,700/course
Professionals / entrepreneurs	Individual reports, coaching · business incubator & acceleration	subscription · \$8k–\$40k · cohort

MODEL

B2B companies · B2B2C universities → teachers & students · B2C professionals.

Lean land-and-grow: a first assessment opens org-wide cohorts, learning and reassessment.

AUXILIARY (NON-CORE)

China VC cooperation

Cooperation with a Chinese VC to identify foreign & GCC investors for Chinese companies — additional Year-1 revenue.

Proprietary digital platforms (in build): career consulting, learning & university connect · psychometrics · the Align™ wellbeing system · recruitment — plus an ancillary digital corporate-gifts line.

How we price: a ladder inside each product

MASTER 88™ Students · via universities		MASTER 120™ Professionals · EUR		MASTER 242™ Companies · USD 498–1,795 / seat	
Snapshot 2 pages	Free	Snapshot 7 pages Free	Advanced 50+ pages EUR 128	Executive Profile 220+ pages USD 498	Executive Advanced Manual + blueprint USD 695
Leadership Discovery 10–15 pages	USD 49	Premium 120+ pages EUR 240	Signature + 12-month programme EUR 470	Organisational Pro Min. 15 seats USD 795	Executive Practice Per seat, 12 mo. USD 948
Leadership Profile 25–30 pages Free Snapshot entry point, two paid upgrade tiers — the simplest ladder of the three products.	USD 78	Learning Platform Requires Premium EUR 240/yr	 Five tiers upgrade without retaking the inventory.	Organisational Evidence Per seat, min. 15 USD 1,795	Enterprise Intelligence Scoped engagement Custom

Free Snapshot is the entry point; every tier upgrades without retaking the inventory. Also: universities (GCC United) \$150k per cohort · recruitment 20–30% per hire.

The platform layer, modeled: targets, not actuals

Modeled from current list pricing and go-to-market assumptions, segment by segment — not realized financials. We report actual unit economics from Month 1 as platform adoption data accrues.

MASTER 120™ · PROFESSIONALS		MASTER 242™ · COMPANIES		GCC UNITED · UNIVERSITIES	
Target ACV	~\$260/yr	Target ACV	~\$15,000	Target ACV	~\$150,000/cohort
Target CAC	~\$200	Target CAC	~\$4,000	Target CAC	~\$25,000
Target LTV	~\$900	Target LTV	~\$50,000	Target LTV	~\$400,000
LTV : CAC	~4.5x	LTV : CAC	~12x	LTV : CAC	~16x
Channel: organic — ODIE™ newsletter (470+ subscribers, zero ad spend) and masterleading.pro.		Channel: founder-led sales, seat expansion within the org over a ~3-year tenure.		Channel: institutional partnership, multi-cohort renewal across departments.	

BLENDED TARGETS

Gross margin 75–80% on the platform layer — software and report delivery carry minimal COGS (hosting, light support).

Net dollar retention >115%, driven by seat and cohort expansion, not new-logo growth alone.

WHY THE RATIO WORKS

Land via one assessment or cohort, then expand through seats, renewal and cross-sell (Align™, GCC United) — without re-earning CAC. As consulting-led revenue (training, recruitment, academic setup) brings in a logo, the platform layer compounds underneath it at higher margin.

12-month roadmap: founder-led to scalable sales

Q1 · Founder-led	Q2 · First sales hires	Q3 · Channel-led	Q4 · Repeatable process
• Founder runs every sale and onboarding • First UAE & EU customers • Document pricing and the sales playbook • Recruit team; start KHDA / CPD / EAHEA accreditation	• Head of Sales / UAE BD-Sales Director drive revenue • First company training & certification • First university MOUs • Students platform MVP-ready	• GCC United to MOU universities • Co-branded programmes • University partnership codes drive student volume • B2G outreach	• Standard sales process and CRM pipeline • GCC United cohort rollout • Reassessment and renewals deepen accounts • New-programme development

Founder-led → hybrid → channel- and process-led. Year-1 base-case revenue: \$1.5M (conservative: \$1.0M).

MASTER™ vs the assessment incumbents

These five are competitors for our leadership assessment (MASTER™). Digital-first competitors are on the next slide; the full list by product is in the appendix.

Competitor	Their advantages	Their target	Where MASTER™ wins
Mercer	Global HR consulting — pay, benefits, analytics; scale & brand	Large enterprises & multinationals	Measured, developed AND certified in one loop; ~1% of cost; triple-certification track; GCC-built
Korn Ferry	Leadership consulting, executive search, KF assessments	Large enterprises; executive hiring	Proprietary research-based frameworks + accredited certification + 5-min/day platform, far leaner
MBTI (Myers-Briggs)	Known personality typology; simple, popular	Broad — companies, teams, coaches	Leadership-specific, evidence-based — a mirror & map tied to action, not a label; cohort & org views
Gallup / CliftonStrengths	Engagement research & strengths; huge dataset	Enterprises & managers	Full leadership architecture + development + recruitment + wellbeing (Align™), integrated & regional
Hogan Assessments	Validated selection & derailment science	Enterprises; selection & leadership dev	End-to-end assess → develop → recruit → certify with behavioural change; accredited, affordable, GCC-built

Digital-first competitors: how MASTER™ wins

Competitor	Category	Their strength	Where MASTER™ wins
BetterUp	Digital coaching & wellbeing	Coaching delivered digitally at scale	Research-based measurement tied to development (Align™ + MASTER™); accredited; GCC-built
CoachHub	Digital coaching platform	Coach network and platform delivery	Assess → develop → certify in one loop; KHDA · CPD · EAHEA accredited; ~1% of incumbent cost
SHL	Psychometrics & talent assessment	Established assessment science and enterprise reach	Leadership-specific and evidence-based; integrated with learning, recruitment and certification; regional

OUR EDGE

Tech-enabled talent platforms each cover one piece. MASTER Consulting integrates assessment, development, certification, recruitment and wellbeing into one region-built system — at a fraction of incumbent cost. Regional accelerators (Hub71, in5, Sheraa, Flat6Labs) are partners, not competitors.

Real proof, built before the raise

PROOF POINTS

10 weeks since launch (18 August) — one founder, zero paid spend.

- MASTER 88 / 120 / 242 launched 18 August — now onboarding; targeting universities via partnerships and MASTER 88 for students
- GCC United ready now: International Teaching & Leadership, previously CPD-certified (\$150k/cohort); 2 cohorts trained successfully in China — a 2-day and a 10-day session, with two distinct institutions (one university, one college)
- Swiss BBA: a complete BBA programme developed from scratch and delivered successfully — compliant with the local accreditation and the Swiss competency-based VET-HE system, aligned with ECTS (EU) and US credit systems
- Audience: ODIE™ Series on LinkedIn, 450 subscribers; Instagram live, YouTube next
- Partners: Zega Software (Romania; platform roadmap designed) · Byte Network (Australia) · My Marq (Switzerland) · MBK Talent (Qatar) · a Chinese company (investment + Sanya college)
- Client: American Institute of Applied Science (Switzerland) — accreditation consulting and BBA programme development
- 1 ongoing HR industry event, plus 2 VC-focused online events to date — introducing MASTER and its products directly to investors
- A research paper submitted for publication
- First market signals, on minimal budget and zero paid ad spend: ~4,400 website visits and ~2,370 unique visitors across all platforms, from launch (18 August) to today — entirely organic, driven by invitation, LinkedIn and organic search/referral

LATEST · 12 OCTOBER 2026 · UNIVERSITY LECTURE

Leadership in the AI Era

Henri Coandă Air Force Academy, Romania — first batch, Romania only

80

12

50%+

students in the lecture given Discovery & Advanced Profile enrolled & accessed the free Snapshot report

Reliability: Cronbach's α = 0.81 (53 core items) · split-half reliability 0.85 (Spearman–Brown corrected, pre-correction r = 0.73)

Over 50% platform participation despite limited lecture time to introduce the platform and its benefits. In discussion to organize the next round of lectures for November.

PIPELINE

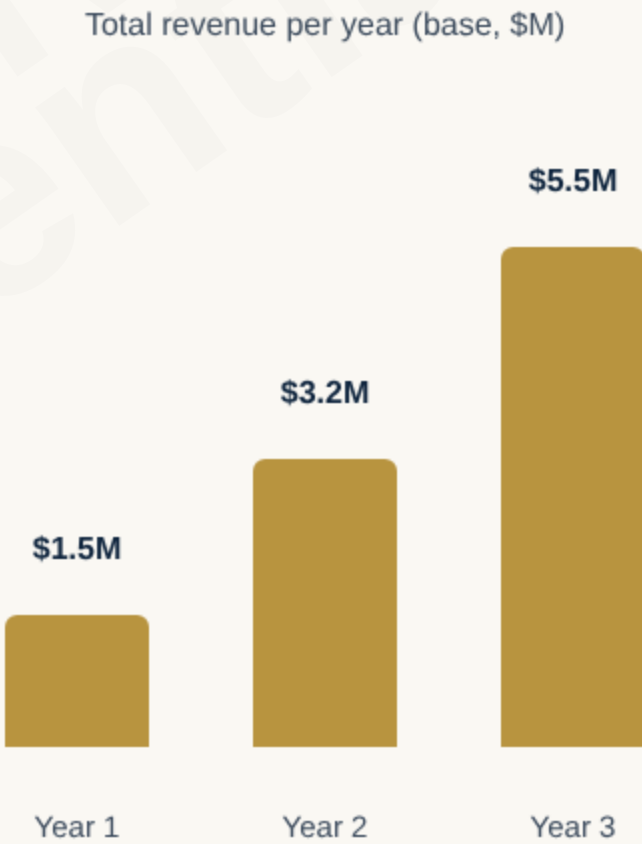
In negotiation with founders and investors (new ventures / market entry); enrolling universities & companies for MASTER cohorts.

OUR PACE VS THE REGION

Three platforms built and market-ready, with two GCC cohort engagements inside two months of launch — against a GCC e-learning market growing 13.5%/yr to \$24.9B by 2034 (IMARC) and Middle East VC funding up 89% in 2025 to \$3.43B across 581 deals (MAGNiTT / Khaleej Times). We are moving at founder speed inside a market that is itself accelerating.

Revenue, scenarios and a lean base

Annual revenue (USD)	Conserv.	Base	Optim.
Year 1	\$1.0M	\$1.5M	\$2.2M
Year 2	\$2.0M	\$3.2M	\$4.5M
Year 3	\$3.5M	\$5.5M	\$8.0M



Diversified by segment

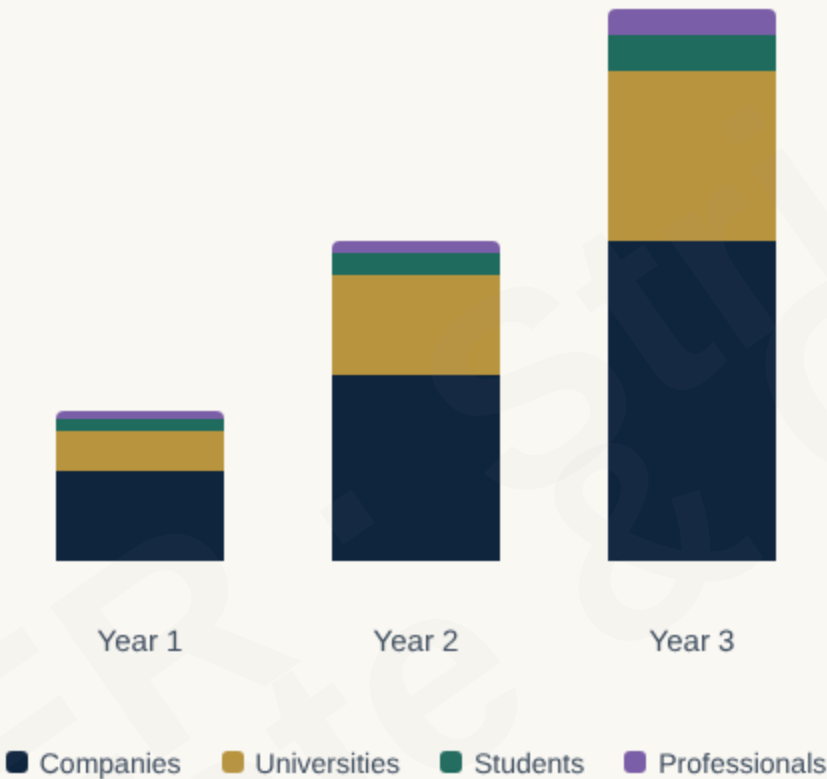
Year 1 → Year 3 (base): Companies \$0.90M → \$3.2M · Universities \$0.40M → \$1.7M · Students \$0.12M → \$0.35M · Professionals \$0.08M → \$0.25M.

Lean, disciplined first 18 months

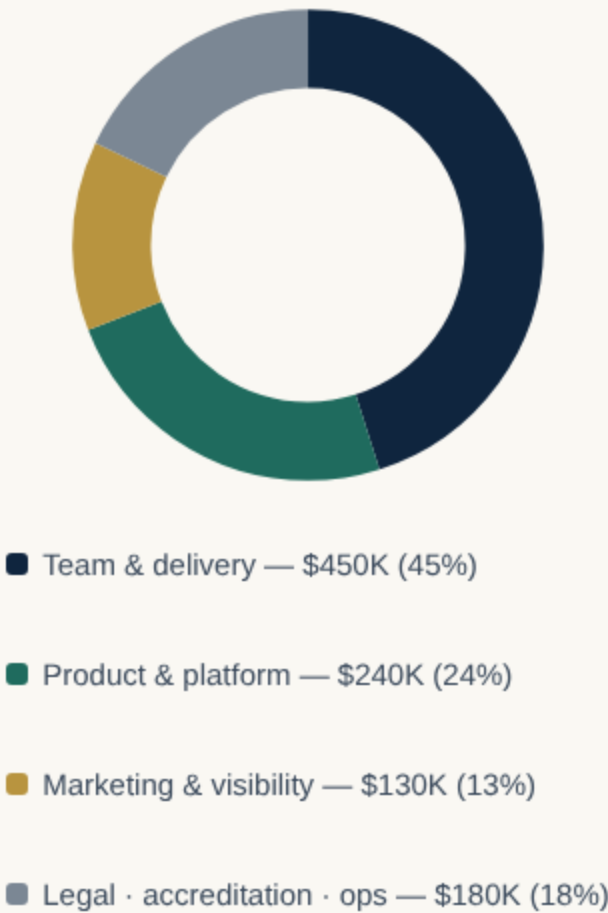
~\$1M deployed over the first 18 months, fully covered by the raise — team 45%, product & platform 24%, marketing 13%, the rest legal/accreditation/ops. We bootstrap at maximum and reinvest early revenue.

Revenue by segment and use of funds

Base-case revenue by segment (USD M): \$1.5M · \$3.2M · \$5.5M



Use of the \$1M round



Technology (product & platform) 24% vs marketing 13%. The ~\$1M plan is fully covered by the raise.

Built by one practitioner — ready to scale



Dr. Elena Simona Tomozii

Work & Organisational Psychologist · NLP Master Practitioner · Life Coach · Researcher · Associate Professor · International HE Program Director

18+ years across higher education and industry in the EU, China and the GCC. She builds from scratch — human-centred systems, businesses and educational institutions, from competency frameworks and SaaS to companies and full degree programmes. Every framework here was designed, tested and delivered by one practitioner — the proof of concept. With the right team and funding, a multi-year build accelerates into months.

PREVIOUS WORK RESULTS · FOUNDER'S 18-YEAR TRACK RECORD (PRIOR TO MASTER CONSULTING)

50+

competency-based programmes / systems

1,000+

professionals trained

4,000+

students trained

\$14M+

facilitated · Series A

The \$14M+ was facilitated in Series A funding for an EdTech company and an AI-manufacturing company — evidence of the founder's ability to build, validate and attract capital, now consolidated into MASTER Consulting.

A founder-led team, with the right advisors in place

FOUNDER

Dr. Elena Simona Tomozii

Founder & CEO, currently also CTO · Associate Professor · Work & Organisational Psychologist

Works with 2 advisors on product and technology.

18+ years across higher education and industry. \$14M+ Series A facilitated for two companies.

Advisor	Background	Advises on
Dr. Rodica Niculescu	Canadian-American; Founding Dean, School of Education; introduced the curriculum and education programmes in Romania	Educational frameworks; evaluator for HE training programmes and system validations
Victor Ilie	Partner, Zega Software	AI expert advisor on AI-related services
Dr. Daniela Porumbu	Accredited supervisor in multiple psychotherapies; trained a cohort for high-impact personal development retreats	Personal development
Dr. Samuel Thirion	Former Administrator, Council of Europe Social Cohesion Department; developed the SPIRAL methodology	Community strategies and wellbeing
Călin Ciurte	Australian National Expert in IT; IT leader driving secure, reliable and scalable systems	IT and platform systems

Hiring plan: Founder (CEO & CTO) + 2 advisors today. Hires with this round: CTO / platform lead · Head of Sales — funded by the Team & delivery share of the round (\$450K).

Already contracted: UAE Business Development / Sales Director on a 10% share-of-contract-value commission basis, with the option to convert to full-time (base salary + sales commission) once the round closes.

A network already in motion, across four continents

ROMANIA

Zega Software

Platform roadmap designed

AUSTRALIA

Byte Network

Technology partner

SWITZERLAND

My Marq

Technology partner

QATAR

MBK Talent

Regional distribution

CHINA

A Chinese company

Investment + Sanya college

CLIENT

American Institute of Applied Science · Switzerland

Accreditation consulting and BBA programme development — built from scratch, compliant with the Swiss VET-HE system and aligned with ECTS (EU) and US credits.

\$1M to take three market-ready platforms to scale

\$1M

Investment — this round

20%

Equity offered

\$5M

Post-money valuation

USE OF FUNDS

- 45% — Team & delivery (\$450K)
- 24% — Product & platform (\$240K)
- 13% — Marketing & visibility (\$130K)
- 18% — Legal · accreditation · ops (\$180K)

WHAT WE SEEK IN A PARTNER

In discussion with a UAE company (established 2010, strong local footprint) to join as an institutional shareholder via their enablement programme — with a commercial role in establishing strategic partnerships.

In discussion with a Netherlands-based consulting firm on a partnership for their local market entry, with sales representation for MASTER™ in the Netherlands.

Investors on the commercial side — an active role and open networks (companies, universities, government/B2G), not just capital.

Vesting — institutional-shareholder and active-investor equity vests over 4 years, with a 1-year cliff.

From pre-seed to a scaled regional platform

● NOW · PRE-SEED

Raising \$1M

\$5M post-money valuation

Three market-ready MVPs; team hires funded by this round; universities and companies onboarding across the GCC.

● YEARS 2–3 · SEED

\$3M+ revenue

\$15–25M valuation

Platform revenue overtakes consulting; proven unit economics; regional footprint expands beyond the GCC.

● LONG RUN · SERIES A

\$100M+ target valuation

A category-defining talent & education platform

MASTER™ as the region's default infrastructure for assessment, development and certification.

The framework is built. We need commercial firepower.

WE BRING — THE FRAMEWORK

- 18+ years of proprietary IP: the 3E Series, ODIE™, Align™, SPIRAL/COE
- Triple certification: KHDA · CPD · EAHEA
- Three market-ready platforms — MASTER 242™, 120™ and 88™
- A founder track record of building and raising capital

WE SEEK — COMMERCIALIZATION

- An institutional commercial partner: in discussion with a UAE company (est. 2010, strong local footprint) to join as a shareholder via their enablement programme, with a commercial role in strategic partnerships
- In discussion with a Netherlands-based consulting firm for local market entry and MASTER™ sales representation in the Netherlands
- Active investors with networks into companies, universities and government
- Capital to fund the team, product and go-to-market plan
- Partners who accelerate distribution across the GCC and beyond

The IP is proven. The platforms are built. What we need now is the partner who turns proof into scale.

Born in the UAE — built for the GCC

We the UAE 2031

UAE Centennial 2071

UAE Digital Economy Strategy

Saudi Vision 2030

Kuwait Vision 2035

Qatar National Vision 2030

Bahrain Economic Vision 2030

Oman Vision 2040

*Every national strategy in the region calls for a more capable, more human workforce.
MASTER™ is the platform built to deliver it.*

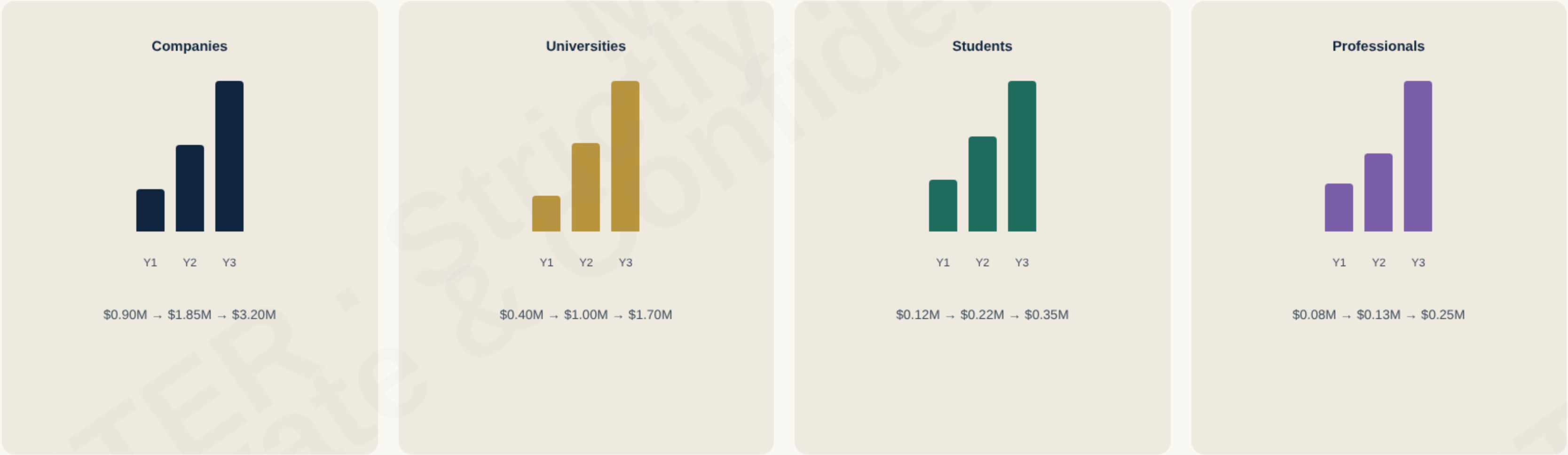
Dr. Elena Simona Tomozii · Founder & CEO

MASTER Consulting

APPENDIX

Supporting detail: revenue by segment, the Year 1 market-entry roadmap, the industry–university platform model, and a product-by-product competitor comparison.

Four revenue lines, each growing year over year



Base case, consistent with the Financials and Financial Summary sections. Companies and universities remain the two largest lines throughout.

Land in the UAE and Europe

Q1

- Public launch of MASTER 88™ / 120™ / 242™
- Onboard first paying companies in the UAE
- Third GCC United cohort delivered

Q2

- First UAE university partnership live on-platform
- Swiss BBA programme, second cohort
- Hire CTO / platform lead

Q3

- Expand into Saudi Arabia and Qatar
- ODIE™ LinkedIn series scaled; free-profile campaign
- Hire Head of Sales

Q4

- Close Year 1 cohort and revenue reporting
- Europe pilot — Switzerland and Romania
- Open the Seed round (Years 2–3)

A workforce-alignment infrastructure — phased

PHASE 1 · ASSESS

Baseline the gap

MASTER 242™ and 120™ assessments run across university and industry partners to measure the real gap between graduate competencies and employer requirements.

PHASE 2 · ALIGN

Map curriculum to competency

Align™ maps assessment results to curriculum design, so universities co-develop modules with the employers who will hire their graduates.

PHASE 3 · CERTIFY

Credential and connect to hiring

Graduates certify on triple-accredited (KHDA · CPD · EAHEA) credentials; employers hire directly from the platform using the same competency data.

One platform spans six categories others cover alone

Product line	Named competitors	Our edge
Leadership assessment	Hogan, SHL	GCC-built, triple-accredited (KHDA · CPD · EAHEA), tied to development
Career / learning / university platform	Coursera, edX	Integrated certification path, not content alone
Psychometrics	SHL, Thomas International	Leadership-specific, research-based (3E Series)
Recruitment & talent	LinkedIn Talent Solutions	Hiring decisions backed by real development data, not self-reported profiles
Align™ (curriculum-to-competency)	No direct digital competitor identified	Purpose-built mapping from employer need to curriculum design
University transformation	Generic HE consultancies	Built from scratch and delivered — proof of concept already live

PARTNERS, NOT COMPETITORS

Regional accelerators (Hub71, in5, Sheraa, Flat6Labs) and the partner network on the Partners & Clients slide extend reach rather than compete for it.

No single competitor above spans more than one of these six categories; MASTER™ spans all six on one accredited platform.