



Digital Marketing Agency

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Supervisor:

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Resumo

Num mundo cada vez mais digital, as empresas precisam evoluir para manterem a sua visibilidade e competitividade. Ao longo da última década — e especialmente desde a pandemia da COVID-19 — o marketing digital deixou de ser um “extra” para se tornar uma estratégia essencial de crescimento. Em Portugal, esta transformação acelerou rapidamente, com as pequenas e médias empresas a reconhecerem a necessidade de marcar presença online. É neste contexto que nasce a Nova Digital: uma nova agência de marketing digital criada para ajudar negócios a prosperar neste cenário em constante mudança.

Este trabalho de projeto apresenta o plano de negócios completo da Nova Digital, detalhando a nossa estratégia para oferecer serviços como Otimização para Motores de Busca (SEO), Gestão de Redes Sociais, Marketing de Conteúdo, Publicidade Digital, Desenvolvimento de Websites e Consultoria. O nosso objetivo é fornecer soluções personalizadas e orientadas para resultados a empresas portuguesas que procuram aumentar a sua visibilidade e o seu envolvimento online.

Para a elaboração deste plano, foi adotada uma abordagem prática e baseada em investigação. Combinámos pesquisa bibliográfica, análise de tendências de mercado e avaliação da concorrência para compreender as necessidades do nosso público-alvo. Utilizámos ferramentas estratégicas como o Business Model Canvas e a Análise SWOT para estruturar o modelo de negócio e definir objetivos de crescimento claros. As projeções financeiras foram desenvolvidas com recurso à plataforma LivePlan, permitindo simular diferentes cenários de rendimentos e custos.

O plano financeiro confirma a viabilidade e sustentabilidade do projeto a longo prazo. A demonstração de resultados revela lucros a crescer de 208.156 € em 2025 para 959.841 € em 2029. O balanço patrimonial mostra 3.151.759 € em ativos totais no final do quinto ano. De acordo com a análise de rácios, a Nova Digital alcança um retorno sobre o capital próprio (ROE) sólido e uma margem líquida crescente, que atinge os 69% em 2029 — sinais de uma gestão eficiente dos custos e de um crescimento sustentável.

Com um investimento inicial controlado, uma equipa especializada e um modelo de negócio escalável, a Nova Digital está posicionada não apenas para ser financeiramente rentável, mas também para se afirmar como uma referência no setor digital em Portugal.

Palavras-chave: Marketing Digital, Plano de Negócios, Empreendedorismo, Planeamento Financeiro, , Business Model Canvas.

Abstract

In today's increasingly digital world, businesses must evolve to stay visible and competitive. Over the last decade—and especially since the COVID-19 pandemic digital marketing has shifted from a “nice-to-have” to an essential strategy for growth. In Portugal, this change has accelerated rapidly, with small and medium-sized businesses recognizing the need for a strong online presence. It is within this context that Nova Digital was born: a new digital marketing agency designed to help businesses thrive in this evolving digital landscape.

This project presents a full business plan for Nova Digital, outlining our strategy to offer key services such as Search Engine Optimization (SEO), Social Media Management, Content Marketing, Paid Advertising, Website Development, and Consulting. Our goal is to deliver tailored, results-driven solutions to Portuguese businesses looking to increase visibility and engagement online.

To build this plan, a practical and research-based approach was used. We combined bibliographic research, market trend analysis, and competitor profiling to understand the needs of our target market. Strategic tools like Business Model Canvas and SWOT analysis helped shape the business structure and define clear growth strategies. Financial projections were built using LivePlan, allowing us to test and adjust different funding and cost scenarios.

The financial section confirms the project's viability and long-term sustainability. The income statement shows profits growing from €208.156 in 2025 to €959.841 in 2029. The balance sheet reflects €3.151.759 in total assets by the end of year five. According to the ratio analysis, Nova Digital achieves a strong Return on Equity (ROE) and an increasing net profit margin, reaching 69% in 2029 evidence of smart cost control and healthy growth.

With a modest initial investment, a lean team of experts, and a scalable business model, Nova Digital is positioned not just to succeed financially, but to become a trusted and visible player in Portugal's digital economy.

Keywords: Digital Marketing, Business Plan, Entrepreneurship, Financial Planning, Business Model Canvas.

“To those who believe in the power of digital voices to spark real change.”

Raounak Ben Ali Hassen

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Abbreviations and/or Acronyms

A&CSC – Admin & Client Support Coordinator

AI – Artificial Intelligence

B2B – Business-to-Business

BMC – Business Model Canvas

CC Assistant – Campaign & Consulting Assistant

CRM – Customer Relationship Management

CRO – Conversion Rate Optimization

DM – Direct Message

DM Specialist – Digital Marketing Specialist

EIB – European Investment Bank

EU – European Union

EUR/hr – Euros per hour

FT – Full-Time

FTE – Full-Time Equivalent

GDP – Gross Domestic Product

GDPR – General Data Protection Regulation

HR – Human Resources

HTML/CSS – Hypertext Markup Language / Cascading Style Sheets

IAPMEI – Agência para a Competitividade e Inovação

INE – Instituto Nacional de Estatística

INPI – Instituto Nacional da Propriedade Industrial (Portuguese Institute of Industrial Property)

IP – Intellectual Property

IRS – Imposto sobre o Rendimento das Pessoas Singulares (Portuguese Personal Income Tax)

ISCTE – Instituto Universitário de Lisboa

IVA – Imposto sobre o Valor Acrescentado (Value Added Tax)

JWD&D – Junior Web Designer & Developer

Lda. – Sociedade por Quotas Unipessoal, Limitada (Single-Member Private Limited Company)

MVPs – Minimum Viable Products

NOVA IMS – NOVA Information Management School

P&L – Profit and Loss

PPC – Pay-Per-Click

PT – Part-Time

PORDATA – Base de Dados Portugal Contemporâneo
ROA - Return on Assets
ROE -Return on Equity
R&D – Research and Development
RBV – Resource-Based View
ROI – Return on Investment
SEO – Search Engine Optimization
SMEs – Small and Medium-Sized Enterprises
SS – Segurança Social (Social Security)
SSD – Segurança Social Direta
TAM – Total Addressable Market
TSU – Taxa Social Única (Portuguese Social Security Contribution Rate)
UX – User Experience
VAT – Value Added Tax
WD&D – Web Designer & Developer
€ – Euro (Currency used in Portugal)

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Introduction

In today's digital economy, businesses are redefining how they communicate, engage with customers, and build their brands. The rapid evolution of technology and online platforms has made digital marketing a critical pillar for business successes, especially for small and medium-sized enterprises (SMEs) looking to compete in an increasingly saturated marketplace. This shift has amplified the need for agile, strategic, and data-informed agencies capable of translating business goals into digital results.

The motivation for this project stems from two key factors. First, as a master's student in Entrepreneurship and Innovation, I recognized a strong opportunity to apply theoretical knowledge to a viable and scalable business concept. Second, market research revealed a growing gap in the Portuguese digital marketing sector, particularly for agencies that combine technical expertise with affordable, client-centered solutions. Nova Digital is designed to address that gap by offering high-quality services grounded in strategy, creativity, and measurable impact.

This project develops a business plan for Nova Digital, a digital marketing agency tailored to support Portuguese SMEs and entrepreneurs in establishing and enhancing their digital presence. The agency will offer services such as Search Engine Optimization (SEO), social media management, content marketing, paid advertising, consulting, and website development, all customized to client needs and industry trends.

Methodologically, this project relies on a combination of bibliographic research and strategic planning tools. The Business Model Canvas was used to map out the core components of the business, while a SWOT analysis helped assess the internal and external factors influencing viability. Market insights were supported by data from national and international sources including INE, INPI, and DataReportal. Financial planning was carried out using the LivePlan platform, which enabled detailed forecasting of revenues, expenses, cash flows, and staffing needs.

The structure of this work begins with a theoretical foundation covering entrepreneurship and digital marketing, followed by a comprehensive business plan outlining market analysis, competitive advantages, service structure, and financial strategy. It concludes with an evaluation of the agency's long-term potential, limitations, and future directions for growth.

1. Theoretical Framework

This point forms the intellectual backbone of the study. It brings together key ideas and proven models from the fields of entrepreneurship, digital marketing, and strategic management. These theories have guided every choice made throughout the creation of Nova Digital from the initial concept to the practical strategies developed in the business plan. The aim is not just to reference theory for theory's sake, but to show how academic insights can help shape a real-world digital marketing agency.

1.1 Entrepreneurship Theories

Entrepreneurship theories provide a structured understanding of how new ventures emerge, grow, and adapt in dynamic environments. In the context of Nova Digital, these theoretical models offer insight into the mindset, resources, and strategies required to develop a successful digital marketing agency.

Schumpeter's Innovation Theory

Joseph Schumpeter (1934) introduced the concept of "creative destruction", highlighting the entrepreneur's role in transforming markets by introducing new combinations of products, processes, and ideas. This principle is central to Nova Digital's approach. In the digital marketing sector characterized by rapid change innovation is essential. Nova Digital integrates innovation by applying AI-powered tools, continuously refreshing campaign strategies, and remaining responsive to emerging trends.

Resource-Based View (RBV) of the Firm

According to Barney (1991), the Resource-Based View emphasizes that sustained competitive advantage derives from the effective use of valuable, rare, inimitable, and non-substitutable (VRIN) internal resources. Applied to Nova Digital, this perspective justifies the strategic investment in qualified human capital, advanced digital tools, and long-term partnerships. These assets form the foundation for differentiation and value creation.

Effectuation Theory

Sarasvathy (2001) proposed Effectuation Theory as a logic of entrepreneurial decision-making suited to uncertain environments. Rather than relying on predetermined goals and predictive planning, effectuation emphasizes leveraging available means, stakeholder involvement, and iterative learning. Nova Digital adopts this flexible approach by working closely with early clients, refining service offerings, and adapting to changing market dynamics—a critical strategy in a digital landscape shaped by constant technological evolution

1.2 Digital Marketing Theories and Models

This point highlights models that help define how marketing strategies are built, executed, and evaluated in the digital space. These theories provide the foundation for creating effective campaigns, understanding customer behavior, and maximizing impact.

The 8Ps of Digital Marketing

Building on traditional marketing's 4Ps, Kotler and Keller's 8Ps reflect what it takes to succeed online:

- Product: Services like SEO, social media campaigns, and content creation.
- Price: Fair rates based on market research and service quality.
- Place: Digital platforms where the agency meets its audience.
- Promotion: Strategic use of ads, influencers, and newsletters.
- People: A skilled, creative, and motivated team..
- Processes: Streamlined operations that deliver consistent results.
- Physical Evidence: Portfolios, client reviews, and a professional online image.
- Performance: Metrics that show impact—like traffic, engagement, and ROI.

The AIDA Model (Attention, Interest, Desire, Action)

A classic model that is still working today. Whether in blog posts, social ads, or landing pages, Nova Digital will use AIDA to guide potential clients from curiosity to conversion:

- Attention: Eye-catching content and targeted outreach.
- Interest: Useful, relevant information that speaks to their needs.
- Desire: Proof of success through case studies and testimonials.
- Action: Clear calls-to-action that move people from "thinking about it" to signing up.

Porter's Five Forces in Digital Marketing

To compete well, you need to understand your industry. Michael Porter's model helps do that:

- Threat of New Entrants: Many agencies enter the market. A strong brand and sharp niche are key.
- Bargaining Power of Suppliers: Platforms like Google and Meta shape the rules, so staying current is a must.
- Bargaining Power of Buyers: Clients expect results—differentiation and service quality are vital.
- Threat of Substitutes: In-house teams are a real alternative, so we focus on adding specialized value.

- Rivalry: The competition is fierce. We'll stay relevant through innovation and client loyalty.

1.3 Business Development and Strategic Management Theories

Strategic and business development frameworks help shape how Nova Digital will operate, grow, and position itself in the marketplace. These models offer structure for decision-making and ensure that the agency evolves with purpose.

Business Model Canvas (BMC)

This framework by Osterwalder and Pigneur is the blueprint of Nova Digital's structure. It maps out:

- *Value Proposition*: Tailored digital solutions that make a real difference.
- *Customer Segments*: SMEs, startups, and growing e-commerce brands.
- *Channels*: social media, events, referrals, and a strong website.
- *Revenue Streams*: Monthly packages, one-off projects, and consulting.
- *Key Resources*: Talent, software, and industry relationships.
- *Key Activities*: Campaign management, strategy sessions, performance tracking.
- *Cost Structure*: Salaries, subscriptions, and marketing expenses.
- *Key Partnerships*: Collaborations with content creators, influencers, and tool providers.

SWOT Analysis

A simple but powerful tool to stay grounded:

- *Strengths*: Digital expertise, agile processes, and a motivated team.
- *Weaknesses*: Intense competition and initial brand visibility.
- *Opportunities*: Market growth, new tech, and underserved niches.
- *Threats*: Economic shifts, rising ad costs, and changing algorithms.

Lean Startup Methodology

Inspired by Eric Ries, this approach means we start small and grow smarter. Nova Digital will:

- Launch with core services (our MVP).
- Learn from real feedback and data.
- Pivot when needed to meet real market demands.

1.4 Final considerations

This theoretical foundation does not just support Nova Digital it shapes it. From innovation and flexibility to strategic structure and client-focused delivery, every model discussed here has helped turn a business idea into a practical, scalable plan. By grounding the agency in proven principles, we are building something that can not only survive but thrive in a rapidly evolving market.

2. Business plan

This business plan outlines the foundation and strategic direction of Nova Digital, a company specializing in innovative digital marketing solutions that extend beyond traditional approaches.

2.1. Executive summary

Nova Digital is a startup digital marketing agency created with a clear and focused mission: to help Portuguese small and medium-sized enterprises enhance their online presence, attract more clients, and grow sustainably through customized and results-driven digital strategies. As digital transformation accelerates across Europe, especially in the wake of the COVID-19 pandemic, many businesses are struggling to keep up with the rapid evolution of online marketing. Nova Digital steps in as a solution, offering not just technical services, but strategic support tailored to each client's needs and goals.

Our business idea is rooted in the belief that digital marketing should be accessible, effective, and measurable. Nova Digital combines creativity, technology, and data to deliver high-quality services across six core areas: Search Engine Optimization, Social Media Management, Content Marketing, Website Design & Development, Paid Advertising (PPC & Social Ads), Marketing & Strategic Consulting

These services are provided through a lean, highly skilled team supported by digital tools, automation, and client-centered workflows. The agency is built to scale, with new hires planned by year three to match growing client demand while keeping operations efficient.

The financial analysis demonstrates the strong viability and scalability of the business. Revenue is forecasted to grow steadily over five years, from €367.690 in 2025 to €1.391.000 by 2029, driven by billable service hours and competitive pricing. Net profit increases from €208.156 in the first year to €959.841 in year five. The income statement confirms rising profitability, with the net profit margin reaching 69% in 2029. The balance sheet reflects a healthy financial position, with €3.151.759 in total assets by the end of the forecast period. According to the ratio analysis, Nova Digital maintains a strong Return on Equity (ROE) and solid liquidity throughout.

Strategically, the agency is supported by tools like Business Model Canvas (BMC) and SWOT analysis, which were used to define the value proposition, customer segments, channels, and competitive advantages. Our market research shows growing demand for digital marketing in Portugal, especially among local businesses that want personalized service without the high cost of large agencies.

In conclusion, Nova Digital is more than a business idea, it is a well-researched, financially viable, and operationally lean project ready to respond to real market needs. With a modest startup investment, a focused team, and a strong digital positioning, the agency is set to deliver both value to clients and sustainable growth to shareholders.

2.2. Company description

Nova Digital was born from a simple but powerful idea: to help small and medium-sized businesses grow by making their digital presence stronger, smarter, and more strategic. In today's fast-paced digital world, many SMEs struggle to keep up with constant changes and do not always have, tools, or expertise to run effective marketing campaigns. Nova Digital was created to fill that gap offering flexible, personalized solutions that truly align with each client's goals and brand identity.

The company is officially registered as a "Nova Digital Marketing Agency, Unipessoal, Lda" and is based in Lisbon, one of Europe's rising tech and innovation hubs. Our core activity is in the Digital Marketing sector, where we provide services such as SEO, social media management, content creation, paid advertising, website development, and consulting all designed to deliver measurable results.

Nova Digital was founded by Raounak Ben Ali Hassen, a young entrepreneur with a strong background in marketing and innovation. With both academic knowledge and real-world experience in digital projects and client management, she brings a hands-on, visionary approach to the business. Her ambition is to build a company that not only delivers results but also builds lasting relationships through creativity, honesty, and smart strategy.

To get started on the right foot, Nova Digital is backed by an initial capital of €124,000, giving it a solid financial foundation to invest in tools, people, and growth. The agency will begin with a small, focused team of three professionals, allowing for agility, close collaboration, and a strong client-first culture. As we grow and evolve, the team will expand thoughtfully to match the rising demand for our services.

In its first phase, Nova Digital will focus on the Portuguese market, which offers a dynamic environment full of opportunities for digital transformation. But our vision doesn't stop there—over time, we aim to grow internationally and become a trusted partner for businesses around the world looking to thrive online.

What truly sets Nova Digital apart is its human approach. We do not believe in one-size-fits-all packages. Every project is crafted in close collaboration with the client, ensuring that strategies are clear, practical, and tailored to their unique needs. From planning to execution to reporting, we focus on transparency, performance, and value.

At its core, Nova Digital is more than a digital agency it is a growth partner for companies that are ready to take the next step. We are here to make that journey easier, smarter, and more impactful.

The following table summarizes the key information about Nova Digital.

Table 1:Company Overview

Item	Details
Company Name	Nova Digital Marketing Agency, Unipessoal, Lda
Legal Form	Sociedade por Quotas Unipessoal, Lda (Single-Member Private Limited Company)
Founder	Raounak Ben Ali Hassen
Headquarters	Lisbon, Portugal
Sector of Activity	Digital Marketing
Core Services	SEO, Social Media Management, Content Creation, Paid Advertising, Website Development, Consulting
Initial Capital	€124,000
Number of Employees (Year 1)	3
International Ambitions	Long-term growth targeting European and international markets
Company Values	Creativity, Transparency, Personalization, Performance

Source: owner's elaboration

2.2.1. Promoters

Nova Digital is promoted and led by Raounak Ben Ali Hassen, a passionate and forward-thinking entrepreneur with a strong academic background in marketing, trade, and innovation. Raounak holds a bachelor's degree in Trade and Distribution, specializing in Marketing, and is currently completing a master's degree in Entrepreneurship and Innovation. Her academic path has been complemented by hands-on experience in customer service, digital project coordination, and communication.

What makes her profile especially suited to this project is the blend of theoretical knowledge and practical skills she brings to the table. Having worked closely with clients, managed day-to-day digital tasks, and participated in business planning and strategic thinking, she has developed a solid foundation for launching and managing a marketing agency.

As the sole promoter of Nova Digital, Raounak will initially assume full leadership of the company. She will be directly responsible for overseeing service delivery, client relations, and operational management, especially in the areas of Paid Advertising and Consulting Services. Her personal involvement in the agency's launch reflects her commitment to building a company that is not only financially viable but also rooted in trust, creativity, and measurable success.

In the long term, she aims to grow Nova Digital into an international digital partner, starting with Portugal and Tunisia and eventually reaching a wider global market, while maintaining a hands-on, value-driven approach to client service.

2.2.2. Advisers

As Nova Digital is still in its early development phase, the advisory team has been kept lean and practical, focusing on essential areas such as finance, legal compliance, and academic guidance.

Financial & Legal Advisor

To ensure Nova Digital is built on a rock-solid legal and financial foundation in Portugal, the founder engaged trusted professionals and reliable sources for expert guidance and compliance.

Legal Advisor:

Ana Rita Martins Fernandes, a practicing attorney at MGRA – Martins, Gomes, Ramos & Associados, based in Lisbon. She specializes in corporate and commercial law and was instrumental in advising on the legal form—Sociedade por Quotas Unipessoal, Lda—ensuring all contractual and registration requirements were met

Financial & Accounting Adviser:

Ceico – Centro de Informação de Contabilidade e Comércio, Lda, a Lisbon-based accounting firm staffed with certified accountancy professionals (Técnicos Oficiais de Contas). They provided detailed advice on tax obligations (IRC, IVA, IRS), social security contributions, payroll setup, and ongoing financial reporting

Additionally, the founder consulted official Portuguese business resources to guide legal and financial compliance:

- Portal das Finanças for tax procedures and filings.
- Segurança Social Direta for employee social security registration.
- IAPMEI for information on business registration, incentives, and startup support.

Future Advisors

As the company grows, Nova Digital plans to formalize relationships with legal and financial professionals in both Portugal and Tunisia, as well as seek mentorship from experienced entrepreneurs and digital marketing experts. This advisory network will be progressively expanded to support the agency's transition from a local startup to a scalable international business.

For now, Nova Digital is relying on a focused and cost-conscious advisory approach while remaining open to future partnerships that will strengthen its structure and decision-making capacity.

2.2.3. Services

Nova Digital is a digital marketing agency created to serve small and medium-sized enterprises that want to grow online but lack the time, tools, or internal team to manage their digital presence effectively. We do not just deliver content or ads we become strategic partners, working closely with our clients to help them build stronger visibility, better engagement, and more measurable impact across digital channels.

Background to Development

The services we offer are the result of observing real pain points faced by SME, both in Portugal and Tunisia. Many business owners do not know where to start when it comes to online marketing. Some try to handle it alone and end up wasting budget, while others rely on expensive agencies that do not understand their specific needs. Nova Digital was developed to close that gap offering high-quality, affordable, and tailored services in a simple, transparent way.

Services We Offer

We offer six core services, each of which plays a specific role in helping clients achieve their digital goals:

Search Engine Optimization (SEO):

We help businesses appear in relevant Google search results by optimizing their websites and content. This includes keyword research, technical SEO, on-page and off-page optimization, and SEO reporting. The goal is long-term organic traffic growth that doesn't rely on paid ads.

Social Media Management:

We plan, create, and manage content across platforms like Instagram, Facebook, LinkedIn, and TikTok. This includes designing visuals, writing captions, scheduling posts, and engaging with followers. We also provide monthly performance insights to help clients understand what works and why.

Content Marketing:

Our team produces valuable and original content such as blog posts, articles, newsletters, and branded resources. This service helps clients build trust with their audience, improve SEO, and stay top of mind. We adjust the tone and format depending on the industry and audience.

Website Design and Development:

We design and develop professional, responsive websites tailored to each client's brand and user needs. Whether it is a simple landing page or a full corporate website, we focus on aesthetics, functionality, and conversion. We also offer website optimization for speed, mobile use, and SEO.

Paid Advertising:

We create and manage ad campaigns on platforms like Google Ads, Facebook Ads, and Instagram Ads. This includes targeting strategy, copywriting, budgeting, A/B testing, and reporting. Our focus is on return on investment (ROI), using every euro efficiently to generate real results.

Consulting Services:

We offer strategic support for clients who want to understand their digital performance, clarify their goals, or restructure their marketing approach. This includes one-on-one sessions, audits, and action plans tailored to the client's current stage and challenges.

All services are provided using a billable hours model, giving clients full control over what they pay and how much support they receive. This approach is especially beneficial for SMEs that want flexibility and cost transparency.

Benefits and Features

Services are 100% personalized and scalable to each client's size and industry.

Clear deliverables and timelines.

Performance tracking included in every service.

Dedicated account management and fast communication.

Adaptable support: from full-service management to individual tasks.

Unique Selling Points

We combine strategy and execution in one place no need to hire separate teams.

Direct founder involvement ensures quality and accountability.

Cross-cultural understanding of both Portuguese and Tunisian business contexts.

Affordable pricing designed for small businesses.

Simple and transparent billing system with no hidden fees.

Advantages to Customers

Save time and focus on core business while we handle digital efforts.

Get professional results without hiring a full internal team.

Build long-term visibility and brand awareness.

Access to expert support without committing to a large budget.

Disadvantages or Weak Points

As a new agency, we are still in the process of building a brand reputation.

Our initial team is small, which may limit the number of clients we can serve at once.

Some advanced services (e.g., email automation, AI-based analytics) are still under development and will be rolled out gradually.

Future Developments

We plan to expand our service offering over time, including:

- Email marketing and CRM workflows.
- AI-driven analytics dashboards.
- Multilingual content (Arabic, French, English).
- Workshops and training programs for SME teams.
- Collaboration with content creators, videographers, and branding consultants.

Nova Digital is not just a list of services, it is a flexible, evolving solution for businesses that want to grow online with confidence and clarity.

2.2.4. Mission and vision

Establishing the mission and vision of a company is important in strategic terms. Therefore, the company mission is stated as follows:

Mission

Nova Digital's mission is to empower small and medium-sized businesses by providing strategic, personalized, and results-driven digital marketing solutions. We aim to simplify the digital world for our clients, helping them grow their brand, reach the right audience, and achieve measurable success online all through clear communication, ethical practices, and creative thinking.

Vision

Nova Digital aims to become a leading digital marketing agency for SMEs in Portugal within five years, recognized for delivering personalized, data-driven solutions that drive measurable growth. By 2030, the agency seeks international expansion, supported by a multicultural team and innovative tools, positioning itself as a strategic partner for long-term digital success.

2.2.5. Objectives

Nova Digital is focused on growing steadily and meaningfully over the next five years. Rather than rushing expansion, our aim is to build a solid reputation, deliver consistent value, and establish a strong presence both financially and online. These objectives reflect what a young, focused digital marketing agency can realistically achieve while staying true to its values of transparency, creativity, and human connection.

Year 1 (2025)

- Secure 6 to 8 paying clients, prioritizing trust, quality, and long-term partnerships.
- Reach break-even or modest profitability by carefully managing expenses.
- Operate with a lean team of 3 employees, maximizing billable hours and reducing fixed costs.
- Launch Nova Digital's brand identity, website, and social media pages.
- Begin building online visibility organically, with authentic posts and community engagement.
- Focus on interaction over impression: respond to comments, join conversations, and share useful content.
- Rely on referrals and word-of-mouth instead of large marketing budgets.

Year 2 (2026)

- Grow to 12–15 recurring clients, with a mix of monthly and project-based contracts.
- Increase revenue by 20–25%, while keeping operational costs consistent.
- Build community-focused content across social platforms.
- Reach at least 1,000 organic followers across all social media accounts.
- Publish early success stories and positive testimonials to strengthen trust.

- Explore partnerships and networking with freelancers and other agencies.

Year 3 (2027)

- Hire 1–2 new employees, depending on workload and client growth.
- Reach 18–20 active clients, while maintaining excellent service quality.
- Launch a blog, newsletter, or online series to grow thought leadership.
- Increase social media engagement by 30%, through value-based content and authentic interaction
- Maintain at least 85% client retention, proving reliability and satisfaction

Year 4 (2028)

- Stabilize revenue around €900,000, keeping spending efficient
- Continue offering core and value-added services, such as basic CRM and email marketing
- Grow Nova Digital's online community, reaching 50,000 to 100,000 followers organically
- Host occasional online workshops or webinars to connect with followers and generate leads
- Build recognition as a go-to boutique agency for SMEs seeking strategy + execution

Year 5 (2029)

- Reach a client base of 25–30 recurring businesses, prioritizing long-term contracts
- Maintain profitability and a healthy gross margin
- Achieve a major brand visibility milestone: 1 million engaged followers across all social media platforms, built through consistency, storytelling, authenticity, and relevance
- Be recognized as a reliable and respected name in the digital marketing space known not just for services, but for the human way we work
- Prepare to explore international collaborations or service expansion, if aligned with team capacity and mission.

2.2.6 S.W.O.T. Analysis

The following SWOT analysis outlines the current position of Nova Digital, highlighting internal strengths and weaknesses, as well as external opportunities and threats. It serves as a strategic overview of where the company stands as it enters the market, and where it needs to focus its attention during the first years of operation.

Table 2: SWOT analysis

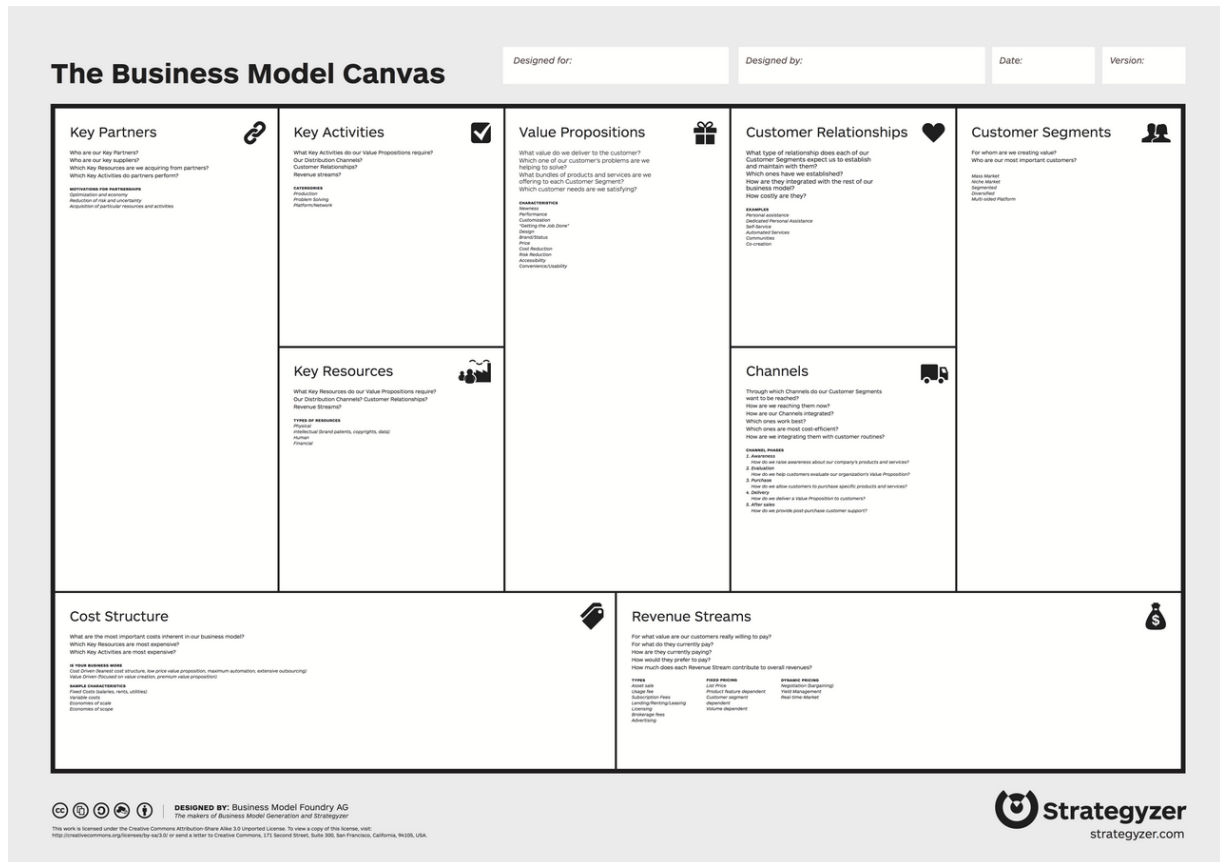
Strengths	Weaknesses
<ul style="list-style-type: none"> - Personalized, human-centered approach to each client - Flexible and transparent pricing using billable hours - Direct founder involvement in execution and client support - Solid academic foundation and practical experience in-house - Bilingual (French–Arabic–English) and multicultural mindset 	<ul style="list-style-type: none"> - Limited brand awareness as a new agency - Small team capacity in early stages - Limited budget for marketing and promotion - No international client references yet - Still developing internal processes and automations
Opportunities	Threats
<ul style="list-style-type: none"> - Growing demand for digital services among SMEs - Businesses shifting budgets from traditional to digital - Possibility to expand internationally in the long term - Strong potential for social media community growth - Rise of remote work opens wider talent and client access 	<ul style="list-style-type: none"> - High competition in the digital marketing sector - Economic uncertainty impacting client spending - Algorithm or platform changes (Google, Meta, etc.) - Difficulty standing out in a crowded online space - Client dependency on short-term projects

Source: owner’s elaboration

2.2.7 Business Model Canvas

Before diving into the detailed operations and financials, it is important to present a clear and structured picture of how Nova Digital will function as a business. For that, we have chosen to use the Business Model Canvas, a practical and visual framework that helps map out the key components of our business idea in a single view. This canvas captures everything from how we plan to deliver value to our clients, to how we’ll manage resources, build relationships, and generate income. It acts as a snapshot of Nova Digital’s core business logic and strategic direction.

Figure 1: Business model canvas



Source: stratgyer.com

To strengthen the strategic and operational foundations of Nova Digital, we have integrated the Business Model Canvas by Osterwalder & Pigneur (2010) into our business plan. This powerful visual tool allowed us to define and align all essential elements of our model from value creation and customer engagement to financial sustainability. The structure outlined below reflects our real-life financial planning, team structure, chosen software, and operational decisions.

- Value Propositions

We empower Portuguese SMEs and independent professionals to thrive in the digital space by offering accessible, goal-oriented marketing services. Nova Digital acts as a flexible marketing department, managing everything from SEO and content to paid advertising and website design. Our monthly campaign optimizations are grounded in data from tools like Google Analytics and Meta Business Suite. What truly sets us apart is our commitment to personal support, fast delivery, and tailored strategies that reflect each client's reality.

- Customer Segments

Small local businesses (e.g., restaurants, fitness centers, salons) seeking more visibility and customer traffic.

Influencers and public figures aiming to grow their online communities.

Startups launching a product or brand from scratch.

Marketing agencies in need of outsourced content or web development support.

- Channels

Our official website, built on WordPress with Elementor Pro, includes service descriptions, testimonials, and a direct contact form.

Instagram and LinkedIn serve as our main communication and promotion platforms.

Google Ads campaigns will reach users actively searching for digital services.

- Customer Relationships

Initial consultations are conducted via Zoom, followed by a detailed proposal within 72 hours.

Clients receive monthly performance reports through Notion or PDF, covering engagement, reach, and ROI.

Daily communication is maintained through WhatsApp Business.

Long-term relationships are nurtured through 3–6 month retainers, encouraging continuity and trust.

- Revenue Streams

We offer structured service packages:

SEO

Paid Advertising

Content Marketing

Social Media Management

Website Development

Consulting Services

- Key Resources

Core team:

Digital Marketing Specialist (managing SEO, content, social media)

Web Designer & Developer (WordPress, HTML/CSS)

Admin & Client Support Coordinator (focused on paid ads, reporting, client follow-up)

Founder's expertise in marketing and consulting covering paid advertising and strategic leadership in early years.

Tools: Trello, Notion, ChatGPT, Google Workspace, Microsoft 365 Business

Equipment: 3 desktop computers, 1 laptop, monitors, printer, NAS system (as per asset plan).

- Key Activities

Content planning and publishing for social media.

Website design and updates

Paid campaign setup and performance monitoring (Google Ads, Meta).

Monthly client strategy reports and adjustments.

SEO audits

Weekly internal coordination via Trello and Notion.

- Key Partnerships

Service providers: Google Workspace, Microsoft 365

Hosting & domain management: Hostinger.

Financial institution: Santander Bank (startup loan and business account).

Accountant: external Portuguese firm (as budgeted).

Freelancers: occasional specialists for photo shoots or niche services.

- Cost Structure

Salaries and social contributions (TSU – 23.75%) represent the largest recurring cost.

Software subscriptions

Rent

Utilities

Paid media

Asset investments (see Section 2.7.5): €123.496 at startup.

This Business Model Canvas gives a clear and realistic blueprint of how Nova Digital will function, grow, and sustain itself. Every aspect—from resources and costs to channels and revenue is based on real operational decisions reflected in our financial plan. By combining strategic clarity with agility, this model ensures we stay aligned with market shifts and customer expectations, while keeping our foundations strong.

2.3. Market Analysis

Before launching any business, it is essential to deeply understand the environment in which it will operate. This section presents a detailed market analysis that supports the strategic decisions and financial projections outlined in Nova Digital’s business plan. Our goal is to demonstrate that there is not only a real and growing demand for digital marketing services in Portugal, but also that Nova Digital is well-positioned to serve that demand in a way that stands out from the competition.

The analysis begins by identifying our target market and its specific segments, followed by an estimation of the total market size and our agency’s potential within it. We then look at current market trends and their implications for our business model, before finally analyzing our main competitors and how Nova Digital can differentiate itself.

This research-driven approach ensures that our strategy is not based on assumptions, but on the actual behavior, needs, and pain points of Portuguese SMEs navigating the digital space.

2.3.1. Target market

Nova Digital is designed to serve a growing segment of the Portuguese economy: small and medium sized businesses, self-employed professionals, and individuals who rely heavily on their digital presence to build credibility and visibility. Many of these clients need help navigating the digital space, but either lack the in-house skills or the time to do so effectively. Nova Digital was created to bridge that gap, offering personalized digital marketing services tailored to their goals, size, and resources.

Our target market includes the following key segments:

Local Retail, Hospitality, and Service-Based Businesses

- Size: Over 100.000 SMEs operate in this space across Portugal.
- Growth: Post-COVID, many of these businesses are investing more in online visibility to attract both local and tourist audiences.
- Customer Profile: Owners of restaurants, salons, local shops, or gyms who need simple, effective digital tools: Google optimization, basic websites, social media, and ads.

- Independent Professionals and Micro-Enterprises

- Size: An estimated 250.000+ self-employed professionals, from consultants to personal trainers, therapists, and coaches.
- Growth: Remote work and the rise of online service delivery are driving this segment.
- Customer Profile: These clients seek branding help, SEO, a basic website, and ongoing content or social media management. They want direct, trustworthy communication and full control over spending.

Startups and Early-Stage Companies

- Size: Over 2,500 active startups, mainly in Lisbon, Porto, and Braga.
- Growth: The startup ecosystem is rapidly growing thanks to programs like Startup Portugal and increased EU funding.
- Customer Profile: These clients often need flexible, performance-driven marketing support like SEO, paid ads, or consulting often with tight deadlines and evolving needs.

B2B Companies

- Size: B2B SMEs make up a large portion of Portugal's economy, particularly in industries like manufacturing, professional services, IT, and logistics.
- Growth: More B2B businesses are turning to digital marketing to attract clients, not just locally but across Europe.
- Customer Profile: These companies look for professional branding, lead generation campaigns, LinkedIn strategies, and web development. They value professionalism, structure, and measurable returns on investment.

Individuals (Influencers, Artists, Public Figures)

- Size: This niche is growing rapidly with the rise of content creators, podcasters, musicians, and authors.
- Growth: Portugal has seen a steady rise in content creators across platforms like Instagram, YouTube, and TikTok.
- Customer Profile: These individuals need support building a personal brand, improving engagement, managing content calendars, or launching websites and media kits. They want creativity, reliability, and consistency in their online presence.

2.3.2. Market evaluation

The potential market value for digital marketing services in Portugal can be estimated by examining the number of target businesses and professionals, average annual spending, and recent industry data..

Total Addressable Market (TAM)

Nova Digital targets small and medium-sized enterprises, independent professionals, and personal brands such as influencers and public figures. According to INE (Instituto Nacional de Estatística) and Pordata (2023):

- Portugal has over 1.3 million registered businesses, with 99.9% classified as SMEs
- Approximately 250,000 self-employed professionals and freelancers operate across various sectors
- Thousands of digital creators and influencers are active on social media platforms such as Instagram, TikTok, and YouTube

Market research conducted between 2021 and 2024 indicates that small businesses in Portugal spend on average €2,000 to €12,000 per year on digital marketing services, including SEO, social media management, paid advertising, content creation, and website development.

With an estimated 200,000 businesses and professionals actively investing in digital marketing and an average annual spend of €3,000 to €5,000, the total addressable market in Portugal is valued at approximately €600 million to €1 billion per year (2024 estimate).

This figure reflects the real, active spending capacity within the sector, particularly among micro enterprises, local service providers, and emerging digital professionals.

This valuation reflects the current, active spending potential not just theoretical demand. It confirms that the market Nova Digital is entering is both substantial and growing, with many untapped opportunities in underserved segments like micro-enterprises, local service providers, and emerging influencers.

Positioning of Nova Digital

Nova Digital aims to serve a focused segment of this market by offering flexible pricing, personalized services, and transparent collaboration. Projected revenues are expected to grow from €367,000 in 2025 to €1.39 million by 2029, which represents less than 0.1% of the total market a realistic share for a growing digital agency.

2.3.3. Targeted share

When we set our financial goals for Nova Digital, we did not want to fall into the trap of overpromising or aiming too high just for the sake of it. We took a step back and asked ourselves: What can we realistically achieve in our first five years if we stay focused, deliver quality, and grow with purpose? The result is a growth plan that feels right for us stable, manageable, and grounded in the real world.

-In 2025, our first year, we are aiming for around €367.000 in revenue. it is a starting point that gives us room to breathe, learn from our first clients, and fine-tune our workflow. We'll be working with a small team, so we are not trying to overload ourselves. Instead, we'll be focusing on building good relationships and making sure every client we work with feels supported.

- By 2026, we expect to see some growth around €468,000 in revenue. At this stage, we are hoping for some of our first clients will stick around, and maybe a few will refer us to others. We do not plan to grow the team yet, but we'll be more efficient and confident in what we offer.

- In 2027, we are planning to hire a few more people. With more hands-on deck, we'll be able to serve more clients and take on slightly bigger projects. Our projected revenue for the year is €860,000, and we think it is doable if we stay focused and continue building on what we've already created.

- 2028 should be the year where things start to feel more stable. We'll have a larger, more experienced team and a stronger reputation. Our goal is €1.11 million in revenue, and we'll likely be working with more long-term clients at this point businesses that trust us and see the value in what we do.

- Finally, in 2029, we are aiming for €1.39 million. This might sound like a lot, but in the context of Portugal's digital marketing industry which is worth hundreds of millions each year it is actually just a small slice. That's intentional. We do not need to be the biggest agency to succeed. We want to be known for being reliable, honest, and easy to work with. That's the kind of share we are after one that's built on trust, not just numbers.

2.3.4. Market trends

The world of digital marketing does not stand still and in Portugal, it is evolving faster than ever. For a new agency like Nova Digital, it is crucial not only to understand what is happening now, but also to keep an eye on what's coming next. Trends aren't just statistics, they shape what clients expect from us, how we work, and even how we define success. Here is how we see the market today, and how we are preparing to grow with it.

Recent Changes

One of the biggest changes we've noticed over the past few years is that digital marketing is no longer optional, even for the smallest local businesses. Whether it is a family-run café in Lisbon or a freelance architect in Braga, everyone seems to understand that having a digital presence is a must. A lot of companies that used to rely entirely on face-to-face relationships or traditional advertising are now investing in websites, SEO, Google Business profiles, and social media just to stay competitive.

Another big shift is that clients are becoming more aware. They ask better questions. They want to know how campaigns are performing, where their budget is going, and what tools are being used. And rightly so it keeps everyone accountable. For us at Nova Digital, this is an opportunity to build trust by being clear, honest, and focused on delivering value instead of buzzwords.

Future Predictions

Looking forward, we think customization and authenticity will matter more than ever. People are tired of generic ads and recycled content. Clients expect their marketing to feel personal to reflect their brand's tone, mission, and audience. That's good news for us, because we've built our agency model around that exact approach.

There's also no denying the growing impact of AI tools like ChatGPT, Midjourney, or automation platforms. While AI can help speed up certain tasks like keyword research or content drafts, we believe that real human insight still matters more. Clients do not just want content; they want connection. So, we'll use AI carefully and ethically, where it helps save time, but we'll never rely on it to replace our voice or creativity.

Market Drivers (Demographic, Economic, and Legal)

- Demographic: Younger business owners are entering the market, and they're digitally savvy. They expect fast responses, clear results, and marketing that aligns with their brand identity.

- Economic: Many Portuguese SMEs are still working with limited budgets. That's why flexible pricing models like ours, based on billable hours, are gaining popularity. Clients want to control how much they spend without sacrificing quality.

- Legal: Regulations like the GDPR continue to shape how companies handle data. Businesses are more cautious now, and they want guidance from marketers who understand compliance and can build trust with their audiences.

Implications for Nova Digital

For us, these trends confirm that we are heading in the right direction. Clients do not big, complicated agencies, they want a team that listens, adapts, and explains things clearly. They want results, but they also want to understand what's happening behind the scenes. And they want to feel that someone truly cares about their brand not just their budget.

That's exactly the kind of experience we aim to create at Nova Digital.

Our Response and Strategy

We are keeping our approach agile, transparent, and human. Nova Digital does not believe in locking clients into rigid packages. Instead, we meet them where they are, offering what they actually need whether that's a single landing page, monthly social media support, or full-service strategy.

We'll also continue to build our own brand presence not just with polished posts, but with honest content: case studies, behind-the-scenes insights, and practical tips. We want potential clients to see who we really are before they even contact us.

As AI continues to grow, we'll embrace it but not blindly. We'll use it to improve efficiency without losing the human voice that makes us different. After all, technology can support creativity, but it shouldn't replace it.

2.3.5. Competitors

When we started building Nova Digital, one of our first steps was to take a close look at the digital marketing landscape in Portugal. We wanted to understand not just who the main players were, but also how they work, who they serve, and what kind of gaps might still exist in the market. What we found is that while the industry is active and growing, there's still plenty of room for agencies that prioritize flexibility, transparency, and a more personal touch.

Competing Products and Services

In general, most Portuguese agencies offer a mix of well-known services: SEO, social media management, paid advertising, web development, branding, and content creation. These services are in high demand, especially among small and medium-sized businesses that want to boost their online visibility but do not have in-house resources.

What separates one agency from another is usually how those services are packaged, priced, and delivered and who they're meant for.

Key Competitors in Portugal

Nova Digital operates in a competitive environment where several digital marketing agencies have already established a strong market presence. The table below presents a summary of key competitors, outlining their specialization, location, and core services.

Table 3: Competitors in Portugal

Agency	Location	Positioning	Main Services
Codedesign	Lisbon	Performance-driven agency targeting national and international markets	SEO, Paid Advertising (Google Ads, Meta), Web Analytics, CRO, and Digital Strategy
Link&Grow	Porto	HubSpot-certified inbound marketing agency, focused on lead generation for B2B	Inbound Marketing, CRM Integration, Content Strategy, Lead Nurturing, Automation
WAY	Guimarães	E-commerce and digital commerce agency specialized in full-cycle online retail	E-commerce Website Development, UX/UI Design, Email Marketing, Conversion Strategy
Confetti	Lisbon	Boutique agency catering to startups and early-stage companies with creative focus	Branding, Web Design, Social Media Campaigns, Visual Identity Development
Cookies	Lisbon	Integrated marketing and branding agency serving a wide variety of clients	SEO, Social Media Management, Brand Strategy, Paid Ads, Content Production

Source: owner's elaboration

Strengths and Weaknesses of Existing Agencies

Nova Digital's Positioning

Strengths:

- Established client portfolios and strong brand reputation in the national market.
- Specialized teams covering specific technical areas (e.g., SEO, automation, CRO).

- Full-service packages that appeal to larger businesses with structured needs.

Weaknesses:

- High pricing structures, often inaccessible to small businesses, startups, and solo entrepreneurs.
- Rigid service models based on predefined packages, lacking flexibility for evolving client needs.
- Limited personalization for small clients, particularly in larger agencies with high workloads.

Nova Digital's Positioning

Nova Digital addresses the underserved segment of the market local businesses, startups, solo professionals, and SMEs—by offering flexible, personalized digital marketing solutions.

Instead of fixed packages, the agency uses a billable-hour model, allowing clients to pay only for what they need. Services are fully customizable and built through ongoing consultation and feedback. Transparency, adaptability, and affordability are central to every client relationship.

This positioning enables Nova Digital to:

Offer professional-quality services without the complexity or cost of large agencies.

Maintain close involvement in every project, ensuring client needs are understood and met.

Focus on value creation through targeted results, strategic planning, and clear communication.

2.3.6. Competitive advantages

The digital marketing space in Portugal is active, competitive, and full of agencies offering similar services. When we started planning Nova Digital, we didn't set out to copy what already existed. Instead, we asked ourselves a simple but important question: What do clients actually want — and what do they often feel they're missing?

From there, we began shaping Nova Digital not just as another agency, but as a team that listens, adapts, and supports businesses with honesty and flexibility. Our competitive advantage doesn't come from how many awards we've won or how many clients we can list — it comes from how we choose to work, and who we choose to serve.

Here are the key things that we believe set Nova Digital apart:

A human, relationship-first mindset

One of the biggest gaps we have seen in this industry is the lack of personal connection. A lot of businesses feel lost working with big agencies they sign a contract, then barely recognize the people handling their campaigns. We wanted to flip that experience. At Nova Digital, clients talk to the same people who work on their projects. We know their names, their brand goals, and what matters to them. It is a more human approach, and it builds real trust.

Billable hours instead of locked packages

We have spoken with so many small businesses who feel overwhelmed by fixed service packages filled with features they do not fully need or understand. So, we built our pricing model around billable hours. Clients can choose what they want to help with, adjust it month by month, and stay in control of their spending. It is fair, simple, and transparent, which is exactly what we'd want if we were in their shoes.

Focused on SMEs, entrepreneurs, and personal brands

While many agencies focus on larger companies, we've decided to work with the people who often get left behind: solo professionals, early-stage startups, and small teams who want support but do not have huge budgets. We understand the pressure they are under because we are one of them. That's why we do not just offer services; we offer partnership and flexibility.

A multicultural and multilingual edge

Coming from an international background gives us a different kind of insight. We can easily switch between Portuguese, French, Arabic, and English — which helps us connect with a wider audience and support clients targeting different markets. In today's world, that's a powerful advantage.

Transparent communication and education

We do not believe in hiding behind technical jargon. When we work on a campaign or SEO strategy, we make sure our clients understand what's happening and why. We walk them through the numbers, the tools, and the timelines. We want them to feel involved, not left in the dark.

Agility and creative freedom

Being a small agency means we are not stuck in rigid processes or layers of management. We can move fast, test new ideas, and adapt as needed. This kind of agility is exactly what today's clients need — especially those who are also in the early stages of growing their business.

A mindset of building, not just selling

More than anything, we believe in helping our clients grow. That means delivering results, yes but also building relationships, building confidence, and building digital visibility in a way that lasts. We are in this for the long term, not just quick wins.

We know we are not the only digital agency in Portugal and we are okay with that. What we are offering is something different: an honest, hands-on, people-first experience that puts the client's needs above everything else. In a market full of noise and automation, we believe there's real power in staying personal.

2.3.7. Benefits to clients

At Nova Digital, we do not just provide services we aim to bring real, practical value to the people we work with. That's been our mindset from day one. Every decision we've made — from how we price our work to how we communicate is built around one core idea: making things easier, clearer, and more effective for our clients.

We have worked hard to understand what small businesses, freelancers, and early-stage startups really need from a digital agency. Often, it is not just another campaign or website. It is clarity. It is honesty. It is knowing that someone is actually paying attention to their goals, not just pushing a fixed package with fancy words.

Here's what our clients can expect to gain when working with Nova Digital:

Flexibility that fits real budgets

We know many clients do not have huge marketing budgets and they shouldn't have to in order to get good service. Our billable-hours model gives them control. They decide how much time they want to invest each month, and we adjust our work around that. No pressure, no surprises.

Clear communication

One of the most common frustrations we've heard from clients is that they feel lost in technical terms. We keep things simple. Whether we are explaining SEO performance or a Facebook ad campaign, we speak their language and make sure they understand what's happening at every step.

Support that feels personal

Because we are a small team, we can offer more one-on-one attention. Our clients do not get passed around from department to department. They deal directly with the people working on their project, and we stay in touch regularly to make sure things are moving in the right direction.

Results that are meaningful

We focus on measurable progress not vanity metrics. That means more visibility on Google, better engagement on social media, a stronger brand presence, or more leads from the website. Whatever the goal is, we work closely with the client to get there step by step.

Adaptability as needs evolve

Our clients' businesses are always changing and so are their digital needs. Whether they're launching a new product, expanding into a new market, or just trying something different, we adapt quickly. That's one of the perks of working with a smaller, more agile agency.

A real partnership — not just a service provider

We care about the long term. We want to grow with our clients, celebrate their wins, and be the team they turn to when it is time to take the next step. We are not here to just deliver files and invoices we are here to build something that lasts.

In short, the biggest benefit we offer is peace of mind. Clients know that when they work with Nova Digital, they're not just buying hours they're gaining a partner who actually listens, understands their goals, and walks the journey with them.

2.4. Marketing / sales strategy

No matter how strong a service is, it won't succeed without the right strategy to reach the people who need it. That's why the agency's marketing and sales approach is built to be intentional, personal, and performance driven. As a digital marketing agency entering a competitive market, our objective isn't just to promote ourselves, we need to clearly show potential clients the value we offer, how we stand apart, and why we are the right partner to help them grow.

This section outlines the strategies we'll use to position the agency in the market, connect with the right target segments, and convert interest into long-term client relationships. It includes how we will highlight our key differentiators, the channels we'll use to generate leads, how we plan to price and sell our services, and the communication efforts that will support this process.

Each strategy is grounded in our understanding of the Portuguese market and designed to evolve as the business grows. Whether through direct outreach, partnerships, digital advertising, or content marketing, the goal is clear: to build brand awareness, create trust, and drive sustainable revenue through honest, high-quality service.

2.4.1. Revenue

The agency's revenue will be generated through multiple service-based revenue streams, each designed to meet different client needs while maintaining profitability and operational balance. By offering a range of flexible and high-impact digital marketing services, we aim to create recurring income from long-term clients and scalable income through project-based contracts.

At launch, the business will focus on six core service areas:

Search Engine Optimization

- Providing clients with keyword research, on-page optimization, content structuring, and SEO audits to help improve their visibility on search engines and attract organic traffic.

Social Media Management

- Managing clients' social media channels, including content calendars, community engagement, and performance tracking across platforms such as Instagram, Facebook, and LinkedIn.

Content Marketing

- Creating blog articles, social posts, and branded content that educates, inspires, or sells—tailored to each client's audience and tone of voice.

Website Design and Development

- Building responsive, modern websites using platforms like WordPress or Webflow, with a focus on performance, user experience, and mobile responsiveness.

Paid Advertising (PPC & Social Ads)

- Setting up and managing digital advertising campaigns on platforms like Google Ads, Facebook Ads, and Instagram Ads to drive qualified leads and conversions.

Consulting Services

- Offering strategic sessions and digital audits to help clients understand where they stand, what to improve, and how to structure their online presence more effectively.

Revenue Model

Each service will be monetized through a billable-hour model, with hourly rates defined in the financial plan. Some services (like SEO and consulting) will also be available as monthly retainers, offering recurring income and predictable flow of revenue. Website development will primarily generate one-time project-based income, with optional ongoing maintenance packages.

In Year 1 and Year 2, all services will be delivered by a small internal team, including the founder, while maintaining a clear capacity limit based on the number of available billable hours. From Year 3 onward, additional staff will be hired, allowing the agency to serve more clients and increase income across each service stream.

All revenue projections in the financial plan are based on conservative estimates of project volume, average hourly rates, and total working hours available per employee.

Revenue Contribution Matrix (Geographical and Service-Based)

While most income is expected to come from Portuguese clients in the early years, the agency is open to international clients over time. Here’s how revenue sources are expected to evolve:

Table 4: Regional Service Deployment Strategy

Region	Services (All 6 listed above)
Portugal	Primary market for all service streams
EU	Medium-term growth for consulting and web services
US / Rest of World	Long-term potential for paid advertising and SEO packages via remote delivery

Source: owner’s elaboration

2.4.2. Marketing strategy

To succeed in a competitive digital services market, the agency’s marketing strategy focuses on positioning itself as a trustworthy, adaptable, and results-driven partner especially for startups, SMEs, and professionals who are looking for quality and clarity without the high agency price tag. Our approach is simple: understand the real needs of our clients, meet them where they are, and offer solutions that feel human, creative, and effective.

The strategy is divided into three key stages: entry into the market, expansion, and brand consolidation.

Target Segments (Initial Focus)

The first target segment will include startups, small and medium-sized enterprises, and self-employed professionals such as influencers, artists, consultants, and service providers. These clients often lack internal marketing teams and are actively looking for external support to manage their online presence.

These segments were selected for three key reasons:

- They are agile and open to external collaboration
- They usually have limited time and digital expertise
- They value cost-effective, high-impact solutions which aligns with our flexible pricing and tailored service bundles

By targeting these groups, we position ourselves as an accessible agency that helps growing businesses punch above their weight online.

Expansion to the Broader Market

After securing early traction, the strategy will shift toward acquiring more structured businesses such as e-commerce brands, local service chains, and export-oriented SMEs. These clients typically seek more advanced support in SEO, paid ads, and content strategies—and are more likely to engage in retainer agreements, offering longer-term income stability.

This market development will be supported by:

- Showcasing client success stories and before/after case studies
- Leveraging word of mouth and client referrals
- Networking through local business groups and digital conferences
- Adapting offers for slightly larger marketing budgets without losing flexibility

Differentiation Strategy

What sets this agency apart is the balance between professional service quality and personal attention. Unlike large agencies, we offer:

- Direct, responsive communication
- Custom strategies (not one-size-fits-all templates)
- Transparent pricing and flexible bundles

- Strong project ownership from a dedicated team

Clients won't feel like just another ticket in a system—they'll have access to real people who know their goals and work alongside them.

Key Benefits to Highlight

Across all communication and marketing campaigns, we will emphasize:

- Results: measurable growth in traffic, engagement, and leads
- Simplicity: clear processes and understandable language
- Flexibility: pricing and packages adapted to the client's size
- Human connection: real people, real support, no bots

Initial Market Contacts and Outreach

In the first phase, we will leverage personal and academic networks, previous work contacts, and entrepreneurship communities to spread awareness. Platforms such as LinkedIn, WhatsApp business groups, and early collaborations with freelancers or small agencies will be used for informal co-marketing.

We have already identified potential clients who expressed interest in web design, social media management, and strategic consulting during informal conversations and networking. These early leads will be the first outreach targets.

Who Will Handle the Marketing?

Marketing will initially be handled in-house by the General Manager (founder) and the Digital Marketing Specialist. Together, they will plan and execute organic and paid campaigns, build a content presence on social platforms, and manage outreach. No external agencies will be involved in the early stages to keep full control over brand positioning, messaging, and cost efficiency.

2.4.3. Pricing

Our pricing strategy is grounded in a practical and well-researched approach that takes into account both our internal cost structure and the realities of the Portuguese digital marketing market. As a service-based agency, we adopted a billable hours model to price our work charging clients based on the time invested and the value we deliver through each service.

To ensure our prices are competitive, sustainable, and perceived as fair by clients, we considered several key factors:

- Competitors' Prices

We began by benchmarking our pricing against other digital agencies operating in Portugal. Using platforms such as Sortlist, Clutch, Malt.pt, and Upwork, we identified average price ranges and aligned our own hourly rates accordingly:

- Content Marketing – €75/hour (market range: €60–€90)
- Social Media Management – €65/hour (range: €50–€75)
- SEO – €85/hour (range: €70–€100)
- Paid Advertising – €87/hour (range: €80–€100)
- Consulting Services – €95/hour (range: €90–€120)
- Website Design & Development – €100/hour (range: €85–€120)

These rates place us within a competitive range while also reflecting the added value and personalization we bring to each project.

- Level of Competition in the Market

The Portuguese digital marketing sector is moderately competitive, especially in urban areas like Lisbon. However, instead of focusing on price-based competition, we aim to stand out through our customized, client-centric approach. By working closely with small to medium-sized businesses, we offer flexibility, responsiveness, and tailored strategies allowing us to maintain mid-to-high price points that reflect our value.

- Perception of Quality vs. Price

We want our pricing to clearly communicate the quality and professionalism of our services. Clients aren't just paying for time they're investing in:

- Thoughtful strategy
- Personalized execution
- Transparent reporting
- Ongoing support and optimization

This quality-driven focus supports a positive perception of the price-to-value ratio.

- Production Costs and Overheads

Our hourly rates also factor in the costs necessary to operate and grow the business. These include:

- Employee salaries (e.g., the Web Designer earns €15,600/year)
- Office rent, tools, and platforms
- Utilities and maintenance
- Legal contributions such as the 23.75% social security employer tax in Portugal

With each employee working up to 1.694 hours per year, we structured our pricing to cover expenses while ensuring profitability.

- Value at Every Stage

Although we do not have a physical product or a supply chain, every project includes multiple stages that add value, such as:

- Strategic planning
- Execution and delivery
- Feedback, reporting, and support

This full-service experience is built into our pricing and supports the rates we charge.

- Buyer Influence on Pricing

While our hourly rates are generally fixed and transparent, we do allow flexibility in the form of custom packages or long-term contracts. This gives clients confidence and predictability while preserving our pricing integrity.

In conclusion, our pricing is the result of thorough market analysis, real cost calculations, and an understanding of how clients perceive value. It is designed to support business growth while offering clear, honest pricing that reflects the quality and care we put into our work.

2.4.4. Advertising and promotion

As a digital marketing agency, advertising and promotion are not just services we offer they are also essential to how we grow our own business. From the start, our promotional strategy is designed to reflect who we are: clear, approachable, and performance focused. The goal is to build trust, generate inbound leads, and create a brand image that feels modern, helpful, and human.

The promotional efforts will be rolled out gradually, starting with low-cost, high-impact channels and evolving into more structured campaigns as revenue increases.

Organic Content Marketing (Ongoing)

We will consistently publish high-value, educational, and engaging content to build trust and authority. This includes:

- Instagram and LinkedIn posts showcasing client stories, tips, behind-the-scenes content, and design work
- Blog articles focused on SEO tips, branding advice, and small business digital strategies
- Weekly stories or reels to maintain visibility and engagement on social platforms

The content will position the agency as helpful and knowledgeable, especially for small business owners and entrepreneurs navigating digital growth.

Paid Advertising (Quarterly Campaigns)

Paid ads will be used selectively in the first year, focusing on lead generation and visibility:

- Facebook and Instagram ads targeting local SMEs, entrepreneurs, and service providers
- Google Search ads targeting keywords such as "social media agency Portugal", "affordable web design", and "SEO services for small businesses"
- Retargeting ads for visitors who engaged with our website or Instagram profile

Each campaign will run for 1–2 weeks per quarter, tested and optimized based on click-through rates and lead quality.

Direct Outreach and Referrals (Initial Phase)

In the early months, a significant part of promotion will come from direct outreach and word-of-mouth referrals. We will:

- Contact potential clients identified through personal networks and entrepreneurship events
- Offer early clients discounted pilot projects in exchange for testimonials
- Incentivize satisfied clients to refer others through small service bonuses or account credits

This approach helps build credibility quickly without major upfront investment.

Website and SEO Optimization (Foundation)

- Our website will serve as the main landing point for all campaigns. It will be optimized for:
 - Mobile responsiveness and fast loading
 - Clear explanations of services and pricing
 - SEO best practices to rank on relevant local search terms
 - Lead generation (contact form, newsletter, consultation request)

Networking, Events, and Collaborations (Year 2–3)

- As the agency grows, we plan to participate in:
 - Local entrepreneurship events and digital marketing conferences
 - Online webinars and virtual panels
 - Co-branded content partnerships with freelancers and small agencies (e.g., guest blogs, Instagram lives)

These efforts will strengthen brand credibility, build partnerships, and bring us into contact with potential clients and collaborators.

Public Relations (Long-Term)

In the medium term, we will explore submitting guest articles to marketing blogs, applying for entrepreneurship features in local media, and promoting success stories through small PR releases.

Who Will Manage Promotion?

All advertising and promotional efforts will be led internally by the Digital Marketing Specialist, under the supervision of the General Manager. This keeps the messaging authentic and ensures full alignment with the agency's voice and strategy. As the team grows, additional support staff may help manage content production and community engagement.

2.4.5. sales strategy

At this stage of growth, the agency's sales strategy is focused on relationship-building, credibility, and consistency. Rather than aggressive selling, the agency will use consultative selling listening to the client, understanding their goals, and offering tailored solutions that deliver long-term value. The focus will be on building trust, especially with startups, SMEs, and professionals who often feel overwhelmed by digital marketing.

The sales process will be handled in-house, with clear roles, measurable steps, and tools in place to track and improve performance.

Sales Channels and Actions

Direct Sales (Initial Phase)

In the first 6–12 months, most clients will be acquired through direct outreach and referrals. To turn this into a reliable system, the agency will:

- Create a list of 100 potential local businesses in sectors like consulting, health & beauty, education, and real estate (based on LinkedIn and online directories)
- Reach out to at least 5–10 businesses per week via LinkedIn or email, offering a free audit or 30-minute consultation
- Use a structured pitch deck and proposal template adapted to each client's sector
- Track conversations in a basic CRM (e.g., Notion or HubSpot Free) to follow up and manage the sales pipeline
- Offer early clients a 15–20% launch discount or bonus hours in exchange for testimonials and referrals

This keeps client acquisition affordable and personal, while building social proof early on.

Website & Lead Generation

The website will be more than a brochure it will be a sales tool. The agency will:

- Launch with an SEO-optimized landing page focused on key services like "SEO Portugal," "Social Media Management for SMEs," and "Affordable Website Design"
- Include lead capture forms (free audit, strategy call, newsletter) and connect them to a lead tracker
- Create a simple e-book or downloadable checklist (e.g., "10 Things to Fix Before Running Instagram Ads") to exchange for email addresses
- Use Google Analytics and Hotjar to track visitor behavior and optimize conversion rates

Social Media as a Soft Sales Channel

Social media will be used to build a warm audience and bring followers into the sales pipeline. The plan includes:

- Posting three times per week on Instagram and LinkedIn with a mix of client success stories, behind-the-scenes agency life, and educational posts
- Using Instagram Stories and Polls to ask followers about their business needs (“Do you need help with SEO?” → invite to DM or book a call)
- Following up with interested followers by sending short personalized messages (“Hi, thanks for voting on the poll can I share a few ideas with you?”)

Client Referrals (Structured and Measurable)

Instead of relying passively on word of mouth, the agency will make referrals a core sales strategy. To do this:

- Launch a Referral Program offering a 10% discount (or free ad strategy session) for any new client referred
- Include referral reminders in onboarding and project wrap-up emails
- Track all referral sources in a shared spreadsheet and highlight top referrers monthly
- Ask all satisfied clients for Google reviews to boost credibility

Sales Tools & Tracking

- Use a free CRM (Notion, Trello, or HubSpot Starter) to track leads and opportunities
- Review sales data monthly number of leads, conversion rate, response time
- Create templates for proposals, service brochures, and standard email responses to speed up follow ups
- Set a quarterly sales goal (e.g., 5 new retainer clients or €5.000 in new project work)

Sales Roles by Year

- Year 1–2: Sales led by the General Manager with operational support from the Admin & Client Support Coordinator
- Year 3: Hire a full-time Account Manager to handle lead nurturing, follow-ups, and client retention. This person will attend networking events, send proposals, and manage long-term client relationships.

Why This Strategy Will Work

Because this agency's approach is built on transparency, honesty, and results, the sales process will feel less like "selling" and more like building partnerships. By combining proactive outreach, smart tools, and a personal touch, the agency will create strong first impressions, win trust, and convert interest into loyal clients.

2.5. Research & Development

In fast evolving industries like digital marketing, staying still means falling behind. The tools, platforms, and consumer behaviors we rely on today could be outdated tomorrow. That's why research and development (R&D) isn't just a side activity for this agency it is a core part of the business strategy.

While digital marketing may not involve physical product development, it requires constant innovation: exploring new platforms, testing emerging technologies like AI-powered analytics, refining service packages, and adapting to changes in algorithms, data regulations, and user expectations. R&D allows the agency to stay relevant, creative, and competitive in an industry that evolves every day.

This section outlines the agency's roadmap for evolving its services over time, including:

Planned technological upgrades

Future service developments

Collaboration with external partners

Protection of brand identity and intellectual assets

The objective is simple: to keep learning, keep adapting, and keep delivering more value to clients not just now, but over the long term.

2.5.1. Patents, copyrights and brands

In a service-based business like digital marketing, the work itself ideas, content, design, and branding is the product. That's why it is essential for the agency to actively protect these assets from day one. While we do not rely on patentable inventions, there's still a lot we can and will do to safeguard our identity, secure our content, and establish a strong, trustworthy brand in Portugal.

What We'll Do in Portugal (Actions):

Copyright Protection

- Register the agency as a legal entity in Portugal, ensuring copyright coverage under Portuguese and EU law.
- Draft clear client contracts that define content ownership and usage rights, stating that:
 - Clients own the custom work delivered to them
 - The agency retains rights over internal templates and methodologies
 - Maintain a secure archive of all original content created, with date-stamped versions to help resolve any disputes if they arise.

Trademark Registration and Brand Security

File a trademark application with INPI (Instituto Nacional da Propriedade Industrial) for:

- The agency's name
- Logo
- Slogan or tagline
- Develop brand guidelines that cover visual identity, tone of voice, and client-facing messaging to ensure consistency as we grow.
- Monitor the market for potential infringement or misuse of the brand, especially as visibility increases.

Future Intellectual Property Planning

- Begin documenting any proprietary tools or systems the agency develops (e.g., unique reporting dashboards, automated content calendars, internal frameworks).
- Explore software copyright registration or trade secret protocols if such tools evolve into competitive advantages.
- Partner with a legal advisor or IP consultant in Portugal to periodically review and update protection strategies.

Why This Matters

This approach ensures that we are not just building a business we are building a brand that's secure, recognizable, and legally protected. In a market as competitive and creative as digital marketing, brand

strength and trust are everything. By taking these steps, we are laying the foundation for long-term growth not just in Portugal, but across any market we expand into later on.

2.5.2. Product and service development

In digital marketing, nothing stands still. Platforms change, tools evolve, and what worked six months ago might not work tomorrow. That's why this agency isn't just focused on what we offer now but also on how we'll grow and adapt in the months and years to come. Our approach to product and service development is practical, flexible, and driven by one main goal: to give our clients what they truly need, when they need it.

We are starting simple and smart, focusing on core services. But from the beginning, we are also planning ahead adding new capabilities, refining how we work, and introducing the right technology to help both our team and our clients succeed.

What We Plan to Build

In the First 1–2 Years

- Launch our core services (SEO, social media, content creation, websites, paid ads, and consulting)
- Create specialized service bundles for specific sectors like e-commerce, real estate, or personal branding
- Start using AI tools (e.g., for content creation and analytics) to help clients get better results, faster
- Build a simple, user-friendly reporting dashboard so clients can track progress without needing a marketing degree

In Years 3–4

- Expand into areas like email automation, CRM integration, and in-house training programs for clients
- Launch a blog or learning hub focused on helping Portuguese small businesses grow online
- Begin adapting content and services for new regions, such as Spain or France, as we prepare for future expansion

By Year 5

- Launch a full client portal that brings together messaging, billing, reports, and support in one place
- Offer monthly subscription plans so clients can scale services up or down without stress

- Explore the development of a small AI assistant or onboarding chatbot to help streamline new client onboarding

Build partnerships with other tech providers to embed tools directly into clients' websites

Who Will Make It Happen (Team Structure)

In the beginning, service development will be led directly by the founder with support from the small core team. As the agency grows, the plan is to form a Service Innovation Unit a small, creative taskforce responsible for exploring new ideas, testing tools, and improving how we deliver services to clients.

We won't try to scale by doing more of the same we'll scale by working smarter and serving better.

How We'll Work (Our Development Method)

We'll follow a simple, agile approach to improve services continuously:

- Launch a "test version" of each new service or tool
- Gather real feedback from clients and team members
- Make improvements and standardize what works
- Document everything clearly so quality stays consistent

The goal isn't perfection from day one it is learning, improving, and staying relevant.

What Tools we will use (Platforms)

We are choosing tools that are flexible, affordable, and easy to grow with. For example:

- Project management: Notion, Trello
- Design & content: Canva, Figma, WordPress
- Analytics: Google Analytics, Meta Business Suite, SEMrush
- AI & automation: ChatGPT, Jasper, Surfer SEO
- Client engagement: HubSpot Starter, MailerLite, Metricool

All of these platforms will help us deliver services efficiently while keeping our workflows smooth.

How It All Fits Together (System Overview)

- Think of our operations like a layered system:

- Core Services : What we offer (SEO, content, websites, ads)
- Processes : How we deliver (automation, templates, internal guides)
- Client Experience :How clients interact with us (onboarding, reports, feedback)
- Innovation : How we evolve (testing new tools, trend watching, staying fresh)

This structure keeps things simple for the client but powerful behind the scenes.

In short, our roadmap isn't about rushing into the latest trends. It is about making smart, useful improvements over time based on real client needs, real data, and a genuine desire to do great work. We are not just building services. We are building a system that gets better as we grow.

2.5.3. I&D

In such a fast-moving industry, staying relevant requires more than just keeping up it demands continuous learning and adaptability. For this reason, the agency considers ongoing I&D (Investigação e Desenvolvimento/ Research and Development) not as a separate function, but as a natural part of its operations. Rather than setting up a traditional R&D department, innovation is integrated directly into the agency's daily workflows and decision-making processes.

Strategic Research Areas

The agency's research efforts will focus on five key areas:

- The integration of AI tools such as ChatGPT, Jasper, and Surfer SEO into content creation, data analysis, and campaign optimization.
- continuous study of Portuguese consumer behavior, particularly how different industries engage with online platforms, to better adapt tone, formats, and marketing strategies.
- The improvement of internal service design, ensuring all offerings remain relevant, streamlined, and high-performing.
- The enhancement of digital accessibility and inclusivity, ensuring that content and websites reach a broader audience.
- The exploration of sustainable digital practices, including eco-friendly website hosting and energy-efficient content delivery.

Operational Implementation

To ensure these research areas translate into action, several initiatives will be introduced. These include:

- Monthly internal reviews to evaluate ongoing performance, tools, and service outcomes.
- Quarterly Innovation Sprints to test new tools, formats, or workflows.
- A shared knowledge board tracking platform updates (e.g., Google, Meta, LinkedIn).
- Interviews and feedback sessions with local SMEs to understand evolving market needs.
- Participation in professional development activities such as webinars and certifications.

Long-Term Value

This embedded approach to I&D is expected to yield multiple long-term benefits, including improved service quality, more efficient operations, and a distinct market position rooted in innovation and client relevance. Most importantly, it supports the agency's goal of remaining agile, informed, and trusted—particularly as the digital landscape in Portugal continues to evolve.

2.6. Staffing and operations

Behind every successful service-based business is a strong operational backbone—one that includes not just the right people, but also the right tools, spaces, and systems. In a digital marketing agency, this foundation plays a critical role in delivering high-quality services, managing client relationships, and ensuring that the business grows in a structured and sustainable way.

This section outlines how the agency will be organized and operated in its first five years. It details the management structure, the staffing plan, and how the agency will gradually build a team capable of handling diverse client needs. It also explains the training and development strategy, ensuring that both new hires and management remain up to date with market trends and new technologies. Finally, it covers the operational setup from physical workspace and equipment to essential platforms and suppliers.

The goal is to build a lean but capable team that can grow with the business, supported by efficient tools and processes that make day-to-day operations smoother and more client focused.

2.6.1. Management organization chart

From the beginning, the agency will adopt a lean and focused management structure, designed to balance efficiency with the ability to deliver high-quality, personalized digital services. The founder will assume the role of General Manager, responsible for overseeing the overall business strategy, financial control, service innovation, and client relationship management. In the early stages, this role will also include hands-on work across multiple service areas, such as consulting and paid advertising.

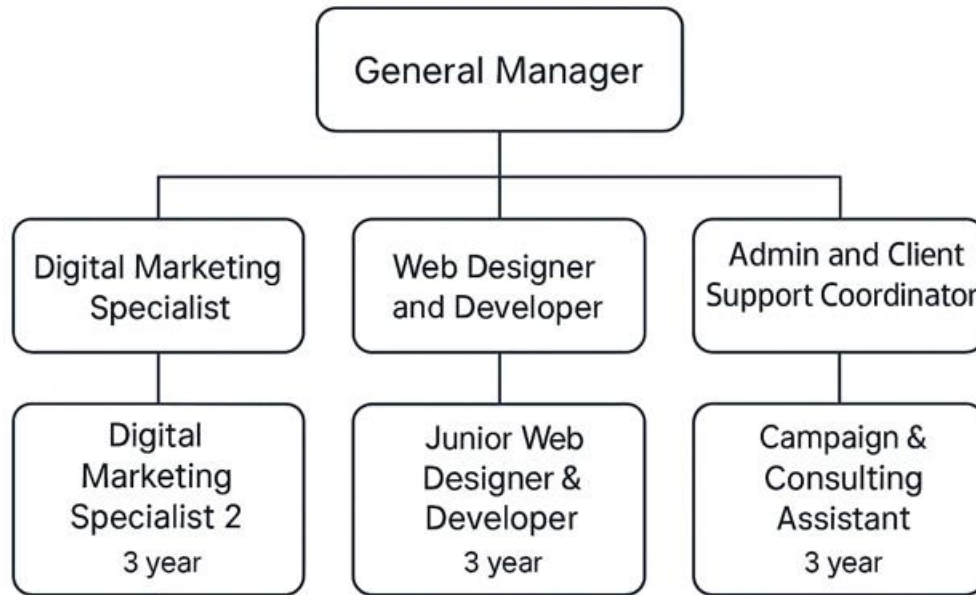
To support daily operations and ensure smooth service delivery, three key team members will be hired during the first operational year. The first is a Digital Marketing Specialist, in charge of SEO, content marketing, and social media management. The second is a Web Designer and Developer, responsible for creating and maintaining client websites and landing pages. The third is an Admin and Client Support Coordinator, who will oversee internal organization, client onboarding, schedule management, and the execution of paid advertising campaigns.

To ensure this management structure is effectively implemented, several actions are planned. First, clear job descriptions will be created for each role to ensure responsibilities are well defined from day one. Secondly, digital tools like Notion, Trello, and Google Workspace will be used to manage projects and tasks transparently across the team. Weekly check-in meetings will be scheduled to align priorities, address client needs, and review ongoing progress. In addition, a shared knowledge base will be developed internally to document processes and onboarding workflows, so the team remains aligned even as it grows.

By the end of year two, and depending on workload and client acquisition, the agency plans to recruit a Junior Content Creator to support growing demand for content production and a dedicated Account Manager to handle communication with long-term clients. This will free up the General Manager's time to focus more on business development, partnerships, and exploring new service opportunities.

The structure is designed to remain flexible and responsive to client and market needs. Instead of building a large team from the start, the agency will grow strategically bringing in new talent only when the volume of work justifies it, while prioritizing collaboration, shared tools, and a culture of transparency and trust

Figure 2: Organizational Chart



Source: owner's elaboration

2.6.2. Staffing

A well-structured and skilled team is essential for delivering high-quality services and ensuring long-term sustainability. The agency's staffing plan is designed to begin with a lean and capable team, then gradually expand as client demand grows. The hiring strategy prioritizes adaptability, digital proficiency, and collaborative spirit core qualities for a modern agency working in Portugal's fast-evolving marketing landscape.

Year 1 – Initial Core Team

In the first year of operations, the agency will employ five full-time team members:

- General Manager (Founder)

Responsible for strategic planning, business development, consulting services, and paid advertising. The General Manager will also oversee team coordination and client relationship management.

- Digital Marketing Specialist

Manages SEO, content marketing, and social media strategies. This role requires both creative and analytical skills, along with experience using platforms such as Google Analytics, Canva, and Meta Business Suite.

- Web Designer & Developer

Designs and maintains websites and landing pages using WordPress, Webflow, and Figma. The developer will also ensure site speed, mobile optimization, and UX best practices.

- Admin & Client Support Coordinator

Handles client onboarding, internal coordination, invoicing, scheduling, and assists in paid advertising operations. This person will also manage CRM tools and support day-to-day admin tasks.

Year 2 – Consolidation Phase

The focus in Year 2 will be on optimizing team performance, improving delivery processes, and investing in internal training. No new hires are expected unless service demand grows significantly. Temporary support may be brought in through freelance contracts or partnerships.

Year 3 – Expansion Phase

With growth in client accounts and revenue, four additional hires will be made in Year 3:

- Second Digital Marketing Specialist

To support a growing client base with more advanced campaign execution, reporting, and strategy work.

- Junior Web Designer & Developer

To assist the senior developer with front-end tasks, website updates, and design projects as demand for web services increases.

- Campaign & Consulting Assistant

To work closely with the General Manager on campaign planning, reporting, strategic presentations, and assisting with the consulting services arm of the agency.

This expansion will provide the necessary capacity to serve more clients, maintain delivery quality, and allow senior team members to shift focus toward innovation, growth, and leadership responsibilities.

- Hiring Actions in Portugal

To attract qualified talent in Portugal, the agency will:

Advertise job openings on platforms like Net-Empregos, LinkedIn Portugal, and university career portals such as ISCTE and NOVA IMS

Offer flexible work models (hybrid/remote) to attract a broader talent pool

Use practical assessments during recruitment to evaluate hands-on skills

Develop onboarding documentation and team guides to standardize integration and performance expectations

This staffing approach ensures that the agency can scale responsibly, maintain high standards of service, and adapt to client and market needs as it grows.

2.6.3. Training plans

As a digital marketing agency operating in a fast-evolving industry, investing in employee development is not a luxury it is a necessity. New platforms, tools, and trends emerge constantly, and clients expect up-to-date, innovative strategies. To keep the team skilled, motivated, and aligned with the agency's values, a structured training plan will be implemented from the beginning.

Training and development activities will be closely tied to the agency's roadmap for growth, new service offerings, and internal goals. Whether it is technical upskilling, creative inspiration, or client communication training, the goal is to support each employee in building confidence, competence, and a long-term commitment to the agency.

Training Focus Areas

Over the first three years, training efforts will focus on five core areas:

-Digital Marketing Tools and Platforms

Employees will receive practical training on platforms such as Google Analytics, Meta Business Suite, MailerLite, Webflow, WordPress, and Canva. New hires will be onboarded with tool-specific tutorials and guided through real project tasks during their first month.

- AI and Automation Integration

As AI becomes increasingly central to digital strategy, the team will explore tools like ChatGPT, Surfer SEO, and automation platforms like Zapier to improve productivity and client reporting. Workshops and sandbox projects will be used to test tools before introducing them into real workflows.

- Content and Creative Training

Content-focused team members (e.g., Digital Marketing Specialists, Designers) will be encouraged to take short courses in video editing, branding, and storytelling to improve campaign quality—especially for social platforms like Instagram, LinkedIn, and TikTok.

- Client Communication and Reporting

Client-facing roles (Admin & Support Coordinator, Account Manager) will participate in training focused on writing professional emails, delivering performance reports, and handling client feedback. A style guide will be developed to ensure consistent, professional communication.

- Legal, Financial & Compliance Awareness

All team members will be introduced to GDPR basics and Portuguese advertising laws. The Accountant will provide internal workshops to explain financial reporting, invoice rules, and fiscal obligations to avoid legal or procedural issues.

Implementation Strategy

To make training consistent and effective, the agency will take the following actions:

- Build a custom onboarding program for new employees, including a 2-week structured introduction to tools, workflows, and values
- Allocate a training budget per employee each year (e.g., €300) to use for online courses, certifications, or event participation
- Host monthly internal knowledge-sharing sessions, where team members present case studies, tools, or lessons learned
- Encourage participation in free local and international webinars offered by platforms like Google, HubSpot, and LinkedIn Learning
- Create a training tracker to monitor individual progress and identify upskilling needs

Link with Future Service Development

Training plans are also closely connected to the agency's product and service roadmap. For example, as new offerings like automation services, email marketing, or consulting frameworks are introduced, employees will be upskilled accordingly through focused workshops, pilot projects, and client-supported learning opportunities.

This proactive approach ensures that the team not only keeps up with the market but also drives innovation from within.

2.6.4. Operations

Although the agency offers fully digital services, well-planned operations are essential to ensure smooth delivery, professional performance, and a healthy work environment. From equipment to infrastructure and ongoing service expenses, each item has been selected to support efficiency, collaboration, and scalability while staying aligned with the agency's financial strategy.

Premises and Rental

The agency will operate from a rented private office, with an annual cost of €8.400, allocated as a fixed monthly expense of €700. This space will serve as the main workplace for the core team, providing a professional setting for daily operations, internal collaboration, and client meetings. The decision to rent a dedicated office space reflects the agency's commitment to building a stable, organized, and focused working environment. The office will be maintained consistently over the forecasted period, without changes in rental cost, ensuring operational continuity and comfort for the team.

Equipment and Office Setup

To set up a functional and ergonomic work environment, the following equipment will be purchased and gradually replaced as needed:

- Desktop computers for all team members
- External monitors and network attached storage for performance and backup
- Printers, scanners, desks, and chairs for daily office use
- Servers and security equipment to ensure data protection and stable performance
- A video projector for client presentations and team training
- Basic kitchen equipment (microwave, coffee maker, water boiler) to support daily comfort
- Router/modem for secure internet connectivity

Software and Infrastructure

The agency will use several digital platforms and software tools, as outlined in the expenses plan:

- Accounting software for invoicing, payroll, and financial reporting

- Cloud storage tools for secure document management and internal data sharing
- Graphic design and logo design tools (e.g., Canva Pro or Adobe Express)
- Project management software to coordinate campaigns and team workflows
- CRM platform to manage client relationships and campaign data
- Basic SEO tools for keyword research and on-page optimization
- Internet and phone services to ensure stable communication with clients
- Website hosting and maintenance to support the agency's online presence

All of these platforms have been budgeted under fixed monthly or yearly costs, depending on the provider, and will support both internal operations and client delivery.

Suppliers and Services

Key recurring operational expenses include:

- Electricity, water, and phone bills
- Office supplies (paper, printer ink, stationery)
- Insurance for the office, employees, and liability
- Domain and email hosting
- Legal and HR setup services for company registration and compliance
- Trademark registration to protect the agency's name and visual identity
- Kitchen supplies to ensure comfort for team members working on-site
- Advertising and printed materials such as business cards, brochures, and flyers

All supplier contracts and subscriptions will be reviewed annually to ensure service quality and cost-efficiency.

2.7. Financial plan

A solid financial plan is essential for assessing the profitability and sustainability of the digital marketing agency. It provides a clear picture of expected revenues, costs, and potential risks, helping to determine whether the business can generate profit and remain financially stable. By outlining projected income, expenses, and cash flow, the financial plan serves as a roadmap for decision-making and resource allocation. It also helps identify funding needs and ensures that investments are justified by potential returns. Without a well-structured financial plan, it would be difficult to evaluate the economic viability of the project or make informed strategic choices.

2.7.1. Assumptions

This section outlines the key assumptions behind the financial projections developed for the agency over the next five years. These assumptions are based on a realistic understanding of the Portuguese market, operational requirements, and service delivery capacity. They serve as the foundation for all financial forecasts and ensure coherence between projected revenue, expenses, and resource planning.

Income Sources

Revenue is generated from six core service areas:

- SEO
- Social Media Management
- Content Marketing
- Website Design and Development
- Paid Advertising
- Consulting Services

Each service is billed hourly, with hourly rates aligned to market standards and employee seniority. Total revenue is calculated based on the number of annual billable hours available per employee, adjusted according to hiring plans and workload capacity.

Number of Employees and Salaries

The agency starts with five employees in Year 1:

- General Manager (Founder)
- Digital Marketing Specialist
- Web Designer & Developer
- Admin & Client Support Coordinator

In Year 3, the team expands with:

- A second Digital Marketing Specialist
- A Junior Web Designer & Developer
- A Campaign & Consulting Assistant

Salaries have been adjusted to reflect average gross wages in Portugal's digital marketing and administrative sectors. Annual social security contributions are calculated at the legal employer rate and included for each role.

Projected Investment in Equipment and Materials

Initial investments include computers, external monitors, printers, ergonomic office furniture, storage devices, and a projector. These items were selected based on actual market prices in Portugal and listed as fixed assets in the financial plan. Equipment replacement is forecasted from Year 3 onward.

Projected R&D Costs

While not a technology company, the agency allocates a fixed annual amount for R&D. This includes tool testing, workflow optimization, internal training, and content experimentation. These costs are recorded as operational expenses and remain stable across the forecast period.

Depreciation Allowed For

Depreciation follows the straight-line method:

Office and IT equipment are depreciated over 3 to 5 years, depending on the item.

All depreciation is reflected in the Profit & Loss and Balance Sheet projections.

Expected Rent and Rates Charges

The agency rents a private office at a fixed cost of €700 per month, totaling €8.400 per year. This amount remains unchanged over the five years. Rates, internet, and utility bills are included in the general expense calculations and aligned with average small office costs in Portugal.

Creditor and Debtor Days

Debtor Days (Days to Get Paid): The model assumes an average of 30 days for accounts receivable, meaning most clients are expected to pay their invoices within one month. This reflects a standard payment term in service-based industries and is consistent with small business practices in Portugal.

Creditor Days (Days to Pay): Accounts payable are set at 0 days, which means the agency plans to pay most of its suppliers and service providers immediately upon receiving the invoice. This conservative approach is adopted to avoid carrying short-term debt and maintain strong supplier relationships, especially in the early stages of business development.

Taxation

For taxation purposes the following tax rates were considered:

Corporate income tax (IRC): 21%; Personal income tax (IRS): 15%; Social security tax: 23,75% company share, 11% employee share.

2.7.2. Revenue

The table below presents Nova Digital's projected revenue from 2025 to 2029, based on our diverse range of digital marketing services

Table 5: Revenue

Revenue Stream	2025	2026	2027	2028	2029
Content Marketing	€48.000	€53.850	€105.600	€138.000	€161.500
Social Media Management	€27.300	€31.420	€88.000	€119.000	€144.000
Search Engine Optimization (SEO)	€53.890	€58.905	€120.000	€168.000	€209.000
Paid Advertising	€80.080	€89.147	€133.000	€160.000	€189.000
Consulting Services	€52.020	€58.850	€92.000	€120.000	€150.000
Website Design and Development	€106.400	€176.370	€322.000	€432.000	€537.500
Total	€367.690	€468.542	€860.600	€1.137.000	€1.391.000

Source: own's elaboration

The financial projections for our digital marketing agency are based on a billable hour's model, which calculates revenue using the formula:

$$\text{Revenue} = \text{Billable Hours} \times \text{Hourly Rate}$$

This model was selected because it aligns with how service-based agencies typically operate and ensures flexibility as the company grows. Revenue streams were defined for six key services: Content Marketing, Social Media Management, Search Engine Optimization, Paid Advertising, Consulting Services, and Website Design & Development. Each stream was forecasted using monthly inputs for billable hours and corresponding hourly rates in LivePlan.

Revenue Calculation Inputs

Billable Hours:

- Calculated based on employee capacity.
- Portuguese standard: 1.694 hours/year per full-time employee (7 hours/day × 22 days/month × 11 months).

Services were distributed among available team members based on expertise:

- Digital Marketing Specialist: Content Marketing, Social Media, SEO
- Web Designer & Developer: Website Design & Development
- Admin & Client Support Coordinator (Founder): Paid Advertising and Consulting (until 2026)

Hourly Rates:

Rates were determined from market research using platforms like:

- Glassdoor.pt
- Sortlist.com
- Payscale.com
- Malt.pt and Upwork.com

Here are the 2025 starting hourly rates used:

- Content Marketing: €75
- Social Media Management: €65

- SEO: €85
- Paid Advertising: €80
- Consulting Services: €90
- Website Design & Development: €95

These prices reflect competitive yet affordable market averages for an emerging agency, keeping in mind the business’ growth ambitions and client affordability.

Growth Assumptions (2025–2029)

Revenue growth across the five-year projection is based on three strategic developments:

Higher Team Capacity

Additional employees were added starting in 2027 to handle increased workload while respecting the 1.694-hour cap per person.

More Billable Hours

Workload and client demand are forecasted to increase, enabling each service line to offer more hours annually.

Slight Hourly Rate Increases

Annual price adjustments were included to reflect inflation, market trends, and rising service quality, with a 3–5% raise annually depending on service type.

Table 6: Revenue Growth

Year	Total Revenue	Growth vs Previous Year
2025	€367.690	—
2026	€468.542	+27.4%
2027	€860.600	+83.6%
2028	€1.137.000	+32.1%
2029	€1.391.000	+22.3%

Source: owner’s elaboration using “liveplan”

This trend reflects a healthy expansion, with the largest leap occurring in 2027 due to team scaling and a full operational rollout. Growth then stabilizes as the agency matures and operates at full capacity.

2.7.3. External Services Supplies

The following table outlines Nova Digital's projected expenses, including recurring operational costs and service-related expenditures essential to maintaining daily business functions.

Table 7: Expenses

Expenses	2025	2026	2027	2028	2029
Domaine maintenance	€20	€20	€20	€20	€20
Email domain	€60	€60	€60	€60	€60
Website maintenance	€180	€180	€180	€180	€180
Business Cards	€60	€60	€60	€60	€60
Brochures and Flyers	€100	€100	€100	€100	€100
Presentation Templates	€40				
CRM Software	€200	€200	€200	€200	€200
Email Templates	€50				
Basic SEO tools	€200	€200	€200	€200	€200
Electricity bills	€900	€900	€900	€900	€900
Internet bills	€443	€443	€443	€443	€443
Phone bills	€480	€480	€480	€480	€480
Advertising bills	€1,800	€1,800	€1,800	€1,800	€1,800
Water bills	€240	€240	€240	€240	€240
Office supplies	€400	€400	€400	€400	€400
Renting for the place	€8.400	€8.400	€8.400	€8.400	€8.400
Insurance	€300	€300	€300	€300	€300
Cloud storage	€288	€288	€288	€288	€288
Project management	€480	€480	€480	€480	€480
Graphic design tools	€360	€360	€360	€360	€360
Legal or HR Setup	€600				
Logo design	€150				
Trademark registration	€250				
Kitchen Supplies	€480	€480	€480	€480	€480
Accountant fee	€2.500	€2.500	€2.500	€2.500	€2.500
Cleaning service	€720	€720	€720	€720	€720
Microsoft 365 Business	€202	€202	€202	€202	€202
Microsoft 365 Business 2			€202	€202	€202
Totals	€19.903	€18.813	€19.015	€19.015	€19.015

Source: owner's elaboration using "liveplan"

To ensure the efficient functioning of Nova Digital, we carefully planned and forecasted all recurring external services and supply expenses from 2025 to 2029. These costs reflect the operational backbone of our agency and include software subscriptions, utility bills, office supplies, outsourced services, and essential tools required to maintain quality standards and productivity. Below is a humanized overview of these categories and their justification:

- Renting for the Place: With a forecasted annual rent of €8.400, this expense ensures a professional and well-located physical office space. This cost remains constant throughout the five years, reflecting a stable lease agreement.

- Microsoft 365 Business Licenses: We initially planned for three licenses, one per employee in 2025 and 2026 (€202/year per license). From 2027 onwards, as we expand to six employees, the cost doubles to six licenses (€404/year). This ensures access to essential business tools (email, cloud storage, office apps) for every team member.

- Insurance (Building & Employee): Fixed at €300 per year, this expense covers basic business liability and worker-related insurance, safeguarding both physical assets and personnel.

- Cloud Storage: At €288 annually, this service ensures secure and scalable digital storage for projects, client files, and operational documents.

- Project Management Software: Priced at €480 per year, this tool supports collaborative workflows, task tracking, and deadlines across departments.

- Graphic Design Tools: At €360 annually, this covers subscriptions to platforms like Adobe Creative Suite or Canva Pro, necessary for visual branding, campaign design, and social content creation.

- Legal or HR Setup Services: A one-time €600 expense allocated to the initial setup of contracts, employee documentation, and legal registration.

- Logo Design: Estimated at €150 as a one-time design fee to create a professional and timeless brand identity.

- Trademark Registration: A single payment of €250 for securing brand protection through Portugal's INPI (Instituto Nacional da Propriedade Industrial).

- Kitchen Supplies: A recurring €480 per year is allocated for general employee well-being (coffee capsules, sugar, water, etc.), contributing to a pleasant work environment.

- Cleaning Services: Set at €720 annually, this ensures daily cleaning to maintain hygiene and professionalism in the workplace.

- Accountant Fee: Outsourced accounting support costs €2.500 per year, covering tax filings, payroll support, and compliance reporting.

- Domain & Website Expenses:

Domain Maintenance: €20 annually to maintain our website domain.

Email Domain: €60 yearly for a custom domain email address.

Website Maintenance: €180/year for hosting, technical support, and updates.

- Marketing Material:

Business Cards: €60 annually for team distribution at networking events.

Brochures and Flyers: €100 yearly for printed marketing materials.

Presentation Templates: €40/year to standardize client pitches and internal decks.

- CRM (Customer Relationship Management): Set at €200/year to streamline lead tracking, client communication, and sales process management.

- Email Templates: With a cost of €50/year, this supports consistent email marketing communications.

- Basic SEO Tools: Priced at €200/year, this includes tools for keyword research, SEO audits, and analytics.

- Utilities:

Electricity Bills: €900/year to power the office, servers, and equipment.

Internet Bills: €443/year for high-speed business connectivity (based on market comparison between Vodafone and NOS).

Phone Bills: €480/year for team communication.

Advertising Bills: €1.800 annually for boosting visibility through digital ads (Google Ads, Meta Ads, etc.).

Water Bills: €240/year as part of basic utilities.

These carefully calculated values total €19.903 in 2025, gradually adjusting to reflect changes in operations and personnel in later years. Each figure reflects either market price research, supplier quotes, or logical estimates aligned with startup practices in Portugal. This approach ensures transparency, realism, and budget control while supporting sustainable growth.

2.7.4. Personnel

This table presents the personnel plan for Nova Digital, detailing each role, salary, and hiring timeline to support the agency's growth and service delivery.

Table 8: Personnel

Personnel	2025	2026	2027	2028	2029
Head Count	3	3	6	6	6
Personnel Expenses	€45.600	€47.748	€96.798	€101.351	€106.121
Digital Marketing Specialist	€16.800	€17.640	€18.522	€19.448	€20.421
Web Designer and Developer	€15.600	€16.380	€17.199	€18.059	€18.962
Admin & Client Support Coordinator	€13.200	€13.728	€14.277	€14.848	€15.442
Digital Marketing Specialist 2			€16.800	€17.640	€18.522
Junior Web Designer & Developer			€15.600	€16.380	€17.199
Campaign & Consulting Assistant			€14.400	€14.976	€15.575
Employee Taxes & Benefits	€10.830	€11.340	€22.990	€24.071	€25.204
Totals	€56.430	€59.088	€119.788	€125.422	€131.325

Source: owner's elaboration using "liveplan"

Nova Digital's personnel strategy is built around a sustainable and scalable team model. The staffing plan supports business growth across five years while respecting Portugal's labor laws and ensuring financial balance between salaries and service delivery capacity.

Team Structure and Hiring Timeline

2025–2026:

We begin with a core team of three full-time employees, each taking on key roles:

- Digital Marketing Specialist responsible for SEO, content, and social media services.
- Web Designer & Developer manages all website-related projects and updates.
- Admin & Client Support Coordinator handles client inquiries, internal coordination, and advertising campaigns.

2027–2029:

As revenue increases and client demand grows, the team expands to six employees:

- A second Digital Marketing Specialist is added to distribute the growing workload.
- A Junior Web Designer & Developer joins to support additional website projects.
- A Campaign & Consulting Assistant is hired to strengthen execution in paid ads and consulting.

Salary Breakdown (Gross Annual)

Each employee's salary has been set based on market research in Portugal, ensuring competitiveness and sustainability. Raises are applied annually based on role type:

- Digital Marketing Specialists: Starting at €16.800/year, increasing 5% annually.
- Web Designer & Developer: Starting at €15.600/year, with 5% annual increases.
- Admin & Client Support Coordinator: Starting at €13.200/year, with 4% raises.
- Junior Web Designer & Developer: Starts in 2027 at €15.600/year, 5% raise rate.
- Campaign & Consulting Assistant: Starts in 2027 at €14.400/year, 4% raise rate.

Total Personnel Expenses (Salaries Only)

The following totals reflect only the gross salaries of all employees per year:

2025: €45.600 (3 employees)

2026: €47.748 (3 employees with raises)

2027: €96.798 (6 employees, including new hires)

2028: €101.351

2029: €106.121

This increase is due to both new hires and annual salary raises. The figures are directly extracted from the LivePlan personnel table.

Social Security (TSU – Taxa Social Única)

In Portugal, the employer is required to pay a 23.75% social security contribution on top of the gross salary. This amount covers pensions, unemployment insurance, health support, and other legal benefits for employees.

Social Security Contributions (Employer Side):

2025: €10.830

2026: €11.340

2027: €22.990

2028: €24.071

2029: €25.204

These totals are calculated automatically in LivePlan using the fixed 23.75% rate applied to each year's salary base.

Grand Totals (Salaries + Social Security)

Here's the total personnel cost per year (salaries + employer social security), shown clearly in your table and validated:

2025: €56.430

2026: €59.088

2027: €119.788

2028: €125.422

2029: €131.325

These figures represent a full view of all payroll-related costs for Nova Digital and are crucial to understanding the human capital investment across your business plan.

2.7.5. Investments (Assets)

This table outlines the key equipment and tools purchased to launch Nova Digital. Each item was chosen to ensure the agency starts with a strong, functional, and professional setup.

Table 9: Assets

Item	2025	2026	2027	2028	2029
Long-term assets	€98,797	€74,098	€49,398	€24,699	€0
Website	€1,036	€777	€518	€259	€0
Desktop Computers	€95.542	€71.656	€47.771	€23.885	€0
Network Attached Storage	€430	€322	€215	€107	€0
Monitor	€479	€359	€240	€120	€0
Printer	€48	€36	€24	€12	€0
Scanner	€63	€47	€32	€16	€0
Chairs	€264	€198	€132	€66	€0
Desks	€317	€238	€158	€79	€0
Servers	€135	€101	€68	€34	€0
Security Equipment	€208	€156	€104	€52	€0
Video Projector	€66	€49	€33	€16	€0
Coffee maker	€53	€40	€26	€13	€0
Router / modem	€113	€85	€56	€28	€0
Microwave	€44	€33	€22	€11	€0

Source: owner's elaboration using "liveplan"

To ensure the smooth operation and professional delivery of our digital marketing services, we have carefully selected a range of essential assets. These assets are categorized as long-term investments that support our technical infrastructure, internal productivity, and service quality. Below is a detailed explanation of each item and the rationale behind its inclusion, as well as the logic behind the costs shown in the financial forecasts from 2025 to 2029. (See Appendix)

- Website: This is one of the core elements of our digital presence. The initial cost in 2025 is €1,036, with minor annual maintenance and enhancement costs in subsequent years (€777 in 2026, €518 in 2027, €259 in 2028). This decreasing trend reflects the one-time nature of development followed by smaller updates and adjustments.

- Desktop Computers: Given the technical demands of digital marketing ,graphic design, SEO tools, web development, etc.we've prioritized the purchase of high-performance desktop computers. The investment begins with €95.542 in 2025, decreasing annually as the initial upfront purchases are made, with €71.656 in 2026, €47.771 in 2027, and €23.885 in 2028. The drop each year reflects the need to equip only the new hires added in 2027 and beyond.

- Network Attached Storage (NAS): For secure, local data management and backup, we allocated €430 in 2025, tapering down to €322, €215, and so on. This ensures data is safely stored and accessible to the team across departments.

- Monitors: Each employee requires at least one high-quality monitor, particularly those in design and development roles. The total cost of €479 in 2025 covers initial units, with smaller additions each year as new staff join.

- Printer and Scanner: Although we are a digital-first business, physical document handling remains necessary for certain legal and client-facing processes. We have budgeted €48 for a printer and €63 for a scanner in 2025, with minimal depreciation costs over the next three years.

- Chairs and Desks: Ergonomic furniture is critical for productivity and health. The cost of chairs in 2025 is €264 and for desks €317. These amounts decrease annually, aligned with phased hiring, ending by 2028.

- Servers: While most tools are cloud-based, we still maintain light server support for internal file sharing and backup. The server cost begins at €135 in 2025, reducing year by year due to depreciation.

- Security Equipment: To protect our physical office and assets, we've allocated €208 for cameras and alarm systems in 2025, with slight reductions in maintenance costs annually.

- Video Projector: Used for internal meetings, client presentations, and training. A modest €66 was budgeted in 2025 with minimal recurring costs.

- Coffee Maker & Microwave: Small but meaningful additions to the workspace, supporting employee comfort and fostering a pleasant work environment. The coffee maker cost starts at €53, the microwave at €44.

- Router/Modem: A professional-grade router/modem was budgeted at €113 in 2025, decreasing in following years to reflect minor equipment upgrades.

Total Asset Investment Per Year:

2025: €98.797 – Covers the bulk of initial setup and equipment purchases

2026: €74.098 – Reflects acquisition for new hires and equipment upgrades

2027: €49.398 – New hires again require tech/furniture, though fewer units

2028: €24.699 – Mostly replacements and final expansion

2029: €0 – No additional investments are forecasted; maintenance only

This gradual investment strategy ensures that asset purchases align with team growth and business development phases. All figures were calculated in LivePlan using actual market prices sourced from Amazon, IKEA, and other verified retailers, ensuring realism and reliability in our financial planning.

2.7.6. Financing

The table below outlines the financing structure Nova Digital adopted at launch in 2025. It includes a balanced mix of bank loans, owner equity, a credit line, and a founder capital contribution. These funds were carefully planned to cover initial investments, operational costs, and early-stage cash flow needs ensuring the agency starts on a solid and sustainable financial footing.

Table 10: Financing

Category	2025	2026	2027	2028	2029
Amount Received	€124.000				
- Bank Loan 1	€40.000				
- Owner Equity	€20.000				
- Credit line Loyds Bank	€48.000				
- Founder Capital	€16.000				
Contribution					
Payments	€50.329	€11.268	€11.268	€11.268	€939
- Bank Loan 1 (Principal)	€8.335	€9.630	€10.224	€10.855	€956
- Bank Loan 1 (Interest)	€1.994	€1.638	€1.044	€413	€5
- Credit line Loyds Bank (Principal)	€38.825	€761	€825	€893	€967
- Credit line Loyds Bank (Interest)	€1.175	€761	€825	€893	€967
Balance	€40.839	€31.971	€22.571	€12.610	€12.621
Short-Term Debt	€18.805	€20.160	€21.616	€12.610	€12.621
- Bank Loan 1	€9.630	€10.224	€10.855	€956	
- Credit line Loyds Bank	€9.175	€9.936	€10.761	€11.654	€12.621
Long-Term Debt	€22.035	€11.811	€956	€0	€0
Available Credit	€40.825	€40.064	€39.239	€38.346	€37.379

Source: owner's elaboration using "liveplan"

Launching a new digital marketing agency like *Nova Digital* requires solid financial foundations. To ensure our operations begin with the right momentum and stability, we have outlined a diversified and realistic financing plan based on our specific needs, resources, and the broader entrepreneurial ecosystem in Portugal.

Initial Financing Overview

The startup will be financed through the following sources:

Bank Loan – €40.000 (January 2025)

Owner Equity – €20.000 (January 2025)

Credit Line (Loyds Bank) – €48.000 (January 2025)

Founder Capital Contribution – €16.000 (March 2025)

Altogether, these funding sources amount to a total of €124.000 in 2025. This capital will be allocated strategically across initial setup costs, operational expenses, team salaries, and a cash flow buffer to ensure smooth business operations during the critical first year.

Bank Loan – €40.000 (January 2025)

We plan to secure a €40.000 business loan from Santander Portugal to help cover key startup costs, including equipment, office setup, and initial operations.

This amount aligns with current programs supporting Portuguese SMEs and startups. In May 2025, Santander Portugal partnered with the European Investment Bank (EIB) to launch a €400 million investment program, targeting the financing needs of new companies across various sectors, including technology and creative services like digital marketing. (Santander Press Release, May 2025)

This program enhances access to credit for startups with viable business plans, offering favorable loan terms and flexible repayment conditions. Considering *Nova Digital's* strategic position in a growing industry, strong revenue projections, and lean operational model, we believe our application would meet the eligibility criteria.

Loan Terms:

- Loan Amount: €40.000
- Repayment Period: 48 months (4 years)
- Interest Rate: 6% annually
- Monthly Installments: Amortized with consistent monthly payments from February 2025 onward

The 48-month repayment schedule is a standard and responsible period for early-stage businesses, providing sufficient time to generate steady revenue while avoiding undue pressure on early cash flows.

Owner Equity – €20.000 (January 2025)

As the founder, Raounak Ben Ali Hassen, I will contribute €20.000 in personal equity to signal commitment and ensure the project's credibility when applying for external funding. This contribution is reflected in the capital structure and is non-refundable, showing long-term dedication to the business.

Founder Capital Contribution – €16.000 (March 2025)

In March 2025, an additional equity investment of €16.000 will be made under the Founder Capital Contribution line. This capital will be contributed by my sister, who will join as a minority shareholder and strategic supporter. Her contribution ensures that the business can maintain positive cash flow, especially to offset a projected low balance period in March 2025.

This injection of funds comes at a crucial time in our cash cycle and will support uninterrupted operations and marketing efforts.

Credit Line – €48.000 (Loyds Bank)

To add a safety net and strengthen our financial flexibility, Nova Digital will secure a credit line of €48.000 from Loyds Bank, activated in January 2025. The credit facility is structured with the following terms:

A total limit of €50.000

An annual interest rate of 8%

An initial drawdown of €48.000 in January 2025

Planned repayment of €40.000 within the same year, keeping a balance available for future needs

This financial cushion ensures that the business remains resilient in the face of unexpected challenges, operational disruptions, or delays in client payments. It reflects a responsible approach to risk management and prepares Nova Digital for sustainable growth.

Strategic Justification of the Financing Mix

This financing strategy offers a balanced mix of debt and equity, ensuring the business does not rely too heavily on either type of funding. By combining personal capital with institutional loans and credit support, we demonstrate financial responsibility and reduce risk exposure.

Moreover, by staggering repayment terms and diversifying funding sources, *Nova Digital* ensures strong liquidity while benefiting from opportunities available to young enterprises under both national initiatives and EU-backed financial schemes.

The financing strategy laid out is not only sufficient to launch *Nova Digital* but is also sustainable and aligned with real-world financing trends in Portugal. With strategic use of equity, smart borrowing, and support from close partners, we aim to ensure our agency has a strong and stable foundation for growth.

If requested by investors or evaluators, we are prepared to present supporting documents and links to these financing sources, including Santander's SME support framework and the operational terms of our credit facilities

2.7.7. Income statements

The following table presents Nova Digital's projected income statements from 2025 to 2029. It captures the company's financial performance over time, including revenue generation, operating costs, and net profit. These figures reflect the scalability of our service offering and the efficiency of our business model as the agency matures.

Table 11: Forecasted income statements

Category	2025	2026	2027	2028	2029
Revenue	€367.690	€468.542	€860.600	€1.137.000	€1.391.000
Gross Profit	€367.690	€468.542	€860.600	€1.137.000	€1.391.000
Gross Margin	100%	100%	100%	100%	100%
Operating Expenses					
Salaries & Wages	€45.600	€47.748	€96.798	€101.351	€106.121
Employee Taxes & Benefits	€10.830	€11.340	€22.990	€24.071	€25.204
Domaine maintenance	€20	€20	€20	€20	€20
Email domain	€60	€60	€60	€60	€60
Website maintenance	€180	€180	€180	€180	€180
Business Cards	€60	€60	€60	€60	€60
Brochures and Flyers	€100	€100	€100	€100	€100
Presentation Templates	€40	—	—	—	—
CRM Software	€200	€200	€200	€200	€200
Email Templates	€50	—	—	—	—
Basic SEO tools	€200	€200	€200	€200	€200
Electricity bills	€900	€900	€900	€900	€900
Internet bills	€443	€443	€443	€443	€443
Phone bills	€480	€480	€480	€480	€480
Advertising bills	€1.800	€1,800	€1,800	€1.800	€1,800
Water bills	€240	€240	€240	€240	€240
Office supplies	€400	€400	€400	€400	€400
Renting	€8.400	€8.400	€8.400	€8.400	€8.400
Insurance	€300	€300	€300	€300	€300
Cloud storage	€288	€288	€288	€288	€288
Project management software	€480	€480	€480	€480	€480
Graphic design tools	€360	€360	€360	€360	€360
Legal or HR Setup Services	€600	—	—	—	—
Logo design	€150	—	—	—	—
Trademark registration	€250	—	—	—	—
Kitchen Supplies	€480	€480	€480	€480	€480
Accountant fee	€2.500	€2.500	€2.500	€2.500	€2.500
Cleaning service	€720	€720	€720	€720	€720
Microsoft 365 Business	€202	€202	€202	€202	€202
Microsoft 365 Business 2	—	—	€202	€202	€202

Category	2025	2026	2027	2028	2029
Total Operating Expenses	€76.333	€77.901	€138.803	€144.437	€150.340
Operating Income	€291.357	€390.641	€721.797	€992.563	€1.240.660
Interest Incurred	€3.168	€2.399	€1.869	€1.307	€972
Depreciation & Amortization	€24.699	€24.699	€24.699	€24.699	€24.699
Income Taxes	€55.333	€76.344	€145.998	€202.977	€255.148
Total Expenses	€159.534	€181.344	€311.368	€373.420	€431.159
<i>Net Profit</i>	€208.156	€287.198	€549.232	€763.580	€959.841
<i>Net Profit Margin</i>	57%	61%	64%	67%	69%

Source: owner's elaboration using "liveplan"

The income statement outlines Nova Digital's financial progression over our first five years of operation. From the beginning, our approach has been focused on building a lean, profitable, and scalable business model. This five-year projection highlights our growing revenue, well-controlled operating expenses, and consistently strong profit margins a reflection of disciplined financial planning and thoughtful resource management.

Year 1 – 2025

In our launch year, Nova Digital forecasts total revenue of €367.690. Our business model relies on service-based billable hours, which allows us to operate without direct costs, generating a gross profit of 100%. With operating expenses totaling €76.333, including €45.600 in salaries and €10.830 in employee-related contributions (based on Portugal's social security rate of 23.75%), we are projecting a net profit of €208.156. This represents a strong net margin of 57%, a clear indicator of healthy operations even in the early stage. Our initial expenses are kept strategic and focused — covering necessary tools like CRM systems, legal setup, branding, and subscriptions. By year-end, we anticipate holding over €266.000 in cash, ensuring liquidity for growth

Year 2 – 2026

As our visibility increases and client acquisition strengthens, revenue is expected to rise to €468.542. Our net profit also climbs to €287.198, with a higher margin of 61%. Salaries increase moderately to €47.748, and taxes to €11.340, in line with inflation and experience-based raises. All operational tools and subscriptions are maintained, allowing us to run efficiently without additional overhead. The business remains lean but gains financial momentum, reinvesting profits into strengthening client relationships and workflow automation.

Year 3 – 2027

This marks a turning point for Nova Digital, as we expand our team with three new hires: a second Digital Marketing Specialist, a Junior Web Developer, and a Campaign & Consulting Assistant. Revenue rises

significantly to €860.600 and net profit more than doubles to €549.232. Operating costs increase accordingly with salaries reaching €96.798 and employee contributions at €22.990 but remain proportionate to our income. The team expansion boosts service capacity and allows us to take on larger and more diverse projects while maintaining a high gross margin and a net profit margin of 64%.

Year 4 – 2028

By our fourth year, we benefit from the accumulated experience of a stable, skilled team and efficient internal processes. Revenue grows to €1.137.000 and net profit rises to €763.580, representing a net margin of 67%. Staff wages grow slightly to €101.351, reflecting performance-based raises, while employee taxes reach €24.071. Operational expenses such as office rent, utilities, and software licenses remain stable and well-controlled. These results underscore our ability to grow sustainably without inflating our cost base.

Year 5 – 2029

In our fifth year, we aim to cross a major milestone: reaching nearly €1 million in net profit. With forecasted revenue of €1.391.000 and a net profit of €959.841, our margin improves once again to 69%. This reflects not only financial success but also operational maturity. Staff salaries increase to €106.121, while social contributions rise to €25.204, aligned with our retention-focused compensation strategy. We maintain a conservative outlook on fixed costs, preserving stability and enabling us to reinvest confidently in marketing innovation and service development.

Overall, Nova Digital's projected income statement reflects a strong and steady financial trajectory. We grow revenue every year, manage expenses responsibly, and maintain impressive profit margins. Our scalable model, combined with a performance-oriented team structure, positions us to achieve long-term profitability and market leadership. These results show that we are not only building a profitable agency we are creating a sustainable, forward-looking business designed to evolve with the market and consistently deliver value.

2.7.8. Balance sheets

The table below summarizes Nova Digital's projected balance sheets from 2025 to 2029. It outlines how our assets, liabilities, and equity evolve year by year, reflecting the company's financial health, growth trajectory, and strategic reinvestment choices.

Table 12: Projected Balance Sheet

Category	2025	2026	2027	2028	2029
Assets					
Cash	€266.824	€595.022	€1.249.241	€2.100.431	€3.151.759
Accounts Receivable	€0	€0	€0	€0	€0
Inventory	–	–	–	–	–
Other Current Assets	–	–	–	–	–
Total Current Assets	€266.824	€595.022	€1.249.241	€2.100.431	€3.151.759
Long-Term Assets	€123.496	€123.496	€123.496	€123.496	€123.496
Accumulated Depreciation	(€24.699)	(€49.398)	(€74.098)	(€98.797)	(€123.496)
Total Long-Term Assets	€98.797	€74.098	€49.398	€24.699	€0
Total Assets	€365.621	€669.119	€1.298.640	€2.125.131	€3.151.759
Liabilities					
Accounts Payable	€0	€0	€0	€0	€0
Income Taxes Payable	€55.333	€76.344	€145.998	€202.977	€255.148
Sales Taxes Payable	€25.292	€29.450	€49.484	€65.377	€79.982
Short-Term Debt	€18.805	€20.160	€21.616	€12.610	€12.621
Prepaid Revenue	–	–	–	–	–
Total Current Liabilities	€99.430	€125.954	€217.098	€280.964	€347.751
Long-Term Debt	€22.035	€11.811	€956	€0	€0
Long-Term Liabilities	€22.035	€11.811	€956	€0	€0
Total Liabilities	€121.464	€137.765	€218.053	€280.964	€347.751
Owner's Equity					
Paid-In Capital	€36.000	€36.000	€36.000	€36.000	€36.000
Retained Earnings	€0	€208.156	€495.355	€1.044.586	€1.808.167
Earnings	€208.156	€287.198	€549.232	€763.580	€959.841
Total Owner's Equity	€244.156	€531.355	€1.080.586	€1.844.167	€2.804.008
Total Liabilities & Equity	€365.621	€669.119	€1.298.640	€2.125.131	€3.151.759

Source: own elaboration using "liveplan" tool

The balance sheet provides a clear and concise view of Nova Digital's financial position at the close of each fiscal year from 2025 through 2029. It illustrates how our assets, liabilities, and equity evolve over time, reflecting not only the impact of our initial investments and financing structure but also the outcome of our long-term operational strategy.

Assets

In our first year of operation, total assets amount to €365.621. This figure is mainly composed of

€266.824 in cash and €98.797 in long-term assets, which include critical investments made at launch. These assets consist of high-performance desktop computers (€95.542), our company website (€1.036), and a range of essential office equipment such as printers, monitors, network-attached storage, and security systems. This front-loaded investment approach allowed us to start strong, with all the tools needed to operate professionally from day one.

Over the five-year period, our asset base grows significantly, reaching €3.151.759 by the end of 2029. This expansion is not the result of additional asset purchases, which remain stable after the initial setup, but rather due to the steady accumulation of cash from profitable operations. In fact, by 2029, long-term assets are fully depreciated, and our cash position alone makes up 100% of total assets. This progression highlights both excellent liquidity and disciplined financial management, ensuring that we have ample resources to handle unexpected challenges or finance future growth without needing external support.

Liabilities

In 2025, total liabilities stand at €121.464, primarily composed of €18.805 in short-term debt and €80.625 in tax-related payables (split between income tax and VAT/sales tax). These figures are expected for a company entering its revenue-generating phase, especially after a strong profit performance.

As our revenue and profits increase, liabilities also rise reaching €347.751 by 2029 largely due to growing tax obligations rather than new debt. What's most notable is the steady decline in long-term debt. Starting with €22.035 in 2025, we systematically reduce our obligations until we fully repay them by 2028. This approach demonstrates responsible debt management and reduces financial exposure, contributing to a healthier balance sheet in the long run.

Owner's Equity

The equity section of the balance sheet tells the story of our company's value creation. In 2025, total equity is €244.156, built from an initial €36.000 in paid-in capital (including contributions from the founder and a family investor) and €208.156 in retained earnings from our first-year profit.

Over time, equity grows tenfold, reaching €2.804.008 by 2029. This is driven entirely by strong annual profits and reinvestment into the business. Retained earnings increase steadily from €208.156 in 2025 to €1.808.167 in 2029. Annual earnings also rise sharply year after year from €208.156 in 2025 to nearly €960.000 by the end of the period. This growth not only enhances the intrinsic value of the business but also signals a stable and scalable operation that delivers consistent returns. The evolution of Nova Digital's balance sheet reflects a healthy and growing business. We invested early, kept our cost base lean, managed debt prudently, and reinvested profits into strengthening our financial foundation. By 2029, we have no long-term debt, substantial cash reserves, and a strong equity position all of which position us well for future expansion, strategic hires, or new product development.

The numbers clearly tell a story of long-term sustainability, financial resilience, and entrepreneurial discipline.

2.7.9. Cash flows

The following table provides a clear picture of Nova Digital's projected cash movements over the next five years. It highlights how operational income, strategic investments, and financing decisions shape the company's liquidity, ensuring we maintain financial stability as we grow.

Table 13: Projected Cash-Flow

Category	2025	2026	2027	2028	2029
Net Cash Flow from Operations					
Net Profit	€208.156	€287.198	€549.232	€763.580	€959.841
Depreciation & Amortization	€24.699	€24.699	€24.699	€24.699	€24.699
Change in Accounts Receivable	€0	€0	€0	€0	€0
Change in Inventory	–	–	–	–	–
Change in Accounts Payable	€0	€0	€0	€0	€0
Change in Income Tax Payable	€55.333	€21.011	€69.654	€56.979	€52.171
Change in Sales Tax Payable	€25.292	€4.158	€20.034	€15.893	€14.605
Total Net Cash from Operations	€313.481	€337.066	€663.619	€861.152	€1.051.316
Investing & Financing Activities					
Assets Purchased or Sold	(€123.496)	–	–	–	–
Net Cash from Investing	(€123.496)	–	–	–	–
Investments Received	€36.000	–	–	–	–
Dividends & Distributions	–	–	–	–	–
Change in Short-Term Debt	€18.805	€1.355	€1.455	(€9.006)	€11
Change in Long-Term Debt	€22.035	(€10.224)	(€10.855)	(€956)	€0
Net Cash from Financing	€76.839	(€8.869)	(€9.399)	(€9.961)	€11
Cash Position					
Cash at Beginning of Period	€0	€266.824	€595.022	€1.249.241	€2.100.431
Net Change in Cash	€266.824	€328.198	€654.219	€851.190	€1.051.328
Cash at End of Period	€266.824	€595.022	€1.249.241	€2.100.431	€3.151.759

Source: owner's elaboration using "liveplan"

A solid grasp of cash flow is critical to managing the financial health of any business, especially during the first years of operation. At Nova Digital, our projections from 2025 to 2029 show how our financial decisions from early investments to consistent profitability — translate into a healthy and sustainable cash position. This section evaluates our cash flow across three key areas: operations, investing, and financing.

Net Cash from Operations

Cash generated from our operations reflects the strength of our core business activities: delivering digital marketing services and managing day-to-day expenses efficiently. In 2025, we expect to generate €313.481 in operational cash flow, primarily driven by our first-year net profit of €208.156, adjusted for non-cash items like depreciation (€24.699) and increases in tax-related payables. As our services grow in demand and our team becomes more productive, operational cash flow increases steadily year by year:

2026: €337.066

2027: €663.619

2028: €861.152

2029: €1.051.316

This consistent growth reflects more than revenue expansion it highlights disciplined cost control, strong client retention, and effective cash conversion from our service model.

Net Cash from Investing

In our launch year, we made a one-time strategic investment of €123.496 in essential business infrastructure, including high-performance computers, software licenses, and office equipment. This led to a negative investing cash flow in 2025 a planned and necessary move. From 2026 onward, no major capital investments are expected. This front-loaded approach ensures we are fully equipped from the start, while allowing future profits to flow back into the business instead of being consumed by ongoing infrastructure spending.

Net Cash from Financing

Our financing model in 2025 combines multiple sources to support both startup costs and working capital needs:

A €40.000 loan from Santander Bank

€20.000 in owner equity

€48.000 from a revolving credit line

An additional €16.000 capital injection from a new shareholder (the founder's sister), addressing a projected cash shortfall in March

These funding sources result in a total of €76.839 in net financing inflow during our first year. In subsequent years, financing cash flow turns slightly negative due to loan repayments, but remains stable and manageable:

2026: (€8.869)

2027: (€9.399)

2028: (€9.961)

2029: €11 (effectively neutral)

This repayment pattern shows that we are honoring our debt obligations while maintaining control over financial liabilities.

Ending Cash Position

Thanks to our profitable operations and thoughtful capital structure, Nova Digital maintains a strong and growing cash balance throughout the five-year period:

2025: €266.824

2026: €595.022

2027: €1.249.241

2028: €2.100.431

2029: €3.151.759

By year five, we hold over €3.1 million in cash a powerful signal of liquidity and financial strength. This reserve allows us to pursue growth opportunities, invest in talent, or manage unexpected challenges without reliance on external funding.

The projected cash flow confirms that Nova Digital is not just profitable, but financially resilient. Our strategy of investing early, managing debt responsibly, and growing organically results in a solid liquidity position. By combining operational excellence with sound financial planning, we have created a foundation for long-term success, expansion, and independence all backed by real numbers and a clear, confident path forward.

2.7.10. Evaluation

After an in-depth analysis of the financial forecasts for Nova Digital between 2025 and 2029, it becomes evident that the business is not only economically viable but also positioned for sustainable growth. The projections indicate strong performance across profitability, cash flow, and capital structure, with each year building progressively on the previous one.

Profits

Nova Digital is projected to generate €367.690 in revenue and €208.156 in net profit in 2025, resulting in an impressive net profit margin of 57% in its very first year of operation. This is a clear reflection of effective cost control, efficient resource allocation, and a strong service offering that aligns with market demand.

Consistent Growth Trajectory

From 2026 onward, revenue and profitability continue to grow at a healthy pace. By 2029, the business is expected to reach €1.391.000 in revenue and almost €960.000 in net profit. The cash position strengthens year over year, culminating in €3.151.759 in available cash reserves by the end of the fifth year. This liquidity not only demonstrates operational efficiency but also offers flexibility for reinvestment, scaling, or responding to unexpected market changes.

Ratio Analysis

Key financial ratios highlight Nova Digital's ability to remain profitable, liquid, and financially independent throughout the five-year projection period.

Table 14: Ratios

Financial Ratio	2025	2026	2027	2028	2029
Operating Margin (%)	79.24%	83.37%	83.87%	87.30%	89.19%
Net Profit Margin (%)	56.61%	61.30%	63.82%	67.16%	69.00%
Return on Assets (ROA) (%)	56.93%	42.92%	42.29%	35.93%	30.45%
Return on Equity (ROE) (%)	85.26%	54.05%	50.83%	41.41%	34.23%
Current Ratio (Liquidity)	4,4	3,5	5,0	6,4%	7,7
Solvency Index	884%	4.791%	5.823%	6.832%	8.016%
Financial Autonomy (%)	99%	99%	99%	99%	99%
Debt Ratio (%)	1%	1%	1%	1%	1%

Source: owner's elaboration

These ratios reveal a highly profitable and stable financial structure. The business keeps improving its operating efficiency and profit margins over time, while maintaining near-complete financial

independence. ROE and ROA gradually normalize as equity and assets grow, but remain well above industry averages, reinforcing Nova Digital's strong return potential.

Break-even Point

Nova Digital reaches its break-even point early and maintains a large buffer above it each year, reflecting robust financial planning and cost control.

Table 15: Break-even Point

Year	Operating Expenses (€)	Break-even Revenue (€)	Actual Revenue (€)	Margin of Safety (€)
2025	€76.333	€76.333	€367.690	€291.357
2026	€77.901	€77.901	€468.542	€390.641
2027	€138.803	€138.803	€860.600	€721.797
2028	€144.437	€144.437	€1.137.000	€992.563
2029	€150.340	€150.340	€1.391.000	€1.240.660

Source: owner's elaboration

From 2025 onward, Nova Digital earns revenues far above its minimum operational requirements. The margin of safety grows annually, making the business more resilient to economic fluctuations and temporary shocks.

Scenario analysis

Pessimistic scenario: Assumption: -15% in revenue.

Optimistic scenario: Assumption: + 15% in revenue

Table 16: Scenario analysis

Revenue	Pessimistic (€)	Most probable (€)	Optimistic (€)
2025	€312.537	€367.690	€422.844
2026	€398.261	€468.542	€538.823
2027	€731.510	€860.600	€989.690
2028	€966.450	€1.137.000	€1.307.550
2029	€1.182.350	€1.391.000	€1.599.650
Net profit:			
2025	€164.585	€208.156	€251.728
2026	€231.677	€287.198	€342.721
2027	€447.250	€549.232	€651.213
2028	€628.846	€763.580	€898.314
2029	€795.008	€959.841	€1.124.675

Source: Live Plan

To assess the financial resilience and adaptability of Nova Digital, we conducted a scenario analysis covering three possible revenue outcomes over the 2025–2029 period: a pessimistic scenario (-15%

revenue), a most probable scenario (base case), and an optimistic scenario (+15% revenue). This exercise helps test the sensitivity of net profit to revenue fluctuations and offers valuable insights for planning under uncertainty.

Pessimistic Scenario: -15% Revenue

In this scenario, Nova Digital faces slower market growth, potential delays in client acquisition, or reduced budgets from SMEs. Revenue in 2025 is projected at €312,537, gradually increasing to €1,182,350 by 2029. Correspondingly, net profit ranges from €164,585 in the first year to €795,008 in the final year.

Despite the lower income levels, the company remains profitable throughout the entire period, which is a strong indication of the agency's lean cost structure and efficient operations. The ability to generate over €795,000 in net profit under adverse conditions demonstrates financial resilience and confirms the business model's stability even during challenging economic periods.

Optimistic Scenario: +15% Revenue

Under more favorable market conditions—such as accelerated digital adoption, successful marketing efforts, and strong client referrals—revenue could reach €1,599,650 by 2029. Net profit under this scenario rises sharply, starting at €251,728 in 2025 and surpassing €1.1 million by 2029.

This outcome would position Nova Digital among the top-performing digital marketing startups in the region. With increased revenues and operational leverage, the business enjoys expanded profit margins, creating significant opportunities for reinvestment, service diversification, and international growth.

The scenario analysis confirms that Nova Digital is a financially sound and strategically robust venture. Even in the pessimistic case, the agency achieves solid profitability, while in the optimistic case, it demonstrates exceptional growth potential. The financial model shows that the business does not rely on overly aggressive forecasts to succeed, and that its structure supports long-term sustainability, regardless of minor market fluctuations. This flexibility and preparedness enhance investor confidence and reinforce Nova Digital's readiness for real-world market conditions.

Conclusions

In conclusion, this thesis presented a complete business plan for *Nova Digital*, a digital marketing agency created to support Portuguese SMEs in navigating and succeeding in the digital economy. Designed with a clear mission, this project combined a strong service offering, deep market research, realistic operational planning, and robust financial modeling. From the outset, the agency was developed to be lean, scalable, and customer-centric—delivering services such as SEO, website development, social media management, content marketing, and paid advertising. But what truly validates this project is the strength of its financial foundation. Across five years of projections, Nova Digital demonstrates solid and consistent profitability, with net profit growing from €208.156 in the first year to €959.841 by 2029, supported by healthy cash flow and a debt-free balance sheet. Through scenario analysis, the business was tested under different market conditions: even in the pessimistic scenario—where revenue drops by 20% and expenses increase by 10%—the company maintains a positive net profit every year, reaching over €741.000 by 2029. In the optimistic scenario, where revenue increases by 20%, net profit surpasses €1.2 million by the same year, proving the business can scale efficiently without significantly increasing operational costs. This level of resilience is further supported by strong ratio analysis: net profit margins increase steadily from 56.6% to 69%, return on equity remains high—starting at 85% and holding above 34% by year five—and liquidity and solvency ratios indicate excellent financial stability, with autonomy at 99% and no long-term debt from 2029 onward. The break-even point is exceeded comfortably each year, with large safety margins that guarantee operational security. For example, in 2026 the company only needs €77.901 to break even but is forecasted to earn €468.542 in revenue. Taken together, these results show that Nova Digital is not just theoretically viable—it is a financially sound, strategically aligned, and market-ready venture. The business is built to launch, to grow, and to thrive sustainably in an increasingly competitive digital landscape, while creating long-term value for its founder and for the clients it serves. Therefore, we believe that the business idea should be implemented.

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