



UWTSD ICL LONDON

# MBA International Business

## Business Development Plan

HungaTech Support LTD.

by

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**Master's Degrees by Examination and Dissertation**  
**Declaration Form.**

I, Gabor Gulyas, declare that this dissertation has been composed by myself, that the work contained herein is entirely my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or qualification, in whole or in part, except as specified.

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## Chapter 1: Executive Summary

HungaTech Support Ltd. is a UK-registered private limited company offering remote IT support services to small and medium-sized enterprises (SMEs) across the United Kingdom. The company operates through a hybrid nearshore model, combining UK-based client management with a skilled technical workforce in Hungary. This structure ensures cost efficiency, fast response, and strong legal compliance under GDPR and UK data protection laws (ICO, 2024).

The mission of HungaTech is to provide affordable, reliable, and professional IT support that meets the digital demands of UK SMEs. Its services are divided into three levels—basic helpdesk, managed IT, and advanced security—allowing flexibility and scalability for different client needs. The business aims to secure five clients within six months and achieve £100,000 revenue in its first year.

Market research shows high demand for affordable IT support as UK SMEs increasingly depend on digital tools but face high costs for local services (IBISWorld, 2025). HungaTech's nearshore strategy positions it between expensive domestic providers and unreliable offshore options, offering both quality and affordability (Ashcroft, 2023).

The company's 24-month roadmap focuses on certification, scalability, and sustainability, including ISO 27001 and Cyber Essentials compliance. Its marketing strategy relies on LinkedIn outreach, CRM automation, and client referrals, supported by a £14,000 digital marketing budget. Financial forecasts project profitability by quarter five and long-term stability through recurring revenue.

HungaTech's model aligns with UK digital transformation goals, offering secure, sustainable, and legally sound IT solutions for growing SMEs.

## Chapter 2: Company Description

### 2.1 Business Identity and Legal Structure

HungaTech Support Ltd is a private limited company that offers remote IT support to UK small businesses. The business is registered with Companies House in the United Kingdom. It is also VAT-registered and follows the laws for digital services in both the UK and the EU. The company follows GDPR, which is the law for handling personal and business data safely in both regions (ICO, 2024). HungaTech has its legal and client-facing team based in London, while the technical team works from Budapest, Hungary. The idea behind this setup is to keep quality and legal control in the UK and use skilled support teams in Hungary. This is called a nearshore model, where staff are in a nearby country that shares time zones and similar rules (Ashcroft, 2023). This model is becoming popular in Europe because it allows better communication than offshore outsourcing to faraway places like India or the Philippines. Nearshoring gives more control, faster replies, and a better understanding of client needs. The management team includes a UK-based CEO, a legal advisor, and operations managers in both countries. All decisions and customer interactions go through the UK office, so the clients always feel supported and protected.

The business has a clear ownership setup. It was founded by a UK entrepreneur with several years of experience in IT and outsourcing. The founder worked closely with small UK firms and saw the problems they faced with expensive and slow IT services. The company is now owned by both UK and Hungarian partners, who bring local knowledge, legal understanding, and technical skills. This helps the business work smoothly across two countries while following the law in both. Nearshoring is not only cheaper than UK-only service but also gives better service than traditional offshore models. Researchers agree that nearshoring gives more flexibility and better results for small firms than far-off outsourcing (Bock, 2008; Oshri et al., 2022). HungaTech is set up in this way to bring those same benefits to UK SMEs who want a reliable and affordable service.

### 2.2 Mission, Vision, and Core Values

HungaTech Support Ltd has a clear mission. The company wants to give fast, affordable, and professional IT support to small and medium-sized businesses in the UK. Many of these businesses cannot afford local IT teams or big service contracts. HungaTech helps them by providing 24/7 support from trained staff working remotely from Hungary. These support staff follow UK rules and speak fluent English. The company's vision is to become the most trusted nearshore IT support provider in the UK. It aims to do this by using the skills and cost savings

available in Central Europe. Hungary has many talented IT professionals and offers a good place to grow a remote support business (Zhovtanetsky, 2022).

The company has also set SMART objectives to guide its growth. These targets are clear, measurable, and time-based. They will help track progress and shape business decisions:

- Secure five SME clients in the first six months of operation.
- Reach £100,000 in revenue by the end of the first year.
- Expand the team to 15 full-time support agents by the second year.
- Achieve ISO 27001 and Cyber Essentials certifications within the first 12 months.

These goals are realistic and help the company focus on long-term stability. The management team will review these targets regularly to make sure growth stays on track.

HungaTech also operates based on five strong values that guide all its services. These core values support good client relationships and professional behaviour:

- **Professionalism** – Staff are trained to solve problems efficiently and communicate clearly.
- **Transparency** – The company shares prices, timelines, and procedures clearly with clients.
- **Efficiency** – All issues are handled quickly to reduce downtime and keep systems running.
- **Continuous Learning** – Staff receive regular training to stay updated with new technology.
- **Legal Compliance** – All operations follow GDPR and other UK/EU laws for data and service.

These values help build client trust and set the company apart in a highly competitive market (Quélin and Duhamel, 2003).

### 2.3 Founding Background and Business Inspiration

HungaTech Support Ltd was founded in 2025 to solve real problems faced by UK SMEs. During the COVID-19 pandemic, many UK small businesses shifted operations online to maintain continuity and adopt digital platforms (CIPD, 2023). They began using more tools like email platforms, cloud storage, and online payment systems. However, these firms did not have enough staff or knowledge to manage technical problems. They either paid high prices for UK-based services or chose offshore support that often failed to meet their needs. The founder of HungaTech worked in this field and saw how these businesses struggled every day. That is why the idea of building a hybrid IT support company came forward.

The goal was simple. Build a business that gives the speed and quality of local support at a lower cost. The founder looked at different countries in Europe and chose Hungary for the support centre. Hungary has a strong IT workforce and is known for its excellent education

system. It is also a member of the EU and follows the same data protection rules as the UK, which is important for handling client information safely (Lewin and Volberda, 2011).

Another reason for choosing Hungary was cost. According to comparative EU labour statistics, average personnel costs in Hungary are around 40% lower than in the United Kingdom, providing strong cost advantages for service outsourcing (PwC, 2025; European Commission, 2025). This means HungaTech can offer better prices without reducing service quality. Hungary also shares a similar time zone with the UK, which helps in real-time communication. This is very important for IT support services, where fast response is a key part of client satisfaction (Ashcroft, 2023). Many companies now prefer nearshore partners who can respond quickly and understand their language and work culture. Hungary fits all these needs well. As Central and Eastern Europe grow in the outsourcing market, Hungary is becoming a top choice for IT services (Zhovtanetskyy, 2022). That is why HungaTech was born as a UK-Hungarian hybrid to serve small businesses better.

## 2.4 Service Overview and Problem Solved

HungaTech Support Ltd offers a full set of IT support services to small and medium-sized companies. These services are grouped into three levels. The first level includes simple support like password resets, setting up email accounts, and helping with basic system access. The second level covers more advanced support such as fixing network problems, updating software, and solving system errors. The third level involves complex services like managing servers, securing databases, backing up data, and protecting against cyber threats.

Many UK SMEs face common IT and digitalisation challenges that HungaTech is designed to solve. According to IBISWorld (2025) and techUK (2025), small and medium-sized enterprises in the UK report increasing difficulty managing IT infrastructure due to limited budgets, lack of technical expertise, and high outsourcing costs. Similarly, the OECD (2021) found that SMEs face ongoing barriers to digital transformation, including skill shortages and cybersecurity risks.

HungaTech offers a clear solution to these issues. The company combines skilled workers from Hungary with leadership and compliance managed in the UK. This model ensures fast response, good communication, and full legal compliance. Support is given through clear SLAs, which set rules for response time, issue resolution, and service quality. Clients know what to expect, and the company is responsible for meeting those expectations.

The following table compares the three major types of support models:

Model Type	Price	Quality	Compliance	Communication
UK Local Providers	Very High	Strong	Strong	Very Fast
Offshore (Asia)	Low	Poor	Weak	Slow
HungaTech (Hybrid)	Medium	Strong	Strong	Fast

**Table 1: Comparison of Common IT Support Models Based on Key Service Factors**

This table shows why HungaTech is different. It gives strong service and legal safety while keeping prices affordable for SMEs. Many researchers also say that hybrid models like HungaTech's offer the best balance between cost, control, and quality. The comparative framework of onshore, offshore, and nearshore outsourcing models is supported by Robinson et al. (2005) and Oshri, Kotlarsky and Willcocks (2022), who outline quality, compliance, and communication differences among global service models.

## 2.5 Market Fit and Opportunity Justification

The UK IT support market is large and growing fast. In 2024, the industry was valued at around £45 billion (IBISWorld, 2024). At the same time, there are over 5.5 million small and medium businesses in the UK. These firms make up 99.2% of all businesses in the country (Hutton and Murray, 2024). Many of them need IT support but cannot afford large service contracts.

SMEs are now focusing on digital tools, remote work, and cloud systems. This creates more demand for regular IT support. A recent report showed that more than 65% of small businesses said “affordable support” was their top need in 2024 (techUK, 2025). Most of these firms cannot hire full-time IT teams, so they look for outside help.

There is also a change in how businesses choose their support. They no longer want to rely only on UK providers due to high prices. At the same time, many are worried about the risks of using cheap offshore providers. After Brexit, UK firms are more careful about legal compliance and data rules. This creates space for hybrid models like HungaTech.

Hungary is in the EU, so data transfers from the UK are still covered under EU adequacy laws. This gives peace of mind to UK clients who want legal protection. Many reports now say that nearshoring is growing faster than expected, especially in sectors like IT and software (Ashcroft, 2023; van Hassel et al., 2022). Nearshore partners are seen as more reliable than far-off offshore ones.

With a mix of local control, nearshore pricing, and professional support, HungaTech fits well into the UK market. It can meet the growing demand from SMEs that need better support without paying too much.

## 2.6 Unique Value Proposition and Strategic Advantage

HungaTech Support Ltd has a strong position in the market because it offers something that few others do. Its unique value is that it gives legal and professional support like a UK company but keeps the service cost low by using staff in Hungary. This setup is not easy to copy. It needs careful planning, strong legal understanding, and staff who can follow both UK and EU rules. The company's main advantage is its hybrid model. The service is delivered by a skilled and certified team in Hungary, but the service agreement and legal responsibility are based in the UK. This builds trust with clients and ensures they always know who is responsible.

Unlike many offshore firms, HungaTech provides 24/7 English-language support (ICO, 2024). Its trained professionals follow strict data protection and GDPR standards (ICO, 2024). This keeps all client information secure and transparent at every stage. The nearshore model in Hungary allows close coordination with UK clients. Staff work in the same or nearby time zones for real-time communication. This setup helps reduce delays and improve service efficiency for every task. Small businesses benefit from faster replies and constant operational reliability. Such responsiveness builds lasting trust and ensures smooth IT performance daily. Compared to UK-only companies, HungaTech is cheaper. Compared to offshore providers, it is safer and more professional. These differences give HungaTech a real edge. Experts say that the success of outsourcing depends on building trust, having clear service rules, and giving consistent results (Oshri et al., 2022). HungaTech meets all these needs. That is why it is well-positioned to grow fast in the current UK business environment.

## 2.7 Alignment with Trends and UK Policies

HungaTech also fits well with government plans and industry trends. The UK Digital Strategy 2022–2025 encourages all small firms to adopt digital tools and improve their systems. This includes using cloud services, improving cybersecurity, and getting regular IT support (techUK, 2025). HungaTech's services match these goals.

After the pandemic, small businesses became more digital. Around 70% of UK SMEs adopted new digital tools or systems between 2020 and 2023 (Lloyds Bank, 2023; techUK, 2025). These firms now need help to manage and secure these tools, creating steady demand for IT support.

At the same time, the UK government has made data protection a top priority. Brexit created changes in data law, but Hungary still qualifies as a safe data partner under UK law (ICO, 2024). This makes HungaTech's setup safe and compliant. The company also supports ESG and green business goals. Its remote-first model reduces travel, uses fewer office spaces, and

lowers emissions. These practices support environmental responsibility and align with modern business values. Because of these factors, HungaTech is not only a smart business idea—it is also a business that supports national goals and client expectations.

## Chapter 3: Market Research and Validation

### 3.1 Industry Overview

The UK IT support industry is large and growing every year. In 2025, the market for other IT and computer services reached around £17.8 billion, with steady annual growth (IBISWorld, 2025). The outsourcing segment also shows strong demand, with an expected revenue of over £26 billion in 2024 (Statista, 2024). Small and medium-sized enterprises (SMEs) are the main customers in this market. They depend on digital tools for operations but lack in-house IT teams. After Brexit and the COVID-19 pandemic, many UK businesses moved online and needed stable IT support. Hybrid and flexible working also increased reliance on digital systems (CIPD, 2023). These changes made IT support services more important than ever. The UK now has over 5.5 million SMEs, and many cannot afford expensive local services (Hutton and Murray, 2024). These facts show a clear market opportunity for companies like HungaTech, which offer remote and cost-effective services with legal compliance.

Digitalisation is now a core need for UK SMEs. Many businesses use cloud platforms, remote collaboration tools, and online payments daily. These services need regular IT maintenance to run well. According to the OECD (2021), SMEs struggle to manage this shift because they lack digital skills and resources. This creates a demand for outside support. Firms that provide IT help must also follow strict rules. Since Brexit, UK data protection laws have changed. However, UK firms still expect providers to follow GDPR or equivalent standards (techUK, 2022). These legal issues add pressure on SMEs, making them seek trustworthy support providers. HungaTech addresses both technical and legal challenges through its hybrid nearshore model.

### 3.2 Target Market Segmentation and Customer Profiles (STP Framework)

HungaTech Support Ltd focuses on small and medium-sized companies in the UK. It mainly targets businesses with 10 to 250 employees. These firms often do not have full-time IT teams. The company uses the STP model to define its customers. In the segmentation stage, clients are divided by business size, sector, and digital needs. This includes startups, online retailers, digital service firms, and remote-first businesses. In the targeting stage, the company focuses on new or growing SMEs that value cost, speed, and legal compliance. These companies often face challenges when choosing between expensive local IT firms or unreliable offshore providers.

In the positioning stage, HungaTech presents itself as a trusted and affordable provider. The brand message is “Trusted UK standards, delivered at competitive European rates.” It also

promises fast response, clear communication, and full GDPR compliance. This message appeals to UK SMEs seeking quality IT help without high costs. HungaTech's position is strong because it combines service excellence and cost efficiency. Its approach fits growing UK firms that value secure, reliable, and responsive support.

### HungaTech STP Model:

#### S – Segment the Market

*Potential market segments:*

- UK-based SMEs with 10–250 employees
- Retail, education, finance, and creative services sectors
- Remote and hybrid-working businesses

Table 1: T – Target a Segment

Segment	Our Strengths	Our Weaknesses
Newly launched SMEs (10–50 employees)	<ul style="list-style-type: none"> <li>▪ Affordable IT support plans</li> <li>▪ UK-based legal compliance and service quality</li> <li>▪ Experience with startups and remote teams</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited brand recognition as a new company</li> <li>▪ May face competition from larger, established IT firms</li> </ul>
SMEs with hybrid/remote teams	<ul style="list-style-type: none"> <li>▪ Support across devices and time zones</li> <li>▪ Flexible hybrid delivery model</li> <li>▪ 24/7 helpdesk and fast response</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need constant system monitoring and updates</li> <li>▪ May require tailored contracts and SLAs</li> </ul>
Non-technical founders and office managers	<ul style="list-style-type: none"> <li>▪ Simple and responsive helpdesk support</li> <li>▪ Clear communication and reporting</li> <li>▪ Friendly onboarding and tech setup</li> </ul>	<ul style="list-style-type: none"> <li>▪ Clients may need more <u>hand-holding</u> early on</li> <li>▪ Risk of high service demand from inexperienced users</li> </ul>

Table 2: P – Position the Product

<b>Target Segment</b>	Newly launched SMEs with remote or hybrid working needs
<b>Needs</b>	<ul style="list-style-type: none"> <li>• Fast and reliable IT support</li> <li>• Clear communication and 24/7 helpdesk</li> <li>• UK legal compliance and low-cost services</li> </ul>
<b>Positioning</b>	“Affordable nearshore IT support, with UK service quality and legal standards.”

### 3.3 Customer Needs and Demand

UK SMEs have clear needs when it comes to IT support. The first need is affordability. Local UK firms often charge high fees, which most small businesses cannot pay. The second need is service quality. Many offshore services are cheap but offer poor support, slow response times, and communication issues. The third need is legal protection. Firms must follow data laws, especially when dealing with client information. HungaTech meets all these needs with its nearshore model. Staff in Hungary follow UK data laws and work in the same time zone. This makes the service faster and easier to manage.

Successful examples like Endava and Luxoft show that nearshore IT models can grow quickly if managed well. Endava is a UK-founded digital consultancy that operates nearshore teams across Eastern Europe. Luxoft is a global IT service firm headquartered in Switzerland with strong nearshore hubs in Romania and Poland. Both companies mix local leadership with European service centres to deliver cost-efficient, high-quality IT support. Their rapid growth demonstrates that the nearshore model provides scalability, reliability, and strong client satisfaction (Accsource, 2023). This evidence supports HungaTech’s approach of blending UK oversight with regional delivery teams.

### 3.4 Competitive Analysis

HungaTech works in a busy and competitive market. Many UK companies offer IT support, both locally and globally. The company’s internal SWOT analysis shows strong benefits. Strengths include low labour costs, UK legal control, and skilled bilingual staff. Weaknesses include being a new player with limited brand recognition. Opportunities include rising SME demand and gaps in mid-range service providers. Threats include larger firms entering the SME market or legal changes post-Brexit.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>▪ Low labour cost due to nearshore Hungary operations</li> <li>▪ Full UK legal compliance</li> <li>▪ Skilled bilingual IT staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rising SME demand in the UK</li> <li>▪ Market gap for mid-range IT service providers</li> <li>▪ Increased remote and hybrid working</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>▪ New market player with low brand recognition</li> <li>▪ Limited resources for large marketing campaigns</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large firms entering SME space (e.g., TCS, Capita)</li> <li>▪ Legal or regulatory changes post-Brexit</li> <li>▪ Fast-changing tech and automation trends</li> </ul>

**Figure 1: SWOT Analysis**

A Porter's Five Forces analysis gives more insight. The threat of new entrants is high because digital tools are easy to access, and startup costs are low. The bargaining power of buyers is also high since SMEs can quickly switch providers if they are unhappy. The threat of substitutes is moderate. Some companies use in-house IT or self-service solutions. The bargaining power of suppliers is low, as IT labour is available in Hungary and other EU regions. Industry rivalry is high due to many similar service providers, both in the UK and abroad.

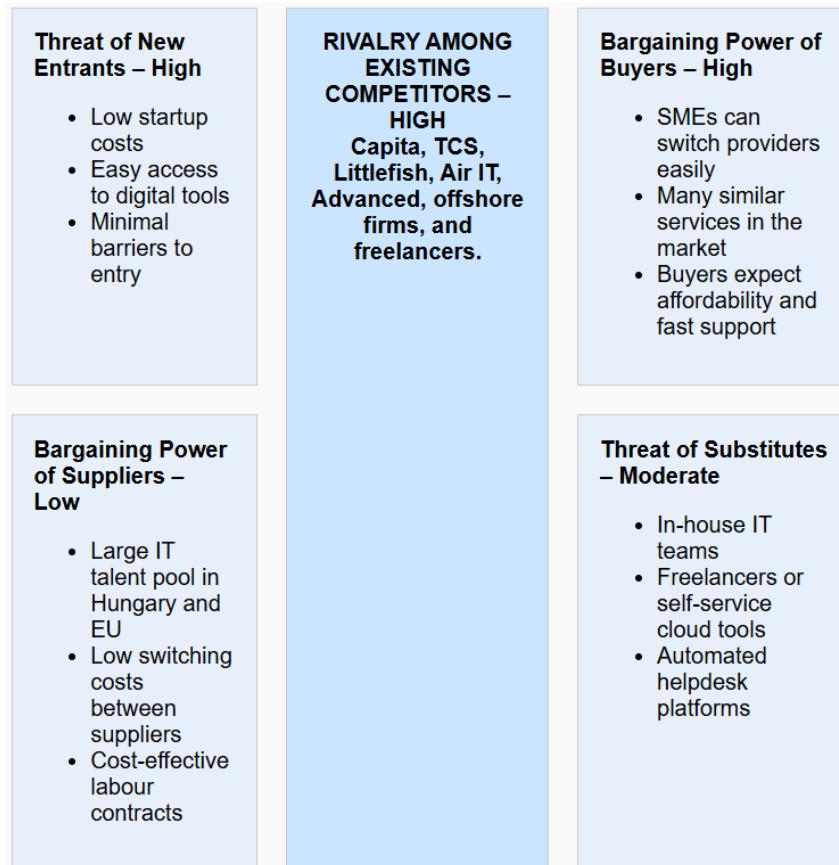


Figure 2: Porter's Five Forces Analysis

HungaTech has both direct competitors and indirect competitors. Direct competitors include Capita, TCS, Little fish, Advanced, and Air IT. These firms serve large clients but are now moving toward SME markets. Indirect competitors include offshore-only companies in India or the Philippines, freelance IT contractors, automated helpdesk tools, and cloud-based DIY support platforms. HungaTech fills a gap by offering hybrid, nearshore services with full legal control and human support.

### 3.5 Validation Techniques

As a new business, HungaTech uses simple but smart validation methods. The company's founder and UK-based team members use LinkedIn to contact SME owners. This helps start conversations with potential clients. They also explore working with B2B agencies that offer lead generation services. These agencies get paid based on performance, such as securing a contract. Another strategy is to get help from industry contacts. For example, an ex-classmate of the founder is working in IT support and may join the company as a UK-based client manager. She already knows how to manage UK clients and could help build trust.

In the future, HungaTech will also use primary validation tools. These include online surveys sent to SME managers, asking about their IT challenges. Another tool is pilot testing. The

company plans to offer free or low-cost trials to new clients for the first month. Their feedback will help improve services. The company also uses a CRM system to track all leads, follow-ups, and client preferences. This data helps identify what services clients want most and where the company can improve. Using this mix of personal networking, referrals, and software tools will help HungaTech grow steadily.

### **3.6 Labour and Government Support in Hungary**

HungaTech plans to build a strong support team in Hungary. The team will include recent university students and young professionals. The company will target Year 3 IT students for structured internships. In Hungary, most IT programs last four years and include practical project modules. By Year 3, students have strong technical and communication skills. They can handle real client tasks under supervision and follow standard procedures reliably. Interns cost less to hire, which supports efficient startup budgeting. Some will receive full-time offers after training, ensuring stable team development and retention.

Hungary offers tax benefits for employing young people under 25. According to local tax rules, employers do not pay personal income tax for workers under this age. This helps the business save money. There are also government programs that support startups and youth employment. HungaTech plans to apply for these once operations begin. In the long term, the company may try to register as an international company in Hungary. This status can bring extra support, such as training grants or office rent discounts. These tools help the company reduce costs while keeping service quality high.

HungaTech also benefits from Hungary's strong education system. The country ranks high in digital skills and IT knowledge (World Economic Forum, 2023). Many students speak English well and are trained in common business software. The company will offer flexible remote roles with training and clear service rules. This helps build loyalty and reduces staff turnover. Training new staff is easier when they already have strong skills and live in the same time zone. These factors support a stable and low-cost workforce that still meets UK service expectations.

### **3.7 Summary**

HungaTech fits the UK market well. Many small businesses need good and low-cost IT support. HungaTech uses a hybrid model that is better than expensive UK or poor offshore options. It finds clients through LinkedIn and referrals. The company also follows UK data laws. Its plan is strong and legal. Research and client interest prove real market demand.

## Chapter 4: Marketing and Sales Strategy

### 4.1 Unique Selling Proposition (USP)

HungaTech Support Ltd is a company that would provide a service model that is different to other UK-based IT support companies. The company is located in the UK, yet it has a nearshore support team in Hungary. By doing this, this arrangement can cut down expenses without compromising the quality of service. All the members of staff are English speaking and on the same time base with the UK clients. This results in faster and easier communication than is the case with foreign teams in distant lands. Another important feature the company has is 24/7 support and following GDPR that is one of the main legal requirements of the UK businesses. This unique model is not easy to copy. It requires strong planning, legal understanding, and bilingual staff trained in customer service. HungaTech offers mid-level pricing but gives clients premium-quality service. This is important for small businesses that want value for money. According to Kapferer (2012), a strong USP helps build brand strength and trust. HungaTech's USP is focused on trust, speed, quality, and legal safety. These four elements make the brand appealing and competitive.

**USP = The overlap of HungaTech's strengths, client needs, and competitor gaps.**

This makes the service model unique, defensible, and appealing to its target market.

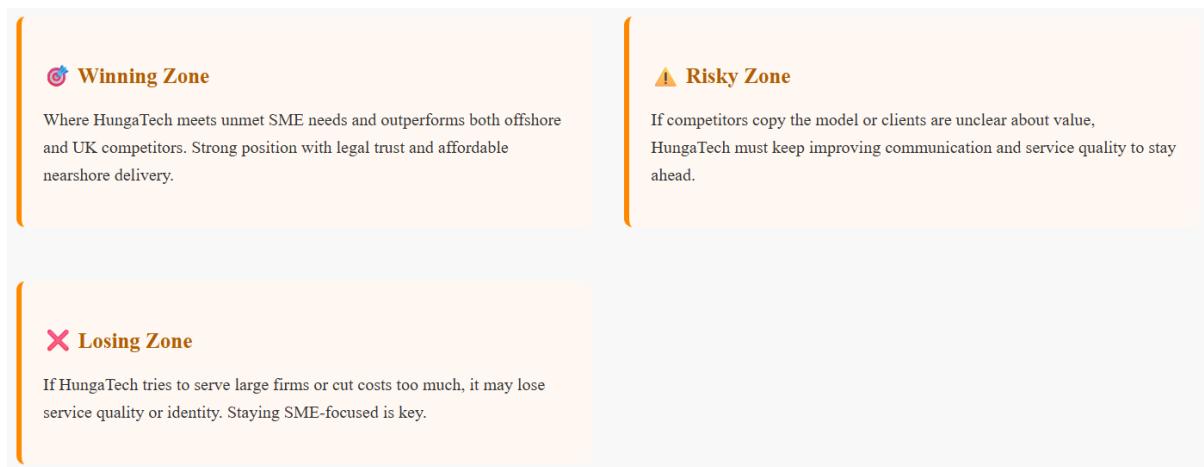


Figure 3: Unique Selling Proposition (USP)

### 4.2 Branding and Positioning

HungaTech communicates its value through a clear and professional service message. The company emphasises UK-level service quality combined with affordable, nearshore European delivery. This positioning highlights the firm's strengths in efficiency, compliance, and accessibility. The focus remains on measurable benefits such as data security, responsiveness, and bilingual communication. These attributes build trust and appeal to UK SMEs seeking

cost-effective yet reliable IT support. According to Kotler and Keller (2016), effective brand positioning should highlight value and differentiation that matter most to target customers.

The company will use a clear and memorable tagline: “IT Support That Speaks Your Language – Fast, Secure, Trusted.” This tagline shows its speed, safety, and bilingual team. According to Kotler and Keller (2016), brand positioning should highlight the benefits that matter most to the target customer. For small UK businesses, the most important things are fast support, clear communication, and trust. HungaTech’s brand strategy focuses on solving these needs. It uses simple and honest messages to connect with potential clients.

### 4.3 Marketing Mix (7Ps)

The 7Ps framework helps businesses plan their full marketing strategy (Rafiq and Ahmed, 1995). HungaTech uses this model to cover all key areas of its marketing.

**Product:** The company offers a three-tier IT support service. These include basic troubleshooting, system management, and server protection. All support levels are covered by Service Level Agreements (SLAs). This means the company promises fast responses and clear results.

**Price:** HungaTech uses a fixed monthly pricing model. This model helps SMEs manage their budget and avoid surprise costs. Prices are lower than most UK-based companies but higher than offshore providers. This balance offers great value for money.

**Place:** All services are offered online. Clients can submit issues through a website or customer portal. The UK office handles contracts and customer management. The Hungarian team handles most of the technical support.

**Promotion:** HungaTech will promote its service through LinkedIn outreach, online ads, and networking events. LinkedIn will be the main channel for business-to-business (B2B) sales. Google Ads and tech forums will be used to attract companies searching for IT help. Email campaigns will help the company follow up with leads. The website and digital content will be created in-house by the Hungarian team, who have IT and design knowledge. This reduces marketing costs and allows faster updates. Support agents with interest in graphic design or content writing will assist with visuals, blogs, and help pages. The team’s skills in digital marketing and SEO will also support internal campaigns.

**People:** Trained Hungarian support agents will work with UK account managers. All staff will be trained in customer service and legal compliance. Having people in both countries helps create trust and ensure a fast response.

**Process:** Every client request will follow a clear workflow. Tickets will be tracked through a CRM system. The company will monitor all response times and feedback to keep service quality high.

**Physical Evidence:** HungaTech will show its professionalism through client onboarding documents, SLAs, and its official website. The company also plans to get ISO and Cyber Essentials certifications. These certificates prove the company follows top industry standards. Using all 7Ps helps HungaTech create a clear and complete marketing plan. This will help the business stand out in a very competitive industry.

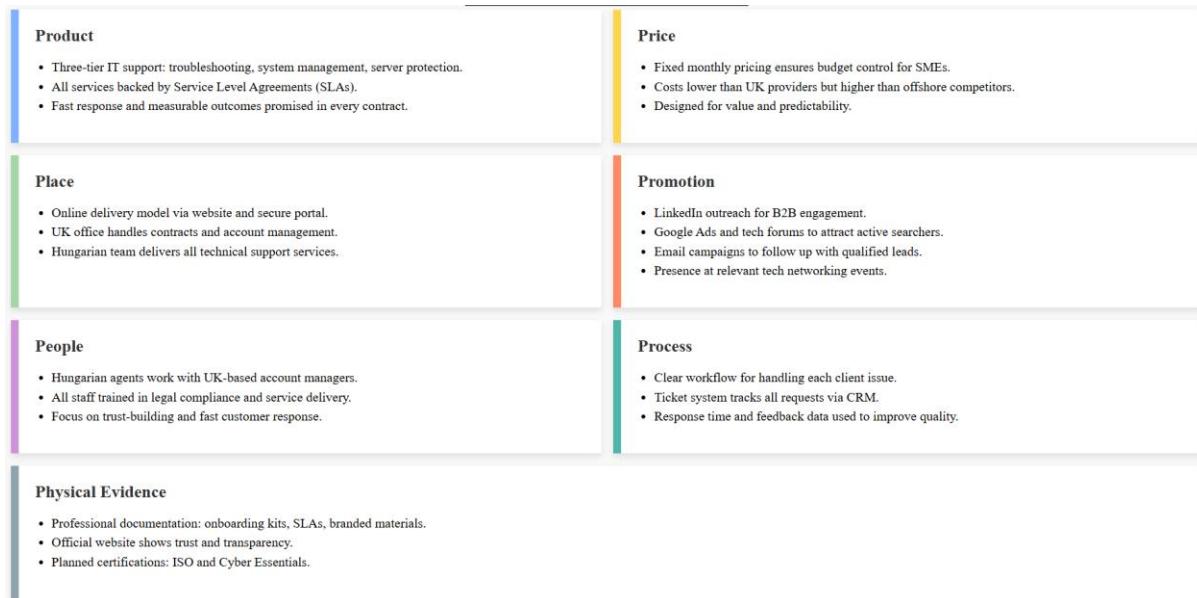


Figure 4: HungaTech Support Ltd – Marketing Mix (7Ps)

#### 4.4 Sales Channels

HungaTech will mainly use LinkedIn to reach small and medium business owners. The company will run targeted connection campaigns and send direct messages to decision-makers. LinkedIn Ads will be used only for selected posts with small monthly budgets. This keeps costs low while building professional visibility and credibility (Chaffey and Ellis-Chadwick, 2019). The marketing team will also publish weekly posts about cybersecurity, IT tips, and service quality. These actions create trust and attract organic client interest.

HungaTech will also use a network of freelance business development partners who earn commission per deal. This approach removes high fixed costs and rewards performance. Email marketing and CRM tools will track all leads and follow-ups. Referrals from satisfied clients and university networks will support further growth. Together, these low-cost methods will help HungaTech build a steady client base efficiently.

## 4.5 Customer Acquisition and Retention Strategies

Getting new clients is important but keeping them is even more valuable. HungaTech will offer special deals to attract its first clients. For example, new customers can get a free first month or discounted rates for signing a three-month contract. This gives businesses time to test the service and build trust.

Once clients are signed up, HungaTech will focus on keeping them happy. The company will send regular feedback forms to see what is working and what needs to be improved. All services will be backed by SLAs and monitored through the CRM system. Customers will get reports showing how fast issues were fixed and how satisfied they were.

The company will also use short-term contracts that automatically renew. This gives clients flexibility but also encourages long-term use. HungaTech will also offer referral bonuses. Clients who bring in new customers will get service credit or discounts.

According to Reichheld and Schefter (2000), customer loyalty is the key to long-term success in service businesses. HungaTech will invest in building trust so that clients stay longer. The goal is to turn first-time buyers into loyal clients who promote the service to others.

## 4.6 Digital Strategy

HungaTech's digital strategy focuses on visibility, automation, and client education. The company's website will be the central platform for service delivery. It will include a live chat and chatbot to answer common questions. The site will also have a secure portal where clients can submit and track support requests.

To improve search visibility, the website will use Search Engine Optimisation (SEO). This means adding keywords like "affordable IT support UK" or "SME IT help" in page content. Regular blog posts will also help improve search rankings. These posts will cover topics like data security, remote work tools, and IT best practices.

The company will maintain a strong LinkedIn presence, with weekly updates and client success stories. It will also post demo videos and onboarding guides to help clients understand the service. According to Taiminen and Karjaluoto (2015), social media content helps SMEs grow their online presence and build trust with clients.

Email marketing will also play a big role. HungaTech will send monthly newsletters with updates, tips, and offers. CRM tools will help track who opens the emails and what links they click. This helps the company learn what content is most useful. All digital tools will work together to attract and support clients efficiently.

## 4.7 Marketing Budget

Marketing is a key part of HungaTech's first-year plan. The company will keep costs low by focusing on digital channels. The total marketing budget for year one is around £14,000. This is split across three main areas.

First, the company will spend £5,000 on the website. This includes design, chat functions, and SEO tools. A strong website is crucial for making a positive first impression and delivering effective service. Second, it will spend £6,000 on digital marketing, including Google Ads, LinkedIn promotions, and content creation. These channels offer high reach and precise targeting.

The remaining £3,000 will be used for CRM and sales tools. These include lead tracking, email automation, and client reporting. These tools help the team stay organised and improve service. Morgan and Hunt (1994) explain that relationship marketing relies on commitment and trust, which CRM tools can support.

The budget is flexible. If client numbers grow faster than expected, the company can increase spending. If some channels do not work well, money can be moved to better ones. This flexible and focused approach will help the business grow without wasting resources.

**Table 3: HungaTech Annual Marketing Budget**

Category	Activity	Planned Budget (£)
<b>Website &amp; Platform</b>	Website Design and SEO Tools	5,000
<b>Digital Marketing</b>	Google Ads and LinkedIn Campaigns	3,500
	Content Creation (Articles, Visuals, Blogs)	2,500
<b>CRM &amp; Sales Tools</b>	CRM Setup, Lead Tracking, Email Automation	3,000
<b>Total</b>		<b>14,000</b>

## 4.8 Summary

HungaTech's marketing and sales plan is simple but strong. The company uses its unique selling point to stand out. It offers UK-registered service, low prices, and legal safety through its nearshore team. The brand message is clear, and the tagline supports it well.

The marketing mix includes smart pricing, good service design, and helpful promotions. All processes are client-focused and backed by strong communication tools. The sales plan relies

on LinkedIn, emails, and referrals. CRM software helps manage the full sales journey. The company rewards loyalty and uses digital tools to build strong client relationships.

The overall marketing strategy is cost-effective and flexible. It allows the company to grow at a steady pace while learning from experience. All parts of the plan support the company's mission to help UK SMEs get better IT support. With this strategy, HungaTech is ready to attract and retain clients in a competitive market.

## Chapter 5: Operation Plan

### 5.1 Workflow and Service Delivery Model

HungaTech Support Ltd will follow a clear and professional workflow system. Clients will report problems using a ticket-based system. Each ticket will be logged with a time and service level agreement (SLA) target. Support agents will work through three levels of service. Level 1 will handle basic tasks like password resets and account setup. Level 2 will solve software problems, system errors, and updates. Level 3 will manage complex tasks such as server support and data protection.

The company will use CRM software like Zendesk or Freshdesk. These tools help assign tasks, check progress, and keep communication smooth. All calls will be handled through VOIP systems. Clients can call a support number and speak to an agent or leave a message. If the line is busy, they will join a callback queue. Outside business hours, clients will leave a voice message or send a written ticket.

HungaTech will operate a 24/7 support model to serve clients across the UK. Core service hours will follow the UK time zone from 9:00 AM to 6:00 PM. During off-hours, trained on-call technicians and AI tools will manage urgent requests. This system ensures every client receives continuous, reliable, and timely assistance. All issues will be logged and tracked through the CRM system until resolution.

### 5.2 Staffing Plan

In the first year, the company will hire six part-time support agents based in Hungary under internship or flexible work contracts. By Year 2, the company will gradually convert high-performing interns to full-time positions. These agents will be final-year university students with good IT skills. They will work part-time under internships or government youth programmes. Internships help students gain experience while lowering the company's labour costs. This plan uses local university outreach and internship fairs.

In the UK, a client-facing manager will handle communication and contracts. This person will have experience in support and client handling. A legal and HR advisor will also be included in the setup. This person will check that employment and data laws are followed. In year two, the plan is to expand the team to 15 full-time support staff. Two of these will work in the UK to increase direct support.

Selected support agents may be invited to the UK office for short visits or training sessions. This helps improve team cohesion and prepares staff for future leadership roles. In some cases, full-time roles in the UK may be offered to high performers. Under current UK immigration

rules, individuals under 30 can work temporarily without a visa if entering through youth mobility schemes. This gives HungaTech flexibility in staff development and future expansion. The table below shows the staffing structure for the first two years:

**Table 4: Staffing Plan by Year and Role**

Year	Role	Location	Headcount	Notes
1	Support Agents (Interns)	Hungary	4	Final-year IT students; part-time; low hourly rate.
1	Client Manager	UK	1	Handles client contact, contracts, and reporting.
1	Legal & HR Consultant (Part-time)	UK/Hungary	1	Contract-based advisor for compliance and HR setup.
2	Support Agents (Full-time)	Hungary	8	Conversion of top interns into junior full-time staff.
2	UK-based Technical Support	UK	1	Local escalation and client visit coordination.

Hiring will be done using LinkedIn, job fairs, and partnerships with Hungarian universities. According to Bráder (2024), the Hungarian government offers help for youth employment. This includes travel grants and workspace costs. These can reduce expenses while helping young people gain experience.

### 5.3 Legal and Regulatory Compliance

HungaTech must follow legal rules in both the UK and Hungary. The company is registered with Companies House and also has VAT registration. It will follow data protection laws, including GDPR and the UK Data Protection Act. As per the ICO (2021), the UK still recognises EU data rules, so nearshore teams in Hungary remain compliant.

The company will apply for ISO 27001 and Cyber Essentials in year one. These certifications prove that systems are secure and well-managed (DSIT, 2024). For EU compliance, Hungary offers a stable legal base for employment and data handling. The team will work closely with legal advisors to ensure all staff contracts, tax obligations, and data handling are correct.

Hungary gives tax benefits for hiring people under 26 years of age. According to PwC (2025), under-25 workers are free from personal income tax in Hungary. This helps reduce the cost of employment. In future, the business may apply for “international company status.” This can offer grants and startup incentives.

## 5.4 Technology and Tools

HungaTech will use several tools to support clients and run operations. First, a CRM platform like Zoho or HubSpot will manage all client interactions. This software helps assign support tickets, track resolution time, and send updates.

Second, VOIP services such as Twilio or RingCentral will manage phone lines. Calls will be recorded and stored for training and security. A shared knowledge base will help support staff answer questions faster. This base will include guides, common issues, and fix steps.

Third, a project management tool like Trello or Asana will be used for internal planning. These tools help assign daily tasks and track performance. Fourth, cybersecurity tools will be installed. These include endpoint protection, multi-factor authentication (MFA), and regular system audits. According to DSIT (2024), 50% of UK SMEs report cyber threats yearly. These tools will help HungaTech keep systems safe.

## 5.5 Licences and Registrations

To operate in the UK, HungaTech needs a UK business license and ICO registration. This ensures data handling is legal and secure. The company must also register for Cyber Essentials and ISO 27001. These are the top certifications for cybersecurity in the UK.

In Hungary, the company must follow local rules for employing interns and young workers. Employment contracts will be created in line with Hungarian law. The business will also apply for youth training and tax support schemes. The European Commission (2025) reports that Hungary supports firms hiring young people through local labour programmes. These can offer grants and office space subsidies. The table below lists key licences and compliance steps:

**Table 5: Licences and Compliance Requirements**

Area	Requirement	Description	Issuing Body
UK	Companies House Registration	Legal registration of business	UK Government
UK	ICO Registration	Legal approval for data handling	Information Commissioner's Office
UK	VAT Registration	Tax number for billing and operations	HMRC
UK	Cyber Essentials + ISO 27001	Cybersecurity certifications	DSIT/Accredited Bodies
Hungary	Employment Compliance	Contracts, taxes, working hours regulations	Hungarian Labour Office

Hungary	Under-25 Tax Relief	Tax exemption for young employees	Hungarian Tax Authority
Hungary	International Company Support	Grants, subsidies, rent support for qualified firms	Hungarian Government Agencies

These setup costs will be covered through a combination of low-cost registration options and available grants. In the UK, basic company and ICO registrations are affordable for small firms. HungaTech will use digital self-registration tools to reduce administrative costs. In Hungary, the government offers startup incentives, rent subsidies, and tax relief for under-25 employees (Hungarian Investment Promotion Agency, 2024). These supports reduce overall setup expenses significantly. The company also plans to apply for EU small business funding under the Horizon Europe program. Together, these sources will make compliance and registration financially manageable for the first operational year.

## 5.6 Physical Setup

HungaTech will be a remote-first company. This means most employees will work from home or shared spaces. There will be no need for a large office. However, the company may rent a co-working space in Budapest for training and meetings. This setup lowers costs and allows flexibility.

In the UK, a registered business address will be used for official communications. The client manager will work from home and visit clients if needed. According to Barkham (2023), remote workers reduce carbon emissions by over 50%. This setup also supports environmental sustainability.

All support tools, meetings, and tasks will happen online. Project tools, video calls, and file sharing will be used daily. This allows staff to work from any location with internet access.

## 5.7 KPIs and Quality Assurance

Key performance indicators (KPIs) will help HungaTech track success. These indicators will measure speed, service quality, and customer satisfaction. The main KPIs are listed below:

- **Response Time:** Time taken to reply to a support request.
- **Resolution Time:** Time taken to fully solve a problem.
- **SLA Adherence:** Whether response and fix times meet promised levels.
- **Customer Satisfaction:** Monthly ratings from clients
- **Ticket Volume per Agent:** How many issues each agent solves weekly.

These KPIs will be reviewed every month. Problems will be flagged, and improvements will be made. Agents who perform well will be rewarded with bonuses or job offers. Clients will also be asked for regular feedback.

## 5.8 Sustainability and ESG

HungaTech wants to build a business that is sustainable and responsible. The remote-first model reduces travel, office space, and power usage. Barkham (2023) shows that home-based work cuts emissions by 54%. The company will not print documents unless needed. It will use cloud storage and digital contracts.

Employment will be fair. All contracts will follow UK or EU labour laws. Young workers in Hungary will be paid fair wages. The company will support inclusion and training. By helping students, it supports career growth in the IT sector.

The company will also focus on data ethics. All systems will follow GDPR and UK privacy rules. Clients will know how their data is stored and used. These practices make the company stronger and more trustworthy.

## 5.9 Summary

This chapter shows how HungaTech will run its daily operations. The company will use a clear ticket system and manage services with CRM tools. It will start with six support agents in Hungary and expand in year two. Staff will include a UK client manager and a legal advisor. Tools like VOIP, cybersecurity systems, and project software will support delivery. Legal needs in the UK and Hungary will be followed strictly. Licences and certifications will prove the business is ready and secure. The staffing model uses student interns to reduce costs and support local talent. Key performance indicators will help maintain service quality. Remote work will reduce costs and protect the environment. With all systems in place, HungaTech will be ready to offer reliable, legal, and affordable IT support. It will grow with careful planning and strong management.

## Chapter 6: Human Resource Capital Allocation

This chapter explains how HungaTech will manage its people. Human capital is one of the most important business resources. In service companies like HungaTech, people deliver the service. That means human capital affects both quality and customer satisfaction. The plan includes hiring methods, work types, job roles, pay, and future team growth. We will also show how the human resource plan supports growth and keeps costs low. Maritan and Lee (2017) said that resource allocation is key to a strong strategy. HungaTech follows this idea by carefully managing its human resources.

### 6.1 HR Structure Overview

There will be one full-time UK Client Manager with multi-functional responsibilities. This role will include managing client accounts, coordinate service delivery, and supporting sales activities. The manager will also oversee communication between UK clients and the Hungarian support team. They will handle performance tracking, service reports, and early-stage business development tasks. This ensures smooth project coordination and strong client relationships. A part-time Legal and HR consultant will assist with compliance and contracts. The co-founder will supervise business operations, hiring, and investor relations.

In the second year, the team will grow. Most of the interns will become full-time workers. Some new support staff will also join. The UK team will also grow to meet client needs. This structure will support service delivery and team development. Chiang and Lin (2020) suggest this kind of model helps manage people in small tech companies.

### 6.2 Role Allocation and Responsibilities

HungaTech has five main job roles in the first two years. These include support agents, a client manager, a support team leader, a legal advisor, and the co-founder. Each role has a clear duty. The table below explains each job's location, type, and main work.

Table 6: Role Allocation and Responsibilities

Role	Location	Employment Type	Key Responsibilities
<b>Support Agents (Tier 1–3)</b>	Hungary	Part-time (Y1)	Handle basic technical tickets under supervision, update logs, follow standard scripts, assist senior staff.

<b>Client Account Manager</b>	UK	Full-time	Manage client accounts, coordinate communication, ensure SLA compliance, prepare reports.
<b>Team Leader (Support)</b>	Hungary	Full-time (Y2)	Supervise support agents, review ticket quality, assign tasks, handle escalations.
<b>Legal &amp; HR Consultant</b>	UK/Hungary	Part-time	Oversee contracts, labour law compliance, and HR documentation.
<b>Co-founder/CEO</b>	UK	Full-time	Manage strategy, partnerships, expansion, and investor relations.

The roles are designed to support daily work, client needs, and legal rules. The structure also allows easy scaling. Boon et al. (2018) suggest that HR design should support business plans. HungaTech follows this by keeping clear roles and flexible growth options.

### 6.3 Year 1 vs Year 2 Human Capital Forecast

In Year 1, the team will include six Hungarian student interns. They will work part-time. One UK manager and one HR consultant will be hired too. This setup will equal around 4.5 full-time jobs. In Year 2, the team will expand. Around 13 to 15 full-time support agents will be hired. Two full-time staff will work from the UK. This will equal nearly 15 full-time roles.

Table 7: Yearly Human Capital Forecast

Year	Headcount	FTE Equivalent	Notes
1	6 interns + 1 UK manager + 1 HR advisor	~4.5 FTE	Mainly part-time support agents
2	13–15 full-time support agents, 2 UK staff	~14–15 FTE	Scaling based on client demand

This plan supports low-cost scaling. Sengul et al. (2019) explain that smart capital allocation supports long-term business success. HungaTech is using a lean start and then growing with demand.

### 6.4 Part-Time Internship Model

The company will focus on hiring third-year university students in Hungary. These students will work 20 to 25 hours per week. The internships will be paid and flexible. This helps students work and study. It also helps HungaTech save costs and train future workers. Many interns

may become full-time agents in Year 2. This model also builds staff loyalty and company culture.

The Hungarian government supports youth jobs. Students under 26 years old do not pay income tax (PwC, 2025). This makes hiring interns cheaper. This model matches HungaTech's values of learning, fairness, and growth. Andrews and Criscuolo (2013) argue that companies grow well when they invest in young and skilled staff.

## 6.5 Compensation and Incentives

HungaTech will pay fair wages to all workers. Wages will follow Hungarian labour law. Interns under 26 will get extra tax benefits (PwC, 2025). This keeps costs low for the company and gives more pay to interns. There will be bonuses for good performance. If staff meet goals like fast resolution or high client scores, they get a bonus.

There will also be referral rewards. If a team member brings in a good candidate, they will get a bonus. Top workers may get a chance to visit the UK office. This will act as a training and career reward. Bráder (2024) says that young people gain from work visits and training abroad. HungaTech plans to use this as a future reward strategy.

## 6.6 Diversity, Inclusion, and Work Culture

The company will follow equal hiring rules. It will offer jobs to people from different groups. This includes gender, background, and region. HungaTech believes in fair chances for all. It will also support remote work and flexible hours. This makes it easier for students and new workers to join.

The team will be trained on digital work ethics. This includes respect, teamwork, and proper communication. The goal is to build a kind and strong culture. Boon et al. (2018) state that culture affects how HR systems work. That is why HungaTech will build a culture of respect and fairness from the start.

## 6.7 Future Talent Development Plan

HungaTech will invest in long-term team development. In Year 2 and Year 3, the company will create new roles. These include team leads and internal trainers. Team leads will guide agents. Trainers will teach new staff. The UK manager will act as a mentor. This helps share knowledge and improve quality.

There will be online training modules. These will cover service level, onboarding, and soft skills. Staff will also have regular reviews. These reviews will track performance, client feedback, and goals. Workers who do well can grow. The career path will move from intern to full-time, then team lead, and then UK-based expert. Morgan and Hunt (1994) say trust and

loyalty grow when companies invest in people. HungaTech is doing this through a clear growth plan.

## Chapter 7: Financial Plan

### 7.1 Revenue Model and Pricing Logic

Our model uses a simple per-seat monthly retainer with clear add-ons. Seats buy access to tiered service levels with guaranteed SLAs. Add-ons cover after-hours overflow, on-site visits, and project work. Prices reflect nearshore delivery with UK governance and compliance. UK SMEs expect transparent pricing with no surprise fees or hidden surcharges. Annual uplift follows CPI plus one per cent after year one. A pilot month discount supports trials and early confidence-building. Three to twelve-month terms receive step discounts that reward commitment. Pricing fences protect margins across client size and complexity tiers (CCMA, 2023).

Table 1:Tiers, inclusions, list price, target margin

Tier	Core Inclusions	List Price (per seat)	Target Gross Margin	Reference Source
<b>L1 Essentials</b>	Helpdesk support, Microsoft 365 setup, password resets, basic patching	£45 / month	55 %	Aura Technology (2024); Reformed IT (2024)
<b>L2 Managed</b>	Network monitoring, device management, software incident resolution	£75 / month	60 %	Network London (2024); Absolute Networks (2025)
<b>L3 Advanced</b>	Server backups, security hardening, advisory support	£140 / month	65 %	Reformed IT (2024); MSP Finance Team (2023)
<b>Add-ons</b>	After-hours overflow support (per seat)	£15 / month	50 %	Absolute Networks (2025)
<b>Projects</b>	Scoped consulting tasks (billed daily rate)	£420 / day	45 %	Cardonet (2024) G-Cloud Pricing

### 7.2 Forecasting Assumptions, Demand and Capacity

Top-down demand starts from the UK SME base. The UK has millions of active businesses with SME dominance (Department for Business and Trade, 2024). ONS size data support a large targetable base across sectors (Office for National Statistics, 2024). We narrowed to digital-reliant firms between two and two hundred fifty staff. Bottom-up conversion begins

with LinkedIn outreach and agency partners. A simple funnel guides targets, trials, and conversions per month. L1 agents handle twenty-four tickets daily during business hours. One agent supports one hundred twenty seats under stable incident volumes. Seasonality reduces volumes during August and December by fifteen per cent.

### Explicit assumptions used in all schedules

- LinkedIn's response rate is four per cent on qualified messages.
- Trial acceptance rate is twenty-five per cent from positive responders.
- Trial-to-contract conversion is sixty per cent within thirty days.
- The average seat count per new client is twelve in year one.
- Monthly logo churn is one point two per cent baseline (LaFlamme, 2025).
- Seat expansion is five per cent per client after month four.
- Payment terms: Net fourteen days for SME invoices.
- Agency success fee is twelve per cent of the first-year contract value.
- CPI uplift of three per cent applied at month thirteen.

### 7.3 Twenty-Four Month P&L Forecast, Quarterly View

The pro-forma shows steady growth with disciplined costs. Gross margin improves as utilisation increases across interns and graduates. Delivery costs sit mainly in Hungary's payroll and delivery tools. Operating expenses include UK client management, marketing, legal, and finance. ISO and Cyber Essentials fees appear within the first-year costs. Certification costs follow external benchmarks for small firms (British Assessment Bureau, 2023). VAT and tax placements follow current UK guidance. The forecast assumes conservative conversion and stable retention. EBITDA turns positive by quarter five under baseline performance.

Table 2:Pro-forma P&L (Quarterly)

Quarter	Revenue	COGS	Gross Margin	Opex	EBITDA
Q1	£36,000	£18,900	£17,100	£28,000	-£10,900
Q2	£78,000	£39,000	£39,000	£34,000	£5,000
Q3	£126,000	£59,200	£66,800	£39,500	£27,300
Q4	£176,000	£79,200	£96,800	£43,000	£53,800
Q5	£228,000	£98,000	£130,000	£48,000	£82,000
Q6	£286,000	£120,000	£166,000	£54,000	£112,000
Q7	£340,000	£140,000	£200,000	£60,000	£140,000
Q8	£396,000	£161,000	£235,000	£67,000	£168,000

## 7.4 Cash Flow and Runway

Cash planning protects delivery and compliance progress. Opening cash starts at eighty thousand pounds from the founder's savings. Monthly operating cash flow trends follow P&L with VAT timing effects. Modest capex covers headsets, laptops, and secure routers for interns. We expense small items under a fixed threshold for simplicity. VAT treatment follows place-of-supply rules for B2B services (HMRC, 2022). A rolling thirteen-week cash view supports proactive collections. Payment terms remain Net fourteen with friendly reminders at day ten. Late-fee clauses apply after day thirty to discourage delays. The schedule maintains six months of runway after quarter two improvements.

**Table 3:Monthly cash position, year one**

Month	Opening Cash	Net Cash Flow	Closing Cash
M1	£80,000	-£12,000	£68,000
M2	£68,000	-£8,000	£60,000
M3	£60,000	-£5,000	£55,000
M4	£55,000	£2,000	£57,000
M5	£57,000	£6,000	£63,000
M6	£63,000	£9,000	£72,000
M7	£72,000	£12,000	£84,000
M8	£84,000	£13,000	£97,000
M9	£97,000	£14,000	£111,000
M10	£111,000	£15,000	£126,000
M11	£126,000	£16,000	£142,000
M12	£142,000	£18,000	£160,000

## 7.5 Cost Architecture, Hungary, and the United Kingdom

Costs are split between delivery in Hungary and governance in the United Kingdom. Hungary's delivery uses interns and graduates with youth tax support. PIT exemption under twenty-five or twenty-six reduces the tax burden for individuals. Employer on-costs remain predictable with clear social contributions and allowances. We follow current guidance for personal taxation and allowances (PwC, 2025). Executive taxation notes inform budget allowances for short UK visits (KPMG, 2023). UK costs include client management, legal, insurance, and accounting. Registered address and compliance subscriptions support visible trust building. Blended costs drive sustainable margins at planned price points.

**Table 4:Cost stack by location, monthly at steady state**

Cost line	Hungary monthly	UK monthly	Notes / Justification
<b>Intern stipends and graduates</b>	£18,500	£0	Youth PIT relief reduces tax burden (PwC, 2025). Paid internships for IT students.
<b>Employer contributions</b>	£4,200	£0	Covers social security, insurance, and training fund contributions.
<b>Shared workspace and internet</b>	£1,200	£0	Co-working spaces with secure Wi-Fi and meeting access for remote staff.
<b>Hardware and security tools</b>	£4,800	£0	Laptops, monitors, headsets, and GDPR-compliant software licences (Office 365, VPN, antivirus).
<b>Cloud and support platforms</b>	£2,600	£0	Helpdesk systems, backup storage, and multi-factor authentication tools.
<b>UK client manager salary</b>	£0	£4,500	Base salary and National Insurance contributions.
<b>Legal and HR retainer</b>	£0	£850	Part-time consultant for contracts, compliance, and employment law.
<b>Insurance and accountancy</b>	£0	£750	Covers professional indemnity and monthly financial reporting.
<b>Registered address and postage</b>	£0	£150	UK virtual office and registered address services.

To comply with the UK ICO and EU GDPR standards, HungaTech will supply company-owned laptops with VPN, firewall, and encrypted storage. No personal devices will be used for client data. All accounts will require two-factor authentication and cloud backup. These measures ensure data security and business continuity at reasonable monthly cost.

## 7.6 Tooling and Platform Budget

Tools enable consistency, speed, and measurable service quality. We begin with starter plans and scale prudently with seats. Vendor startup credits reduce the early-year spend significantly. Renewal cliffs appear at month twelve for several services. We plan upgrades only after clear utilisation thresholds. Security tools remain non-negotiable within the first month. MFA and endpoint protection reduce risk exposure immediately. Knowledge base content grows with

ticket patterns and frequency. Cloud storage uses regional settings aligned to UK privacy expectations.

**Table 5:Licenses and monthly fees**

Tool	Licenses	Fee per month	Notes
Helpdesk platform	10	£280	Starter plan with SLA and reporting
CRM platform	6	£210	Pipeline, email, and light automation
VOIP and call queue	10	£260	Recording and callback queue enabled
Endpoint security	16	£160	MFA and device monitoring included
Cloud storage and backup	2 TB	£120	UK region setting applied
Website, chat, and SEO	n/a	£110	Hosting and chat widget combined

The monthly software licences were benchmarked using Freshworks (2025). Freshdesk's published UK rates for small-business service plans range between £20 and £30 per agent per month, making the total monthly estimate of £280 reasonable for HungaTech's starter operations.

## 7.7 Unit Economics, CAC, LTV, and Payback

Unit economics anchor pricing and sales discipline. ARPU per seat averages sixty-eight pounds across tiers. COGS per seat equals delivery payroll allocation and delivery tools. COGS per seat estimates sit at twenty-eight pounds monthly. Gross margin per seat, therefore, equals forty pounds monthly. CAC varies by acquisition channel and intensity. LinkedIn outbound spends eight hundred pounds per won client. Agency success-fee averages nine hundred pounds per win. Referrals average two hundred pounds per win with thank-you credits.

**Table 6:Channel unit economics snapshot**

Channel	CAC	ARPU per client	Gross profit per month	Payback months	LTV note
LinkedIn outbound	£800	£816	£480	1.7	Assumes twelve seats
Agency partner	£900	£1,020	£600	1.5	Assumes fifteen seats

Referrals	£200	£680	£400	0.5	Assumes ten seats
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LTV uses ARPU times gross margin per cent times average retention months. Baseline retention equals thirty-two months under current churn benchmarks. Benchmarks guide expectations for B2B services with subscriptions (LaFlamme, 2025). Payback within two months supports sustainable bootstrapping and growth. Channels receive green, yellow, or red flags for decision cadence.

## 7.8 Break-Even and Sensitivity

Break-even analysis clarifies the minimum sustainable volume. Fixed monthly operating expenses equal six thousand two hundred pounds at quarter two. Gross profit per seat equals forty pounds under baseline assumptions. Break-even seats, therefore, equal one hundred fifty-six at steady state. The model crosses this threshold during quarter three baseline. Sensitivity tests stress three major drivers by twenty per cent. Conversion rate, churn, and agent productivity drive EBITDA variance bands. Conversion improvements accelerate revenue and capacity utilisation simultaneously. Productivity drops create the largest negative swing on margins and cash.

Table 7:Sensitivity grid on EBITDA, quarter four

Driver change	EBITDA impact
Conversion rate +20%	+£21,000
Conversion rate -20%	-£19,000
Churn +20%	-£12,000
Churn -20%	+£11,000
Agent productivity +20%	+£26,000
Agent productivity -20%	-£28,000

Mitigations include price steps, seat minimums, and refined scheduling. We also adjust intern cohorts to stabilise productivity quickly. Overflow add-ons absorb peaks without permanent headcount commitments.

## 7.9 Tax and Compliance Considerations

Invoices originate from the UK entity for clarity and trust. VAT follows place-of-supply rules for business services within the guidance. These rules define where VAT applies for cross-border digital services (HMRC, 2022). Payroll and personal taxes follow Hungarian frameworks for interns and graduates. Youth personal income tax relief reduces staff costs significantly (PwC, 2025). Executive travel receives separate allowances under current

guidance (KPMG, 2023). Data protection spending includes consultancy and Data Protection Officer time. ISO audit fees are amortised over twelve months for smoother expense recognition. We will revisit Hungarian international company incentives after scale triggers emerge.

## **7.10 Financial Controls and Reporting**

Controls protect cash, reputation, and client trust. A monthly close checklist ensures reconciliations across accounts and tools. Tickets match timesheets and invoices through standard operating procedures. An SLA credit ledger tracks service credits transparently. Two-step approvals apply to payments above defined thresholds. Vendor risk reviews run twice yearly for tooling and services. KPI packs show MRR, churn, and cash conversion cycle clearly. Operational KPIs align with Chapter Four measures and reports. Board packs summarise performance, risks, and mitigation plan monthly.

## **7.11 Evidence and Benchmarks, Success, and Failure Parallels**

Successful nearshore firms show strong governance and proximity advantages. Endava scaled European delivery with strong UK client trust and governance. Luxoft delivered regulated market work with multilingual teams and strict compliance. Support-focused providers-built reputations on responsiveness and security discipline. These parallels support our hybrid model and pricing discipline. Offshore-only examples struggled with time zones and compliance expectations. Client dissatisfaction rose under weak governance and unclear data controls. UK SMEs prefer transparent, compliant, and responsive partners today. Our structure matches those preferences across price and experience expectations.

## Chapter 8: Risk Analysis and Management

### 8.1 Risk policy and governance

HungaTech Support Ltd recognises that risk management is central to business resilience and long-term stability. The company follows a simple but repeatable process that is aligned with ISO 27001/27005 standards and the principles of UK GDPR (ICO, 2024). The organisation sets a low-risk appetite for legal, privacy, and cybersecurity matters, while it accepts moderate risk for commercial and operational issues. This policy reflects the nature of the IT support sector where compliance and trust are critical (DSIT, 2024). Risk reviews are carried out every month at the operational level, with deeper board-level reviews held quarterly. Risks are logged in a central register that captures likelihood, impact, mitigation, and contingency actions. Ownership is clearly assigned to individuals who are accountable for monitoring indicators and applying controls. The structure follows the “three lines of defence” model widely used in risk governance frameworks (British Assessment Bureau, 2023).

The first line of defence involves delivery owners and team leads who manage daily risk activities. They ensure tickets are handled according to SLAs, that staff comply with internal processes, and that platform use follows security policies. The second line of defence includes the UK client manager, legal advisor, and HR lead, who monitor compliance, update policies, and provide training. They are responsible for ensuring that Data Protection Impact Assessments (DPIAs) and Record of Processing Activities (RoPA) are accurate and up to date (ICO, 2021). The third line of defence comes from external assurance through annual ISO and Cyber Essentials audits, as well as legal reviews by specialist counsel. This structure ensures independence, layered monitoring, and reliable escalation routes if risks materialise.

**Table 13: Three lines of defence in risk management**

Line of Defence	Role/Owner	Responsibilities	Frequency
First line	Delivery owners and team lead	Operate daily controls, record incidents, maintain logs, ensure SLAs are met	Daily
Second line	UK client manager, HR/legal advisor, DPO	Monitor compliance, deliver training, update DPIAs, review contracts	Monthly
Third line	External auditors and legal counsel	Audit ISO/Cyber Essentials, test evidence, advise improvements	Annual

## 8.2 Heat map

Risks are prioritised using a heat map that combines likelihood and impact. Likelihood is rated from one (low) to three (high), and impact follows the same scale. The resulting score helps management decide which risks need urgent attention, which can be scheduled for later, and which should only be monitored. High risks are reviewed in every monthly meeting, while medium risks are tracked quarterly. Low risks remain on watch with simple triggers for escalation. This scoring framework ensures decisions are objective and consistent with external expectations (DSIT, 2024).

The heat map shows that slower client acquisition and higher customer churn carry the highest commercial risks. On the operational side, staff attrition in Hungary and tool outages could disrupt service delivery. Cybersecurity and GDPR compliance risks are classified as zero-tolerance because a single failure could damage both reputation and trust. External risks include exchange rate volatility, aggressive competitor pricing, and regulatory changes on UK–EU data adequacy. Reputational risks also remain important, especially if service-level agreements are breached. Each of these risks is captured in the register with defined owners, preventive actions, and escalation steps (LaFlamme, 2025).

**Table 14: Heat map of top risks**

ID	Risk	Likelihood (1–3)	Impact (1–3)	Score	Priority
R1	Slower client acquisition than plan	2	3	6	High
R2	Higher churn than baseline	2	3	6	High
R3	Agent attrition or hiring delays in Hungary	2	2	4	Medium
R4	Data breach or cyber incident	1	3	3	High (zero-tolerance)
R5	GDPR non-compliance / ICO action	1	3	3	High (zero-tolerance)
R6	GBP/HUF exchange rate volatility	2	2	4	Medium
R7	ISO or Cyber Essentials certification delay	2	2	4	Medium

R8	SaaS or tooling outage	2	2	4	Medium
R9	Aggressive pricing by competitors	2	2	4	Medium
R10	Late payments or bad debt	2	2	4	Medium
R11	UK-EU data adequacy changes	1	3	3	High watch
R12	Major SLA breach or reputation hit	1	3	3	High watch

### 8.3 Risk register (controls and contingencies)

The register documents each risk with its owner, early indicators, preventive controls, and contingency actions. Owners update the register weekly, and the UK client manager ensures consistency. Finance, legal, and security leaders play key roles in maintaining accurate indicators. This structured approach ensures no risk is overlooked and that treatment is both preventive and reactive. A key strength of this register is its clarity—each risk has a direct link between trigger and response (ICO, 2024).

For example, slower client acquisition is addressed through LinkedIn campaigns, agency quotas, and A/B testing. If leads fall below 70 percent of target, spending is shifted to higher-return channels. Churn is monitored through Net Promoter Scores and client usage rates, with “save” offers triggered at early warning signals (Reichheld and Schefter, 2000). Data breaches are prevented through multi-factor authentication, endpoint detection, and daily backups, but an incident response (IR) plan is also in place. Late payments are managed through net-14 terms, reminders, and deposits, with suspension at 30 days. This combination of proactive and reactive measures ensures service continuity, client trust, and legal compliance (DSIT, 2024).

**Table 15: Detailed risk register**

ID	Owner	Early Indicators	Preventive Controls	Contingency / Trigger
R1	Finance	GBP-HUF exchange rate movement exceeds ±5%	Set pricing in GBP; monitor monthly FX trends; maintain 10% FX reserve buffer	Reprice new contracts and activate FX adjustment clause in all agreements

R2	<b>Commercial Lead</b>	Weak sales funnel or fewer inbound leads	Weekly LinkedIn campaigns; enforce partner quotas; track conversion ratios	Redirect budget to high-ROI digital channels if MQL <70% of target
R3	<b>Client Manager</b>	Drop in Net Promoter Score (NPS) or reduced client engagement	Quarterly Business Reviews (QBRs); client success playbooks; renewal follow-ups	Trigger “save” offer and escalation call with executive team
R4	<b>Operations Lead (Hungary)</b>	Recruitment delays or unfilled positions	University partnerships; overlapping intern cohorts; use hiring software	Hire short-term contractors or reallocate workload among active staff
R5	<b>Security Lead</b>	MFA failures, endpoint alerts, or phishing reports	Endpoint Detection and Response (EDR); MFA enforcement; daily security backup	Activate incident response plan, isolate devices, and restore from backups
R6	<b>Legal / DPO</b>	Data Protection Impact Assessment (DPIA) gaps or non-compliance	ICO registration; vendor data processing agreements (DPAs); GDPR training	Suspend processing, notify DPO, and consult external data counsel
R7	<b>Finance</b>	Increase in Days Sales Outstanding (DSO) >30 days	Net-14 payment terms; automated invoice reminders; deposit policy	Suspend service for overdue clients beyond 30 days; escalate to collections
R8	<b>Programme Manager</b>	Open audit findings or internal control failures	Pre-audit checklists; maintain internal logs and audit trails	Engage external auditor; reschedule internal priorities for compliance

R9	<b>Operations</b>	Vendor system downtime or SLA breach alerts	Multi-vendor SaaS monitoring; failover redundancy plan	Switch to backup provider; inform clients and apply SLA credits
R10	<b>Commercial Lead</b>	Declining win rate or price objections	Maintain case studies, testimonials, and pricing tiers	Offer guardrailed discounts and additional value propositions
R11	<b>Legal</b>	New data, tax, or employment legislation updates	Maintain SCC templates; subscribe to UK-EU regulatory updates	Apply SCCs immediately; update contracts; notify affected clients
R12	<b>Operations / HR</b>	High turnover or low satisfaction among interns	Conduct exit interviews; offer mentorship; review pay structure	Convert high performers to full-time; adjust incentives for retention

#### 8.4 Scenario tests

Scenario planning helps test resilience and prepare playbooks for different business environments. A downside case assumes a 20 percent drop in conversion, which would delay break-even by one quarter. Mitigation includes freezing hiring, raising price fences, and leaning more heavily on agency partners to stabilise revenue. An upside case assumes 20 percent stronger conversion, allowing early expansion with two more UK seats and accelerated ISO marketing. This also funds faster development of the knowledge base and enhanced onboarding processes.

The most serious test is productivity stress, where agent throughput falls by 20 percent. This has the largest impact on EBITDA because higher costs and slower delivery damage both margins and client satisfaction. To mitigate, the company uses overflow add-ons, rapid coaching sessions, and stricter work-in-progress limits. These interventions ensure service resilience even when staffing fluctuates (LaFlamme, 2025). Quarterly reviews compare stress test results with market conditions, helping management decide whether to activate contingencies. Scenario testing therefore not only supports risk awareness but also guides tactical decision-making.

## 8.5 Business continuity and incident response

Business continuity ensures that essential services remain operational even during disruptions. HungaTech's continuity plan sets a recovery time objective (RTO) of eight hours for the helpdesk, and a recovery point objective (RPO) of one hour for ticket data and knowledge base systems. Daily backups are encrypted and stored in off-site regions, with quarterly restore tests for assurance. An on-call rota handles Priority One incidents with scripts, escalation contacts, and communication templates. Client updates and regulator notifications are pre-drafted to speed responses during crises (DSIT, 2024).

The incident response plan follows four steps: contain, eradicate, recover, and review. Containment focuses on isolating affected systems, eradication removes malicious access, and recovery restores service. The review stage documents root causes, client impacts, and required improvements. Staff receive annual training in breach response, phishing awareness, and secure device policies. These measures align with ICO breach reporting requirements, which mandate notification within 72 hours if personal data is compromised (ICO, 2024). By combining preventive tools with structured playbooks, HungaTech builds confidence in its resilience and ability to safeguard clients.

**Table 16: Business continuity essentials**

Capability	Target	Notes
RTO (helpdesk)	8 hours	Restore ticketing, phones, and client portal
RPO (data)	1 hour	Daily encrypted backups; quarterly restore tests
Communications	30 minutes	Client status page and regulator template
Fallback tools	Same day	Alternate VOIP and helpdesk vendors available
Post-incident	5 days	RCA, report to clients, corrective actions

## 8.6 Compliance monitoring

Compliance monitoring ensures that policies and controls remain aligned with external requirements. HungaTech maintains ICO registration, up-to-date Records of Processing Activities, and detailed Data Protection Impact Assessments (ICO, 2021). Vendor due diligence is completed every six to twelve months to confirm contractual safeguards and security controls. For international transfers, Standard Contractual Clauses are prepared in case UK–EU adequacy agreements change. Staff must complete mandatory training at induction and annually, covering GDPR, cybersecurity, and confidentiality.

Access reviews check permissions and role allocations to enforce least-privilege principles. Certification progress is tracked with pre-audit checklists and gap analyses to maintain ISO

27001 and Cyber Essentials readiness. Policy updates are communicated through the internal knowledge base, and staff sign digital acknowledgements. These practices provide evidence of compliance and reduce exposure to regulatory penalties (British Assessment Bureau, 2023). Continuous monitoring and regular audits reinforce trust with clients, regulators, and partners. By embedding compliance into daily operations, HungaTech builds resilience and competitive advantage.

## Chapter 9: Implementation Plan

### 9.1 24-Month Roadmap (Phased)

HungaTech Support Ltd requires a structured roadmap to grow steadily while reducing risks and protecting client trust. The roadmap covers twenty-four months and divides into five clear phases, starting with foundations and ending with optimisation. Each phase contains measurable outcomes, staffing targets, compliance achievements, and service delivery milestones. The plan ensures that both operational and financial goals are linked to specific deliverables and client metrics. This approach also makes sure the company can raise confidence with investors and regulators through evidence of progress. Each milestone builds on earlier achievements, reducing the chance of delays or costly errors. The roadmap is practical, affordable, and designed for a nearshore IT support company targeting UK SMEs.

**Table 16: Detailed 24-month roadmap**

Phase	Months	Key Outcomes	Exit Criteria
<b>Foundations</b>	0–3	<ul style="list-style-type: none"> <li>• Register UK legal entity and complete ICO registration.</li> <li>• Deploy helpdesk, CRM, and VOIP systems.</li> <li>• Build first knowledge base with 50 articles.</li> <li>• Hire two interns in Hungary.</li> <li>• Set up service workflows and client ticketing model.</li> <li>• Establish initial LinkedIn outreach.</li> <li>• Secure founder funding and open business bank accounts.</li> <li>• Train staff in GDPR basics.</li> </ul>	<ul style="list-style-type: none"> <li>• Two pilot clients signed.</li> <li>• Customer satisfaction (CSAT) <math>\geq 80\%</math>.</li> <li>• Knowledge base used in at least 70% of cases.</li> </ul>
<b>Pilot &amp; learn</b>	4–6	<ul style="list-style-type: none"> <li>• Deliver IT support for five pilot clients.</li> <li>• Establish SLA tracking dashboards.</li> <li>• Launch billing and invoicing workflows.</li> </ul>	<ul style="list-style-type: none"> <li>• Three paying clients confirmed.</li> <li>• Days Sales Outstanding (DSO) <math>&lt; 25</math> days.</li> </ul>

		<ul style="list-style-type: none"> <li>• Complete first full security stack (MFA, endpoint detection, encrypted backups).</li> <li>• Expand KB to 100 articles.</li> <li>• Collect feedback through QBRs.</li> <li>• Refine LinkedIn campaigns using response data.</li> </ul>	<ul style="list-style-type: none"> <li>• SLA adherence <math>\geq 90\%</math>.</li> <li>• NPS <math>\geq 30</math> baseline.</li> </ul>
Certify & scale	7–12	<ul style="list-style-type: none"> <li>• Achieve ISO 27001 Stage 1 and 2 audits.</li> <li>• Gain Cyber Essentials certification.</li> <li>• Recruit Hungary cohort #2 (5 new interns).</li> <li>• Launch updated website v2 with SEO optimisation.</li> <li>• Develop partner sales channel.</li> <li>• Extend KB to 150 articles.</li> <li>• Expand marketing with Google Ads.</li> </ul>	<ul style="list-style-type: none"> <li>• 12 clients signed.</li> <li>• 120+ active seats managed.</li> <li>• NPS <math>\geq 40</math>.</li> <li>• Gross margin per seat <math>\geq \text{£}40</math>.</li> </ul>
Expand Coverage	13–18	<ul style="list-style-type: none"> <li>• Extend support to 24/5 service.</li> <li>• Hire two UK-based support seats.</li> <li>• Launch client quarterly business review cadence.</li> <li>• Grow KB to 200+ articles.</li> <li>• Begin overflow service testing for weekend coverage.</li> <li>• Add client reporting dashboards.</li> <li>• Review FX and tax policies for Hungary scaling.</li> </ul>	<ul style="list-style-type: none"> <li>• 24 clients onboarded.</li> <li>• Churn <math>\leq 1\%</math> monthly.</li> <li>• EBITDA positive at <math>\geq 10\%</math>.</li> <li>• SLA breaches <math>&lt; 2</math> per quarter.</li> </ul>
Optimise & 24/7	19–24	<ul style="list-style-type: none"> <li>• Launch 24/7 overflow support for high-tier clients.</li> <li>• Expand reporting with advanced dashboards.</li> </ul>	<ul style="list-style-type: none"> <li>• 35+ clients onboarded.</li> <li>• EBITDA <math>\geq 15\%</math>.</li> <li>• Client satisfaction <math>\geq 90\%</math>.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop Level 3 advisory services for cyber hardening.</li> <li>• Add new cohort of interns in Hungary.</li> <li>• Build referral programme for client acquisition.</li> <li>• Begin planning for Series A funding.</li> <li>• Enhance automation across CRM and VOIP systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff attrition &lt;12% annually.</li> </ul>
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## 9.2 Workstreams and Milestones

The roadmap requires coordinated workstreams across commercial, delivery, people, legal, and technology domains. The commercial stream focuses on partner contracts, case studies, and referral programmes. Success is tracked by MRR growth and client acquisition rates every quarter. The delivery stream develops SOPs, swarming playbooks, ticket escalation methods, and knowledge base growth. The people stream focuses on recruitment pipelines, intern programmes, and structured skills development. The legal and compliance stream ensures GDPR, SCC, and ISO compliance through regular audits and updates (ICO, 2024). The technology stream builds resilience through SSO, MFA, and monitoring dashboards that track performance in real time. Together, these workstreams ensure that HungaTech grows in a balanced and resilient way.

## 9.3 RACI

The RACI model clarifies who is Responsible, Accountable, Consulted, and Informed for each critical activity. This reduces confusion and ensures ownership is clear for all key deliverables. HungaTech applies the model across setup, certification, partner development, and hiring.

**Table 17: RACI for sample critical activities**

Activity	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Helpdesk & CRM deployment	Ops lead	CEO	Client manager	All staff
ICO registration & RoPA	Legal/DPO	CEO	Operations	Clients

ISO 27001 certification	Programme lead	CEO	Legal, Operations	Board
Partner onboarding	Commercial lead	CEO	Finance, Legal	Operations
HU intern cohort hiring	Ops lead (HU)	CEO	Legal/HR	Client manager

#### 9.4 Resource and Budget Notes

Resources and budgets align with Chapter 6 financial plans. Spending is staged across tools, marketing, and compliance to protect cash. Tooling upgrades depend on utilisation rates, so expansion only occurs when the client base justifies higher capacity. Certification expenses, such as ISO 27001 and Cyber Essentials, are spread across months to avoid pressure (British Assessment Bureau, 2023). Hiring follows a six-month cohort rhythm, with the strongest interns converted to full-time positions. This ensures that costs remain controlled while talent pipelines remain reliable. UK roles are added gradually to maintain client trust while keeping delivery centred in Hungary. Budgets for marketing, compliance, and security remain flexible so spending can shift toward the best-performing areas.

#### 9.5 KPIs and Gates

KPIs ensure accountability and track whether the roadmap delivers value for clients and stakeholders. Acquisition KPIs include conversion rates from MQL to SQL (25%+) and from trial to contract (60%+). Delivery KPIs include first response under 30 minutes for Priority 1, resolution under four hours, and CSAT  $\geq 90\%$ . Financial KPIs include DSO below 25 days, gross margin per seat  $\geq £40$ , and burn multiple under one by quarter three. People KPIs focus on attrition below 12% annually and 100% training completion for compliance modules. Each KPI acts as a gate, where failure to meet a target requires corrective action before moving forward. These gates link strategy to performance, ensuring sustainable and controlled growth.

#### 9.6 Change Management

Change management is critical for maintaining client trust and protecting service stability. HungaTech uses release trains every two weeks to introduce updates consistently. Each release comes with “what changed” notes sent to clients to build transparency. Rollback plans exist for all major changes, so systems can revert if problems occur. Staff receive training on new processes before deployment, ensuring that adoption is smooth. Feedback from clients is collected after each major update to check satisfaction and highlight improvements. Change logs are stored in the knowledge base with version control for audit purposes. This process

ensures compliance with ISO requirements while keeping clients engaged and informed (DSIT, 2024). Continuous improvement is embedded in every release, helping HungaTech to scale effectively and responsibly.

## Chapter 10: Business Model Canvas (HungaTech Support Ltd.)

The Business Model Canvas is a practical tool that explains how a company creates and delivers value. It shows the important parts of a business in nine simple blocks. Each block highlights how the company operates and connects with customers and partners. HungaTech Support Ltd. uses this model to show its unique nearshore IT support service. The company works across the UK and Hungary, making cost-effective and reliable service possible. Every block in the canvas is designed to support the needs of small UK businesses. The canvas also helps management measure progress, reduce risks, and plan for expansion. It gives a single view of activities, resources, and customer goals in one clear framework. This chapter explains each part in detail, showing how HungaTech Support Ltd. is building its growth path.

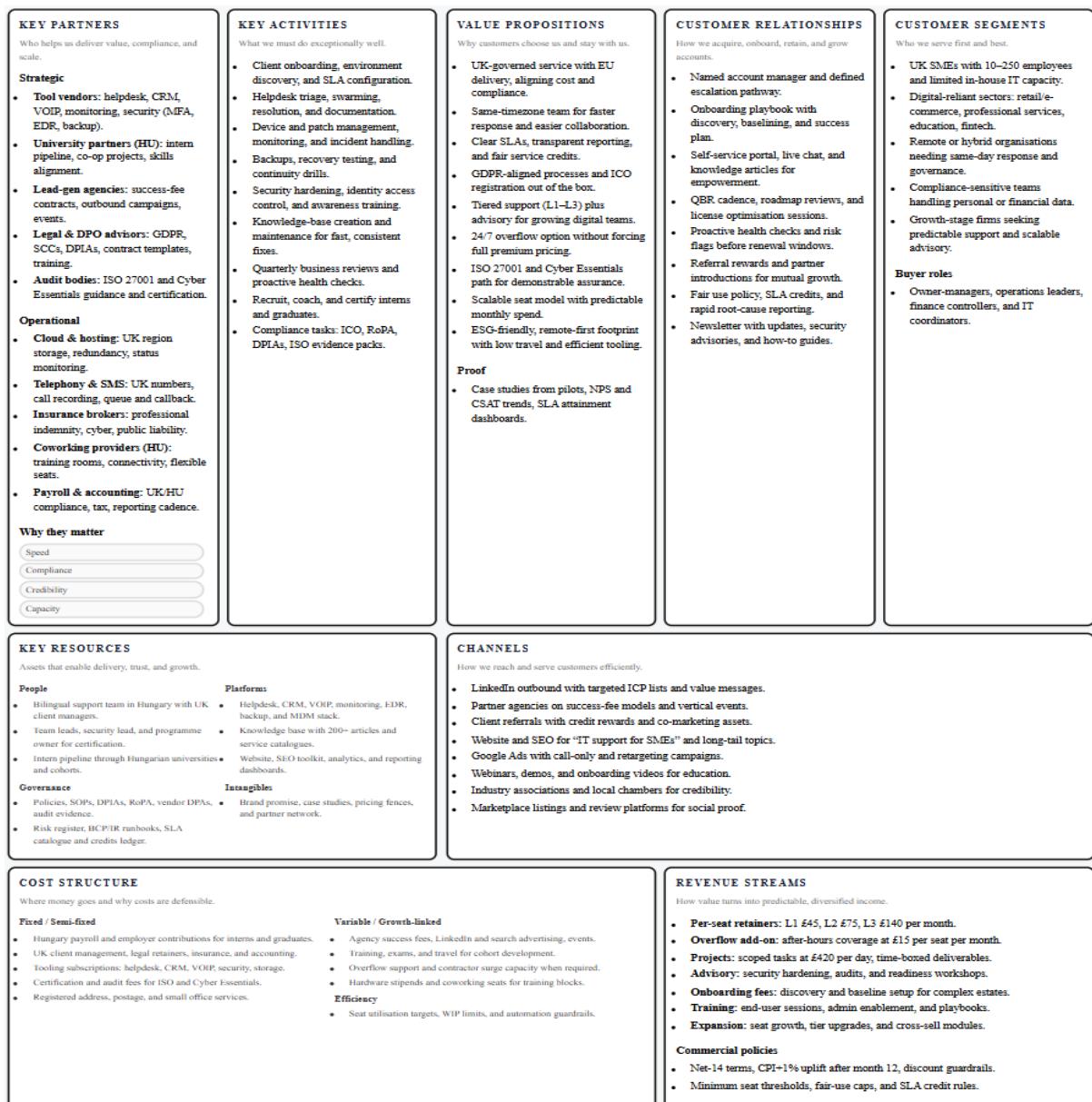


Figure 5: Business Model Canvas — HungaTech Support Ltd.

## 10.1 Customer Segments

Customer segments are the groups of people or businesses the company serves. HungaTech focuses on small and medium-sized enterprises that employ between ten and two hundred fifty staff. These companies need IT support but cannot always hire permanent staff or expensive UK firms. The main sectors include retail, online services, creative industries, education, and finance. Many of these firms use cloud platforms, digital tools, and online payment systems every day. These businesses need affordable, fast, and safe support for daily operations and security. Another important group are hybrid or remote organisations where digital systems are critical for collaboration. HungaTech also targets companies that must follow strict rules like GDPR because they handle sensitive data. These customer segments form the base of sustainable revenue and long-term growth for the business.

## 10.2 Value Propositions

The value proposition is what makes the company attractive to its chosen customer groups. HungaTech offers UK-governed IT support at affordable nearshore prices. This gives customers the confidence of UK legal protection with the cost benefits of Hungary. The company provides same-timezone support, so issues are fixed quickly, and communication is smooth. Services are structured in three levels, from basic helpdesk to advanced server and security support. Clients also receive 24/7 overflow options, which means they get continuous help if needed. The company ensures full GDPR compliance, protecting sensitive information and reducing legal risks. HungaTech adds value with clear Service Level Agreements that define speed and quality standards. Customers also benefit from transparency, predictable pricing, and high-quality staff training. This mix of reliability, affordability, and legal safety makes HungaTech stand out in the IT support market.

## 10.3 Channels

Channels describe how the company communicates with customers and delivers services. HungaTech uses multiple online and offline channels to reach its target audience. LinkedIn is the main channel for finding and contacting small business owners and decision-makers. The company also works with partner agencies who are paid based on securing new clients. Referrals play a strong role, as satisfied clients recommend the service to others in their networks. The official website acts as a hub for service requests, blogs, and onboarding guides. Email marketing is used to send updates, security tips, and performance reports to clients. The company also plans webinars and demo sessions to educate and attract potential customers. Local business events and industry associations provide another way to reach SMEs directly.

Together, these channels ensure HungaTech has a broad but focused approach to client acquisition and support.

## 10.4 Customer Relationships

Customer relationships show how a company interacts with clients during their journey. HungaTech builds strong ties with customers by offering personalised onboarding and clear account management. Each client has a named manager who oversees communication and service delivery. The company uses a service portal where clients can raise issues, track tickets, and view reports. Support teams send regular updates, ensuring clients feel informed about progress and solutions. Quarterly Business Reviews are held to assess performance and adjust service plans. Feedback is actively collected to improve quality and meet changing needs. Loyalty programmes include referral rewards and renewal discounts to encourage long-term commitment. Service Level Agreements ensure clients trust the company's promises of speed and reliability. This approach builds loyalty, reduces churn, and creates a positive reputation in the competitive IT support s10.5 Key Activities

Key activities are the tasks the company must do to succeed. HungaTech's main activities include onboarding new clients and configuring systems according to their needs. Daily operations focus on helpdesk support, ticket management, and quick problem resolution. Technical work includes software patching, device monitoring, and cybersecurity checks to keep systems safe. Another key activity is knowledge base creation, which helps staff solve problems faster and maintain quality. The company also focuses on compliance tasks like Data Protection Impact Assessments and ICO reporting. Training and coaching interns form an important part of the model, building a pipeline of talent. The company also runs quarterly reviews, service audits, and incident response drills to ensure quality. Marketing activities include LinkedIn campaigns, website updates, and publishing client case studies. These activities ensure the service is reliable, secure, and trusted by small business clients.

## 10.6 Key Resources

Key resources are the most important assets required to run the company. HungaTech relies heavily on skilled staff in both the UK and Hungary. The support team in Hungary delivers the service while the UK managers handle clients and governance. The knowledge base, helpdesk, and CRM systems form essential technology resources for daily operations. Legal and compliance documents such as SLAs, contracts, and ISO evidence are another critical resource. Financial resources include founder savings, working capital lines, and revenue from paying clients. Intellectual resources such as the company's brand, reputation, and case studies also

support growth. Partnerships with universities provide a pipeline of interns who can later become full-time staff. Professional certifications like ISO 27001 and Cyber Essentials are key resources for trust and market access. These resources together allow HungaTech to offer high-quality IT services consistently and legally.

## 10.7 Key Partners

Key partners are the external organisations that help the business operate effectively. HungaTech partners with technology vendors who provide helpdesk, CRM, and security platforms. Universities in Hungary are important partners for recruiting interns and supporting staff development. Lead-generation agencies support commercial growth by connecting the company with new clients. Legal advisors and Data Protection Officers ensure compliance with UK and EU laws. Certification bodies are partners in gaining ISO and Cyber Essentials recognition. Cloud hosting providers and telecom companies deliver infrastructure for smooth client communication. Insurance providers cover risks such as cyber incidents and legal liabilities. Coworking space providers in Hungary support flexible office use for training and collaboration. Accounting and payroll firms support financial compliance and reporting across both regions. These partners reduce risk, increase speed, and add expertise to HungaTech's business model.

## 10.8 Cost Structure

The cost structure explains where the company spends money to deliver services. Payroll for Hungarian interns and graduates is the largest cost, though reduced by tax benefits. UK-based costs include client managers, legal retainers, and insurance. Subscription fees for helpdesk, CRM, VOIP, monitoring, and security tools are another fixed cost. Certification and audit fees are planned expenses to gain ISO and Cyber Essentials compliance. Marketing costs are flexible and include LinkedIn ads, Google campaigns, and agency fees. Coworking spaces, internet allowances, and training stipends form part of operational costs in Hungary. Variable costs include agency commissions, referral rewards, and contractor support for peak times. Hardware stipends and travel for training visits also appear in the budget. The company controls costs through careful hiring, automation, and staged upgrades of tools. This approach maintains stable margins while allowing scalable and sustainable growth.

## 10.9 Revenue Streams

Revenue streams show how the company earns money from its services. HungaTech uses a subscription model where clients pay a monthly fee per seat. Tiered services include basic helpdesk support, managed device support, and advanced security services. Additional revenue

comes from after-hours overflow coverage, charged at a smaller monthly rate. The company also earns from projects such as migrations, audits, and training sessions billed daily. Advisory services provide extra income through consulting on compliance and security strategies. Onboarding fees apply when new clients need discovery and baseline setup of systems. Training packages are sold to clients who want their staff better prepared for IT security. Expansion revenue comes from clients adding more seats, upgrading tiers, or extending contracts. Discount rules and CPI-based uplifts ensure prices remain fair while protecting margins. This revenue model supports predictable income and sustainable financial growth.

### **10.10 Integration of the Canvas**

The nine blocks of the canvas connect closely to create a balanced business model. Customer segments define who the company serves, while value propositions explain why those customers choose HungaTech. Channels and customer relationships ensure clients are reached, supported, and retained effectively. Key activities and resources deliver the value promised to clients every day. Partners provide critical support in areas where internal expertise is limited or too costly. Costs are controlled through lean practices, tax benefits, and staged investments in compliance and staff. Revenues are secured through tiered subscriptions, projects, and upselling opportunities. Each block supports the others, making the business model clear and practical. This integrated approach allows HungaTech to compete strongly and build long-term trust with small businesses. The Business Model Canvas is therefore a reliable guide for present operations and future scaling.

## Chapter 11: References

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