# Business Plan

## Kuhn Sports & Media Agency

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# COMPANY MISSION STATEMENT

Kuhn Sports & Media Agency empowers athletes to maximize their personal brand, social media presence, and NIL opportunities through strategic storytelling, content creation, and professional representation. The agency is committed to building long-term client relationships while helping to secure opportunities beyond competition and to establish sustainable brands for future success.

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## EXECUTIVE SUMMARY

Kuhn Sports & Media Agency (KSMA) is a sports marketing and athlete branding company headquartered in Dover, Delaware. The company helps athletes maximize their Name, Image, and Likeness (NIL) opportunities through branding, content creation, media coaching, social media management, and sponsorship strategy. Founded by Remington Kuhn, KSMA is built around the belief that athletes are no longer only competitors. They are also media personalities, brand partners, community figures, and content-driven storytellers.

The opportunity for KSMA comes from the continued growth of NIL, athlete influencer marketing, short-form content, and sponsorship-based partnerships. Many athletes understand that their personal brand can affect earning potential, recruitment opportunities, community influence, and long-term career value. However, many athletes and families lack the time, knowledge, or media experience to manage that process professionally. At the same time, local and regional businesses are interested in athlete partnerships but may not know how to identify the right athletes, structure campaigns, create content, or measure value. KSMA fills this gap by serving as a bridge between athletes and businesses while helping athletes build stronger brands and a more professional media presence.

KSMA's mission is to empower athletes to maximize their personal brand, media presence, and NIL opportunities through strategic storytelling, content creation, and professional representation. The agency focuses on helping athletes create opportunities beyond competition and establish sustainable personal brands for future success. KSMA's slogan, "Empowering Athletes to Master Their Media and Monetize Their Image," reflects the company's two-part focus: helping athletes communicate who they are and turn that identity into a real business opportunity.

The company generates revenue through four primary service categories. NIL consulting is priced at $150 per hour in Year 1 and guides brand partnerships, sponsorship opportunities, NIL strategy, and personal brand positioning. Athlete branding packages begin at $1,500 per project and include brand audits, positioning strategy, content planning, and brand development. Content creation packages begin at $1,250 per project and include short-form video, photography, graphics, promotional content, and storytelling assets. Monthly athlete management retainers begin at $750 per month and provide ongoing brand strategy, social media planning, NIL support, client check-ins, and coordination of content or sponsorship activities. KSMA may also earn a 10% commission on NIL sponsorship agreements that the agency directly secures or negotiates.

KSMA's target market includes college athletes, high school athletes preparing for recruitment and future NIL opportunities, emerging professional athletes, parents and families, and local or regional businesses seeking athlete partnerships. The company's initial geographic focus is Delaware and the broader Mid-Atlantic region, including Pennsylvania, Maryland, New Jersey, Washington, D.C., Philadelphia, Baltimore, and Pittsburgh. This region gives KSMA access to college athletics, high school recruiting pipelines, professional sports markets, local sponsors, training facilities, and community-based businesses. Because KSMA can deliver many services remotely, the company can begin regionally while preparing for future national opportunities.

KSMA operates in a competitive environment that includes NIL agencies, athlete branding firms, sports marketing agencies, national NIL platforms, freelance creators, social media managers, school-based resources, and athletes or families who try to manage NIL and branding on their own. KSMA's competitive advantage lies in its combination of NIL strategy, athlete storytelling, content creation, media coaching, and sponsorship support within a single coordinated service model. Larger platforms may offer scale, but they can feel impersonal. Freelancers may offer a single service, but they may not provide a full brand strategy. KSMA occupies a middle position as a boutique sports media and athlete-branding agency, providing hands-on, relationship-driven support.

KSMA's marketing strategy combines digital marketing, relationship-based outreach, local networking, content marketing, workshops, social media, and direct communication. The company's website serves as the central hub for services, pricing ranges, the founder's background, intake forms, case studies, and contact information. Instagram, TikTok, YouTube Shorts, and LinkedIn support brand awareness and lead generation. KSMA also builds relationships through local sports events, chambers of commerce, gyms, training facilities, coaches, photographers, videographers, and business partners. The company measures marketing success through inquiries, discovery calls, website traffic, social media engagement, lead conversions, client acquisitions, repeat business, referrals, and sponsorship opportunities.

KSMA's operations are intentionally lean. The company operates from a small leased professional services office in the Dover, Delaware area while also using remote work, client-site meetings, athletic facilities, rented production spaces, and contractor support when needed. Remington Kuhn serves as Founder and Director of Athlete Branding and Media Strategy, responsible for business strategy, client acquisition, athlete brand development, service delivery, content direction, sponsorship strategy, contractor coordination, and financial oversight. Michael Zanetti serves as Social Media and Client Services Coordinator and supports client communication, scheduling, content calendars, social media posting, phone and email inquiries, and project tracking.

KSMA projects Year 1 net sales of $73,550, Year 2 net sales of $228,455, and Year 3 net sales of $467,370. The company expects a Year 1 loss before taxes of $42,093 as it launches, builds awareness, signs early clients, and covers startup expenses. KSMA then projects profit before taxes of $47,547 in Year 2 and $143,924 in Year 3. This progression reflects a startup period followed by increased sales volume, recurring retainers, improved brand awareness, and controlled expense growth.

KSMA requires a total of $74,042 in funds, including $32,000 in start-up capital costs and $42,042 in working capital needs. The company is seeking $100,000 in investor funds, structured as convertible debt, along with a $10,000 principal investment from the founder, for a total of $110,000 in source funds. This leaves a projected cash reserve of $35,958. KSMA proposes an investor return structure that includes repayment of principal plus an annual target return in the 30% to 50% range expected by many startup investors, achieved through agreed-upon interest, conversion rights, or equity participation if the note converts during a future funding event. Final terms are to be negotiated with legal and financial advisors.

KSMA is positioned to become a recognized Mid-Atlantic athlete-branding and NIL support agency by focusing on emerging athletes, regional sponsors, women's sports, underserved athlete categories, and storytelling-driven content. The company does not attempt to dominate the national athlete representation industry at launch. Instead, KSMA builds credibility through strong client outcomes, case studies, referrals, disciplined spending, and relationship-based growth. By combining sports media experience, NIL awareness, digital content strategy, and personalized client service, KSMA creates a practical and scalable business model for the modern athlete-branding market.

## COMPANY DESCRIPTION

### General Company Overview

Kuhn Sports & Media Agency (KSMA) is a sports marketing and athlete branding company headquartered in Dover, Delaware. The company helps athletes maximize their Name, Image, and Likeness (NIL) opportunities through branding, content creation, media coaching, social media management, and sponsorship strategy. KSMA is built around the belief that athletes are no longer only competitors. They are also media personalities, brand partners, community figures, and content-driven storytellers.

KSMA serves athletes who need more than basic representation. In today's sports industry, many college athletes and emerging professionals have valuable stories and engaged audiences but lack the guidance needed to turn attention into sustainable business opportunities. KSMA fills that gap by combining athlete branding, NIL consulting, sponsorship strategy, media coaching, and content production into one service-based agency model.

The company initially focuses on Delaware and the broader Mid-Atlantic region, including Pennsylvania, Maryland, New Jersey, Washington, D.C., Philadelphia, Baltimore, and Pittsburgh. This region gives KSMA access to college athletics, high school recruiting pipelines, professional sports markets, local businesses, and regional sponsors. Because many services can be delivered remotely, KSMA can begin with a regional focus while building toward broader national NIL and athlete-branding opportunities.

### Company Mission Statement

KSMA empowers athletes to maximize their personal brand, media presence, and NIL opportunities through strategic storytelling, content creation, and professional representation. The agency is committed to building long-term client relationships while helping athletes create opportunities beyond competition and establish sustainable personal brands for future success.

This mission reflects KSMA's belief that athletes should not be defined only by statistics, rankings, or current level of competition. Athletes also have stories, personalities, communities, values, and marketable identities. KSMA helps athletes communicate those qualities in a professional way that supports long-term growth.

### Products and Services Offered

KSMA generates revenue through four primary service categories: NIL consulting, athlete branding packages, content creation packages, and monthly athlete management services. These services support athletes at different stages of their careers, from emerging athletes seeking their first NIL opportunity to more established athletes looking for ongoing brand management and media support.

NIL consulting is offered at $150 per hour in Year 1. This service helps athletes understand brand partnerships, sponsorship opportunities, NIL strategy, personal brand positioning, and professional presentation. Athlete branding packages begin at $1,500 per project and include brand audits, positioning strategy, content planning, personal brand development, and recommendations to improve the athlete's public image.

Content creation packages begin at $1,250 per project and include short-form video, photography, social media graphics, promotional content, and athlete storytelling assets. These packages help athletes build a stronger digital presence and provide usable content for sponsors, fans, recruiting, and personal branding.

Monthly athlete management services begin at $750 per month and include ongoing brand strategy, social media planning, NIL opportunity support, client check-ins, and coordination of content or sponsorship activities. This retainer model provides predictable recurring revenue while giving athletes consistent support. In addition to service fees, KSMA may earn a 10% commission on future NIL sponsorship agreements that the agency directly secures or negotiates.

Because KSMA is new at launch, its prices are intentionally set below those of larger established firms. This allows the company to attract early clients, build trust, develop credibility, and create case studies before gradually increasing prices as the agency's reputation grows.

**Developments to Date**

KSMA has completed the foundational development needed to begin operations. The company has established its legal structure, developed its brand identity, launched its official website, and created branded social media channels to support client acquisition and public visibility. KSMA has also completed preliminary market research, identified potential athlete clients and target customer segments, developed service packages, and outlined its client onboarding process.

The company's initial target list includes college athletes, high school athletes preparing for college recruitment, emerging professional athletes, and local businesses interested in sponsorship opportunities with athletes. KSMA is also building relationships with strategic partners, including local businesses, athletic organizations, content creators, photographers, videographers, and potential NIL sponsors.

The immediate goal is to sign early athlete clients, finalize partnership agreements, produce case studies, and build a portfolio of successful branding and NIL projects. These early results are important because athlete branding and NIL services depend heavily on trust, visible work, referrals, and proof of execution.

### Legal Status and Ownership

KSMA is organized as a Delaware Limited Liability Company (LLC) headquartered in Dover, Delaware. This structure provides flexibility for a service-based startup while offering liability protection for the owner. As an LLC, KSMA can operate with a simpler management structure than a corporation while still creating a professional legal framework for contracts, client agreements, vendor relationships, and future investment discussions.

Remington Kuhn is the founder and sole owner of KSMA, holding 100% ownership at launch. Any future ownership changes, investor agreements, debt arrangements, or equity conversion terms are documented through formal legal agreements and reflected in future versions of the business plan.

KSMA uses written service agreements with clients to define the scope of work, payment terms, commission structure, content ownership, confidentiality expectations, and cancellation policies. Because the company operates in the NIL and athlete marketing space, it stays informed about state laws, school policies, NCAA rules, sponsorship restrictions, intellectual property concerns, and athlete eligibility issues. KSMA may also pursue trademark protection for its name, logo, domain, social media handles, and original brand materials as it grows.

## INDUSTRY ANALYSIS AND TRENDS

### Position in the Industry

KSMA operates within the service sector and is best classified under NAICS Code 711410: Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures. The 2022 NAICS definition describes this industry as establishments primarily engaged in representing or managing creative and performing artists, sports figures, entertainers, and public figures. These activities include representing clients in contract negotiations, managing or organizing clients' financial affairs, and promoting their careers (U.S. Census Bureau, 2022).

This classification fits KSMA because the company provides NIL consulting, athlete branding, media coaching, sponsorship strategy, content creation, and career-promotion services for athletes. KSMA does not operate as a traditional sports agency focused only on contracts or professional representation. Instead, the company occupies a specialized niche within athlete marketing by helping athletes build the personal brand, media presence, and sponsor appeal needed to create long-term opportunities.

According to the SICCODE.com NAICS 711410 industry profile, this industry includes 1,105 verified active companies in the United States, with approximately $8.04 billion in total revenue. The same source identifies the industry as part of the Arts, Entertainment, and Recreation sector and lists sports figures' agents or managers as an example within the category (SICCODE, n.d.). These figures show that KSMA is entering a measurable national industry while targeting a more focused niche within NIL, athlete branding, and sports media services.

### Industry Growth Statistics

The rapid expansion of NIL, athlete influencer marketing, and brand-funded sponsorship activity supports KSMA's growth opportunity. NIL has transformed college athletics by allowing athletes to monetize their name, image, and likeness through endorsements, appearances, social media campaigns, merchandise, and brand partnerships. Opendorse's *NIL at Four: Monetizing the New Reality* report estimates that total NIL spending grew from $918 million in 2021–2022 to $2.26 billion in 2024–2025 and projects NIL spending to reach approximately $3.15 billion by 2028–2029 (Opendorse, 2025).

This growth is important for KSMA because the company launches after NIL has matured from an early-stage experiment into a more structured and competitive industry. Athletes, schools, brands, sponsors, and families increasingly understand that NIL is not only about one-time deals. It also connects to personal branding, content strategy, compliance awareness, media presence, and long-term career value.

Athlete marketing is also becoming more valuable to brands. OpenSponsorship's *2026 State of Athlete & Influencer Marketing* report states that its platform includes more than 25,000 athletes and creators, represents 160 sports, operates across 120 countries, and has facilitated more than 9,000 accepted deals and 8,000 completed deals (OpenSponsorship, 2026). The report also notes that average deal size increased from approximately $2,500 in 2024 to $5,147 in 2025, a 100% year-over-year increase, while the broader global sponsorship market is projected to grow from $97 billion in 2025 to $108 billion by 2030 (OpenSponsorship, 2026).

These trends support KSMA's business model because brands are becoming more comfortable working with athletes as creators, partners, and authentic voices. As this market grows, athletes need help presenting themselves professionally, creating content, understanding their value, and communicating with sponsors.

**Market Opportunity**

KSMA's market opportunity lies in the gap between athletes' marketability and their preparedness. NIL has created new earning potential, but many athletes lack the time, knowledge, resources, or media training to manage their brands effectively. This is especially true for emerging athletes who may not yet attract large national agencies but still have local influence, strong stories, and sponsorship potential.

Opendorse describes NIL as a form of influencer marketing and notes that college athlete audiences are 65%–70% Gen Z (Opendorse, 2025). Athletes also perform well compared to traditional influencers. Opendorse reports that student-athletes achieve a 5.6% engagement rate compared to 1.9% for traditional influencers, making their engagement rate approximately 3.7 times higher (Opendorse, 2025). OpenSponsorship similarly reports that athletes on its platform averaged 10.97% engagement compared with 4.92% for traditional influencers (OpenSponsorship, 2026). These statistics strengthen KSMA's value proposition by positioning athletes as high-performing marketing partners for brands.

Sports marketing trends also support KSMA's focus on athlete-led media and short-form content. The University of Kansas article on sports marketing trends identifies athletes as "content powerhouses," citing NIL, podcasts, social media, YouTube, and athlete-led entertainment as evidence that individual athletes are becoming major media properties. The same article notes that 55% of fans discovered new players, teams, or leagues through YouTube Shorts or TikTok (University of Kansas, 2025). This directly supports KSMA's content creation and social media management services.

Women's sports also represent a major opportunity. OpenSponsorship reports that by 2025, 75% of its activations went to female athletes, supported by growth in women's sports and higher-quality engagement content (OpenSponsorship, 2026). Opendorse also notes that women's sports athletes are delivering strong commercial NIL value and that sponsorship in women's sports continues to outpace broader industry growth (Opendorse, 2025). This creates an opportunity for KSMA to serve athletes who may be underrepresented by traditional agencies but valuable to brands because of their authenticity, engagement, and audience connection.

KSMA's initial geographic opportunity is Delaware and the broader Mid-Atlantic region, including Pennsylvania, Maryland, New Jersey, Washington, D.C., Philadelphia, Baltimore, and Pittsburgh. This region offers access to college athletics, high school recruiting pipelines, professional sports markets, local businesses, and regional sponsors. Because services can be delivered both in person and remotely, KSMA can begin with a regional focus while gradually expanding into other markets.

**Barriers to Entry**

The barriers to entry in athlete branding and NIL management are moderate. KSMA does not require the same startup investment as a manufacturing company or facility-heavy entertainment business, but success depends on credibility, relationships, compliance knowledge, and service quality. The accessibility of digital tools means many individuals can attempt to enter the athlete-branding or NIL-consulting space, but building trust with athletes, families, schools, sponsors, and partners is more difficult.

One major barrier is NIL complexity. NIL rules have changed significantly since 2021, and the market continues to evolve. Opendorse describes the NIL era as moving from early uncertainty to a more formal, structured environment with revenue sharing, compliance systems, and increased expectations from athletes, schools, brands, and administrators (Opendorse, 2025). KSMA needs to stay current with NCAA guidance, state laws, school policies, sponsorship restrictions, and contract requirements while consulting qualified legal professionals when specialized advice is needed.

KSMA also faces competition from established sports agencies, NIL marketplaces, influencer marketing platforms, social media freelancers, public relations firms, and in-house athletic department resources. Larger agencies may have stronger brand recognition and deeper sponsor relationships. However, many of those firms focus on elite athletes or large-scale campaigns. KSMA can compete by focusing on emerging athletes, regional accessibility, affordable launch pricing, personalized service, storytelling-driven content, and organized end-to-end campaign support.

## Long-Term Opportunities

KSMA's long-term opportunity is tied to the continued growth of NIL, athlete-led media, women's sports, short-form content, and sponsorship-based marketing. As athlete marketing matures, athletes increasingly need support not only in signing individual deals but also in building sustainable personal brands. KSMA's long-term plan is to grow from a regional startup into a recognized Mid-Atlantic athlete-branding and NIL agency capable of serving clients nationally through digital services.

One long-term opportunity is expanding athlete-led media services. Athletes are increasingly building value through podcasts, YouTube channels, TikTok, Instagram Reels, behind-the-scenes video, personal storytelling, and community-based content. The University of Kansas article identifies athlete-led content as a major sports marketing trend, while OpenSponsorship argues that brands are broadening their definition of creator partners beyond traditional influencers (University of Kansas, 2025; OpenSponsorship, 2026). KSMA can capitalize on this shift by helping athletes develop content strategies aligned with their personalities, sports, audiences, and sponsorship goals.

KSMA also has an opportunity to serve underserved athlete categories and regional businesses. Many NIL and sponsorship conversations focus on football and men's basketball, but women's sports, Olympic sports, college volleyball, softball, track and field, golf, and other non-revenue sports are producing highly engaged audiences. At the same time, smaller regional businesses may be interested in NIL but unsure how to identify athlete partners, measure campaign performance, negotiate agreements, or create usable content. KSMA can serve as a bridge between athletes and businesses by matching the right athletes with the right brands, developing campaign ideas, and managing execution.

Technology also shapes KSMA's future opportunities. Sports marketing is becoming more data-driven, with brands using analytics to evaluate audience fit, engagement, content performance, and return on investment. The University of Kansas article identifies personalization, data analytics, AI, and automation as important sports marketing trends (University of Kansas, 2025). KSMA can use affordable analytics and AI-supported tools to evaluate athlete social media performance, identify sponsor categories, create content calendars, and improve campaign reporting.

## Summary of Market Positioning

KSMA positions itself as an athlete-first sports marketing and media agency focused on emerging athletes who need professional brand guidance but may not yet have access to large national representation. The company competes through NIL consulting, athlete branding, content creation, media coaching, sponsorship strategy, and monthly management services at accessible launch pricing. KSMA does not plan to dominate the national athlete representation industry at launch. Instead, the company aims to capture a small but realistic share of the Mid-Atlantic athlete-branding and NIL-support market during its first three years of operation.

Several industry conditions support this positioning. NAICS 711410 confirms that athlete representation and career promotion are part of a recognized national industry. SICCODE's industry profile indicates that the industry generates billions in revenue and includes more than 1,100 verified companies (SICCODE, n.d.). Opendorse and OpenSponsorship show that NIL and athlete marketing are growing, brands are investing more in athlete partnerships, and athletes often outperform traditional influencers in engagement (Opendorse, 2025; OpenSponsorship, 2026).

KSMA's initial market-share goal is intentionally conservative. The company defines success by becoming a recognizable regional provider within its niche, proving its service model, and gradually expanding its client base as credibility grows. This approach allows KSMA to compete realistically against larger agencies while building a defensible position around personalized service, storytelling-driven content, affordable launch pricing, and NIL support for athletes who may be overlooked by national firms.

# TARGET MARKET

## Market Description

KSMA serves a defined target market of athletes, families, schools, and businesses that need support in navigating the modern athlete-branding and NIL environment. The company's primary customers are college athletes, high school athletes preparing for recruitment and future NIL opportunities, emerging professional athletes, and local or regional businesses seeking athlete partnerships. This market is strongest in Delaware and the broader Mid-Atlantic region, including Pennsylvania, Maryland, New Jersey, Washington D.C., Philadelphia, Baltimore, and Pittsburgh.

The athlete side of KSMA's target market primarily consists of individuals aged 15 to 24 who are active in competitive sports and interested in building visibility, credibility, and long-term opportunities. These athletes may compete at the high school, collegiate, or early professional level. Many are members of Generation Z, are active on social media, and understand that athletic performance alone is no longer the only way to create opportunity. They are also highly visual and digital consumers who are accustomed to short-form video, personal storytelling, online communities, and direct interaction with fans, teammates, coaches, and brands.

KSMA's customer base also includes parents and families of athletes, especially at the high school level. These customers are likely to be highly involved in recruitment, athletic development, college preparation, and brand protection. They may not fully understand NIL rules, sponsorship structures, content strategy, or contract language, but they understand that athletes now have opportunities that did not exist in the same way several years ago. This creates a need for clear guidance, professional communication, and trustworthy support.

The business side of KSMA's target market includes local and regional companies that want to connect with sports audiences through athlete partnerships. These customers may include gyms, training facilities, sporting goods retailers, restaurants, health and wellness companies, apparel brands, youth sports organizations, media companies, and community-based businesses. These businesses may not have the budget for professional athlete endorsements, but they may be able to partner with college athletes, high school standouts where permitted, or emerging athletes who have strong community recognition and engaged audiences.

**Market Size and Trends**

KSMA enters a market that is already established and continuing to grow. The NIL marketplace has moved beyond its early experimental phase and is now a major part of college athletics and sports marketing. Opendorse projected NIL products and services spending to reach $2.75 billion in 2025, with athletes projected to receive approximately $1.95 billion of that amount (Keller, 2025). This shows that NIL is not a small or temporary trend. It is a major commercial shift in how athletes, schools, collectives, brands, and sponsors interact.

The athlete marketing market is also expanding beyond only the biggest names in sports. OpenSponsorship reported that average deal size on its platform increased from approximately $2,500 in 2024 to $5,147 in 2025, a 100% year-over-year increase. The same report stated that athlete creators averaged 10.97% engagement across social platforms, compared to 4.92% for traditional influencers, which supports the value of athletes as marketing partners (OpenSponsorship, 2026). For KSMA, these trends show that brands are increasingly interested in athletes because athletes often have strong trust, community connection, and authentic influence.

Delaware also provides a concentrated local pool of athletes for KSMA’s launch. The Delaware Interscholastic Athletic Association reported 118 member schools, including 63 high schools and 55 middle schools, and 25,965 high school student-athletes during the 2022–2023 school year. This included 14,795 male athletes and 11,170 female athletes, showing that Delaware has a sizable base of young athletes who may need support with recruitment visibility, branding, media preparation, and future NIL opportunities (Delaware Interscholastic Athletic Association, 2023). The DIAA also listed Name, Image, and Likeness as one of its current hot topics, indicating that NIL awareness is already entering the Delaware scholastic sports environment.

These trends support KSMA’s market opportunity because the target customer base is both sizable and reachable. Delaware offers a smaller, relationship-driven launch market. At the same time, the broader Mid-Atlantic region provides access to a larger pool of college athletes, high school prospects, athletic programs, local businesses, and regional sponsors. The market is large enough to support growth but focused enough for KSMA to build relationships and brand recognition without competing on a national scale immediately.

**Target Customers**

KSMA’s primary target customers are college athletes and emerging athletes in Delaware and the Mid-Atlantic who need help developing a professional brand, improving their media presence, and identifying NIL or sponsorship opportunities. These athletes are likely to be active on social media but may lack a clear strategy for content, audience development, sponsorship outreach, or long-term brand positioning. Many athletes know they should be building a brand, but they may not know what to post, how to communicate with businesses, how to tell their story, or how to present themselves professionally.

KSMA's secondary target customers are high school athletes and their families. This segment is especially important because many athletes begin building visibility before college through recruiting profiles, highlight videos, social media, travel teams, showcases, and local media coverage. While not every high school athlete is immediately ready for NIL activity, many are ready for brand education, media coaching, content planning, and recruitment-focused storytelling. Reaching this group early allows KSMA to build trust before athletes enter college or larger competitive environments.

A third target customer group is local and regional businesses that want to use athlete partnerships as part of their marketing strategy. These businesses may be interested in sponsoring athletes, creating short-form content, hosting appearances, or building campaigns around local sports identity. KSMA reaches these businesses through networking, direct outreach, local chambers of commerce, sports events, LinkedIn, email campaigns, and referral relationships.

KSMA reaches athlete customers through social media content, website resources, athlete branding workshops, direct outreach to coaches and parents, local sports events, and partnerships with trainers, photographers, videographers, and athletic organizations. The company reaches business customers through networking events, sponsorship proposals, LinkedIn outreach, local business partnerships, and case studies that show how athlete partnerships can drive visibility and engagement.

**Market Readiness**

The target market is already familiar with the basic idea of NIL, athlete branding, social media influence, and sports sponsorship. KSMA does not need to convince athletes or businesses that these concepts exist. Instead, the company must show why athletes and sponsors need professional guidance to use these opportunities effectively. The market is ready for KSMA's services because NIL and athlete branding are already part of the sports conversation. However, many athletes, parents, and small businesses still lack the knowledge, time, or confidence to manage the process on their own.

Athletes are increasingly aware that their image, content, and online presence can affect opportunities. However, awareness does not always equal strategy. Many athletes post on social media without a clear brand identity, content plan, sponsor messaging, or an understanding of how their digital presence connects to their long-term goals. KSMA solves this problem by combining NIL consulting with sports media strategy, content creation, and personal brand development.

Businesses are also ready for athlete partnerships, but many local companies may need help understanding how to structure those relationships. A business may know it wants to sponsor a local athlete. However, it may not know how to identify the right athlete, what deliverables to request, how to measure value, or how to stay within compliance guidelines. KSMA acts as a bridge between athletes and businesses by helping both sides build professional, authentic, and mutually beneficial partnerships.

**Strategic Opportunities**

KSMA selected this target market because it is growing, reachable, and directly connected to the founder's background in sports media, digital storytelling, and athlete branding. The company is not trying to serve every athlete or every business at once. Instead, KSMA focuses on underserved athletes and regional sponsors who need more personal attention than national platforms can provide.

The immediate "low-hanging fruit" opportunity is to work with athletes who already have local recognition but lack a polished brand strategy. These may include college athletes in smaller programs, high school standouts, women's sports athletes, and athletes in sports that do not always receive major media attention. OpenSponsorship's reporting that female athletes accounted for 75% of deals on its platform further supports the opportunity to serve women's sports athletes and other underrepresented groups with strong engagement and sponsor potential (OpenSponsorship, 2026).

Another immediate opportunity is to help local businesses enter the NIL and athlete marketing space without needing to work through large national platforms. Many small and regional businesses may be more comfortable working with a local agency that understands the athlete, the community, and the brand message. KSMA can provide a more personal and guided approach than self-service marketplaces or large national platforms.

This section also connects to Entrepreneurship and Leadership Principles because KSMA's target market strategy is based on identifying a real customer need, narrowing the market, and building a service model around opportunity rather than assumption. It also connects to Media Publishing and Distribution because KSMA's target customers need content strategies that help athletes distribute their stories across modern digital platforms. By focusing on a clearly defined, growing, and reachable market, KSMA positions itself to build early traction in Delaware before expanding deeper into the Mid-Atlantic region.

## COMPETITION

**Categories of Competitors**

KSMA operates in a competitive market that includes both direct and indirect competitors. Direct competitors include NIL agencies, athlete branding companies, sports marketing agencies, athlete representation firms, and NIL management services that work with athletes and brands. These competitors offer services such as NIL deal support, athlete representation, personal branding, sponsorship strategy, content planning, compliance education, and brand partnership management.

Indirect competitors include freelance photographers, videographers, graphic designers, social media managers, recruiting services, school athletic departments, NIL marketplaces, content platforms, and athletes or families who attempt to manage branding and NIL opportunities on their own. These competitors may not offer the same full-service model as KSMA, but they still compete for the same customer dollars. For example, an athlete may choose to hire a freelance videographer rather than purchase a content package from KSMA, or a local business may use a national NIL platform instead of working with a regional agency.

The competition chapter in the Abrams textbook emphasizes that saying a business has "no competition" is a serious mistake because every business competes for customer attention, trust, and spending (Abrams, 2023). KSMA recognizes that the athlete branding and NIL market is crowded and continuing to develop. The company's competitive strategy is not based on pretending competition does not exist. Instead, KSMA competes by offering a focused combination of NIL consulting, sports media storytelling, content creation, social media strategy, media coaching, and personalized athlete brand development.

**Specific Competitors: Local and Regional**

One direct regional competitor is REACHNIL, a company that provides NIL management, brand monetization, professional development, mentorship, and athlete/business partnership services. REACHNIL's mission is to help student-athletes maximize their NIL potential through strategic mentorship, professional development, and innovative brand management. Its services include NIL management, compliance guidance, contract negotiation, athlete brand monetization, and support for businesses that want to partner with student-athletes (REACHNIL, n.d.).

REACHNIL's strengths include its clear NIL focus, athlete and business-facing services, and direct support with NIL-related decision-making. The company also appears to understand the importance of compliance, mentorship, and brand partnerships. However, KSMA can differentiate itself by placing a stronger emphasis on sports media storytelling, content production, social media strategy, and media coaching. REACHNIL focuses on NIL opportunity management and brand monetization, while KSMA's niche is helping athletes build the actual media presence and story that make those opportunities more valuable.

Another direct regional competitor is Pennsylvania Sports Agency, connected to Marsico Sports Group. This agency targets Pennsylvania high school and intercollegiate athletes and emphasizes NIL representation, registered athlete agents, recruiting and scouting services, showcases, and relationships with coaches, administrators, parents, and businesses. The organization highlights its experience with Pennsylvania high school athletics, including the Mr. PA Football program, Mr. and Miss PA Basketball program, football combines, and 7-on-7 football programming (Marsico Sports Group, n.d.).

Pennsylvania Sports Agency has strong advantages in experience, relationships, and regional credibility. Its leadership includes registered NIL agents, long-standing ties to Pennsylvania athletics, and connections to coaches, schools, parents, businesses, and government leaders. However, its positioning appears heavily tied to Pennsylvania, recruiting, football, basketball, showcases, and traditional athletic networks. KSMA can compete by focusing more specifically on athlete storytelling, digital media strategy, NIL content creation, social media development, and brand identity. While Pennsylvania Sports Agency has a strong foundation in recruiting and representation, KSMA's advantage lies in building a digital media brand around the athlete.

A third competitor category is NIL education and training platforms such as Agency Athlete. This platform offers NIL agent training, athlete NIL training, contract templates, branding tools, outreach systems, social media playbooks, and self-guided courses for athletes, parents, and aspiring NIL agents. Agency Athlete demonstrates clear demand for NIL education and athlete brand-building resources. Its strengths include low-cost courses, templates, lifetime access, structured training, and founder experience in athlete representation (Agency Athlete, n.d.).

However, KSMA differs from Agency Athlete because it is not only a training platform. An athlete can purchase a course and still be responsible for applying everything independently. KSMA provides direct support and execution through consulting, branding, content production, media coaching, sponsorship outreach, and ongoing management. This allows the agency to serve athletes and families who want guidance and execution rather than only education.

**Other Competitors: National Platforms and Well-Known Brands**

National NIL platforms also compete for athlete and sponsor attention. NIL Club, Opendorse, MarketPryce, and MOGL are examples of large or well-known NIL platforms that offer technology-based solutions for athlete discovery, campaign management, compliance, product seeding, brand-athlete matching, and performance tracking. A NIL Club comparison guide describes NIL Club as a performance-based platform, Opendorse as an enterprise NIL management and compliance platform, MarketPryce as a product seeding and gifting platform, and MOGL as an athlete matching platform (NIL Club, 2026).

These national platforms have advantages in scale, technology, data, and the size of their athlete networks. They can connect brands with large numbers of athletes and provide tools for campaign tracking, compliance, and deal management. However, their size can also make them less personal for smaller athletes, families, and local businesses. Many athletes and businesses may still need help understanding their story, building their media presence, creating content, and structuring authentic partnerships. KSMA's opportunity is not to outscale these national platforms. Instead, KSMA competes by providing personalized, relationship-driven service to athletes and brands that need direct guidance.

Other indirect national competitors include traditional sports agencies, influencer marketing agencies, freelance creator marketplaces, and social media management companies. These competitors may offer parts of what KSMA offers, but they often lack the full combination of NIL knowledge, sports business acumen, athlete branding, media coaching, and content development. KSMA's position is strongest when working with athletes and businesses that want a complete strategy instead of disconnected services.

**Market Share Distribution**

Because KSMA is a new company, it does not expect to capture a large percentage of the national NIL or athlete marketing market at launch. The overall NIL market is large and includes major universities, collectives, national platforms, large brands, and athletes with national exposure. KSMA's realistic market share goal is to capture a focused portion of the Delaware and Mid-Atlantic athlete branding and NIL consulting market by targeting underserved athletes and local businesses that larger competitors may not prioritize.

In its first stage, KSMA focuses on a small number of clients rather than a large volume of accounts. The company's early market share comes from college athletes, high school athletes preparing for recruitment and future NIL opportunities, emerging professional athletes, and local businesses seeking affordable athlete partnerships. KSMA can realistically win customers from competitors by offering more personalized service, clearer communication, hands-on content support, and a stronger understanding of the athlete's story.

The company's early goal is not to dominate the market, but to build credibility through successful client outcomes, case studies, referrals, and local partnerships. As KSMA develops proof of concept, the company can expand its client base across the Mid-Atlantic region. A realistic early market share strategy is to serve a limited number of clients at a high level, then use those results to attract additional athletes, families, and business partners.

**Advantages Over the Competition**

KSMA's main advantage is its combination of sports media storytelling and NIL strategy. Many competitors focus on one side of the market. Some platforms focus on deal matching. Some agencies focus on representation. Some freelancers focus on content creation. KSMA combines these areas into a single service model by helping athletes define their brand, create content, enhance their media presence, prepare for interviews, pursue sponsorship opportunities, and communicate professionally with fans, businesses, and partners.

Another advantage is KSMA's regional focus. National platforms may have larger networks, but they may not understand the specific needs of Delaware and Mid-Atlantic athletes, families, schools, and local businesses. KSMA can build relationships with regional sponsors, trainers, coaches, photographers, videographers, and athletic organizations. This allows the company to offer a more personal and community-based approach.

KSMA also has an advantage in flexibility. Large platforms often use standardized tools and processes, while KSMA can customize packages based on the athlete's sport, personality, goals, media experience, and available budget. A smaller athlete may need a simple content and brand starter package, while a more established athlete may need monthly management, sponsorship outreach, and media coaching. This flexibility allows KSMA to serve clients who may not fit into larger platform models.

The company's founder-led approach is also an advantage. At launch, clients work directly with Remington Kuhn, creating accountability and a personal connection. This is important in athlete branding because trust matters. Athletes and families are more likely to work with an agency that understands the person behind the athlete, not just the commercial opportunity.

**Competitive Position**

KSMA's competitive position is best described as that of a boutique sports media and athlete-branding agency serving the Delaware and Mid-Atlantic NIL market. Compared with large NIL platforms, KSMA is smaller, has fewer financial resources, less technological infrastructure, and a smaller initial client roster. However, KSMA offers a more personal, service-based experience. The company is positioned for athletes and businesses that want direct guidance, storytelling, content development, and relationship-based support.

Compared with regional competitors such as REACHNIL and Pennsylvania Sports Agency, KSMA's competitive position is based on media-first brand development. REACHNIL is strong in NIL management and brand monetization, while Pennsylvania Sports Agency is strong in regional athletic relationships, recruiting, and representation. KSMA's difference is its emphasis on content, storytelling, social media strategy, and athlete image development. The company not only helps athletes find opportunities, but it also helps them become more marketable.

Compared with self-guided education platforms such as Agency Athlete, KSMA provides more hands-on execution. A training platform can teach athletes and parents what NIL is, but KSMA helps build the actual brand system, content plan, sponsorship materials, and media presence. This positions KSMA as a better fit for customers who want support beyond basic templates.

KSMA occupies a niche between large NIL technology platforms and individual freelancers. The company offers more personal attention than national marketplaces and more strategic depth than one-off content providers. This middle position gives KSMA a realistic opportunity to serve athletes and businesses that need customized help but may not be ready for or interested in larger national platforms.

**Barriers to Entry**

The barriers to entry in NIL consulting and athlete branding are mixed. On the surface, it is easy for someone to create a website, social media page, or freelance brand and claim to offer athlete branding services. This means the market continues to attract new competitors. However, the barrier to doing the work well is much higher.

Successful competition in this market requires knowledge of NIL rules, athlete eligibility concerns, sponsorship structures, brand development, content production, media coaching, digital marketing, contract basics, and relationship management. It also requires trust from athletes, parents, businesses, coaches, and athletic organizations. A competitor may be able to enter the market quickly, though building credibility and consistent client results takes time.

Other barriers include professional reputation, access to athletes and sponsors, content quality, understanding of compliance issues, and the ability to manage multiple services simultaneously. As KSMA grows, the company can strengthen its barriers to entry by developing case studies, testimonials, repeat clients, referral relationships, proprietary templates, brand-building systems, and recognizable content packages.

Legal and ethical considerations also create barriers. NIL and athlete marketing require careful attention to state laws, school policies, NCAA rules, sponsorship restrictions, intellectual property, and contract language. Agencies that fail to manage these issues carefully may damage athlete eligibility or business relationships. KSMA uses professionalism, transparency, and compliance awareness as part of its competitive protection.

**Strategic Opportunities**

KSMA's strongest strategic opportunity lies in the gap between local athletes' needs and the capabilities of national NIL platforms. Large platforms can help brands access athletes at scale, but many athletes need individual attention before they are ready for those opportunities. They need help defining who they are, what they represent, what content they should create, and how to communicate their value to sponsors. KSMA fills that gap by preparing athletes to be more professional, visible, and marketable.

Another strategic opportunity is serving athletes who are not the obvious targets of major agencies. Many competitors focus on top-tier college athletes, football and basketball prospects, or athletes with large followings. KSMA can focus on athletes with strong stories, local influence, community connection, or growth potential. This includes women's sports athletes, athletes from smaller schools, high school standouts, and athletes in less-covered sports.

KSMA also has an opportunity to serve local businesses that want to enter athlete sponsorship but do not know how. These businesses may not have the resources to use large national platforms or hire major agencies. KSMA can help them identify appropriate athlete partners, develop campaign ideas, create content deliverables, and measure basic results.

The company's competitive edge comes from combining entrepreneurship, leadership, and media publishing strategy. Through Entrepreneurship and Leadership Principles, KSMA identifies a real market gap and positions itself around underserved customers. Through Media Publishing and Distribution, KSMA understands that athletes need more than representation; they need a content and distribution strategy that builds audience trust. By blending athlete branding, NIL consulting, and sports storytelling, KSMA creates a competitive position that is personal, modern, and difficult for single-service competitors to duplicate.

## MARKETING PLAN

**Advertising and Reach Mechanisms**

KSMA's marketing plan combines digital marketing, relationship-based outreach, local networking, partnerships, and traditional promotional materials. Because the company serves athletes, parents, schools, coaches, and local businesses, the marketing strategy must reach both digitally active athletes and decision-makers who may respond better to direct communication and professional relationships. The Abrams textbook explains that marketing and sales are closely related but different activities: marketing builds awareness and communicates the company's message, while sales is the direct process of securing customer orders (Abrams, 2023). KSMA's marketing strategy is designed to create awareness, build trust, and generate qualified leads that can be converted through direct consultation and service agreements.

KSMA’s primary digital reach mechanisms include the company website, Instagram, TikTok, YouTube Shorts, LinkedIn, email outreach, blog content, and short-form video. The website functions as the central hub for the company’s services, pricing information, founder background, client intake forms, case studies, and contact information. Social media platforms are used to showcase athlete branding, NIL education, behind-the-scenes content, media coaching tips, sponsorship ideas, and short-form storytelling. LinkedIn is especially important for reaching local businesses, sponsors, athletic professionals, and strategic partners, while Instagram, TikTok, and YouTube Shorts are used to reach athletes and sports audiences.

Short-form video is an important part of KSMA’s strategy because modern sports audiences increasingly engage with athletes, teams, and brands through quick, visual content. IMG’s 2025 digital trends report emphasizes that sports organizations are using platforms such as TikTok, YouTube Shorts, and Instagram Reels to grow audiences and create new sponsorship value through short-form and non-live content (IMG, 2025). For KSMA, this trend supports both the company’s own marketing and the services it provides to athletes. The company uses short-form content to promote KSMA while also helping athletes create content that increases their visibility and appeal to sponsors.

KSMA also uses traditional and offline marketing methods. These include printed brochures, one-page service sheets, digital and physical business cards, local workshops, sports event networking, direct outreach to coaches, and relationship-building with gyms, training facilities, photographers, videographers, schools, and local businesses. The Allen Fairview Chamber of Commerce notes that networking is a valuable and relatively affordable tool for small business owners, especially when business owners attend events that fit their market, use a clear elevator pitch, and follow up with contacts (Allen Fairview Chamber of Commerce, n.d.). This fits KSMA’s startup position because relationship-building is more affordable and more personal than large advertising campaigns.

Specific traditional reach methods include attending local tournaments, showcases, school athletic events, college athletic events, business networking events, and chamber of commerce gatherings. KSMA distributes printed or digital service materials to parents, coaches, athletes, and local business owners. The company also pursues speaking opportunities and workshops about athlete branding, NIL basics, media preparation, and sponsorship readiness. These workshops serve as both educational and lead-generation tools.

**Company Message and Brand Positioning**

KSMA’s advertising and branding stand out by focusing on athlete storytelling rather than only NIL transactions. Many competitors advertise themselves around deals, platforms, compliance tools, or representation. KSMA’s message is built on the idea that an athlete’s story, image, and media presence create long-term value. The company not only helps athletes pursue sponsorships but also makes them more marketable before sponsorship conversations begin.

The company’s difference is communicated through the phrase: “Empowering Athletes to Master Their Media and Monetize Their Image.” This message connects directly to the company’s service model. “Master Their Media” reflects KSMA’s work in content creation, social media strategy, media coaching, interview preparation, and digital storytelling. “Monetize Their Image” reflects NIL consulting, sponsorship strategy, athlete branding, and business partnership development.

KSMA’s marketing uses a professional but personal tone. The company avoids appearing to be a large, impersonal platform and instead presents itself as a boutique sports media and athlete-branding agency. The brand image emphasizes trust, strategy, creativity, sports culture, and personal development. This helps separate KSMA from national NIL marketplaces, self-guided course platforms, and one-off freelancers.

**Meeting Customer Needs**

The central need KSMA meets is the need for athletes to become more visible, professional, and marketable in a sports environment shaped by NIL, social media, and brand partnerships. Athletes may understand that personal branding matters, but many lack the time, experience, or strategy to build a brand effectively. KSMA helps athletes clarify who they are, what they represent, what content they should create, and how they can communicate value to sponsors and fans.

For athletes, the benefits include a stronger digital presence, better content, greater confidence in media situations, a clearer brand identity, and increased readiness for NIL opportunities. For parents and families, KSMA provides guidance, structure, and professional support in an area that can feel confusing or risky. For businesses, KSMA provides access to athletes who can help create authentic local marketing campaigns.

The Abrams textbook emphasizes that customers buy benefits, not just features, and that businesses should tell customers what they get rather than only what the company does (Abrams, 2023). KSMA’s marketing therefore focuses on outcomes. Instead of only saying “NIL consulting,” the company communicates that athletes gain confidence, visibility, sponsorship readiness, and long-term brand value. Instead of only saying “content creation,” KSMA explains that strong content helps athletes tell their stories, attract attention, and build trust with fans and partners.

KSMA’s messaging also connects with OpenSponsorship’s finding that athlete creators generate stronger engagement than traditional influencers. OpenSponsorship reported that athlete creators averaged 10.97% engagement across social platforms, compared to 4.92% for traditional influencers (OpenSponsorship, 2026). This supports KSMA’s message to businesses: athlete partnerships can be valuable because athletes often have authentic, trusted, and engaged audiences.

**Sales Mechanism**

KSMA’s sales process is service-based and relationship-driven. Customers do not simply purchase a product from an online store without contact. Instead, most sales begin through a lead source such as the website contact form, direct email, referral, social media inquiry, workshop attendance, event networking, or direct outreach. Once a potential customer expresses interest, KSMA guides the prospect through a structured sales process.

The process begins with an initial discovery call or consultation. During this conversation, KSMA identifies the customer's goals, needs, budget, timeline, and service fit. For athletes, the discussion may focus on brand identity, content needs, NIL education, media confidence, social media strategy, or sponsorship goals. For businesses, the conversation may focus on campaign objectives, target audience, athlete fit, deliverables, budget, and expected outcomes.

After the discovery call, KSMA prepares a service recommendation or proposal. This proposal may include hourly NIL consulting, an athlete branding package, a content creation package, monthly athlete management, or a sponsorship campaign structure. Once the customer approves the proposal, KSMA uses a written service agreement that outlines the scope of work, payment terms, deliverables, timeline, content usage, confidentiality, cancellation terms, and commission structure, if applicable.

Payments are handled through invoices, electronic payment processing, business bank accounts, and documented contracts. Project-based services require a deposit or prepayment before work begins, with the remaining balance due per the agreement. Monthly management services are billed as recurring retainers starting at $750 per month. NIL consulting is billed at $150 per hour. Athlete branding packages start at $1,500 per project, and content creation packages start at $1,250 per project. For NIL sponsorship agreements that KSMA secures or negotiates, the company earns a 10% commission.

This sales mechanism gives customers a clear path from interest to purchase while protecting the company through written agreements and defined payment expectations. It also allows KSMA to match each client with the correct level of service rather than forcing every customer into the same package.

**Sales Team Organization**

At launch, KSMA's sales team is founder-led. Remington Kuhn is responsible for lead generation, discovery calls, client communication, service proposals, contract review, onboarding, and relationship management. This structure is appropriate for the company's early stage because it allows the founder to directly understand customer needs, build trust with athletes and families, and maintain control over the company's message and service quality.

As the company grows, KSMA expands the sales structure by adding support from the Social Media and Client Services Coordinator, contractors, or future business development support. These team members help identify leads, manage email follow-up, schedule consultations, prepare client materials, and support sponsor outreach. However, final approval of proposals, pricing, contracts, and client commitments remains with the founder during the launch stage.

KSMA's sales responsibilities are divided by customer type. Athlete sales focus on branding, content, media coaching, and NIL readiness. Business sales focus on sponsorship campaigns, athlete partnerships, local marketing opportunities, and content deliverables. Strategic partner outreach focuses on coaches, trainers, schools, photographers, videographers, sports organizations, and business groups. This division helps KSMA avoid using the same message for every audience.

Customer follow-up is a key part of the sales process. Leads are tracked at launch using HubSpot, a spreadsheet, or project management software. Each lead is categorized by source, customer type, service interest, follow-up date, and sales status. This system supports the sales process by ensuring that prospects are not lost after initial contact.

**Measuring Marketing Success**

KSMA measures the success of its marketing plan through both activity-based and outcome-based metrics. Activity-based metrics include website visits, contact form submissions, social media reach, engagement rates, email responses, workshop attendance, networking contacts, and discovery calls scheduled. These metrics show whether KSMA is building awareness and reaching the correct audiences.

Outcome-based metrics include new clients signed, repeat clients, referral leads, sponsorship conversations created, sponsorship deals supported, content packages sold, retainer clients retained, and revenue by service category. These metrics show whether marketing activity is producing sales. KSMA also tracks which channels generate the strongest leads, such as referrals, social media, workshops, LinkedIn outreach, local events, or direct email.

The company reviews marketing performance monthly during the first year. If a channel produces awareness but not sales, KSMA adjusts the message, offer, or target audience. If a channel produces strong leads at a reasonable cost, KSMA increases attention and budget in that area. This approach helps the company avoid wasting money and keeps the marketing plan tied directly to sales growth.

**Financial Controls**

Financial controls are especially important because KSMA handles client payments, service agreements, possible sponsorship commissions, and business expenses. At launch, Remington Kuhn, as founder and sole owner, is the only person authorized to sign contracts, approve major expenses, negotiate commission agreements, and bind the company to financial obligations. This creates clear authority and reduces confusion over who can make commitments on behalf of KSMA.

KSMA maintains a separate business bank account and does not mix personal and business funds. All customer payments are processed through documented invoices, electronic payment systems, or business checks. Every client engagement requires a written agreement before work begins. These agreements outline service terms, payment schedule, refund or cancellation policy, commission terms, content ownership, and responsibilities of each party.

The company uses bookkeeping software to track revenue, expenses, accounts receivable, accounts payable, and tax records. Financial records are reviewed regularly to monitor cash flow, outstanding invoices, marketing expenses, contractor payments, and profitability by service line. As KSMA grows, the company works with a bookkeeper, accountant, or CPA to ensure accurate tax preparation and financial reporting.

For sponsorship-related deals, KSMA documents the value of each agreement, the deliverables required, the payment schedule, and the commission owed to the company. This protects both the athlete and the business partner. No sponsorship funds are distributed or recorded without written documentation. These controls help KSMA operate professionally and build trust with athletes, parents, sponsors, and potential investors.

## OPERATIONS AND MANAGEMENT

### Location and Facilities

KSMA operates from a small leased commercial/professional services office in the Dover, Delaware area. This location gives the company a professional base for administrative work, client meetings, brand strategy sessions, content review, media coaching, and sponsorship planning. The company also uses remote work, client-site meetings, athletic facilities, campuses, gyms, fields, courts, and rented production spaces when projects require filming or photography outside the office.

A LoopNet listing for a 1,100-square-foot commercial unit in the Dover market provides a realistic local benchmark for facilities. The listed rental rate is $28.36 per square foot per year, resulting in an estimated annual base rent of $31,196, or about $2,600 per month, plus utilities (LoopNet, n.d.). The space is partially built out for professional service use. It includes space for multiple offices, private restrooms, a kitchenette, central heating and air conditioning, and frontage along Route 13/South DuPont Highway. This type of space provides KSMA with enough room for a founder’s office, a small client meeting area, a content review station, a basic media-coaching setup, and storage for essential production equipment.

This facility model is intentionally lean. KSMA does not need a large agency headquarters, full production studio, or warehouse at launch. The company’s services are primarily knowledge-based, relationship-based, and media-based, so many operational functions can be completed through cloud-based systems, remote meetings, and client-location work. Leasing a modest office rather than purchasing a building allows KSMA to maintain a professional image while keeping fixed overhead manageable.

### Key Aspects of Operations

KSMA’s daily operations are built around client intake, athlete brand strategy, content planning, media coaching, sponsorship support, project management, and client communication. The operating process begins when a prospective athlete, family, or business contacts KSMA through the website, a referral, email, a phone call, a networking event, or a social media inquiry. The next step is a discovery consultation in which KSMA identifies the client’s goals, current brand position, content needs, NIL readiness, budget, and timeline.

After the discovery process, KSMA develops a service recommendation. This may include hourly NIL consulting, an athlete branding package, a content creation package, social media management, monthly athlete management, media coaching, or sponsorship strategy. Once the client approves the proposal, KSMA uses a written service agreement to define the scope of work, payment terms, project timeline, deliverables, revision limits, content usage, confidentiality expectations, and commission terms, when applicable.

The service production process then moves into project planning. For athlete clients, KSMA may complete a brand audit, create a content calendar, plan a media day, schedule interviews or photo/video shoots, prepare social media captions, develop sponsorship materials, or coach the athlete for interviews and appearances. For business clients, KSMA may identify athlete partnership opportunities, outline campaign ideas, define deliverables, and support communication between the sponsor and athlete.

Project and Team Management is central to KSMA's operations. Each client project is managed through a defined workflow: intake, proposal, agreement, planning, production, review, revision, delivery, invoicing, and follow-up. This structure keeps projects organized and prevents missed deadlines. It also allows KSMA to coordinate contractors such as videographers, photographers, editors, graphic designers, accountants, and legal advisors without carrying unnecessary full-time payroll costs.

**Equipment and Assets**

KSMA's start-up assets include furniture, basic production equipment, computers, software, telephone or communication equipment, office supplies, printed materials, and professional service setup costs. The start-up budget includes $1,200 for furniture, $4,500 for production machines and equipment, $3,500 for computers and software, and $500 for telephone or depreciable equipment. These assets give KSMA the basic operating foundation needed to manage client communication, produce digital content, conduct media coaching, edit video and photo assets, maintain records, and deliver professional work.

The company begins with a lean equipment strategy. Instead of purchasing a full studio setup at launch, KSMA uses essential owned equipment and supplements production needs with contractors, rented spaces, and specialized creative partners when required. This approach gives the business usable assets without overinvesting in equipment before client demand supports it.

**Technology and Systems**

Technology is central to KSMA's ability to operate efficiently, serve clients professionally, and compete with larger athlete branding and NIL platforms. KSMA does not operate as a technology company, but it relies on technology for website management, client communication, content production, social media planning, project management, customer relationship management, accounting, file storage, and brand reporting.

KSMA uses Wix as its website platform. The website serves as the company's digital headquarters and includes service descriptions, founder background, contact forms, client inquiry options, portfolio examples, case studies, blog content, and calls to action for consultations. Wix provides an affordable website builder, hosting, templates, mobile-friendly design, and the ability to update content without needing a full-time web developer.

Adobe Creative Cloud is the company's primary creative production software. KSMA uses Adobe Premiere Pro for video editing, Photoshop and Lightroom for photo editing and graphics, Audition for audio cleanup, and After Effects for motion graphics or more advanced visual elements. Microsoft 365 supports business email, documents, presentations, spreadsheets, file organization, calendars, and collaboration. HubSpot is used as KSMA's customer relationship management system for lead tracking, contact management, sponsor outreach, sales pipeline organization, and follow-up reminders. QuickBooks is used for accounting, invoicing, expense tracking, financial reporting, and basic cash flow management.

This technology plan supports a lean startup model. Instead of building custom software or purchasing expensive internal systems, KSMA uses widely available cloud-based platforms that can scale as the client base grows. This allows KSMA to operate professionally at launch without creating unnecessary overhead.

**Methods for Increasing Profitability**

KSMA increases profitability by keeping fixed costs low, using recurring revenue models, and standardizing repeatable service processes. Instead of hiring a large staff immediately, KSMA uses a founder-led model supported by a small team and contractors. This allows the company to scale production capacity as projects increase without incurring large payroll expenses during slower periods.

The company also improves profitability through service packaging. Athlete branding packages, content creation packages, and monthly management retainers allow KSMA to sell services in structured offerings rather than treating every task as a one-time custom project. This creates clearer pricing, easier client understanding, and more predictable revenue. Monthly management retainers are especially valuable because they create recurring cash flow and reduce dependence on one-time projects.

Content batching is another profitability strategy. When an athlete completes a media day, KSMA can capture multiple pieces of content at once and repurpose them across Instagram, TikTok, YouTube Shorts, website materials, sponsor decks, and recruitment or branding assets. This reduces production time and increases the value of each shoot. The company also uses templates for proposals, brand audits, content calendars, sponsorship outreach, contracts, and client reports. These templates reduce administrative time while still allowing each athlete's brand strategy to remain personalized.

**Cost Control**

KSMA controls costs through lean facilities, cloud-based technology, contractor-based staffing, project budgeting, and financial oversight. The company avoids unnecessary fixed expenses by leasing modest office space, using already-owned basic production equipment where possible, and renting or subcontracting specialized production resources only when needed. Large-scale shoots can be supported by external videographers, photographers, studios, or athletic facilities rather than requiring KSMA to purchase all high-end production equipment at launch.

Each client project is budgeted before work begins. Deposits or prepayments are required for project-based services, and monthly retainers are billed on a recurring schedule. This helps protect cash flow and reduces the risk of unpaid work. KSMA also tracks contractor costs, software subscriptions, office expenses, marketing expenses, and project profitability through bookkeeping and accounting software.

The company's financial controls include a separate business bank account, documented invoices, written service agreements, regular expense reviews, and owner approval for major purchases. Remington Kuhn, as Founder and Director of Athlete Branding and Media Strategy, is responsible for authorizing expenses, signing contracts, approving contractor payments, and reviewing financial performance. As the company grows, bookkeeping and tax support are handled through a CPA or accounting professional.

KSMA also uses contingency planning to reduce operational risk. Client files are backed up through cloud storage and external drives. Contractor relationships are diversified, so the company is not dependent on a single creative partner. Written agreements clarify responsibilities, deadlines, content rights, and payment expectations. These systems help KSMA operate efficiently while protecting its clients, contractors, and long-term profitability.

**Management Vision**

KSMA's management structure is lean, flexible, and relationship-driven. The company begins with a founder-led model and adds employees, contractors, and advisors as revenue and client demand grow. This approach fits the nature of the business because KSMA provides personalized services that require trust, communication, creativity, and strategic decision-making. Abrams emphasizes that the quality of the people behind a business is often one of the most important factors in long-term success (Abrams, 2023). For KSMA, management quality is especially important because athletes, families, and business partners must trust the company with personal brands, NIL opportunities, content, and professional relationships.

KSMA's management style is collaborative but clearly structured. The company values communication, accountability, creativity, and professionalism. Employees and contractors are expected to understand their areas of responsibility, meet deadlines, communicate clearly with clients, and protect the reputation of both KSMA and its athlete clients. This structure connects directly to Project and Team Management because each client engagement requires planning, scheduling, communication, task tracking, and quality control.

**Key Positions**

The first full-time employee of KSMA is Remington Kuhn, Founder and Director of Athlete Branding and Media Strategy. In this role, Kuhn is responsible for overall leadership, business strategy, client acquisition, athlete brand development, service delivery, content direction, sponsorship strategy, contractor coordination, and financial oversight. This position is central to KSMA’s operations because the company’s early value depends heavily on founder-led service, personal relationships, and direct understanding of sports media and athlete branding.

KSMA’s first non-owner full-time employee is Michael Zanetti, Social Media and Client Services Coordinator. Michael serves as a primary support contact for athletes, families, sponsors, and contractors by answering phone and email inquiries, organizing client schedules, maintaining content calendars, assisting with social media posting, tracking project deadlines, and supporting day-to-day client communication. This position is important because KSMA’s growth depends on consistent client communication and organized delivery of social media and branding services.

KSMA also uses contractors and professional service providers to support key business functions. Creative production contractors may include videographers, photographers, editors, graphic designers, and audio specialists. These contractors allow KSMA to produce high-quality content without carrying the cost of a large full-time creative staff during the startup phase. Contractors are paid by project or agreed service scope rather than long-term retainers unless a specific recurring need develops.

Professional service providers include a CPA or bookkeeper for financial records and tax support, as well as a legal or NIL compliance advisor for contract review, sponsorship agreements, content use, and athlete eligibility concerns. These professional services may be used on an hourly, project-based, or limited retainer basis depending on business needs. This keeps the company protected without committing to unnecessary professional service costs before demand requires it.

As KSMA grows, the company adds sponsorship and business development support. This role helps identify local and regional sponsors, prepare outreach lists, support partnership proposals, and assist with NIL campaign coordination. In the third year, KSMA adds a Sponsorship and Business Development Coordinator based on the staffing plan shown in the financial projections.

**First Three-Year Staffing Plan**

In Year 1, KSMA operates with Remington Kuhn as the full-time Founder and Director of Athlete Branding and Media Strategy and Michael Zanetti as the Social Media and Client Services Coordinator. The company also uses contractors for creative production, accounting, legal review, and specialized project needs. This keeps payroll costs controlled while allowing the business to deliver professional services.

In Year 2, KSMA continues with the founder and Social Media and Client Services Coordinator while expanding contractor and professional service support as revenue grows. This allows KSMA to serve more clients, manage more content calendars, and build stronger relationships with athletes, families, sponsors, and business partners.

In Year 3, KSMA adds a Sponsorship and Business Development Coordinator. This position focuses on identifying local and regional sponsors, preparing outreach lists, supporting partnership proposals, and helping coordinate NIL campaign opportunities between athletes and businesses. This phased staffing approach prevents over-hiring while allowing the company to grow responsibly.

**Principal Personnel Background**

Remington Kuhn, Founder and Director of Athlete Branding and Media Strategy, leads KSMA's business development, client strategy, and service delivery. His background includes sports broadcasting, digital media production, content creation, and website development. He has a master's degree in Entertainment Business from Full Sail University. He has experience with Adobe Creative Cloud, Wix, OBS, Canva, Microsoft Office, Salesforce, and digital storytelling platforms. His role combines sports media knowledge with business planning, branding, client communication, and strategic content development.

Michael Zanetti, Social Media and Client Services Coordinator, serves as KSMA's first full-time non-owner employee and supports athletes, families, sponsors, contractors, and advisors. This employee is responsible for answering phone and email inquiries, organizing client schedules, maintaining content calendars, assisting with social media posting, tracking deliverables, preparing basic client updates, and supporting day-to-day communication. The ideal qualifications for this role include strong writing skills, social media knowledge, attention to detail, customer service experience, scheduling ability, and comfort working with athletes, families, and small businesses.

Creative Production Contractors are responsible for project-based video, photography, editing, graphic design, audio, and visual content support. Contractors are selected based on portfolio quality, professionalism, reliability, and ability to work within client deadlines. Using contractors supports lean operations and allows KSMA to match production talent to each client's needs.

The Sponsorship and Business Development Coordinator, once added, helps KSMA identify sponsorship prospects, develop outreach materials, organize potential brand-athlete partnerships, and support follow-up with business clients. This role connects directly to Negotiation and Deal-Making by supporting partnership structure, communication, and value creation between athletes and businesses.

The CPA or bookkeeping professional supports financial tracking, tax preparation, payroll considerations, and financial reporting. The legal or NIL compliance advisor handles contracts, NIL rights, sponsorship deliverables, intellectual property, content use, and athlete eligibility.

**Advisory Committee**

Since KSMA is organized as a Delaware LLC, it does not use a formal Board of Directors. Instead, the company uses an informal Advisory Committee made up of role-based advisors. The Advisory Committee provides guidance but does not have legal authority over company operations. This allows KSMA to benefit from outside expertise while maintaining a simple ownership and management structure.

The Advisory Committee includes the following advisor roles:

Sports Law / NIL Compliance Advisor
CPA / Small-Business Finance Advisor
Sports Media and Content Production Advisor
Athletic Development or Coaching Advisor
Local Business and Sponsorship Advisor

The committee meets quarterly or as needed to review business growth, client service issues, legal and compliance concerns, financial performance, sponsorship strategy, and operational challenges. Members may be unpaid advisors, paid consultants, or professional service providers depending on the nature of the relationship.

**Management Style**

KSMA's management style is collaborative, professional, and client-centered. Because the company works with athletes, families, and business sponsors, communication and trust are essential. The founder maintains direct involvement in client relationships, but the company also uses clear workflows so that contractors and employees understand expectations, deadlines, and reporting responsibilities.

The company emphasizes diversity, equity, inclusion, and belonging by serving athletes across different sports, backgrounds, schools, and levels of visibility. KSMA's management philosophy recognizes that every athlete has a story and that strong branding should reflect the individual rather than force every client into the same image.

Employee and contractor performance is evaluated based on communication, reliability in meeting deadlines, client satisfaction, content quality, and professionalism. As the company grows, KSMA uses written procedures, project management tools, contractor agreements, and client feedback to maintain quality. This helps the company build a culture of accountability while still encouraging creativity.

KSMA's operations and management structure allow the company to launch lean, control costs, and grow intentionally. The founder-led model provides clear accountability, while employees, contractors, advisors, and professional service providers give the company access to the expertise needed to serve athletes and business clients professionally.

## FINANCIALS

**Financial Overview**

KSMA's financial plan is based on a lean service-based business model that uses founder-led sales, a small staff, contractors, recurring management retainers, project-based services, and controlled startup costs. The company generates revenue through four primary service lines: NIL consulting hours, athlete branding packages, content creation packages, and monthly management retainers.

The financial projections show a realistic startup path. KSMA operates at a loss during Year 1 as the company builds awareness, signs early clients, invests in marketing, develops relationships, and covers startup expenses. The company becomes profitable in Year 2 and continues to grow in Year 3 as sales volume increases, recurring revenue improves, and brand awareness expands.

**Start-Up Costs**

KSMA's total capital costs are projected at $32,000. These costs include improvements and remodeling, furniture, production equipment, computers and software, telephone or communication equipment, office supplies, printed materials, initial rent, deposits, licenses, permits, professional services, insurance, technical consulting, and advertising or promotion.

In addition to capital costs, KSMA projects $42,042 in working capital needs. This working capital gives the company enough operating support to cover early expenses, payroll, professional services, marketing, technology, and other business needs while revenue grows. Together, KSMA's total use of funds is $74,042.

| Start - Up Costs<br>Kuhn Sports and Media Agency<br>(initial capital expenditures) | | | |
|---|---|---|---|
| Facilities | | | |
| | Land | $0 | |
| | Building | $0 | |
| | Improvements / Remodeling | $2,000 | |
| | other : | $0 | |
| | other: | $0 | |
| | subtotal | | $2,000 |
| Equipment | | | |
| | Furniture | $1,200 | |
| | Production Machines / Equipment | $4,500 | |
| | Computers / Software | $3,500 | |
| | Cash Registers / POS Terminals | $0 | |
| | Telephone / depreciable equipment | $500 | |
| | Vehicles | $0 | |
| | other: | $0 | |
| | other: | $0 | |
| | subtotal | | $9,700 |
| Materials / Supplies | | | |
| | Office Supplies | $500 | |
| | Stationary / Business Cards | $400 | |
| | Brochures / Pamphlets / forms | $700 | |
| | Inventory | $0 | |
| | other : | $0 | |
| | other: | $0 | |
| | subtotal | | $1,600 |
| Fees and professional services | | | |
| | Initial Rent | $2,600 | |
| | Deposits (Security/ Utilities/ etc) | $3,000 | |
| | Licenses, Permits | $1,000 | |
| | Trade or Professional | $600 | |
| | Attorneys | $2,500 | |
| | Accountants | $1,000 | |
| | Insurance | $1,500 | |
| | Marketing / Mgt Consultants | $0 | |
| | Design / Technical Consultants | $3,000 | |
| | Advertising / Promotion | $3,500 | |
| | other: | $0 | |
| | other: | $0 | |
| | subtotal | | $18,700 |
| TOTAL Capital Costs | | | $32,000 |
| Working Capital Needs | | | $42,042 |
| Total Funds Required | | | $74,042 |

**Three-Year Revenue and Profit Summary**

KSMA projects total net sales of $73,550 in Year 1, $228,455 in Year 2, and $467,370 in Year 3. This growth reflects increased sales volume across all four service categories. NIL consulting hours grow as more athletes and families seek guidance. Athlete branding packages and content creation packages increase as KSMA builds a stronger portfolio and client base. Monthly management retainers become especially important because they create recurring revenue and provide more predictable cash flow.

KSMA expects a Year 1 loss before taxes of $42,093. This loss is expected because the first year includes startup activity, early client acquisition, marketing costs, staffing, professional services, and operational setup. In Year 2, KSMA projects profit before taxes of $47,547. In Year 3, KSMA projects profit before taxes of $143,924. This improvement shows the company moving from the launch stage to a stronger operating position, with revenue increasing faster than expenses.

The company's projected gross profit also improves as sales grow. KSMA projects gross profit of $57,573 in Year 1, $180,497 in Year 2, and $369,660 in Year 3. These numbers support the strength of the service-based model because the company can scale revenue without needing major inventory or manufacturing costs.

| *Assumptions* | Kuhn Sports and Media Agency | | | | | | |
|---|---|---|---|---|---|---|---|
| **Net Sales by Line** | **Year 1** | | **Year 2** | | **Year 3** | | **Growth Rate** |
| | **$** | **Units** | **$** | **Units** | **$** | **Units** | **Annual REV %** |
| NIL Consulting Hours | $14,550 | 97 | $32,705 | 211 | $61,120 | 382 | 160% |
| Athlete Branding Package | $16,500 | 11 | $55,800 | 36 | $113,600 | 71 | 294% |
| Content Creation Package | $23,750 | 19 | $70,200 | 54 | $139,050 | 103 | 243% |
| Monthly Management Ret | $18,750 | 25 | $69,750 | 90 | $153,600 | 192 | 360% |
| TOTAL NET SALES | $73,550 | 152 | $228,455 | 391 | $467,370 | 748 | 268% |
| **Projected Profits** | | | | | | | |
| | **Year 1** | | **Year 2** | | **Year 3** | | **% Total Sales** |
| Total Net Sales | $73,550 | | $228,455 | | $467,370 | | 100% |
| Cost of Goods Sold ( COG | $15,978 | | $47,958 | | $97,711 | | 21% |
| Gross Profit | $57,573 | | $180,497 | | $369,660 | | 79% |
| Expenses (EXP) | $99,666 | | $132,950 | | $225,735 | | 52% |
| Profit Before Taxes | -$42,093 | | $47,547 | | $143,924 | | 27% |

**Sales by Service Line**

KSMA's revenue comes from four service lines. NIL consulting hours generate $14,550 in Year 1, $32,705 in Year 2, and $61,120 in Year 3. Athlete branding packages generate $16,500 in Year 1, $55,800 in Year 2, and $113,600 in Year 3. Content creation packages generate $23,750 in Year 1, $70,200 in Year 2, and $139,050 in Year 3. Monthly management retainers generate $18,750 in Year 1, $69,750 in Year 2, and $153,600 in Year 3.

The growth in monthly management retainers is especially important because recurring revenue helps stabilize cash flow. Project-based services are valuable, but retainers give KSMA a stronger financial base by creating ongoing client relationships.

**Sources and Uses of Funds**

KSMA is seeking $100,000 in investor funds, structured as convertible debt. Remington Kuhn also contributes a $10,000 principal investment, bringing total source funds to $110,000. The company expects one funding round for full initial financing.

The total use of funds is $74,042. This includes $32,000 in capital expenditures and $42,042 in working capital needs. The capital expenditures include $2,000 for land, building, and leasehold improvements; $9,700 for equipment and furniture; $1,600 for materials, supplies, and inventory; and $18,700 for deposits, fees, and professional services. After total uses of funds, KSMA maintains a projected cash reserve of $35,958.

| | | |
|---|---|---|
| **Sources and Uses of Funds** | | |
| **Kuhn Sports and Media Agency** | | |
| **Amount of Investor funds being sought this round:** | | $100,000 |
| **Investment by Principal(s):** | | $10,000 |
| **TOTAL SOURCE OF FUNDS :** | | $110,000 |
| Uses of Funds | | |
| **Capital Expenditures** | | |
| Land, building and leasehold Improvements | $2,000 | |
| Purchase of Equipment/Furniture | $9,700 | |
| | | $11,700 |
| **Working Capital** | | |
| Materials, supplies and inventory | $1,600 | |
| Deposits, fees and professional ser | $18,700 | |
| | | $20,300 |
| | total start-up costs | $32,000 |
| Three year working capital needs | | $42,042 |
| **Total Use of Funds** | | $74,042 |
| **Cash Reserve:** | $35,958 | |

**Funding Request and Investor Return**

KSMA is seeking $100,000 in outside startup financing, structured as convertible debt, combined with a $10,000 founder investment from Remington Kuhn. This creates $110,000 in total source funds for the company. The total use of funds is $74,042, which covers start-up capital costs, equipment, furniture, software, professional services, deposits, licenses, insurance, advertising, promotion, and working capital. The remaining $35,958 is maintained as a cash reserve to support early operations and protect the company during the launch period.

Since KSMA is a new business, the investor return must compensate for the higher risk of startup financing. KSMA proposes that the $100,000 convertible debt investment includes a 15% annual return over a five-year term, with the option for the investor to convert the note into an equity/profit participation position if the company reaches agreed-upon growth milestones or if both parties choose conversion. If converted, the investor receives 80% of KSMA's net profits until the investor has received $200,000 total, which doubles the original investment. After that point, the profit split changes to 80% for the owner and 20% for the investor. This structure provides the investor with a clear path to strong returns while allowing KSMA to maintain founder control and long-term operating flexibility.

**Financial Strategy**

KSMA's financial strategy is to keep fixed costs controlled while increasing revenue through service packaging, recurring retainers, and stronger client acquisition. The company does not depend on large inventory purchases, manufacturing, or expensive facilities. Instead, it focuses its spending on people, marketing, technology, production tools, and professional support.

The Year 1 loss is treated as part of the startup stage. During this period, KSMA invests in visibility, early clients, operating systems, and market credibility. By Year 2, the company expects revenue growth to exceed expense growth, leading to profitability. By Year 3, KSMA expects stronger revenue from recurring retainers, higher sales volume, and increased demand for athlete branding and content creation services.

KSMA's financial plan supports a disciplined startup approach. The company seeks enough funding to launch professionally, protect cash flow, and maintain a cash reserve without overbuilding the business too early. This allows KSMA to grow responsibly while staying focused on its core mission of helping athletes build stronger brands, better media presence, and long-term business value.

# APPENDIX

The Appendix includes screenshots from the financial statements Excel workbook showing Kuhn Sports and Media Agency's income statements for the first three years of operation. These income statements provide detailed support for the above Financials section by showing projected revenue, expenses, profit & loss, plus net income over the first three years.

| Income Statement by MONTH | | first year of operation | | | | | Kuhn Sports and Media Agency | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | JAN | FEB | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPT | OCT | NOV | DEC | TOTAL |
| INCOME | | | | | | | | | | | | | |
| Gross Sales | $600 | $2,000 | $3,650 | $2,900 | $4,550 | $5,450 | $6,700 | $7,600 | $7,750 | $8,500 | $11,550 | $12,300 | $73,550 |
| (commissions) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| (returns / allowances) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| NET SALES | $600 | $2,000 | $3,650 | $2,900 | $4,550 | $5,450 | $6,700 | $7,600 | $7,750 | $8,500 | $11,550 | $12,300 | $73,550 |
| (Cost of Goods Sold) | $30 | $475 | $858 | $595 | $978 | $1,098 | $1,535 | $1,655 | $1,663 | $1,775 | $2,603 | $2,715 | $15,978 |
| GROSS PROFIT | $570 | $1,525 | $2,793 | $2,305 | $3,573 | $4,353 | $5,165 | $5,945 | $6,088 | $6,725 | $8,948 | $9,585 | $57,573 |
| EXPENSES | | | | | | | | | | | | | |
| Salaries & Wages | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $6,120 | $73,440 |
| Employee Benefits | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Payroll Taxes | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $468 | $5,618 |
| Professional Services | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $1,800 |
| Rent | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Maintenance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Equipment Rental | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Furniture & Equipment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Depreciation | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $2,008 |
| Insurance | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $1,500 |
| Utilities | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $900 |
| Telephone Svc | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Office Supplies | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $50 | $600 |
| Postage / Ship Expense | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Marketing & Advertising exp | $975 | $575 | $775 | $925 | $775 | $825 | $675 | $975 | $975 | $725 | $1,075 | $925 | $10,200 |
| Travel | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $1,800 |
| Entertainment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Technology | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $1,800 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| TOTAL EXPENSES | $8,430 | $8,030 | $8,230 | $8,380 | $8,230 | $8,280 | $8,130 | $8,430 | $8,430 | $8,180 | $8,530 | $8,380 | $99,666 |
| EBIT (earnings b4 interest & ta | -$7,860 | -$6,505 | -$5,438 | -$6,075 | -$4,658 | -$3,928 | -$2,965 | -$2,485 | -$2,343 | -$1,455 | $417 | $1,205 | -$42,093 |
| interest expense | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Net Income before Taxes | -$7,860 | -$6,505 | -$5,438 | -$6,075 | -$4,658 | -$3,928 | -$2,965 | -$2,485 | -$2,343 | -$1,455 | $417 | $1,205 | -$42,093 |
| ( Provision for income taxes) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | | | | | | | | | | | | | carry forward |
| **NET INCOME AFTER TAXES** | **($7,860)** | **($6,505)** | **($5,438)** | **($6,075)** | **($4,658)** | **($3,928)** | **($2,965)** | **($2,485)** | **($2,343)** | **($1,455)** | **$417** | **$1,205** | **($42,093)** |
| summation of cash flows | -$7,693 | -$14,031 | -$19,302 | -$25,210 | -$29,701 | -$33,462 | -$36,260 | -$38,578 | -$40,754 | -$42,042 | -$41,457 | -$40,086 | |

Income Statement by MONTH — second year of operation — Kuhn Sports and Media Agency

| | JAN | FEB | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPT | OCT | NOV | DEC | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| INCOME | | | | | | | | | | | | | |
| Gross Sales | $12,735 | $12,890 | $13,820 | $15,275 | $17,755 | $17,910 | $20,140 | $20,295 | $22,775 | $24,230 | $25,160 | $25,470 | $228,455 |
| (commissions) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| (returns / allowances) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| NET SALES | $12,735 | $12,890 | $13,820 | $15,275 | $17,755 | $17,910 | $20,140 | $20,295 | $22,775 | $24,230 | $25,160 | $25,470 | $228,455 |
| (Cost of Goods Sold) | $2,667 | $2,674 | $2,791 | $3,227 | $3,716 | $3,723 | $4,269 | $4,276 | $4,765 | $5,201 | $5,318 | $5,333 | $47,958 |
| GROSS PROFIT | $10,069 | $10,216 | $11,030 | $12,048 | $14,040 | $14,187 | $15,872 | $16,019 | $18,011 | $19,029 | $19,843 | $20,137 | $180,497 |
| EXPENSES | | | | | | | | | | | | | |
| Salaries & Wages | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $6,800 | $81,600 |
| Employee Benefits | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Payroll Taxes | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $520 | $6,242 |
| Professional Services | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $3,000 |
| Rent | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Maintenance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Equipment Rental | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Furniture & Equipment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Depreciation | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $2,008 |
| Insurance | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $175 | $2,100 |
| Utilities | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $125 | $1,500 |
| Telephone Svc | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Office Supplies | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $75 | $900 |
| Postage / Ship Expense | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Marketing & Advertising exp | $2,850 | $1,750 | $2,650 | $2,850 | $1,750 | $2,650 | $2,850 | $1,750 | $2,650 | $2,850 | $1,750 | $2,650 | $29,000 |
| Travel | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $300 | $3,600 |
| Entertainment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Technology | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $3,000 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| TOTAL EXPENSES | $11,513 | $10,413 | $11,313 | $11,513 | $10,413 | $11,313 | $11,513 | $10,413 | $11,313 | $11,513 | $10,413 | $11,313 | $132,950 |
| EBIT (earnings b4 interest & ta | -$1,444 | -$197 | -$283 | $535 | $3,627 | $2,874 | $4,359 | $5,606 | $6,698 | $7,516 | $9,430 | $8,824 | $47,547 |
| interest expense | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Net Income before Taxes | -$1,444 | -$197 | -$283 | $535 | $3,627 | $2,874 | $4,359 | $5,606 | $6,698 | $7,516 | $9,430 | $8,824 | $47,547 |
| ( Provision for income taxes) | -$303 | -$41 | -$59 | $112 | $762 | $604 | $915 | $1,177 | $1,407 | $1,578 | $1,980 | $1,853 | $9,985 |
| | | | | | | | | | | | | **prev yr adjst** | **-$42,093** |
| **NET INCOME AFTER TAXES** | **($1,141)** | **($155)** | **($224)** | **$423** | **$2,865** | **$2,271** | **$3,444** | **$4,429** | **$5,291** | **$5,938** | **$7,450** | **$6,971** | **$79,655** |
| summation of cash flows | -$41,362 | -$41,392 | -$41,508 | -$40,805 | -$37,011 | -$33,969 | -$29,443 | -$23,669 | -$16,804 | -$9,120 | $477 | $9,469 | |

| | Income Statement by MONTH | | third year of operation | | | | Kuhn Sports and Media Agency | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | JAN | FEB | MARCH | APRIL | MAY | JUNE | JULY | AUGUST | SEPT | OCT | NOV | DEC | TOTAL |
| INCOME | | | | | | | | | | | | | | |
| | Gross Sales | $26,340 | $27,300 | $31,210 | $32,170 | $34,480 | $37,200 | $39,670 | $40,790 | $44,860 | $46,780 | $51,650 | $54,920 | $467,370 |
| | (commissions) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | (returns / allowances) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | NET SALES | $26,340 | $27,300 | $31,210 | $32,170 | $34,480 | $37,200 | $39,670 | $40,790 | $44,860 | $46,780 | $51,650 | $54,920 | $467,370 |
| | (Cost of Goods Sold) | $5,521 | $5,641 | $6,591 | $6,711 | $7,276 | $7,788 | $8,362 | $8,490 | $9,447 | $9,687 | $10,757 | $11,442 | $97,711 |
| | GROSS PROFIT | $20,819 | $21,659 | $24,620 | $25,460 | $27,204 | $29,412 | $31,309 | $32,301 | $35,413 | $37,093 | $40,894 | $43,478 | $369,660 |
| EXPENSES | | | | | | | | | | | | | | |
| | Salaries & Wages | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $11,250 | $135,000 |
| | Employee Benefits | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Payroll Taxes | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $861 | $10,328 |
| | Professional Services | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $4,800 |
| | Rent | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Maintenance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Equipment Rental | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Furniture & Equipment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Depreciation | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $167 | $2,008 |
| | Insurance | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $250 | $3,000 |
| | Utilities | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $2,400 |
| | Telephone Svc | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Office Supplies | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $100 | $1,200 |
| | Postage / Shipping Expe | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Marketing & Advertising | $5,650 | $3,250 | $5,250 | $5,250 | $3,650 | $5,250 | $5,250 | $3,250 | $5,650 | $5,250 | $3,250 | $5,250 | $56,200 |
| | Travel | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $6,000 |
| | Entertainment | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Technology | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $400 | $4,800 |
| | Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | Other: | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | TOTAL EXPENSES | $19,778 | $17,378 | $19,378 | $19,378 | $17,778 | $19,378 | $19,378 | $17,378 | $19,778 | $19,378 | $17,378 | $19,378 | $225,735 |
| | EBIT (earnings b4 interest & ta | $1,041 | $4,281 | $5,242 | $6,082 | $9,426 | $10,034 | $11,931 | $14,923 | $15,635 | $17,715 | $23,516 | $24,100 | $143,924 |
| | Interest Expense | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Net Income before Taxes | | $1,041 | $4,281 | $5,242 | $6,082 | $9,426 | $10,034 | $11,931 | $14,923 | $15,635 | $17,715 | $23,516 | $24,100 | $143,924 |
| | ( Provision for income ta | $219 | $899 | $1,101 | $1,277 | $1,979 | $2,107 | $2,505 | $3,134 | $3,283 | $3,720 | $4,938 | $5,061 | $30,224 |
| | | | | | | | | | | | | | **prev yr adjst** | **$0** |
| **NET INCOME AFTER TAXES** | | **$822** | **$3,382** | **$4,141** | **$4,804** | **$7,447** | **$7,927** | **$9,425** | **$11,789** | **$12,352** | **$13,995** | **$18,577** | **$19,039** | **$113,700** |
| | summation of cash flows | $1,208 | $5,657 | $11,066 | $17,315 | $26,908 | $37,109 | $49,207 | $64,297 | $80,099 | $97,982 | $121,665 | $145,932 | |

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**AI Usage Disclosure Statement**

I used OpenAI (ChatGPT) to assist with organizing, refining, and proofreading this final written business plan for my company, Kuhn Sports & Media Agency. The plan was built from my previous Business Plan Development submissions, and AI was used to help organize and combine those sections into the required final order. I reviewed, edited, and finalized the content to ensure it reflects my own business concept, supporting research, and financial projections.