

**Nyack College
Master of Business Administration**

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Sports Talents One



If you can dream it you can do it

CERTIFICATE OF AUTHORSHIP:

I certify that I am the author of this paper and that any assistance I receive in its preparation is fully acknowledged and disclosed in this paper. I have also cited any sources from which I used data, ideas, or works, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course.

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Sports Talents One

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A Concept Proposal

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Executive Summary

Sports Talents One was founded in Bolivia. It is a high athletic recruiting. This venture has been in the market for one year and have gotten positive numbers in profit and great reviews from actual athletes studying in the US. This venture advises athletes with the confidence of knowing that both owners of the company got their degree in the United States thanks to sports. The experience and the good relationships with the coaches through the years of work make Sports Talents One different from the rest.

This business helps student-athletes get a scholarship in soccer or tennis around the US in different schools' divisions. The athletes will have a team of professionals such as nutritionists, trainers, and sports psychologists. This team will help athletes fulfill their dream of studying in another country while enjoying playing a sport.

Mission, Vision, Core Values

Sports Talents One (STO) is an athletic recruiting company that focuses to find an athletic scholarship for athletes willing to study and play at the same time in the US. This venture has the objective to grow internationally to continue helping athletes to achieve their dreams. It's very important to have all the details aligned to see happy customer and positive returns.

Mission, Vision, and Core values are the pillars of this company, following each of the terms will help to take it to the next level.

Mission Statement

Sports Talents One is a high-performance athlete recruiting company that helps students-athletes finding an athletic scholarship in a school around the US, prepared student-athletes with a professional team of nutritionists, sports psychologists, and English professors.

Vision

Our vision is to see our student-athletes succeed in college, get their degree, and make history in their sports. We sincerely believe that this opportunity can change an athlete's life, mainly an international student. We are also looking to expand our business all around South America in the next 4 years.

Core Values

Sports Talents One works under five core values that characterized by being one of the highest-level companies for athletes. The team is aware that by complying with the company's core values, they can achieve the dream of each athlete. Everything depends on Sports Talents One.

Teamwork: They achieve more by working together. Teamwork is essential. They must all be linked to help each athlete. They work together under a report from each department, so everyone knows the athlete's progress. Teamwork helps the personal and professional growth of each employee.

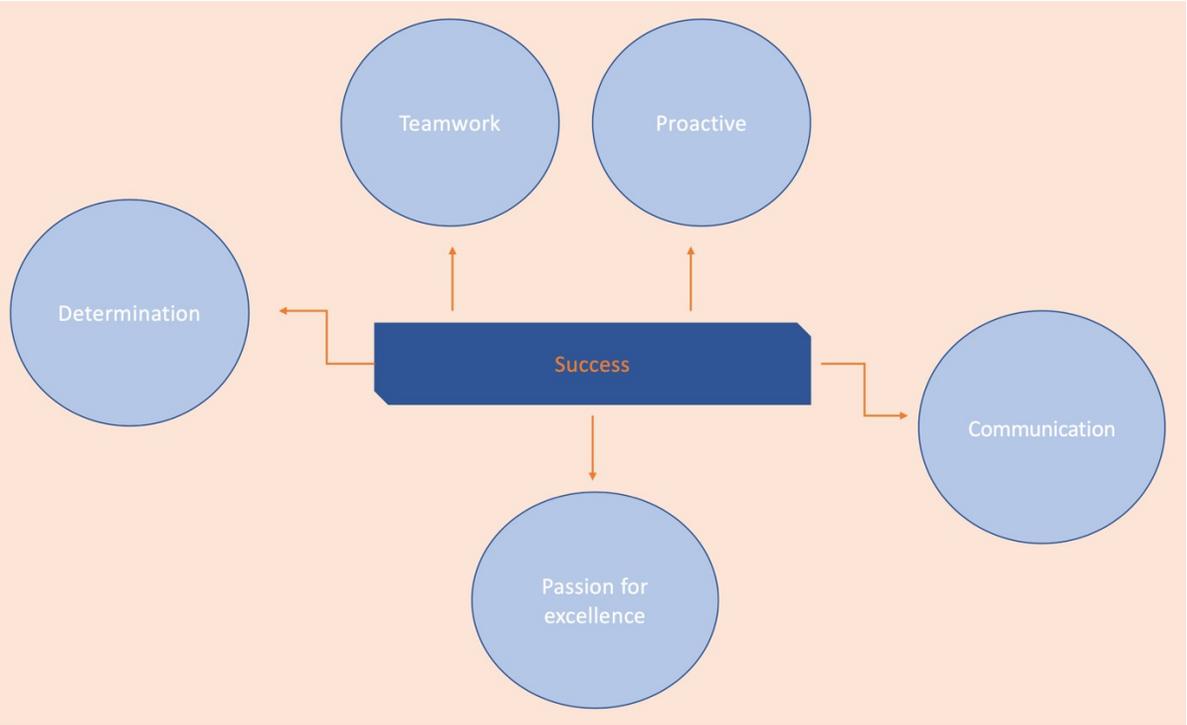
Communication: Communicate proactively to build relationships, seek solutions, work as a team, listen to the ideas of others, and transmit some information in the most efficiently and respectfully way.

Proactive: Take the initiative to make things happen. Being proactive helps the company to be able to achieve new objectives and to know how to anticipate problems. Being proactive is also learning from mistakes. For the company, being proactive is an essential point to lead athletes to achieve their dream.

Determination: The entire team are committed to giving our best in everything they do. With hard work, positive results are achieved. Making decisions at the exact moment is also determination. They focus on having people capable of making decisions without doubts to help student-athletes throughout the process.

Passion for excellence: Passion is an internal motivator from which focus on a purpose and having a positive attitude. Working to be excellent every day will help to make a difference with the competitors obtaining positive results.

Figure 1: Core Values



Industry Description

Sports Talents One is a high-level athlete recruiting company responsible for seeking an athletic scholarship for student-athletes looking to study at a university in the United States. This business is in Bolivia, located in South America. It was opened in August 2020 by Carlos Suarez and me (Nicolas Arce). It's a partnership business. They both came to the US to live the experience as a student-athlete in college and, they went to graduate school.

This Business is a profitable industry in Bolivia and all-around South America. In Bolivia there are two other competitors. The difference is they have a different business plan competing to Sports Talents One. They help student-athletes to get an athletic scholarship at a specific time during the year. They do a soccer camp for three days with coaches from the US. Then the coaches must select the best players and offer them an opportunity to start their college career at their program. One of the requirements to subscribe to this camp is that players must be 17-20 years old. In addition, they usually send between three to five players in one year. This number is very low for a business that is in the market already for five years.

On the other hand, Sports Talents One helps student-athletes throughout all year. The athletes will receive an outstanding preparation with a professional team. They will follow them throughout the process until they fulfill their dreams. For the moment, Sports Talents One is focusing just on Bolivia. The market size is around five hundred thousand athletes. That would be the 5% of the population in Bolivia (Censo "page 10" section). It is an approximate percentage of the number of people that can be reached.

This venture has a very positive and attractive impact on many athletes in Santa Cruz, Bolivia. The largest state and where most of the athletes have trained since it is a growing city, and the sports facilities are of a high level. Sports Talents One has been in the market for two years, and they have worked with more than fifty athletes since they opened and twenty have already obtained a scholarship and are in the United States. Sports Talents One is growing exponentially and will continue growing.

The market for this new generation that wants to live somewhere else while fulfilling their dream is very large, and this company is well prepared to help student-athletes achieve their objectives. Sports Talents One has plans to expand throughout South America, Central America, and North America. They want to have two or three agents in each country representing the company. These agents will receive a commission for each athlete they sign, and they will also have the job of having a team of cameramen, nutritionists, and English teachers. The job is to maintain the same benefits that STO offers in Bolivia. These sports agents will also prepare events and talks in different clubs and soccer, tennis, and golf teams to attract new athletes to this program. Marketing will play a significant role in expanding internationally. These sports agents will also have to promote the company on their social networks, high schools, and banners in sports academies. At the same time, the community managers of Sports Talents One will be in charge of making artwork and videos to publish on the website and social networks. Everything will be interconnected and based on a marketing and sales strategy.

This company wants to be recognized internationally for the trust and credibility of its services. They are looking to position themselves in the Bolivian market and then go

international in the next three years. The owners of STO are clear of the potential of this market and thanks to the contacts of coaches that they have in their database, all athletes receive some interest from these institutions.

Sports Talents One has businesses agreements with soccer and tennis academies. They also have a business agreement with English centers and gymnasiums. They have been receiving more and more requests from athletes to obtain our service every day. However, Sports Talents One must analyze the athletes who can be qualified since there are several factors from which they could not take the serve. They must be middle- or upper-class people; they must have a base of English knowledge, level of education high school diploma, and must have the skills to play the sport they practice. With these requirements, they can create a profile in their website that can help the athlete to be seen by many coaches.

Sports Talents One are thinking of expanding our services in the next two years to some countries in South America and future to expand to other continents.

From a macro perspective, it is essential to see the risks and opportunities in this venture. Therefore, in the following table, we will look at the PEST analysis.

Figure 2: PEST framework

Political	Economic	Societal	Technological
Taxation Policy	Exchange rate inflation	Demographic	Social Media
Safety Regulation	Trade agreements	National culture	Adapt new technology
Copyright Infringement			

Political:

Politics has always affected business. Especially when the government switch to a new electoral period, fiscal policies vary depending on who takes power. In Bolivia, the tax for an associated company is 16% per month and 20% per year. The percentages are too high, they decided not to register the company and find a way to register it in the United States. Carlos and Nicolas are aware that having a business under legal agreements will avoid problems in the future.

On the other hand, speaking of safety of the athletes and the staff. It is essential to take care of them in the best way. That is why reaching commercial agreements with third parties to prepare the athletes in their centers. These companies are under the legal regulations in Bolivia and can offer them a safe place to train.

The copyright registration of the name and logo are registered in Bolivia. No one can use the name and logo in any document or advertising. It is vital to have everything legal. Therefore, for each movement of the company, there are documents to sign with legal agreements.

Economic:

The CEO's known the inflation and deflation of the currency in all countries is a factor that affects all, but especially the companies that provide their service or any product in other countries. For example, in Sports Talents One service prices are based on the economy of Bolivia. If they're planning to offer their services in other countries, they will have to base on their currency and economy.

This issue can affect companies positively or negatively in their profits internationally. That is why companies must do a marketing study and economic analysis beforehand.

Business agreements is very important. Therefore, it is always good to close deals face to face. Although today having the facility to do it through the technology with zoom meetings calls

or emails it's helpful to save time. However, closing deals must be based on a detailed plan and all legally, to avoid problems in the future.

Societal:

Demographically it is a significant point for all companies that want to start. But, first, they must do a demographic analysis to determine what type of target market they are targeting. When companies do not realize this study, they will usually fail in the "startup" phase. That is why they should know that "examples of demographic information include: age, race, ethnicity, gender, marital status, income, education and employment" (Demographic Information Collection from Surveys, 2017).

Sports Talents One company conducted a demographic study, and they've focused on ages, income, and education. The target market is athletes between fifteen to twenty years old and whose families are of medium or high economic level. It is essential to keep this point in mind as each country has a different culture.

Sports Talents One aims to be a company looking forward to expanding and accepting other cultures by having athletes from other countries help them.

Technology:

Today technology is one of the best work tools for all companies in the world. However, without a social network and a website, the company is not up to date with the technology. In the coming years, technology will continue updating. That is why Sports Talents One works with a community manager that oversees social media and the website. The community manager keeps updated on new tools on technology to be updated on how to reach our target market in the fastest and most efficient way.

Service Overview

Sports Talents One focuses on having excellent service. They promote trust in parents and athletes by sharing the experience as student-athletes from the owners. They are the image of the business. All the information provided is solely thanks to the years they have lived outside of their country playing soccer and studying at the same time in prestigious universities.

Sports Talents One aims to help student-athletes from Bolivia to get an athletic scholarship at a university in the United States. This company helps athletes throughout the process with a team of professionals who are fully trained and capable to fulfill their dream of playing the sport they love and have a better education at the same time. For the moment, Sports Talents One is focusing on soccer and tennis athletes. The mission is to see athletes succeed in college, have their degrees, and be excellent athletes.

Service description

The service is based on all the needs that an athlete seeks full of benefits. When they received a client interested in taking over our service. First, they analyzed the player's profile. What sport do they play, their college grades, and focusing on examining if they have the skills to play the sport, they practice play. Then, if parents are willing to pay an amount x each year to the college costs. Based on everything mentioned. Sports Talents One does not like to waste time with people creating false illusions; that is why they often must make tough decisions that can make the client not happy to hear, which's our position. But if the athlete is within the parameters, they continue to agree to work with them and their parents. This same process will

be done by the sports agents that STO will have in the different countries of the Americas. The owners of the company will also analyze them after receiving a report from the agents.

Once the athlete passes the parameters mentioned above, Sports Talents One shows them the work plan and the benefits by signing with them. First, the athlete will receive a free month provided by the Easy Learning Center institute. Internationally the sports agents who will be in charge of sending athletes to the English institutions or to the English professors where they have the same business agreement. The first month for free. The athlete must enroll in these English classes since he must have knowledge of the language and later take the exams; Toefl, SAT, or Duolingo test. If the athlete does not pass the entrance exams, they will not obtain the athletic scholarship from the interested university. Second, the athlete will have a nutritionist who will provide a diet exclusively for the player's needs. The nutritionist will follow up every three months to see the player's results and thus have better control. Today, for an athlete to perform at their best level, they must have a balanced diet based on their training. As mentioned in an article by a sports nutritionist, "Optimal nutrition facilitates and enhances physical activity, athletic performance, and recovery. Student-athletes need to develop healthy eating habits to maintain body weight and health while maximizing training effects" (2016, " Journal of Nutrition and Metabolism, pg 2 "section). Third, the athlete will receive two monthly mentoring by a sport psychologist. A sports psychologist is based on human behavior before, during, and after a sports activity, about the sport they practice. Psychology in the athlete helps in personality, motivation, moments of anxiety, aggressiveness, and concentration. The athlete lives to the different scenarios in their career, such as moments of injuries, moments of high pressure, extreme mental

situations, and much more. That is why the psychologist helps athletes from STO. Today an athlete must be skillful and mentally trained.

Sports Talents One also take care of developing their highlight video with the best performances related to their sport. It is an essential point when recruiting for coaches. If the athlete does not have any recorded video, Sports Talents One will help him film their games. The company have a recording and editing team that will take care of this task and take professional photos of our athletes in a photo studio and their official matches. Lastly, in the service, they create a profile on their website (sportstalentsone.com) from which they include all their personal information, sports career, academic information, highlight video, and a professional photo session. All the coaches will see that profile of the different divisions in the United States. The goal as a company is to find an athletic scholarship based on the profile of each athlete.

Nowadays, a semi-pro and Elite athlete must be holding one hand together with nutrition and the other hand together with sports psychology. Combined nutrition and psychology in athletes help improve performance in their disciplines.

This business has created a complete service for athletes that want to be on the next level. The experienced that the owners have lived helped to realize the needs an athlete looks for to compete at a university level or semi-pro. This service is only for athletes who want to have new challenges in their lives, moving into another country, and leaving family and friends for an opportunity to growth in academics and as an athlete. The opportunity that these athletes have when working with Sports Talents One is unique. Not only for the benefits that the athlete will receive but also for the credibility of this company. The owners, take care of contacting the coaches in two different ways. First, connections and relationships are the main things. They've created relationships with coaches when they lived in the United States. They are giving the

results today in this venture; since the first stage of promoting the athletes, they use these direct contacts through a call or an email. Second, Sports Talents One use a marketing mailing platform (data). They have registered more than a thousand universities and community colleges with soccer, tennis, and golf teams. They are recruiting international athletes. This email marketing platform is essential to become more efficient and proactive. In addition, using this platform as marketing to send news emails to coaches such as; signing day, new players, company updates, and much more. This platform helps to keep coaches and customers informed with updates of their work. This platform is also handy since the timing of the communication plays a significant role when contacting the coaches. They have learned that the best way to keep our contacts is by providing a service that is easy to use and fast to receive. For example, when contacting the coaches, they will receive an email from the company and a link for each player we are interested in. That link will be your athlete's profile on the website, from which you can see all the necessary information about the athlete in your profile with just one click.

Also, the social networks and the website is another marketing and promotional tool that they use daily. Without a website, we can't promote any player. So, it is the most important and efficient way and the mass mail platform to contact coaches all around the US.

On the other hand, as athletes and owners of Sports Talents One, Carlos and Nicolas. They created this company to help athletes from Bolivia to have a better chance of a life together with the sport. This business want them to realize the immense opportunity that exists if young people are involved in sport, and that sport can be a means to have a better life in the future.

When looking at the service overview, it is vital to see what factors could affect in the future. Also, see what weaknesses and threats are are so they can improve. Being able to see

possible outcomes for this company in the future is a significant key to success. Next, analyzing Porter's five forces and SWOT analysis to analyze the possible opportunities and threats.

Porter's Five Forces

Competitive rivalry: There are only can two competitors in Bolivia and they have a different business plan. Sports Talents One focuses on recruiting athletes throughout the year to prepare and assist them throughout the process. However, the other two competitors create soccer camps where athletes and play for three days. Then they send those videos to coaches all over the United States and they wait for replies. Athletes don't receive any benefits from those companies and are not affiliated with any other businesses institutions.

When it comes to expanding its services internationally, the company is aware that many competitors are positioned in the market. The owners of STO must analyze the difference in their services compared to their competitors. STO has to offer new benefits for the athlete such as something free like a company uniform and a water bottle that is reusable and recyclable. They can think of many things to be different. Differentiation is key when it comes to compete with others.

On the other hand, STO should increase prices as it expands. They must do market research and see what price the competitors are charging. Also, the positioning will be a complex job for the sports agents as they must find the right people and resources to enter the market in each country.

Carlos and Nicolas sell the credibility of their service since they both lived this experience, and no one can tell us something that they do not know. So, the relationship with coaches that they've created it's very valuable for Sports Talents One.

Threats of substitution: Sports Talents One is aware that this market is huge internationally. That is why athletes can find other recruitment companies online. However, they are focusing on positioning the brand throughout Bolivia and then competing with international companies with more experience. They know that this will take between two and three years to create a much more stable company, with many more contacts and adding new benefits for athletes.

Threats of new entrants: The threat that new companies want to enter this market; It is medium risk. Since they can have an excellent business plan, but if they did not live the experience or sell credibility to their customers, it would be difficult for them. Sports Talents One believes that many athletes by listening to the benefits of the service they realize this opportunity is huge. This business also offers a mentor, where teaching the athletes how to get a job at the university. Also, in which department in the school they can receive help if you are an international student, and many more mentoring's where we help our clients.

Power Buyers:

Set the price in this market it can be easier when you don't have enough competitors. They had to do a market analysis and see how much nationally and international companies charged to get an idea of how much the average was and thus establish a price. They started with the first ten athletes at \$ 1200 and then seeing that they had more demand and positive results with the first ten athletes, they decided to raise the price to \$ 1975.

Their work, their experience, and the benefits STO offers are within the parameters relative to price. They plan to keep raising the price when they have even more position in the market in the future.

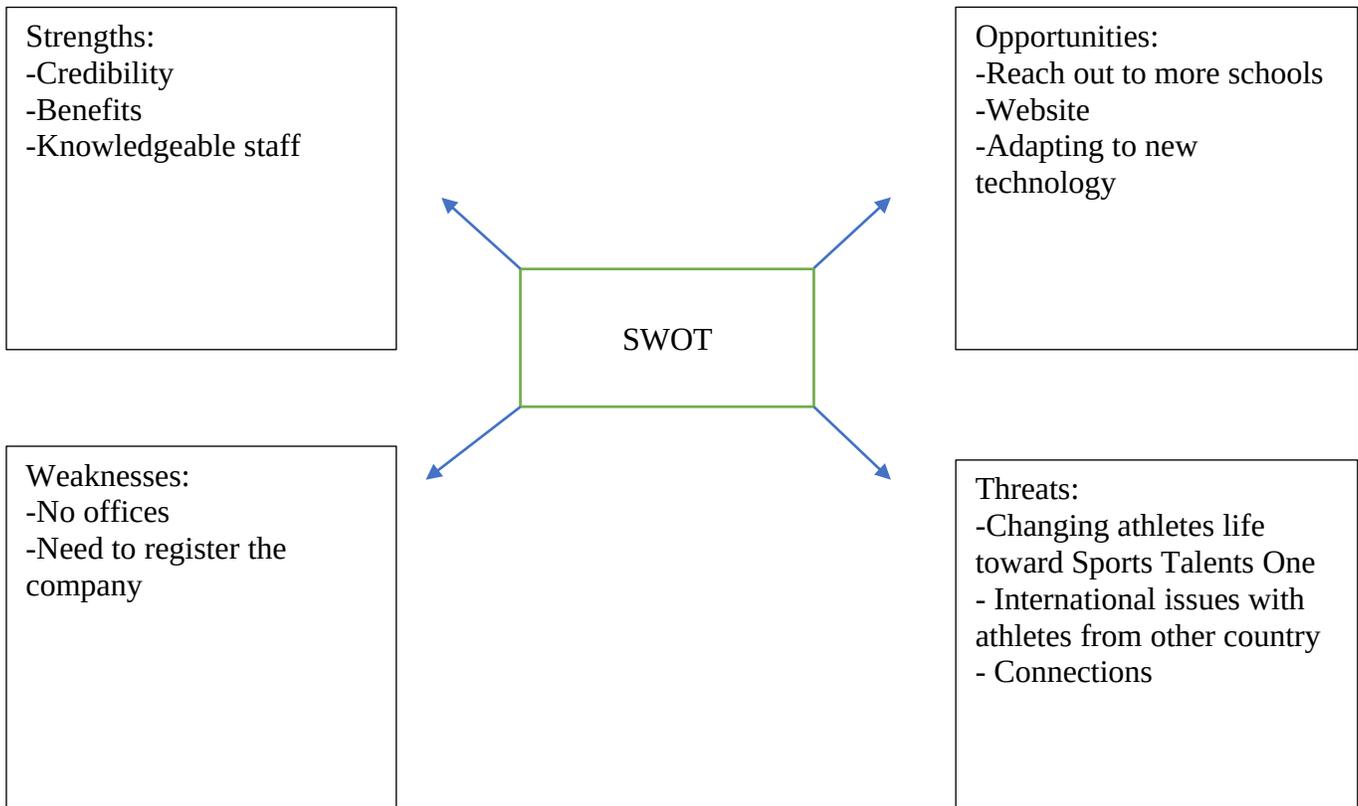
Power Supplier:

Sports Talents One do not have any suppliers. They have business agreements with other companies such as the Institute of English, sports psychologists, nutritionists. They are always trying to maintain an excellent relationship with the psychologists since finding psychologists specializing in sports is very difficult in Bolivia. For the other businesses agreements, there are also part of the process, and they are essential to each athlete.

They are looking to keep adding benefits in the service they offer because this will attract new players to sign with this company.

SWOT analysis:

Figure 3: SWOT framework



Strengths:

The strengths are essential in STO. The owners have credibility when they offer the service and thanks to their experience, customers feel the trust into this. They also mentioned the

benefits that includes and why this the most complete service in the market. Athletes cannot find any other recruiting company that offers as much service as they do. STO prepares athletes in the best possible way to begin their university careers as athletes in the most professional manner possible.

The teamwork has been very selected when they hired them. STO works with exclusive personal that are willing to work hard. Also, the business agreements they had are with entities related just with athletes semi pro or pro. STO wants athletes to feel in a comfortable environment with other sportspeople as well.

Weaknesses:

Currently, they do not register the company in Bolivia due to the very high taxes. They are currently analyzing the option of registering the company in the USA. Also, they are planning to continue as a home office until they know where the headquarters will be. That is why they do not have offices now.

Opportunities:

They must continue growing as a company contacting more universities daily. This is helping to have new contacts and continue to grow more and more. It's all about opportunities. The website makes STO different from other companies. Today a company that does not have a website is as if it does not exist. Sports Talents One offers a quality service by having the profile of the athlete in the website so that many coaches can see it and get contacted.

They are always try to keep up to date with technology. However, technology is challenging. That is why the community manager in charge of all social networks and the website. It also helps to see new content and helps with the latest technology.

Threats:

Through Sports Talents One, they give the young athlete further growth, living an experience abroad with sports and study at the same time. So many athletes are grateful for the service, and they realize the opportunity they are receiving is professional

On the other hand, working with athletes from another country is very challenging. That is why Sports Talents One planned to have an agent in each country of South America to help with the recruiting process, make business agreements with sports entities, nutritionist, sports psychologist and much more.

Market Analysis

Market segmentation plays an essential role before opening a business. It's crucial to keep in mind how to get to your target market. Market segmentation is dividing it into demographic, geographic, and physiographic segmentation. After analyzing each of those sections, it will be easy to know your target.

Sports Talents One (STO) owners have developed a market segmentation according to the customers they want to reach. They have studied each section mentioned above to meet their target market. In Bolivia, the market size they are trying to go with the 5% of the entire population will be around five hundred thousand student-athletes possible to get an athletic scholarship. Based on demographic segmentation, their target market is players between fifteen and twenty years old, medium or high class, and they can be males or females. Based on Geographic segmentation depends on the city they live; in Bolivia are nine states. These nine states have different economic incomes, and the most significant states are Santa Cruz de la Sierra, La Paz, and Cochabamba, which are the main areas to focus on. Lastly, physiographic segmentation, the interest to study and play soccer the same in the US has increased in Bolivia in the past five years. People don't know how to start the process, and there are not many businesses related to this market. Sports Talents One has one competitor in Bolivia. So, this is a potential business that will grow exponentially by having a good business plan. This physiographic section also includes the person's values, attitudes, personality values, and opinions. It's not an easy decision to live in another country, away from your family, friends, and culture. This decision

must come from the athlete and not from their parents. STO has a sports psychologist that oversees the players during the process, and they get prepared mentally for the culture change they will have.

Overall, Sports Talents in Bolivia estimates that in its first year of signing twenty-four athletes, the owners will make a profit of \$23,976. This profit puts realistic numbers and is aware that they have only been in the market for a year and a half in this country. Their projection for the third year is that their earnings will be around \$30,735.

On the other hand, Sports Talents One wants to expand its services all around North America, Central America, and South America. The goal is to have two or three sports agents in each country. So, they can be recruiting players looking to study abroad. Currently, they have one sports agent in Mexico. This is the first agent working for STO. The business plan will be the same as it's in Bolivia. The agent will be in charge of recruiting and sending players to the nutritionist and English professors and making a highlight video. Also, their role is to have business agreements with soccer clubs, tennis clubs, and golf clubs. This will increment the fluency of athletes every month and from different sports. The sports agent will also need to create marketing on their social media and put banners in various sports clubs or sports teams to attract new players. The target market in Mexico will be different in quantity as in Bolivia. However, the strategy is to target student-athletes between fifteen and twenty years old. The difference is that the market size is enormous. The population they want to achieve is around one million and five hundred athletes, around 1.3% of the entire population. Sports Talents One will do the job of finding the best athletic scholarship related to the athlete's profile.

Overall, as Sports Talents One expands its services in Mexico in early 2022, they expect to see better earnings numbers by the end of the first year. These expectations are because the

target market is much more prominent in Mexico and also because there are more soccer and tennis teams. It is estimated to end the first year in the Mexican market with a net income of \$27,264. On the other hand, we expect to hire one more sports agent to cover the different states in this country and thus be able to reach more athletes promoting our services. Their projection for the third year is that their earnings will around \$35,535.

STO is analyzing how this project will work in the future. This is the first sports agent working for this business, and the owners are looking to see the outcomes. Nicolas and Carlos have known the opportunity for expansion is very important to see their business grow and help student-athletes achieve their dreams. Every year the owners plan to expand their services in new countries. They are sure that their service is very original and different from their competitors. The benefits they offer, differentiate them from the others in this market. Also, the credibility is significant that they sell since they both lived this experience in the past, and now they have decided to help athletes interested in winning an athletic scholarship.

As additional information, today, the mentality of these athletes has changed a lot over the years. In the past, not many athletes were willing to leave their country, family, and social environment to go to the United States. However, these new generations of athletes have the quality to grow as a person and get out of their comfort zone. Also, getting a college scholarship at a university in the U.S. through sports or academically has become a trend. This market can be explored and open new doors to many people willing to take this challenge.

Economics of the Business

This company of athletic recruiting has started with a dream of the owners to become the most important profitable business in Bolivia related to this market. They both lived the experience of being student athletes and they wanted to see Bolivian players accomplished their dreams as well. Also, STO is looking to expand their services in each country every year to attract new customers willing to take this opportunity. This year they are targeting Mexico as the first country to represent this business. The opportunity from Sports Talents One proving to athletes is unique.

STO has grown exponentially since they opened August 2020 in Bolivia. More than twenty athletes are in the US in less than a year and a half, playing soccer and studying at the same with an athletic scholarship. Also, some of them with an extra scholarship of academics. The networking and the history backgrounds from the owners are essential to help these athletes. In addition, thanks to their personal that are working during the process to see each athlete get an athletic scholarship.

On the other hand, there is a project from the owners to expand their services around South America, Central America and North America. They are looking for sport agents that will represent the letters of the business. They started with an agent in Mexico at the beginning of February 2022. Those sport agents will be in charge of recruiting, and all the logistic process along with the business agreements they set (nutritionist, English professors, and camera man).

This big step from STO expanding their service will attract new players from different countries that will help the business to get into this market internationally. The marketing strategy is key in this role of expansion. The owners are planning to hire more community managers to develop new strategies to promote the business. Also, the agents will receive a mentoring on how to manage their social media when they promote announcements of Sports Talents One.

Here below will be in details how much it was the costs to start up this journey, how much is the fixed cost and variable costs, operation monthly costs and the break even point.

Table 1: Startup costs

NAME	COSTS
Website	\$ 800
Software	\$ 300
Social Medias Licenses	\$ 50
Banners	\$ 150
Uniforms	\$ 50
Business cards	\$ 100
Digital business tap	\$ 80
Folders	\$ 140
Stickers	\$ 75
Camera	\$ 300
Marketing Costs	\$ 150
TOTAL	\$ 2,195

All the startup cost for this venture is \$ 2,195. In which it's a low investment from the owners but they were looking to keep it as simple as possible. The benefit for this venture is that they don't have offices where they would see a bigger number of investments. Carlos and Nicolas are managing everything as a home office. That helps to reduce fixed costs and variable costs that will see here below.

Their website, social medias, and the software are the main important things to run this business. All these sources must be aligned and well-structured with a strategy in each of those. Their target market are teenagers between the ages of 16-19 years old and where a stat says "teens spend a lot of time on social media. Between five to seven and a half hours a day" (*Teens, and Social Media*, 2021). That is why STO most of their target market are using smartphones where they can see all the marketing from the business.

The business cards, and digital business tap are also great tool to promote their services to athletes and parents interesting to get more information of the service. For this step Carlos and Nicolas realized how parents will take a business card, but athletes will not take it. So, they decided to invest in this digital business tap that it's a NFC chip. When phones get closer to each other you receive all the information from the business; link from the website, link for the social medias, phone numbers, and much more. This is an innovative way to share information to your customers especially for their target market.

Then, the camera was another investment for startup. It helps to reduce costs from the beginning. STO have workers that are in charge of going to record games for the players. After they must send those videos to a video editor so they can make up the highlight video. The importance of going to record the games is saving so much money because they are using their own camera. If they've decided to pay a cameraman the costs will be so much higher.

Table 2: Fixed Cost

NAME	COSTS
Gmail business account	\$ 10
Software maintenance	\$ 10
Sport psychologist	\$ 40
Community manager	\$ 80
CEO's Salary	\$ 1,500
Website maintenance	\$ 58
TOTAL	\$ 1,698

Fixed cost is \$ 1,640. Not much to pay every month for a business that is operating from home. The Gmail account and the software maintenance is essential for running this business. In the Gmail account they contact coaches and reply to emails. In the software maintenance fee every month is to be able to send massive emails to all coaches of different divisions around the US. These two services are the used of employees and CEO's every day.

The Sports phycologist is a professional in charge of every player to work on their head. He is the right person to approximate after any downfall of a player such us, work on their fears, motivation, happiness, control emotions and much more. Without this service players can't be successful. On the other hand they have the community manager that oversees each social media, website, customer service and marketing arts or photos. Without this service the business will not attract any player. Marketing strategy as mentioned before, it must be aligned and well structure.

The salary of CEO's will depend on how many players signed the contract each month. Usually there are two players every month. However, the owners are saving money for future projects such as the expansion. They pay themselves around \$750 every month.

Table 3: Variable costs (based on one athlete in Bolivia)

NAME	COSTS
Camera man	\$ 55
Nutritionist	\$ 20
English professor	\$ 30
Delivery Cost	\$ 5
Photos	\$ 12
Profile cost	\$ 5
TOTAL	\$ 127

Variable cost based in Bolivia is \$127. All these services are costs that STO pays to their business agreements with the video editor, nutritionist, English professors, and photo studio. All the numbers above are based on one athlete. So this can be variable depends on how many players they signed each month.

Each of these benefits are important during the process for each player. Also, the more benefits they offer in the service the more athlete will be interested in the service. This is also a great way to compare with the competitors. The more benefits the better for the athlete.

Table 4: Variable costs (based on one athlete and internationally)

NAME	COSTS
Camera man	\$ 60
Nutritionist	\$ 30
English professor	\$ 50
Delivery Cost	\$ 5
Photos	\$ 15

Profile cost	\$ 5
Agent Commission	\$ 350
TOTAL	\$ 515

Variable cost based internationally is \$515. It's higher comparing to the costs in Bolivia because of the commission of the agent. Every time a sport agent recruited an athlete, they will get half of the commission at the beginning of the contract and the other half when the athlete gets their visa. The rest of the services costs are a little higher as well. This because the price from each country is different and they need to adapt into it. Also, the price internationally it's higher comparing to Bolivia. The price is \$2500.

Pricing

In the pricing section Sports Talents One will charge in Bolivia \$1975 and internationally \$2500. These services are based on the competition prices. All the benefits are included, and the athletes don't need to pay any extra.

STO is looking to have a profit margin between 45%-55% at the end of the year. In both markets agents have to sign at least two athletes per month. This will give a minimum rate of get athletes to sign into this service.

So, according to the calculation in Bolivia they will make 51% of profit margin and internationally they will make 45% of profit margin

Forecast described

Sports Talents One is planning to have two athletes signed every month in Bolivia and three athletes signed every month internationally. They will see profit every year if they stick with this plan. However, the owners are saving money in case any of the months they don't achieve their goal to sign with athletes. Another point to touch is that STO doesn't have any debt and they don't take any loan from the bank. So, fixed cost can be covered easily.

According to the sales forecasting they expected to achieve their break even in the first month.

Bolivia	Internationally
2 athletes per month	2 athletes per month
2 x 12 months = 24 (athletes)	2 x 12 months = 24 (athletes)
24 (athletes) x 1974 (service) = \$ 47,400	24 (athletes) x 2500 (service) = \$60,000
127 (cost per athlete) x 24 = \$3,048	515 (cost per athlete) x 24 = \$12,360
1698 (FC) x 12 = 20,376	1698 (FC) x 12 = 20,376
TOTAL = 23,976 (51%)	TOTAL = 27,264 (45%)

Break Even analysis

Formula: $BE = FC / (P - MC)$

Bolivia	Internationally
BE= $FC / (P - MC)$	BE= $FC / (P - MC)$
BE= $1698 / (1975 - 127)$	BE= $1698 / (2500 - 515)$
BE= 0.91	BE= 0.85

In this section of break-even analysis, they need to sign with one athlete to cover all the costs. After the second athlete everything will be profitable for the business.

Marketing Plan

The marketing plan is the general plan of a company. Having a solid marketing strategy, which includes the goals to be achieved regarding the promotion part of the services, will lead to the overall success of this company.

Sports Talents One has a very diversified marketing strategy, but it focuses on the following strategies: social media is its primary marketing method. Social media has helped this company grow drastically, posting information about colleges and the requirements needed, posting about the different types of sports they offer, posting the experience of current athletes that are in the U.S., and you could go on and on with the amount of information STO must inform their target market. Sports Talents One works with community managers responsible for managing each post, editing artwork, responding to new clients, and updating the systems, they use constantly. The following marketing strategy is the website. The creation of their website helped expand the company and be recognized by coaches and players outside Bolivia. On the website, you can find all the information

Created by Nicolas Arce

about each athlete. The profile of each of STO's athletes is a beneficial marketing strategy because when they send the information to the different coaches, they go directly to the link of the player's profile, where they will find; photos, videos, personal information, academic information, and sports information. This strategy gave positive results as they also looked at the other profiles on the website.

On the other hand, the promotion of these players is established with a data or email marketing software. The owners of STO invested in software to upload a database of the different universities with soccer, tennis, and golf teams. It is also classified by the various college leagues and the location of where each one is located. This software is an automated system with many features that save coaches time. This email marketing is the company's valuable asset in promoting STO players.

Overall, one of the strengths of this company is based on these marketing strategies that help the growth.

Events are another type of marketing that the owners do twice a year. They organize an event to tell about the experiences of the players they sent and their own experience to let people know that there are opportunities for everyone. These events intend to promote the media that STO athletes have sent; in the locker room, on the bus traveling, in the classes, and much more. These events also motivate the athletes that everyone can achieve the same goal. These strategies could be qualified as opportunities within the SWOT analysis, as they can be more significant events with more people

wanting to hear this talk. Also, these talks could be done in the countries that have their sports agents, in this case the owners would have to travel to Mexico at least once a year to promote their services through these events.

On the other hand, about pricing. Initially, Sports Talents One had to do market research among its competitors to see what price they would charge for their services. STO's owners focused on the Bolivian market. They started charging \$980 for their sports scholarship search service in their first steps. They had a very positive result in Bolivia. Sports Talents One was able to see significant growth in the third quarter of the first year. They had the opportunity to recruit eleven new athletes, and by the last quarter of the first year, they had recruited four new athletes. As a result, they quickly positioned themselves in the market. They also managed to increase the price of their services by 60% at the end of the first year (\$1,500). As a result, profits were higher than STO's owners expected.

Now at the beginning of the second year, there were new changes and projects on the company's part. In the first quarter of the second year, there was an opportunity to expand services to Mexico with a sports agent in charge of recruiting, making business agreements with third parties, and marketing and advertising in the clubs. The price of the service in Mexico is (\$ 2,500) for athletes who wish to take it. This price includes the same benefits as in Bolivia, and it is based on what is currently charged by the recruiting companies in Mexico.

Another change that Sports Talents One had was the increase of its prices in the second quarter of the second year in Bolivia. They could position themselves around the same price that their competition was charging (\$1,975). The price increase was thanks to the twenty athletes who obtained an athletic scholarship and are currently in the United States.

The owners plan to expand their company to a new country in Latin America each year. This expansion will be beneficial for the company to gain international recognition and fulfill its dreams.

Design and Development Plans

The service created by Sports Talents One took a couple of months because they did some research on their market. Also, Carlos and Nicolas, as they lived this experience, they already knew what the process was about. However, when they started their student-athlete career in the United States, they saw the lack of preparation that they did not get from the company that helped them get the athletic scholarship.

Seeing their past needs, both of them decided to implement benefits and to mentor to prepare the athletes in the best possible way. Of course, the preparation to achieve the scholarship is not easy. But STO has a team trained to help each of the athletes, which characterizes them as a well-structured and organized company.

All the costs needed to start this business were meager as they decided to start as a home office. It helped the company overgrow and save money in its first six months. Carlos and Nicolas agreed not to take out any profit and make their savings account grow. Their costs to startup were as follows.

Website \$ 800	Software \$ 300	Social Medias Licenses \$ 50	Banners \$ 150
Uniforms \$ 150	Business cards \$ 100	Digital business tap \$ 80	
Folders \$ 140	Stickers \$ 75	Camera \$ 300	Marketing Costs \$ 150
TOTAL: \$ 2,195			

The break-even point is only one athlete, and after they will cover all the startup costs. This company had a high-speed exponential growth in its first year. Let's analyze what includes in the service offered by Sports Talents One for all athletes interested in taking their services.

The service starts with analyzing the player's skills and high school grades. They also examine a little bit of his background and what type of person they are. STO does not want to work with athletes who are not entirely focused on the service because they live away from home and must be more responsible. After analyzing all of the above, STO will be in charge of recording their games and elaborating their highlight video. After that, the athlete will have a photoshoot in a studio. After, they will create a profile on the website to start contacting coaches.

While STO is in charge of making the contacts, the athlete will have to attend the English classes that they will get the first month for free. The athlete will also have to meet with the nutritionist to be evaluated and then proceed with a diet. Finally, they will have mandatory classes with the sports psychologist who will work mentally with the athlete's aptitudes until they get the sports scholarship from the university.

All the above benefits the athlete will gain from working with Sports Talents One. But not everyone will have the opportunity as they must be a fully committed athlete.

Risk/Challenges

Sports Talents One may have risks that more competitors will join this market and they will copy your same services. To avoid that, they should be updating your services more and more and offering different benefits than other competitors. They can also prevent this by showing the work to athletes that they are going to sign up with a school. Credibility plays a vital role at the end of the day in this market. Trust and follow-up with each athlete are significant. Tomorrow that athlete can give a good review of the Sports Talents One service, and their friends may be interested.

On the other hand, one of the challenges is entering the international market and positioning themselves to compete with companies already established in that area. Therefore, it will require a lot of marketing and be in a price range very close to the competitors. Also, having the sports agencies very well trained will help them find players interested in this service.

Service improvement

The owners are looking for new developments in their projects. They want to improve their website and introduce new sports-related products. Implement e-commerce so that people can buy sports things through the website.

Also, they want to develop a phone application to allow athletes to keep track of their company's calendar and athletes' calendars. Get classes and mentoring through the app. Implement new technology to attract more consumers.

On the other hand, the owner's dream of having a facility with soccer fields, a gym, personal trainers, English classes, a photo studio to edit photos and videos, and much more. These are projects that the owners wish to achieve; Sports Talents One will indeed be recognized internationally with time and a lot of effort.

Manufacturing and Operations Plan

Identify the location of the proposed manufacturing facility, and the type of facility required to produce the proposed product/service. What size footprint is necessary to accommodate the volume planned for production? Will the labor force work a single shift or is there a plan to work multiple shifts or schedule weekend teams, as well? Inventory controls must be established to manage minimum on-hand inventory levels. Will the work force manufacture

the entire product, if not what part is manufactured outside the facility and therefore NOT under direct control? Just-in-time operations must be described with schedules to ensure the products manufactured outside the facility arrive in time to be used in the development of the product. Too much inventory and there is a risk of tying up operating capital. Too little inventory and the ability to deliver the proper number of units for a customer's order may be delayed which translates into lost sales. Either occurrence can expose the business to undue monetary pressure.

If this is a start-up, when will these facilities be ready for prime time? Will construction lead-time be adequate to keep the order commitments on schedule? Investors will want to know, so be ready to address these issues BEFORE getting in front of the "money people".

Management Team

The management team of any business is as critical as the product or service itself. The greatest product possible could be manufactured, however if the management team fails to execute the company plan, lost sales could occur which may prove fatal.

Describe each management position on the team, their role, responsibilities, and required compensation. Is the management team willing to accept lower compensation given the start-up

nature of the business? If so, this is worthy to note when presenting the plan. Has the talent been balanced on the team? Does the team possess adequate technical skills, leadership skills, and a proven track record of success? Beyond their salary compensation what other perks will be offered? Does the business intend to offer profit sharing, stock options or a bonus plans? What is the strategy for holding on to intellectual property especially after the management team proves successful? Many companies go to exhausting lengths to ensure sustainable, successful management teams. Good management personnel are hard to come by. Finding them is an incredible challenge however it pales in comparison to retaining them once they have proven their worth.

Sustainability and Impact

Sports Talents One's main objective is to be recognized for its actions and for the athlete to value every detail offered to them. Taking care of the environment these days is as important as making a profit every year. STO has a work plan that helps care for the environment and implement new objectives.

Sports Talents One works only with recyclable paper. They want to eliminate plastic in everything delivered to the athlete as a being; business cards, documents, and recycle folders. On the other hand, Sports Talents One has as a project to deliver reusable metal water bottles that are made of stainless steel, which is recyclable so that athletes use these bottles instead of plastic ones. This project will have a message from this company about the use of recyclable products and the avoidance of plastic.

This company works with business agreements with other entities. It has an economic impact for these entities since the athletes attend English classes at the institute where they agree with Sports Talents One and thus promotes their services with other athletes to learn the language. This company also works with other entities such as nutritionists, sports psychologists, personal trainers, and much more.

Overall Schedule

Scheduling is extremely important and can quickly become the deciding factor in the success for the pursuit of funding. Investors want to see a meticulously formulated plan with realistic goals and objectives, alternative strategies in the event certain mid-term goals are missed, as well as remediation plans should a major “show-stopper” occur. This is the time to think out of the

box, demonstrate solid forward thinking and show just how creative this plan can be, given the opportunity. Leave nothing to the assumption of the reader or audience. Walk them through the elements in the order that is envisioned for the events to occur. As an example:

- Lay out a cash conversion cycle for each product or service
- Create a month-by-month schedule which shows the timing of the
 - o Product development
 - o Market planning
 - o Sales programs
 - o Production
- Display critical milestones essential in achieving success to include:
 - o Incorporation of the venture
 - o Completion of design and development
 - o Completion of proto-types
 - o Securing of sales representatives
 - o Trade Show displays
 - o Contracts with distributors and suppliers
 - o Material orders in quantities indicative of production volumes

This is a time to demonstrate copious adherence to every detail. Leave no stone un-turned and when those in attendance walk away they should be thinking “Wow, what a presentation. This idea is solid and I need to be part of this business”.

Critical Risks, Problems, and Assumptions

The *Entrepreneurial* spirit is based on a risk-reward mindset. Willingness to assume such risks is at the very core of every entrepreneur. Although it is assumed the business creator accepts these risks, those who consider investing in the business need a bit more assurance. Often times, investor comfort levels can be heightened simply by observing the care with which the business plan identifies and addresses these risks. Be thorough in the review of all the risks,

problems, and obstacles perceived to be in the path of operating a successful business, and by extension the path of all stakeholders.

Identify each risk and its potential impact on the business. Will it affect personnel, product delivery, product development, and product market appeal? Drill down through the Sales assumptions made in the projections. Talk to how and why such projections have been offered, and provide insight as to how the numbers were determined (in many cases, appendices and exhibits should be used in support for many of these sections)... Address potential “show-stoppers”; why they may be considered such, and how they could be managed. It has long been a standing rule that most potential investors will read the “Management Team” section first, and then immediately turn to this section. Omission could prove fatal with the reader concluding a belief that they may be stupid or naïve; or that the plan is attempting to pull the “wool over their eyes”; or there is insufficient critical thinking to have thought of these exposures. Any of these conclusions results in refusal to engage, and does not achieve the goal. Be thorough in the review and consider some, if not all of the following:

- Running out of cash before orders are secured
- Potential price cutting by competitors
- Unfavorable industry trends
- Design or manufacturing costs exceeding original estimates
- Sales projections not achieved
- Raw material lead-time longer than anticipated
- Challenges obtaining bank credit

Weigh these risks placing higher weights on the most critical down to the least critical to demonstrate a stronger sense of impact. Do not take this section lightly. Be certain to do

demonstrate deep critical thinking in this area. It can and will separate the plan from competitors.

The Financial Plan

In this section the proverbial “rubber meets the road”. It is here where many of the potential investors and/or bankers will focus to uncover the true financial requirements of the business. Accurate presentation of the estimates results in increased validity of the business plan. The business viability and timetable will be on display in this section.

The use of financial exhibits will be expected. Use cash-based rather than accrual based accounting (use a real-time cash flow analysis of expected receipts and disbursements). Where possible, cover three years, including current and prior year income statements and balance sheets. Any profit or loss forecasts would help as well, along with pro forma income statements and balance sheets. Many of these can be discussed and described here while providing the full statements in appendices and exhibits. In most cases, start-ups will use pro forma income statements. Use sales forecasts and the accompanying production or operations costs when preparing the pro forma. Be certain to completely review/discuss the assumptions made in these reports.

It is imperative that a discussion be provided on worst case, most likely and best case scenarios. Describe how certain assumptions may cause any of these scenarios and what that will do to certain performance indicators.

Proposed Funding Requirements

Now that the business idea has been fully described and presented, it is time to identify exactly how much funding is being sought after. Identify how the plan intends to invest this money in the business, and the rate of consumption. The potential investor's, of course will want to hear about how they are going to have their investment dollars repaid, and will require a

detailed plan to achieve the desired rate-of-return on their investments. Understand that those investors who are serious about investing in your business will be the one's most concerned with the content in this section. Be prepared for the potential investors to counter offer ideas on how to pay back the money, with a few rather creative ideas of their own. Think about the offering and potentially how the business may sell stock in the company? What percentage of the company will be surrendered to investors? Will controlling stock be retained or is there a willingness to sell more than half of the interest in the business? Consider retaining a certain amount of stock for future employee stock option plans.

All investors want to know how their money is going to be spent. Be prepared to provide a list of items planned to purchase. How much will be spent on creative design, market research, development, and the creation of production facilities? The more data provided, the greater the comfort level your investors will feel.

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NOTE: It is expected that 20-30 resources (80-90% from scholarly sources within the past five years) will be used throughout the business plan, and listed here in proper APA format. The distillation of the sources and their relevance to this proposed venture is the most important aspect. Proper APA citations must be used at all times.

Appendix

NOTE: Appendices should be included that support the discussion within the business plan and referenced herein; this may include but not be limited to financial statements, charts, diagrams, org charts, etc.

