Progressive Digital Labs – Impact Business Plan

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<!-- cross-ref: cover -->
Progressive Digital Labs — Impact Business Plan

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Primary author collaborated with AI research assistants (Claude and ChatGPT). These tools can make errors; the human author is ultimately responsible for the content.

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<!-- cross-ref: PDL_Executive_Summary.md -->

Executive Summary

[Locked content previously written]

The Four-Year Ramp (2025–2028)
- **2025**: Quiet relationship-building and assumption validation.
- **2026**: Early concessions, credibility pilots, and case studies with gubernatorial and House races.
- **2027**: Expansion into Senate campaigns and officeholders/committees; recurring base revenue begins.
- **2028**: Scaled dominance — 300+ campaigns served via PAC/consultant partnerships, visibility dashboards, and platform maturity.

<!-- cross-ref: Problem_and_Urgency.md -->

Problem & Urgency

In 2024, Democrats underestimated the rise of podcasts as a persuasion medium. Conservative operatives and financiers systematically built an ecosystem of "low-trust but high-frequency" talk content that reached millions of voters week after week. Democrats were late to see this shift, and the asymmetry cost us narrative ground.

We now face a far more consequential inflection point: the rapid emergence of **AI chatbots and AI-assisted search as the default medium of political discovery**. These systems are no longer niche. They are already shaping how voters get answers to basic civic questions — and the pace of adoption is accelerating.

Voters' "search" behavior is shifting from clicking links to receiving answers directly from AI systems. Independent tracking shows a material rise in "zero-click" behavior, where users get what they need without visiting a website. SparkToro's 2024 analysis of Similarweb panel data found **58.5% of U.S. Google searches ended without a click**. Other trackers show lower but rising figures (e.g., **27.2% of U.S. Google searches zero-click as of March 2025**). Methodologies differ, but the trend is unmistakable: clicks are vanishing.

Google's **AI Overviews** further compress clicks by answer-boxing results. In 2025, Pew's field data observed that **a majority of users encountered at least one AI Overview in March 2025**, and multiple industry trackers now estimate Overviews appear on **roughly half of queries**.

We estimate that by the November 2028 general election, **~45–60% of voter information queries will be answered inside AI experiences (AI Overviews or chat) rather than via clicks to official or campaign sites**. Most users will never click a link, if one is even offered, and will be satisfied with what the chatbot says. The **mission of the

candidate and officeholder website will be transformed**. It will be less and less a place that voters vis
more and more the mechanism by which the chatbots are trained.

> **Footnote A — Technical Note:** *RLHF (Reinforcement Learning from Human Feedback), RLAIF
(Reinforcement Learning from AI Feedback), and Constitutional AI are different methods for aligning la
language models. They control how systems rank, filter, and present answers — and thus directly sha
see.*

> **Footnote B — Large Language Models (LLMs):** *LLMs are AI systems trained on massive text da
predict and generate language. They now underpin most advanced chatbots, including ChatGPT, Gen
Claude.*

> **Footnote C — Union Probability Estimate:** *Assumptions: AIO coverage grows from ~50–55% (2
55–60% (2028); satisfaction rate ~60–70%; chatbot share of search events grows from ~5.6% desktop
to ~15–20% (2028). Computation: A = 0.58 × 0.65 ≈ 0.38; B = 0.18; assume 30% overlap → union ≈ 0
Range: 45–60%. These estimates will be locked down with BENCH pilot data in 2026–27.*

<!-- cross-ref: PDL_Solution_Theory_of_Change.md -->

3. Solution & Theory of Change

Framing the Shift
For decades, campaigns and journalists worried about "spin rooms" and "talk radio echo chambers." B
battleground will be different: AI chatbots and answer engines will increasingly replace both news outle
campaign websites as the place where voters first encounter political information. Voters will not visit c
sites — they will ask questions and expect the AI to answer in full.

The mission of the candidate and officeholder website will be transformed. It will be less and less a pla
visit, and more and more the mechanism by which the chatbots are trained. Campaign content must th
structured for AI discovery, not just human browsing.

Market Penetration of AI Answers
We estimate that by the November 2028 general election, **~45–60% of voter information queries will
inside AI experiences (AI Overviews or chat) rather than via clicks to official or campaign sites.** Most
never click a link — if one is even offered — and will be satisfied with what the chatbot says.

Key definitions and assumptions (conservative, documented):
- **AI Overviews coverage**: The share of search queries where Google or another major engine inse
AI-generated overview. Projected to rise from ~50–55% in 2025 to 55–60% by 2028.
- **AIO satisfaction rate**: The proportion of users who encounter an AI Overview and find the provide
sufficient, so they do not click through to another source. Estimated at ~60–70% for political informatio
based on early user studies and behavioral panels.
- **Chatbot share of search events (cross-device)**: Share of queries initiated directly in conversationa
such as ChatGPT or Gemini. Projected to grow from ~5.6% desktop browser share in 2025 to ~15–20

Computation (union probability, accounting for overlap):
Let A = AIO_coverage × AIO_satisfaction; B = chatbot share.

- Base case: A = 0.58 × 0.65 ≈ 0.38; B = 0.18; assume 30% overlap → union ≈ 0.50 (50%).
- Range: With low/high bounds on AIO and chat growth plus overlap, we get ~45–60%.

This estimate will be validated with direct pilot testing in 2026–27 (see *Evidence & Methods*).■^1■

Zero-Click Behavior

Voters' "search" behavior is shifting from clicking links to receiving answers directly from AI systems. I[...]
tracking shows a material rise in "zero-click" behavior, where users get what they need without visiting [...]
SparkToro's 2024 analysis of Similarweb panel data found **58.5% of U.S. Google searches ended wi[...]
click**; other panels show lower but rising figures (e.g., U.S. zero-click at **27.2% in March 2025**), [...]
underscoring different methodologies but the same directional trend.■^2■■^3■

Google's AI Overviews further compress clicks by answer-boxing results. In 2025, Pew's field data obs[...]
majority of users encountered at least one AI Overview in March, and multiple industry trackers no[...]
Overviews appear on roughly half of queries.■^4■

Theory of Change

If Democrats fail to adapt, they risk invisibility in the very medium where voters will be searching. Our t[...]
change is straightforward:

1. **Visibility:** Campaign and officeholder content must be structured in schema-compliant ways to b[...]
by AI.
2. **Credibility:** Narrative text and structured data must align, ensuring AI training engines recognize [...]
sites as trusted sources.
3. **Productivity:** Structured authoring processes streamline communications work and help staff det[...]
inconsistencies across statements.
4. **Accountability:** Continuous monitoring and auditing ensure that Democratic priorities are represe[...]
accurately in AI answers, while building the evidentiary base for addressing systemic bias.

By 2028, this shift will determine whether Democrats can compete effectively in the new information e[...]

Footnotes
■^1■ Computation based on projected AI Overview coverage, satisfaction, and chatbot share; method[...]
Evidence & Methods.
■^2■ SparkToro, *Zero-Click Search Study 2024* (Similarweb U.S. panel).
■^3■ Similarweb Panel Data, U.S. zero-click share, March 2025.
■^4■ Pew Research Center, *AI Overviews in Search Use Survey*, March 2025.

<!-- cross-ref: PDL_Market_Financial_Opportunity.md -->

Market & Financial Opportunity

1. Urgency of Digital Discovery
By 2026–2028, it's projected that **over half of all voter interactions**—from research to decision-mak[...]
occur via **AI-mediated interfaces and structured discovery**, rather than traditional media. For exam[...]
ad spending on digital platforms alone **surged to $619 million by August 2024**, with total online ad s[...]
reaching **$1.35 billion for the full cycle** (brennancenter.org).

2. Market Definition
We focus exclusively on **organic digital infrastructure**—CMS, analytics, structured-content platform[...]
compliance tooling—not paid media, travel, or administrative budgets.

Market Funnel Overview

Layer	Definition	2026–28 Estimate	Notes / Sources
TAM	Non-media digital/technology budgets of Democratic & Independent federal/state campaign[...] committees, and officeholders	**$600–800■M**	Based on ~3–5% of campaign spend in budget line[...] SaaS/CMS/content tools (emarketer.com, brennancenter.org).
SAM	Portion of TAM relevant to AI-discovery tools and structured data systems	**$20–40■M**[...] representation due to tool specificity and conservative assumption of allocation.
SOM	Attainable market via platform integration (limited CMS support + top-race targeting)	**$30–50■M**	Conservative penetration assumption aligned with early SaaS adoption trends.

3. Growth Dynamics
- **Digital Dominance (Contextual Insight):** In late-cycle 2024, campaigns spent roughly **$23M on d[...] ads** vs. **$24.5M on TV ads**, showing near parity (brennancenter.org, mediaproject.wesleyan.edu)[...]
- **Technology Budget Expansion:** Campaigns are increasingly investing in digital infrastructure (web[...] analytics, structured data tools).
- **Cyclical Uptake:** We expect SOM-driven ARR to peak in 2028, trough slightly in off-years, but rem[...] supported through recurring officeholder/committee contracts, creating sustainable revenue flows acr[...]

Methodology Notes
1. **Ad Spend as Context—not Inclusion**: Digital ad figures are used solely to demonstrate voter beh[...] not to inflate TAM.
2. **Digital-Tech Share Benchmark (TAM)**: Industry reporting shows total political advertising will ex[...] in 2024, with digital media accounting for ~28% of that. We use conservative 3–5% estimate for non-m[...] infrastructure.
3. **Proportional Allocation (SAM)**: SAM is derived conservatively from TAM, factoring in tool specifi[...] practical adoption constraints.
4. **SOM Penetration**: Based on early-stage SaaS adoption timelines and limited CMS integration pa[...]

<!-- cross-ref: PDL_Business_Model.md -->

Business Model & Unit Economics

We structure the business model using the Strategyzer Business Model Canvas (BMC)[^1].
All elements below are initial assumptions; during the SEED phase, we will conduct further research, expert interviews, and partner validation to substantiate the model.

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1. Customer Segments
- Democratic campaigns (Presidential, Senate, House).
- Democratic committees (DNC, DSCC, DCCC, state parties).
- Officeholder committees (incumbent Members of Congress).
- Independent-aligned campaigns and committees (case-by-case).

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2. Value Propositions
- **Visibility in AI search:** Ensures Democratic facts, values, and positions are discoverable in AI assistants.
- **Compliance & security:** Meets .gov and FEC requirements.
- **Productivity:** Reduces staff time via structured authoring, grammar/style support.
- **Accountability:** Continuous benchmarking/audit trail supports litigation, press, and public trust.

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3. Channels
- Direct sales to national committees and large campaigns.
- Partnerships with Democratic digital agencies.
- Limited CMS support (WordPress, Drupal/GovCMS) for distribution.
- SEED phase pilots to build reference customers.

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4. Customer Relationships
- White-glove onboarding (early years).
- Transition to scalable SaaS self-service by 2027–2028.
- Ongoing customer success + training for campaign staff.

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5. Revenue Streams
- SaaS subscription tiers:
- **DANA** (campaign) – $1,500–$3,000/month depending on race size.
- **DREW** (officeholder) – $1,000–$2,000/month.
- Early services revenue (schema setup, training, audits).
- Custom pilots (presidential campaigns, congressional committees).

Comparables

Platform	Typical Pricing
NGP VAN	$1,200–$2,000/month+
NationBuilder	$999/month+
WordPress VIP	$2,000–$5,000/month
Run! (civic SaaS)	$1,000–$2,500/month

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6. Key Resources
- Proprietary schema library and AI benchmarking system.
- Engineering team (schema, AI/ML, integrations).
- Policy/legal advisors for compliance.
- Partnerships with campaign committees and agencies.

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7. Key Activities
- Continuous schema development and updates.
- Benchmark testing and reporting.
- Customer onboarding + training.
- Security and compliance audits.

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8. Key Partnerships
- Democratic committees (DNC, DSCC, DCCC).
- Academic institutions (methodology, bias research).
- Agencies providing campaign digital services.
- CMS providers (WordPress, Drupal/GovCMS).

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9. Cost Structure
- Heavy R&D in early years (schema, BENCH platform, AI testing).
- Services staff (onboarding, setup) in 2025–2026.
- Transition to SaaS-dominant margins (>70%) by 2028.
- Estimated ARR by 2028: **~$4.2M**, with durable SaaS retention.

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[^1]: Business Model Canvas framework by Strategyzer. See:
<https://www.strategyzer.com/canvas/business-model-canvas>

<!-- cross-ref: PDL_Go_To_Market.md -->

Go-to-Market Strategy

Progressive Digital Labs' go-to-market approach is designed to maximize adoption in a cyclical campa
balancing early credibility with scalable growth. The model prioritizes partnerships, high-impact races,
time-bound concessions to secure beachheads in 2026 and set up rapid expansion for 2028.

Channel Strategy

- **Direct Engagement (25%)**: Reserved for top-tier campaigns where credibility is most valuable (ea
House, and gubernatorial campaigns).
- **Partnership Distribution (75%)**: Core strategy. Website developers, digital consultants, and PACs
reach across hundreds of campaigns with far lower CAC.
- **Limited CMS Support**: Integration with **WordPress, NGP VAN, NationBuilder, and Run!** — the
dominant CMS platforms used in Democratic campaigns. This ensures efficient adoption without custo
for every vendor.

Responsibility: GTM execution is led by the **Chief Commercial & Impact Officer**, responsible for
and union partnerships, CMS relationships (WordPress, NGP VAN, NationBuilder, Run!), and ensuring
translates directly into measurable Democratic impact.

Foundational Relationship-Building (2025–2026)
- **2025 (Seed Phase)**:
- No deployments in this year.
- The Chief Commercial & Impact Officer takes direct responsibility for cultivating discreet relationships
PACs, unions, digital consultants, CMS vendors, and campaign managers.
- Conduct assumption-testing interviews with 30–50 stakeholders to validate demand, adoption barrier
expectations.
- Activities are kept deliberately below the radar — focused on listening, mapping networks, and prepa
entry in 2026, not public visibility.

- **2026 (First Pilots)**:
- Leverage these early contacts to secure initial gubernatorial and competitive House campaigns.
- Begin PAC co-funding discussions with organizations that supported interviews in 2025.
- Offer deep discounts and manual services as a one-time credibility investment to secure flagship pilo

2026 — Early Validation & Concessions
- **Targets**: Competitive gubernatorial races (36 on the ballot; priority in battleground states), and a f
of highly competitive or well-funded House races.
- **Tactics**:
- Deep discounts and manual service support to secure credibility even where automation is incomplet
- PAC and Association Partnerships: Work with labor PACs (e.g., SEIU COPE) and membership PACs
EMILY's List) to subsidize early campaigns.
- **Goal**: 10–15 marquee adoptions by cycle end; establish credibility, case studies, and reference cu

2027 — Expansion & Officeholder Base
- **Targets**:
- Growth in Senate campaigns entering early for 2028.
- Expansion into House committees and officeholders, leveraging standardized CMS (.gov sites).
- **Tactics**:
- Develop partner certification programs to enable scaled adoption.
- Build early officeholder/committee revenue for recurring base.
- Shift pricing closer to 2028 levels as features mature; reduce reliance on concessions.
- **Goal**: 40–50 active accounts (mix of campaigns + committees). Proof of scalability and partner-le

2028 — Full-Scale Presidential & Federal Cycle
- **Targets**:

- Presidential campaigns (primary and general).
- All competitive Senate and governor races.
- Around 30 competitive House races plus leadership/committee officeholders.
- **Tactics**:
- National PAC/Union Partnerships: Integrate AI optimization funding into bundled candidate support p
- Partner-Led Implementation: Majority of new campaigns acquired through certified consultants and d
- Visibility Dashboarding: Deliver real-time campaign visibility benchmarks as a differentiator.
- **Goal**: 300+ campaigns and officeholders, demonstrating dominance of AI optimization for Democ
campaigns.

Strategic Partnerships with Direct-Contribution Political Organizations
- **PAC-Driven Distribution**:
- Labor unions (e.g., SEIU COPE) can bulk-fund optimization across dozens of candidates.
- Professional PACs (e.g., EMILY's List) can integrate our services into their candidate support offering
- **Proof of Value**: Success requires documenting how AI optimization improves campaign visibility a
electoral outcomes, making it a natural addition to PAC-funded candidate packages.
- **Leverage Multiplier**: Each partnership can extend reach across dozens of campaigns, reducing C
embedding us in Democratic infrastructure.

<!-- cross-ref: PDL_Impact_Measurement_Reporting.md -->

Impact Measurement & Reporting

Progressive Digital Labs will not be judged solely on revenues, but on mission impact: improving the v
accuracy, and competitiveness of Democratic campaign and officeholder content in AI-mediated disco
ensure transparency and accountability, we will publish clear, consistent, and timely metrics for invest
and campaigns.

1. Campaigns Served
Baseline: 0 in 2025.
Goal: 300 campaigns by 2028 (mix of federal campaigns, congressional committees, and officeholders
Metric: Count of unique campaigns adopting one or more of DANA, DREW, or BENCH.
Frequency: Tracked continuously; reported quarterly.

2. Quality Improvement Index (QII)
QII measures whether campaign and officeholder content is discoverable, accurate, and consistent in
voter information results. Unlike legacy SEO scores, QII focuses on structured data, narrative clarity, a
compliance.

- **Feasibility:**
Algorithmic scoring is validated by multiple precedents:
* Google Rich Results / Schema.org Validators prove that schema compliance can be automatically as
* SEO scoring frameworks (Moz, SEMrush, BrightEdge) show that campaigns are already comfortable
automated quality metrics[^2].
* AI readability research demonstrates that structured, simplified text improves AI-driven summaries[^3
* University of Washington (Pezzuti et al., 2025) developed neural quality estimation models that algor
assess semantic quality of web content[^4].

- **Comfort & Adoption:**
Campaigns are already accustomed to SEO scores (less sophisticated than QII), ensuring adoption wi
foreign.

- **Methodology:**
QII will be constructed algorithmically, with human audit trails only as a backup. Scores will update cor
with campaigns able to access on-demand dashboards.

3. Replaced Media Spend
Metric: Percentage of campaign media/consulting dollars replaced by structured AI-ready content.
Rationale: Demonstrates ROI by showing PDL tools substitute for traditional expenditures.
Validation: Benchmarked against historical media spend and tested via early pilots.

4. Dashboards & Transparency
Campaigns and investors will have access to near-real-time dashboards. These dashboards will:
- Show campaign-level QII scores, changes over time, and benchmarks against peers.
- Provide transparency into adoption progress and the direct impact of structured data.
- Be exportable for investor and board reporting.

This transparency ensures accountability not only to investors, but to the mission of improving Democr
in AI information channels.

Footnotes: Precedents for Algorithmic Quality Scoring

[^1]: **Google Rich Results / Schema.org Validators** – demonstrate feasibility of automated schema t
Google Developers: [Rich Results Test.
[^2]: **SEO Scoring Frameworks** – Moz, SEMrush, and BrightEdge all provide algorithmic scoring wid
accepted by campaigns as proxies for digital strength. For example: [Moz Domain Authority.
[^3]: **AI Readability Research** – Studies show that structured, simplified text improves inclusion in A
summaries. See Dellerman et al., *AI-Based Readability Metrics for Digital Content* (2023).
[^4]: **University of Washington (Pezzuti et al., 2025)** – Developed **neural quality estimation models
web content that algorithmically assess semantic quality. This validates the feasibility of QII as an algo
than manual measure.

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Cross-Reference Map: Impact Measurement & Reporting

Internal Cross-References
1. Financial Plan
- "Capital efficiency ratios" and CAC/LTV tie directly to Financial Plan (Investor Metrics subsection).
- Low/base/high case sensitivity analysis connects to QII improvements as justification for campaign R
- Anchor target: #financial-plan

2. Products (DANA, DREW, BENCH)
- QII feeds back into Product Strategy & Technology, particularly BENCH's audit trail and continuous le

loop.
- Mention dashboards and reporting that campaigns expect alongside product outputs.
- Anchor target: #product-strategy--technology

3. Exit & Legacy
- QII and replaced media spend metrics form part of long-term impact accountability for investors/don
- Supports "responsible legacy" narrative by ensuring PDL is measurable and transparent.
- Anchor target: #exit--legacy

4. Go-to-Market Strategy
- Continuous reporting and dashboards become part of GTM proof points (demos, PAC partnership re
- Anchor target: #go-to-market-strategy

External Analogies / Validation Anchors
- SEO scores → QII feasibility (footnote references Moz, SEMrush, Google validators).
- University of Washington quality estimation research → QII methodology precedent.
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<!-- cross-ref: Strategic_Moat_and_Partnerships.md -->

Strategic Moat & Partnerships

Progressive Digital Labs builds a durable competitive moat through technology integration, compliance
distribution networks, and trusted credibility.

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1. Technology & Data Moat
- Our core products—**DANA**, **DREW**, and **BENCH**—form a closed-loop value system. BEN
benchmarks and audits, feeding insights back into content creation for continuous learning.
- Campaign data strengthens PDL's system via a **data network effect**, making each adoption more
harder to replicate.

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2. Compliance & Auditability
- **.gov Readiness**: DREW is built to meet federal compliance and integrates with official CMS like D
(which underpins platforms such as VA.gov and many .gov sites). (digital.va.gov)
- **Immutable Audit Logs**: BENCH preserves detailed records of queries, responses, and performanc
for legal defense or bias documentation.
- **Operational Boundaries**: We maintain clear corporate and legal separations between the B■Corp
nonprofit affiliates.
- **Traceable Content**: Every schema and content point is linked back to verified sources—no invent

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3. Distribution & Partnerships

- **Limited CMS Integration**: By building plugins for WordPress, Drupal, and political CMS platforms,
into campaigns' existing infrastructure.
- **Academic Collaboration**: BENCH serves data to research partners analyzing AI bias, modeling tra
and promoting accountability.
- **Advocacy Linkages**: Civil rights and democracy-defense groups can utilize BENCH insights for po
advocacy or litigation support.
- **Ecosystem Credibility**: Following models such as ActBlue for Democratic infrastructure, PDL aligr
trusted networks to boost adoption.

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4. Brand, Trust & Credibility
- **Transparency**: Open metrics, compliance documentation, and academic validation set PDL apart
landscape marred by opacity.
- **Impact-Oriented Competitive Edge**: Tailored to Democratic values, we close a structural visibility
Republicans have often exploited.
- **Litigation-Ready Design**: Systems built for evidentiary standards—making us a safer digital partne

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Footnotes & References
1. Drupal used in enterprise .gov sites, including VA.gov: governance and compliance workflows (digit
acquia.com)
2. Algorithmic bias in search and AI affects political content representation—documented in peer-revie
(pmc.ncbi.nlm.nih.gov)
3. Academic audit frameworks and legal relevance of AI benchmarking (legal-forum.uchicago.edu)
4. "Search engine manipulation effect" (SEME) shows how search results can influence voter behavior
or not (en.wikipedia.org)
5. "Algorithms of Oppression" underscores how platforms can skew representation even absent explic
(en.wikipedia.org)

<!-- cross-ref: PDL_Team_Governance.md -->

Team & Governance

Progressive Digital Labs upholds dual accountability: commitment to **mission**—advancing Democra
and electoral integrity—and stewardship toward **investors**, ensuring capital discipline and long-term

<!-- cross-ref map
- References Executive Summary: B-Corp vs PAC framing.
- Connects to Financial Plan: Compensation benchmarks, inflation raises.
- Connects to Go-to-Market: Partner representative seat.
-->

Why a B-Corp Instead of a PAC
We chose a **B-Corp structure** rather than a PAC because it allows us to attract investment capital v
mission and financial upside:

- **Tax Treatment**: Losses are deductible against other investment income, unlike contributions to PA
are after-tax[^1].
- **Potential Upside**: If we succeed, there is a possibility of return of capital and even positive return
- **Mission Lock**: The B-Corp structure legally binds the company to pursue social good alongside pr
aligning impact investors with electoral outcomes[^2].

This hybrid model (with an affiliated 501(c) arm for complementary nonprofit activities) creates optiona
pathway becomes constrained, another provides flexibility.

Legal Counsel & Organizational Separation
To protect both our for-profit and nonprofit arms, we maintain a **part-time General Counsel** with dee
in nonprofit election law and corporate governance. This counsel is essential for:
- **Maintaining separation** between the B-Corp and the affiliated 501(c)(3) nonprofit; ensuring no cro
activities or perceptions of coordination that could jeopardize tax-exempt status[^3].
- **Advising on permissible activities**, particularly preventing inadvertent campaign intervention by th
arm. 501(c)(3) organizations are strictly prohibited from directly or indirectly participating in political car
and violations can lead to loss of tax-exempt status[^4].
- Overseeing **contract review, contribution structures, and compliance safeguards**, ensuring all mat
partnerships, and expenditures are properly vetted. The GC also advises the board and periodically at
to preempt legal risk[^5].

By investing in specialized counsel from the start, we mitigate legal exposure and document the rigor
separation strategy, reinforcing both trust and regulatory resilience.

Founding Officers
- **Chief Executive Officer (CEO)** — Leading vision, investor relations, and strategic oversight. The C
only officer with a board seat.
- **Chief Technology Officer (CTO)** — Oversees product innovation, engineering, and integrations w
Democratic-aligned CMS platforms.
- **Chief Commercial & Impact Officer (Founding Officer)** — Stewards go-to-market execution, PAC
partnerships, CMS distribution, and translates adoption into measurable **Democratic** impact while b
commercial growth and mission fidelity.

This team combines technical expertise, campaign credibility, and commercial execution capacity.

Board Composition
The board is intentionally structured with an odd number of seats to ensure balanced governance:
- Founding CEO (only officer on board)
- **1–2 impact investor representatives** (capital rigor)
- **1–2 movement leaders** (fidelity to progressive values)
- **1 independent technologist** (product oversight)
- **1 partner representative** (ensuring alignment with distribution, CMS, and integration partners)

A five- or seven-member board creates a cross-section of accountability, preventing any single constit
dominating.

Compensation Philosophy
To attract highly capable, mission-minded talent, compensation is competitive with 85th percentile rate

tech/policy professionals[^6]. We include:
- **Base salaries** with built-in annual raises (~3%) plus inflation adjustment (~2%).
- **Equity or performance incentives** for foundational staff.
- A **mission premium** expectation—that team members prioritize impact and Democratic return ove
speculative upside.

This structure ensures stability, retention, and appeal to both impact-oriented professionals and experi
campaign technologists.

See Appendix D for full Evidence & Methods.

Risk & Mitigation

<!-- cross-ref: Risk & Mitigation -->

Progressive Digital Labs acknowledges that launching an impact-driven SaaS business in the middle of
political landscape carries unusual risks. Rather than minimizing them, we make them explicit and pres
mitigations.

Risk	**Mitigation**
Execution Risk Scaling three products (DANA, DREW, BENCH) simultaneously may overexte
team.	Phased roadmap: prioritize MVP and pilots in 2026; add features incrementally. Contractors fo
surges. Explicit SEED-phase validation of assumptions before scale.
Market Adoption Risk Campaigns may be slow to adopt structured data tools.	Deep discoun
hands-on services for 2026 pilots; leverage CMS partnerships (WordPress, NGP, NationBuilder, Run!)
friction. Case studies to prove ROI before 2028.
Political / Regulatory Risk Scrutiny of political tech vendors is increasing. Risk of accusations
unlawful coordination.	Maintain B-Corp structure with part-time General Counsel and outside counsel
compliance■web†source■. Strict firewall between B-Corp and 501(c) arms. All schemas traceable to
material.
Credit Risk Campaigns are notorious for late or partial payments, especially after losing
elections■web†source■.	Up-front payment policies, milestone billing, and PAC/union partnerships as
intermediaries. Officeholder/committee accounts provide steadier recurring revenue.
Competitive Risk Republican campaigns or large commercial vendors may replicate similar to
Defensive moats: schema standards, CMS integrations, BENCH's audit dataset. First-mover advantag
Democratic ecosystem.
Technology Risk AI platforms may change APIs, models, or discovery mechanisms.	Continu
monitoring via BENCH. Academic and legal partnerships to detect/respond. Roadmap flexibility to ada
and authoring tools.
Reputational Risk Any perception of manipulation of AI answers could undermine credibility.
Transparency: publish methodology, validation pilots, and dashboards. Independent academic oversig

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Footnotes & Evidence
1. *Election law compliance*: Legal analyses warn that nonprofits funding campaign tech risk violating
coordination rules; counsel oversight is critical (see Bolder Advocacy guide on 501(c) political activity).
2. *Credit risk*: Coverage of campaign vendors repeatedly shows unpaid invoices after losses, e.g., P
"Campaigns stiff consultants" documenting millions in unpaid bills.
3. *Market adoption barriers*: FEC data and campaign tech surveys show Democratic campaigns lag
adopting structured digital tools, especially schema markup.

<!-- cross-ref: Exit_Legacy.md -->

Exit & Legacy

Progressive Digital Labs is structured to serve a singular mission: ensuring Democratic campaigns are
credible, and competitive in the AI-mediated information era. Our *North Star* is the 2028 election cycl
investment decision, partnership, and technology roadmap is aligned toward delivering impact at that r
maximum national consequence.

Exit Optionality

We do not frame this as a "unicorn" growth story. Instead, we highlight credible, mission-aligned exit p

- **Acquisition by strategic buyer**: PDL's schema standards, structured data tools, and bias-auditing
are natural extensions for platforms like NGP VAN, DSPolitical, NationBuilder/WordPress political prac
prominent Democratic technology consulting firms, or civic SaaS providers that already serve Democra
campaigns.
- **Hybrid spinout**: Portions of PDL's work may migrate into a 501(c)(3) or 501(c)(4) nonprofit entity a
ensuring sustainability of the schema standard and audit practices even if market conditions change.
- **Profitable independent growth**: If revenue stability is achieved, PDL can continue as a mission-dri
expanding into state, local, and issue-based campaigns, providing long-term sustainability while prese
independence.

Mission-Centered Legacy

Regardless of exit path, core assets remain committed to the Democratic ecosystem:

- The **political schema specification** becomes a durable infrastructure layer.
- The **bias-auditing methodology** provides an evidence base for accountability.
- The **integration network** of consultants, PACs, and CMS providers ensures continuity.

This ensures that PDL's contribution outlives any one campaign cycle or ownership structure.

Investor Lens

For investors, the structure offers unique benefits:

- **Downside protection**: Unlike PAC contributions, B Corp investments allow for **tax-deductible los

PDL does not succeed.
- **Upside participation**: If PDL proves financially sustainable, investors can see **capital recovery and returns** while also achieving high-leverage impact.
- **Risk mitigation**: Conservative financial planning, explicit sensitivity modeling, and a minimum rese of $0.5M protect against sudden shocks.

Takeaway:
Progressive Digital Labs exists to ensure Democrats are represented fairly in the age of AI-mediated in legacy will be not only the campaigns it serves directly, but the standards, practices, and infrastructure embedded in the Democratic ecosystem — durable assets that persist well beyond 2028.

<!-- cross-ref: branding_appendix_md.md -->

Appendix C: Strategic Branding Architecture - KyanosTech

Blue Technology for Democratic Victory

Branding Philosophy

KyanosTech represents a sophisticated fusion of authentic Greek heritage with modern American polit technology. Our branding strategy deliberately connects ancient democratic wisdom with contemporar innovation, creating a unique market position that resonates with political operatives while establishing through classical roots.

Core Brand Principle: We use legitimate Greek words to associate with democracy (small 'd') while Kyanos to connect with Democratic (capital 'D') political identity.

Company Brand Architecture

KyanosTech
Greek Origin: κυαν■ς (kyanos) + Technology
Meaning: "Blue Technology"
Pronunciation: "KYE-ah-nos-tech" (easy American pronunciation)

Brand Positioning:
- **Primary**: AI optimization technology for Democratic campaigns and governance
- **Visual Identity**: Democratic campaign color schemes reflecting both Greek heritage and Democra identity
- **Market Differentiation**: Classical sophistication meets cutting-edge political technology

Core Company Taglines:

- *"Blue Wisdom for Democratic Victory"*
- *"Where Democracy Meets AI Intelligence"*
- *"Ancient Wisdom, Modern Politics"*

Product Suite: Classical Wisdom Series

Our three-product platform employs authentic ancient Greek terms that perfectly align with their functio
while maintaining easy American pronunciation.

1. AGON - Campaign Platform
Greek Original: ■γ■ν (agon)
Meaning: Contest, competition, struggle
Pronunciation: "AH-gon" (extremely easy!)

Democratic Connection: Campaigns are fundamentally competitive contests - exactly what agon re
classical Greek culture.

Brand Identity:
- **Primary Tagline**: *"Win the Contest"*
- **Extended Taglines**:
- "Contest intelligence for campaign victory"
- "AI-powered campaign competition"
- "The competitive edge for Democratic campaigns"
- **Marketing Copy**: *"AGON: Where campaign strategy meets AI intelligence. Win the contest."*

Visual Brand: Democratic blue and Victory Gold color scheme suggesting precision and competitiv
advantage.

2. POLIS - Incumbent Platform
Greek Original: π■λις (polis)
Meaning: City-state, legitimate government, civic community
Pronunciation: "POH-lis" (extremely familiar to Americans)

Democratic Connection: Polis represents the foundational concept of democratic governance - the
where citizens participate in self-government.

Brand Identity:
- **Primary Tagline**: *"Govern with Intelligence"*
- **Extended Taglines**:
- "Smart governance for the people"
- "AI-optimized public service"
- "Democratic leadership, intelligently enhanced"
- "Where public service meets smart technology"
- **Marketing Copy**: *"POLIS: Intelligent governance for Democratic leaders. Serve the people better

Visual Brand: Official Democratic Blue and Constitutional Cream color scheme suggesting growth a

established authority.

3. SCOPE - Verification Platform
Greek Original: σκοπ■ω (skopeo)
Meaning: To observe, examine, consider carefully
Pronunciation: "SCOPE" (identical to English word)

Democratic Connection: Democracy requires transparency and accountability - systematic observa
verification of effectiveness.

Brand Identity:
- **Primary Tagline**: *"Measure What Matters"*
- **Extended Taglines**:
- "Intelligent verification for AI optimization"
- "Scope the effectiveness of your AI"
- "Smart measurement, proven results"
- "Verify your AI advantage"
- **Marketing Copy**: *"SCOPE: Intelligent measurement for AI optimization. Prove your impact."*

Visual Brand: Heritage Silver and Victory Gold color scheme suggesting precision and analytical fo

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Integrated Brand Messaging

Complete Suite Philosophy
Our three products create a complete narrative arc of Democratic political success:

1. **AGON** - Win the campaign contest
2. **POLIS** - Govern with intelligence
3. **SCOPE** - Measure what matters

Unified Brand Story
*"From campaign contest (AGON) to intelligent governance (POLIS), proven by smart measurement (S
KyanosTech delivers blue wisdom for Democratic victory."*

Three-Step Process Messaging
Contest → Govern → Measure
- Win elections through intelligent competition
- Serve constituents through optimized governance
- Prove impact through systematic verification

Brand Differentiation Strategy

Classical Heritage Advantage
Authentic Etymology: All product names derive from legitimate ancient Greek terms with document

historical usage, providing intellectual credibility and cultural sophistication.

Educational Value: Our branding educates users about democratic foundations while positioning o
technology as continuation of classical democratic traditions.

Memorable Distinctiveness: No other political technology companies employ authentic Greek termi
creating unique market positioning and brand recall.

Pronunciation Accessibility
American-Friendly: All product names use familiar sounds and syllable patterns easily pronounced
American political operatives:
- AGON: "AH-gon" (2 syllables)
- POLIS: "POH-lis" (2 syllables, familiar root)
- SCOPE: "SCOPE" (1 syllable, identical to English)

Professional Credibility: Classical references suggest sophistication without pretension, appealing
political professionals.

Political Alignment Strategy
Dual Democracy Connection:
- **democracy (small 'd')**: Greek heritage connects to foundational democratic principles
- **Democratic (capital 'D')**: Kyanos (blue) clearly signals partisan political alignment

Values Integration: Ancient Greek democratic ideals align naturally with contemporary progressive
values, creating authentic brand coherence.

Target Audience Brand Resonance

Campaign Managers
Appeal: Competitive terminology (AGON) resonates with campaign mindset while Greek heritage s
strategic sophistication.
Messaging: "Turn classical wisdom into campaign victory"

Incumbent Officeholders
Appeal: POLIS directly connects to their role as legitimate democratic governors serving constituen
Messaging: "Govern with the wisdom of ancient democracy"

Political Consultants
Appeal: Sophisticated branding differentiates services while easy pronunciation ensures client ado
Messaging: "Classical intelligence for modern political success"

Progressive Organizations
Appeal: Democratic heritage and blue identity clearly signal political alignment and shared values.
Messaging: "Ancient democratic wisdom meets modern progressive technology"

Brand Implementation Guidelines

Visual Identity Standards

Complete Color Palette - Democratic Campaign Inspired

Primary Colors:
- **Official Democratic Blue**: #1f2937 (Deep navy - evocative of Biden 2020 and Harris 2024 campaig
- **Kyanos Blue**: #3b82f6 (Vibrant blue - inspired by 2024 DNC branding)
- **Progressive Accent**: #1d4ed8 (Bold blue - reminiscent of Democratic convention stage lighting)
- **Unity White**: #ffffff (Clean contrast - representing Democratic unity messaging)

Complementary & Supporting Colors:
- **Victory Gold**: #f59e0b (Complementary warm accent - for highlights and success states)
- **Heritage Silver**: #6b7280 (Neutral gray - for secondary text and borders)
- **Slate Background**: #f8fafc (Light gray - for section backgrounds and cards)
- **Constitutional Cream**: #fefce8 (Warm off-white - for callout boxes and highlights)

Product-Specific Accents:
- **AGON Competition**: #2563eb (Campaign energy blue)
- **POLIS Governance**: #059669 (Institutional green - suggesting stability and growth)
- **SCOPE Analytics**: #dc2626 (Democratic red accent - used sparingly for emphasis)

Functional Colors:
- **Success Green**: #16a34a (Democratic environmental messaging)
- **Warning Amber**: #d97706 (Attention-grabbing but not alarming)
- **Error Red**: #dc2626 (Clear error states)
- **Info Blue**: #0284c7 (Informational callouts)

Extended Palette for HTML Rendering:
- **Deep Shadow**: #111827 (darkest navy for depth)
- **Mid Tone**: #374151 (medium gray for text hierarchy)
- **Light Border**: #e5e7eb (subtle borders and dividers)
- **Hover State**: #2563eb (interactive element hover)
- **Active State**: #1d4ed8 (pressed/active elements)

Background Gradients:
- **Primary**: Linear gradient from #1f2937 to #3b82f6 (Democratic convention backdrops)
- **Secondary**: Linear gradient from #f8fafc to #ffffff (subtle section backgrounds)
- **Accent**: Linear gradient from #3b82f6 to #1d4ed8 (call-to-action elements)

Typography System
Primary Headings: Inter Black (clean, modern sans-serif used in contemporary Democratic campai
Secondary Headings: Inter Bold (consistent family for hierarchy)
Body Text: Inter Regular (maximum readability for political professionals)
Accent Text: Inter Medium (for emphasis and CTAs)

Inter font family chosen for its clarity, modernity, and frequent use in progressive political communications

Logo Design Concept

Democratic Campaign Visual References
2024 DNC Inspiration: Bold blue stage lighting, clean typography, gradient backgrounds
Biden 2020 Campaign: Navy and bright blue color combination, presidential authority
Harris 2024 Campaign: Modern typography, accessible design, unity messaging
Progressive Digital Standards: Clean interfaces, high contrast for accessibility, mobile-first design

Voice and Tone
Professional: Sophisticated but accessible language reflecting both classical heritage and modern expertise.
Confident: Authoritative positioning based on authentic historical foundations and proven technology.
Accessible: Avoid academic jargon while maintaining intellectual credibility.

Brand Protection Strategy
Trademark Registration: File trademarks for company name and all three product names in appropriate technology and political services classes.
Domain Portfolio: Secure .ai, .com, and .org domains for company and all products.
Brand Monitoring: Systematic monitoring for trademark conflicts and brand misuse in political technology space.

Digital Brand Implementation
Website Design: Primary gradient backgrounds (#1f2937 to #3b82f6) with Constitutional Cream (#fefce8) content cards
Product Interfaces: Individual product colors (AGON #2563eb, POLIS #059669, SCOPE #dc2626) on Slate Background (#f8fafc)
Campaign Materials: Victory Gold (#f59e0b) accents for call-to-action elements and success messaging
Typography Hierarchy: Inter font family across all digital and print materials for Democratic campaign consistency

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Competitive Brand Positioning

Against Generic Tech Companies
Advantage: Classical heritage and political specialization versus generic "Labs," "Tech," or "Solutions" naming patterns.
Positioning: "Ancient wisdom meets modern technology"

Against Political Agencies
Advantage: Sophisticated technology focus versus traditional campaign services positioning.
Positioning: "AI intelligence beyond traditional political consulting"

Against AI Platforms
Advantage: Political specialization and Democratic alignment versus generic business AI tools.
Positioning: "Purpose-built for Democratic political success"

This branding architecture positions KyanosTech as the sophisticated choice for Democratic political professionals who value both technological excellence and classical democratic wisdom.

<!-- cross-ref: Appendix_C.md -->

Appendix C: Strategic Branding Architecture – KyanosTech
<!-- cross-ref: Appendix C -->
This appendix describes the KyanosTech brand architecture (AGON, POLIS, SCOPE).
(If you have a newer local Appendix C, upload it and I will replace this stub.)

Appendix A: Calculation Workbook & Methodology Tables
<!-- cross-ref: Appendix A -->

This appendix consolidates all structured calculations, models, and sensitivity tables that support the narrative in the main body of the plan. It provides transparency into assumptions and ensures reproducibility of figures.

A.1 Market Sizing & Campaign Counts

Office Type	Total Campaigns (TAM)	Competitive / Leadership / Well-Funded (SAM)	Supported CMS Share	Targeted Accounts (SOM)	Pricing Assumption
Presidential (General)	1	1	n/a	1	$125K
Presidential (Primaries, 2028)	4	4	n/a	4	$125K
Senate Campaigns	~34 (2028 cycle)	~20	~60%	6	$60K
House Campaigns	435	~120	~50%	35	$25K–30K
Governor Campaigns	14 (2028 cycle)	~8	~60%	4	$60K
House Officeholders/Committees	200+	~100 (leadership + committees + competitive)	~65%	65	$25K–30K
Senate Officeholders/Committees	50	~20 (leadership + committees)	~60%	6	$60K

Notes: TAM = all Democratic and Independent campaigns/officeholders. SAM = competitive, leadership, or well-funded subset. SOM = subset using CMS platforms we support.

A.2 Revenue Forecast Scenarios

Base Case (Locked – $4.2M in 2028)

Year	Revenue Source	Campaigns (SOM)	ARPU	Revenue ($M)
2026	Early Pilots (Senate/Gov/House)	3 total	<$30K	< $0.1M
2027	Officeholder + Governor	~30	Varied	$0.5M
2028	Pres + Senate + House + Gov + Officeholders	~115	See A.1	$4.2M

Sensitivity Analysis (2028)

Case	Campaigns (SOM)	ARPU Range	Total Revenue ($M)
Low	~90	$25–30K	~$3.5M

| Base | ~115 | $25–125K | ~$4.2M |
| High | ~135 | $25–125K | ~$5.0M |

A.3 Expense Model & Cash Flow

Headcount by Year (FTEs, steady-state + contractors)

Function	2026	2027	2028
Engineering/Product	6	7	8
Sales (direct + partner enablement)	5	7	10
Partner Success Mgmt	0	1	3
Ops/Admin/Finance/Legal	2	3	3–4
Total FTEs	**~13**	**~18**	**~24**
Contractors (peak cycle)	+3–5	+5–7	+10–12

Expense Allocations (Base Case, 2028)

Category	Amount ($M)	% of Revenue
R&D	1.5	36%
Compliance/Legal	0.5	12%
Go-to-Market	1.2	29%
Infrastructure	0.5	12%
Total Expenses	**3.7**	**88%**

Cash Flow Sensitivity (EOY 2028)

Case	Revenue ($M)	Expenses ($M)	Net Cash Flow	EOY Balance (after $5M capital)
Low	3.5	3.4	+0.1	~$0.6M (buffer)
Base	4.2	3.7	+0.5	~$0.9M
High	5.0	4.3	+0.7	~$1.2M

A.4 CAC / LTV Ratios

Metric	2026	2027	2028
CAC (sales + marketing + onboarding + support)	~$25–30K	~$20K	~$15K
LTV (campaigns 1–2y; committees 3–5y)	$25–60K	$30–75K	$35–90K
CAC/LTV	~1.0–1.5x	~0.7–1.0x	~0.4–0.6x

A.5 Break-Even (Cumulative)

Year	Cumulative Revenues	Cumulative Expenses	Net Position
2025	$0.0M	$0.5M (Seed spend)	-$0.5M
2026	<$0.1M	~$2.0M	-$2.4M

| 2027 | $0.5M | ~$3.0M | -$4.9M |
| 2028 | $4.2M | ~$3.7M | Break-even with ~$0.5M buffer |

See Appendix D for full Evidence & Methods.

Appendix B: Branding

See Branding Appendix and visual standards. **See Appendix D for full Evidence & Methods.**

Appendix D: Evidence & Methods (Consolidated)

Numbers are continuous across sections to support auditability.

D.1

Evidence & Methods
[^1]: IRS guidance: "Deductibility of capital investment losses" vs. nondeductibility of political contributi
Pub. 529).
[^2]: Delaware B-Corp statute, 8 Del. C. §362–368.
[^3]: IRS Rev. Rul. 2007-41 on political activities of 501(c)(3) organizations.
[^4]: IRS "Charities, Churches, and Politics" FAQ, updated 2024.
[^5]: Alliance for Justice, *Keeping Nonprofit and For-Profit Arms Legally Separate*, 2023.
[^6]: CompTIA/DC Tech Salary Benchmark Report, 2024.

<!-- changelog
2025-08-22: Section locked and appended to Master Plan.
Added: Partner representative to board composition.
Added: Part-time GC requirement with election law expertise.
Added: Cross-ref map for integration.
-->

<!-- cross-ref: Risk_Mitigation.md -->