



SBA INNOVATEHER 2016 BUSINESS PLAN COMPETITION

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EXECUTIVE SUMMARY

Activity Rocket (The Rocket) revolutionizes a \$30b+ industry as the “Open Table” of kids’ classes, camps & sports. The process of finding enrichment for 73 million kids 365 days a year is time consuming and disconnected for parents – predominantly moms. At the same time, billions of dollars are lost in time, inefficiencies, and the inability of the Activity/Camp Provider (“Provider”) (many of whom are local, community-based small businesses) to connect with the Mom looking for their programs. Thus, moms are frustrated and class/camp inventory goes unfilled. The Internet of Things has taken over how moms shop, travel, make dinner reservations, and find sitters. Activity Rocket’s one stop platform fills a need and solves a problem for both its marketplace constituents - moms and Providers.

Activity Rocket seeks to scale to 30+ additional markets in the next 5-7 years. To expedite growth, Activity Rocket is currently in discussions with both B2B and B2C strategic verticals to explore integrating The Rocket with other family valued resources, content and services. Our goal is to become the ultimate destination for all things kids’ activities, fun, and education.

The commercialization potential to scale Activity Rocket nationwide is enormous with 3000 counties in the U.S. Moreover, The Rocket’s impact in each community goes beyond connecting kids with enrichment providers. Activity Rocket works to grow and ensure the health and vitality of a thriving ecosystem of local activity small businesses. Additionally, Activity Rocket will employ local moms seeking to return to the workforce with paid employment and equity opportunities. Activity Rocket is good for Mom, family, small business and community. And The Rocket is a trusted and integral community resource connecting families to other valuable businesses, services, entertainment, retail and more.

Growth highlights to date include:

- Bootstrapped and launched minimum viable product to prove concept 2011
- Raised \$185k friends, family & angel investment to build Rocket 2.0 website with SaaS (software as a service) registration platform 2012
- Achieved break even revenue with less than \$200k investment
- Penetrated 3 distinct geographic locations including District of Columbia; Suburban Maryland; and Northern Virginia - growing organically to adjacent counties
- **\$100k+ Total Revenue**
- 100k+ unique classes and camps listed
- **\$300k+ registration transactions booked**
- 1,300+ parent lead referrals to local businesses
- 6,000+ registered users; 6,000 email subscribers, and over 5,000 social media followers



- Over a dozen corporate HR partnerships with largest area companies like Discovery, Under Armour, National Institutes of Health, & Lockheed Martin
- Empowering parents of kids with learning and physical disabilities, as well as families with limited income to find scholarships and the best enrichment for their kids

The revolution is happening at www.activityrocket.com!

ACTIVITY ROCKET: THE COMPANY

Activity Rocket disrupts the age-old activity discovery and booking process for both Moms and Providers. Every Mom of a child newborn-18 is a target irrespective of her income, age, and employment status. The Rocket has done extensive user case studies and offers something for stay at home, working, millennial, tech savvy and challenged, new, older, and single moms.

Moms receive:

- easy to use website with a searchable database with 100,000 programs
- search by key criteria including age, date, time, location, price, ratings and more
- receive organizational, communication and calendaring tools to facilitate scheduling for multiple kids, calendaring to avoid conflicts, carpooling and friend sign ups
- social networking tools to enhance moms experience on the website and keep her in the know of her friends and network
- ability to register shopping cart style, for multiple kids at one time, with one common registration form that lives within her profile and can be used again and again saves mom significant time for a process that repeats many times a year for each child for the lifetime of that child

Mom is constantly "in the know" with local area activities and events and can quickly and simply register her children for all types of classes, camps and sports with nearly 250 categories to choose from 365 days a year. The Rocket is a family destination source for valued content, deals/discounts, social interaction and information on community "things to do and events."

Providers receive:

- targeted marketing and advertising to "registration ready" Moms (parents)
- marketing and advertising on the website in the form of homepage features, deals and carousel listings
- SaaS registration platform enables the business to manage registrations and rosters



- lead generation referrals including names and emails of hot leads that have expressed an interest in their activity.
- key analytics on which activities and classes have been clicked so they can make thoughtful business planning decisions about what programs to cut and those to offer more sessions of.
- trade association benefits, akin to those restaurants get from the National Restaurant Association, in a sector that otherwise lacks a trade association

We continue to invest in intellectual R&D and are currently working with a consumer psychologist to understand the activity purchasing habits of Mom. We have previously delved into other relevant subject matter areas including activity curation, SEO, payment processing, privacy etc.

THE KIDS ENRICHMENT MARKETPLACE CONTINUES TO EXPLODE

43 million women are raising 73 million kids' newborn to age 18 in the United States. The child population is predicted to increase to 80 million by 2020. In today's society, demand for afterschool and weekend enrichment continues to increase as parents seek to create well-rounded children. Moreover, studies link participation in after school activities to increased grade performance, increased self-esteem, and decreased participation in criminal activity. And with 70% of all moms working, working parents rely on afterschool programs to cover the gap between school and work. Knowing their kids are participating in meaningful enrichment results in them feeling less stressed, have fewer unscheduled absences, and are more productive at work.¹

On average, children spend 7.37 hours and 3.62 days per week in afterschool programs² and additional time doing extra-curricular activities during weekends, school days off and school breaks for winter and summer. Parents can no longer rely on schools to provide enrichment as they have cut back significantly on arts, physical education, STEM, and other enrichment programming.

Parents spend minimum \$30 billion+ on activities and camps 365 days a year. Research shows estimates of per year costs of afterschool activities per child range from \$114/wk. (\$5928)³ to over \$10,000 per child per year. Parents that are highly educated and living in more affluent areas (like DC Metro Region) will spend in the upper range of these dollars on activities, sports and camps for their children. Lower income families frequently take advantage of subsidized afterschool. Because the supply of afterschool programs falls short

¹ Afterschoolalliance.org

² <http://www.afterschoolalliance.org/documents/AA3PM-2014/National-AA3PM-2014-Fact-Sheet.pdf>

³ <http://www.afterschoolalliance.org/documents/AA3PM-2014/National-AA3PM-2014-Fact-Sheet.pdf>



of the demand,⁴ the Obama Administration and Congress have pledged to increase federal funding to increase the number of children served.

We estimate a minimum of 1,000 Providers in a given county or local market; possibly upwards of 3,000 to 5,000. There are 3,000 counties nationwide – suggesting millions of businesses providing activities and camps. Providers include large municipalities like recreation departments with 1,000s of activities. They also include national franchises like My Gym and Bricks for Kids. There is also an uptick in regional franchises like C3 Cyber kids & Bach to Rock in metro DC. And there are many independently owned local small businesses providing kids yoga and cooking classes, music instruction, tutoring and so much more. Of our 600 local businesses, many are women founded, owned and operated. Entrepreneur Magazine recently noted that kids STEM franchises and tutoring services, as well as businesses offering programs in art, music and sports, are seeing a boom.

Providers spend at least \$5 billion (5% of the \$30 billion revenue) on marketing alone; not to mention the expense for online registration software tools that range in price from thousands to hundreds of thousands of dollars annually.

COMPETITION

When Activity Rocket first launched its Beta site, due diligence turned up nothing. In the last 24 months, however, other sites similar to Activity Rocket have emerged in localities like San Francisco, Houston, New York, Boston, Miami, and others. This validates there is a NEED in the marketplace for a service that aggregates activities one stop.

Our primary competitor is on the West Coast: Activity Hero (500 Startups; \$2.2m Venture Funding). Others include Activity Tree, Famtivity, Thrively, Munchkin Fun, Sopico, Kid Nimble, 6 Crickets, Camp Easy, and Kidz Central Station. While many claim to be "national" in scope, real penetration is still localized to each geographic location. Indirect or secondary competitors include local magazines, directory listing websites, and "things to do" with your kids websites like Red Tricycle, Our Kids, Kid Friendly DC, etc. We have turned many of these consumer-facing resources into strategic partners to extend our reach.

Our secret sauce is the depth/breadth of our 100k+ program database, hyper local information, and customer relationships. Unlike our competitors that rely on inaccurate scraping to build inventory, Rocket has built a reliable, repeatable, and scalable data process to ensure data accuracy, timeliness, and speed. Moreover, Rocket competitors rely on "claim based systems" to establish clients, whereas Rocket has built trusted customer relationships by offering our businesses trade association information, education and

⁴ Afterschoolalliance.org/America After 3 Study



resources to establish best practices across all aspects of operating their business. As a result, we list 4-5x MORE programs in 1 regional area than our competitors claim to do “nationally.” We have over 2x MORE inventory than ALL of our competitors combined. Furthermore, the Rocket’s flexible annual subscription and alternative commission revenue model ensure no revenue is left on the table. Providers can choose the package that best meets their needs.

It is a race to scale The Rocket nationally and the window of opportunity is now! There is a growing expectation that technology can transform otherwise cumbersome processes. Women control spending and increasingly spend online and are looking to discover the most efficient ways to get redundant tasks done with the highest quality outcome and speed. We have proven our ability to grow organically on a bootstrapped budget but the pace is too slow. Our barriers to market are access to capital to enable us to scale with speed.

A LEAN STRUCTURE & TEAM: ORGANIZATION & MANAGEMENT

Headquartered in Bethesda, MD, Activity Rocket was formed as a Maryland LLC by Lisa Friedlander and Ilene Miller in 2011. Both Founders work under an Operating Agreement executed at that time. Lisa serves as the Company’s CEO and is primarily responsible for sales, product development, investor relations, fundraising, and legal. Ilene serves as the President and is primarily responsible for marketing, technology, product development, and staff.

Lisa and Ilene, with 5 kids collectively, have experienced the pain of discovering, sharing, calendaring, carpooling, and signing up kids for classes and camps. The team is incredibly thrifty, resourceful, and has built and maintained a custom, well designed, intuitive website and SAAS platform. Lisa and Ilene have leveraged the expertise of top digital media specialists, overseas talent, and senior AOL technology advisors. As two former attorneys, both Lisa and Ilene are engaging public speakers, thick skinned, teachable, and adept at navigating the male dominated angel/venture capital and tech world. Lisa Friedlander, a former corporate attorney, can distill enormous amounts of information with laser focus and keeps Rocket mission and vision focused. Ilene Miller, a former attorney and non-profit Executive, has operationalized several businesses and compliments Lisa’s vision skills with her attention to process and details. Lisa and Ilene have both managed teams, led staffs, overseen budgets of millions of dollars, advocated passionately for causes, and utilized strategic partnerships to achieve past personal and professional success. They are fearless trailblazers who will stop at nothing to see the Rocket launched and have exceeded every milestone and expectation set with minimum resources.

Activity Rocket employs a full time Data/Operations Manager and a part time Social Media Director. We also have fantastic candidates in technology, sales and marketing waiting for additional funding to close to help us scale The Rocket.



In 2012, Activity Rocket raised \$185,000 in a Friends & Family/Angel seed round. These funds were used to develop the ecommerce site live today and enable the company to generate self-sustaining revenue; which we were successful in achieving. Lisa and Ilene own 85% of the equity in the LLC.

While there is no formal Board of Directors, advisors to Activity Rocket include:

- Denise Archambault, a PHD in Consumer Marketing/Mom Behavior
- Stephen Paljieg, VP Marketing to Kimberly-Clark/Huggies
- Dave Hagler, Senior Developer at AOL
- Timothy Chi, Founder of Wedding Wire
- Annamaria Konya Tannon, Founder Equita
- Dave Gordon, Data Analytics Expert from Booz Allen Hamilton
- Maria Bailey, Mom Consumer Marketing Specialist and Founder BSM Media
- Scott Case, Founder Startup America

Furthermore, Activity Rocket's two angel investors, Hal Shear, Founder/Pres Board Assets and Mary Naylor, Founder and CEO Aspire Lifestyles, are an integral part of operations meeting with Lisa and Ilene quarterly. Additionally, we recognize our senior management team gaps in technology and are constantly sourcing for a senior level technologist to round out our team.

ONE STOP WEBSITE FOR BOTH MOMS & PROVIDERS: THE PRODUCT

Activity Rocket was created by 2 frustrated Moms (for other Moms) who couldn't believe that the Internet of Things had made our lives so much easier in a multitude of ways still we had to go "old school" and spend endless hours searching for a local gymnastics class. The process was redundant, frustrating, tiresome, and inefficient! As mothers of 5 young, active children involved in an abundance of activities we know Activity Rocket fills a very real need and truly revolutionizes the way parents identify and schedule enrichment activities after school, on the weekends, during the summer, and even during school days off.

For Moms, Activity Rocket is:

- 1) a comprehensive hyper local searchable database;
- 2) a user friendly, easy to navigate interface;
- 3) a sophisticated search & booking engine; and
- 4) a collaborative tool.

Together these 4 tools enable parents to search for enrichment activities and camps by multiple key characteristics, compare and contrast offerings by schedule (dates, day/time,



and length), location and cost, and share the relevant information with friends and classmates to select the most appropriate activity for their child. The key to the website is its ease of use and the accuracy and timeliness of the information provided. The website is attractively packaged and easy to navigate.

Activity Rocket includes several practical and exciting value added functions and services all targeted at informing and assisting in the decision making process as well as enhancing the participation process. A user-driven Profile system or *My Launchpad* is utilized whereby parents can enter and save key information about their kids that will then inform searches and pre-populate registration forms – eliminating the need to re-enter basic information time and again. The following are just some of the functions that are included:

- **PARENT DRIVEN RATING SYSTEM/BLOGS:** Parents provide content/feedback on given activities and Providers themselves – positive and negative – such feedback will help other parents weed out those Providers who will meet the needs of their children and educate new users on the quality, reputation, and culture of existing providers. Also, our informative Blog provides critical information to parents on topics ranging from health, nutrition, education, activities, camps, etc.
- **COLLABORATION/SHARING:** The sharing tool is integral to the purpose of the site – ease in decision-making and enhancement of activity experience. Activities are most fun when shared with friends; most kids want to take their activities with their friends and classmates. Therefore, upon activating your Launchpad, parents have the ability to send activity/camp information directly to their contacts and Facebook friends.
- **SHOPPING CART STYLE PURCHASING/COMMON REGISTRATION FORM:** A shopping cart is available so Mom can choose a wide variety of activities and *hold* them in the cart while considering a proper selection. Then parents are able to purchase multiple classes/camps from multiple different Providers for multiple kids all in one simple, single, secure credit card transaction. The site uses authorize.net as a payment gateway to enable a secured processing environment. A common application or registration form is saved for each child where their basic information (age, DOB, school, contact info) to automatically populate each registration form without having to complete a new form over and over again.



- **CALENDAR:** Choices can be plugged into a planning calendar so Mom can see what her weekly commitment would look like if certain activities were chosen. The calendar is color coded by child and can show multiple kids schedules simultaneously. The calendar can be exported and synced with other household calendars to keep the family organized.
- **PREFERENCES:** Past preferences may inform future choices. Store a child's preference of activity to search with ease, save favorite CASPs, favorite activities, and searches to return later with ease.
- **REMINDERS/NOTIFICATIONS:** Moms can receive emails/texts informing them that it is time to register again for the next session; thus never missing a deadline and ensuring annual participation in a chosen program.
- **SECURITY AND PRIVACY ARE PARAMOUNT AND NO PERSONALLY IDENTIFIABLE INFORMATION IS SHARED WITHOUT MOM'S CONSENT.**

The Provider is both our customer and our partner. Providers get:

- 1) a SaaS registration platform;
- 2) marketing and advertising to registration ready Moms
- 3) lead generation referrals;
- 4) key analytics; and
- 5) access to "trade association" benefits.

In addition, we provide Providers with an additional marketing outlet and brand exposure that is not otherwise present in any other format on the Internet or in the community at large. We provide targeted marketing to the exact age group and demographic of child and parent these businesses desperately need. We provide analytics on behavior and purchasing activity by type and geography. We provide assistance on marketing and social media and access to community fairs and events at reasonable, discounted rates. Providers can use our online registration tool in conjunction with their own platform. Alternatively, a growing number of Providers use Activity Rocket as their sole registration, management, marketing solution all rolled into one. Finally, The Rocket acts as the "trade association," that otherwise doesn't exist for these businesses, by providing Providers webinars on best business practices in HR, social media, time management, and more; registration reporting and analytics; access to community events and media; PR; social media assistance, etc.

THE VAST MAJORITY OF THESE PROVIDERS ARE SMALL BUSINESSES THEMSELVES and The Rocket is assisting them with operations, branding, and growth.



GROWING MOMS & ONBOARDING PROVIDERS: MARKETING & SALES

With little to no marketing budget, Activity Rocket has reached 5,000-7000 monthly users; over 6,000 registered users (Moms); and over 5,000 followers on social media. Activity Rocket has worked closely with a national marketing firm as well as several individuals specializing in family and youth marketing. We have also consulted and worked with SEO experts; Consumer Behavior experts; and data analytic experts. Activity Rocket has tested many guerilla-marketing strategies and identified those that are the most successful and will be relied upon to scale to other cities. Successful strategies have included:

- outreach via community, neighborhood and specialized list-serves
- outreach via PTA & PTO Associations
- strategic partnerships with other consumer facing businesses
- corporate HR Partnerships with major area corporations employing thousands of employees and moms who get activity discounts and other rewards from their HR benefits manager
- SEO/SEM campaigns
- social media
- blogging campaigns with key mom bloggers/ambassadors
- affiliate Marketing through adding widgets to third party websites
- community events;
- bartered advertising with other Family Friendly websites and resources
- earned media
- pitch competitions, speaking engagements etc.

We have recruited nearly 600 Providers through the use of a few commission-only Mom salespeople. We have not had the benefit of a professional or full time sales force to date. Our goal per market is to reach minimum of 1,000 Providers per market. The Mom salesforce has worked well and we plan to recruit 1-3 local area Mom Rocket Captains as we scale. Based upon our experience, with a full time salesperson (salaried plus commission), we could onboard 30-50+ providers per month with 10-15% subscribing at \$99.

We have created a Rocket Flight Plan setting forth the process and procedures to bring Activity Rocket to other markets nationally. The roll out is replicable and scalable with a centralized operating structure. 1-3 local Mom Rocket Captains will be supported with Data, Operations, & Marketing at headquarters. A “tool kit” will be provided to local Captains setting forth target Providers, sales process & strategy, content and messaging, training on talking points and understanding of the value proposition, and technical support. Imagine a “franchise light” model in terms of the replicability but not a franchise in the legal sense.



Initial goal is to recruit those top 50 Providers that are instantly recognizable by Mom (or Dad) when they come to the website; including all local parks and recreation departments, national/regional franchises, and most popular camps. By doing so, instant credibility is attained and the Parent feels secure that The Rocket is a valuable resource. Typically, once we have these top 50 Providers loaded in a market, we are ready to begin marketing to parents and the public at large. We do not want users coming to the site prematurely and being turned off by insufficient inventory listed.

By using local area Moms, Activity Rocket is further empowering women in their local communities and adding to the female work force in a measurable way. These women are dynamic, persistent, organized, and have their finger on the pulse of the local activity scene. Rocket offers them employment with a dynamic company, an equity stake in entrepreneurial venture, a great work culture and a flexible work environment.

With each new market, Activity Rocket will also onboard additional data support and an inside sales representative at headquarters to support the local effort. We anticipate an 8-week runway to launch a market and with proper funding can roll out additional markets each quarter. Goal is for each market to reach full penetration of 1,000 providers within 30 months.

USE OF FUNDS

If Activity Rocket were to win InnovateHER competition, the funds would primarily be used to develop a mobile application. Currently, the site is optimized for different technology devices; however, the experience is not ideal. As Moms become more and more used to using their smartphones while on the go, it is critical Activity Rocket provides the most optimal experience with ease of use, navigation, design, and of course our searchable database. The mobile app will also serve to inform the next iteration of the website; becoming more and more streamlined and design oriented as are the latest of internet brands. The app will integrate GPS location features, curated information, and real time deals and information.

We believe it is imperative to develop the mobile app prior to scaling so that marketing of the app becomes intertwined with all marketing efforts right from the beginning. This will assist with the rollout and enable users to grow more virally. Other uses for the funds would include digital marketing campaigns (SEO, SEM), sales, and other website improvements.

FINANCIALS

Please see Exhibit A for our pro forma financials for 2013-2015. Snapshot of a single market projection is attached in Exhibit B; and a 30 market financial projection is Exhibit C.



EXHIBIT A

ACTIVITY ROCKET P/L STATEMENT 2013 – 2015

	A	B	C	D	E	F	G	H	I	J	K
1	Activity Rocket										4:32 AM
2	Profit and Loss Standard										12/04/15
3	January 1, 2013 through December 4, 2015										Accrual Basis
4								Jan - Dec '13	Jan - Dec '14	Jan 1 - Dec 4, '15	TOTAL
5	Ordinary Income/Expense										
6											
17							Total Income	25,512.60	60,499.81	35,481.72	121,494.13
29											
30							Total COGS	62,321.53	76,759.60	48,806.60	187,887.73
31											
32							Gross Profit	-36,808.93	-16,259.79	-13,324.88	-66,393.60
33											
34							Expense				
37											
38							Total Depreciation & Amortization	62,251.00	3,698.75	0.00	65,949.75
61											
62							Total G & A	54,931.93	26,024.65	11,785.11	92,741.69
64											
65							Other Expenses	0.00	399.00	50.00	449.00
66											
67							Total Expense	117,182.93	30,122.40	12,544.61	159,849.94
68											
69							Net Ordinary Income	-153,991.86	-46,382.19	-25,869.49	-226,243.54
70											
71							Other Income/Expense				
72											
77							Total Other Income	509.75	724.50	5,366.60	6,600.85
78											
79							Net Other Income	509.75	724.50	5,366.60	6,600.85
80											
81							Net Income	-153,482.11	-45,657.69	-20,502.89	-219,642.69

Note for Income 2014 to 2015: Activity Rocket pivoted on our revenue model at the end of 2014 based upon customer feedback moving from Freemium Subscription Model (\$0, \$99, \$199 tiers) to a Single Subscription Level of \$99 and a Free Listing with Performance Fees (\$3 Lead Fee; 15% Commission Fee). Losing the \$199 tier impacted revenue; however, over time the commission fees will far surpass subscription revenue.



EXHIBIT B

SNAPSHOT PROJECTIONS POST FUNDING: SINGLE MARKET

	YEAR				
	1	2	3	4	5
Revenue	\$ 162,730	\$ 772,971	\$ 2,306,144	\$ 3,753,000	\$ 4,428,000
% Growth		375%	198%	63%	18%
Cost*	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Gross Profit	\$ (187,270)	\$ 422,971	\$ 1,956,144	\$ 3,403,000	\$ 4,078,000
% Margin	NA	54.7% <i>(Profitable Month-17)</i>	84.8%	90.7%	92.1%

Assumptions for the single market projection **based upon a raise of \$1 million in capital** are as follows:

- Fully penetrated market with 1,000 Providers 30 months; 30% subscribing \$99 month
- Fully penetrated market with 25% household penetration
- 30-50 Providers added monthly with 10-15% Subscribing \$99 Fee
- Bookings (15% Commission Fees) generated based upon % of clicks to the site starting with 1% conversion
- *Direct cost per market approximately \$350k (\$200k for marketing); operational costs borne by headquarters
- Each market reaches profitability 18 months
- Each market revenue potential fully penetrated \$3-\$5 million in 36 months
- High margins



EXHIBIT C

SNAPSHOT PROJECTIONS POST FUNDING: 30 MARKETS

Financial Projections						
Future Scale to 30 Markets: \$130m Revenue Fully Penetrated						
	2014 (est)	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	\$63,636	\$439,859	\$2,136,436	\$7,180,902	\$16,190,946	\$32,679,707
% Growth			386%	236%	125%	102%
Cost of Revenue	(79,404)	(165,696)	(346,093)	(677,152)	(1,364,915)	(1,892,287)
Gross Margin	(15,768)	274,164	1,790,343	6,503,750	14,826,031	30,787,420
GM%		62%	84%	91%	92%	94%
Sales & Marketing	18,660	437,500	1,073,333	2,247,625	4,688,131	8,604,038
R&D	6,700	200,000	210,000	580,500	618,525	828,551
G&A	3,014	116,804	198,000	372,000	550,000	718,600
Total Opex	28,374	754,304	1,481,333	3,200,125	5,856,656	10,151,189
EBITDA (Cash)	\$ (44,142)	\$ (480,141)	\$ 309,010	\$ 3,303,625	\$ 8,969,375	\$ 20,636,231

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ActivityRocket

Additional assumptions for the 30 market projection **based upon a raise of \$1 million in capital** are as follows:

- Direct cost per market approximately \$350k (\$200k for marketing); operational costs borne by headquarters
- Each market revenue potential fully penetrated \$3-\$5 million in 36 months
- Year 8 all 30 Markets are fully penetrated
- Year 1 = 7 markets; Year 2 = 12 markets; Year 3 = 24 markets; Year 4 = 30 markets