

"Is It Monday Yet?"

Creating ESPN's 2006 Monday Night Football Promo Campaign

- **Defining the Target Audience**
- **Message Testing with Focus Groups**
- **Message Creation**
- **Assessing Results**

January 2007



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Introduction

Monday Night Football ended its 36-year run on ABC in December 2005. The year preceding its premiere on ESPN in September 2006 was a period of intense cross-departmental preparation. The goals for ESPN's Research and Marketing departments were to identify the audience segments of MNF, select a target audience for promotion, and craft an effective message that would assure the successful transition of this respected franchise from ABC to ESPN.

ESPN had been very successful with Sunday Night Football (SNF). The program was consistently the highest-rated cable program of the year. To succeed with Monday Night Football (MNF) required even higher ratings. No one expected ratings equal to those of ABC, but we needed to generate a substantial increase over SNF ratings. Additionally, NBC was picking up SNF and with it the MNF announcing team of Al Michaels and John Madden which had powerful equity with viewers.

We knew that our marketing efforts could not create viewing by non-cable subscribers who would no longer receive MNF nor could it increase the viewing by fans who already watched all NFL games at a high level. Working together, ESPN Research and Marketing had to carefully identify viewers who could contribute additional viewing to higher ratings.

To achieve our goals, we planned an extensive, multi-faceted campaign that would begin in August and run through the end of the MNF season. The plan consisted of on-channel and off-channel media including: television, print, radio, online, various outdoor platforms and synergy efforts with The Walt Disney Company. (See Appendix I: Media Schematic)

Quantitative Phase: Defining the Target Audience for Promotion

When we think about trying to build a rating, we consider Reach, or households/viewers tuning in, and Time Spent Viewing (TSV), or the amount of time they stay tuned in. We generally understand TSV% to be a product of factors like the basic quality of the telecast, the commercial formatting, the age of the viewer and the time of day. Reach is a product of scheduling as well as inherent interest in and knowledge of the program. Program knowledge and interest can be created by marketing, so our first task was to define the target audience for our promotional campaign.¹

The Marketing group wanted to know which viewers were most important to reach with their messaging – those who watched ESPN SNF and also ABC MNF, or those who had not been watching the NFL on ESPN? The answer was to concentrate on a subset of the former – viewers who watched a lot of MNF but little SNF.

To determine this, we employed Nielsen's NPOWER software to segment the MNF audience. We first split all ABC MNF viewers into those who viewed ESPN SNF, and those who did not (see Table 1, next page).

For those MNF viewers who did watch ESPN SNF (85.4 million viewers, or 55% of all ABC MNF viewers), we further divided them by those who watched SNF heavily (the top quintile of SNF viewers) and those who did not watch heavily (Quintiles 2-5). We named these the "SNF Heavy" and "SNF Light" groups.

Then, we split the non-SNF viewers (68.6 million viewers, or 45% of all ABC MNF viewers) into those who could watch (had cable or satellite) and those who could not watch (Over the Air-only). We named these the "No SNF (Cable)" and "No SNF (No Cable)" groups.

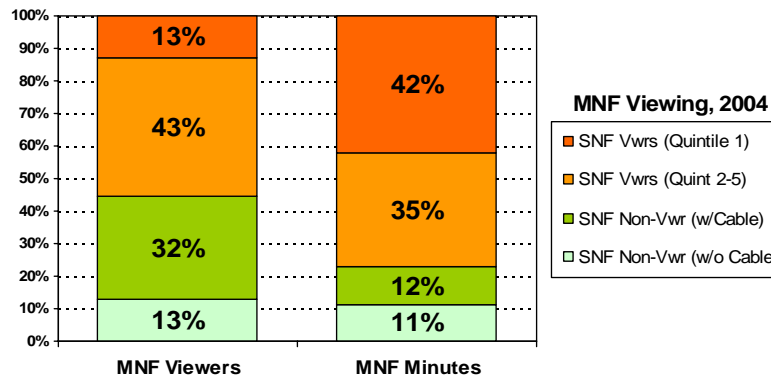
¹ We believed that there would be a scheduling effect, a "fatigue factor" caused by watching football all day Sunday, which would not apply when we moved to a Monday night telecast. However, this effect was impossible to quantify, so we concentrated on research that would aid promotion.

Table 1
ABC Monday Night Football Viewer Segmentation (2004 Average) Persons 2+
Percent of Reach and Rate of Viewing (Percent of Minutes and Segment Rating)

	SNF Heavy	SNF Light	No SNF Cable	No SNF No Cable
Viewing SNF (000)	20,023	80,094		
Viewing MNF (000)	19,724	65,650	49,022	19,578
Percent of MNF Viewers	13%	43%	32%	13%
SNF Mins/Vwr	973	108		
MNF Mins/Vwr	973	226	99	251
Percent of total MNF Minutes	42%	35%	12%	11%
SNF Rtg	27.1%	3.0%		
MNF Rtg	32.4%	7.8%	3.4%	8.7%

It was not enough to know the number of people watching, we had to analyze how they watched, i.e. the number of minutes they contributed to the rating. Chart 1 demonstrates that the SNF viewer who watched MNF accounted for 55% of MNF viewers but about 77% of the minutes, while MNF viewers who didn't watch SNF (but could have) represented 32% of MNF viewers but only 12% of the minutes.

Chart 1
ABC Monday Night Football Viewer Segmentation (2004 Average) Persons 2+
Contribution by Reach and by Time Spent Viewing



Referring again to Table 1, we show that virtually all of the 20 million heaviest SNF viewers (Quintile 1) also watched MNF, and watched both programs at about the same rate. That is, they watched SNF at a 27 rating, and MNF at a 32 rating. We decided that this group was “safe” – that is, they would watch MNF on ESPN without a major marketing effort on our part.

Most of the lighter viewers of SNF (65.5 million out of 80.1 million) also watched MNF. However, we considered this group at risk because they contributed more than one-third (35%) of viewing minutes to ABC MNF, but they watched ESPN SNF at a much lower rate. Their rating for MNF was 7.8%, but only 3.0% for SNF. This was the group we decided was our target audience. If we could retain the “SNF Heavy” viewer and also keep the “SNF Light” viewer watching MNF as before, we could achieve 77% of the rating of ABC MNF on ESPN.²

² The viewer who did not watch SNF at all, but had a cable/satellite subscription, had been a low-level consumer of MNF. They contributed only 12% of all minutes, and watched at a 3.4 rating. Their 12% of MNF viewing minutes was not as important as the 35% of viewing minutes at risk with the “SNF Light” viewer. In addition, the “SNF Light” viewer could be reached with promotion on ESPN, while it would take a substantial off-channel effort to reach the “No SNF (Cable)” viewer.

Qualitative Phase: Focus Groups

We conducted nine 90-minute focus groups in three cities over three days in March 2006. Groups were conducted in Philadelphia, Austin and San Diego (two with an NFL franchise, and one without, a mix of market size and territory). The groups were conducted by Bill Fanning (BF Communications).

All respondents were Males, 21-54, and viewers of both ESPN Sunday Night Football and ABC MNF. Using our learning from the quantitative data as a guide, we divided them into two different viewing groups. One was “weak-strong” (watched little SNF but a lot of MNF) the other was “strong-strong” (watched a lot of both SNF and MNF). We were interested in what made the groups different, and what common themes could be found in each.

We explored each group’s general attitudes about SNF and MNF and how the two telecasts differed, in their minds. We probed on how ABC MNF had changed over the years. We also asked questions specific to our telecast plans, such as what we should be doing during halftime. Much time was spent on the difference between cable and broadcast NFL telecasts, and their expectations for ESPN and for NBC, especially since the ABC announcing team of Al Michaels and John Madden was moving to the NBC Sunday telecast. We asked about “flex scheduling” and what they thought it would mean. About a third of each session was dedicated to imagery exercises for SNF and MNF.

ESPN and Wieden+Kennedy had developed several themes that could be used in creating the marketing campaign. A major focus of these groups was deciding which of these would be most effective.

- **Announce team:** We introduced our team of Tirico, Theisman, and Kornheiser, and solicited reactions.
- **Production values:** How did these viewers feel about ESPN production compared to what they were accustomed to? Would they prefer a more straightforward approach, or did they like the “big event” feeling of ABC MNF?
- **ESPN expertise:** ABC has entertainment programming as well as sports, while ESPN is an all-sports network. Did participants think this would change MNF, and if so, would it be for the better?
- **Sports news studio shows:** What did these contribute to their enjoyment of the NFL and how did they fit into their viewing the games on Sunday and Monday?
- **Local presence/surround:** ESPN planned to broadcast from the host city for several hours leading up to the game. Would they tune in earlier? Would it add to their experience of viewing MNF?
- **MNF tradition:** What pitfalls could we expect in moving from broadcast to cable and changing networks after 36 years? How did watching the NFL on Monday night differ from watching on Sunday night? Did they watch alone, or with friends and family? How did Sunday night (weekend ending) compare to Monday night (first day of workweek), and how did that affect their viewing experience? What was their routine on Monday nights?

We started with six “idea statements,” adapting the list as the groups progressed.

- Monday – beginning of the work week
- Tired of football by Sunday night
- Monday – the day to catch up on all things NFL
- New MNF – everything new and different
- ESPN MNF – ESPN makes it better
- MNF – just more entertaining

In all of the groups we heard that watching MNF is more than a tradition – it is a ritual. All groups told us that MNF has a cultural significance that transcends the match-up; it is not just an NFL game on Monday night. Watching MNF connected the viewer to their status as fans and to their experience of the history of the NFL. When asked about key connections to MNF, in nearly every group someone would begin singing “duh-duh-duh-duh” (the “Heavy Action” MNF theme music).

Along with the ritual and tradition of MNF, the game was also considered unique because it is the only game of the day. The “hype” for MNF did not have to be shared (as it does with the SNF game). Additionally, the MNF game was the only game that people were talking about on Tuesday morning and even the more casual fan didn’t want to feel left out of the water cooler conversation.

Both types of groups were biased toward watching Monday night vs. Sunday night. However, the “weak-strong” groups were more likely to feel that their football appetite had been sated by Sunday night after watching Saturday NCAA football and Sunday afternoon NFL games. To them, Sunday night was seen as the end of a long day/weekend of watching football and doing household chores, leaving the respondents tired and burnt out. Monday night, however, they would look forward to the game as a jump start to their week. The anticipation and planning were a part of the experience.

Interestingly, this affected their opinion of ESPN and SNF. Because the weak-strongs seldom watched on Sunday night, and considered themselves avid NFL fans, they were much more likely than the strong-strongs to say that ESPN did not do as good a job with the telecast and that the match-ups were not as good. Since they were our primary marketing target, we knew we had to overcome this as we moved to Monday nights. Fortunately, these participants said they were willing to give ESPN a chance with MNF.

Most groups believed that parity in the NFL had led to lesser match-ups on MNF in recent years, but no one believed MNF needed to be “fixed.” When presented with various positioning statements that were being considered for MNF on ESPN, “Something to Look Forward to on Monday” was clearly the most positively received concept in both types of groups. This reinforced the importance of the Monday night game, and suggested that the ritual surrounding MNF would continue despite the move to ESPN, as long as ESPN was respectful of that ritual and tradition.

Message Creation

In creating the campaign for MNF, ESPN and Wieden+Kennedy sought to leverage the insight from the focus groups that football viewing on Monday nights is somehow different and more special than the football viewing experience other days of the week. Watching MNF is unique because of the role it plays in “making Mondays better” and giving the viewer something to look forward to as the work week begins.

The voice of the campaign was uniquely and distinctly ESPN's. It is a voice that Wieden+Kennedy has helped establish through the “This is SportsCenter” campaign and years of witty campaigns for other ESPN programming. ESPN has long sought to treat promotional time on our air as vehicle to entertain our audience and to demonstrate that “we’re fans too and we understand how you feel because we feel the same way that you do” rather than just drive a program destination. The ESPN/Wieden+Kennedy brand of humor that was much a part of the overall approach to the MNF campaign helped communicate to fans that ESPN was, indeed, the new destination for their Monday night ritual.

PHASE I (8/7/06-9/3/06) – Define the problem...whet the appetite

For each of four weeks, a different TV spot ran demonstrating our empathy for the “Monday blues” and promising better Mondays ahead when MNF comes to ESPN. The tagline for this first phase of the campaign was: “This Monday Is One Monday Closer to Monday Night Football”.

PHASE IA (Beginning 8/21/06) – Further whet the appetite

Introduced the line “Is It Monday Yet?” in out-of-home and in a television spot that features football fans humming/singing/whistling/tapping the “Heavy Action” theme song in anticipation of MNF (“Monday on My Mind”). From the groups, we knew that “Heavy Action” has an almost Pavlovian effect on football fans because of its strong association with MNF. The song is associated with the excitement of watching football in general, and MNF in particular. “Monday on My Mind” was mixed into the rotation to run concurrently with the last two executions of “This Monday Is One Monday Closer...” “Monday on My Mind” ran at 100% on 9/4 and 9/5 and was pulsed at relatively low weight levels throughout the season.

PHASE II (Beginning 9/6/06) – Deliver on the solution

This phase of the campaign presented truly unprecedented challenges as a different spot ran every day of the week, Monday through Sunday for the entire MNF season. For each day of the week, Wieden+Kennedy developed a day-specific execution with a different message framing that day in relation to MNF and the psyche of the MNF viewer in anticipation of Monday night. Topical storylines promoting the coming Monday's game were developed and footage supporting the storyline was inserted in each day-of-week execution by ESPN's Creative Services group. Each “Tuesday” spot contained the play from the previous night's game that was sure to be the cause for water cooler talk on Tuesday AM. In order to be this topical, we conducted an overnight edit session on each Monday night to get the spot

on the next morning. In addition, the “Thursday” spot showed a different black and white still photo inserted in a newspaper that reflected that week’s “midweek drama” within the NFL. In addition to game specific “Monday” spots (urging folks to leave work early to prepare for MNF), there were separate “Monday” executions highlighting the extensive line-up of ESPN programming leading up to the game. There was also day-specific TV, radio, print, online and out-of-home running across ESPN assets and off-channel. (It should be noted that while we had different out-of-home executions for each day of the week, all days ran concurrently.)

Media Plan Highlights (See Appendix I)

- 21 weeks of support across ESPN assets beginning 8/7 with over 2500 planned GRPs across ESPN/ESPN2.
- Off-channel national cable TV (8/21 through 9/11) and out-of-home (beginning 8/21 with large units such as bulletins, 30-sheets and bus kings utilizing only the “Is It Monday Yet?” line and the ESPN MNF logo) ran in NYC, LA, Philadelphia, Chicago, SF, Boston and Dallas.
- Phase II introduced a two week flight of national newspaper (NY Times, USA Today and Wall Street Journal) with day specific messaging. In addition, day-specific local radio ran in the 7 local markets for a two week flight. Day-specific out-of-home (smaller units such commuter rail cards, subway, bus shelters) ran from 9/6 through 10/9 and pizza box tops with “Monday” messaging were distributed in the same local markets.
- Total off-channel media plan equaled \$8.1 million.

MNF Campaign Results: Omnibus Survey

We participated in an Omnibus survey (GfK NOP Omnitel) in six waves to gauge perceptions of MNF and awareness of MNF airing on ESPN. The first two waves were during the NFL pre-season when the “One Monday Closer” and “Monday on My Mind” creative executions were running, Wave III covered the three days preceding the premiere of MNF on ESPN with the “Is it Monday Yet” portion of the creative added to the campaign, and the last three waves covered the period from September 15 to October 1. (See Table 2)

Table 2
Omnibus Study Results – Each wave had 1000 respondents aged 18+. Analysis among NFL fans (respondents who were at least a little interested in the NFL).

Wave I	August 25 th to August 27 th
Wave II	September 1 st to September 2 nd
Wave III	September 8 th to September 10 th
Wave IV	September 15 th to September 17 th
Wave V	September 22 nd to September 24 th
Wave VI	September 29 th to October 1 st

Awareness of Monday Night Football on ESPN

From Pre-Season (Waves I – II) to In-Season (Waves III – VI), awareness that MNF was airing on ESPN increased among all groups measured. In particular, awareness among those in markets where there was an out-of-home marketing presence increased 36% (67.0% vs. 49.2%). (See Table 3)

Table 3
Omnibus Study Results – Awareness of Monday Night Football on ESPN

Awareness of MNF on ESPN among NFL fans	Total %	Avid NFL Fans %	Casual NFL Fans %	Males 18-49 %	Males 50+ %	OOH Markets %	Non-OOH Markets %
Waves I - II	57.7	72.8	48.7	63.6	60.9	49.2	59.9
Waves III - VI	67.3	85.9	54.4	76.6	72.4	67.0	67.4
% Increase	17%	18%	12%	20%	19%	36%	13%

Perceptions of Monday Night Football

Overall, perceptions of MNF from Pre-Season to In-Season were up slightly. Even as Regular Season MNF began airing on ESPN, making the move from broadcast television to cable, most NFL fans did not change their attitudes toward MNF. (See Table 4)

Table 4
Omnibus Study Results – Perceptions of Monday Night Football

	Wave I 8/25/06	Wave II 9/1/06	Waves I-II Average	Wave III 9/8/08	Wave IV 9/15/06	Wave V 9/22/06	Wave VI 9/29/06	Waves III-VI Average
MNF is the premier game of the week	37.2	34.9	36.4	40.6	37.3	41.1	32.2	37.8
You would be missing a major sporting event if you didn't watch MNF	30.1	29.0	29.8	30.1	31.0	29.9	31.5	30.6
MNF is something you try to watch every week	33.8	35.1	34.2	34.6	37.0	39.7	36.9	37.0
MNF is something that you watch with family and friends	35.7	35.8	35.7	39.7	40.6	41.4	34.2	38.9
You look forward to Mondays because of MNF	29.2	23.6	27.4	30.0	31.4	31.4	28.3	30.3
MNF Cvg HH Rating				9.3%	10.6%	11.8%	10.2%	

Image of Monday Night Football

For a majority of respondents, knowing that MNF was airing on ESPN beginning with the 2006 NFL season had little effect on their overall image of MNF (74.2% of total NFL fans responded “about the same”).

There was a net negative effect on the overall image of MNF with the move to ESPN; more respondents expressed a less favorable opinion of MNF than a more favorable opinion (16.7% vs. 9.1% total NFL fans). Not surprisingly, those in broadcast-only households were the most likely to express a less favorable opinion of MNF (30.8%). (See Table 5)

Table 5
Omnibus Study Results – Image of Monday Night Football

Effect on overall image of MNF knowing it will be on ESPN (Cume: Waves I – VI)	Total %	Avid NFL Fans %	Casual NFL Fans %	Males 18-49 %	Males 50+ %	Cable or Satellite %	B'cast Only %
More Favorable	9.1	12.5	6.8	11.5	7.4	9.5	6.7
About the Same	74.2	67.7	78.6	68.0	75.2	76.3	62.4
Less Favorable	16.7	19.7	14.6	20.5	17.5	14.1	30.8

Monday Night Football Campaign Results: Nielsen Ratings

The Nielsen ratings for MNF on ESPN have been nothing less than astounding. The increase in HH rating is 39% over SNF in 2005. (See Table 6)

Table 6
ESPN 2006 Monday Night Football Ratings

	Eps	Dura	HH Cvg Rtg	M18+ Cvg Rtg	M1834 Cvg Rtg	M1849 Cvg Rtg	M2554 Cvg Rtg	F18+ Cvg Rtg
ESPN SNF 2004 TD	18	3587	7.32	7.01	6.24	7.06	7.62	2.60
ESPN SNF 2005 TD	18	3597	7.08	6.73	5.67	6.44	6.95	2.40
ESPN MNF 2006 TD	17	3420	9.81	8.97	7.61	8.36	8.97	3.44
% Incr.			+39%	+33%	+34%	+30%	+29%	+43%

ESPN's performance with Monday Night Football has shattered cable TV viewing records:

- ESPN's inaugural MNF season was the most-watched series in cable television history.
- ESPN's 10/23/06 MNF game (NY Giants @ Dallas) delivered the largest household audience in cable television history — 11.8 million households.
- Excluding breaking news, ESPN's 2006 MNF games account for 9 of the 10 most-viewed telecasts (HH) in cable history.
- ESPN's MNF games this season rank as the 17 most-viewed cable telecasts of the year.

Table 7 illustrates that the increased ratings for ESPN's 2006 MNF vs. 2005 SNF are a factor of both Reach and Time Spent Viewing. While the overall Reach increased only 6%, the average home tuned into more telecasts, which led to a 24% increase in Reach per telecast.

Table 7
Reach and Time Spent Viewing – Average Telecast and Total Season

Base=U.S. TV HH	Average Telecast			Total Season		
	ESPN SNF 2005	ESPN MNF 2006	%Diff	ESPN SNF 2005	ESPN MNF 2006	% Diff
Rtg	5.8	8.1	40%			
Telecasts	1	1		18	17	
Duration (Mins)	200	201		3597	3420	
Reach%	16.7%	20.7%	24%	46.8%	49.7%	6%
TSV Mins	64	72		408	508	
TSV%	32%	36%	13%	11.3%	14.9%	32%

Does not include over-the-air delivery

Additionally, when the average home tuned into a MNF telecast, they spent 13% longer with the game than they had with a SNF telecast in 2005. (See Table 8)

Table 8
Quintile Viewing Analysis

		A	B	C	D	E	F
		P2+ (000)	% Viewers	% Pop.	Mins/Vvwr	% Mins	Rtg
ESPN SNF 2004	Total	100,618	100%	36.2%	278	100.0%	3.3
	Quintile 1	20,124	20%	7.2%	960	68.5%	30.9
	Quintiles 2-5	80,494	80%	29.0%	108	31.5%	3.6
	Non-Viewers	177,312		63.8%			
ESPN SNF 2005	Total	103,305	100%	36.8%	263	100.0%	3.1
	Quintile 1	20,661	20%	7.4%	901	68.7%	29.0
	Quintiles 2-5	82,644	80%	29.5%	101	31.3%	3.3
	Non-Viewers	177,195		63.2%			
ESPN MNF 2006	Total	110,942	100%	39.6%	330	100.0%	4.3
	Quintile 1	22,188	20%	7.9%	1107	65.9%	35.9
	Quintiles 2-5	88,754	80%	31.7%	141	34.1%	4.6
	Non-Viewers	169,558		60.4%			

If our marketing campaign was successful, we would see more viewing of ESPN 2006 MNF among lighter viewers than was the case with ESPN 2005 SNF. This was the case, as the data in Table 8 show.

- The number of minutes viewed in Quintiles 2-5 (column D) has increased from 101-108 minutes to 141 minutes.
- Therefore, more viewing comes from this group. Where they had accounted for 31% of the minutes viewed (Column E), this grew to 34%.
- Their rate of consumption (rating, column F) has also increased year to year, from 3.3 to 4.6. While this is still far below the rating of Quintile 1, the increase year-to-year for Quintiles 2-5 is 39%, while the rating for Quintile 1 increased 24%.

Appendix I: Media Schematic

ESPN 2006
Monday Night Football
Media Schematic

Budget: \$8,200M

NFL Milestones	July		August				September				October				TRP's	Dollars			
	26	3	10	17	24	31	7	14	21	28	4	11	18	25			2	9	16
Campaign	<p>One Monday Closer (4) / Monday on My Mind (1) Is it Monday Yet? 9/6 - 9/18</p> <p>Monday on My Mind</p> <p>Is it Monday Yet?</p>																		
On Channel / Franchise	<p>TV (M18-54) as of 5/25</p> <p>ESPN, ESPN2, ESPN News</p> <p>ESPN Classic, ESPN U</p>																		
Print	<p>USA Today - Window TBD</p> <p>ESPN the Magazine - 1/3 P4C</p> <p>Sports Illustrated - 1/3 P4C</p>																		
Radio (:30)	<p>ESPN Radio</p>																		
Online	<p>ESPN.com</p>																		
Outdoor	<p>Hotel Fig.</p>																		
7th Ave. / MSG	<p>Adpat Media (Taxi Tops)</p>																		
Synergy	<p>Print / OOH / Navigational</p>																		
Off Channel	<p>TV (:30)</p> <p>National Cable (M18-49)</p> <p>22 35 62 12</p> <p>Adult Swim, Comedy Central, Discovery, FX, History, Spike</p> <p>W-Sun. Mon</p> <p>9/25</p> <p>USA - P4C</p>																		
Newspaper (4C Strips)	<p>National Newspapers</p> <p>USAT / WSJ / NYT</p> <p>Bonus - P4C (9/10) - NYT - A&L</p>																		
Magazines (P4CB)	<p>NFL Preview Issues</p> <p>Sports Illustrated</p> <p>ESPN The Magazine</p> <p>Sporting News</p> <p>USA Today Sports Weekly - Cov 4</p>																		
Radio (:30)	<p>Local Radio - 7 Mkts - 24% US</p> <p>Formats: Sports, Rock, News/Talk</p>																		
National Radio - ESPN	<p>106 106 14</p> <p>W-Sun. M-Sun. M</p> <p>25</p> <p>Mon Only</p> <p>Mapquest, Advertising.com, YouTube, Weather, Google, MSN</p>																		
Online	<p>Possible Bonus</p>																		
Outdoor	<p>7 Mkts - 24% US</p> <p>Bulletins</p> <p>30 Sheets</p> <p>Subway 2 Sheets</p> <p>Bus Shelters</p> <p>Commuter Rail Car Cards</p> <p>Bus Queens - SF Only</p> <p>Bus Kings</p> <p>Pizza Boxes</p> <p>Capitate - Full Run</p> <p>Aver@Media Network (NY, Chic.)</p>																		
Misc - Rides / Audit	<p>Note: Select Bulletins start on 8/15</p> <p>Note: Boston Shelters start on 9/12</p> <p>Note: Dallas Bus Kings start on 9/1</p>																		
Total	<p>1,763</p>																		
Budget	<p>\$8,098,495</p>																		
Reserve	<p>\$8,200,000</p>																		
Notes:	<p>Local Markets (7): New York, Los Angeles, Chicago, Philadelphia, Boston, San Francisco, & Dallas</p>																		