

# US Moving company Business Case: An Extensive Sample Plan

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TransState Relocations LLC (Texas LLC, founded March 15, 2024) provides full-service residential/commercial moving at \$85-\$125/hour for local moves and flat-rate long-distance pricing, targeting \$530,000 revenue in Year 1. Founder Marcus Thompson (ex-Two Men and a Truck Central Texas ops manager, grew revenue 32% in 2 years) leads the venture.

## SECTION 1: EXECUTIVE SUMMARY

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3.5 million US households relocated in 2023 (U.S. Census), with 62% booking online (Moving.com 2023), yet 78% report billing disputes due to hourly pricing models (American Moving & Storage Association). TransState eliminates this via transparent flat-rate quotes and real-time GPS tracking. We charge \$95/hour for local moves (vs. industry avg \$88) with 4-hour minimums, capturing 5% of Austin MSA's \$45M residential market by Year 3. Gross margins average 38% (\$247 contribution per \$650 avg job) through proprietary CRM reducing scheduling errors by 22% (based on Jobber case studies).

We seek \$350,000: \$200,000 equity (57.1%), \$150,000 SBA 7(a) loan (42.9%). Funds deploy as \$254,000 vehicles (72.6%), \$60,000 marketing (17.1%), \$30,000 lease/deposit (8.6%), \$25,000 tech (7.1%), \$12,000 insurance (3.4%), \$15,000 supplies (4.3%), \$61,600 contingency (17.6%). This capital enables 1,943 jobs by Year 3, achieving 18% net margin in Year 3 (\$216,000 net income) with \$216,000 annual cash flow.

## SECTION 2: COMPANY OVERVIEW

Formed as Texas LLC for liability protection and pass-through taxation. Austin location selected due to #1 US population growth (2.8% annually, U.S. Census 2023) and \$1.8B Texas moving market (IBISWorld 2023). Ownership: Marcus Thompson (CEO, 70%), Elena Rodriguez (COO, 20%), David Lin (angel, 10% via convertible note).

Marcus Thompson managed Two Men and a Truck Central Texas division (revenue growth from \$2.1M to \$2.8M in 24 months). Elena Rodriguez reduced customer churn 18% at HelloFresh Southwest through process optimization.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, TDMCA license	Complete	N/A
Apr 2024	Warehouse lease signed (5,000 sq ft)	Complete	N/A
May 2024	2 Freightliners purchased	Complete	N/A
Jun 2024	First revenue (\$8,200)	Complete	N/A
Aug 2024	CRM implementation	In Progress	Complete by Aug 30
Dec 2024	500th job completed	Target	Achieve 42 jobs/month avg
Mar 2025	Break-even cash flow	Target	Reach 54 jobs/month
Q3 2025	San Antonio satellite launch	Target	Secure \$75k working capital

## SECTION 3: MARKET ANALYSIS

TAM: \$18.6B (US moving industry, IBISWorld 2023). SAM: \$1.8B (Texas market, 9.7% of US total). SOM: \$45M (Austin MSA residential moves, calculated as 2.5% of SAM based on 2023 move volume: 75,000 households x \$600 avg spend). Methodology: IBISWorld revenue data x Austin population share (2.8% of Texas).

Target residential clients: 35-45 year olds (42% of moves), \$75k-\$120k income (68% of clients), renting-to-own transitioners (53% of segment). Commercial targets: 5-15 employee businesses (72% of small biz moves), budgeting \$3,500-\$8,000 per relocation (Commercial Moving Institute 2023).

Key trends: 28% growth in packing-included moves since 2020 (Moving.com), 62% online booking rate (vs. 41% in 2018), Texas net migration +1.2M people since 2020 (U.S. Census), 15% annual increase in commercial relocations (Commercial Moving Institute).

Segment	Size (\$)	Growth Rate	Our Share Target	Rationale
Austin residential local	28.5M	4.2%	3.5%	Lowest CAC (\$185 vs \$220 industry)
Austin residential long-distance	9.8M	6.1%	2.8%	Flat-rate pricing gap
Commercial Austin	6.7M	5.3%	4.1%	IT handling specialization
San Antonio residential	18.2M	5.9%	0.5% (Y2)	Adjacent market entry

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
US Market	18.6B	N/A	N/A	IBISWorld 2023
Texas Market	N/A	1.8B	N/A	9.7% of US total
Central Texas	N/A	450M	45M	25% of Texas market x 10% capture
Austin MSA	N/A	180M	18M	40% of Central Texas x 10% capture

## SECTION 4: COMPETITIVE ANALYSIS

Top competitors: Two Men and a Truck (Austin revenue est. \$4.2M, 12% local share), Bellhop (tech platform, \$1.8M Austin revenue), Lone Star Moving (\$950k revenue). Weaknesses: Two Men uses hourly pricing (28% customer complaints), Bellhop lacks storage, Lone Star has no real-time tracking.

Our advantages: 1) Flat-rate pricing reduces disputes (projected 8% complaint rate vs industry 22%), 2) Samsara GPS tracking cuts scheduling errors by 22% (Jobber data), 3) \$10,000 damage guarantee (vs industry standard \$5,000), 4) Proprietary CRM increases referral rate 35% (based on Salesforce moving industry benchmarks).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
Two Men and a Truck	4.2M	\$82/hr	Brand recognition	Hourly pricing disputes	Transparent flat rates
Bellhop	1.8M	\$75/hr	App interface	No storage options	Integrated storage (\$75-\$200/mo)
Lone Star Moving	950k	\$88/hr	Local storage	No digital tracking	Real-time GPS updates
U-Haul	5.1B	\$19.95/day	Price	DIY model	Full-service labor
TaskRabbit	1.2B	\$35/hr	Flexibility	No liability coverage	\$2M liability insurance

Strengths	Weaknesses	Opportunities	Threats
Proprietary CRM (22% error reduction)	High vehicle capex (\$254k)	Commercial growth (5.3% CAGR)	Economic downturn (relocation drop)
38% gross margin (vs 32% avg)	Limited storage capacity (20 households)	Electric truck incentives (2025)	New competitors (20% market entry)
100% damage guarantee	Brand awareness (12% recall)	Real estate partnerships (10% referral)	Fuel cost volatility (25% swing)
W-2 employee model (low turnover)	San Antonio market untested	Storage expansion (30% margin)	Regulatory changes (TDMCA)

## SECTION 5: PRODUCTS & SERVICES

Local residential moves use 26-ft Freightliners staffed by 3 employees (2 movers + team lead). Process: Pre-move digital inventory scan, furniture disassembly with color-coded parts, climate-controlled transport, reassembly with torque specs. Commercial moves include ESD-safe IT handling (anti-static mats, grounded wrist straps) and weekend execution (72% of clients).

Pricing: \$95/hour local (4-hour min, 2-truck min) vs competitors' \$82-\$88, justified by 100% damage coverage (industry avg \$5,000). Long-distance flat rates calculated at \$0.60/mile + \$0.40/lb (vs \$0.55/mile industry avg), yielding 42% gross margin on 500-mile moves. Commercial at \$4.50/sq ft (vs \$3.80 avg) includes after-hours work.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Basic Local	\$95/hr	2 movers, basic packing	Renters	45%	35%
Premium Local	\$125/hr	3 movers, full packing, disassembly	Homeowners	30%	42%
Long-Distance	Flat rate	Door-to-door, 10k coverage	Relocating families	15%	42%
Commercial	\$4.50/sq ft	IT handling, weekend work	Small businesses	10%	45%

Metric	Value	Calculation/Notes
Price per unit	\$650	Avg of 800 Year 1 jobs
COGS per unit	\$403	Labor \$260 + Fuel \$65 + Materials \$78
Gross Profit per unit	\$247	\$650 - \$403
Gross Margin %	38%	\$247 / \$650
CAC	\$196	\$58.8k marketing / 300 customers
LTV	\$1,950	\$650 x 1.5 avg jobs x 2.0 retention

LTV:CAC	10.0	$\$1,950 / \$196$
Payback Period	3.0 months	$CAC / (\text{Gross Profit} \times \text{retention rate})$

## SECTION 6: MARKETING & SALES

Primary channel: Google Ads targeting "moving company Austin" (2,400 monthly searches). CPC \$2.40 (SEMrush data), CTR 3.2%, conversion rate 4.1% (based on Thumbtack vertical data). Secondary: Real estate partnerships (Keller Williams referral fee 10%, 120 closed referrals/month in Austin). Tertiary: Social media (TikTok moving tips, \$320 CPM).

Sales cycle: Lead (48 hrs) -> Virtual estimate (24 hr turnaround) -> Quote (4 hr delivery) -> Booking (20% deposit). Conversion rate: 30% from quote to booking (vs industry 25%). Sales cycle length: 72 hours avg. Close rate: 65% of qualified leads.

Retention: "Relocation Rewards" program (\$50 referral credit), 48-hr post-move check-in call (85% completion rate), annual maintenance email (22% click-through). Target churn: 2.1% monthly (vs industry 3.5%). Expansion revenue: 18% of clients add storage services.

Channel	Monthly Budget	Expected CAC	Expected Leads/Month	Conversion Rate	Expected Customers/Month	ROI
Google Ads	3,000	185	51	30%	15	3.4x
Real Estate Referrals	1,200	100	12	25%	3	5.2x
Social Media	800	220	4	20%	1	1.8x
Apartment Partnerships	500	75	7	35%	2	8.7x

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	3,000	800	1,000	0	200	5,000	74	15
2	3,000	800	1,000	0	200	5,000	74	15
3	3,000	800	1,000	500	200	5,500	81	17
4	3,000	800	1,000	500	200	5,500	81	17
5	3,000	800	1,000	500	200	5,500	81	17
6	3,000	800	1,000	500	200	5,500	81	17
7	3,000	800	1,000	500	200	5,500	81	17
8	3,000	800	1,000	500	200	5,500	81	17
9	3,000	800	1,000	500	200	5,500	81	17
10	3,000	800	1,000	500	200	5,500	81	17
11	3,000	800	1,000	500	200	5,500	81	17
12	3,000	800	1,000	500	200	5,500	81	17

## SECTION 7: OPERATIONS

Daily workflow: 6 AM crew briefing -> 7 AM dispatch (Jobber assigns routes) -> Pre-move inventory scan (Samsara tablet) -> Loading (max 30 items/hour) -> Transit (GPS-monitored, avg 25 mph) -> Unloading (photo documentation). Capacity: 4 moves/day per truck (8 hrs x 75% utilization). Quality control: 100% post-move photo verification.

Key vendors: Freightliner (26-ft trucks, \$78,000/unit, 5-year warranty), Uline (packing supplies, net-30 terms), Travelers Insurance (\$18,000/year). Technology: Jobber (\$199/month, 6 users), Samsara (\$35/truck/month), Salesforce (\$125/user/month).

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
Freightliner	26-ft moving vans	13,000	None (purchase)	U-Haul lease (\$600/truck)
Uline	Packing supplies	2,083	Net-30	U-Pack
Travelers	Liability insurance	1,500	Annual	Progressive Commercial
Jobber	Field service software	199	Month-to-month	Housecall Pro

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
Salesforce	CRM	750	3	HubSpot (rejected: \$1,200)
Samsara	GPS tracking	140	4	Verizon Connect (\$180)
Stripe	Payments	99	1	Square (\$149)
QuickBooks	Accounting	50	2	Xero (\$30)

## SECTION 8: MANAGEMENT TEAM

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Organizational structure: CEO (1), COO (1), Head of Ops (1), Marketing Director (1), 2 dispatchers. Compensation: \$75k-\$95k base salaries + 10% bonus at 90%+ margin targets. No equity grants in Year 1.

Advisory board: Michael Chen (ex-Atlas Van Lines regional VP, 0.5% equity), Lisa Torres (Texas TDMCA compliance expert, \$150/hr).

Month	Role	Salary	Priority	Source	Onboarding Time
1	CEO	7,500	1	Founder	N/A
1	COO	6,500	1	Founder	N/A
1	Head of Ops	6,000	1	Internal	30 days
2	Marketing Director	5,500	1	LinkedIn	45 days
3	Dispatcher	3,200	2	Craigslist	14 days
3	Dispatcher	3,200	2	Craigslist	14 days

## SECTION 9: FINANCIAL PLAN

Key assumptions: 15 customers/month in Months 1-3 (growing to 25 by Month 12), \$650 avg revenue per job, 2.1% monthly churn, 38% gross margin, \$196 CAC. Fixed costs: \$40,000/month (salaries \$30k, rent \$4.2k, software \$1.2k, insurance \$1.5k). Variable costs: 62% of revenue.

Revenue model: 75% residential local, 15% long-distance, 10% commercial. Growth drivers: San Antonio entry (Q3 2025, +\$120k revenue), storage upsell (18% attach rate). Price increases: 3% annually starting Year 2.

Cost structure: 65% variable (labor 40%, fuel 10%, materials 15%), 35% fixed. Variable costs scale linearly with jobs. Fixed costs increase at 20-job increments (new dispatcher at 20 jobs/month).

Funding: \$350,000 covers 14 months runway. Milestones: Break-even at Month 14 (54 jobs/month), San Antonio launch at Month 10 (\$75k working capital).

Category	Qty	Cost	Notes
Legal/Formation	1	1,500 LLC filing, operating agreement	Texas SOS fee \$300
Licenses/Permits	2	2,000 local business	Annual \$1,800 + bond \$400
Equipment	2	156,000 x Freightliner 26-ft	\$78,000 each
Equipment	2	84,000 x Ford Transit vans	\$42,000 each
Technology	1	5,000 Sales setup	Customi
Technology	1	6,000 Web development	React.js portal

Marketing Launch	Branding 15,000 initial ads	Logo, 1 month ad spend
Insurance	Annual 18,000 premium	Travelers policy
Professional Fees	Accounting 3,500 setup	Bookkeeper system
Office/Facility	Warehouse 3,400 deposit	2 months rent
Office/Facility	Rack 7,500 system	Storage infrastructure
Initial Supplies	Packaging 12,000 materials	Uline order
Working Capital	3 120,000 months operating cash	\$40k x 3
Contingency	10% 56,100 of base costs	561,000 x 10%
Other	Employee 5,000 training	OSHA certification
Total	561,000	

Category	T. Monthly Cost	Annual Cost	Notes
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Rent	Fixed 4200	50,400	5,000 sq ft warehouse
Salaries	Fixed 360,000	360,000	6 employee
Benefits	Fixed 4500	54,000	15% of payroll
Insurance	Fixed 4500	18,000	Liability policy
Software	Fixed 4200	14,400	Jobber, Salesforce Samsara
Marketing	Fixed 4900	58,800	Google Ads, SEO
Fuel	Variable 4200	48,000	\$3.50/gal x 1,143 gal
Maintenance	Variable 1600	16,000	\$200/truck
Packing Supplies	Variable 4167	50,000	\$62.50/job x 80 jobs
Loan Interest	Fixed 938	11,250	\$150k x 7.5% / 12
Utilities	Fixed 600	7,200	Electricity internet
Total Fixed	47,338	568,050	
Total Variable	9,500	114,000	
Combined	56,838	682,050	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1 Total
Revenue	6,000	7,500	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000	217,500
COGS	3,720	4,650	5,580	7,440	9,300	11,160	13,020	14,880	16,740	18,600	20,460	22,320	134,850
Gross Profit	2,280	2,850	3,420	4,560	5,700	6,840	7,980	9,120	10,260	11,400	12,540	13,680	82,650
Marketing	5,000	5,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	65,500
Salaries	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	360,000
Rent	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	50,400
Software	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400
Insurance	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
Other OpEx	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	60,000
Total OpEx	46,900	46,900	47,400	47,400	47,400	47,400	47,400	47,400	47,400	47,400	47,400	47,400	568,300
EBITDA	-44,620	-44,050	-43,980	-42,840	-41,700	-40,560	-39,420	-38,280	-37,140	-36,000	-34,860	-33,720	-485,650
Depreciation	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	4,708	56,500
EBIT	-49,328	-48,758	-48,688	-47,548	-46,408	-45,268	-44,128	-42,988	-41,848	-40,708	-39,568	-38,428	-542,150
Interest	938	938	938	938	938	938	938	938	938	938	938	938	11,250
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	-50,266	-49,696	-49,626	-48,486	-47,346	-46,206	-45,066	-43,926	-42,786	-41,646	-40,506	-39,366	-553,400

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	350,000	300,734	252,038	203,412	155,926	109,580	64,374	20,308	-22,778	-64,564	-105,210	-144,716
Cash In	6,000	7,500	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000
Total Cash In	6,000	7,500	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000
Cash Out	49,266	49,696	49,626	48,486	47,346	46,206	45,066	43,926	42,786	41,646	40,506	39,366
Total Cash Out	49,266	49,696	49,626	48,486	47,346	46,206	45,066	43,926	42,786	41,646	40,506	39,366
Net Cash Flow	-43,266	-42,196	-40,626	-36,486	-32,346	-28,206	-24,066	-19,926	-15,786	-11,646	-7,506	-3,366

Ending Cash	300,734	252,038	203,412	155,926	109,580	64,374	20,308	-22,778	-64,564	-105,210	-144,716	-183,082
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Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	530,000	250,000	275,000	300,000	350,000	375,000	400,000	425,000	450,000	1,200,000
COGS	328,600	155,000	170,500	186,000	217,000	232,500	248,000	263,500	279,000	744,000
Gross Profit	201,400	95,000	104,500	114,000	133,000	142,500	152,000	161,500	171,000	456,000
OpEx	648,050	145,000	145,000	145,000	145,000	150,000	150,000	150,000	150,000	600,000
EBITDA	-446,650	-50,000	-40,500	-31,000	-12,000	-7,500	2,000	11,500	21,000	-144,000
Net Income	-553,400	-62,500	-50,625	-38,750	-15,000	-9,375	2,500	14,375	26,250	-180,000
Ending Cash	-183,082	-245,582	-296,207	-327,957	-339,957	-349,332	-346,832	-332,457	-306,207	216,000

Metric	Value	Calculation
Monthly Fixed Costs	47,338	From OpEx table
Variable Cost per Job	403	COGS per unit
Price per Job	650	Avg revenue
Contribution Margin per Job	247	\$650 - \$403
Contribution Margin %	38%	\$247 / \$650
Break-Even Units per Month	192	\$47,338 / \$247
Break-Even Revenue per Month	124,800	192 x \$650
Expected Break-Even Month	14	Projections show positive cash flow Month 14
Safety Margin	12.5%	(217 jobs - 192) / 217 (Month 12 jobs)

<b>Metric</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Industry Benchmark</b>
Gross Margin %	38.0%	38.0%	38.0%	30-40%
Operating Margin %	-85.5%	-7.0%	-12.0%	5-10%
Net Profit Margin %	-104.4%	-12.0%	15.0%	5-8%
Current Ratio	0.8	1.2	2.5	1.5
CAC Payback	N/A	3.0	2.5	6-18 months
LTV:CAC	N/A	10.0	12.0	3:1
Monthly Burn Rate	45,950	0	0	N/A
Runway (months)	7.6	N/A	N/A	N/A

## SECTION 10: RISK ANALYSIS

Top risks: 1) Employee turnover (probability 4/5, impact 4/5) - Moving industry avg 45% annual turnover (BLS 2023). 2) Fuel cost volatility (prob 3/5, impact 5/5) - 25% price swings in 2022-2023 (EIA). 3) Damage claims (prob 3/5, impact 4/5) - Industry avg \$1,200/claim (Moving Authority). 4) Economic downturn (prob 2/5, impact 5/5) - 15% relocation drop in 2020 (U.S. Census).

Mitigation: 1) \$20/hr wages (15% above market) + \$500 retention bonus at 12 months (reduces turnover to 25% based on SHRM data). 2) Fuel surcharge clause (0.5% per \$0.10/gal over \$3.50). 3) Mandatory photo documentation pre/post move (reduces claims 30% per Atlas Van Lines). 4) Commercial client diversification (target 25% revenue from businesses).

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Employee turnover	4	4	16	\$20/hr wages + retention bonuses	Cross-train dispatchers as movers	COO
Fuel cost volatility	3	5	15	Fuel surcharge clause (0.5%/\$0.10)	Negotiate fixed-rate contracts	Head of Ops
Damage claims	3	4	12	Photo documentation pre/post move	Activate \$10k guarantee fund	Head of Ops
Economic downturn	2	5	10	Commercial client diversification	Introduce budget package (\$75/hr)	CEO
TDMCA non-compliance	2	5	10	Quarterly compliance audits	Hire external auditor (\$2k)	CEO
Vehicle breakdown	3	3	9	Preventive maintenance schedule	U-Haul lease agreement (\$600/truck)	Head of Ops
Reputation damage	3	4	12	24/7 support + rapid response	PR agency retainer (\$1k/mo)	Marketing Dir
Marketing CAC increase	4	2	8	Diversify to real estate referrals	Reduce ad spend by 20%	Marketing Dir

## SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 54 jobs/month by Month 14 (break-even). Critical path: San Antonio market validation (Month 10), CRM optimization (Month 6). Dependencies: SBA loan approval (Month 1), warehouse buildout (Month 2).

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	SBA loan funding	\$150k deposit	Bank docs	Loan approval	CEO
2	Warehouse buildout	Dispatch center operational	\$15k supplies	On-time completion	Head of Ops
3	First 50 jobs	Client database	2 crews	90% satisfaction	COO
4	Google Ads optimization	CAC < \$200	\$3k budget	15 customers/mo	Marketing Dir
5	Real estate partnerships	3 signed agreements	10 outreach calls/day	10 referrals/mo	COO
6	CRM implementation	100% digital estimates	Salesforce license	22% error reduction	Marketing Dir
7	100th job completed	Client testimonials	3 crews	75 NPS	COO
8	Storage service launch	20 household capacity	\$7.5k racks	15% attach rate	Head of Ops
9	Break-even cash flow	Positive monthly cash	54 jobs	\$2,500 net cash	CEO
10	San Antonio validation	Market feasibility report	\$5k research	15% lower CAC	CEO
11	Employee training program	OSHA certification	\$5k budget	25% turnover rate	COO
12	Year 1 review	Y2 budget approved	Financials	100% target met	CEO

## SECTION 12: APPENDIX

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Supporting documents: TDMCA license #TXMC12345, Freightliner purchase agreements, Uline supply contracts, Salesforce case studies. All financial assumptions documented in source files with IBISWorld, U.S. Census, and Moving.com citations. Full market research data available upon request.