US Pool cleaning and maintenance Business Case: An Extensive Sample Plan

ClearBlue Pools, LLC (Florida LLC founded March 15, 2024) provides residential/commercial pool maintenance at $89-$199/month subscription pricing. Targets $487,000 Year 1 revenue with 62% gross margin. Michael Reynolds scaled AquaTech Pools Orlando to $1.8M revenue in 3 years. May 2024.

SECTION 1: EXECUTIVE SUMMARY

Florida's 1.2M residential pools (15% of US total) generate $410M annual maintenance revenue (IBISWorld 2023), but 58% of owners report dissatisfaction with current providers due to inconsistent scheduling. ClearBlue solves this with proprietary route-optimization software reducing service delays by 32% versus competitors. We capture market share through $89/week subscription pricing (10% below SwimRight Services' $99) targeting 420 customers in Year 1.

Revenue model combines recurring subscriptions (84% of Year 1 revenue) and add-on services (16%). Gross margin holds at 62% through $22/hour technician wages (vs market $20) enabling 15% lower turnover and optimized chemical purchasing at 15% wholesale discount from In The Swim. Fixed costs of $28,400/month require 417 services monthly to break even; projections show EBITDA positive by Month 18 with $146,165 net profit in Year 1.

We seek $150,000 funding ($75,000 owner equity, $75,000 SBA 7(a) loan at 7.5% over 5 years). Funds deploy as: 19% vehicles ($18,000), 26% equipment ($24,500), 5% chemicals ($8,000), 10% tech ($15,000), 8% marketing ($12,000), 6% insurance ($9,500), 26% working capital ($38,000). This capital funds 14-month runway to achieve 420 customers and $39,900 MRR.

SECTION 2: COMPANY OVERVIEW

Florida LLC formed March 15, 2024, chosen for pass-through taxation and liability protection. Orlando location targets Central Florida's 40,000 pool-owning households (SAM of $28.7M) with median household income $78,500. Ownership: Michael Reynolds (60%), Sarah Chen (30%), angel investor (10%).

Michael Reynolds (CEO): Grew AquaTech Pools Orlando revenue from $620K to $1.8M in 3 years while maintaining 65% gross margin. Holds CPO/OSHA 30 certifications. Sarah Chen (COO): Reduced field service no-shows by 27% at HomeServe USA through ServiceTitan implementation, managing 12-technician team.

Date	Milestone	Status	Next Steps
Mar 2024	LLC formation, DBPR licensing	Complete	N/A
Apr 2024	3 vehicle leases signed (Enterprise)	Complete	N/A
May 2024	ServiceTitan/QuickBooks integration	Complete	Train technicians
Jun 2024	First 50 customers acquired	Target	Optimize ad spend
Sep 2024	150 active customers	Target	Hire 2nd dispatcher
Dec 2024	$35K MRR achieved	Target	Secure Tampa expansion capital

SECTION 3: MARKET ANALYSIS

TAM: $2.8B US residential pool service market (IBISWorld 2024). SAM: $410M Florida market (1.2M pools x $342 avg annual spend). SOM: $28.7M Central Florida (40,000 households x $718 avg spend), calculated using Florida Pool & Spa Association data on household pool density in Orange/Seminole/Osceola/Lake counties.

Primary customers: Homeowners aged 35-65 (68% of target), median income $78,500, owning pools 7.2 years average. 42% are vacation rental managers paying $1,200-$1,800 annually for bi-weekly service. Price sensitivity: 73% reject services over $100/week. Commercial clients (HOAs/hotels) budget $2,500-$5,000 monthly for multi-pool contracts.

Key trends: 1) 23% YoY growth in Orlando vacation rentals (Airbnb Q1 2024) driving commercial demand; 2) 45% of new pools use saltwater systems (requiring specialized maintenance at $75/service vs standard $45); 3) 62% of owners prefer professionals over DIY (Pool & Hot Tub Alliance); 4) Eco-friendly chemical demand growing at 12% annually.

Segment	Size ($)	Growth Rate	Our Share Target	Rationale
Single-family homes	18.2M	3.1%	0.7%	40,000 households in service area; 280 customers by Year 1
Vacation rentals	4.1M	23.0%	1.2%	1,200 Orlando listings; 15 contracts by Year 1
HOA communities	2.8M	4.7%	0.9%	85 complexes in 4 counties; 8 contracts by Year 1
Hotels/resorts	1.9M	8.2%	0.3%	42 properties with pools; 1 contract by Year 1

Category	Total Addressable	Serviceable Available	Serviceable Obtainable	Methodology
Residential	2.8B	410M	28.7M	IBISWorld x Florida Pool Assoc. density data
Commercial	920M	135M	9.45M	STR Global hospitality data x county permits

SECTION 4: COMPETITIVE ANALYSIS

Market fragmented with 3 dominant players: AquaTech Pools ($2.1M est. revenue, 15 technicians), SwimRight Services ($1.4M est., franchise), Pool Scouts ($3.8M est. Orlando territory). AquaTech holds 18% local share but scores 3.2/5 on Google due to scheduling failures (42% negative reviews mention missed appointments). SwimRight charges $125-$160/week with rigid bi-weekly minimums.

Our advantages: 1) ServiceTitan integration cuts no-shows to 3% vs industry 12% (verified in 30-day pilot); 2) $89/week pricing is 10% below SwimRight with identical scope; 3) Eco-chemical program captures 35% of new saltwater pool owners (vs 15% for competitors); 4) 100% satisfaction guarantee generates 32% referral rate (vs 18% industry avg).

Competitor	Revenue Est.	Pricing	Key Strength	Key Weakness	Our Differentiation
AquaTech Pools	2.1M	99-135/wk	Commercial contracts	32% no-show rate	Real-time tracking app
SwimRight	1.4M	125-160/wk	Brand recognition	Rigid scheduling	Flexible subscription tiers
Pool Scouts	3.8M	110-145/wk	National marketing	Inconsistent quality	CPO-certified technicians
DIY Owners	N/A	40-60/mo	Cost savings	Time-intensive	1.8-hour avg service time
Handyman apps	N/A	75-100/service	On-demand	No pool expertise	NSPF-certified staff

Strengths	Weaknesses	Opportunities	Threats
Proprietary route optimization (32% faster scheduling)	Limited brand awareness (0% unaided recall)	23% YoY vacation rental growth	Chemical price volatility (+18% in 2023)
62% gross margin vs 55% industry avg	No commercial contracts at launch	45% saltwater pool adoption	New franchise entry (Pool Scouts expanding)
10% lower churn than competitors	Dependent on 3 vehicles	HOA contract consolidation trend	Florida licensing regulation changes
15% wholesale chemical discount	Single warehouse location	AI water testing partnerships	Recession-driven service cuts

SECTION 5: PRODUCTS & SERVICES

Core offering: Weekly maintenance ($89/month) includes 60-minute service with robotic vacuuming, chemical balancing (pH/chlorine/alkalinity), filter cleaning, and digital report. Bi-weekly ($159) and monthly ($199) tiers adjust frequency. Add-ons: Salt system maintenance ($75), heater repair ($95 diagnostic + $85/hr), green pool restoration ($350-$600 based on algae severity).

Pricing set 10% below SwimRight ($99 vs $89) after analysis of 120 competitor quotes showing $85-$105/week range. This achieves 48.3% gross margin per service ($43 profit) while remaining price-competitive. Annual prepayment discount (10%) increases LTV by 12% based on SwimRight's retention data.

Tier	Price	Features	Target Customer	Expected % Revenue	Gross Margin
Weekly	89/mo	Full cleaning + chemical balance	Primary homeowners	62%	48.3%
Bi-weekly	159/mo	Same as weekly, reduced frequency	Low-usage/vacation homes	22%	52.1%
Monthly	199/mo	Deep clean + tile scrubbing	Cost-sensitive owners	16%	55.8%

Metric	Value	Calculation/Notes
Price per service	74.25	Avg. $89/mo / 1.2 services/week
COGS per service	38.40	Labor $33 (1.5 hrs x $22) + Chemicals $8 + Vehicle $5
Gross Profit	35.85	74.25 - 38.40
Gross Margin	48.3%	35.85 / 74.25
CAC	82.50	($3,000 Google Ads + $1,500 social) / 54 customers
LTV	928.00	74.25 x 12 mos x 1.04 (expansion) / 0.10 (churn)

LTV:CAC	11.25	928 / 82.50
Payback Period	2.3 mos	82.50 / (35.85 x 0.78 contribution margin)

SECTION 6: MARKETING & SALES

Primary channel: Google Ads targeting "pool cleaning Orlando" (1,900 searches/mo, CPC $4.20). Budget allocation: $3,000/month Google Ads (expected 714 clicks, 4.1% conversion = 29 customers), $1,500 Facebook (150 leads, 3.2% conversion = 5 customers), $500 SEO/content. Real estate agent referrals ($75/bonus) target 10 contracts/month at $0 CAC.

Sales cycle: 10-minute qualification call (75% conversion), digital proposal (65% acceptance), DocuSign contract (92% execution). Average close time: 2.1 days. Conversion funnel: 145 leads/month -> 34 proposals -> 22 closes. Churn target: 0.8% monthly (vs industry 3.5%) through loyalty program (free service after 12 months).

Retention: Quarterly water reports reduce "why churn" by 22% (per Pool & Hot Tub Alliance). Automated NPS surveys (target 65 score) trigger retention offers for scores <8. Expansion revenue: 38% of customers add services within 6 months (salt maintenance most common).

Channel	Monthly Budget	Expected CAC	Expected Leads	Conversion Rate	Expected Customers	ROI
Google Ads	3,000	103.45	714	4.1%	29	347%
Facebook/Instagram	1,500	300.00	150	3.2%	5	189%
Real Estate Referrals	750	0.00	10	100%	10	1,233%
HOA Partnerships	250	25.00	1	100%	1	3,612%

Month	Google Ads	Social Media	Content/SEO	Events	Other	Total	Expected Leads	Expected Customers
1	3,000	1,500	500	0	0	5,000	865	35
2	3,000	1,500	500	0	0	5,000	865	35
3	3,000	1,500	500	0	0	5,000	865	35
4	3,500	1,500	500	500	0	6,000	1,025	42
5	3,500	1,500	500	500	0	6,000	1,025	42
6	3,500	1,500	500	500	0	6,000	1,025	42
7	4,000	1,500	500	500	0	6,500	1,165	48
8	4,000	1,500	500	500	0	6,500	1,165	48
9	4,000	1,500	500	500	0	6,500	1,165	48
10	4,000	1,500	500	500	0	6,500	1,165	48
11	4,000	1,500	500	500	0	6,500	1,165	48
12	4,000	1,500	500	500	0	6,500	1,165	48

SECTION 7: OPERATIONS

Daily workflow: ServiceTitan assigns technicians to 15-mile zones (max 25 pools/day). Average service time 72 minutes (60 cleaning + 12 travel). Routes optimized nightly; 18% reduction in drive time vs manual scheduling. Warehouse processes: Chemical inventory audited weekly; EPA-compliant storage for muriatic acid/sodium hypochlorite. Capacity: 3 technicians handle 225 weekly services; 4th tech added at 275 services.

Primary vendor: In The Swim (chemicals/parts) on net-30 terms with 15% discount at $5K/month spend. Backup: Leslie's Orlando (premium pricing). Technology: ServiceTitan ($199/user/month) for scheduling, QuickBooks Online ($50/month) for accounting, Twilio ($0.0075/SMS) for notifications.

Vendor/Supplier	Service	Monthly Cost	Contract Terms	Backup Option
In The Swim	Chemicals/parts	4,000	Net-30, 15% discount	Leslie's Orlando
Enterprise Fleet	Vehicle leasing	1,500	36-month, maintenance included	Local dealer lease
Orlando Water Lab	Certification support	200	Month-to-month	Mobile testing kits
ServiceTitan	Field service software	796	12-month min	Housecall Pro

Tool	Purpose	Monthly Cost	Users	Alternatives Considered
ServiceTitan	Scheduling/routing	796	5	Housecall Pro ($650), Jobber ($599)
QuickBooks Online	Accounting	50	2	Xero ($35), FreshBooks ($24)
Twilio	SMS notifications	120	1	MessageBird ($110), Telnyx ($95)
Stripe	Payments	75	1	Square ($99), PayPal ($0)

SECTION 8: MANAGEMENT TEAM

Flat structure with CEO owning P&L. Compensation: CEO $95,000 base (below market $110,000) with 15% EBITDA bonus; technicians $45,760 base ($22/hr x 2,080 hrs) + $5/service bonus (avg $3,000/yr). No equity grants in Year 1; profit-sharing at 25+ employees.

Advisory board: James Wilson (ex-CFO Pool Corporation, 20+ years industry) provides quarterly reviews. Compensation: $1,500/session + 0.5% equity vesting at $5M valuation. No consultants in Year 1.

Month	Role	Salary	Priority	Source	Onboarding Time
1	Part-time dispatcher	2,000	High	Craigslist	2 weeks
4	2nd technician	3,813	High	Indeed	3 weeks
7	2nd dispatcher	2,000	Medium	Internal promo	1 week
10	3rd technician	3,813	Medium	Indeed	3 weeks

SECTION 9: FINANCIAL PLAN

Key assumptions: 15 new customers/month in Year 1 (growing to 25/month by Year 3), 0.8% monthly churn (industry avg 3.5%), $74.25 avg revenue per service, $38.40 COGS per service (51.7% variable cost ratio). Marketing spend: $5,000/month ramping to $6,500 by Month 4. Payroll: 3 technicians at $3,813/month each.

Revenue growth driven by: 1) 54 new customers/month by Year 2 (vs 35 in Year 1); 2) Add-on services increasing from 1.6% to 12% of revenue; 3) Commercial contracts contributing 8% of Year 3 revenue. Seasonal adjustments: Winter (Dec-Feb) revenue 15% below average; addressed by $225 pool closing promotions.

Cost structure: 58% variable costs (labor, chemicals, vehicle), 42% fixed (software, rent, insurance). Variable costs scale at 51.7% of revenue. Fixed costs grow 3.5% quarterly for staff expansion. Break-even at 417 services/month ($30,900 revenue) with $28,400 fixed costs and $5.35 contribution margin per $ service.

Funding: $150,000 total ($75,000 equity, $75,000 SBA loan). Covers $95,000 startup costs + $55,000 operating runway. Funds 14-month path to $39,900 MRR. Milestones: 150 customers by Month 6, EBITDA positive by Month 18, Tampa expansion at $750K revenue.

Ca	Item	Cost	Notes
Legal/Formation	LLC filing	1,250	FL state fee + attorney
Licenses/Permits	DBPR license	500	Pool service license
Equipment	Robotic vacuums (3)	6,000	Dolphin E10 x3
Equipment	Testing kits	2,500	Taylor K-2005 x3
Equipment	Chemical dispensers	3,000	Pentair IntelliChe x3
Equipment	Tool inventory	13,000	Brushes, filters, pumps

Technology	ServiceTitan setup	5,000	Impleme fee
Technology	App development	10,000	iOS/And MVP
Initial Inventory	Chemicals	8,000	3-month supply
Marketing Launch	Website/branding	7,000	Logo, site, brochure
Marketing Launch	Initial ad spend	5,000	Google/F testing
Working Capital	3-month operating reserve	38,000	Based on $12,667 avg monthly OpEx
Insurance	Annual premium	9,500	Liability, auto, workers' comp
Professional Fees	Accounting setup	1,500	QuickBo configura
Contingency	10% buffer	9,500	Applied to total costs
	TOTAL	114,250	

C	Type	Monthly Cost	Annual Cost	Notes

Payroll	Variable	15,167	182,000	3 techs + 1 PT dispatche
Vehicle lease/fuel	Variable	1,300	15,600	$1,500 lease - $200 maint
Chemicals/parts	Variable	4,000	48,000	8.2% of revenue
Marketing	Variable	3,000	36,000	Ramps to $6,500 by Month 12
Rent	Fixed	1,200	14,400	1,200 sq. ft. warehous
Insurance	Fixed	792	9,500	Annualize
Software	Fixed	700	8,400	ServiceT QuickBoo Twilio
Loan payment	Fixed	1,406	16,875	SBA 7(a) at 7.5% over 5 years
Admin/misc	Fixed	833	10,000	Office supplies, training
	Fixed Total	4,129	49,575	
	Variable Total	23,467	281,600	
	COMBINED	27,596	331,175	

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	Year 1
Revenue	18,900	26,775	33,525	40,275	45,900	50,400	54,900	58,500	61,200	63,000	63,900	64,800	547,875
COGS	7,182	10,175	12,740	15,305	17,442	19,152	20,862	22,230	23,256	23,940	24,282	24,624	208,390
Gross Profit	11,718	16,600	20,785	24,970	28,458	31,248	34,038	36,270	37,944	39,060	39,618	40,176	339,485
Marketing	5,000	5,000	5,000	6,000	6,000	6,000	6,500	6,500	6,500	6,500	6,500	6,500	72,000
Salaries	11,375	11,375	11,375	15,167	15,167	15,167	15,167	15,167	15,167	15,167	15,167	15,167	172,000
Rent	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
Software	700	700	700	700	700	700	700	700	700	700	700	700	8,400
Insurance	792	792	792	792	792	792	792	792	792	792	792	792	9,500
Other OpEx	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Total OpEx	19,900	19,900	19,900	24,692	24,692	24,692	25,192	25,192	25,192	25,192	25,192	25,192	296,300
EBITDA	-8,182	-3,300	885	278	3,766	6,556	8,846	11,078	12,752	13,868	14,426	14,984	43,185
Depreciation	800	800	800	800	800	800	800	800	800	800	800	800	9,600
EBIT	-8,982	-4,100	85	-522	2,966	5,756	8,046	10,278	11,952	13,068	13,626	14,184	33,585
Interest	469	458	446	435	423	411	399	387	375	363	351	339	5,063
Taxes (25%)	0	0	0	0	636	1,336	1,911	2,472	2,896	3,176	3,329	3,464	13,631
Net Income	-9,451	-4,558	-361	-957	2,107	4,009	5,736	7,419	8,681	9,529	9,946	10,381	14,891

Line Item	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Beginning Cash	114,250	104,799	100,241	99,880	98,923	101,030	105,039	110,775	118,194	126,875	136,404	146,350
Cash In	9,450	13,388	16,763	20,138	22,950	25,200	27,450	29,250	30,600	31,500	31,950	32,400
Funding	150,000	0	0	0	0	0	0	0	0	0	0	0
Total Cash In	159,450	13,388	16,763	20,138	22,950	25,200	27,450	29,250	30,600	31,500	31,950	32,400
Cash Out	54,651	17,946	16,522	19,180	20,843	21,191	21,714	21,831	21,919	21,971	22,004	22,019
Net Cash Flow	104,799	-4,558	241	958	2,107	4,009	5,736	7,419	8,681	9,529	9,946	10,381

Ending Cash	104,799	100,241	100,482	101,440	103,547	107,556	113,292	120,711	129,392	138,921	148,867	159,248

Metric	Y1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	Y3 Total
Revenue	487,000	270,000	306,000	342,000	378,000	423,000	468,000	513,000	558,000	1,620,000
COGS	185,060	102,600	116,280	129,960	143,640	160,740	177,840	194,940	212,040	615,600
Gross Profit	301,940	167,400	189,720	212,040	234,360	262,260	290,160	318,060	345,960	1,004,400
OpEx	340,775	172,000	172,000	172,000	172,000	180,000	180,000	180,000	180,000	720,000
EBITDA	43,185	27,400	49,720	72,040	94,360	114,260	142,160	170,060	197,960	384,400
Net Income	14,891	12,000	28,000	44,000	60,000	75,000	95,000	115,000	135,000	260,000
Ending Cash	159,248	191,248	235,248	287,248	347,248	422,248	517,248	632,248	767,248	767,248

Metric	Value	Calculation
Monthly Fixed Costs	28,400	From OpEx table (ex-variable)
Variable Cost per Service	38.40	COGS breakdown
Price per Service	74.25	Avg. revenue per service
Contribution Margin	35.85	74.25 - 38.40
Contribution Margin %	48.3%	35.85 / 74.25
Break-Even Units	794	28,400 / 35.85
Break-Even Revenue	58,952	794 x 74.25
Expected Break-Even Month	14	Per cash flow projection
Safety Margin	33.7%	(1,000 actual services - 794) / 1,000

Metric	Y1	Y2	Y3	Industry Benchmark
Gross Margin %	62.0%	61.5%	62.0%	55.0%
Operating Margin %	-7.0%	12.5%	22.2%	8.0%
Net Profit Margin %	3.1%	10.0%	16.0%	5.0%
Current Ratio	1.8	2.1	2.5	1.5
CAC Payback	2.3	1.9	1.7	6.0
LTV:CAC	11.25	13.50	15.00	3.00
Monthly Burn Rate	12,000	N/A	N/A	N/A
Runway	14	N/A	N/A	N/A

SECTION 10: RISK ANALYSIS

Top risks: 1) Technician turnover (probability 4/5, impact 4/5): Industry average 25% annual turnover costs $8,000 per replacement. 2) Chemical price volatility (probability 4/5, impact 3/5): 18% chemical cost increase in 2023 squeezed margins by 5.2%. 3) Seasonality (probability 5/5, impact 3/5): Winter revenue 15% below average risks cash flow. 4) SBA loan denial (probability 2/5, impact 5/5): Delays launch by 8+ weeks.

Mitigation: 1) Pay $22/hr (10% above market) + $5/service bonus reducing turnover to 15% (verified in pilot). 2) Lock 12-month chemical contracts with In The Swim at fixed pricing. 3) Promote $225 pool closing packages in Q4 to offset winter dip (historically 22% uptake). 4) Secure $25,000 credit line with Orlando Credit Union as backup.

Risk	Probability	Impact	Risk Score	Mitigation Strategy	Contingency Plan	Owner
Technician turnover	4	4	16	$22/hr wage + $5/service bonus	Cross-train admin staff	COO
Chemical cost increase	4	3	12	12-month fixed-price contracts	Pass 50% cost to customers	CEO
Winter revenue dip	5	3	15	Pool closing promotions	Offer HVAC coil cleaning	Marketing
SBA loan denial	2	5	10	Pre-approval documentation	Draw $25K credit line	CEO
Vehicle breakdown	3	4	12	Lease with maintenance package	Rent replacement van ($85/day)	COO
Customer churn	4	3	12	Loyalty program (free service)	Win-back discount (15%)	Marketing
Regulatory change	2	4	8	Monthly compliance training	Legal retainer ($150/hr)	CEO
Recession impact	3	3	9	Target commercial clients (less cyclical)	Introduce $69 basic tier	CEO

SECTION 11: IMPLEMENTATION TIMELINE

Priority 1: Achieve 150 customers by Month 6 through Google Ads optimization (target CAC < $90). Critical path: ServiceTitan integration complete by Month 2 to enable real-time tracking. Dependency: Technician CPO certifications must be secured before Month 3 services begin. Month 7-12 focus shifts to commercial contracts targeting 8 HOA agreements.

Month	Milestone	Deliverables	Resources Needed	Success Metric	Owner
1	Operational launch	3 vehicles equipped, warehouse stocked	$24,500 equipment budget	50 service calls completed	COO
2	ServiceTitan go-live	Route optimization implemented	5 user licenses	Drive time reduced 18%	COO
3	First 100 customers	100 active subscriptions	$5,000 ad spend	CAC < $100	Marketing
4	Commercial pilot	1 HOA contract signed	Proposal templates	$2,500 monthly revenue	CEO
5	CPO certification	All techs certified	$1,200 training budget	100% compliance	COO
6	150 customers	150 active accounts	2nd technician hired	$12,000 MRR	Marketing
7	Profitability path	EBITDA positive	Route optimization	$6,000 monthly EBITDA	CEO
8	Referral program	50 referrals generated	$2,500 credit pool	32% referral rate	Marketing
9	2nd dispatcher	Reduced scheduling time	$2,000 salary	98% on-time rate	COO
10	Commercial expansion	3 HOA contracts	Proposal team	8% revenue from commercial	CEO
11	App launch	500 app downloads	$5,000 dev budget	4.7/5 app store rating	COO
12	Year 1 review	Financial audit complete	Accountant fees	$487,000 revenue achieved	CEO

SECTION 12: APPENDIX

Full supporting documents available: 12-month cash flow model with sensitivity analysis (+/-15% revenue variance), technician training manuals, chemical supplier contracts, and ServiceTitan case studies. All assumptions documented with source citations (IBISWorld, Pool & Hot Tub Alliance, STR Global).