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Cycle for Survival: Keeping the Wheels Turning

Cancer has not forced me to change my life. The irony is that cancer has been one of the best things that ever happened to me.

- Jennifer Goodman Linn

January 25, 2009 represented a landmark day in the fight against cancer. The third annual indoor spinning event, Cycle for Survival, featured 1,500 participants, collected donations from over 10,000 individuals, and generated over \$1,200,000 amidst the most challenging economic climate in decades.

Founded in 2007 by Jen Goodman Linn (HBS '99 G) and her husband, Dave Linn (HBS '00 E), Cycle for Survival had staged three, single-day events that generated a total of \$2 million for rare cancer research. These funds directly improved patient treatment and enhanced patient care. Jen was diagnosed with sarcoma in 2004, which began a continuing fight against the disease. Her commitment to herself and other patients in her predicament provided the motivation to create and produce these events.

Just days after that magical Sunday in New York City, however, Jen and Dave knew the stakes were still high. Jen's cancer recently had returned for the fourth time, and she would once again visit Memorial Sloan-Kettering Cancer Center (MSKCC) for treatment.

The charity events had gained valuable momentum and reached a key inflection point. Jen and Dave had an opportunity to foster meaningful growth, which would translate directly into more money for rare cancer research. But they wrestled with identifying the best way to expand Cycle for Survival. As they combed through press clippings, event photos, inspirational emails, and congratulatory letters, Jen and Dave turned their attention towards the future – of the event and of their lives.

Jen's Story

I may have cancer, but cancer doesn't have me.

- Jennifer Goodman Linn

In November 2004 at age 33, and just a few months after attending her 5-year HBS reunion, Jen Goodman Linn started experiencing night sweats, stomach pain, and a persistent low-grade fever. Tests revealed MFH Sarcoma, a rare soft-tissue cancer that affects a small percentage of all cancer patients. Jen's treatment at MSKCC involved twenty-six months of chemotherapy treatments and four surgeries, the first of which removed a football-sized tumor from her abdomen. During her regular hospital visits, Jen developed strong bonds with her fellow patients and caregivers at MSKCC.

Jen often said that MSKCC treated her body, and the Equinox Fitness Center in Columbus Circle treated her soul. Finding special meaning in the gym's tagline, *It's not Fitness, It's Life*, Jen found a community and support system at Equinox. While undergoing her first round of treatment, Jen derived true empowerment from her indoor cycling sessions. She regularly attended spinning classes, regardless of how she felt after chemotherapy treatments. Cycling was the one thing that made her feel in control, alive, and enabled her to keep fighting against the disease. She likened the hill segments of each spin session to a metaphor for her next battle. Jen recalled, "I found the cycling program and many of the instructors so inspiring. It may sound a bit extreme, but I believe that spinning saved my life." She vowed to do something not only to express her gratitude to both MSKCC and Equinox, but also to raise awareness and much-needed funds for those battling rare forms of cancer.

A Worthy Cause

In 2006, after overcoming two relapses and once again entering a period of remission, Jen was determined to use her passion for spinning as a vehicle to raise money for sarcoma research. Sarcoma fell into the category of rare cancers, often referred to as Orphan Cancers, which were comprised of hundreds of different cancers that affected millions of people. These cancers were difficult to diagnose and deadly if treatment was delayed. Together, Orphan Cancers represented 35% of all cancer deaths annually. Due to their disperse nature, however, Orphan Cancers received less attention and funding than more common cancers. Without well-researched treatment protocol, few therapeutic options existed beyond trial and error.

Jen's Cycle for Survival became the only national foundation or charity that directly benefitted rare forms of cancer. The proceeds from Jen's efforts helped underwrite clinical trials to study new chemotherapy regimens that may be more effective at shrinking tumors in patients with some forms of rare cancer. One of her physicians at MSKCC, Dr. Robert Maki, a world-renowned expert in the field contended that "the standard drugs we have used for the first fifty years of the history of medical oncology are toxic and not always particularly effective. By gaining a better understanding of the basic biology of these types of cancers, we hope to develop more precise treatments that focus on specific targets in the cancer cell."

Getting the Wheels Turning

Unimaginable inspiration paired with uncontrollable perspiration.

- Cycle for Survival participant

Alongside her husband Dave, Jen began planning Cycle for Survival. She convinced Equinox to host the event and reached out to friends and family to participate and support the cause. After receiving input from MSKCC on other patient led, grassroots fundraising events, Jen and Dave set an initial fundraising goal of \$30,000. The division of labor was established from the beginning. Jen focused on marketing and the event experience, while Dave tackled fundraising. Their friends flew in from around the country to gather in New York on the cold morning of January 28, 2007. Through Jen and Dave's direct efforts, donations from over 1,000 people totaled over \$215,000, establishing Cycle for Survival as one of the most successful patient-organized fundraisers in MSKCC's history.

Excited by the inaugural event's success, but not content to stop there, they immediately set out to make the second year of Cycle for Survival bigger and more impactful for everybody involved. Calling upon a legion of volunteers from Equinox, MSKCC, and family and friends (including over a hundred of their HBS classmates), they 'leveraged the buzz' of Jen's story, and called upon her magnetic personality along with her unyielding determination for the continued growth of Cycle for Survival.¹

As they reached out to friends farther afield, the event naturally expanded its reach. While many friends descended upon New York for the second event, a number of others couldn't attend and asked if they could ride alongside Jen remotely. This led to a series of 'satellite cities' that participated in the second Cycle for Survival. The second event was another success, bringing in over \$650,000 from over 4,200 people. While elated that they had significantly exceeded their goal of \$500,000, Jen and Dave had been hit with another blow – just weeks before the kick-off of the January 2008 event, Jen's sarcoma had returned for a third time.

Jen and Dave saw that they held something very precious in their hands. In a brief period of time, the money raised had made an immediate impact, already helping thousands of people across the country and changing the way research on Orphan Cancers was conducted – demonstrating the return on every dollar committed to Orphan Cancer research. This more effective treatment also offered hope and inspiration to thousands of people directly and indirectly impacted by cancer.

Doubling Down - A Passion Becomes a Business

Jen's third round of treatments went as well as her doctors could have hoped, and she was again cancer free by mid-2008. Jen's physical and mental constitution - aided by her fitness level, support from her family and friends, and her determination to overcome this obstacle, enabled her to withstand a grueling treatment regimen. As Jen and Dave looked towards the third year of the event, they realized that what began as a mission to find more effective treatments and give back to others in a similar

¹ 'Leverage the buzz' was a marketing term taught in Jen's first year marketing course about the BMW Z3 Roadster , (HBS case study 9-597-002, 2/14/97).

predicament had evolved into an organization that required not only their time, but also called upon their business acumen.

They had created in just two years a “start-up” organization that featured important strategic strengths. The event required minimal cost, and had a high rate of recurring cyclist and donor participation. Jen and Dave’s viral marketing efforts attracted a series of doctor and patient “evangelists,” who also had inspired others to support them. When an evangelist served as the hub of a cycling team, the funds raised were significantly more than other teams. These attributes created substantial operating leverage, allowing nearly 100% of every dollar raised to go directly towards research and patient care.

Like an entrepreneur in a new venture, Jen had to decide whether the time had come to release some of the reins on what she started. For two years, Jen and Dave had planned, organized, and run every aspect of the event and everything leading up to it. But for two fully employed business professionals, maintaining Cycle for Survival’s growth trajectory would require even more effort.

Jen made two key decisions about the future of Cycle for Survival. First, rather than become the Executive Director of her own 501(c)(3), she turned over the effective ownership of Cycle for Survival to MSKCC, whose team would coordinate the event logistics. In addition, MSKCC would provide the necessary infrastructure to facilitate timely communication with thousands of riders, donors and volunteers – through website design, electronic sign up, automated email announcements and payment vehicles. Second, she broadened the beneficiaries of the event from a sole focus on sarcoma to all Orphan Cancers.

In the midst of the worst economy since the Great Depression, Cycle for Survival managed to more than double its funds raised from 2008. More than 1,500 indoor cyclists and supporters joined together on January 25, 2009 to raise over \$1.2 million. Jen and Dave had the privilege of presenting a super-sized check to MSKCC and introducing “Keep the Wheels Turning,” a song written and performed by recording artist Marlowe Stone as a tribute to the event and all of its participants.

In an unfortunate twist of fate, just weeks before the 2009 event, Jen’s sarcoma relapsed yet again. The charity event Jen and Dave put together ironically would benefit Jen in her continued battle with the disease.

The Future

Jen wondered about the future of Cycle for Survival. Jen recalls, “The fact that this event has directly benefited patients motivates me to keep going. We’ve gained momentum, and we’ve already changed the way we’re fighting this illness. I have great hope that this will ultimately lead to more treatment breakthroughs and higher survival rates for those with rare cancers, so that more of us will live to tell our unique tales.”

With the meeting at MSKCC just two weeks away, Jen began drafting a proposal to raise more funds for Orphan Cancers. Donning the consulting hat she had worn in a previous job and incorporating what she learned at HBS, Jen identified three areas to address: expansion, partnerships, and fundraising.

Expansion

Jen had to think carefully about scale. More participants, more spinning hours, and more donors had allowed Cycle for Survival to grow in excess of 100% each year. But the event pushed the boundaries on the single venue in New York City. Should they contemplate expanding to Equinox's forty-eight fitness centers in most major cities across the United States? Satellite cities raised only a fraction of the donations brought in at the event headquarters in New York City. What strategies could be introduced to strengthen the satellite city fundraising model? Lastly, should they consider creating different types of events, such as Swim for Survival or Run for Survival?

Partnerships

As highly as Jen regarded MSKCC, she wondered if the organization had the requisite resources to manage a series of events across the country. Most of the other initiatives that focused on fundraising for cancer research were regionally focused. If Cycle for Survival became a national endeavor would MSKCC have the financial and human capital to manage a large operation?

Fundraising

Jen played a key role in the fundraising process. As her infectious personality and ever-present smile had found its way onto major television networks, national magazines and newspapers, Jen and Dave, their families, and close friends had raised a disproportionate percentage of the total donations.

In the second and third years of the event, they discovered that evangelists were also very successful in raising money. How could they identify more patients and doctors to help champion their cause? Given the limitations required by government regulated privacy acts, could MSKCC help in this regard?

The Decision

Jen couldn't help but know that she had profoundly impacted lives. She had done much more than raise over \$2,000,000 in three years to fulfill a need that no other organization had met. Evidenced by the thousands of emails she received, hundreds of calls she answered, and national notoriety she garnered, Jen had become a source of inspiration and hope during a time when patients needed to know that better and more effective treatments were coming. Said one Cycle for Survival participant,

The fact that I'm here today is a testament to the quality of care I received at Memorial Sloan-Kettering. Cycle for Survival is an absolutely fantastic event, and I'm convinced that the money we raise for cancer research will help save the lives of many others.

As she listened to the lyrics of the song Cycle for Survival – ***Just keep the wheels turning; So we can keep learning; Cycle for Survival; Join me for another mile*** – Jen knew it was imperative she build upon what she and Dave had begun just two years before, regardless of the challenges that came along with growth. After all, challenges were nothing new. 'Jen 4, Cancer 0!' read the cycling jerseys that her team, LiveStrong Linns, wore proudly during the January 2009 event.

With so many possibilities, seemingly an endless amount of support, and every incentive to succeed, the challenge of adopting the best strategy for growth remained. Jen knew the proposal to MSKCC would directly influence the future of research funding for Orphan Cancers, and may mean the difference in the lives of many patients, including her own.

Exhibit 1

Cycle for Survival Event Details - 2009

Equinox hosted 200 teams, each with up to eight members. The four-hour cycling event was a relay where teams were encouraged to “own” the bike for the 4 hour period - with time on each bike divided among teammates according to their desire and abilities. The event offered options for satellite teams outside the NYC area, as well as for non-cyclists, who could register as virtual participants and fundraise without actually getting on a bike. Over 25 satellite teams were created worldwide.

Ride Date: Sunday, January 25, 2009

On-site NYC Event: Equinox
420 Lexington Avenue (at 44th Street)
New York, NY 10170
(212) 953-2499
8am-12pm (1st Shift)
1pm-5pm (2nd Shift)

Registration Fee: No fee

NYC Event Highlights: Team cycling shifts, yoga, personal training sessions, and prize giveaways

Fundraising Minimum: Each team participating in the NYC event is required to meet a \$1,000 fundraising minimum. The goal for each team is \$5,000 . If teams do not raise \$1,000 by 3 weeks prior to the event, their team will be eliminated.

Off-site Satellite Options: Individuals and teams outside the New York City area can join the fight against orphan cancers in a way that’s most convenient for them. You can ask your local gym to host a cycling class or you can engage in your favorite sport, provided you raise money for orphan cancer research.

Virtual Participants: An off-site option allowing non-cyclists to spread the word and raise funds to support rare cancers.

Exhibit 2

Key Fundraising Metrics for Cycle for Survival

2007:

- **Fundraising Total:** \$209,730
- **# of Gifts:** 1,627
- **Average Gift Amount:** \$129

2008:

- **Fundraising Total:** \$652,689
- **# of Gifts:** 4,259
- **Average Gift Amount:** \$153

2009:

- **Fundraising Total:** \$1,221,110
- **# of Gifts:** 11,086
- **Average Gift Amount:** \$110
- **Average Raised per Team:** \$5,463 (Onsite)
\$3,593 (Offsite)

- **Top 10 Fundraising Teams (note that 9 of the ten teams were created by a patient, a relative of a patient or an MSKCC doctor):**

1. LiveStrong Linns	\$90,598
2. Paul's Posse	\$67,708
3. MakAttack	\$49,390
4. Linn4Survival	\$45,361
5. WeAre Fighting Cancer	\$30,986
6. Jen & Dave's Funky, Feisty, Family Fighters	\$27,246
7. Finerman Living Spin III	\$24,215
8. The Justice League	\$21,385
9. Team Andrea, aka Warriors	\$19,250
10. SpinOff Edison	\$15,237

- **Average Age of Cycle Participant:** 42
- **Average Age of Cycle Donor:** 39

Exhibit 3
Weekly Fundraising/Registration Metrics

Week	New Onsite Teams	New Offsite Teams	New Total Teams	Total Teams to Date	Total Onsite Gifts	Total Onsite Donors	Total Offsite Gifts	Total Offsite Donors	Total Gifts	Total Donors
Prior to 10/14/08	0	0	0	0	\$200.52	3	\$0.00	0	\$200.52	3
10/14/08 - 10/20/08	5	0	5	5	\$0.00	0	\$0.00	0	\$0.00	0
10/21/08 - 10/27/08	8	1	9	14	\$1,200.00	5	\$0.00	0	\$1,200.00	5
10/28/08 - 11/3/08	6	1	7	21	\$335.00	8	\$150.00	3	\$485.00	11
11/4/08 - 11/10/08	14	1	15	36	\$2,600.00	20	\$75.00	2	\$2,675.00	22
11/11/08 - 11/17/08	25	1	26	62	\$23,576.00	120	\$50.00	1	\$23,626.00	121
11/18/08 - 11/24/08	23	1	24	86	\$6,851.01	84	\$40.00	2	\$6,891.01	86
11/25/08 - 12/1/08	21	0	21	107	\$10,287.02	99	\$325.00	3	\$10,612.02	102
12/2/08 - 12/8/08	26	2	28	135	\$23,143.00	257	\$125.00	3	\$23,268.00	260
12/9/08 - 12/15/08	18	1	19	154	\$59,768.00	349	\$505.00	11	\$60,273.00	360
12/16/08 - 12/22/08	17	2	19	173	\$62,157.00	414	\$6,675.00	50	\$68,832.00	464
12/23/08 - 12/28/08	3	2	5	178	\$21,166.00	223	\$6,135.00	28	\$27,301.00	251
12/29/08 - 1/5/09	12	5	17	195	\$71,971.50	739	\$8,300.00	91	\$80,271.50	830
1/6/09 - 1/12/09	21	3	24	219	\$166,418.70	1681	\$10,825.00	161	\$177,243.70	1842
1/13/09 - 1/19/09	0	3	3	222	\$204,358.90	1856	\$18,318.00	238	\$222,676.90	2094
1/20/09 - 1/26/09	1	1	2	224	\$320,419.30	2686	\$26,221.00	395	\$346,640.30	3081
1/27/09 - 2/1/09	0	0	0	224	\$64,067.00	474	\$4,551.00	50	\$68,618.00	524
2/2/09 - 2/9/09	0	0	0	224	\$53,754.35	308	\$3,710.00	59	\$57,464.35	367
2/10/09-3/1/09	0	0	0	224	\$40,421.00	193	\$2,410.70	8	\$42,831.70	201
Totals	200	24	224	224	\$1,132,694.30	9519	\$88,415.70	1105	\$1,221,110.00	11086

Exhibit 4

About Memorial Sloan-Kettering Cancer Center

Memorial Sloan-Kettering Cancer Center is the world's oldest and largest institution devoted to prevention, patient care, research, and education in cancer. Since 1884, MSK has led the way in generating new insights into disease, and has gained unequalled expertise in diagnosing and treating some of the rarest forms of cancer. MSK's specialists are leaders in biomedical research and in translating the latest research to advance the standard of cancer care worldwide.

MSKCC Fundraising Facts:

- Total funds raised by MSKCC Development Office in 2008: \$315 million
- Average age of MSKCC donor: 70
- MSKCC's typical fundraising strategy:
 - o Memorial Sloan-Kettering relies on private philanthropy to further advance the Center's mission. Approximately 40% of donors are from the tri-state area (NY, NJ, CT), and account for 75% of total revenue. Overall, MSK's philanthropic gifts are derived from the following categories:
 - Individuals: 40%
 - Corporations: 5%
 - Foundations: 16%
 - Bequests: 39%

MSKCC has just recently gotten into the event business as a means of raising awareness and securing funds among a wider donor pool. MSKCC hosts 3 annual events – Cycle for Survival, Fred's Team and Rock & Run.

- Fred's Team
 - Fred's Team is a dynamic group of first-time and veteran marathon runners with the common goals of raising funds for critical cancer research and completing a marathon. In 2008, over 700 runners competed in the ING New York City Marathon. In addition, Fred's Team runners have also competed in marathons around the country and throughout the world -- in Antarctica, Boston, Chicago, Cincinnati, Las Vegas, London, New Orleans, Orlando and San Francisco -- to benefit Memorial Sloan-Kettering Cancer Center. Overall, members of Fred's Team raised more than \$3.5 million in 2008 for a range of research initiatives.
- Rock & Run
 - Rock & Run is an inspirational 5K run/walk to support research, programs, and services provided by MSKCC's Cancer Survivorship Initiative. In June of 2008, 4,000 runners, walkers, and volunteers helped make this special event a wonderful success. In its third season (2010), Rock and Run has a fundraising goal of \$1 million.

Exhibit 5

About Orphan Cancers/How the Money is Allocated

Orphan cancers are forms of the disease so uncommon that they do not often attract the necessary funding to ensure advancements in treatment and drug development (they are called orphan cancers because they are often forgotten by the pharmaceutical companies). Although orphan cancers have disease specific rates of fewer than 200,000, in aggregate these cancers have a profound impact on millions of patients and families. Often, there are fewer therapeutic options, since funding for orphan drug development typically lags behind more commercially viable drugs.

With the exception of breast, lung, prostate and colon cancer, most cancers fit within the rare or orphan cancer category.

Orphan cancers represent less than 10% of total cancers but account for 35% of cancer deaths every year.

Treatments for orphan cancers are often known to assist in the treatment of much broader types of cancer as well.

- 2007: \$200K given to sarcoma research (Jennifer Linn Fund)
- 2008: \$100K given to Survivorship Initiative, \$400K given to Sarcoma Research (Jennifer Linn Fund)
- 2009: \$600K given to sarcoma research (Linn Fund), \$620K to be allocated via RFP process overseen by MSKCC Physician-in-Chief.

Cycle for Survival seeks to meet these challenges by funding pioneering initiatives at MSK. The inaugural event funded a clinical trial resulting in new chemotherapy regimen more effective at shrinking tumors in patients with some forms of rare cancer. This research is critical – especially since orphan cancers may yield some of the keys to the treatment of other more common forms of cancer.

Exhibit 6
About Equinox

- Equinox Fitness Clubs operates 48 upscale, full-service facilities in Boston, Connecticut, New York, Washington DC, Florida, Chicago, Dallas, Los Angeles and San Francisco.
- The company offers an integrated selection of Equinox-branded programs, services and products, including strength and cardio training, group fitness classes, personal training, spa services and products, apparel and food/juice bars.
- Since its inception in 1991, Equinox has developed a lifestyle brand that represents service, value, quality, expertise, innovation, attention to detail, market leadership and results.
- With industry-leading Personal Trainers, world-class Group Fitness programming, luxurious spas and award-winning design, Equinox is known for delivering style as well as substance to its members.
- Equinox currently has 165,000 members.
- Majority of members are between 30-50 years of age
- Average member income is \$150K

Exhibit 7
Similar Models

1. Spin Odyssey

- Produced by Charity Treks, Inc. to benefit breast cancer research at the American Cancer Society
- Founded in 2000 by volunteers (breast cancer survivors, indoor cycling instructors and students)
- Single day, single site, indoor cycling event. Participants may ride from 1-6 hrs
- 2008 fundraising total - \$481,213 (eighth year)
- 2009 event takes place on Sunday, March 1st and Fitness & Tennis Club in Norwalk, CT

2. Spinning Nation

- Produced by Sportsgrants, Inc. to benefit Prostate Cancer Foundation and Lance Armstrong Foundation
- Produced by event fundraising organization
- Single day, multi site, indoor cycling event. Virtual only; participants must find instructor – select state and team that you would like to join
- 2008 fundraising goal - \$300,000 (first year)
- 2009 event took place on Saturday, February 28 and has raised \$187,000 from 117 teams to date.

3. Pan Mass Challenge

- Managed by Dana-Farber Cancer Institute to benefit the Jimmy Fund
- Founded in 1980 by Billy Star (cancer research advocate and outdoor cycling expert)
- Outdoor ONLY event: race consists of various one-day and two-day rides
- 2007 fundraising total - \$33,000,000 (27th year)
- 5,100 participants in 2007
- Did not reach \$1MM mark until the event's 10th year
- 2009 event will take place August 1st and 2nd, race begins in Sturbridge, MA

Exhibit 8

Poster Person Models:

1. LIVESTRONG

- Managed by the Lance Armstrong Foundation to benefit cancer prevention, access to screening and care, survivorship, and research.
- Founded in 1997 by cancer survivor and champion cyclist, Lance Armstrong
- Multi day, multi site ride, walk, and 5K run
- 2008 fundraising total – over \$9.7 million via 17,772 participants in 2008
- \$50 registration fee and \$250 minimum fundraising requirement
- LiveStrong Army is a way to keep LiveStrong supporters connected. A person may register for this group by entering their contact information at LiveStrong.org, and they will automatically begin receiving LAF's newsletter. This includes news from Lance and LAF, provides stories from others that are making a difference

2. Susan G. Komen

- Founded by Nancy Brinker, sister of Susan Komen in 1982
- Over 510 events exist in 2009. Consist of bowling, golfing, cooking, and running
- In 2009, fifteen cities hosted a Breast Cancer 3-Day
- Supporters may also participate in the Marathon for the Cure event
- The group has invested more than \$1.3 billion to date for research
- Multi-day, multi-site 5K run/walk in the United States and around the world
- Over 1-million participants since 2005
- While Susan Komen remains the body and soul of the races, Komen for the Cure strives to connect advocates throughout the US and world to spread their purpose of finding a cure.

3. MMRF – Multiple Myeloma Research Foundation

- The Multiple Myeloma Research Foundation (MMRF) was founded in 1998 by identical twin sisters Kathy Giusti (MBA HBS '85A) and Karen Andrews; Kathy Giusti was diagnosed with multiple myeloma in 1996
- The world's number-one funder of multiple myeloma research, the MMRF has raised over \$110 million to fund 100 laboratories worldwide
- Events include: Corporate; Race for Research and Grassroots. There are also opportunities for people to start their own MMRF event
- In 2007, nearly 93% of every dollar of revenue raised was directed toward myeloma research and related educational programs.
- In 2007, MMRF raised nearly \$21MM from 5 sources: (i) Contributions: \$4.3MM; (ii) Private foundation grants: \$9.9MM; Federal grant support: \$0.5MM; (iv) in-kind contribution: \$14,000, and (v) Special events support: \$7.9MM.

Exhibit 9

Cycle for Survival Press

THE TODAY SHOW (NBC)

- Jen was interviewed and honored by Kathie Lee Gifford and Hoda Kotb for winning *Self Magazine's* 2008 Do Good Award.

CW 11 MORNING NEWS

- Jen and Dr. Richard Carvajal (from MSK) were interviewed on 1/23 at 8:45am.

FOX BUSINESS

- Segment with Jen on January 23rd to run in their morning show on 1/24 and 1/25. The piece aired nationally.

FOX 5 GOOD DAY NEW YORK

- Segment on event including interviews with Jen, Dave and Dr. Maki (of MSK). The piece ran on 1/22 at 7:45am

FOX 5 NEWS

- Fox 5 sent a crew day of Cycle and their coverage ran in their 5pm news and the 11pm news.

NASDAQ

- The Cycle for Survival team rang the opening bell at NASDAQ on 1/12.

NEW YORK 1

- Segment on event and Jen that aired 1/23 at 9:15am. The piece ran in the news loop all weekend from 1/24-1/25.
- New York 1 sent a crew day of the Cycle and their coverage ran all day beginning at noon.

WABC WEEKEND

- Jen and Dr. Maki were interviewed about Orphan Cancer and Cycle for Survival in a segment on 1/18 at 9:45am.

WCBS WEEKEND NEWS

- Jen and Dave were interviewed by Steve Bartelstein on January 24th.
- WCBS sent a crew to the event and the interviews and coverage ran in their 5pm news and their 11pm news.

Exhibit 10
Select Press Articles and Exposure – 2008/2009

Publication	Title
LA CONFIDENTIAL	"Mister Goodbody"
Boston Globe	"The Buffed and the Beautiful"
Self	"Get Lean Routine to Reach Your Goal"
Women's Wear Daily	"Memo Pad: Equinox Ad Campaign"
New York Times	"Best Class"
Self	"Tone at Half-Time"
New York Post	"Sexy Secrets for Summer"
Chicago Social	"Burn, Baby Burn"
Glamour	"5 Quick Fixes for Anything That Jiggles"
Men's Vogue	"Hang Tough with KettleBell Training"
Self	"Look Amazing from Head to Toe"
In Touch	"It Helps to Have a Workout Buddy"
New York Post	"Easy Does It"
The Miami Herald	"Celebrity Seen"
OK	"Celebrity Seen"
US Weekly	"Celebrity Seen"