

Step-by-Step Marketing

***Step-by-Step Marketing* was originally published as a series of marketing articles in Reseller Advocate Magazine.**

Contents

- I. The Marketing Process
- II. Marketing: What are you trying to do?
- III. Your Market: Gathering the facts
- IV. Competition is Good!
- V. Marketing: Is your company ready for success?
- VI. Positioning Toward a Unique Marketing Proposition
- VII. The Marketing Plan: It's time to put it all down on paper!
- VIII. Marketing: How do you know if it works?

I. Step-by-Step: The Marketing Process

All too frequently entrepreneurs put marketing on the back burner, and yet marketing (or the lack of it) can make or break a business.

So what is marketing anyway? Everyone seems to have an opinion about what marketing is and isn't. Is it advertising? Is it developing a web site? Is it sales? The truth is that it's far more than that. Marketing effectively sets the course of action to build your business. Simply put *it's the process of identifying and keeping customers.*

Marketing is a continuous process and takes into consideration four key decision areas, and the "4P's" as they're known make up the marketing mix:

- the products and services you're offering
- the pricing of these goods and services
- the promotion that will influence prospects and customers
- and the place (or distribution to your customers)

When was the last time you took a close look at these 4 elements in your organization?

Effective marketing builds business the way you want it done and satisfies the needs of your customers. Now may be the time to take a close look at:

▪ Products and Services

Effective product and service strategies are key. Businesses may concentrate on a narrow product line, develop a specialized product or service, or provide a product/service package heavily focused on the service offering. Is your strategy defined?

▪ Pricing

Determining pricing levels and policies (including credit policies, etc) is the major factor that affects total revenue and of course, profit. Will higher pricing mean lower volume and vice-versa? Can you demand higher prices as a result of personalized service or regional dominance?

▪ Promotion

This is the one decision area that most people equate with the term 'marketing', yet it is one that shouldn't even be considered before a course of action is taken in 4 or 5 other areas. In a nutshell, promotion is how you communicate to prospects and customers --- including key messages, a variety of vehicles and a planned response.

▪ Placement

Compare your distribution strategy with your competitors in reaching customers. How you move products and deliver services to customers will directly effect customer relations. Do all products need to reach the customer in the same way? Are there expansion possibilities that will increase revenue and profit? Is there a reason to consider wholesaling? Retailing? Should you control more of the manufacturing process? Can you partner with non-competitive organizations to achieve better purchasing economies?

An in-depth market and competitive analysis, a thorough understanding of your industry environment, a strong marketing and sales program will help you to build product and service differentiation and a defensible competitive advantage.

Do not delude yourself into thinking that everyone knows about your company. Your customers *may* know what your company is all about, but your prospects only know you by your marketing, or lack of it.

Like any other investment, your investment in marketing should be an informed decision based on careful research and analysis. Take the first step toward growing your business, and make certain that your marketing accurately reflects your company.

#

II. Marketing: What are you trying to do?

Each company may be unique, but to increase business with current customers, generate new prospects, and add more profit to your bottom line, every business needs a strategic marketing plan.

In many small-to-midsize businesses, operations and finance systems are usually strong, while the marketing plan is usually weak or non-existent.

A marketing plan is tailored to fit the company's situation, and meet its unique needs. But, there are standard components that you just can't do without and a logical sequence in which they need to happen.

To start, a good marketing plan should include a mission statement for your business and specific quantitative and qualitative objectives.

The Mission Statement

The company's long-term strategic direction or mission applies to the entire company, each and every business unit, product lines, and specific services. Think of it as the long-range philosophy or vision of what your business can and should be.

As you develop your mission statement, ask yourself some of these key questions:

- What are your distinct areas of expertise?
- What business do you want to be in in 3 – 5 years?
- What customers are you planning to serve?
- What customer needs will you meet?
- What changes are taking place in the market that may affect you?

Defining strategic direction does not belong to the CEO or President. Managers from various departments – marketing, product development, technical services, sales – should contribute to the overall direction of the business by asking themselves these same questions.

Finally, think BIG about your business, your market, and your customers' needs. Are you a computer and peripherals reseller (product-driven focus) or are you a provider of information technology solutions to small-to-midsize businesses (market-driven focus)?

This may sound like rhetoric, but as we move forward in the strategic planning process, this vision which is the basis of your company's mission, will allow an expansive viewpoint about your business, market, and customers and not simply about your products.

Setting Your Marketing Objectives

A good marketing plan sets specific, measurable objectives and is developed to be implemented and achievable, not simply read. Objectives that can't be measured, tracked, and followed up are less likely to lead to implementation. Define what you

want your marketing program to accomplish in an easy-to-understand, easy-to-follow way instead of spending spend time, money, energy, and imagination on marketing without knowing what it is you're trying to accomplish. Think about sales, communications, marketing research, market share, market positioning, image, awareness, and related objectives.

Areas to consider when developing your key objectives include:

Products	Pricing
Programs	Expense Control
Services	Packaging
Market Research	Distribution
Sales	Advertising
Promotion	Personnel Training
Customer Service	

Where are you now? Where are you going? How will you get there? By developing both long and short-range objectives, you'll guarantee that they have broad impact on your business. Short-term objectives should be specific and will apply to the current year, while long-term objectives will project for the next 3-5 years and will necessarily be more general in nature.

Think of, and classify objectives into two categories: qualitative and quantitative. Qualitative objectives may cover functional areas such as increasing partner organizations, improving market intelligence, repositioning older products, and expanding distribution. Quantitative objectives include statements based on the expectations of the company's performance such as sales growth, market share, and return on investment (ROI).

Often, few resources are consistently directed toward adding and retaining customers, yet that steady flow is what keeps a business alive. Take the first step to growing your business now.

#

III. Your Market: Gathering the Facts

You already know that marketing is the process of identifying and keeping customers. And if you've taken the step to define your company's direction, you've given thought to a few key questions:

- What customers are you planning to serve?
- What customer needs do you meet?
- How will you expand your customer base?

All marketing centers on the customer, and there is certainly a clear correlation between the size of your customer list and the size of your bank account. If you don't believe that the most important person in your business is the customer, I urge you to put someone else in charge!

That said, it seems that every company today is "customer-oriented", provides the "best service" and focuses on "customer satisfaction". Yet to truly be customer-oriented so it benefits both your customers and the prospect of new business, you need to know as much as possible about them. Customers come in many forms and they are always changing.

The more you know about your prospects and customers the better. Why? Because you can more effectively zero in on them through various marketing efforts. You'll stand out from the competition in how you address a concern or issue, on what you present as a viable solution to a problem, in how you speak to them, how you write to them, what to offer them, and how to find them.

Let's begin at the beginning.

What is research? It's any planned and organized effort to gather new facts and knowledge to help make better decisions; and it can easily be done in a systematic fashion to gather facts, opinions, and attitudes.

When conducting customer research, you need to consider two key categories:

- **Demographics**

This is all the basic facts: company type, industry, size, location, who your customers are, and who you need to sell to within the company. These are the simple objective stats – where they are, the industry they're in, the company size, etc. - the exterior, measurable information about your customers or prospects.

For example: Our customers are in the high-tech product and service industry across the U.S. They tend to be small-to-midsize companies whose market is U.S. or North America, and the main contact for decision-making is the President, Vice President, or Director.

- **Psychographics**

This is the character, philosophy, and inner workings of your customers and prospects. These are the "adjectives" you'd use to describe them and the not-so-easy to measure information such as management style, industry reputation, values, interests, and community involvement.

For example: Our customers have a very high standard of excellence and integrity, with a management style that allows for flexibility and individual work style. They have a reputation in the industry as being knowledgeable and desirable business partners with other organizations. Our customers achieve high profits while still showing concern for the individual that makes up the organization.

If you can clearly define the demographic and psychographic profile of your customer, you're at step 1. If not, begin your research with an analysis of your customer database:

- Who buys your products, services, and programs?
- What are they buying? What solution is most important to them?
- When do they buy? Are there natural times of the year for business cycles?

With a well-structured customer database, you should easily find the answers to these demographic questions. But don't hesitate to tap into your marketing, sales, customer service, and technical staff to delve into the demographic and psychographic profile of your customers as well. Speak to the employees in your company who speak to your customers every day – they can be a wealth of information.

Finally, before planning primary research of your own, utilize all of the secondary information that is available to you at little or no cost. The more you know about your customers and prospects before designing a custom study, the more focused, less time-consuming, and less expensive it will be. In addition to the web, published research is available through the media, industry associations, state, city and federal agencies, local and national directories, on your competitors' web sites, and of course, on the web sites and in the collateral of your current customers.

Take it a little further.

As you begin to design a survey or interview, first decide the specific reasons why you want to perform the research. What facts, knowledge or opinions will enable you to make wiser decisions when marketing to customers and prospects?

The objective of performing research is to learn what they need, like and want that will mean growth for your business. The first consideration is to keep it simple – this will ensure low-cost, high response, and clarity in the data collected. Using a basic multiple-choice format with room for comments is often the best option whether you implement your research "personally or impersonally".

Personal research studies involve interaction between the parties either by telephone, at the customer's work site, at trade shows or conferences, or in a focus group setting. Impersonal research takes place via postal mail or e-mail. The budget and time schedule, as well as the availability of your customers and prospects should determine the best method.

Regardless of the format used, you will want to consider the following components:

- Introduce yourself and your company
- Give reasons why the person should respond

- Qualify the research respondent
- Develop questions that mean the same thing to everyone, and use vocabulary geared to respondents
- Allow for comments and additional information to be given
- Thank respondents for participating and completing the research
- Use this opportunity to market your company or to elicit an inquiry for future discussion.

As you compile the data, go back to your original objective(s) for conducting it. Once again, ask yourself, "What are the best opportunities for expansion and growth for our business?" Getting the answers to the tough questions is only the first step, while effectively using this knowledge to increase business from current customers, open up new market segments, and displace competitors is when the real work begins.

#

IV. Competition is Good! (if you stay one step ahead)

A close look at your competitors is one of the most important steps of developing a strategic marketing plan in order to identify their weak spots, differentiate yourself, prevent “marketing attacks”, and create your own competitive strategies.

In the bigger picture of business planning, a competitive analysis indicates what products and services you have that are unique and make you superior to everyone else in the market. In devising your marketing plan, it helps you to focus on your company’s substantial differences and develop a strategy and message that strongly positions the unique benefits you offer customers and prospects.

Start by identifying your direct and indirect competitors – the companies who are currently selling a similar product or service to the same customers or prospects you hope to reach. In addition to those you already know, you can develop this list from looking in the yellow pages, calling your chamber of commerce, contacting industry associations, reviewing trade publications, searching the web, or by simply asking customers and prospects who else they currently buy from.

Once you’ve created the list, there are many ways to dig deeper that are both legal and relatively easy to do:

- Buy your competitors’ products and use them, tear them apart, analyze production and its’ cost. Simultaneously, think about the buying process. Was it easy to buy from them? Was delivery time satisfactory? What type of warranty do they offer?
- Read the industry news. Set up an information sharing system in your company that provides current and continuous data, while saving time and a duplication of efforts.
- If any of your competitors are publicly traded, buy a few shares of stock. This will give you access to annual reports and quarterly earnings no matter how few shares you own. You’ll gain insight into products and services, strategy changes, and their financial standing.
- Let the industry analysts give you the scoop. Whether or not you can afford research services, utilize their web sites and news reports for invaluable, accurate information.
- Ask friends (who can be objective) to call your competitors for marketing information that cannot be found on their web site. Use this opportunity to evaluate how they are treated on the phone, how the request is processed, and how long it takes. Is there any follow-up? What is it like? Then have them call your company! Is your procedure as professional? As fast? Better than your competitors?

The goal should be to know your competitors inside and out from as many different sources as possible. In addition to the facts and figures, remember that you want to look at your competitors from the customers’ point of view. Some of the questions you need to answer include:

- *What competition will you meet in each product line?
- *Where do your competitors stand in terms of the depth and breadth of their service offerings?
- *How does your product or service compare with others? Think like a customer!

- *Are there noticeable patterns in terms of price, promotion, programs, distribution?
- *What is the market share of each existing competitor?
- *How do you compare in the market in terms of customer selection, buying factors, and strategies?

You should view your competitors from a variety of perspectives.

Finally, don't lose sight of the goal --- to build a strategy that results in a favorable position in the market and sustained profitability. Make a realistic assessment that helps you put your business ahead of the competition. Observe, keep an open mind, and be committed to change. You have limited resources, so make sure you "spend" them where you have the advantage and that you speak to that advantage in all of your communication with customers and prospects.

The "competitive watch" doesn't end when you've completed your marketing plan. It is an ongoing process, especially as you plan to introduce new products or services, or new competitors enter the market. Your competition would love to catch you by surprise the next time they open up a new market, introduce a new product, or make a price change, but will you let them?

#

V. Marketing: Is Your Company Ready for Success?

Most of us think of effective marketing as an external influence on prospects and customers, but seldom do we take into consideration the influence our own internal organization has on the success (or failure) of our marketing efforts.

In writing a marketing plan, we often focus only on the external factors such as prospects and customers, or an analysis of competitive strategies, products and services. However, it's of equal importance to evaluate the internal resources you may or may not have available to achieve your goals as well.

The marketing plan is incomplete without a situation analysis of your company's internal strengths and weaknesses, along with the opportunities and threats it faces in the marketplace (SWOTs). This analysis, in combination with the customer and competitive ones, provides the rationale for decisions you will make when developing your final marketing plan and shaping the message you want to project.

A SWOT analysis is an analytical tool that can help you work through all the information you have about your business. It represents an effort to examine the interaction between the particular characteristics of your business and the external marketplace in which you compete. Many of the conclusions that you draw as a result of the SWOT analysis will be incorporated into your market strategy.

To easily utilize this organizational tool, and determine your company's advantages and disadvantages, simply list 4 separate categories with the following headings:

- Strengths, and what I will do to maintain them.
- Weaknesses, and what I will do to fortify them.
- Opportunities, and how I will take advantage of them.
- Threats, and how I will overcome them.

The first two headings are internal, the last two external. Neither set is easier or harder than the other, and you must do both. Take all the things you know about your business and categorize them according to these four headings.

This analysis often includes a group planning session and does not belong to the CEO or President. Managers from various departments – marketing, product development, technical services, sales, etc. should contribute. You then get a wide range of people talking about the company's needs, as well as the obstacles it faces and how they can work as a team to overcome them.

The result of this planning process will be a handful of areas that you can focus on in the coming year. You may discover that you have a high barrier to competition, and that a particular service offering is your best opportunity for expansion. Alternately, you may have problems managing your inventory, while too heavy demands on customer support may pose a threat to successfully serving an expansion of your customer base.

The SWOT analysis is easy and intuitive, can be done quickly, and can then be used to recognize and organize critical factors that could determine your company's success or failure. Perhaps most significant, the SWOT analysis helps you to avoid

missing important connections in complex situations by giving you the framework to make sure you're being thorough.

#

VI. Positioning Toward a Unique Marketing Proposition

At this point, you've taken the steps to identify and prioritize high-potential market segments, customers, and your company's offerings. You've analyzed your internal organization's resources, as well as the competitive landscape. With all this knowledge in hand, you can now define your unique position as we head toward the final step of communicating a clear marketing message outside and inside your organization.

How does positioning differ from building a value proposition or branding?

- Positioning is how you use the uniqueness of your company's products and services to differentiate yourself from your competitors and to appeal to a select market segment.
- A unique selling or value proposition takes the intent of your positioning strategy and translates it into a catchy, five-to-seven word phrase or slogan.
- Branding is the culmination of total experiences your customers have with your products, services, people, and all the elements of your company --- an intangible collection of perceptions.

In past decades, innovative products, great service, or good salesmanship alone might have been enough to close a sale. But today's shorter product life cycles and the intense pressures of global competition no longer allow the luxury of "build it and they will come" thinking. You must constantly remind your market of your uniqueness or you will soon become one of the missing in action.

Begin this process by formulating a positioning strategy for each of your company's offerings by highlighting a compelling competitive advantage for the market segment. Among the factors on which you can differentiate are product application, distribution, quality, service, target audience, and technology. If you can't find a point of difference, you're in danger of becoming a price-based commodity.

Ask yourself, "What will get me closer to where I want to be in the minds of my prospects and customers?"

Among the many ways to position your product or service are:

- Position on specific benefits - what the offering can do for the customer rather than the physical features.
- Position on specific use - how the offering fulfills a current need in the market.
- Position on user category - base the focus on demographics or psychographics or both.
- Position against another product or service - compare your product with a direct competitor (usually the leading brand name competitor). At a minimum you imply equality with the leader, if not advantages or added value.
- Position on class dissociation – a strategy usually used when introducing something new that differs from the typical offerings in an already established category.
- Position on a hybrid approach - incorporate elements from several of the above categories.

Although positioning strategies have existed for decades, proper positioning is now considered essential for marketing success. It enables a direct link between an existing offering and a specific customer need. The justification for positioning is remaining competitive in an increasingly complex marketing environment and the result is getting the "that's for me" response from your prospects and customers.

The core marketing message that derives from clear positioning makes prospects want to find out more, drives them to your web site, gets them involved in your solution, and ultimately pick up the phone to do business with you.

#

VII. The Marketing Plan: It's time to put it all down on paper!

You can now reap the benefits of your research, analyses and strategizing, and turn it into a well-written, comprehensive marketing plan in 20 hours or less.

This plan should be the focal point of all your business ventures because it will describe how you plan to attract and retain customers --- the most crucial aspect of a business. So, be realistic and take into account the results of your research, your specific goals, and the available resources you have to achieve these goals.

Marketing plans vary by industry, company size, type, and stage of growth. It isn't the form as much as the process that's key. The marketing planning process provides structure and rigor to decision-making and helps you answer the following questions:

- What business environment are we experiencing? What trends do we see affecting this?
- What opportunities & problems are we facing?
- What objectives do we expect to achieve?
- What exactly do we sell?
- Who are our customers and key prospects?
- Why should they buy our products and services instead of our competitors?
- What are the core marketing messages we need to deliver?
- How will we communicate our products and services to our customers & prospects?
- Who will do what, when to make that happen? What will it cost?
- How much sales revenue and profit will we achieve?
- How are we going to measure our progress so we learn from this experience?

Simply put, the planning phase has a logical progression: where have you been, where do you want to go, how are you going to get there, and how will you know when you have arrived?

The major elements of the marketing plan include:

- The situation analysis – a look at the total marketing environment in which the company competes, the status of company products and services, and the channels of distribution.
- The opportunity and issues analysis – examines the major external opportunities and threats to the company, the internal strengths and weaknesses and the key issues facing the company.
- The goals and objectives - outlines the major company goals and the marketing and sales objectives. It defines what you are trying to accomplish in a given time period.
- The marketing strategy - provides strategy statements including target audience, competitive segments, the company's unique positioning of its products and services, pricing strategy, promotional spending strategy, and possibly R&D and market research spending strategies.

- The promotion plan - specifies each marketing event or action planned to increase sales. Includes medium used, spending, timing, share or shipment goals for each program, and the means to measure success and failures.

However you choose to organize it, your marketing plan should be a straightforward, easily understood document that provides clear direction for your marketing efforts for the coming year. Consistency and continuity with a lot of creativity, is the formula for successful marketing.

Marketing Plan Outline

A typical marketing plan may include all or just some of the following components. Use this as a starting point to help you think about your business goals, generate new ideas, and develop a winning strategy.

- I. Executive Summary: Introduce the company and explain the major points of the plan.
 - Describe the nature of your business and the products & services you offer
 - State your mission statement and company objectives
 - List your management team, especially the marketing team
 - Summarize the marketing objectives and recommended strategies

- II. Current Situation: Outline your understanding of the current marketplace. Include the key issues your company faces.
 - Define your company's geographic boundaries
 - Include a brief competitor and issues analysis
 - Describe the types of customers you sell to, including market size
 - Summarize information on the trends in your market (favorable or not)
 - Describe existing sales and distribution channels

- III. Competitive and Issues Analysis: Now in detail...
 - Summarize competitors who offer similar products & services
 - Mention competitive trends that you are aware of
 - List key business issues that are potential challenges

- IV. Marketing Objectives
 - State your marketing objectives and include the timeframe for achieving them. Keep them challenging but achievable! Each objective will result in concrete actions in the plan.

- V. Marketing Strategy: This is your game plan for achieving the objectives and essentially the heart of the marketing plan covering the "4Ps".
 - Product: describe products & services in detail including where used, how used, and why they are needed
 - Price: describe your pricing strategy and payment policies
 - Promotion: Describe the tactics you'll use to accomplish your objectives --- all the activities that deliver your marketing messages to the target audience. Include numerical targets that will measure the results of implementing your promotion plan.

-Place: describe how and where you will place your product so customers have access to them as well as how you'll make the sale --- your distribution methods.

VI. Action Programs

-The marketing 'to do' list...describe what will be done, when it will begin or be completed, and who will accomplish the tasks. This takes the promotion plan and gets down to specific dates, contacts, results, etc.

VII. Financial Summary

-Look at each product line or distinct service offering by sales projections, gross margins, sales and marketing expenses, investment requirements, and return on investment. This section should clearly tell you if you will profit or lose with your proposed strategy.

VIII. Supporting Documents

-Include any documents you referenced in other sections – market research results, sales history by product line, financial analyses of products and services, etc.

#

VIII. Marketing: How Do You Know if it Works?

Your marketing plan should be a living document that grows and changes over time. As your business reaps the benefits of your initial strategies, you may want to increase the scope of your marketing, or if something isn't working, simply change it.

To view marketing as an investment, rather than an expense, you must demonstrate an ROI that can be judged relative to all competing business ventures. Despite your planning and creativity, there is always an opportunity to make your marketing program better. By exploring the effectiveness of strategies, media, and messages you have the tools needed to optimize the approach now and into the future.

Keep in mind that you can't gauge success if you don't know what you're trying to achieve. Only by setting numerical targets and time limits, can you quantitatively measure the results of implementing your marketing plan. The reason you develop measurable marketing objectives is to have the ability to track your progress toward reaching them. Make sure you have clear goals, then tailor your evaluation methods to them. In addition to building a case for continued investment, evaluation provides insight for program enhancement.

For example, to assess the effectiveness of your advertising campaign, you can monitor sales, new customers, requests for information, phone inquiries, retail store traffic, Web-site traffic or click-through rates.

A few tactics you can use to gauge the power of your ads include:

- Track retail traffic by counting the people who enter your store. Don't forget to monitor traffic before you start the ad campaign, so you'll have a basis for comparison.
- Include a coupon that customers can redeem for a discount or gift with their purchase. Code the coupons so you can determine which ad or publication generates the best results.
- Use magazine response cards and code them by publication.
- Use dedicated phone lines to track responses by assigning different extensions to particular ads.
- Compare pre- and post-advertising traffic on your Web site. Your Web host logs the hits on your site and should be able to provide you with daily, weekly or monthly reports.
- Don't overlook the basic approach: Ask all new customers how they heard about your business.

By then tracking sales for each new customer, you can determine ROI for specific promotions. Were the dollars spent on a particular promotion repaid by new business within a 90-day or 6-month period? Was there a profit in excess of the cost of the promotional activity? Did the results far exceed other promotions that were given equal resources?

There is also value in a quarterly review of your overall marketing plan, key messages, and market position. Once you've measured your initial results, return to

the program and examine opportunities for enhancement. Return to your messages and explore the possibilities that will make them more compelling. Return to your media assumptions and determine if you're reaching your targets. Return to your budgets and see if you've effectively allocated dollars. Finally, return to your assessment tools and decide if they are generating the insight you need to grow and manage your marketing program.

All of your marketing efforts will benefit from this feedback loop - act, assess, adjust, act again. During this process you must decide whether to intensify, diversify or scale back your efforts. Make your changes in an organized manner, adjusting so the plan shifts as a whole. Marketing isn't an exact science, but it is a skill in which you can make steady incremental improvement.

Marketing Process Evaluation

Don't be complacent with your marketing process. In addition to tracking the effectiveness of your marketing plan throughout the year, also take the time to evaluate the process to adequately manage the marketing function of your organization.

- Do you have an established market research function?
- Do you conduct regular, systematic market analyses?
- How do you glean information from your customers and prospects?
- Do you carefully test before introducing a new product, service or program?
- How complete are your objectives? What are your priorities? Are they achievable and measurable?
- Are major strategy decisions based on solidly researched facts?
- Are you allocating sufficient or excessive resources to carry out your strategies--- people, time and dollars?
- Are your resources optimally allocated to the marketing mix – product, price, promotion, and distribution?
- How quickly can and do you react to market influences that require a change in strategy?
- How do you identify and capitalize on opportunities in your marketplace?
- How will you monitor progress in sales and expenses to make changes during the year?
- How well do you tie in your strategic marketing plan with the other functional plans of your organization, such as production, finance and R&D?
- Do you have a formalized annual marketing planning procedure? A quarterly evaluation process? How will you make adjustments to your plan midstream?