



# THE 2020 INFLUENCER MARKETING PLAYBOOK

The whys, hows, and future of influencer marketing.

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## WHAT IS INFLUENCER MARKETING?

You've decided you want to reach consumers in ways they can't and won't ignore. You don't want to just sell to them through the boring, typical online advertisements - you want to influence them on the channels they already love and visit frequently. You've probably run at least one or two influencer marketing campaigns by this time, but even if you haven't, this guide will help you plan your upcoming campaigns for 2020 and beyond.

It's clear that influencer marketing will only become an even more critical component of any digital marketing mix in 2020, as 92% of consumers trust influencer marketing over traditional advertising, according to the Nielsen Consumer Trust Index.

influencer

marketing

And that's why influencer has quickly moved from a start and stop, once or twice a year tactic, to a year-round strategy. Last year, almost half - 42% - of marketers said that they are already employing a year-round strategy around influencers and we anticipate this number to double in 2020.

Whether you're new to influencer marketing, or enhancing your influencer strategy to take it to the next level, you'll want to maximize your efforts and avoid rookie mistakes. This playbook lays out 6 steps that will help you strategize and execute influencer marketing based on your brand's needs and desired outcomes, while keeping in mind your brand's authentic voice. Since authenticity is what's connecting you to your consumers, it's important to make sure you choose the right set of influencers who speak to them with authority.



#### IN THE KNOW:

Micro-influencers have an average engagement rate of almost 3%, more than what brands usually see for their own content. And more than half - 57% of marketers - said influencer content regularly outperforms branded content.

## 10 OUESTIONS TO DENTIFY YOUR INFLUENCER MARKETING NEEDS X

To get started, we want you to take a look at what you're currently doing with influencers, have done in the past, and what your goals are for 2020. Also, we'll take a look at your needs in order to be successful. To help establish this, we created these "10 Questions to Identify Your Influencer Marketing Needs". Fill in your answers and then keep those handy for the remainder of this Playbook!



I. Did you use influencer marketing in 2019? If yes, on a scale of 1-10, how happy are you with the overall execution and success of your efforts?

1	2	3	4	5	6	7	8	9	10
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2. How do you currently find influencers? Do you think you're finding the right influencers for your needs?

3. What size influencers have you used?

Celebrity	Mega	Macro	Micro	Nano

I. Have you used influencers in an always-on (year-round) strategy?

No

No

Yes

5. Do you, or a partner within your company, control owned channels - such as your website, product pages or email marketing - to reuse the influencer created assets?

Yes

6. Do you, or a partner within your company, control paid media budget?

Yes No

7. Are you currently using influencer content in other channels - i.e. paid media or email marketing?

Yes No

8. Do you have benchmarks already established to track success at the end of a campaign?

Yes No

9. Have you worked with any third-party measurement partners to track sales / engagement rates / etc?

Yes No

10. Do you want to do anything influencer-first in 2020? Would you like to build a campaign that starts with influencers and content?

## 6 STEPS TO PREPARE FOR INFLUENCER MARKETING IN 2020

## **STEP ONE**: Identifying Influencers

How to find the right influencers for your campaign needs.



Trendfluence

What trends and holidays can you take advantage of throughout the year?



See why an always-on approach is imperative in influencer marketing.



Learn how to maximize your influencer marketing investment beyond the organic campaign.



## **Measuring Success**

Learn how to set benchmarks & budgets for your influencer marketing strategy.



## **Partners in Prime**

Don't go at it alone! Learn how to find a seasoned partner.

## **IDENTIFYING INFLUENCERS**

Today's influencers are people who have the ability to drive a massive impact on their niche markets, and at times even control the conversation of an entire industry.

One of the first, and most important, steps is carefully taking the time to seek out what types of influencers you think will work well with your brand. Think about how you are currently doing this - your response to question #2 - and ask yourself, "Is it effective?".

Do you feel you are working with the right influencers? If so, great. If not, identify the different types of influencers out there and understand how to map those influencers to your goals. It's important to know the sizing scale of influencers, what that means, and when to use each size or mix of sizes. How did you answer question #3? What sizes have you used? While Nano and Celebrity are indeed influencer categories, these are generally seen as one-off tiers that can be used to anchor or support a campaign. For ongoing work that can complement other marketing initiatives that are running, it's best to focus on what we call the **"Core 3" - Micro, Macro, and Mega.** 

You also need to figure out what you expect from your influencers so that you can properly measure success. Do you want to simply increase site visits or raise brand awareness within a particular target market? Do you want to increase sales or generate leads? Based on what you're trying to achieve, how does an influencer complement something you're already doing?



To help find the best influencers, Linqia uses its proprietary PerformanceMatch<sup>™</sup> technology using AI to analyze its network of 100,000+ influencers to find the best influencers for each campaign's needs. This is done using machine learning that has identified patterns in both copy and imagery to identify things like a specific brand affinity, interests, or sentiment to find the right influencers that will make the right connection with consumers.

# TYPES OF INFLUENCERS

### Nano: Under 5K followers on Instagram

Everyday people with a small, generally more friend-based following. They can be used to create buzz within a very targeted audience. Think of Nano as synonymous with the original word-of-mouth approach for spreading information.

### Micro: Micro: 5K-100K followers on Instagram

These people are influencers with a smaller but dedicated following, covering a niche market. Their content is generally more authentic because they have a closer relationship with their audience. They can be more easily paired with a performance-based payment model to drive true accountability and measurable results at scale.

### Macro: Macro: 100K-500K followers on Instagram

A hybrid between the traits of micro and mega influencers. A general trend is that these influencers are more likely to work for a flat-flee. The quality of content takes a big leap compared to Micro, but the engagement rate also decreases compared to Micro.

#### / ega: Mega: 500K-5 Million followers on Instagram

Megas specialize in driving high-impact awareness with a very broad reach - not good for niche markets. Mega influencers cost more, but the quality of their content is close to that of a creative agency. You can also be more prescriptive with the types of content they produce. These influencers almost always work on a flat-fee model and generally have talent agencies that they work with.

## Celebrity: 5 Million+

CORE

You know, famous people. Think Kim Kardashian, Lebron James, or Chrissy Tiegan. These are people who are famous for one thing but also have a committed and passionate online following across many channels.



# GOALS

BASED ON YOUR GOALS, HERE ARE THE TYPES OF CONTENT, INFLUENCER MIX, CHANNELS, ETC YOU SHOULD USE TO HIT THESE GOALS!

Goal	Brand Awareness	Product Consideration	Purchase Intent	Sales	Loyalty
Influencers	Mega/ Macro	Micro / Macro	Micro / Macro	All Tiers	All Tiers
Channels	Instagram / TikTok	Instagram Stories / Twitter / Facebook	All Channels	Pinterest / Instagram Stories / Blogs	All Channels
Measurement Studies	Brand Awareness Study	Brand Perception Study	Purchase Intent Study	Sales Lift Study	Brand Loyalty Study
Metrics to Track	Impressions	Engagement	Engagement	Clicks	Impressions
Paid Amplification	•	~	✓	~	~

## STEP TWO: TRENDFLUENCE



To get the most out of influencer marketing, you need to treat it like any other marketing strategy in your arsenal - meaning you need to get a firm idea of your goals and what you're trying to achieve.

One of the most important parts of influencer marketing is planning and timing. You've got to figure out when you activate your campaign and what's trending at that time. Are there trends you can capitalize on to gain traction?

Look at your yearly marketing calendar. We've included a 2020 calendar below for you to print out, full of holidays that could be leveraged for an influencer marketing campaign. These holidays will already be discussed widely on social media, so it's a great way to take advantage of a conversation that is already happening. Based on your product, you can scope out what holidays or special days make the most sense, and which of these days your ideal consumers will be most actively involved in.

As a rule of thumb, we've seen most brands planning and gearing up for these timely campaigns anywhere from 3-6 months in advance sometimes even further out! This is why it's imperative to look ahead at a calendar and circle the days you'd like to capitalize on sooner rather than later.



IN THE KNOW:

We're not just talking about images, but also video! Video continues to grow and become an increasingly important channel for influencers. Instagram Stories are now used by more than 500 million users daily, and it accounts for 34% of Instagram's sponsored content. And TikTok continues to explode. In February 2019, the app exceeded one billion installs and is Gen Z driven with 75% of the audience under 35. Be sure to have a game plan for video on the platforms that work best for your target audience!

# MCDONALD'S

The Golden Arches wanted to raise awareness for their Halloweenthemed 'Trick. Treat. Win!' promotion. Linqia developed a 4-week plan involving 20 African-American influencers between the ages of 18-35. These influencers shared blog posts and posts of them visiting McDonald's and enjoying the tasty burgers and delicious fries in their restaurants or back at home on social media.

Lingia tested and promoted the best-performing content, then partnered with Placed to track when restaurant visits occurred because of the promoted influencer content.

The result? Increased consideration from viewers and increased foot traffic into McDonald's restaurants. Over 82K engagements and a 98% positive sentiment score earned Mickey D's a boost of 540k incremental visits to McDonald's stores, resulting in a 23% lift in foot traffic! That's a lotta Big Mac attacks.



"The reason we work with influencers is we like having other people talk about us. If we take that same message and put that on our channels, it falls on deaf ears." -Joe Piaskowy, Social Engagement Manager at McDonald's





## **The 2020 Influencer Marketing Calendar**



Q3 2020

Q4

2020

## January

Healthy Living Season Jan 1 - New Years Day Jan 5 - Golden Globes Jan 21 - Martin Luther King, Jr Day Jan 26 - Grammy Awards

## April

Spring Season April 1 - April Fools April 3 - World Party Day April 12 - Easter Sunday April 22 - Earth Day

## July

Back to School Season
July 4 - Independence Day
Mid-Jul - Amazon Prime Day
July 21 - National Ice Cream Day
July 24 - National Tequila Day

## October

Breast Cancer Awareness Month Oct 1 - International Coffee Day Oct 4 - National Taco Day Oct 28 - National Chocolate Day Oct 31 - Halloween



## February

American Heart Month Tax Season Preparation Feb 2 - Super Bowl Sunday Feb 9 - 92nd Academy Awards Feb 14 - Valentines Day Feb 25 - Mardi Gras (New Orleans)

## May

Spring Season May 4 - Star Wars Day May 5 - Cinco de Mayo May 10 - Mothers Day May 25 - Memorial Day



### August

Back to School Season Aug 1 - National Girlfriends Day Aug 2 - International Beer Day Aug 4 - National Chocolate Chip Cookie Day Aug 28 - National Red Wine Day

### November

Cold & Flu Season Nov 11 - Veterans Day Nov 15 - National Recycling Day Nov 26 - Thanksgiving Nov 27 - Black Friday Nov 30 - Cyber Monday



### March

March Madness Allergy Relief Season March 3 - World Wildlife Day March 8 - International Women's Day March 17 - St. Patrick's Day

#### June

Summer Season June 5 - World Enviroment Day June 8 - World Ocean Day June 14 - National Bourbon Day June 21 - Father's Day

## September

Cold & Flu Season Sept 7 - Labor Day Sept 16 - Mexican Independence Day Sept 21 - International Day of Peace

#### December

Holiday Season Dec 10 - Hannukkah Dec 13 - National Ice Cream Day Dec 15 - National Cupcake Day Dec 25 - Christmas Dec 31- NYE



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## **EXPERT ADVICE:** USING INFLUENCERS AS A FOCUS GROUP

When else are you able to find people from your exact target audience who are willing to try your product and provide feedback? When an influencer posts about your product, you're able to immediately gauge the reaction of consumers! It's the world's biggest and most authentic focus group.

Thinking small can yield big results. Micro influencers can serve as an incredibly valuable test group because in a typical campaign, you can work with a large number of them all at once. Giving them loose guidelines, you can see their creativity and how they're showing your product in-use in their own unique ways. They're setting the tone and showing their followers - and you - how your brand or product can be used in the real world.

Macro influencers are generally treated with more prescriptive directions, and due to the high cost to activate them, brands generally set specific guidelines to get the most out of each post. With their mass following, this play is intriguing because you can see how a huge audience reacts via comments, engagement rates, and shares. This can help you gauge the 'stickiness' of your product on the market.

After you've run through a campaign, whether you activated Micro, Macro, Mega or any other mix, take a step back and evaluate what the reaction was from both an influencer perspective as well as their audience. Take the time to go over successes, learnings, and other other data points - or work with a partner who can do this analysis - that arose from the campaign and see where you can pull that into future messaging, imagery, social media posts, and elsewhere.



## LINQIA'S ADVANTAGE

Lingia analyzes trends and patterns for every campaign, including an analysis of the content created and the comments shared, in one simple campaign report with key insights and learnings for future campaigns included.

A real-life example of this is when Linqia connected Dorot with 60+ influencers in the food, lifestyle, parenting, and home & garden verticals to broadcast content around the brand's new flavored herb cubes, one of which was a garlic flavor. The influencer content ultimately revealed a product benefit that Dorot had never capitalized on before: how Dorot can save people's hands from smelling like garlic for hours, or days, after use! Unexpected outcomes like this highlight the real-world testing benefits that influencers can offer for a brand.

## SIEP THREE: +

## **ACTIVATING AN ALWAYS-ON APPROACH**

Influencer marketing is most effective as an 'always-on' part of your marketing mix, so you'll need to integrate it into your thinking for the full year's strategy, not just for product launches and holidays. How did you answer question #4? Did you circle any days on the 2020 calendar? It's important to think of your year holistically. Don't worry, there will still be launches and specific campaigns, but building out a 2020 calendar with all activities you want to activate influencers on will help you remain on consumers' minds 24/7/365.

Start with your marketing team's 2020 plan. Take a look at the times of the year you want influencers to be activated to support those campaigns and then look outside of those campaigns. What types of authentic content could influencers create to help keep the conversation going?

You can even work with influencers who are already fans of your brand. To do so, find a partner who can find influencers who already have a strong organic affinity for your brand. In addition to having these influencers post during your bigger campaigns, you can have them post in a coordinated fashion throughout lesser drive periods, and even sporadically throughout the year as well.

## STEP THREE:

## ACTIVATING AN ALWAYS-ON APPROACH

For example, imagine you're a cheese brand and you have two big campaigns - one around Cinco de Mayo and then again around the December holidays. In between those times, the influencers you've selected, like Dan the busy dad of two, can feature his favorite backyard grilling cheeses a few times over the summer, or Cindy the entertainer can show her cheese plate for her Galentine's Day party. This keeps your cheeses top of mind year-round, and when the larger Cinco de Mayo campaign starts, the sponsored posts feel more authentic.

It's also good to develop a way to rotate influencers throughout the year if you find some aren't having the impact you want. With your partner, you can identify trends and measurements to automatically assess performance. If an influencer is getting lower engagement rates than what is desired, you'd have a deeper bench of talent to sub in to drive better results.



**GO BEYOND ORGANIC** 

After your organic campaign has run its course, it's imperative that you take advantage of all the beautiful influencer produced content to drive additional results by repurposing it through paid, owned and earned channels.

How did you answer question #5 and #6? Do you oversee other channels including owned or paid channels? Or could you work with a colleague on implementing these assets in other channels? If the answer is yes, read on!

Influencers create some amazing content, and by reusing it in other channels you can see compelling results. In fact, we recently conducted a test comparing hundreds of traditional brand created assets versus our influencer created content on paid media channels and found that influencer content outperformed typical branded content with a 2.7x better CTR!

Trying to decide how to repurpose influencer content? How did you answer question #7? Some of the most common channels are a brand's organic social media channel, your own website, and paid social channels - as well as some of our favorites:

**Online Product Pages:** Update your e-commerce pages on Amazon, Walmart.com, Target.com and other retailer websites by showing your product in-use with actual influencers. Many of these pages are just static images of the product, or maybe one very sterile picture of the product with a person.

**Email Marketing:** Email helps keep the conversation going between purchases by enforcing brand loyalty and showing unique use cases for your products. If you're a food brand, you can show different influencers using the same product in different recipes - and even link out to the influencer's recipes. Or if you're a hair product, you can collect a number of images with different hair styles and show all of them in an email to help the customer to find the exact right product.

**Display Ads & Programmatic:** With such a high CTR, it's proven that running influencer content in programmatic channels can deliver strong results. Consumers are looking for more authentic content, even when surfing the web. By seeing an influencer created asset in the wild, they are more likely to interact with it and this allows your brand to seem more honest and authentic beyond the social channels it may already be associated with.



## **GO BEYOND ORGANIC**

But don't just re-use any content. Especially on paid channels when an additional line item of budget is required, make sure the content is getting qualified first. Conduct a series of qualification tests - or work with the right partner - to identify not just which images to amplify on paid channels, but also which audiences to run the assets against.

Getting the digital rights to all the influencer content could be incredibly time consuming, and you'd have to jump through too many hoops for it to be realistic. Find a seasoned partner who allows you to have instant access to influencer imagery immediately after influencers post to their social channels!

#### LINQIA'S ADVANTAGE

We're the only influencer marketing company that specializes in qualifying influencer content after an organic campaign runs. We also pair the best assets with a specific targeted audience in a process called PerformanceLift<sup>™</sup>. We activate those top performing assets across Facebook, Instagram, Pinterest, and programmatic channels. The best part? we guarantee your results on this amplification!







Based on your answer to question #8, you may know what benchmarks you want to measure against, but maybe don't know how to track them specifically. Don't be amorphous or vague when figuring what you want out of your influencer marketing campaigns. Measuring success is the most important aspect! As we say, "What you cannot measure is not worth doing." The first metric that is important in influencer marketing is engagement rate. Engagements take into account actions taken such as comments, likes, clicks, shares, and retweets. After running thousands of campaigns, these are the average engagement rates broken out by influencer size and by industry.

Note: 'Likes' are set to be removed from Instagram altogether, and there's a chance this will impact engagement rates.

Influencer Category	Average Engagement Rate on Instagram
Nano	3.9%
Micro	3.0%
Macro	2.3%
Mega	2.1%
Celebrity	1.1%



## **MEASURING SUCCESS**

How did you answer questions #9? It's important to go beyond activity taken just inside apps, and tie influencer activity to real-world results. The best way to do this is with third-party measurement studies. These reports are essential to tracking influencer marketing ROI, and setting benchmarks of success for your business to justify your spend on influencer marketing. Partners like Dynata, IRI, Placed, RetailSync, and SambaTV can track metrics such as brand or product awareness, ad creative impact, product consideration, purchase intent, offline store visits, in-store sales, TV tune-in, and the likelihood to recommend your products.

With results like this, it's easy to see why more and more marketers are investing in influencer.

Curious how much you should budget you should set aside for influencer marketing in 2020? To get the answer, we partnered with market research company Altimeter who determined you should earmark up to 25% of your total yearly digital marketing budget for influencer marketing. And don't forget, that includes organic and paid amplification behind those influencer created assets.





### **PARTNERS IN PRIME**

WENTE



It's dangerous to go at it alone! That's why you should engage a partner that knows the ins and outs of influencer marketing.

When writing your RFP, it's important to find a partner who offers managed services and will do all of the heavy lifting for you. They should care about matching your brand with the appropriate influencers to drive business results, not just simple delivery of media metrics. You'll also want to make sure that the partner you choose provides scalable budgets, a turn-key experience, and uses ironclad measurement tools. To help, we included the items to include in your RFP, as well as copy you can use when drafting your RFP.

What to include in an RFP ... See Next Page

# What to include in an RFP

#### **High Quality Influencers**

Influencers who meet, or exceed, average industry benchmarks (ex. engagement rate) and develop high quality content. **RFP ASK:** Please provide up to 10 influencers with links to their social channels and their average engagement rate on campaigns they have run with you.

#### **Influencer Audience Data**

To understand if an influencer fits your target consumer, you must be able to gather in-depth insights on their audience - location, gender, age, etc. **RFP ASK:** Do you provide audience data for influencers assigned to campaigns to ensure they are a perfect fit for our brand/product?



#### **Static Images and Videos**

With the rise of Instagram Stories and TikTok, make sure you're working with a partner who also has a strong vertical video offering in addition to static images **RFP ASK:** Do you also support vertical video? Provide 1-2 examples of past campaigns that included vertical video



#### **Objectives & KPIs**

One of the most important pieces of influencer marketing is tracking a campaign's success, like you would with any other marketing campaign. **RFP ASK:** What action are you looking for the influencers to take? What is the KPI or objective you will be using to measure success? Can you guarantee performance?

#### Influencer and Content Review

Ability to review gives you the control to make sure you're working with the right influencers and content aligns with your brand voice. **RFP ASK:** Do you allow for review of both influencers and content before it goes live?

#### **Creative Content Ideas**

Work with a partner who takes the time to design a creative campaign from start to finish for your brand - complete with specific asks from influencers to carry out this creative vision, most likely showcasing your products in-use.

RFP ASK: Do have dedicated resources to provide a creative strategy for the campaign from start to finish, including influencer posting guidelines?

#### **Repurpose Influencer Created Content**

Get access to all the creative developed by the influencers for re-use in other channels. Try to get content that can be re-used for up to a year after creation. **RFP ASK:** Do you provide me with the rights to all the content created by the influencers? How long after the campaign ends can I use the content for?

# What to include in an RFP

#### **Qualification Process**

Work with a partner who has an established system for finding and pairing the right influencer content with the right audiences. These pairings can then be used in paid channels. Many influencer companies only take what content performed best in the organic campaign, but this won't tell the right story. **RFP ASK:** What is your qualification process, if any, before you amplify influencer content?

#### **Paid Media Support**

Ability to run influencer content in paid social channels - including Instagram, Facebook, Pinterest, TikTok, and Twitter. **RFP ASK:** How do you run paid media? What channels do you have expertise in?

#### **Programmatic Support**

Do you have a relationship with a programmatic partner who can run influencer content in programmatic display or video? **RFP ASK:** Do you have a programmatic partner? If so, who is it?

#### **Robust Fraud Prevention Program**

Unfortunately, fraud is an issue in many areas of digital marketing, and influencer is no exception. To ensure the highest quality, make sure your vendor has inhouse technology to help find fraud before it starts, and works with third parties to verify the quality of the influencers and the interactions on the content. **RFP ASK:** What technology do you have in-house to prevent fraud? What third-party fraud partners are you working with?

#### **Real-time Analytics**

Unfortunately, fraud is an issue in many areas of digital marketing, and influencer is no exception. To ensure the highest quality, make sure your vendor has inhouse technology to help find fraud before it starts, and works with third parties to verify the quality of the influencers and the interactions on the content. **RFP ASK:** What technology do you have in-house to prevent fraud? What third-party fraud partners are you working with?

#### **Third-Party Measurement Studies**

Make sure you aren't working with a vendor who is grading their own homework. With third-party measurement partners you can have piece of mind that the vendor is actually meeting your goals, as well as tie more closely to the metrics that matter most to you - from brand awareness down to sales lift. **RFP ASK:** Who are your third-party measurement partners? What kinds of reports can you provide?



#### LINQIA'S ADVANTAGE

Lingia is a trusted partner for hundreds of brands who run successful influencer marketing campaigns from start to finish. Our solution checks off every box on the RFP Template, plus more, and we'll get your brand up-and-running with an influencer marketing campaign right away.

# GOOD FOODS

Healthy snack company GOODFOODS wanted to boost awareness and sales of its line of natural guacamole and dips. Linqia teamed with GOODFOODS' agency to launch a 'threeflight' influencer marketing program with tips for party planning and healthy snacking.

In each of the three flights, influencers created original content around seasonal events - football, Thanksgiving, and Christmas/Hanukkah, respectively - and included recipes using GOODFOODS products. Overall, Linqia influencers created 2,000 pieces of original content ranging from blog stories and recipes to photographs, videos, and social media posts.

The content was promoted across social media and as native ads at online publications like Newsweek and Women's Health. The result was a 3X lower Facebook cost-per-engagement, a 23% increase in engagement, and a 34-44% conversion rate, with over 70K online clicks, likes, comments, retweets, and shares.

"Lingia influencers are great at creating authentic longform blog content and beautiful imagery."

- Senior Media Planner at GOODFOODS



# It's Gametime!



There's really no question about it: influencer marketing is the best way for brands to authentically connect to consumers in 2020.

We hope your answer to question #10 at this point is...YES! Using the 6 steps outlined in this Playbook, you can create an influencerfirst campaign. With the help of a trusted influencer marketing partner, you can meet or even exceed your goals.

By partnering with Linqia, you'll maximize your influencer marketing efficiency, and be able to activate your always-on campaign in 2020. Linqia is the industry leader in delivering influencer marketing content that performs by providing guaranteed results to brands and agencies for more than seven years. As the first performance-based influencer marketing platform, Linqia is an effective and efficient way to achieve a brand's goals by driving greater ROI across the path to purchase. Founded in 2012, Linqia works with hundreds of leading national brands including Kimberly-Clark, McDonald's, NBC, Nestle, Anhesuer-Busch, Danone and Walmart. Linqia is headquartered in San Francisco, CA, with offices in New York, Chicago, Los Angeles and Bentonville.

