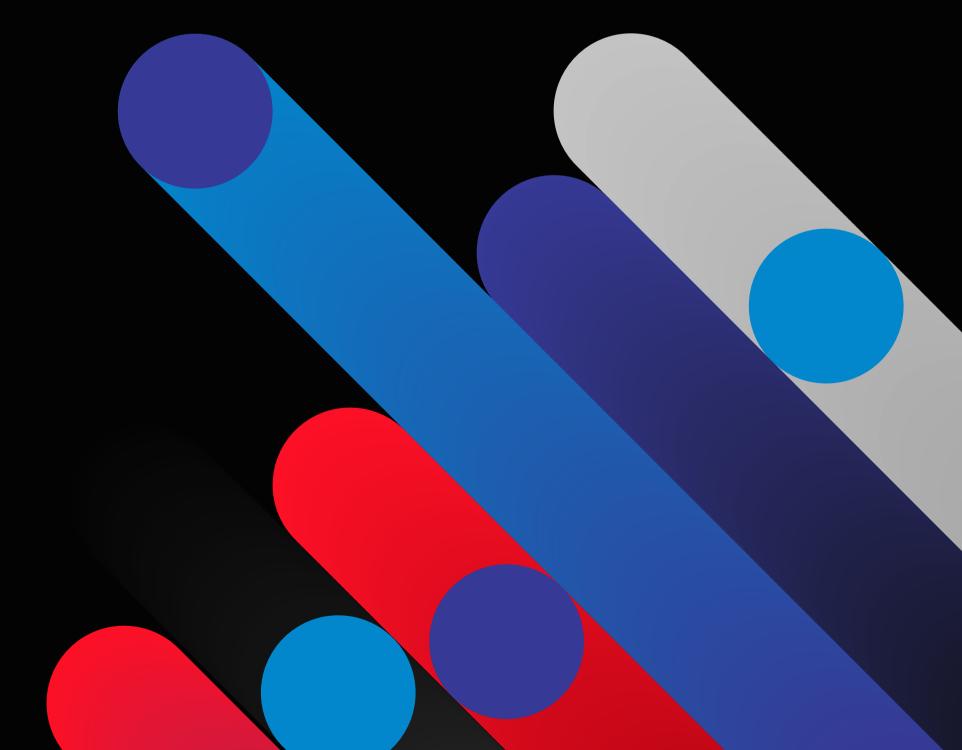


Guide to an Effective SEO Strategy





Today it's not about 'get the traffic, it's about 'get the targeted and relevant traffic.

- Adam Audette.

Every year more than two trillion search queries are made on Google.

A strong SEO strategy can make a difference towards generating more leads and getting found by customers. This represents thousands of opportunities to align your company, product, or service with those who are searching and ready to buy. Brands who don't have one are leaving easy money on the table.

In this guide, we will explore what makes a good SEO strategy and the steps needed to develop one.

What is SEO Strategy?



Simply put, search engine optimization (SEO) is the process of making your site and content easier to find by search engines. However, in an ever-changing landscape of best practices, tools, marketing services and Google algorithm updates, it can quickly become overwhelming for marketers to choose where to begin SEO and what areas to focus on for the best ROI.

Before embarking on any SEO tactics, having a sound strategy can help define a path and expected outcomes. A comprehensive SEO strategy will include these items:

SEO Strategy & Planning

- Audience definition
- · Website, rankings, and Google tools audit
- · Goals and objectives

After the strategy and planning portion of a program, you naturally dive into tactical execution.

SEO Execution

- Technical SEO
- Offsite SEO
- · Local SEO (if applicable)
- Semantic SEO
- Programmatic SEO

What isn't SEO Strategy?

There are many other disciplines that are sometimes lumped in with SEO. Digital marketing is a large umbrella, and while SEO definitely falls under that, it is easy to confuse related subjects.

Here are things that fall under digital marketing that are not SEO:

- Conversion rate optimization
- Social media strategy
- PPC advertising
- Marketing automation





FUNDAMENTAL 01

SEO Audience Definition

Who is coming to your website? More importantly, who do you want to come to your website? Answering these questions is **fundamental** to driving the right kind of traffic to your website. You need a clear understanding of who your prospect is and what their search intent and context are.

We like to call SEO "intent-based search optimization," or IBSO. What IBSO is really about is defining what the prospect is searching for at each stage of their journey, and which asset on what channel will satisfy that search.



Intent

What is the prospect searching for



Channel

Where should the asset live?



Context

Why are they searching for it?



Optimization

How will the prospect find the asset?



Asset

What asset will satisfy their search?



Ascension

What is the next step in the customer journey?

To really have a sound platform to work off, you ideally would have well-defined customer personas and a customer journey map.

Priority Initiatives

Reveals why some buyers make your solution category a strategic priority while others choose the status quo.

Success Factors

Reveals what buyers expect to change after implementing your solution, and why.

Perceived Barriers

Reveals why some buyers wouldn't percieve your company or solution as their best option.

The Buyer's Journey

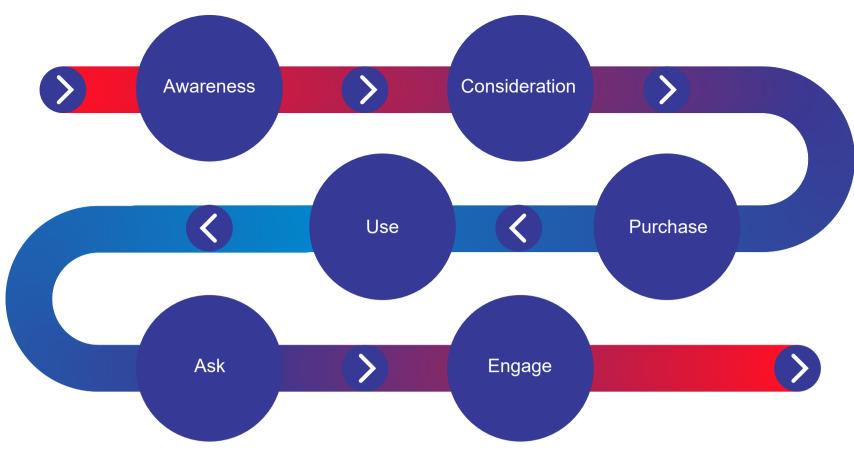
Reveals which buyers are involved in the decision and what resources they trust to guide their decisions.

Decision Criteria

Reveals what criteria buyers use to evaluate solution options and make a purchasing decision, and why.

Customer personas





Customer journey map



Understanding Your Current State

Website, rankings, and tools audit

Part of a sensible SEO strategy will be a firm understanding of your current state of affairs. This includes working on a few technical website audits to clarify where your shortcomings are and where you currently rank.

Why is this important? Well, you might uncover some technical roadblocks on your website that may take time and money to resolve. It's better to find out if there are issues up front rather than waiting until executing your plan.

SEO Website Audit

Thankfully, the audit process has been greatly improved by the use of SEO tools and services. Basically, a tool can crawl your site and look for known technical issues and report back. Most tools will report some sort of grade and give you a prioritized list of issues to fix.

Some great tools we use for website audits are:

BrightEdge
 Sitebulb
 Rich Results Test

SEMRushBuiltWithAhrefsGTmetrix

MozGoogle Lighthouse

SerpstatVarvy

Screaming Frog
 Page Speed Insights

The more premium tools also offer keyword research tools and competitor insights.

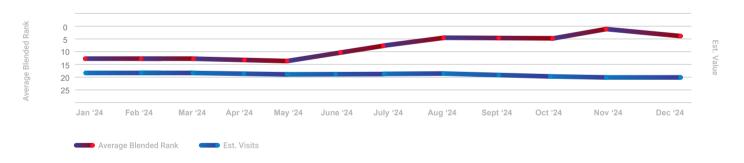
Keyword rankings and search results

Ask yourself these three questions:



To determine your current keywords, some of the above-mentioned tools can analyze your current visibility

Estimated Traffic and Rank Report – Keyword Reporting



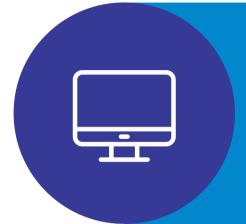
Another key observation is the number of pages you are currently ranking for. This is easily accomplished by turning the search engine on your site. Type this into the search bar site: yoursite.com.

This will give you an idea of how many of your pages are in Google's index. Does the number seem high, low or just about right?

Google Tools Audit

Ensuring that your suite of Google tools are properly configured is the most crucial step in an SEO strategy. You must ensure that Google Analytics is properly configured, the website has

been submitted to Google and that you are taking advantage of tag management.



Remember

Google's tools are very powerful, but out of the box they are a one-size-fits-all configuration. Like any tool, they need to be set up by experts and tailored to your website, audience and traffic.

Google Analytics configuration questions:

- Are you filtering out your own traffic?
- Are you filtering out your vendors' traffic?
- Are you filtering spam/bot traffic?
- Are you excluding self-referrals?
- Are you excluding spam referrals?
- Are your audiences segmented?

- Are goal conversions set up?
- Is site search enabled?
- Is your Google Ads account linked?
- Is Google Search Console linked?
- Are content groups enabled and correct?
- Is tracking code implemented properly?

Additional GA4-Specific Questions:

1. Have you set up custom events in GA4 for key user interactions? (GA4 requires event-based tracking, so it's essential to define custom events aligned with business goals.)

2. Are your data streams properly configured (web/app)?

(Ensure all relevant platforms—websites and mobile apps—are integrated into GA4.)

3. Are you using GA4's enhanced measurement features?

(Check if scroll tracking, outbound clicks, file downloads, and other auto-tracked events are enabled.)

4. Is your BigQuery integration active for advanced data analysis?

(GA4 integrates seamlessly with BigQuery, making it a critical setup for large-scale data analysis.)

5. Are you leveraging predictive metrics like purchase probability and churn probability?

(GA4 offers predictive analytics features that can provide valuable insights.)

6. Have you configured user ID tracking for cross-device analytics?

(User ID tracking helps unify user behavior across multiple devices for a more complete view.)

7. Are audience triggers and custom audiences set up?

(GA4 allows the creation of event-based audience triggers for real-time engagement.)

8. Is your data retention period configured to match your analysis needs?

(GA4 allows retention settings of 2 months or 14 months; ensure it aligns with your reporting requirements.)

9. Have you activated Google Signals for enhanced cross-device reporting and remarketing?

(Google Signals enables more accurate cross-device tracking and attribution modeling.)

10. Are you monitoring GA4 exploration reports for advanced insights?

(Exploration reports allow deeper, customizable analysis for user behavior trends.)

11. Is your consent mode implemented for compliance with privacy regulations?

(GA4's consent mode ensures proper data collection based on user privacy preferences.)

12. Are you using data thresholds effectively to ensure accurate reporting while maintaining user privacy?

Key Considerations for GA4 in 2025:

- GA4 has fully replaced Universal Analytics (UA) as of July 2023. If you haven't transitioned yet, prioritize this migration.
- GA4's event-based model requires a mindset shift compared to the session-based UA model, so training and familiarization are critical for your team.
- Regularly review Google's GA4 update announcements to stay ahead of new features and capabilities.

Google Search Console:

- Are https and www/ non-www versions set up?
- Is the sitemap submitted?
- Is Robots.txt file submitted?
- Is the website verified?

- Are there any crawl errors?
- Are resources blocked?
- Are there security or malware issues?
- Are there 404 errors?

Google Search Console Configuration Questions

1. Have you verified all property types (domain and URL prefix)?

(Ensure comprehensive tracking of all subdomains, http/https, and www/non-www versions.)

2. Has the XML sitemap been submitted and updated regularly?

(Ensure the sitemap reflects the latest content and is error-free.)

3. Are all indexed pages relevant, and are there any crawl anomalies?

(Regularly monitor the Coverage report for pages excluded due to errors.)

4. Are core web vitals (CWV) being monitored and optimized?

(Focus on metrics like Largest Contentful Paint, First Input Delay, and Cumulative Layout Shift.)

5. Have you submitted video/image sitemaps for multimedia-rich content?

(GSC now provides better insights into image and video indexing.)

6. Are structured data issues flagged in the Rich Results report resolved?

(Ensure proper implementation of schema markup for eligibility in rich results.)

7. Is the HTTPS status report free from issues?

(Ensure all content is served securely and is indexed correctly.)

8. Are the mobile usability issues resolved?

(Check for errors that impact user experience on mobile devices.)

9. Are you using the URL Inspection Tool to troubleshoot specific pages?

(Validate and request re-indexing for updated or problematic pages.)

10. Have you set up Search Console Insights to track top-performing content?

(Leverage insights for content strategy and engagement metrics.)

11. Are you monitoring the Links report for toxic or irrelevant backlinks?

(Ensure your backlink profile aligns with your SEO goals.)

12. Have you integrated GSC data with GA4 for holistic reporting?

(This enables a seamless view of performance metrics across both platforms.)

13. Are you tracking Discover and News traffic (if applicable)?

(Use GSC's Discover and News reports to optimize content for these channels.)

14. Have you checked the International Targeting settings for multi-language/multi-region sites?

Google Tag Manager (GTM):

- Is GTM installed?
- What tags are implemented, and are they firing correctly?
- What events are being tracked?
- Is data being pushed to the data layer correctly?
- Is Google Analytics implemented through GTM?

Google Tag Manager Configuration Questions

1. Have all key tags been published, and are they functioning as expected?

(Test whether tags for GA4, remarketing, and other platforms are firing correctly.)

2. Is your GTM container free of redundant or outdated tags?

(Regularly audit tags to ensure efficiency and accuracy.)

3. Have you implemented a consent management solution for GDPR/CCPA compliance?

((Ensure tags respect user privacy preferences via triggers.)



4. Are all triggers, variables, and tags labelled for easy management?

(Use a clear naming convention to keep the GTM setup organized.)

5. Have you enabled server-side tagging for improved performance and data security?

(Shift sensitive tracking to server-side to reduce browser-side script load.)

6. Are your event-based triggers aligned with GA4 tracking?

(Use GTM to set up custom events for GA4, such as scroll depth or form submissions.)

7. Are you tracking enhanced conversions for Google Ads?

(Set up enhanced conversion tracking through GTM for more accurate attribution.)

8. Is the container ID integrated properly into your website or app?

(Ensure GTM scripts are correctly placed and do not conflict with other scripts.)

9. Have you set up data layer variables for advanced tracking?

(Leverage the data layer for dynamic tracking, such as e-commerce transactions or user interactions.)

10. Are tags firing only on relevant pages or actions?

(Use triggers to prevent unnecessary tag firing and reduce page load impact.)

11. Is your GTM version history maintained and documented?

(Track changes in the container and ensure rollback options are available.)

12. Have you tested the tag implementation using the GTM Preview mode?

(Verify all tags are functioning correctly before publishing updates.)

13. Are you using custom HTML tags sparingly and securely?

(Verify all tags are functioning correctly before publishing updates.)

14. Are you using custom HTML tags sparingly and securely?

(Verify all tags are functioning correctly before publishing updates.)

Key Updates for 2025

- **Google Search Console:** Enhanced focus on multimedia content indexing, Al-generated content visibility, and Core Web Vitals updates.
- **Google Tag Manager:** Increased adoption of server-side tagging for better tracking accuracy and compliance with stricter privacy regulations.

FUNDAMENTAL 03

Setting Goals and Key Performance Indicators

As with any marketing or business strategy, having some defined goals and objectives can help

keep you focused and on the right path along your optimization journey.

You will often be presented with choices. When presented with a choice, always choose the one that helps inch you toward a goal.

Website Goals

What is the purpose of the website?

This is a question we usually ask when assessing websites for the first time. This should be obvious. There should be clear calls to action and well-defined content paths (landing page > blog > resource > conversion, etc., etc.).

Conversion Goals

The overall goal of any website should be to drive business. Typically that process is several steps (see customer journey map) or micro-conversions.

For e-commerce retailers, the transaction is the ultimate goal. For other websites (B2B, informational, content publishers, SAAS, etc.), the goals would likely be driving the prospect down the funnel.

Here are some general conversions you likely would track:

Top-funnel conversions

- Content consumption
- Asset downloads (infographics)
- Subscribe to content (newsletter, podcast, video series)

Mid-funnel conversions

- Resource downloads (whitepaper, ebooks, case study, checklist, etc.)
- Quizzes and surveys
- Webinars
- Events
- Catalog
- Tripwire offer

Bottom-funnel conversions

- Product demo or free trial
- Pricing or spec sheets
- Product detail pages
- Contact (speak to a rep, find a distributor, quote request)

SEO KPIs for 2025

As search engine algorithms continue to evolve, SEO performance tracking has become more sophisticated. In addition to traditional KPIs, businesses must focus on user intent, Al-driven search behavior, and engagement metrics.

Key SEO Goals to Start With

The following goals will help establish a strong foundation for your SEO strategy:

- Increase overall non-branded keyword rankings
- Increase ranking around a topic (multiple keywords)
- Remove roadblocks for search engines
- Decrease website errors (ex: 404)
- · Maximize website performance

Once your site is fully optimized, focus on more refined performance indicators.

Advanced SEO Metrics to Track

The following goals will help establish a strong foundation for your SEO strategy:

- Click-through rate (CTR)
- Session duration
- · Bounce and exit rate
- Organic impressions
- Organic conversions
- Referral traffic
- Traffic from LLMs (Al-powered search engines and chatbots)

Emerging SEO KPIs for 2025

SEO is no longer just about ranking on Google. Here are some advanced metrics to focus on in 2025:

- Al Search Optimization: Track traffic from Al-driven search tools like Google's SGE (Search Generative Experience), ChatGPT, and Perplexity Al.
- Voice Search Performance: Monitor rankings and engagement for voice-based queries.
 Zero-Click Searches: Analyze how well your content appears in featured snippets and direct answers.
- **EEAT Score (Experience, Expertise, Authoritativeness, Trustworthiness):** Ensure your site meets Google's evolving content quality standards.
- Core Web Vitals Performance: With Google's increased focus on user experience, track metrics like LCP (Largest Contentful Paint), FID (First Input Delay), and CLS (Cumulative Layout Shift).
- Entity-Based SEO: Optimize for Google's Knowledge Graph and entity recognition.

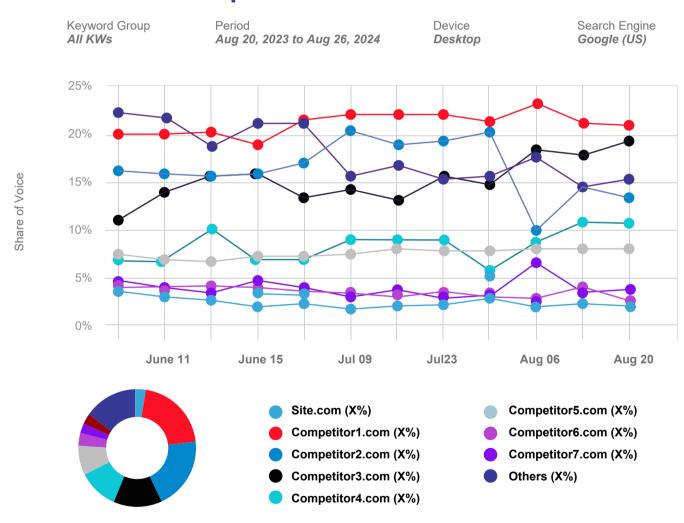
FUNDAMENTAL 04

Understanding the Competitive Landscape

One of the great benefits of SEO is potentially acquiring your competitors' audience. Any time you can weaken your competitors' position or gain a foothold before them is advantageous. It is easier to hold and defend a position than it is to leapfrog another search listing.

Having an eye on competitors also allows you to benchmark your SEO performance, plan content effectively and discover new challengers in the marketplace.

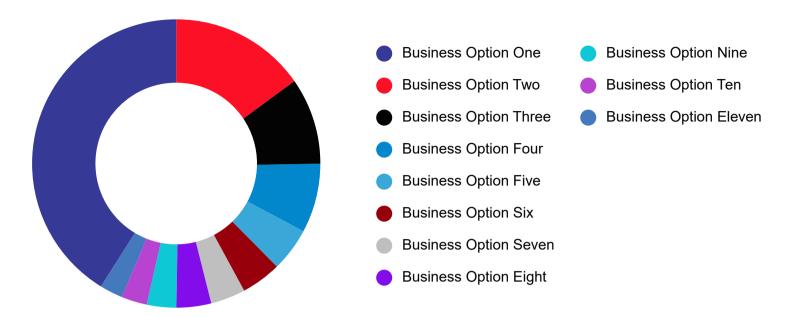
Share of Voice Report



You also must consider "share of voice" competitors. Share of voice competitors are properties that are competing for the same terms, but may not be direct competitors.

For example, if you are an automotive tire company and are optimizing for the term "performance tires," you are not just competing against other tire manufacturers in Google search results. You also face search competition from tire retailers, automotive content sites and Wikipedia.

What is my Share of Voice vs. Organic Competitors?



The Keyword Universe

The universe from which we draw our target terms can be very large. Choosing the appropriate terms comes down to four key considerations:

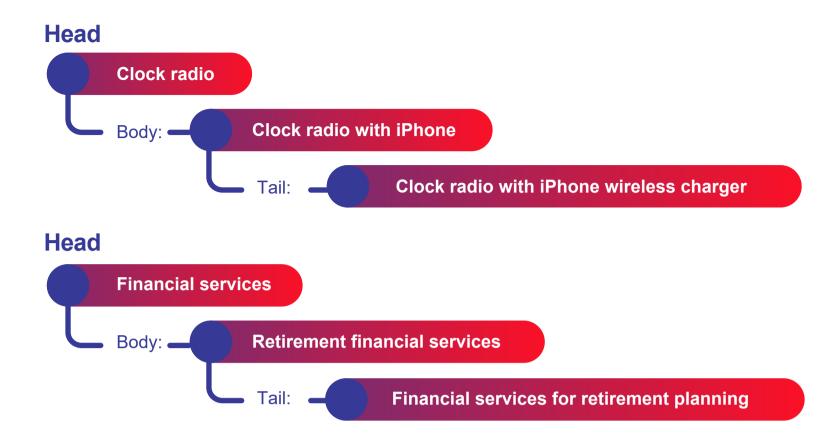
- How the key term aligns with your business' offerings
- How the key term aligns with the searcher's intent and context
- The potential volume of search traffic
- The level of ranking difficulty

It is very important that you choose the wording most aligned with your customers' language and not your own.

The way you should work your keyword strategy is to start by choosing a "head term." Head terms are high-volume, one- or two-word keywords. They are the most difficult to rank for and the traffic that results from these tends to be fairly general in audience.

After establishing your head term, start researching longer, more nuanced phrases around that term. Those with two to three words are called "body" keywords, and three-plus words are called "tail" keywords.

Here are some examples:



As you can see, the more words a search query has, the more specific the searcher's intent. The search volume for tail terms is much, much lower, but the searcher is likely a more qualified prospect.

After assembling your keyword universe, it is time to align these terms with your content marketing plan.



In order to rank a webpage for a keyword, you have to have content published around that term. SEO only exists in what search engines can read from your website.

When defining an SEO content marketing plan, you will need your defined keywords as a starting

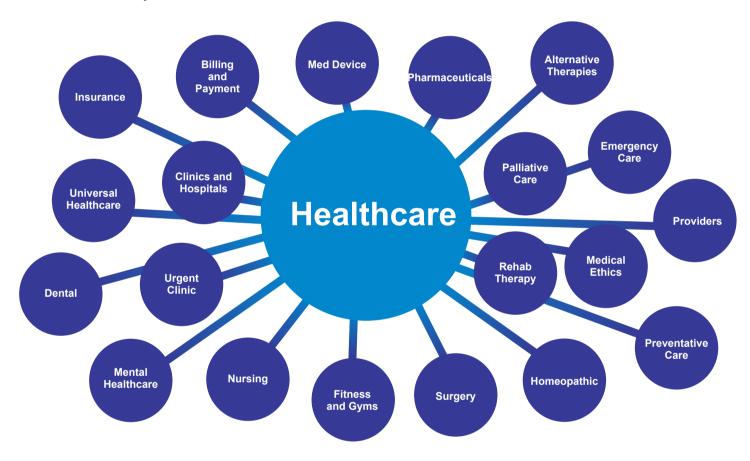
point for topic generation. The most-effective approach to create a large impact is the hub-andspoke model.

What is the hub-and-spoke model?

The hub-and-spoke model of SEO is the practice of clustering content topics around a central theme. The central theme (head or body keyword) is the hub, supported by a number of related content pieces as the spokes.

The goal of the model it to become an authority for the sub term. And to do that, you must thoroughly explain the subject and answer the questions of searchers.

Even if a subtopic doesn't exactly match your product or service offerings, you are trying to build your overall authority.



When generating topics for your model, keyword research can help be your guide. You can use Google's own real-time search suggestions to get an idea of what people are searching for around your search term.



Google provides hints as to some of the most popular queries

Other tools, like SEMRush, BrightEdge, Moz and Answer the Public, can also find questions and topics around a term.

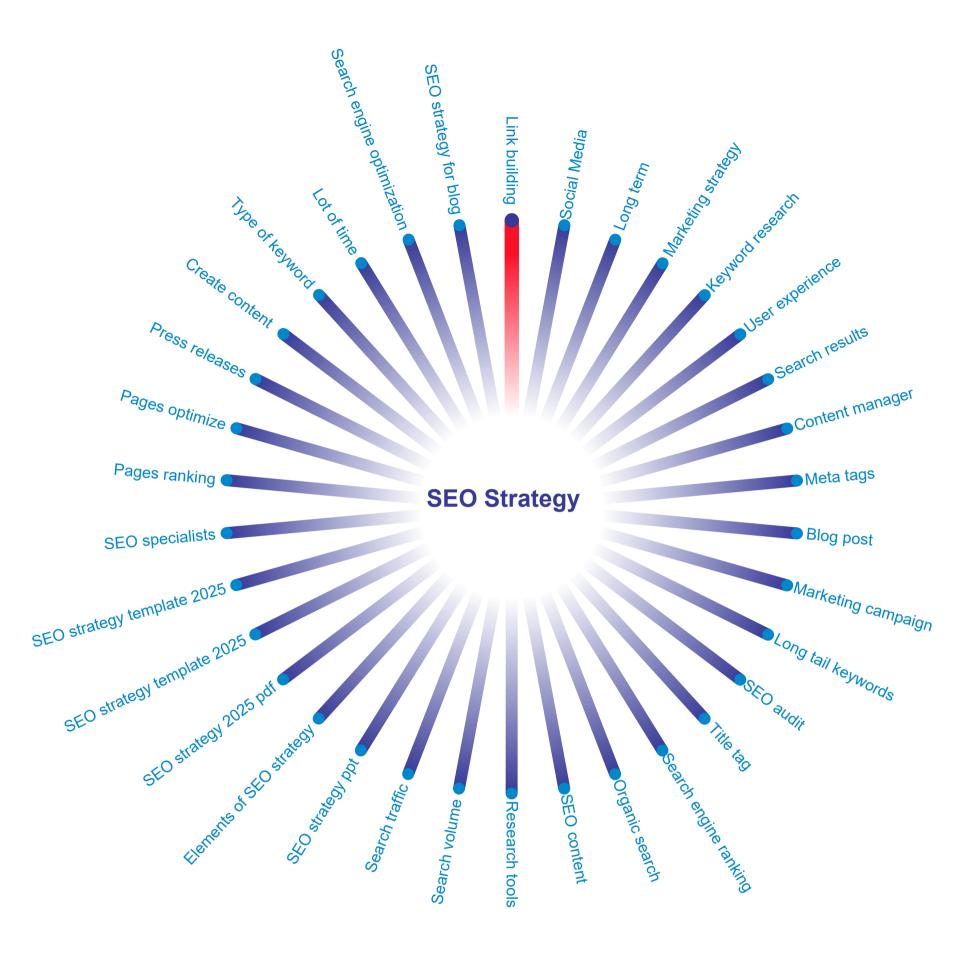


All Keyword Suggestions

Across 2 Groups

Keyword	Relevancy	Monthly Volume	Search
how to build seo strategy	•••••	11-50	Q
what is seo strategy	•••••	11-50	Q
how to do seo marketing	••••	11-50	Q

Moz's Keyword Explorer helps filter suggestions by questions.



SEMRush topic mindmap

Questions:



- What are the top 5 best SEO link building strategies in 2025
- What should be the strategy to get fast link building in SEO?
- What is the best link building approach?
- What are the best SEO link building techniques in 2025?
- How to build quality links for SEO?
- What is link building in SEO?

- Is SEO link building dead, and why or why not?
- Can anyone guide me on the best SEO link building strategies?
- How to develop and implement a link building strategy?
- Does link building in SEO still work?
- How to build quality links for SEO?
- What is the best link building strategy for new websites?

SEMRush Topic Research tool

Sometimes it may be helpful to write a very big, comprehensive piece on your hub topic. You can then take that long-form content and break it into smaller chunks and publish those.

The smaller chunks of the larger piece can be published to different channels and in multiple formats, such as:

- Videos
- Infographics
- SlideShares
- Guest blog posts

Anytime you can write long-form content and repackage and republish parts, you can get maximum value out of your investment.

SEO, Content Marketing and your Website Structure

With your content marketing plan defined, determining how it fits into your website structure can be a bit confusing. Websites don't exactly follow a hub-and-spoke model. Websites follow a hierarchical model.

Hub pages should connect content from across the website, no matter where it resides. Related content like blog posts, product pages and press releases should all be referenced from the hub page.

It is crucial that you cross link your supporting content to your hub pages, and vice versa. This will give search engines a clear signal that you are an authority.

Optimization for Generative Search

As search engines integrate Al-driven generative search capabilities, optimizing for this new paradigm becomes essential. Generative search results, powered by models like Google's SGE (Search Generative Experience), provide Al-generated summaries and answers, changing how users interact with search results.

Key Strategies for Optimization:

- **1. Focus on Conversational Queries -** Generative search is designed to process natural language queries. Use long-tail, question-based keywords that align with how users naturally ask questions.
- **2. Structured and Comprehensive Content -** Al models prefer well-structured, in-depth content. Use clear headings, bullet points, and concise summaries.
- **3. Entity and Context Optimization -** Ensure your content aligns with known entities in Google's Knowledge Graph. Use schema markup to reinforce topical relevance.
- **4. Enhance Content Trustworthiness -** Generative AI relies on authoritative sources. Build credibility through well-researched, fact-based content with proper citations.
- **5. Optimize for Al Overviews & Featured Snippets -** Aim to rank in featured snippets, as Al-generated answers often pull from these sources. Use direct, well-formatted responses to common questions.
- **6. Technical SEO Adaptations -** Ensure fast-loading pages, mobile responsiveness, and crawlable content to increase the likelihood of being surfaced in Al-generated responses.

If your business has one or more physical locations where customers would visit you, then local SEO is another layer of needed optimization.

Local search is a big driver of physical foot traffic. With more and more people using voice search, that number is rising.

Here are some typical queries for local searches:



According to Google, 50% of people who performed a local search on their phone went to a physical location within a day.

Optimizing for local businesses, branches and franchises requires extra work. That work starts with ensuring your business is correctly listed with Google and Bing.

The key elements for your listing are that your Name, Address and Phone (NAP for short) are correct and consistent across all your listings (Google, Bing, Yelp, Facebook, etc.). Inconsistencies can look suspicious or unprofessional.

All these websites that list your NAP are called citations. Your main local SEO goal should be to increase the number of citation websites and make sure you are listed properly. For businesses with many locations, branches or franchises, this can be a lot of work. Fortunately, there are some tools and services that can take some of the burden out of managing these listings.

There are many places to earn citations and links for local businesses:

- Social media
- Review websites
- Local directories
- Local newspapers
- · Local schools, universities and associations

Another crucial component of local SEO is generating positive reviews. The more 5-star reviews you have, the more likely you will be featured prominently and drive clicks.

Automating and monitoring your review process is critical. Again, there are tools and services that can take the hard work out of the process.

Technical SEO

Focus Areas:

- Al Crawling Compatibility: Ensure readiness for Al-based crawlers and indexing processes.
- Core Web Vitals: Focus on optimizing for metrics like Largest Contentful Paint (LCP), First Input Delay (FID), and Cumulative Layout Shift (CLS). These are critical ranking factors for 2025.
- Advanced Schema Markup: Use structured data to target rich results and featured snippets, such as FAQs, how-to guides, and product information.
- **Mobile Optimization:** Ensure seamless mobile usability, as over 60% of searches globally are mobile-based.

Offsite SEO

Key Strategies for 2025:

- Authoritative Backlinks: Focus on earning links from high Domain Authority (DA) websites. Quality over quantity remains a significant ranking factor.
- **Digital PR:** Leverage news outlets, industry blogs, and influencer partnerships to amplify your backlink profile.
- **Content Syndication:** Republish high-quality content on platforms like Medium or LinkedIn to drive traffic and backlinks.
- **Social Signals:** While indirect, an active social media presence enhances content visibility and engagement, which supports SEO goals.

Local SEO

If your business has one or more physical locations, local SEO is crucial.

Key Strategies for 2025:

- Voice and Visual Search: Optimize content for queries like "restaurants near me" or Google Lens searches.
- NAP Consistency: Ensure your Name, Address, and Phone number are consistent across all directories.
- **Customer Reviews:** Actively manage and encourage positive reviews on platforms like Google and Yelp. Reviews directly influence local pack rankings.
- Google Business Profile Updates: Use features like Google Posts, Messaging, and Q&A to engage users.

Semantic SEO

Semantic SEO focuses on optimizing content to match search intent by understanding the meaning behind queries rather than just targeting keywords. This approach aligns with how search engines interpret user intent through AI and NLP (Natural Language Processing).

How to Leverage Semantic SEO in 2025:

- **1. Topical Authority & Content Clusters -** Create in-depth, interconnected content around core topics instead of focusing on isolated keywords. Use pillar pages and supporting content to establish authority.
- **2. Keyword Intent & Semantic Variations -** Optimize for synonyms, related terms, and search intent variations. Use tools like Google's "People Also Ask" and NLP analysis to refine content.
- **3. Schema Markup & Structured Data -** Implement structured data (e.g., FAQ, How-To, and Organization schema) to help search engines understand relationships between entities.

- **1. Contextual Link Building -** Internal linking should support logical content connections, reinforcing semantic relationships and improving content discoverability.
- **2. User Experience & Behavioral Signals -** Enhance UX by providing clear, well-organized information. Search engines evaluate dwell time, bounce rate, and engagement to assess relevance.
- **3. Voice Search Optimization -** Since semantic search aligns with conversational queries, optimize for voice searches with natural, question-based content.

Programmatic SEO

Key Strategies for 2025:

- **Automated Landing Pages:** Use programmatic SEO to create thousands of optimized pages targeting long-tail keywords.
- **Data-Driven Templates:** Automate page generation based on user behavior data, like location or preferences.
- Scalable Meta Updates: Utilize automation tools for meta title and description optimization at scale.
- **Performance Monitoring:** Implement tools to track and refine large-scale optimizations, ensuring they align with KPIs

Ready for your Digital Marketing Assessment?

One of the ways we connect with new clients is through GTECH's unique Digital Marketing Assessment. This complimentary assessment covers a number of topics that directly impact your marketing, digital strategy, and sales. These include:

- How your current efforts fit into the larger marketing ecosystem
- Where you should focus for the greatest impact with your audiences
- Education on marketing areas that have been neglected
- Creating a roadmap to expand marketing efforts and ensure success

To set up your Digital Marketing Assessment with our team of experts, please email **hello@gtechme.com** or call **+971 4 328 5071**.





About GTECH

GTECH is a full-service digital agency based in Dubai. From an initial design concept, to a final masterpiece of custom work, we create digital experiences that entice, excite, capture an audience and provide robust performance for your business.

We're a technology powerhouse with over 15+ years. Backed by 40+ great minds who work towards achieving success for businesses. We've built record-breaking cross-media solutions for Fortune 500 clients such as Standard Chartered, Red Bull, Ford, IBM, SAP, Johnson & Johnson, and Cisco.