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Why advertise on PetrolPlaza?

With a growing community, PetrolPlaza continues to be the No. 1 online information source for decision makers in the petrol retailing, fuel logistics and car wash markets. After going online in 1998, PetrolPlaza has built an excellent reputation amongst industry professionals across the world. Our readers include operators of petrol stations and private refueling facilities, fuel storage & transportation companies, car wash operators as well as equipment suppliers, importers & dealers, service providers, PMCs, oil companies, consultants & engineers, and others involved in the business.

From 2019, PetrolPlaza's industry news, editorial reports and interviews are available in English as well as in Spanish, and there are Spanish editions of all newsletters.

PetrolPlaza is a 24-hour platform where the word “global” has real meaning. Either in Beijing, Abu Dhabi, Madrid or San Francisco, someone is always online on PetrolPlaza – our readers come from over 200 countries: 40% from Europe, 29% from North and South America, 22% from Asia & Middle East, 6% from Africa and 3% from Australia & Oceania. Together, they constitute over 33,000 monthly site visits. Over 17,000 subscribers receive our free of charge weekly newsletters and special issues covering specific topics.

5 good reasons to advertise on PetrolPlaza

1. Access to highly qualified decision-makers
2. Strong international brand awareness
3. Effective and cost-efficient targeting of the sector
4. Exclusive editorial services for our advertisers
5. A wide range of options to meet specific budgets

Additional information:

- Geographical analysis:
  - Australia & Oceania 3%
  - Africa 6%
  - Asia & Middle East 22%
  - North and South America 29%
  - Europe 40%

- Involved in procurement:
  - Not specified 6%
  - Not involved 35%
  - Involved 59%

- Job function analysis:
  - Not specified 2%
  - Others 5%
  - Staff 8%
  - Executive 37%
  - Manager 48%

All mentioned figures based on:
Google Analytics – evaluation period January 2019 – January 2020
Reader survey carried out in co-operation with the European Business School in St. Gallen, Switzerland
All you need to know

Booking period and payment terms

- Most PetrolPlaza packages are booked for one year (52 weeks). Customized booking periods are possible.
- Banners on PetrolPlaza can be booked per week, starting on Monday (CET).
- Advertorials and listings can start on any day.
- All fees are payable in advance by bank transfer or credit card through secure online form.

Links and streaming

- PetrolPlaza banners can link to any external website or PetrolPlaza page. Special tracking links can be used on request.
- The banners can also be linked to your own YouTube videos on your channel.

Banner positions

- Premium positions achieve the highest exposure. Premium pages are: portal page, news page and two weekly newsletters. Premium banners are limited and should be booked in advance.
- Random banners move between all available menu sections. A high average display rate is secured for all random advertising, as positions will not be overbooked.
- Banners can be rescheduled on request (subject to availability).

Upgrades for advertorials

- For all advertorials and listings a language or a video upgrade is available as an option.
- The cost of a video upgrade is 300€ and corresponds to one advertorial for package advertisers. Language upgrade costs ½ an advertorial or 150€.
- Video and language upgrades stay online as long as their original advertorial. For supplier profiles, an upgrade should be renewed every year. For articles, an upgrade is only published once and is shown even when the article is in the archive.
- The video and the text in another language for an upgrade shall be provided.

Banner formats

- Newsletter banners must be static. All other banners can be static or animated.
- Acceptable banner formats: GIF, JPG, PNG, HTML5. Please note that Flash ads are not accepted, as they are blocked by modern browsers.
- Acceptable video formats: AVI, MP4 or YouTube link.
- Complete artwork for banners, logos and videos must be supplied in due time. See specifications on page 10–13.

Statistics and design assistance

- Statistics of views and clicks are provided for all advertisers at the end of package period or earlier on request.
- Design assistance can be provided at 90€ per hour.
- Flat rate banner design is available on request.
Examples of banner formats

Website: Portal page

- Top banner
- Rectangle ad
- Skyscraper
- Side banners

Website: Supplier listing

- Wallpaper banner
- Rectangle ad
- Middle size banner

Industry newsletter

- Top banner
- Rectangle ad
- Content ad
- Text ad
- Middle size banner

Mobile

- Mobile banner
## Rates and specifications

<table>
<thead>
<tr>
<th>No.</th>
<th><em>WALLPAPER BANNER</em></th>
<th>Position</th>
<th>Rates per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>horizontal</td>
<td>random</td>
<td>300 €</td>
</tr>
<tr>
<td></td>
<td>vertical</td>
<td>premium</td>
<td>1000 €</td>
</tr>
<tr>
<td></td>
<td>w x h in pixels</td>
<td>1010 x 90</td>
<td></td>
</tr>
<tr>
<td></td>
<td>max. file size</td>
<td>80 kB</td>
<td></td>
</tr>
</tbody>
</table>

*Consist of two images – see the example*

<table>
<thead>
<tr>
<th>No.</th>
<th><em>TOP BANNER</em> (BIG SIZE)</th>
<th>Position</th>
<th>Rates per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>newsletter</td>
<td>random</td>
<td>200 €</td>
</tr>
<tr>
<td></td>
<td>website</td>
<td>premium</td>
<td>700 €</td>
</tr>
<tr>
<td></td>
<td>w x h in pixels</td>
<td>728 x 90</td>
<td></td>
</tr>
<tr>
<td></td>
<td>max. file size</td>
<td>70 kB</td>
<td></td>
</tr>
</tbody>
</table>

*Top banner has different sizes on the website and in newsletter*

<table>
<thead>
<tr>
<th>No.</th>
<th><em>RECTANGLE AD (BIG SIZE)</em></th>
<th>Position</th>
<th>Rates per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>random</td>
<td>200 €</td>
<td></td>
</tr>
<tr>
<td></td>
<td>premium</td>
<td>700 €</td>
<td></td>
</tr>
<tr>
<td></td>
<td>w x h in pixels</td>
<td>300 x 250</td>
<td></td>
</tr>
<tr>
<td></td>
<td>max. file size</td>
<td>80 kB</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No.</th>
<th><em>SKYSCRAPER (BIG SIZE)</em></th>
<th>Position</th>
<th>Rates per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>random</td>
<td>200 €</td>
<td></td>
</tr>
<tr>
<td></td>
<td>premium</td>
<td>700 €</td>
<td></td>
</tr>
<tr>
<td></td>
<td>w x h in pixels</td>
<td>160 x 600</td>
<td></td>
</tr>
<tr>
<td></td>
<td>max. file size</td>
<td>90 kB</td>
<td></td>
</tr>
</tbody>
</table>
# Rates and specifications

## MIDDLE SIZE BANNER
- **w x h in pixels**: 460 x 90
- **max. file size**: 60 kB
- **Position**: random
  - **Rates per week**: 120 €
  - **premium**: 360 €

## CONTENT AD*
- **w x h in pixels**: 120 x 60
- **max. file size**: 30 kB
- **headline + copytext**: 30 + 65 characters
- **Position**: random
  - **Rates per week**: 90 €
  - **premium**: 270 €

*Consists of image and text – see example

## SIDE BANNER
- **w x h in pixels**: 120 x 60
- **max. file size**: 30 kB
- **Position**: random
  - **Rates per week**: 50 €
  - **premium**: 150 €

## TEXT AD
- **headline**: 36 characters
- **copytext**: 80 characters
- **Position**: random
  - **Rates per week**: 25 €
  - **premium**: 75 €

## MOBILE BANNER*
- **w x h in pixels**: 580 x 150
- **max. file size**: 90 kB
- **Position**: mobile
  - **Rates per week**: 450 €

*Exclusive banner on top of all pages in the PetrolPlaza mobile version
The LIGHT packages are designed for companies that would like to show a certain level of awareness in the market at a low price. The ads cannot be moved or exchanged during the package period, which saves us administration costs. This is why LIGHT packages are highly discounted and offer a very efficient use of limited budgets.

**BRANDING package** runs for a period of 52 weeks (1 year) and is perfect for smaller companies that do not want to miss the opportunity to advertise their brand and products on the leading industry portal.

**PROMOTIONAL package** suits companies looking to boost their advertising campaigns with online media support for a limited period of time. It runs for 26 weeks (6 months) and includes random as well as premium banners on the website and one advertorial, which can be used to upgrade the Supplier profile.

**PRODUCT launch** from PetrolPlaza has everything that you need for the powerful and effective launch of a new product in one single package. It includes a Product news article, premium advertising that creates awareness, as well as a couple of smaller banners to maintain interest.

---

### LIGHT package

---

### BRANDING package

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big size banner</td>
<td>random</td>
<td>6</td>
<td>200 €</td>
<td>1200 €</td>
</tr>
<tr>
<td>Content ad</td>
<td>random</td>
<td>6</td>
<td>90 €</td>
<td>540 €</td>
</tr>
<tr>
<td>Side banner</td>
<td>random</td>
<td>20</td>
<td>50 €</td>
<td>1000 €</td>
</tr>
<tr>
<td>Text ad</td>
<td>random</td>
<td>20</td>
<td>25 €</td>
<td>500 €</td>
</tr>
<tr>
<td>Advertorials and upgrades</td>
<td></td>
<td>3</td>
<td>300 €</td>
<td>900 €</td>
</tr>
</tbody>
</table>

**Total package value** 4140 €

**LIGHT discount** -1640 €

**Total package price** 2500 €

---

### PROMOTIONAL package

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big size banner</td>
<td>premium</td>
<td>3</td>
<td>700 €</td>
<td>2100 €</td>
</tr>
<tr>
<td>Big size banner</td>
<td>random</td>
<td>3</td>
<td>200 €</td>
<td>600 €</td>
</tr>
<tr>
<td>Side banner</td>
<td>premium</td>
<td>5</td>
<td>150 €</td>
<td>750 €</td>
</tr>
<tr>
<td>Text ad</td>
<td>random</td>
<td>15</td>
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</tr>
<tr>
<td>Advertorial</td>
<td></td>
<td>1</td>
<td>300 €</td>
<td>300 €</td>
</tr>
</tbody>
</table>

**Total package value** 4125 €

**LIGHT discount** -1625 €

**Total package price** 2500 €

---

### PRODUCT launch

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big size banner</td>
<td>premium</td>
<td>1</td>
<td>700 €</td>
<td>700 €</td>
</tr>
<tr>
<td>Content ad</td>
<td>newsletter</td>
<td>1</td>
<td>270 €</td>
<td>270 €</td>
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<tr>
<td>Content ad</td>
<td>random</td>
<td>3</td>
<td>90 €</td>
<td>270 €</td>
</tr>
<tr>
<td>Product news article</td>
<td></td>
<td>1</td>
<td>300 €</td>
<td>300 €</td>
</tr>
</tbody>
</table>

**Total package value** 1540 €

**LIGHT discount** -540 €

**Total package price** 1000 €
The SILVER package was specially developed for smaller companies and organisations, offering a cost-effective way of market communication and brand awareness throughout a period of one year.

**Advantages**

- The package runs for a period of 52 weeks
- Includes random Big size banners, Content ads, Side banners and Text ads
- The artwork can be exchanged anytime during the package period
- A detailed media plan is supplied

Please note: SILVER package does not include banners in the newsletter.

**RATES**

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big size banner</td>
<td>random</td>
<td>10</td>
<td>200 €</td>
<td>2000 €</td>
</tr>
<tr>
<td>Content ad</td>
<td>random</td>
<td>6</td>
<td>90 €</td>
<td>540 €</td>
</tr>
<tr>
<td>Side banner</td>
<td>random</td>
<td>20</td>
<td>50 €</td>
<td>1000 €</td>
</tr>
<tr>
<td>Text ad</td>
<td>random</td>
<td>16</td>
<td>25 €</td>
<td>400 €</td>
</tr>
<tr>
<td>Advertorials and upgrades</td>
<td>random</td>
<td>4</td>
<td>300 €</td>
<td>1200 €</td>
</tr>
<tr>
<td><strong>Total package value</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>5140 €</strong></td>
</tr>
<tr>
<td><strong>SILVER discount</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>-1540 €</strong></td>
</tr>
<tr>
<td><strong>Total package price</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>3600 €</strong></td>
</tr>
</tbody>
</table>

Discounts for further upgrades 25%

The GOLD package is our best seller. It is a highly effective advertising package for companies that would like to have a strong online presence with minimum effort and at no great expense. GOLD offers a well-balanced range of services including premium banners, which allows advertisers to continuously show awareness and regularly inform about their products and services.

**Advantages**

- The package runs for a period of 52 weeks
- Contains premium and random banners, including banners in the newsletter
- Includes Big size banners, Middle size banners, Content ads and Side banners
- The artwork can be exchanged anytime during the package period
- A detailed media plan is supplied
- Banners positions can be changed on request

**RATES**

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big size banner</td>
<td>premium</td>
<td>6</td>
<td>700 €</td>
<td>4200 €</td>
</tr>
<tr>
<td>Middle size banner</td>
<td>random</td>
<td>20</td>
<td>120 €</td>
<td>2400 €</td>
</tr>
<tr>
<td>Content ad</td>
<td>premium</td>
<td>6</td>
<td>270 €</td>
<td>1620 €</td>
</tr>
<tr>
<td>Content ad</td>
<td>random</td>
<td>10</td>
<td>90 €</td>
<td>900 €</td>
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<tr>
<td>Side banner</td>
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<td>10</td>
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<td>500 €</td>
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<tr>
<td>Advertorials and upgrades</td>
<td></td>
<td>6</td>
<td>300 €</td>
<td>1800 €</td>
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<td><strong>Total package value</strong></td>
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<td></td>
<td></td>
<td><strong>11420 €</strong></td>
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<tr>
<td><strong>GOLD discount</strong></td>
<td></td>
<td></td>
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<td><strong>-4820 €</strong></td>
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<tr>
<td><strong>Total package price</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>6600 €</strong></td>
</tr>
</tbody>
</table>

Discounts for further upgrades 35%
DIAMOND package

DIAMOND is a very powerful advertising package, particularly valuable for companies with ambitious marketing objectives. With the most prominent advertising formats and positions and a free choice of up to 8 advertorials, the DIAMOND package allows strong advertising campaigns with high market penetration.

Advantages

• The package runs for a period of 52 weeks
• Includes Wallpaper banners, Big size banners, Middle size banners and Content ads, many of them in the newsletter
• The artwork can be exchanged anytime during the package period
• A detailed media plan is supplied
• Banners positions can be changed on request

RATES

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>weeks</th>
<th>rate</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wallpaper banner</td>
<td>premium</td>
<td>4</td>
<td>1000 €</td>
<td>4000 €</td>
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<tr>
<td>Big size banner</td>
<td>premium</td>
<td>8</td>
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<td>5600 €</td>
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<tr>
<td>Big size banner</td>
<td>random</td>
<td>15</td>
<td>200 €</td>
<td>3000 €</td>
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<tr>
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<td>Middle size banner</td>
<td>random</td>
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<td>120 €</td>
<td>1800 €</td>
</tr>
<tr>
<td>Content ad</td>
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<td>8</td>
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<td>2160 €</td>
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<td>Content ad</td>
<td>random</td>
<td>15</td>
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<td>1350 €</td>
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<td>Advertorials and upgrades</td>
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<td>8</td>
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<td>2400 €</td>
</tr>
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<td>Total package value</td>
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<td></td>
<td></td>
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<td>DIAMOND discount</td>
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<td><strong>Total package price</strong></td>
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<td><strong>12500 €</strong></td>
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<tr>
<td>Discounts for further upgrades</td>
<td></td>
<td></td>
<td></td>
<td>45 %</td>
</tr>
</tbody>
</table>

PLATINUM package

This is not only the most powerful PetrolPlaza marketing tool, but also the most flexible of all available packages. The package offers a comprehensive choice of PetrolPlaza services at a discounted rate of 50%.

PLATINUM package is perfect for global international companies with several brands and allows them to create highly effective and focused online communication campaigns. PLATINUM customers are constantly supported by our PetrolPlaza team and enjoy such exclusive benefits as interviews with top management, site visits and special promotion in social media on request.

Advantages

• The package runs for a period of 52 weeks
• Create your own package – choose between any banner formats and upgrades
• The artwork can be exchanged anytime during the package period
• A detailed media plan is supplied
• Banner positions can be changed on request
• Exclusive package – only available to three customers

RATES

<table>
<thead>
<tr>
<th>Banner size</th>
<th>position</th>
<th>total</th>
</tr>
</thead>
<tbody>
<tr>
<td>All banners</td>
<td>all positions</td>
<td></td>
</tr>
<tr>
<td>All advertorials</td>
<td>all positions</td>
<td></td>
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<tr>
<td>All upgrades</td>
<td>all positions</td>
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<td>Total package value</td>
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<td>PLATINUM discount</td>
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<td>-18000 €</td>
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<td><strong>Total package price</strong></td>
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<td><strong>18000 €</strong></td>
</tr>
<tr>
<td>Discounts for further upgrades</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supplier profile

The PetrolPlaza Supplier profile includes all relevant suppliers of equipment and services in the fuel retailing, fuel logistics and car wash industries. Companies can be found by equipment and services category, by country or by company name in alphabetical order.

Basic supplier profile

• Company description
• Company address and phone number
• Respective categorisation
The basic supplier profile is free of charge.

Premium supplier profile

• Your entry on top of the list
• Your logo and website link
• Full contact details with email address
• Links to your social media
• Contact form for potential requests
• Links to your other contents published on PetrolPlaza
• Listing in the newsletter
In addition to the basic features.

Subscription terms

• Premium supplier profiles are booked on subscription basis
• Subscriptions are payable in advance for one year
• Subscriptions can start on any day of the year
• If 6 weeks before the end of a subscription year no termination notice is received, an invoice will be issued for the next subscription year.

RATES

<table>
<thead>
<tr>
<th>Service</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premium supplier profile, 1 year</td>
<td>300 €*</td>
</tr>
<tr>
<td>Video upgrade</td>
<td>300 €*</td>
</tr>
<tr>
<td>Language upgrade</td>
<td>150 €**</td>
</tr>
</tbody>
</table>

*For package customers, one advertorial  
**For package customers, ½ an advertorial
Product & Company news

The PetrolPlaza News section is the ideal promotional platform for your new products, innovations and information about your company and business.

Product & Company news listings are placed next to the website’s Industry News and, therefore, attract a high degree of attention. The most recent entry is always located on top of the list. In addition, each Product & Company news story is featured in the weekly newsletter.

A Product & Company news story stays online for 8 weeks. At the end of this booking period, the story will disappear from the news page but still remain available to readers in the PetrolPlaza archive, accessible through search and links.

Product & Company news articles

- Title and text (product description, company presentation, etc.) with no word limit
- Image gallery of up to 5 images
- Your company logo and website link
- Full contact details with email address
- Contact form for potential requests
- Links to your recent articles on PetrolPlaza
- Listing in one newsletter issue

RATES

<table>
<thead>
<tr>
<th>Service</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product &amp; Company news, 8 weeks</td>
<td>300 €*</td>
</tr>
<tr>
<td>Video upgrade</td>
<td>300 €*</td>
</tr>
<tr>
<td>Language upgrade</td>
<td>150 €**</td>
</tr>
</tbody>
</table>

*For package customers, one advertorial
**For package customers, ½ an advertorial
Case study

Case studies published in the PetrolPlaza Knowledge section demonstrate how products, systems and services work in practice. They can stay online on the website for up to 2 years. The most recent entry is always located at the top of the page. A short notice is also published for two weeks on the News page.

Case studies

- Title and text with no word limit
- Image gallery of up to 9 images
- Your company logo and website link
- Full contact details with email address
- Contact form for potential requests
- Links to your recent articles on PetrolPlaza
- Listing in one newsletter issue

**RATES**

<table>
<thead>
<tr>
<th>Service</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case study, 2 years</td>
<td>300 €*</td>
</tr>
<tr>
<td>Video upgrade</td>
<td>300 €*</td>
</tr>
<tr>
<td>Language upgrade</td>
<td>150 €**</td>
</tr>
</tbody>
</table>

*For package customers, one advertorial  
**For package customers, ½ an advertorial

Technology articles, which share the Knowledge section with Case studies, address expert readers such as engineers and technical procurement professionals and should explain how particular technologies and procedures work, and what the benefits of their implementation are.

Technology corner is a perfect opportunity to demonstrate your expertise on PetrolPlaza. We offer you this platform to share your experience and earn the respect of industry peers.

The subject of technology articles needs to be agreed with our editor beforehand; all contents require editorial approval. The publication is free of charge but promotional contents are not allowed.

Technology articles

- Title and text with no word limit
- Image or video gallery
- Name and company of the author and a short biography
- Comment field
- Listing in one newsletter issue
Event calendar

PetrolPlaza lists relevant industry events free of charge in its event calendar. A basic event profile includes event name, description, date, location, and comment field.

A premium event profile can be booked in order to increase brand awareness and get feedback from interested visitors. In addition to the basic features, a premium event profile includes:

- Event logo and website link
- Full contact details, including contact person
- Contact form for potential requests
- Venue address with map
- Listing in at least one newsletter issue

**Price for one premium profile – 300 €.**

Our event partners get a premium listing for free in exchange for other promotional services. Please note that not all events listed are eligible for a media partnership.

Special newsletters

PetrolPlaza runs a successful series of Special newsletters. The newsletters are distributed approximately every three months and either cover specific topics (e.g. alternative fuels) or regions (e.g. Southeast Asia). You can find the previous issues under www.petrolplaza.com/newsletter.

Each Special newsletter has one exclusive banner – a top banner that can be sponsored on a first come, first served basis.

**PetrolPlaza’s editorial calendar 2020**

- **February 12** – Nordics & Baltics Special
- **May 20** – Surviving COVID-19 Special
- **July 1** – Cybersecurity & Data Protection Special
- **September 16** – Middle East Special
- **December 2** – Hydrogen – The fuel of the future? Special
Sponsorship opportunities

Print sponsorship

Printed articles on PetrolPlaza can be sponsored on a monthly basis. This exclusive sponsorship guarantees you a huge increase in awareness through a high number of views and premium placement of your header on top of the printed page.

Audio sponsorship

For greater convenience, all PetrolPlaza contents are also available as audio streams. This innovative offer can be exclusively sponsored with a 150-character text that will be added at the start of every audio stream. For example:

“This PetrolPlaza audio version is presented to you by [Company]. [Company slogan].”

Event sponsorship

The editorial coverage of the most important industry events can be sponsored by any participating company. Event sponsorship comprises an exclusive Top banner in Special Event newsletter(s) and special mentioning in event video reviews.

For each event, there is only one sponsoring position available. It is booked on a first come, first served basis.

Rates for sponsorship opportunities are available on request.
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Who stands behind PetrolPlaza?
PetrolPlaza is operated by com-a-tec GmbH, a B2B communications agency actively involved in the retail petroleum and car wash business and a co-organiser of the leading European trade fair UNITI expo.