



By **Brian G. Long, Ph.D., C.P.M.**  
 Director, Supply Chain Management Research  
 Grand Valley State University  
 (269) 870-0428

# West Michigan Current Business Trends

May 7, 2026

## Modest Growth Continues for a Third Month

### Key Take-Aways from April 2026 Statistics:

- **NEW ORDERS Index still positive but eased to +15 from +26. PRODUCTION Index upticks to +22 from +16.**
- **All other April PMI surveys remain modestly positive, partially because of increased military spending.**
- **Despite positive numbers, uncertainty holds the economy back.**

	Apr.	Mar.
NEW ORDERS Index (business improvement)	+15	+26
PRODUCTION Index (aka "output")	+22	+16
EMPLOYMENT Index	+13	+0
LEAD TIMES Index	+22	+7

### Key Participant Comments for April

*"These times are still uncertain. Every day it is something new causing disruption in the economy."*

*"Hopefully, the war will be over soon to keep oil pricing lower. Surcharges and soaring freight costs are not helping the current situation."*

*"Price increase requests are coming fast and furious, and the increase amounts are like nothing I have ever seen in my 20+ years of purchasing."*

*"Business is steady for now. The new fiscal year forecast from sales is looking flat with the only growth being in dollars, not units."*

*"The Iran war is compounding the tariff impacts, including the recently implemented 232 changes that are driving costs up at an alarming rate."*

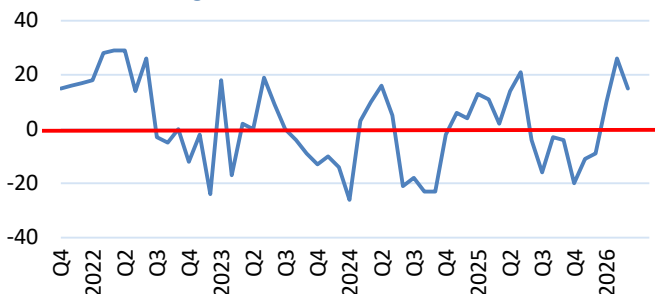
**The Local Economy.** For the third successive month, our survey of the West Michigan industrial economy depicts a modestly positive business environment. According to the data collected in the last two weeks of April, NEW ORDERS, our index of business improvement, remained double-digit positive but backtracked to +15 from +26. In contrast, the April PRODUCTION Index, or "OUTPUT," rose to +22 from +16. After many months in the doldrums, the April index of PURCHASES continued to be positive, and upticked to +18 from +9. Despite all of these positive statistics, the mood among respondents remains cautious and chaotic. Some purchasing managers complain that they have never seen price increases like the ones currently being posted. Other survey respondents remain cautiously optimistic because they presume that the Iran war might soon be over.

However, because of the wide-spread impact of the war on the world's supply chains, the recovery from the war will not happen overnight. The prices for gasoline and diesel will probably take the better part of a year to return to pre-war levels, although new supplies of crude oil coming from Venezuela will eventually help.

**The U.S. Economy.** For the eighteenth successive month, the national industrial economy has remained positive, according to the national monthly survey compiled by the Institute for Supply Management (ISM). For April, ISM's index of NEW ORDERS remained double-digit positive and edged up to +16 from +14. In addition, the PRODUCTION Index upticked to +15 from +12. Looking at international trade, ISM's index of IMPORTS backtracked to +1 from +5, and the EXPORT Index declined to -4 from +0. ISM's ORDER BACKLOG Index remained positive at +3, but lower than February's 30-month high of +13. Some reports claim that many firms are accumulating large amounts of inventory because of threats to the supply chain. However, given that ISM's index of INVENTORIES posted negative at -3, these reports are questionable. ISM's April Composite Index, a compilation of all of these individual indices, remained unchanged at 52.7, modestly higher than the 50.0 break-even point. However, 69 percent of the participant comments were judged negative, leaving only 31 percent to be positive. For the negative comments, 47 percent mentioned the wars in Ukraine, Gaza, and Iran, and 18 percent cited tariffs.

On May 1, the competing survey of the U.S. industrial market produced by the British-based S&P Global posted at 54.5, up from 52.3. Although rises in both the NEW ORDERS and OUTPUT indices were credited for the April improvement, the same survey reported a substantial rise in the index of INVENTORIES. Contrary

West Michigan Index of New Orders: 2021-2026



to the ISM report, the survey author contends that much of the increase in OUTPUT is being driven by inventory accumulation in an attempt to beat further price increases and hedge against supply chain disruptions. This implies that business conditions might turn negative when prices stabilize and the supply chains of the world return to normal. Chris Williamson, the Chief Business Economist at S&P Global, further commented:

“The surge in manufacturing activity in April is not the cause for cheer that at first glance it suggests. A key driving force behind the upturn is the need for companies to get ahead of further feared price rises and supply shortages, providing a short-term boost that could fade in the coming months as headwinds to the economy continue to build. Growth of purchasing activity hit a rate not seen for four years, since the pandemic, amid increasingly widespread supply delays and price rises commonly linked to the war in the Middle East, which has exacerbated existing pressure on supply and inflation from tariffs. Shipments, orders, and production have all been boosted by the stock building, notably among larger companies with the deepest pockets. However, employment has fallen as firms grow increasingly worried over the need to reduce cost overheads amid an environment of rising raw material prices, while selling prices have jumped higher as producers seek to protect their margins. More encouragingly, business expectations for output in the year ahead have improved, partly reflecting hopes that the US will be less affected by the war than previously feared, and less than other economies, as well as reduced concerns over the impact of tariffs given the recent Supreme Court ruling. However, some of these improved expectations of future production gains reflected a reaction to better than anticipated order book inflows in April, which may prove to be a chimera as the stock building boost fades.”

**The World Economy.** J.P. Morgan’s Global Manufacturing PMI for April came in at a four-year high of 52.6, up from 51.3. However, because of rapidly rising prices and numerous supply chain problems, the business optimism fell to a five-month low. Some firms reported increased inventory accumulation as a hedge against potential supply chain problems. According to past history, if large numbers of firms stop ordering when the supply chain threat is alleviated, a recession may ensue as numerous firms simultaneously draw down their inventories. Needless to say, numerous survey respondents see the future as uncertain, despite the favorable PMIs being posted by a significant majority of the countries in JPM’s survey. For the world’s largest industrial economies, significantly strong PMIs were posted by Taiwan, Japan, Ireland, and India. Some of April’s weakest PMIs came from Turkey, Mexico, Russia, and the Philippines. For our major trading partners, the April PMI for Canada posted a significant jump from 50.0 to 53.3. The April PMI for Mexico downticked to 47.7 from 48.9, largely because of cost pressures and waning export sales to Germany, Japan, and of course, the U.S. The PMI for China, our third largest trading partner, posted a PMI of 52.2, the country’s strongest report since 2021. That said, the trade relations between the U.S. and all three of these countries remain strained. Alex Gallin, Global Economist at JPM, further noted:

“The J.P. Morgan Global manufacturing output PMI rebounded 1.9-points to 53.4 in April, a level consistent with solid growth in global industry. Caution is still warranted as some manufacturers front-load production ahead of growing supply chain disruptions; supplier delivery times and the pricing indexes surged to multi-year highs. Meanwhile, the future output PMI was stable after falling sharply in March as elevated geopolitical uncertainty continues to depress business sentiment.”

Every month, the economists at S&P compile an index based on the compilation of the PMIs for the 20 Eurodollar countries in the European Economic Community. After over three years of negative reports, the eurozone finally turned positive in February and March, and posted a 47-month high of 52.2 in April. Positive reports for both sub-indexes of NEW ORDERS and OUTPUT were largely credited for the recent uptick. France and Italy reported their strongest PMIs since early 2022. Six of the other eurozone countries, generally those with larger economies, also contributed to the rise. However, all countries in the eurozone are dealing with higher prices and occasional supply disruptions for natural gas and

Brent crude oil, both of which largely come from countries impacted by the war in Iran. At \$112 per barrel, Brent oil has nearly doubled in price over the past year. Chris Williamson at S&P Global noted:

“Although the PMI has risen to its highest for nearly four years, the survey is more a cause for alarm than celebration. Production and orders books are being buoyed by the building of safety stocks as a result of widespread concerns over supply shortages and rising prices emanating from the war in the Middle East. Look instead to the survey’s future output expectations index for a truer picture of the economic situation that is developing in the eurozone. Manufacturers’ optimism about the year ahead has sunk to its gloomiest for nearly one-and-a-half years, the war having shattered the growing confidence that had been building earlier in the year. Producers are concerned not only that the war will dampen demand, building on existing headwinds such as US tariffs and the Ukraine war, but also that war-related supply shortages will curb production in the months ahead. The danger is that policymakers may be lulled into complacency about economic growth in the face of these stronger headline PMI numbers, but there is a clear signal from the survey that this growth is not going to persist. On the other hand, the survey data also suggest that coming inflation shock may be greater than many have been anticipating, creating a major dilemma for rate setters. To put the price shock in perspective, the jump in manufacturers’ selling price inflation in April was the sharpest recorded since eurozone PMI survey data were first available in 1997, reflecting the need to pass sharply higher costs onto customers. Over the two months since the war started, the jump in input cost inflation has been far larger than anything previously recorded over the survey’s near-three-decade history.”

**Automotive.** The declining sales for cars and light trucks reported by the May 4 edition of *Automotive News* tells us that 2026 will probably not be a banner year for the auto industry. Headwinds include higher vehicle prices, higher interest rates, and the long wait times currently plaguing several high-demand models. Falling consumer confidence has also caused many potential buyers to defer all major purchases, including new cars or even used cars. The hope has faded that sales might receive a boost if the larger-than-expected tax refunds were used for automotive downpayments. The year-over-year comparison is also tempered with the 2025 market being driven by purchases trying to beat impending tariffs imposed a year ago, and the end of the liberal incentives for most EVs. For the firms still reporting monthly, all of the April sales reports were negative. Nearly 6.5 percent fewer vehicles were sold than in April 2025. However, according to *Motor Intelligence*, the SAAR (seasonally adjusted annual rate) sales rate for April posted at a respectable 16.1 million units. Leading the downward sales path was Ford, down 14.5 percent, Mazda, losing 17.3 percent, Subaru, 5.9 percent, Toyota, 4.6 percent, Hyundai-Kia, 2.1 percent, and Honda, down a scant 0.2 percent. For the first four months of the year, the total sales for these aforementioned name plates were reported down 4.9 percent. Commenting on the April automotive market, David Oakley of GlobalData opined:

“Affordability continues to be the watchword, as lower levels of trade-in equity — with more consumers facing negative equity — make new purchases more difficult. However, it is important to remember that new-vehicle buyers are significantly more affluent than the average American consumer, often enabling a path for deals to be made, even as lower and middle-income individuals are priced out of the new-vehicle market.”

**Consumer Confidence.** Contrary to conventional wisdom, the April 28 report from *The Conference Board* actually upticked by 0.6 points to 92.8 (1985=100) in April, up from 92.2 in March’s upwardly revised reading. Dana Peterson, Chief Economist at The Conference Board noted, “Consumer confidence edged up in April but was overall little changed, despite material concern about rising gasoline prices as the war in the Middle East prompted a surge in Brent crude oil prices. Consumer appraisals of current and expected business conditions declined moderately compared to last month. This was offset by modest improvements in consumers’ perceptions of the labor market, both current and expected, as well as income expectations, which were slightly

more optimistic in April.” Needless to say, she does not expect the next report to be very positive, and in confirmation, a significantly different point of view came from the University of Michigan’s Consumer Sentiment Index posted on April 24. For the 49-year history of the survey, the index fell to an all-time low of 49.8, surpassing the previous low of 50.0 set in the height of the pandemic. The war in Iran was supposed to be over in six weeks, and many consumers began to realize that the war could drag on much longer and that gasoline and other fuel prices could continue to rise significantly, possibly well into the summer. The year-ahead inflation expectations surged from 3.8% in March to 4.7%, which is obviously far above the Federal Reserve’s target rate on 2.0 percent. If the forecast of 4.7% turns out to be correct, it seems obvious that the Fed will be compelled to raise interest rates.

**Business Confidence.** Because of the huge amount of money that the industrial business community spends every day, the case can be easily made that business confidence may be more important than consumer confidence. According to the monthly West Michigan survey, business confidence in our economy continues to hold fairly steady. Our SHORT-TERM BUSINESS OUTLOOK Index which asks West Michigan firms about their business perceptions for the next three to six months modestly downticked to +11 from +17. Conversely, the LONG-TERM BUSINESS OUTLOOK Index, which queries the perceptions for the next three to five years, upticked to +44 from +35. Both of the indices remain significantly positive by historical standards. Looking as we always do at the nation’s small businesses, the April 14 press release from the National Federation of Independent Business (NFIB) reported that the *Small Business Optimism* Index fell 3.0 points to 95.8, a significant drop. The survey author noted that the “dramatic” spike in oil prices spooked consumers as well as small business owners. For the small business community, the owners often have to try to absorb higher input costs, and passing these costs on to their customers is not easily done when your business is small.

**Industrial Inflation.** Between the tariffs and rapidly rising fuel prices, industrial inflation has spiked. Locally, our West Michigan index of PRICES for April shot up to +52 from +35. For ISM, the PRICES index rose to +69 from +56. The *Commodity Price and Supply Indicators* published by S&P Global reported that oil prices are rising at nearly eight times the average speed, and that the number of shortfalls and missed deliveries are happening fairly frequently. All 25 of the commodities monitored by S&P posted significantly higher price increases. In this same report, S&P’s monthly *Global Supply Shortage Index* sharply upticked to 2.3 from 1.3. Usamah Bhatti, Economist at S&P Global Market Intelligence, further commented:

“Global manufacturers continued to endure heavy disruption in commodity markets as the war in the Middle East entered a second month. Overall price and supply pressures were at their highest for 47 and 41 months respectively, with oil being the standout commodity. Reported shortages were ten times the long-run average, which contributed to the most severe reports of price increases since data began in January 2005. As a critical component in the manufacturing supply chain, oil drove price and supply disruption across the wider commodity market, with Transport also seeing record high price pressures. In fact, all commodities for which data are available saw above-average reports of price pressures in April. Manufacturers continued to cite the war in the Middle East and disruption to the Strait of Hormuz as the key drivers of disruption. As delivery delays and cost burdens were at near-four-year highs according to the latest Global Manufacturing PMI, developments in commodity markets will be a key gauge of global inflationary pressures over the coming months”

**Consumer Inflation.** It goes almost without saying that economists, politicians, and consumers expected that the March inflation numbers would come in higher, but probably not as high as they did. After the pre-war January and February reports hinted that inflation may be moderating, the April 10 report from the Bureau of Labor Statistics (BLS) “headline” CPI-U annual inflation for March bounced to 3.3 percent, up sharply from 2.4 percent. The CPI “core inflation” sub-index, which excludes food and

energy, rose much more modestly to 2.6 percent from 2.5 percent. Fortunately, the subindex of “Shelter,” a major CPI component, remained unchanged for the third successive month at 3.0 percent. However, the subindex of gasoline rose from -5.6 percent to 18.9 percent, and the Fuel Oil Index, which includes diesel and jet fuel, rose at a recent record rate of 44.2 percent from 6.2 percent in the previous report. Additionally, the Personal Consumption Expenditure (PCE) Index computed by the Bureau of Economic Analysis (BEA), the “Fed preferred” measure of inflation, only confirmed the BLS report. According to the BEA, inflation in March rose from 2.8 percent to 3.5 percent. Excluding food and energy, the annual March Price Index increased to 3.2 percent from 3.0 percent. Looking at the drivers for the 3.0 percent increase in the shelter subindex, the national median rents for March were down 1.7% compared to a year ago. Year-over-year rent growth is now at the lowest level since 2017. For the Grand Rapids area, year-over-year April rents were up by 1.6 percent and in Kalamazoo by 2.4 percent. For the ninth consecutive month, inflation outpaced national home price appreciation, according to the latest Case-Shiller National Home Price NSA Index released on April 30. The NSA Index, which measures home prices across the country, rose 0.7% in the 12 months through February, compared with a 0.8% increase in January. According to Nicholas Godec at S&P Dow Jones Indices:

“More than half of major U.S. metropolitan markets posted year-over-year price declines in February, signaling that the housing slowdown has broadened well beyond its Sun Belt origins. With consumer inflation at 2.4%, U.S. home values have lost ground in real terms for nine consecutive months.”

**GDP.** On April 30, the BEA reported the “advance estimate” for growth in the first quarter of 2026 at a respectable 2.0 percent, exactly the same as the Conference Board’s March 11 estimate of 2.0 and reasonably close to the Atlanta Fed’s GDPNow prediction of 1.6 percent. In addition, the BEA posted the third and final calculation for 2025 fourth quarter growth at 0.5 percent, down from last month’s first estimate of 0.7 percent. Now that the first quarter is posted by BEA, the forecasters are turning to growth projections for the second quarter of 2026. As of May 5, the Atlanta Fed’s GDPNow Q2 prediction stands at a fairly lofty 3.7 percent. The Conference Board’s April 15 estimate for Q2 has risen to 2.4 percent. As of May 1, the New York Fed Nowcast model for “2026:Q2” reads 2.4 percent, with a 50 percent probability of the final result falling between 1.1 percent and 3.5 percent. S&P Global Ratings forecasts 2.2% GDP growth for the entire 2026 year.

**Looking Forward.** Since our last report, one thing for sure remains the same, namely uncertainty. In fact, in the last thirty days or so, nothing has changed on many fronts. We are still uncertain how much longer the war will last. Even if the war ends tomorrow, we are uncertain what the new regime in Iran will look like. Since our last report, no progress has apparently been made toward ending the trade war between the U.S. and Canada. It is worth repeating that these talks are critical to Michigan. During the pandemic, many firms learned a lot about the vulnerability of the supply chains to disruption. To reduce the risk, “reshoring” has become more prevalent, especially for smaller production items such as fasteners, small plastic and glass moldings, and some paint and chemicals.

In addition to the Iran war, a few other things are worth watching. First, if inflation continues at its recent pace, interest rates will probably rise and not fall until late in the year or until there is another recession. Second, keep an eye on consumer credit as it starts to tighten. Consumer loan delinquencies for auto and credit cards are rising at an uncomfortable rate, and credit managers are taking note. Third, watch industrial inventories. If industrial production is primarily being used to build inventories like the S&P report suggests, it constitutes what some economists call “false prosperity,” and may lead to a recession. Unfortunately, our two national PMI surveys are in complete disagreement about which direction inventories are heading. The ISM survey says inventories are modestly declining, while the S&P report expresses concern over rising industrial inventories. So with one foot in the cold water and the other in the hot water, on the average, we are supposed to be comfortable.

## April 2026 Survey Statistics

	UP	SAME	DOWN	N/A	Apr. Index	Mar. Index	Feb. Index	25 Year Average
Sales (New Orders)	41%	33%	26%	0%	+15	+26	+10	+14
Production (Gross Output)	37%	41%	13%	9%	+22	+16	+8	+14
Employment	28%	57%	15%	0%	+13	+0	+2	+8
Purchases	33%	50%	15%	2%	+18	+9	-6	+7
Prices Paid (major commodities)	52%	48%	0%	0%	+52	+35	+25	+15
Lead Times (from suppliers)	24%	70%	2%	4%	+22	+7	+9	+11
Purchased Materials Inv. (Raw materials & supplies)	29%	43%	13%	15%	+16	+13	+0	-4
Finished Goods Inventory	20%	56%	11%	13%	+9	+3	+0	-2
Short Term Business Outlook (Next 3-6 months)	35%	41%	24%	0%	+11	+17	+12	-
Long Term Business Outlook (Next 3-5 years)	48%	46%	4%	2%	+44	+35	+40	-

### Items in short supply:

Bulk chemicals, high intensity sweeteners, some coil steel, aluminum, some coil aluminum, machine builders, hemp, sheet steel, building steel, propylene oxide derivatives (polyols), mechanical and electrical engineers.

### Prices on the UP side:

Fuel, gasoline, diesel fuel, fuel surcharges, any oil-based product, freight rates, resins, butyls, sealants, steel, aluminum, fabricated plastic parts, aluminum, steel, paint, corrugated packaging, copper, electronic components, computer equipment (shortage of RAM and SSDs), outside services, polyols, tin-based catalysts, calcium carbonates, plastic packaging (pails, cartridges), titanium dioxide, silanes.

### Prices on the DOWN side:

Property & casualty insurance renewal rates.

### Latest Unemployment Reports:

The data from the government shut-down from Michigan's DTMB have now been updated. The data are NOT seasonally adjusted, except as noted.

	Feb. 2026	Feb. 2025	Aug. 2009*	25-Year Low
State of Michigan (Mar.)	5.0%	5.3%	14.6%	3.2%
State of Michigan (Unadj.)	5.1%	5.5%	14.1%	2.9%
Kent County	3.9%	4.6%	11.9%	2.1%
Kalamazoo County	4.1%	4.7%	11.1%	2.1%
Calhoun County	5.2%	6.2%	12.8%	2.7%
Ottawa County	3.8%	4.4%	13.3%	1.8%
Barry County	4.9%	5.7%	10.9%	2.2%
Kalamazoo City	5.0%	5.8%	15.2%	3.2%
Portage City	3.6%	4.2%	8.7%	1.3%
Grand Rapids City	4.7%	5.5%	16.1%	3.0%
Kentwood City	4.5%	5.3%	10.7%	1.4%
Plainfield Twp.	3.8%	4.5%	8.0%	1.4%
U.S. Official Rate (Mar.)	4.3%	4.2%	9.6%	3.4%
U.S. Rate (Unadjusted)	4.3%	4.2%	9.6%	3.1%
U.S. U-6 Rate (Mar.)**	8.0%	7.9%	22.9%	6.7%

\* August 2009 = low point before the Great Recession

\*\*U-6 for Michigan = 9.2% for the previous four quarters

## APRIL COMMENTS FROM SURVEY PARTICIPANTS

"Freight rate increases are up 5 to 7.5 %. The five percent frame work barely offsets the depressed rates that have tormented the trucking industry the previous three years."

"The Iran war is compounding the tariff impacts, including the recently implemented 232 changes that are driving costs up at an alarming rate."

"Sales are flat when compared to the previous month."

"Hopefully, the war will be over soon to keep oil pricing lower. Surcharges and soaring freight costs are not helping the current situation."

"IEEPA refunds are here! Well, at least the system to submit for your refund is here. We're not optimistic that refunds will be processed in 60-90 days. 232 assessment methodology changes have favorably impacted some of our imported components while unfavorably impacting others."

"Sales volume is picking up, which is normal seasonality for our business."

"Pricing and availability of some materials is starting to impact production timing."

"I have not seen one thing with prices on the down side."

"Michigan law is still making it difficult for farmers to grow hemp."

"Sales are "okay" but soft."

"Our cost of goods has increased 40%. We have not changed our pricing yet, but if something is not done soon, we will be forced to raise our prices and take a chance on losing sales or closing our retail store."

"Price increase requests are coming fast and furious, and the increase amounts are like nothing I have ever seen in my 20+ years of purchasing."

"So far, 2026 is progressing just about how we forecast last fall. We see things slowly improving over the summer and the remainder of the year."

"Business levels continue to be less than originally expected."

"These times are still uncertain. Every day it is something new causing disruption in the economy."

"It looks like this will be a tight year."

"Business is steady for now. The new fiscal year forecast from sales is looking flat with the only growth being in dollars, not units."

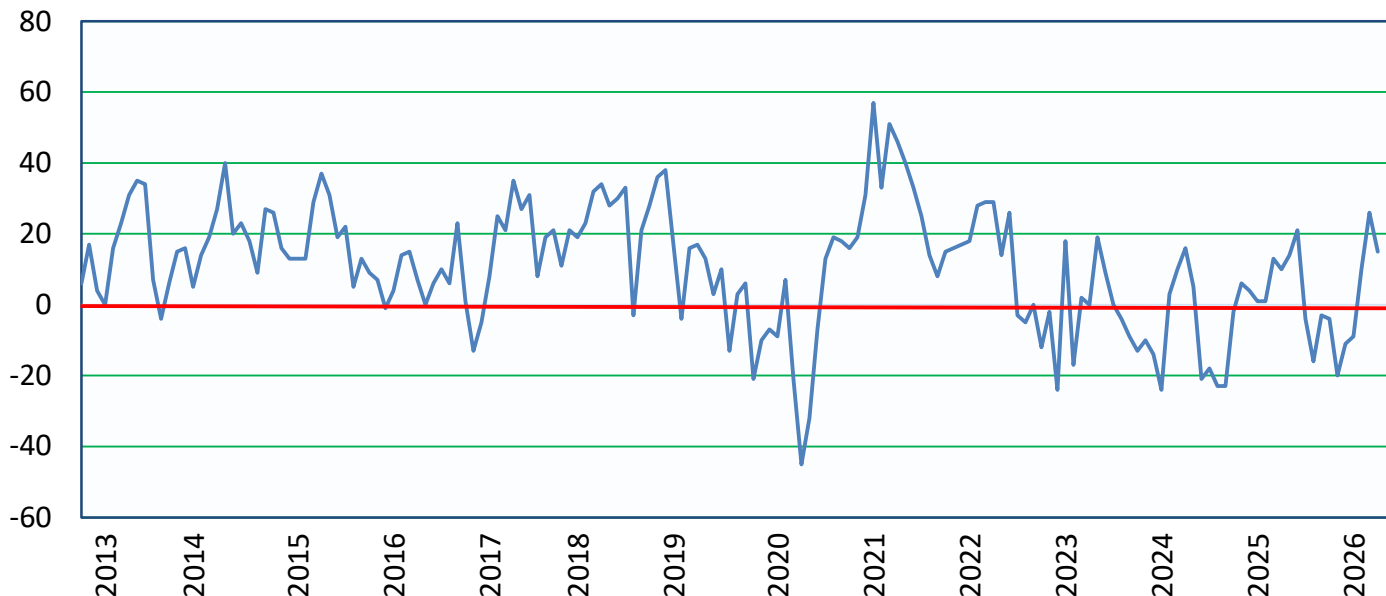
"The relationship between economic and political factors and has had a negative impact on the development of the manufacturing industry."

"Sales are "okay" but soft."

"Business is exploding while the raw material supply is tightening. Prices are rising due to conflict in the middle east and a fire at Lyondell Propylene Oxide plant in early March."

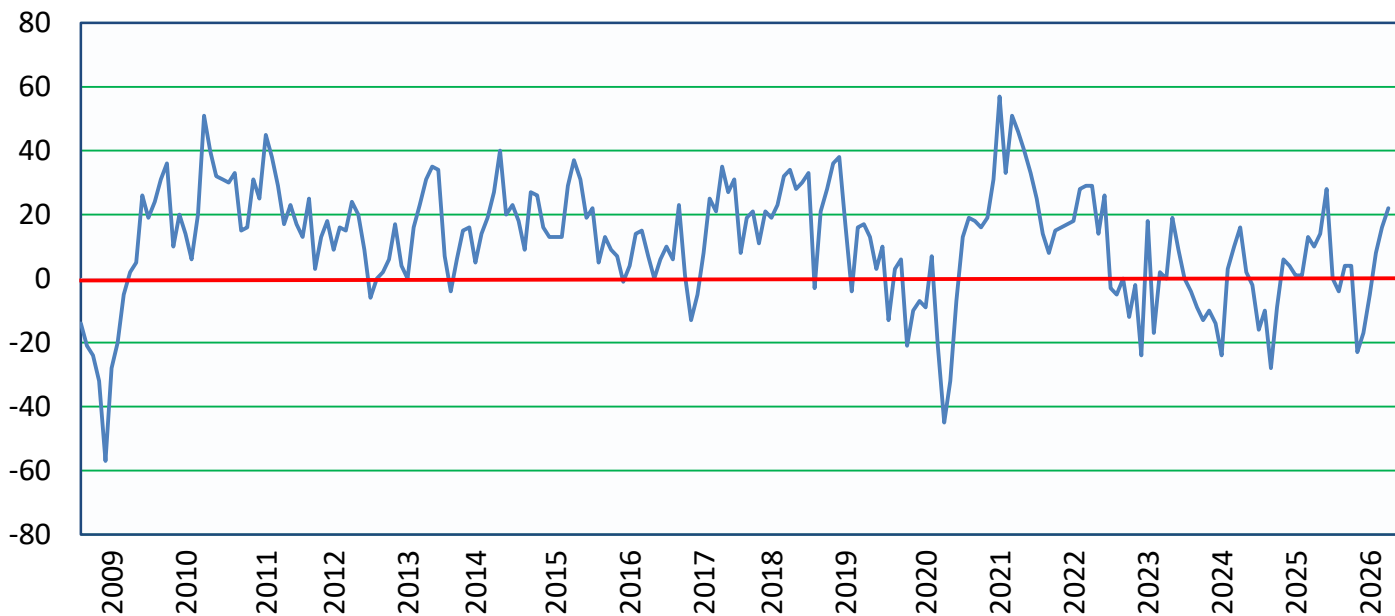
### West Michigan Index of New Orders: 2013-2026

As the name implies, the NEW ORDERS index measures new business coming into the firm and signifies business improvement or business decline. When this index is positive for an extended period of time, it implies that the firm or organization will soon need to purchase more raw materials and services, hire more people, or possibly expand facilities. Since New Orders are often received weeks or even months before any money is actually paid, this index is our best view of the future.



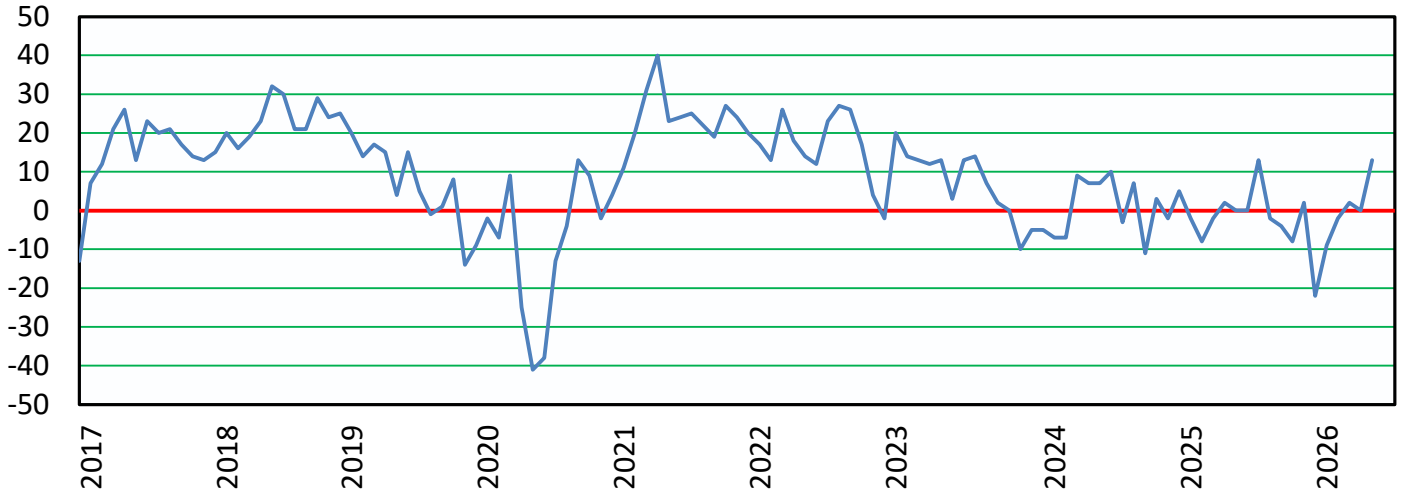
### West Michigan Index of Production (Output): 2008-2026

As new orders come in and materials arrive at the loading dock, production schedules are posted to meet the customer's needs. Although production schedules respond to demand, they also respond to seasonal factors such as holidays as well as bad weather, materials shortages, or other external influences.



### West Michigan Index of Employment: 2017-2026

The index of EMPLOYMENT measures the firm’s increases and decreases in staffing, including permanent workers and temps. After economic downturns, it measures new hires as well as previous workers called back to work. When this index is positive for an extended period of time, it almost always signals a reduction in industrial unemployment for West Michigan. Normally, there is about a month or two in lag time between this report and the payroll numbers being reflected by the government statistics. However, almost all employment indexes are laggards, meaning that firms often wait until upticks in orders are confirmed before adding staff, and conversely laying off staff only after a downturn in orders appears to be certain for the foreseeable future.



### West Michigan Future Business Outlook: 2013-2026

The indexes of LONG-TERM BUSINESS OUTLOOK and SHORT-TERM BUSINESS OUTLOOK provide a glimpse at current and future attitudes of the business community. Traditionally, most businesses are more optimistic about the long term, although current event can result in perceptions changing very rapidly. Both short and long-term attitudes reflect current business conditions, and are usually higher when sales, production, and employment are positive.

LONG TERM BUSINESS OUTLOOK (3-5 YEARS)  
SHORT TERM BUSINESS OUTLOOK (3-6 MONTHS)

