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Relationship management (RM) is an essential part of business, but its success as a business model can be hard to measure, with some firms embracing a model that is truly relationship-orientated, while others claim to be relationship-orientated but in fact prefer transactional short-term gain. This open access book aims to develop a mid-range theory of

relationship management, examining truly relationship-orientated firms to discover not only what qualities these firms have that make them successful at the RM model, but also what benefits this model has for the firm. It addresses questions like how RM-mature companies achieve and sustain competitive advantage, and what determines the scale and scope of these firms, illustrating with case studies. This book will be of interest to scholars studying leadership and strategy, especially those interested in relationship management, business ethics and corporate social responsibility. It will also be of interest to professionals looking to develop their understanding of relationship management. Now beyond its eleventh printing and translated into twelve languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's

groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international business thinking. Porter's concept of "clusters," or groups of interconnected firms, suppliers, related industries,

and institutions that arise in particular locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy. Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement have shaped strategy in countries as diverse as the Netherlands, Portugal, Taiwan, Costa Rica, and India, and regions such as Massachusetts, California, and the Basque country. Hundreds of cluster initiatives have flourished throughout the world. In an era of intensifying global competition, this pathbreaking book on the new wealth of nations has become the standard by which all future work must be measured. Thomas Fritz presents a comprehensive review of empirical research on the creation of superior economic performance. He quantifies the competitive advantage period (CAP) and the industry

advantage period (IAP) and assesses determinants of the sustainability of intra- and inter-industry performance differences. Managers and marketing practitioners are spending more time and limited resources on finding new ways to acquire and retain customers. This study pursues the goal, to assist marketing practitioners, with a model of constructs and concepts, encapsulating all relevant sources of sustainable competitive advantages (SCA(s)) they should consider when conceptualizing, planning and implementing strategies to achieve a sustainable competitive edge for his/her SBU or firm in the global marketplace. Qualitative research is employed to establish the terminology currently in use, as well as to expand the list of possible sources of SCA, already identified by academics and practitioners in a wide variety of business disciplines. Quantitative research is employed to rate and rank these sources and to categorize

all sources in 4 domains. The resulting SCA model is a circular model with 4 domains and 20 sources of SCA(S). The 4 domains are: Preferred positioning; Superior Finite Resources; Superior Infinite Resources; and Superior Competencies and Capabilities. According to the quantitative research results, the majority of respondents rate all four domains as able and important contributors in planning for a SCA for a SBU or firm. The 20 sources of SCA receive very different ratings and rankings from respondents in different subgroups of the sample group. Marketing and business experience of the respondents, as well as the industry which the respondents consider to be their learning ground, has a noticeable impact on the evaluation of the sources. What's Your Competitive Advantage? How should firms' control systems be designed and used to formulate and implement strategies that will contribute to competitive advantage and sustained high performance? This book offers

some thought-provoking suggestions. It contains empirical studies of such diverse manufacturing enterprises as Atlas Copco, Electrolux, Saab, Scania, SCA Packing and Volvo, as well as an insurance company and two chamber orchestras. All firms and organizations presented offer interesting and exciting insights, each in a specific way and each with a fascinating history. The book presents research on the relationship between strategy, control and competitive advantage over extended periods and at several strategic levels, while also taking into account the existence of multiple control systems in a single firm or other organization. Readers are offered an in-depth look into how changes in the environment lead to adjustments in strategies and control systems. It is shown, in addition, how difficult and challenging it can be to implement these changes, and why such efforts are not always successful. But perhaps most importantly, the book conveys

an in-depth understanding of how strategies and control systems affect competitive advantage and performance. In both its coverage and focus, the book is unique. Not only does it provide valuable contributions to the research field of strategy and management control; it also represents a substantial commitment in terms of resources and involvement over an extended period. The book is highly recommended to researchers, practitioners, graduate students and all others interested in this area. This text discusses how companies create competitive advantage through strategic marketing. Using established frameworks and concepts, it examines aspects of marketing strategy and thinking. It provides examples to facilitate the understanding of theoretical concepts. Presents the comprehensive framework of analytical techniques to help a firm analyze its industry as a whole and predict the industry's future evolution, to understand its competitors and

its own position ... Timo B. Poser shows that Corporate Venture Capital offers a broad set of advantages, but has a limited impact on sustainable competitive advantage of the investing firm. The management of organizational behavior is a critically important source of competitive advantage in today's organizations. Every organization's members share a constellation of skills, abilities, and motivations that differentiates it from every other firm. To gain advantage, managers must be able to capitalize on these individual differences as jobs are designed, teams are formed, work is structured, and change is facilitated. This textbook, now in its second edition, provides its readers with the knowledge required to succeed as managers under these circumstances. In this book, John Wagner and John Hollenbeck make the key connection between theory and practice to help students excel as managers charged with the task of securing competitive

advantage. They present students with a variety of helpful learning tools, including: Coverage of the full spectrum of organizational behavior topics Managerial models that are based in many instances on hundreds of research studies and decades of management practice Introductory mini-cases and current examples throughout the the text to help students contextualize organizational behavior theory and understand its application in today's business world The ideal book for undergraduate and graduate students of organizational behavior, Organizational Behavior: Securing Competitive Advantage is written to motivate exceptional student performance and contribute to their lasting managerial success. Using dozens of concrete examples, the authors define a single process that companies can use to perpetually stimulate new growth and profitability. Dr. Trent presents a framework for achieving sustainable

competitive advantages in price and cost, quality, cycle time, technology, flexibility, and customer responsiveness through progressive strategy supply management leadership. Competitive Advantage introduces a tool that may be used to diagnose and enhance competitive advantage: the value chain. Value-chain analysis allows the manager to separate the underlying activities a firm performs in designing, producing, marketing, and distributing its product or service. It is these activities from which competitive advantage ultimately stems. By showing how all the firm's activities can be examined in this integrated way, Porter provides a practical perspective on competitive strategy. Effective design and manufacturing, both of which are necessary to produce high-quality products, are closely related. However, effective design is a prerequisite for effective manufacturing. This new book explores the status of engineering design practice,

education, and research in the United States and recommends ways to improve design to increase U.S. industry's competitiveness in world markets. Obtaining a competitive advantage in today's business environment generally does not happen of its own accord. With the speed of global economic change, products to market, technology and customer preferences, organizations must light on their feet and be the drivers of change. Given that most businesses deal with the same buyers in defined markets who purchase similar products, gaining this competitive advantage is critical to both thriving and being leaders in their field. To do this, one must drive efficiencies throughout the entire organization while creating a significant point of difference. Yet, inefficiency continues to run rampant and can be found in the often-forgotten pockets of the organization, hampering efficacy at best, leading it out the door at worst. How Efficiency Changes the Game:

Developing Lean Operations for Competitive Advantage provides an insightful process for the executive, manager, and business owner, enabling them to discover inefficiencies where least expected, highlighting both the nature of the primary issues and then how to subsequently correct them. This book will assist in developing lean operations in areas such as leadership, marketing, strategy and planning, sales, time management, workflows, finances, and people. How legacy firms can combine their traditional strengths with the power of data and digital ecosystems to forge a new competitive strategy for the digital era. How can legacy firms remain relevant in the digital era? In *The Future of Competitive Strategy*, strategic management expert Mohan Subramaniam explains how firms can leverage both their traditional strengths and the modern-day power of data and digital ecosystems to forge a new competitive strategy. Drawing on the experiences of

a range of companies, including Caterpillar, Sleep Number, and Whirlpool, he explains how firms can benefit from data's enlarged role in modern business, develop digital ecosystems tailored to their unique business needs, and use new frameworks to harness the power of data for competitive advantage. Subramaniam presents digital ecosystems as a combination of production and consumption ecosystems, which can be used by legacy firms to unlock the value of data at various levels—from improving operational efficiencies to creating new data-driven services and transforming traditional products into digital platforms. He explores the ways sensors and the Internet of Things provide new kinds of customer data; presents the concept of digital competitors—other firms that have access to similar data; discusses the new digital capabilities that firms need to develop; and addresses privacy and security issues associated with data sharing. Who needs

this book? Any firm that wants to revitalize traditional business models, offer a richer customer experience, and expand its competitive arena into new digital ecosystems. Most companies today have innovation envy. Many make genuine efforts to be innovative: they spend on R & D, bring in creative designers, hire innovation consultants; but they still get disappointing results. Roger Martin argues that to innovate and win, companies need 'design thinking'. For graduate level courses in strategic management, Barney provides students and practitioners with the most up-to-date research in a way that allows them to see how to apply it to the real business world. Argues that sustainable competitive advantage can no longer be the Holy Grail for companies due to a constantly changing environment, and offers a new set of principles for winning in a volatile and uncertain marketplace. Now beyond its eleventh printing and translated into twelve

languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is created and sustained in the modern global economy. Porter's groundbreaking study of international competitiveness has shaped national policy in countries around the world. It has also transformed thinking and action in states, cities, companies, and even entire regions such as Central America. Based on research in ten leading trading nations, *The Competitive Advantage of Nations* offers the first theory of competitiveness based on the causes of the productivity with which companies compete. Porter shows how traditional comparative advantages such as natural resources and pools of labor have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's "diamond," a whole new way to understand the competitive position of a

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Bruce Greenwald, one of the nation's leading business professors, presents a new and simplified approach to strategy that cuts through much of the fog that has surrounded the subject. Based on his hugely popular course at Columbia Business School, Greenwald and his coauthor, Judd Kahn, offer an easy-to-follow method for understanding the competitive structure of your industry and developing an appropriate strategy for your specific position. Over the last two decades, the conventional approach to strategy has become frustratingly complex. It's easy to get lost in a sophisticated model of your competitors, suppliers, buyers, substitutes, and other players, while losing sight of the big question: Are there barriers to entry that allow you to do things that other firms cannot? Now beyond its eleventh printing and translated into twelve languages, Michael Porter's *The Competitive Advantage of Nations* has changed completely our conception of how prosperity is

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service provider - if you cannot answer this question, you are surely losing customers, clients and market share. This eye-opening book reveals how identifying your competitive advantages and trumpeting them to the marketplace is the most surefire way to close deals, retain clients, and stay miles ahead of the competition. The five fatal flaws of most companies: ? They don't have a competitive advantage but think they do ? They have a competitive advantage but don't know what it is—so they lower prices instead ? They know what their competitive advantage is but neglect to tell clients about it ? They mistake “strengths” for competitive advantages ? They don't concentrate on competitive advantages when making strategic and operational decisions The good news is that you can overcome these costly mistakes - by identifying your competitive advantages and creating new ones. Consultant, public speaker, and competitive advantage expert Jaynie Smith will show you how

scores of small and large companies substantially increased their sales by focusing on their competitive advantages. When advising a CEO frustrated by his salespeople's inability to close deals, Smith discovered that his company stayed on schedule 95 percent of the time - an achievement no one else in his industry could claim. By touting this and other competitive advantages to customers, closing rates increased by 30 percent—and so did company revenues. Jack Welch has said, “If you don't have a competitive advantage, don't compete.” This straight-to-the-point book is filled with insightful stories and specific steps on how to pinpoint your competitive advantages, develop new ones, and get the message out about them. “The biggest marketing flaw in most companies is their failure to fully reap the benefits of their competitive advantages. Either they think they have a competitive advantage but don't. Or they have one and don't realize it. Or they know

they have a strong competitive advantage but fail to promote it adequately to their customers and prospects. “In my research with middle-market companies, I found only two CEOs out of 1,000 who could clearly name their companies’ competitive advantages. The other 99.8 percent could offer only vague, imprecise generalities. These same CEOs often rely on outside consultants to guide strategic-planning sessions. Yet, in my experience, very few consultants – even seasoned ones – give competitive advantage evaluation more than a superficial glance.... “Ignoring your competitive advantages can be an expensive and even fatal mistake. Because no matter the size of your company or the kind of business you are in, your competitive advantages should be the foundation of all your strategic and operational decisions. They’re the reasons customers choose to buy from you instead of the other guy.” – From *Creating Competitive Advantage* Thomas Fritz presents a comprehensive

review of empirical research on the creation of superior economic performance. He quantifies the competitive advantage period (CAP) and the industry advantage period (IAP) and assesses determinants of the sustainability of intra- and inter-industry performance differences. Your company is turning in regular profits every year, and its market share is only getting bigger. Competitors can’t touch you. So why is your stock price so sluggish? The answer is as simple as it is cruel: investors aren’t interested in history, and they already know you’re profitable and competitive—that knowledge is baked into your stock price. The hard reality is that a competitive advantage just isn’t enough. Investors want companies to surprise them with unexpected value, which means that you can outperform market expectations only if you as a leader know how to find, create, and deliver a series of multiple competitive advantages. This is why a

corporate theory is so important. A good corporate theory provides a compass for those at the strategic helm, guiding their decisions about what assets and activities to pursue, what investments to make, and what strategies to adopt. Behind every long-term corporate success story lies a basic theory about how that company creates value. In *Beyond Competitive Advantage*, strategy professor Todd Zenger describes what makes a great corporate theory and helps readers understand the many tensions and trade-offs they'll face as they apply the theory to meet the challenge of market expectations. Based on years of research and analysis, *Beyond Competitive Advantage* provides managers and executives with a framework for both sustaining value and creating growth. This book is about competitive advantage and how it is created at the company level. Our theoretical starting point is that the alignment of strategies and control systems affects the

firm's chances of successfully positioning itself in its chosen area of competition. The firm is in a better position to concentrate on activities that create value for the customer if its strategies and control systems are mutually consistent and adapted to expected external demands. This book is thus a contribution to the literature that treats competitive advantage on the basis of the match between the environment and internal resources. Our ambition has been to provide additional knowledge in the area through a comprehensive discussion on co-ordination and integration of strategies and control systems. Is your company spending too much time on strategy development—with too little to show for it? If you read nothing else on strategy, read these 10 articles (featuring “What Is Strategy?” by Michael E. Porter). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you catalyze your organization's

strategy development and execution. HBR's 10 Must Reads on Strategy will inspire you to: Distinguish your company from rivals Clarify what your company will and won't do Craft a vision for an uncertain future Create blue oceans of uncontested market space Use the Balanced Scorecard to measure your strategy Capture your strategy in a memorable phrase Make priorities explicit Allocate resources early Clarify decision rights for faster decision making This collection of best-selling articles includes: featured article "What Is Strategy?" by Michael E. Porter, "The Five Competitive Forces That Shape Strategy," "Building Your Company's Vision," "Reinventing Your Business Model," "Blue Ocean Strategy," "The Secrets to Successful Strategy Execution," "Using the Balanced Scorecard as a Strategic Management System," "Transforming Corner-Office Strategy into Frontline Action," "Turning Great Strategy into Great

Performance," and "Who Has the D? How Clear Decision Roles Enhance Organizational Performance." This book presents strategies that put the customer at the center of an enterprise. It elaborates on the reasons for viewing customers as assets that a firm needs to acquire, develop and cultivate in order to generate profitable relationships, and champions customer profitability as the metric for measuring business performance. Further, it advocates the need to provide solutions to customers' requirements with bundles of products and services. It broadens the definition of customer value beyond tangible benefits and price to include both tangible and intangible benefits and total ownership costs, while embracing a variety of unique customer needs. The book highlights the value of business planning, marketing and sales mechanisms and changing employee behavior to create lifelong, high-value profitable customer relationships that satisfy the customer's needs.

Competitive Advantage of Customer Centricity maps a new journey that entire organizations must undertake in order to achieve these lucrative goals. "People are our most important asset." Every company pays lip service to this platitude, but how many companies really embrace it? People are what sustain—or ruin—your brand. If your people are not excited about the company, indifferent, or even alienated from it, your competitive advantage will disappear. In *The Ultimate Competitive Advantage*, FranklinCovey experts Shawn D. Moon and Sue Dathe-Douglass lay out the steps leaders can take to tap into their companies' most valuable and unique resource: people. When you promote a company of proactive and engaged employees who create a winning culture, sustain it, leverage it, and make it work no matter what comes your way, your business rises above the rest. From the company that brought you *The 7 Habits of Highly Effective People*, *The*

Ultimate Competitive Advantage offers six highly effective practices that will propel your company to success by unleashing the potential of your people. Each practice in *The Ultimate Competitive Advantage* is based on fundamental principles that hold true across all industries, from the necessity of being proactive to the importance of building win-win relationships. Implementing these practices is the key to making a distinctive difference in the marketplace. *The Ultimate Competitive Advantage* will enable your company to achieve remarkable results and become an industry standout by leveraging your most important asset: your people. Good management is a precious commodity in the corporate world. *Guide to Management Ideas and Gurus* is a straight-forward manual on the most innovative management ideas and the management gurus who developed them. The earlier edition, *Guide to Management*

Ideas, presented the most significant ideas that continue to underpin business management. This new book builds on those ideas and adds detailed biographies of the people who came up with them—the most influential business thinkers of the past and present. Topics covered include: Active Inertia, Disruptive Technology, Genchi Genbutsu (Japanese for "Go and See for Yourself"), The Halo Effect, The Long Tail, Skunkworks, Tipping Point, Triple Bottom Line, and more. The management gurus covered include: Dale Carnegie, Jim Collins, Stephen Covey, Peter Drucker, Philip Kotler, Michael Porter, Tom Peters, and many others. Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles

of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the "objective" economics-based view with substantive attention to the "subjective" individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literature.

These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected

segments of business, economic, industrial, government, and non-profit activities with potential for wider application of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy. Behavioral Strategy for Competitive Advantage contains contributions by leading scholars in the field of behavioral strategy research. The 8 chapters in this volume deal with a number of significant issues relating to how behavioral strategy may serve to create competitive advantage, covering topics such as decision change timing, top management regulatory focus, cognitive foundations of pricing decisions, short-termism in HRM, and the effects of managerial role enactments on

alliance performance. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the role of behavioral strategy in enhancing competitive advantage. Fundamental to management thinking and economic theory, Competitive Strategy offers a framework for understanding the underlying forces of competition in industry and business. This book explains the ideas, theories and principles of Competitive Strategy in simple, straightforward terms. It shows readers how to use competitive tools and strategies to understand the underlying forces of competition in industry and business and apply them to assess industries, understand competitors, choose competitive positions and gain - and maintain competitive advantage. Chapters include: What Competitive Strategy actually is The foundations of

strategy and the five forces of competition Assessing the competition and strategic management in action Developing a competitive strategy Looking to the future and mergers and acquisitions Globalization has fundamentally changed the game of business. Strategic frameworks developed for the analysis of purely domestic business necessarily fall short in the international business context. Managers and business students require alternative approaches to understand and cope with these far-reaching changes. We must learn to think globally in order to succeed. Global Competitive Strategy shows how we can do this by providing a unique set of strategic tools for international business. Such tools include the 'star analysis' that allows strategy makers to integrate geographic information with market information about the global business environment. Also introduced is the 'global value connection' that shows managers how to account for

the gains from trade and the costs of trade. Aimed at MBA students taking courses in international strategy, consultants and practising managers with responsibility for strategic development, this 2007 book offers a comprehensive strategic framework for gaining competitive advantage in the global marketplace. Presents the comprehensive framework of analytical techniques to help a firm analyze its industry as a whole and predict the industry's future evolution, to understand its competitors and its own position ... Though the cases in *Cases in Competitive Strategy* may be informative when studied on their own, they are designed to be read and analyzed in combination with the companion volume, *Competitive Strategy*. The conceptual materials and the cases are designed to reinforce each other, showing the connection between the theory and the practice of competitive strategy formulation. *Strategic Management* (2020) is a 325-page open educational

resource designed as an introduction to the key topics and themes of strategic management. The open textbook is intended for a senior capstone course in an undergraduate business program and suitable for a wide range of undergraduate business students including those majoring in marketing, management, business administration, accounting, finance, real estate, business information technology, and hospitality and tourism. The text presents examples of familiar companies and personalities to illustrate the different strategies used by today's firms and how they go about implementing those strategies. It includes case studies, end of section key takeaways, exercises, and links to external videos, and an end-of-book glossary. The text is ideal for courses which focus on how organizations operate at the strategic level to be successful. Students will learn how to conduct case analyses, measure organizational performance, and conduct

external and internal analyses. Business Models for Transforming Customer Relationships What if there were a way to turn occasional, sporadic transactions with customers into long-term, continuous relationships--while simultaneously driving dramatic improvements in operational efficiency? What if you could break your existing trade-offs between superior customer experience and low cost? This is the promise of a connected strategy. New forms of connectivity--involving frequent, low-friction, customized interactions--mean that companies can now anticipate customer needs as they arise, or even before. Simultaneously, enabled by these technologies, companies can create new business models that deliver more value to customers. Connected strategies are win-win: Customers get a dramatically improved experience, while companies boost operational efficiency. In this book, strategy and operations experts Nicolaj Siggelkow and

Christian Terwiesch reveal the emergence of connected strategies as a new source of competitive advantage. With in-depth examples from companies operating in industries such as healthcare, financial services, mobility, retail, entertainment, nonprofit, and education, Connected Strategy identifies the four pathways--respond-to-desire, curated offering, coach behavior, and automatic execution--for turning episodic interactions into continuous relationships. The authors show how each pathway creates a competitive advantage, then guide you through the critical decisions for creating and implementing your own connected strategies. Whether you're trying to revitalize strategy in an established company or disrupt an industry as a startup, this book will help you: Reshape your connections with your customers Find new ways to connect with existing suppliers while also activating new sources of capacity Create the right revenue model Make the

best technology choices to support your strategy Integrating rich examples, how-to advice, and practical tools in the form of "workshop chapters" throughout, this book is the ultimate resource for creating competitive advantage through connected relationships with your customers and redefined connections in your industry.

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