

Eric G. Flamholtz Yvonne Randle

GROWING PAINS

Building Sustainably Successful Organizations*

5TH EDITION

WILEY

Growing Pains Building Sustainably Successful Organizations

Gregory Balestrero, Nathalie Udo



Growing Pains Building Sustainably Successful Organizations:

Growing Pains Eric G. Flamholtz, Yvonne Randle, 2015-11-05 An insightful and practical toolkit for managing organizational growth *Growing Pains* is the definitive guide to the life cycle of an organization and the optimization strategies that make the organization stronger Whether growth is rapid slow or not occurring at all this book provides a host of solid tools and recommendations for putting everything in order Now in its fifth edition this invaluable guide has been fully updated to reflect the current economic climate and includes new case studies and chapters discussing nonprofit life cycle tools leadership challenges and the leadership molecule and real world applications of the frameworks presented The latest empirical research is presented in the context of these ideas including new data on strategic organizational development Mini cases that illustrate growth management issues have been added throughout with additional coverage of international entrepreneurship and companies that provide a frame of reference for the perspective being developed *Growing pains* are normal and a valuable indicator of organizational health but they indicate the need for new systems processes and structure to support the organization's size This book provides a practical framework for managing the process applicable to organizations of all sizes Understand the key stages of growth and the challenges of each Measure your organization's growing pains and development Deploy new tools that facilitate positive organizational development Make the necessary transitions required to ensure sustainable success Some companies even after brilliant beginnings lose their way as growth throws them for a loop *Growing Pains* identifies the underlying factors that promote long term success and gives you a framework for successfully managing the transitions of growth [Startups and Beyond: Building Enduring Organizations](#) Ajay Batra, 2017-12-13 Discover a powerful 5 stage approach of launching great Startups and for building successful and lasting organizations Context In a volatile and hyper competitive world Startups as well as existing enterprises are continually challenged to remain relevant They face questions such as How to achieve profitable growth What are the means to truly empathize with customers What are the best ways to develop entrepreneurial leaders How to compete on innovation Whether you are an entrepreneur or a corporate executive *Startups and Beyond* provides practical answers to these challenges and more Who is the book for Entrepreneurs will discover a structured roadmap for launching successful Startups and for building market traction Founders and executives at bootstrapped or venture backed enterprises will find insights to achieve profitable growth through flawless execution Executives at large corporations will unearth practices to create a culture of continuous innovation The book's unique offering At the heart of the book is the Maturity Model for Building Enduring Organizations a framework that offers a 5 level roadmap towards building successful and resilient organizations A global first this framework has been curated with best practices from Entrepreneurship Design thinking Execution and Human Capital Management from over 100 organizations worldwide How does the book work for you Through this framework discover how few startups like AirBnB and Ola scale and become dominating forces while others languish or fade

into oblivion Also observe how some large enterprises like Google and General Electric continue to innovate and grow while others like Nokia and Eastman Kodak stagnate or falter in challenging times Leverage the book s well curated practices to create high performance innovative and admired organizations that endure **Firm Growth and Innovation** Rico J.

Baldegger,2018-03-07 A major issue of dynamic growth management is the coordination of current requirements of the company with demands that have to be met in the future Prof PhD Rico J Baldegger is Director and Professor of Strategy Innovation and Entrepreneurship at the School of Management Fribourg HEG FR Switzerland He has studied at the Universities of St Gallen and Fribourg Switzerland His research activities concentrate on innovative start ups the entrepreneurial behavior of individuals and organizations as well as the phenomenon of rapid growth companies He has published several books and articles and since the beginning of the 1990s he has been the manager of a business for company development Moreover he is a serial entrepreneur as is demonstrated by the many companies he has created

Strategic Responses for a Sustainable Future Torben Juul Andersen,2021-09-06 Strategic Responses for a Sustainable Future considers how modern organizations can respond to and deal with increasingly uncertain environmental conditions with the aim of creating effective solutions that can sustain business growth and performance **Electric Vehicle**

Batteries Bob Galyen, Frank Menchaca,2025-05-06 Understand the batteries that will power the sustainable transition from innovators who are making it happen The transition from fossil fuel based energy sources to electricity is one of the most crucial technological milestones in the world today The surge of electric vehicle production will require hundreds of millions of electric vehicle batteries the creation of which have environmental impacts of their own There is an urgent need for resources which analyze these impacts their role in the life cycle of a battery and the broader challenges and opportunities of this electric transition Electric Vehicle Batteries From Sourcing to Second Life and Recycling meets this need with a thorough accessible overview of batteries how they are made used and re used Balancing theory and practice and with coverage of all relevant vehicle types it s a crucial resource for engineers scientists students and instructors Created by the oldest and largest technical organization for engineers in the mobility industry Electric Vehicle Batteries is a decisive contribution to the fight for a sustainable future Electric Vehicle Batteries From Sourcing to Second Life and Recycling readers will also find A programmatic structure for creating new engineering practices and teams that support them A safety first approach to handling volatile materials An authorial and editorial team with extensive experience in both engineering and management Electric Vehicle Batteries From Sourcing to Second Life and Recycling is ideal for reskilling engineers undergraduate students and other new entrants into the rapidly expanding field of electric vehicle production **The**

Oligarchs' Grip David Lingelbach, Valentina Rodríguez Guerra,2023-11-06 Goody Business Book Awards Finalist 2023 Shortlisted in the International Business Book category at the Business Book Awards in partnership with Pathway Group 2024 The first ever guide to oligarchs as a global and historical phenomenon Today more than twenty oligarchs serve as

heads of state or government in countries such as Russia South Africa Lebanon and El Salvador Many have a net worth in excess of 1 billion and they all whether directly or indirectly impact our daily lives Who are they and how have they dominated our world What lessons can we learn from them and what might the future hold In *The Oligarchs Grip Fusing Wealth and Power* entrepreneurship professor David Lingelbach and oligarch researcher Valentina Rodriguez Guerra draw upon more than 25 years of research including conversations with Vladimir Putin and other oligarchs 16 case studies and dozens of historical examples to develop the first ever model revealing the strategies oligarchs employ to fuse wealth and power and transition between the two This model gives insight into how oligarchs use multiple control mechanisms to exploit an increasingly uncertain world *The Oligarchs Grip* is a fascinating read for economists political scientists business academics policymakers businesspeople and anyone interested in oligarchs and the wealth and power they wield on the politico economic scene today Book talk with both authors <https://www.youtube.com/watch?v=2iAwhJjN3hk> *Antitrust* Amy Klobuchar, 2021-04-27 NATIONAL BESTSELLER Antitrust enforcement is one of the most pressing issues facing America today and Amy Klobuchar the widely respected senior senator from Minnesota is leading the charge This fascinating history of the antitrust movement shows us what led to the present moment and offers achievable solutions to prevent monopolies promote business competition and encourage innovation In a world where Google reportedly controls 90 percent of the search engine market and Big Pharma's drug price hikes impact healthcare accessibility monopolies can hurt consumers and cause marketplace stagnation Klobuchar the much admired former candidate for president of the United States argues for swift sweeping reform in economic legislative social welfare and human rights policies and describes plans ideas and legislative proposals designed to strengthen antitrust laws and antitrust enforcement Klobuchar writes of the historic and current fights against monopolies in America from Standard Oil and the Sherman Anti Trust Act to the Progressive Era's trust busters from the breakup of Ma Bell formerly the world's biggest company and largest private telephone system to the pricing monopoly of Big Pharma and the future of the giant tech companies like Facebook Amazon and Google She begins with the Gilded Age 1870s 1900 when builders of fortunes and rapacious robber barons such as J P Morgan John Rockefeller and Cornelius Vanderbilt were reaping vast fortunes as industrialization swept across the American landscape with the rich getting vastly richer and the poor poorer She discusses President Theodore Roosevelt who during the Progressive Era 1890s 1920 busted the trusts breaking up monopolies the Clayton Act of 1914 the Federal Trade Commission Act of 1914 and the Celler Kefauver Act of 1950 which it strengthened the Clayton Act She explores today's Big Pharma and its price gouging and tech television content and agriculture communities and how a marketplace with few players or one in which one company dominates distribution can hurt consumer prices and stifle innovation As the ranking member of the Senate Judiciary Subcommittee on Antitrust Competition Policy and Consumer Rights Klobuchar provides a fascinating exploration of antitrust in America and offers a way forward to protect all Americans from the dangers of curtailed competition and from vast

information gathering through monopolies **The Routledge REITs Research Handbook** David Parker, 2018-10-10 The Routledge REITs Research Handbook presents a cutting edge examination of the research into this key global investment vehicle Edited by internationally respected academic and REIT expert Professor David Parker the book will set the research agenda for years to come The handbook is divided into two parts the first of which provides the global context and a thematic review covering asset allocation performance trading sustainability Islamic REITs emerging sectors and behavioural finance Part II presents a regional review of the issues with high level case studies from a diverse range of countries including the US UK Brazil India Australia China Singapore Israel and Russia to name just a few This handbook redefines existing areas within the context of international REITs research highlights emerging areas and future trends and provides postgraduates professionals and researchers with ideas and encouragement for future research It is essential reading for all those interested in real estate international investment global finance and asset management **Scale-ups and High-Growth Firms** Alex Coad, Anders Bornhäll, Sven-Olov Daunfeldt, Alexander McKelvie, 2024-03-14 This open access book goes into the details of the characteristics of scale ups touching upon various theoretical perspectives stages of growth models the role of intangible capital the tradeoffs between fixed costs and marginal costs relating to firm growth to provide a clear definition of this emerging concept Given the disproportionately large economic contribution of a small number of fast growing firms there has been growing interest in a category of dynamic ventures called scale ups The term was popularized by Silicon Valley Venture Capitalists before receiving attention from academics and public policy makers However there remains considerable confusion regarding what a scale up actually is This is an open access book Management Consultancy Joe O'Mahoney, Calvert Markham, 2013-03-07 Management Consultancy provides a comprehensive introduction to the consulting industry The text begins with the presentation of a theoretical underpinning before outlining how to carry out management consultancy and providing guidance on entering the industry *Introducere în studiul schimbării organizaționale* Lucian Sfetcu, 2021-01-12 Această lucrare este ntr o foarte mare m sur rezultatul studiilor doctorale n domeniul sociologiei finalizate cu sus inerea tezei cu titlul Dezvoltarea organiza ional n cadrul organiza iilor non profit la Universitatea Alexandru Ioan Cuza din Ia i n primele trei p r i ale lucr rii sunt prezentate i analizate principalele teorii din sfera studiilor organiza iilor i din domeniul dezvolt rii organiza ionale tipurile principale de organiza ii i modurile n care acestea pot fi structurate c t i modelele principale de schimbare organiza ional Studiul de caz prezentat n ultima parte a lucr rii studiaz i ncearc s prezinte ntr un mod c t mai autentic n care o organiza ie nonprofit furnizor de servicii sociale finan at n mare m sur prin proiecte europene reu e te s se dezvolte s gestioneze resurse financiare materiale i umane ntr un context foarte dinamic n care cererea de servicii sociale este ridicat ns finan area nu este una constant i predictibil Studiul arat impactul pe care l are discontinuitatea finan rii proiectelor din domeniul social asupra unui ONG dar i modul n care acesta reu e te s gestioneze i s se adapteze acestor fluctua ii Rezultatul acestui studiu const ntr o mai bun n alegere a obstacolelor cu care se confrunt o

astfel de organiza ie dar i ntr un set de recomand ri care pot fi puse n practic n vederea dezvoltarii organiza ionale i ob inerii unui grad mai ridicat de eficien i de independen

Growing Pains, 5th Edition Eric Flamholtz, Yvonne Randle, 2015 An insightful and practical toolkit for managing organizational growth Growing Pains is the definitive guide to the life cycle of an organization and the optimization strategies that make the organization stronger Whether growth is rapid slow or not occurring at all this book provides a host of solid tools and recommendations for putting everything in order Now in its fifth edition this invaluable guide has been fully updated to reflect the current economic climate and includes new case studies and chapters discussing nonprofit life cycle tools leadership challenges and the leadership molecule and real world applications of the frameworks presented The latest empirical research is presented in the context of these ideas including new data on strategic organizational development Mini cases that illustrate growth management issues have been added throughout with additional coverage of international entrepreneurship and companies that provide a frame of reference for the perspective being developed Growing pains are normal and a valuable indicator of organizational health but they indicate the need for new systems processes and structure to support the organization s size This book provides a practical framework for managing the process applicable to organizations of all sizes Understand the key stages of growth and the challenges of each Measure your organization s growing pains and development Deploy new tools that facilitate positive organizational development Make the necessary transitions required to ensure sustainable success Some companies even after brilliant beginnings lose their way as growth throws them for a loop Growing Pains identifies the underlying factors that promote long term success and gives you a framework for successfully managing the transitions of growth

Growing Pains Violeta Blagoeva, 2008-10-01 Change has become a central factor in the life of organizations affecting not only global conglomerates but also small and medium enterprises The ever increasing pace of international business creates a dynamic and fluid working environment in which sustainability can only be guaranteed by adequately responding to the effects of competition technological advancements and globalization Corporate success is often measured not only by an enterprises profitability but also by its growth rate Strong growth shows a tangible future orientation and brings the promise of ongoing positive returns The dynamic business environment of the past decades has resulted in shortened organizational lifecycles speeding up the pace of growth However organizations often fail to see the crucial link between corporate growth and change management leaving their expansion programs susceptible to the negative effects of unmanaged change This book aims to establish the link between the fields of corporate growth and organizational change By analyzing the stumbling stones for change programs it provides valuable guidance on how to realize the full potential of corporate growth initiatives

The Evolutionary Leap Center for Evolutionary Learning (CEL), 2017 The last thing the world needs is yet another book delineating business induced dangers and damages such as environmental disasters social inequalities and unethical conduct And yet success in achieving sustainable growth whether for the individual organization or the social community has mostly

cluded us Just as a compass needle moves to magnetic north our deeply seated behaviours push us back to practices that are familiar and comfortable even when we have sought to make a change to act in ways that are more sustainable How can we generate this deep and durable change in our values and beliefs and thus both in our individual and collective decisions and behaviour at work How can we unveil the best of our human qualities by learning to raise our consciousness to a more profound perception of ourselves and our relationship with the whole And what if such a change could lead to an evolutionary leap to a lasting flourishing state for us and for our organizations This book describes how this shift in mindset and consciousness level can and has indeed taken place in organizations using meditative practice not only for individual wellbeing which is now well understood but also for deep transformational change Through this shift we can move past a definition of sustainability as mere resource efficiency and long term survival to one of sustainability as flourishing This book challenges many pre conceived ideas about what a sustainably successful organization is and how it should be run Based on a growing body of evidence from neuroscience to business research it maps out a path to empower all who wish to undertake this journey towards the realization of the highest potential in ourselves our organizations and our social and natural world

Provided by publisher *Organizational Survival: Profitable Strategies for a Sustainable Future* Gregory Balestrero, Nathalie Udo, 2013-11-08

BOOST LOYALTY PROFITABILITY AND GROWTH WITH A STRATEGY OF SUSTAINABILITY

Organizational Survival provides a rational research based approach to creating a durable business strategy designed to meet the needs of today s customers and position an organization to outperform while positively impacting society the environment community and the bottom line Balestrero and Udo present an airtight argument for sustainability being essential to any business strategy going forward Illustrating how successful companies around the globe are already deliberately changing including Coca Cola BMW BASF and Walmart the authors take you step by step through the processes of developing a new strategy or altering an existing one to integrate sustainability into core business goals Organizational Survival provides the tools needed to apply risk management scenario planning and due diligence to sustainability initiatives via their innovative SEEE model framework developed in conjunction with International Institute for Learning Inc which encompasses the social economic environmental and ethical factors of strategic change Learn to build adaptive foresight and steer the future of your company based on **SOCIAL COMMITMENT** Integrate individual and community stakeholder interests into your strategy and align them with your company s values **ECONOMIC COMMITMENT** Develop a business model that will generate profits through sustainability **ENVIRONMENTAL COMMITMENT** Honestly assess the company s impact on the environment and take requisite action **ETHICAL COMMITMENT** Build trust among all stakeholders through openness transparency and accountability Embrace the changes businesses are facing and implement a strategy now that will meet market demand and ensure your Organizational Survival

PRAISE FOR ORGANIZATIONAL SURVIVAL Fine book What I find most impressive is the authors success at achieving balance Neither simply optimistic nor pessimistic they offer grounds for hope The book

balances the need for sustainability with opportunities for its achievement Well researched their stories and their data come from both the developed and the developing world The book is both deeply principled and highly pragmatic Jay Ogilvy Dean and Chief Academic Officer Presidio School of Management There s no shortage of corporate sustainability books or leaders The rarity is corporate sustainability books by leaders people who truly understand the institutional dynamics that get in the way of change and that can be harnessed to make change happen Greg Balestrero and Nathalie Udo plug this gap admirably in *Organizational Survival* Storm Cunningham author of *The Restoration Economy* and *reWealth* *Organizational Survival* is a comprehensive approach to supporting and leading change within an organization The practical insights in depth research and business cases the authors present provide a valuable perspective on the business need for sustainability as well as the practical assessment model and framework needed to successfully implement sustainability Corporate Social Responsibility within an organization Lisa Shambro Executive Director Foundation for Strategic Sourcing Far more than a compelling case for change *Organizational Survival* is a step by step road map for how to transform your corporate destiny and build a sustainable future for all Simon Mainwaring author of the New York Times bestseller *We First* *How Brands and Consumers Use Social Media to Build a Better World* **Leading Sustainable Change** Rebecca Henderson,Ranjay Gulati,Michael Tushman,2015 The business case for acting sustainably is becoming increasingly compelling reducing our global footprint to sustainable levels is the defining issue of our times and it is one that can only be addressed with the active participation of the private sector However persuading well established organizations to act in new ways is never easy This book is designed to support business leaders and organizational scholars who are grappling with this challenge by pulling together leading edge insights from some of the world s best researchers as to how organizational change in general and sustainable change in particular can be most effectively managed The book begins by laying out the economic case for change while subsequent chapters describe how leaders at firms such as Du Pont IBM and Cemex have transformed their organizations exploring issues such as the role of the senior team and the ways in which firms shift their identities build innovative cultures and processes and begin to change the world around them Business leaders will find the book a source of both powerful examples and immediately actionable ideas while scholars will be deeply intrigued by the insights that emerge from the cross cutting exploration of one of the toughest challenges our society has ever faced *Leading Sustainably* Trista Bridges,Donald Eubank,2020-07-30 The business world is at an important crossroads The age of the stakeholder is rapidly superseding that of the shareholder as climate change and political and societal shifts upend years of seeming prosperity To move past this agitated age business and society must learn to lead sustainably by putting purpose on equal footing with profit The first step is understanding what s meant by sustainability and how it offers an opportunity for both business and society Inspired by the launch of the 2030 United Nations Sustainable Development Goals SDGs the book captures the ideas of more than 100 change makers from around the world about how business is putting sustainability at the core of strategy to survive thrive

and realign its interests with society's. *Leading Sustainably* looks at how sustainability has evolved in a business context offering powerful insights, key facts and guidance on building sustainability capability within companies, measuring and managing impact, sustainable finance's transformation and other topics critical to aligning businesses' central activities with sustainable principles. The book introduces five vignettes profiling best-in-class companies that were sustainable from the start and international case studies on business sustainability efforts spanning industries from hospitality to waste management, fashion, finance and more. Finally, Bridges and Eubank provide frameworks and in-depth direction firms can leverage when accelerating their transition to more sustainable business models. The book is a perfect guide for mid-level to senior managers seeking to understand this fast-changing business environment, how to factor sustainability into their decision-making and why the SDGs changed everything.

Building Sustainability Into Your Organization (Collection)
 Peter A. Soyka, Arthur V. Hill, Robert Palevich, 2012-08-01

A brand new collection of state-of-the-art techniques for building more sustainable, higher performing organizations now in a convenient e-format at a great price. Three 100% practical primers help you drive competitive advantage by optimizing sustainability and operational performance. To compete in today's extraordinarily competitive global environment, organizations need to achieve new levels of sustainability and operational performance. This brand new package brings together three practical state-of-the-art primers for doing just that.

The Lean Sustainable Supply Chain offers start-to-finish guidance for redesigning company infrastructure and technologies to achieve the powerful benefits that come with integrating lean and green, and benefits. Palevich introduces core concepts of lean green supply chain management, illuminating them with a comprehensive case study showing how to manage change, innovation, talent, execution, inventory, warehousing and transportation. He demonstrates how to integrate supply chain sustainability into business scorecards, use 3PLs more effectively, drive more value from information and systematically address every relevant technical issue.

Next in *Creating a Sustainable Organization*, Peter A. Soyka presents today's most complete and actionable guide to improving business performance through sustainable practices. Soyka bridges the disparate worlds of the EHS sustainability professional and the investor/analyst, outlining today's best evidence about linkages between sustainability and value, discussing key stakeholder relationships and introducing new practices for managing and measuring sustainability throughout the business.

Finally, Arthur V. Hill's *The Encyclopedia of Operations Management* is today's most convenient and useful supply chain operations management field manual. Bringing together nearly 1,500 well-organized definitions, it helps you quickly map all areas of these fields from accounting and distribution through quality management, strategy, transportation and warehousing. Throughout, Hill offers a shared language and realistic insights for improving any process and supporting any training program.

From world-renowned supply chain and operations experts Robert Palevich, Peter A. Soyka and Arthur V. Hill.

4 Key Factors for Sustainable Business Growth Astrid Lindqvist, In the rapidly evolving landscape of modern business, the pursuit of growth has become both more crucial and more complex.

than ever before. While companies across industries race to expand their market share, revenue streams and operational footprints, a critical distinction emerges between those who achieve temporary spikes in performance and those who build lasting sustainable success. The difference lies not in the speed of growth but in the quality and durability of the foundations upon which that growth is built. Sustainable business growth represents a fundamental shift from the traditional mindset of rapid expansion at any cost. It requires leaders to think beyond quarterly earnings reports and short-term market fluctuations, focusing instead on creating value that endures through economic cycles, technological disruptions, and changing consumer preferences. This approach demands a deeper understanding of what truly drives long-term success and the patience to invest in systems, relationships, and capabilities that may not yield immediate returns but will compound over time. The concept of sustainability in business extends far beyond environmental considerations, though those remain important. True sustainable growth encompasses financial stability, operational resilience, market adaptability, and organizational health. It involves building businesses that can weather storms, capitalize on opportunities, and continue delivering value to stakeholders year after year, decade after decade. This type of growth creates a virtuous cycle where success breeds more success, attracting better talent, more loyal customers, and stronger partnerships.

[The Sustainable Enterprise Fieldbook](#)
Jeana Wirtenberg, William Russell, David Lipsky, 2017-09-29

Today, managers and leaders of organizations in both the private sector and civil society are being challenged as never before to find ways to play a proactive role in addressing the concerns of sustainable development. But they are often overwhelmed by a bombardment of conflicting messages from the media, shareholders, customers, employees, and NGOs. The Sustainable Enterprise Fieldbook helps managers deal with this confusion. It teaches them how to strike a better balance, moving from an either/or mindset to one that holistically embraces social, environmental, and economic issues simultaneously. It addresses the question: what is a sustainable strategy for a company or organization, as well as the question: how do we go about building a sustainable enterprise? The Sustainable Enterprise Fieldbook has been put together by an outstanding network of experts from business (Microsoft, Sony, Philips) and AIG consultancies and academia. Its aim is to teach and guide leaders, managers, practitioners, students, and professors in every sector of society and in every industry in creating a successful and sustainable enterprise. By making the steps needed clear, understandable, and simple to follow, the book naturally engages readers in their journey and encourages their participation in three key ways: by increasing their understanding and awareness of what sustainability means at a conceptual and practical level, as well as a personal level; by energizing and expanding people's commitment to building sustainable enterprises; and by providing readers with extensive tools and techniques so they can individually and collectively take actions that will improve the social, environmental, and economic performance of their organizations in both the short and long term. Each chapter of the book illustrates through models, tools, cases, stories, and examples from a wide range of companies how to integrate sustainability into the day-to-day realities of running a business. Managers are coached, facilitated, and guided to enable them to create a

better balance between the short and long term to help them to become change agents in their organizations and to provide answers to the question How do I make a difference Some of the areas covered are leadership strategy managing change employee engagement metrics and measurement networks and globalization Readers of The Sustainable Enterprise Fieldbook will find access to the innovative Living Fieldbook which is an online community support service providing ongoing updated assistance in building a sustainable enterprise The Sustainable Enterprise Fieldbook offers an ingredient that has been missing in the enormous outpouring of information on organizations and sustainability an holistic integration of solutions which will make the journey personal for each reader

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Growing Pains Building Sustainably Successful Organizations Introduction

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