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Jim's Seven
Questions: Learning
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Full Talk

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my life (I have read
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by Choice Overview
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(Hedgehog Principle,
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Intersecting Circles)

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I find the writing of

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Jim Collins very
succinct with a perfect
blend of anecdote,
theory and empirical
evidence to make his
points. Please see
below for the points I
took away from this
book: 10Xers □ Great
companies (10xers)
accept uncertainty but
refuse to accept that
forces beyond their
control will determine

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their destiny. Great

By Choice

Great by Choice:
Uncertainty, Chaos
and Luck - Why Some

... Luck Why Some
by Jim Collins and
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October 2011 We
cannot predict the
future. But we can
create it.

Jim Collins - Books -

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Great by Choice
Based on nine years
of research,
buttressed by rigorous
analysis and infused
with engaging stories,
Collins and his
colleague, Morten
Hansen, enumerate
the principles for
building a truly great
enterprise in
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Great by Choice:
Uncertainty, Chaos,
and Luck--Why Some

...

But in a new book
from Jim Collins and
Morten Hansen, the

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two authors suggest that even in the most tumultuous business conditions, we can choose to be great. Over a period of nine years, Collins, a bestselling author, and Hansen studied businesses that excelled and compared them to those that failed.

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'Great by Choice': Jim
Collins and Morten T.
Hansen on ...

Another hit by Jim
Collins - although
shorter than usual for
his books. As usual
Jim condenses years
of his teams research
into something that
our mortal minds can
understand, using his
unique mix of
framework thinking

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and empirical Great
research to build a
case thats easy to
follow and apply in
your business (or see
in other businesses).

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QUESTION Ten Great

years after the
worldwide bestseller
Good to Great, Jim
Collins returns with
another
groundbreaking work,
this time to ask: Why
do some companies
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even chaos, and
others do not? Based
on nine years of
research, buttressed

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by rigorous analysis
and infused with
engaging stories,
Collins and his
colleague ...

Luck Why Some
Morten T. Hansen -
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About Jim Collins &
Morten T. Hansen
James C. "Jim"
Collins III is one of
America's most
famous business

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consultants and
leadership teachers.
His 25-year long
research into topics
such as company
growth and
sustainability, have
resulted in six widely
read classics.

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New York

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Good+ dust jacket.
Small scuff on rear
panel.

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Jim Collins is a
business consultant
and author of many
bestsellers including
Good to Great and
Built to Last. His
books have sold over
ten millions copies
worldwide. He now

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operates a
management
laboratory where he
conducts research
and teaches. Morten
T. Hansen is a
management
professor at the
University of
California.

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algumas empresas

Them All

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10 years ago, Jim

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Collins wrote, Good To Great. Recently, in collaboration with Morten T. Hansen, he has now written another book, based on nine years of research by a large team who he acknowledges. The book is called Great by Choice.

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PDF Book Summary |

By Jim Collins

Jim Collins, Morten T.

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Jim Collins is author
or coauthor of six
books that have sold
more than 10 million
copies worldwide,
including the
bestsellers Good to
Great, Built to Last,
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Fall. Jim began his research and teaching career on the faculty at Stanford Graduate School of Business, where he received the Distinguished Teaching Award in 1992.

Great by Choice:
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Great by Choice
excerpt (coauthored
with Morten T.
Hansen)

Accomplishing a 20
Mile March,
consistently, in good
times and bad, builds
confidence. Tangible
achievement in the
face of adversity
reinforces the 10X
perspective: we are
ultimately responsible

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for improving Great
performance. We
never blame
Uncertainty
circumstance; we
never blame the
environment.

Luck Why Some
Thrive Despite
Jim Collins - Articles -
20 Mile March

Jim Collins on the
Writing Process When
I first embarked on a
career that required
writing, I devoured

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dozens of books
about the process of
writing. I soon
realized that each
writer has weird tricks
and idiosyncratic
methods.

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Jim Collins is author
or coauthor of six

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Ten years after the
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Collins returns
with another

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groundbreaking work,
this time to ask: why
do some companies
thrive in uncertainty,
even chaos, and
others do not? Based
on nine years of
research, buttressed
by rigorous analysis
and infused with
engaging stories,
Collins and his
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Hansen enumerate

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the principles for
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great enterprise in
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book is classic Collins:
contrarian, data-
driven and uplifting.

The new question Ten
years after the
worldwide bestseller
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Collins returns with another groundbreaking work, this time to ask: Why do some companies thrive in uncertainty, even chaos, and others do not? Based on nine years of research, buttressed by rigorous analysis and infused with engaging stories, Collins and his

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not just on

performance, but also

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on the type of Great
unstable
environments faced
by leaders today. With
a team of more than
twenty researchers,
Collins and Hansen
studied companies
that rose to
greatness—beating
their industry indexes
by a minimum of ten
times over fifteen
years—in environments

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characterized by big
forces and rapid shifts
that leaders could not
predict or control. The

research team then

contrasted these 10X
companies to a

carefully selected set
of comparison

companies that failed
to achieve greatness

in similarly extreme
environments. The

new findings The

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study results were full of provocative surprises. Such as: The best leaders were not more risk taking, more visionary, and more creative than the comparisons; they were more disciplined, more empirical, and more paranoid. Innovation by itself turns out not to be the trump card

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in a chaotic and
uncertain world; more
important is the ability
to scale innovation, to
blend creativity with
discipline. Following
the belief that leading
in a "fast world"
always requires "fast
decisions" and "fast
action" is a good way
to get killed. The great
companies changed
less in reaction to a

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radically changing

world than the

comparison

companies. The

authors challenge

conventional wisdom

with thought-

provoking, sticky, and

supremely practical

concepts. They

include: 10Xers; the

20 Mile March; Fire

Bullets, Then

Cannonballs; Leading

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above the Death Line;
Zoom Out, Then
Zoom In; and the
SMaC Recipe. Finally,
in the last chapter,
Collins and Hansen
present their most
provocative and
original analysis:
defining, quantifying,
and studying the role
of luck. The great
companies and the
leaders who built

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them were not luckier than the comparisons, but they did get a higher Return on Luck. This book is classic Collins: contrarian, data-driven, and uplifting. He and Hansen show convincingly that, even in a chaotic and uncertain world, greatness happens by choice, not chance.

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THE NEW
QUESTION Ten
years after the

worldwide bestseller

Good to Great, Jim
Collins returns with
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groundbreaking work,
this time to ask: Why
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on nine years of
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NEW STUDY Great
by Choice
distinguishes itself
from Collins's prior
work by its focus not
just on performance,
but also on the type of
unstable
environments faced
by leaders today. With
a team of more than
twenty researchers,
Collins and Hansen
studied companies

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that rose to greatness
- beating their industry
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minimum of ten times
over fifteen years - in
environments
characterized by big
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in similarly extreme
environments. THE

NEW FINDINGS The
study results were full
of provocative

surprises. Such as: *

The best leaders were
not more risk taking,
more visionary, and
more creative than
the comparisons; they

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Chaos And
Luck Why Some
Thrive Despite
Them All

were more disciplined, more empirical, and more paranoid. * Innovation by itself turns out not to be the trump card in a chaotic and uncertain world; more important is the ability to scale innovation, to blend creativity with discipline. * Following the belief that leading in a "fast world"

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always requires "fast decisions" and "fast action" is a good way to get killed. * The great companies changed less in reaction to a radically changing world than the comparison companies. The authors challenge conventional wisdom with thought-provoking, sticky, and

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supremely practical
concepts. They
include 10Xers; the
20 Mile March; Fire
Bullets then
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above the Death Line;
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SMaC Recipe. Finally,
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defining, quantifying,
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Uncertainty
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Companies And
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leaders who built

Luck Why Some
them were not luckier

Thrive Despite
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They All
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Luck. This book is

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driven, and uplifting.

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He and Hansen show
convincingly that,
even in a chaotic and
uncertain world,
greatness happens by
choice, not by
luck. Why Some
Thrive Despite

The Wall Street
Journal bestseller—a
Financial Times
Business Book of the
Month and named by
The Washington Post

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as "One of the 11
Leadership Books to
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refreshingly data-
based, clearheaded
guide" (Publishers
Weekly) to individual
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study. Why do some
people perform better
at work than others?
This deceptively
simple question

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race to become the
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performance

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questions and key
insights to allow you
to assess your own
performance and
figure out your work
strengths, as well as
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quizzes,
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become a more
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and friendly, Great at

Work will help us

□reengineer our work
lives, reduce burnout,
and improve

performance and job
satisfaction□

(Psychology Today).

The Challenge Built to
Last, the defining

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management study of
the nineties, showed
how great companies
triumph over time and
how long-term
sustained
performance can be
engineered into the
DNA of an enterprise
from the
very beginning. But
what about the
company that is not
born with great DNA?

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How can good
companies, mediocre
companies, even bad
companies achieve
enduring greatness?

The Study For years,
this question preyed
on the mind of Jim

Collins. Are there
companies that defy
gravity and convert
long-term mediocrity
or worse into long-
term superiority? And

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if so, what are the
universal
distinguishing
characteristics that
cause a company to
go from good to
great? The Standards
Using tough
benchmarks, Collins
and his research team
identified a set of elite
companies that made
the leap to great
results and sustained

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those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of

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the world's greatest
companies, including
Coca-Cola, Intel,
General Electric, and
Merck. The
Comparisons The
research team
contrasted the good-
to-great companies
with a carefully
selected set of
comparison
companies that failed
to make the leap from

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good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of

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pages of interviews,

Collins and his crew
discovered the key
determinants of

greatness -- why

some companies
make the leap and
others don't. The

Findings The findings
of the Good to Great
study will surprise
many readers and
shed light on virtually
every area of

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management strategy
and practice. The
findings include: Level
5 Leaders: The
research team was
shocked to discover
the type of leadership
required to achieve
greatness. The
Hedgehog Concept
(Simplicity within the
Three Circles): To go
from good to great
requires transcending

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the curse of Great
competence. A

Culture of Discipline:

When you combine a

culture of discipline

with an ethic of
entrepreneurship, you

get the magical

alchemy of great

results. Technology

Accelerators: Good-to-

great companies think

differently about the

role of technology.

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The Flywheel and the
Doom Loop: Those
who launch radical
change programs and
wrenching

restructurings will
almost certainly fail to
make the leap. □ Some

of the key concepts
discerned in the
study, □ comments Jim
Collins, "fly in the face
of our modern
business culture and

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will, quite frankly,
upset some people.□
Perhaps, but who can
afford to ignore these
findings?

Luck Why Some

A companion
guidebook to the
number-one
bestselling Good to
Great, focused on
implementation of the
flywheel concept, one
of Jim Collins' most

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memorable ideas that has been used across industries and the social sectors, and with startups. The key to business success is not a single innovation or one plan. It is the act of turning the flywheel, slowly gaining momentum and eventually reaching a breakthrough.

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Building upon the
flywheel concept
introduced in his
groundbreaking
classic *Good to Great*,
Jim Collins teaches
readers how to create
their own flywheel,
how to accelerate the
flywheel's
momentum, and how
to stay on the flywheel
in shifting markets
and during times of

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turbulence.

Combining research
from his Good to

Great labs and case
studies from

organizations like
Amazon, Vanguard,
and the Cleveland

Clinic which have
turned their flywheels
with outstanding
results, Collins

demonstrates that
successful

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organizations can
disrupt the world
around them—and
reach unprecedented
success—by employing
the flywheel concept.

Decline can be
avoided. Decline can
be detected. Decline
can be reversed.

Amidst the desolate
landscape of fallen
great companies, Jim

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Collins began to wonder: How do the mighty fall? Can decline be detected early and avoided? How far can a company fall before the path toward doom becomes inevitable and unshakable? How can companies reverse course? In *How the Mighty Fall*, Collins confronts

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these questions, Great
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Than All
research project—more
than four years in
duration—uncovered
five step-wise stages
of decline: Stage 1:

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Hubris Born of Great
Success Stage 2:
Undisciplined Pursuit
of More Stage 3:
Denial of Risk and
Peril Stage 4:
Grasping for Salvation
Stage 5: Capitulation
to Irrelevance or
Death By
understanding these
stages of decline,
leaders can
substantially reduce

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their chances of Great
falling all the way to
the bottom. Great
Uncertainty
companies can
Stumble, badly, and
recover. Every
Luck Why Some
institution, no matter
Thrive Despite
how great, is
Them All
vulnerable to decline.
There is no law of
nature that the most
powerful will inevitably
remain at the top.
Anyone can fall and

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most eventually do.

But, as Collins' research emphasizes, some companies do

indeed recover—in

some cases, coming back even

stronger—even after

having crashed into

the depths of Stage 4.

Decline, it turns out, is largely self-inflicted,

and the path to

recovery lies largely

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within our own hands.

We are not imprisoned by our circumstances, our history, or even our staggering defeats along the way. As long as we never get entirely knocked out of the game, hope always remains. The mighty can fall, but they can often rise again.

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T Hansen Great

Proposes applying the author's business strategies for

transforming

companies to nonprofit and public organizations to help

them increase

efficiency and most

benefit the clients

they serve.

"This is not a book

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about charismatic
visionary leaders. It is
not about visionary
product concepts or
visionary products or
visionary market
insights. Nor is it
about just having a
corporate vision. This
is a book about
something far more
important, enduring,
and substantial. This
is a book about

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visionary companies."

So write Jim Collins
and Jerry Porras in
this groundbreaking
book that shatters
myths, provides new
insights, and gives
practical guidance to
those who would like
to build landmark
companies that stand
the test of time.

Drawing upon a six-
year research project

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at the Stanford Great

University Graduate
School of Business,
Collins and Porras

took eighteen truly
exceptional and long-
lasting companies --
they have an average

age of nearly one
hundred years and
have outperformed
the general stock
market by a factor of
fifteen since 1926 --

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and studied each
company in direct
comparison to one of
its top competitors.
They examined the
companies from their
very beginnings to the
present day -- as start-
ups, as midsize
companies, and as
large corporations.
Throughout, the
authors asked: "What
makes the truly

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exceptional Great
companies different
from other
companies?" What
separates General
Electric, 3M, Merck,
Wal-Mart, Hewlett-
Packard, Walt Disney,
and Philip Morris from
their rivals? How, for
example, did Procter
& Gamble, which
began life
substantially behind

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rival Colgate, Great
eventually prevail as
the premier institution
in its industry? How
was Motorola able to
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