



AGILE IT ORGANIZATION DESIGN

FOR DIGITAL TRANSFORMATION
AND CONTINUOUS DELIVERY



SRIRAM NARAYAN

Agile It Organization Design For Digital Transformation And Continuous Delivery

Michael Lang



Agile It Organization Design For Digital Transformation And Continuous Delivery:

Agile IT Organization Design Sriram Narayan, 2015-06-11 Design IT Organizations for Agility at Scale Aspiring digital businesses need overall IT agility not just development team agility In Agile IT Organization Design IT management consultant and ThoughtWorks veteran Sriram Narayan shows how to infuse agility throughout your organization Drawing on more than fifteen years experience working with enterprise clients in IT intensive industries he introduces an agile approach to Business IT Effectiveness that is as practical as it is valuable The author shows how structural political operational and cultural facets of organization design influence overall IT agility and how you can promote better collaboration across diverse functions from sales and marketing to product development and engineering to IT operations Through real examples he helps you evaluate and improve organization designs that enhance autonomy mastery and purpose the key ingredients for a highly motivated workforce You ll find close range coverage of team design accountability alignment project finance tooling metrics organizational norms communication and culture For each you ll gain a deeper understanding of where your organization stands and clear direction for making improvements Ready to optimize the performance of your IT organization or digital business Here are practical solutions for the long term and for right now Govern for value over predictability Organize for responsiveness not lowest cost Clarify accountability for outcomes and for decisions along the way Strengthen the alignment of autonomous teams Move beyond project teams to capability teams Break down tool induced silos Choose financial practices that are free of harmful side effects Create and retain great teams despite today s talent crunch Reform metrics to promote not prevent agility Evolve culture through improvements to structure practices and leadership and careful deliberate interventions

A Seat at the Table and The Art of Business Value Mark Schwartz, 2017-10-10 A Seat at the Table Agile Lean and DevOps approaches are radical game changers They provide a fundamentally different way to think about how IT fits into the enterprise how IT leaders lead and how IT can harness technology to accomplish the objectives of the enterprise But honest and open conversations are not taking place at the interface between management and Agile delivery teams In A Seat at the Table CIO Mark Schwartz explores the role of IT leadership as it is now and the role of IT leadership as it should be an integral part of the value creation engine Asking two critical questions how can IT harness Agility to achieve the best value for the enterprise and how can IT redefine its relationship with the enterprise to maximize this value and in the process earn that seat at the table Schwartz shows that the only way to become an Agile IT leader in today s world is to be courageous to throw off many of the attitudes and assumptions that have left CIOs struggling to gain a seat at the table to proceed in bold strokes and to lead the enterprise in seizing opportunities to create business value through technology The Art of Business Value Do you really understand what business value is Information technology can and should deliver business value But the Agile literature has paid scant attention to what business value means and how to know whether or not you are delivering it This problem becomes ever more critical as you push value delivery toward autonomous

teams and away from requirements tossed over the wall by business stakeholders An empowered team needs to understand its goal Playful and thought provoking The Art of Business Value explores what business value means why it matters and how it should affect your software development and delivery practices More than any other IT delivery approach DevOps and Agile thinking in general makes business value a central concern This book examines the role of business value in software and makes a compelling case for why a clear understanding of business value will change the way you deliver software This book will make you think deeply about not only what it means to deliver value but also the relationship of the IT organization to the rest of the enterprise It will give you the language to discuss value with the business methods to cut through bureaucracy and strategies for incorporating Agile teams and culture into the enterprise Most of all this book will startle you into new ways of thinking about the cutting edge of Agile practice and where it may lead Innovative and Agile

Contracting for Digital Transformation and Industry 4.0 Shalan, Mohammad Ali,Algarni, Mohammed Ayedh,2020-12-18

Digital transformation is reshaping the business arena as new successful digital business models are increasing agility and presenting better ways to handle business than the traditional alternatives Industry 4 0 affects everything in our daily lives and is blurring the line between the physical the biological and the digital This created an environment where technology and humans are so closely integrated that it is impacting every activity within the organizations Specifically contracting processes and procedures are challenged to align with the new business dynamics as traditional contracts are no longer fitting today s agile and continuously changing environments Businesses are required to facilitate faster more secure soft and real time transactions while protecting stakeholders rights and obligations This includes agile contracts which are dynamically handling scope changes smart contracts that can automate rule based functions friction less contracts that can facilitate different activities and opportunity contracts that looks toward the future Innovative and Agile Contracting for Digital Transformation and Industry 4 0 analyzes the consequences benefits and possible scenarios of contract transformation under the pressure of new technologies and business dynamics in modern times The chapters cover the problems issues complications strategies governance and risks related to the development and enforcement of digital transformation contracting practices While highlighting topics in the area of digital transformation and contracting such as artificial intelligence digital business emerging technologies and blockchain this book is ideally intended for business engineering and technology practitioners and policy makers along with practitioners stakeholders researchers academicians and students interested in understanding the scope complexity and importance of innovative contracts and agile contracting

Design, User Experience, and Usability: Design Thinking and Methods Aaron Marcus,2016-07-04 The three volume set LNCS 9746 9747 and 9748 constitutes the proceedings of the 5th International Conference on Design User Experience and Usability DUXU 2016 held as part of the 18th International Conference on Human Computer Interaction HCII 2016 in Toronto Canada in July 2016 jointly with 13 other thematically similar conferences The total of 1287 papers presented at the

HCII 2016 conferences were carefully reviewed and selected from 4354 submissions These papers address the latest research and development efforts and highlight the human aspects of design and use of computing systems The papers accepted for presentation thoroughly cover the entire field of Human Computer Interaction addressing major advances in knowledge and effective use of computers in a variety of application areas The total of 157 contributions included in the DUXU proceedings were carefully reviewed and selected for inclusion in this three volume set The 49 papers included in this volume are organized in topical sections on design thinking user experience design methods and tools usability and user experience evaluation methods and tools

Analysis and Design of Next-Generation Software Architectures Arthur M. Langer, 2025-05-15 The 2nd edition will add a major chapter on Generative AI in Software Architecture This chapter will provide a comprehensive background in generative models its impact on software design evolution of new analysis methodologies and the overall impact of the Systems Development Life Cycle SDLC The new edition will also have new sections relating to Generative AI in Cybersecurity analysis and design including proactive threat detection ethical issues regarding privacy and generative AI workflows Charlotte AI Other updates include Legacy System interfaces with Generative AI new impacts on project management and Platform design architecture The 2nd edition will have a number of editing changes and corrections as well as about 30 pages net of some eliminations of outdated content

Elements of Digital Transformation Shailesh Kumar Shivakumar, 2023-12-06 Elements of Digital Transformation is a practitioner's guide to the digital transformation process It is also a guide for managers in today's organizations that are accelerating digital transformation to modernize core technology capabilities and processes The book discusses such key components of digital transformation as processes principles and proven methods It also covers such novel concepts in digital transformation as the first time right framework incident management transformation digital factory cloud migration API first approach and legacy modernization Other highlights of the book include A cloud migration framework along with a cloud migration methodology rollout strategy and migration principles Principles and approaches for legacy modernization and process modernization Smart ticket management smart problem management proactive maintenance and ticket avoidance architecture The novel digital factory approach to automate the software process Detailed case studies a sample digital transformation exercise and a consulting exercise for digital transformation provide readers with real world digital transformation scenarios and best practices The book also discusses DevOps automation and agile delivery models that help in digital transformation

Proceedings of the International Conference on Applied Science and Technology on Social Science 2022 (iCAST-SS 2022) Amiril Azizah, Emma Dwi Ariyani, 2023-02-15 This is an open access book The 5th International Conference on Applied Science and Technology iCAST 2022 organized by the Indonesian Polytechnics Consortium will be held in Samarinda East Kalimantan Indonesia from 23-24 October 2022 This prestigious conference is aimed at bringing together researchers and experts in intelligent technology and social science from educational institutions R D industry government and the

community to exchange and share ideas or knowledges through a discussion of a wide range of issues related to Smart Manufacturing in Digital Transformation Industri 4 0 for Sustainable Economic Growth to Face Society 5 0 **The Digital Transformation Roadmap** David L. Rogers, 2023-09-05 Shortlist 2024 Best in Business Book Awards Society for Advancing Business Editing and Writing Today every business is talking about digital transformation With the acceleration of new technologies every organization knows it must adapt to survive But by their own admission 70 percent of businesses are failing to transform Across industries established companies are held back by bureaucracy inertia and old ways of working How can businesses break through to drive real change The Digital Transformation Roadmap provides every leader with the answer Acclaimed author and C suite advisor David L Rogers argues that businesses must transform not just products and business models they must transform the organization itself Based on two decades of research and advising companies around the world Rogers identifies the five biggest barriers to digital transformation vision priorities experimentation governance and capabilities He then shows how any business can evolve by heeding the lessons of companies such as Disney Walmart Mastercard Air Liquide and the New York Times Company The Digital Transformation Roadmap provides a practical blueprint for organizational change illustrated with real world case studies and step by step planning tools Rogers shows every leader how to think beyond the churn of new technologies and rebuild their organization for a world of constant change

Information Technology and Organizational Learning Arthur M. Langer, 2023-11-16 Because digital and information technology IT has become a more significant part of strategic advantage and workplace operations information systems personnel have become key to the success of corporate enterprises particularly with the pursuit of becoming more digital This book focuses on the vital role that technology must play in the course of organizational development and learning and on the growing need to integrate technology particularly digital technology fully into the culture of all organizations Fundamentally this fourth edition takes an even stronger position than the previous editions that organizational learning is crucial to the success of what has been coined digital transformation Companies are struggling to understand what it means to be digital Their technology personnel go far beyond the traditional IT staff into areas such as artificial intelligence AI machine learning ML and natural language processing NL These three functions now fall under the auspices of data science which is now at the center of allowing companies to become more data dominant as is necessary for survival While traditional IT personnel have long been criticized for their inability to function as part of the business they are now vital to assist in the leadership of digital transformation It could be a costly error to underestimate the technical skills needed by IT staff to ensure successful digital transformation In fact subsequent chapters will highlight the technical challenges needed to build new architectures based on 5G blockchain cloud computing and eventually quantum processing The challenge then is to integrate business and technical IT staff via cultural assimilation and to strategically integrate advanced computing architectures This fourth edition includes new topics such as the future of work that addresses the challenges of assimilating

multiple generations of employees and how to establish working cultures that are more resilient and adaptive and can be configured as a platform driven by data assets

Accelerating Digital Transformation Jan Bosch, Jan Carlson, Helena Holmström Olsson, Kristian Sandahl, Mirosław Staron, 2022-10-19 This book celebrates the 10 year anniversary of Software Center a collaboration between 18 European companies and five Swedish universities by presenting some of the most impactful and relevant journal or conference papers that researchers in the center have published over the last decade The book is organized around the five themes around which research in Software Center is organized i.e Continuous Delivery Continuous Architecture Metrics Customer Data and Ecosystems Driven Development and AI Engineering The focus of the Continuous Delivery theme is to help companies to continuously build high quality products with the right degree of automation The Continuous Architecture theme addresses challenges that arise when balancing the need for architectural quality and more agile ways of working with shorter development cycles The Metrics theme studies and provides insight to understand monitor and improve software processes products and organizations The fourth theme Customer Data and Ecosystem Driven Development helps companies make sense of the vast amounts of data that are continuously collected from products in the field Eventually the theme of AI Engineering addresses the challenge that many companies struggle with in terms of deploying machine and deep learning models in industrial contexts with production quality Each theme has its own part in the book and each part has an introduction chapter and then a carefully selected reprint of the most important papers from that theme This book mainly aims at researchers and advanced professionals in the areas of software engineering who would like to get an overview about the achievement made in various topics relevant for industrial large scale software development and management and to see how research benefits from a close cooperation between industry and academia

Mastering API Architecture James Gough, Daniel Bryant, Matthew Auburn, 2021-03-19 Most organizations with a web presence build and operate APIs the doorway for customers to interact with the company's services Designing building and managing these critical programs affect everyone in the organization from engineers and product owners to C suite executives But the real challenge for developers and solution architects is creating an API platform from the ground up With this practical book you'll learn strategies for building and testing REST APIs that use API gateways to combine offerings at the microservice level Authors James Gough Daniel Bryant and Matthew Auburn demonstrate how simple additions to this infrastructure can help engineers and organizations migrate to the cloud and open the opportunity to connect internal services using technologies like a service mesh Learn API fundamentals and architectural patterns for building an API platform Use practical examples to understand how to design build and test API based systems Deploy operate and configure key components of an API platform Use API gateways and service meshes appropriately based on case studies Understand core security and common vulnerabilities in API architecture Secure data and APIs using threat modeling and technologies like OAuth2 and TLS Learn how to evolve existing systems toward API and cloud based architectures

Team Topologies,

2nd Edition Matthew Skelton,Manuel Pais,2025-09-23 The 2nd Edition of the widely successful Team Topologies now updated with new case studies and a new foreword and afterword from the authors Empowered teams augmented by technology are essential for any organization to deliver value continuously and sustainably But how do you build the best team organization for your specific goals culture and needs Team Topologies offers a practical adaptive approach for organizational design and team interactions based on a toolkit that includes empowered teams keen awareness of value streams and information flow the need for decoupling for speed team cognitive load as a key design factor shared language four fundamental team types and three team interaction patterns This proven approach treats teams as the fundamental means of delivery where team structures and communication pathways evolve with technological and organizational maturity In this updated second edition business consultants Matthew Skelton and Manuel Pais enhance their original work with new case studies from multiple industries around the world demonstrating how diverse organizations have successfully implemented these principles and patterns A new foreword from the authors reflects on the global impact and evolution of Team Topologies since its initial publication and hints at what might be next At the heart of the Team Topologies approach remains a dual focus on fast flow avoiding handoffs and other obstacles to the flow of value and a deep understanding of team cognitive load the mental effort required for teams to manage their work effectively By proactively assessing and managing cognitive load in teams organizations can increase customer focus prevent burnout improve delivery capabilities drastically increase staff engagement and enable teams to operate at their best This second edition shares secrets of successful organizational patterns and dynamic team interactions helping readers choose and evolve the right team patterns for their organization ensuring healthy services and optimized value streams Whether you re discovering Team Topologies for the first time or seeking to deepen your existing implementation this comprehensive guide provides the knowledge and tools needed to turn inter team problems into valuable signals for a self steering organization Team Topologies remains a major step forward in organizational design for IT and knowledge work presenting a well defined way for teams to interact and interrelate that helps make the resulting value delivery architecture clearer and more sustainable **Portfolio**

Management Carl Marnewick,John Wyzalek,2023-06-21 Portfolio management is becoming the must have for organizations to prosper and survive in this decade and beyond No longer can the organizational focus be one of following best and repeatable practices as resource limitations mean only those programs projects and operational work that add business value can and should be pursued Executives are focusing on strategic ability and managing complexity which can only be done through a disciplined portfolio process in ensuring the best mix of programs projects and operational work is under way In turn the portfolio is constantly in flux as difficult decisions are made if a project for example is no longer contributing to business value and providing benefits and should be terminated to reallocate resources to one of higher priority Commitment to this difficult approach is necessary at all levels and communication is required so everyone knows how their work

contributes to the organization's strategic goals and objectives Portfolio Management Delivering on Strategy Second Edition focuses on the benefits of portfolio management to the organization Its goal is to provide senior executives a view on how portfolio management can deliver organizational strategy The emphasis is on the specific aspects within the portfolio management discipline and how each aspect should be managed from a business perspective and not necessarily from a portfolio management perspective Highlights of the book include Agile portfolio management Delivering organizational value Portfolio management and uncertainty Portfolio governance Marketing a portfolio Portfolio management success Starting with a review of the project portfolio concept and its development this book is a reference for executives and practitioners in the field as well as a students and researchers studying portfolio management

Strategic Information Technology

Arthur M. Langer, Lyle Yorks, 2018-08-28 Successfully navigate the changing face of the CIO role Strategic Information Technology offers CIOs a handbook for engaging with the senior management conversations surrounding strategy The CIO role is currently undergoing a massive transition from technology focused expert to a more strategic mindset and this book provides proven methods for taking your seat at the table Lessons from high performing CIOs and a wealth of leading edge insight provide invaluable guidance for positioning technology as a strategic driver across the business while a focus on building the necessary connections for example an alliance between IT and HR provide a multimodal approach to navigating the transition The evolution of the CIO's role involves more than simply technical knowledge the new CIO must be an influencer an engager and just as adept at the soft skills that become increasingly crucial as you climb the management ladder It's about changing mindsets translating hard skills into strategic advantages and demonstrating IT's value to the strategic decision making process This book provides best practices illustrative examples and up to date perspective for CIOs wanting to Position IT as a critical driver of overall strategy Build on functional expertise with strategic insight Learn from the stories of successful tech to strategy transformations Engage C Suite peers in shaping the strategic conversation Not long ago the CIO occupied a unique place in the C Suite Executive by title CIOs have nevertheless been seen as predominantly the chief tech expert with little input into strategy as IT has historically been regarded as a tool rather than a source of competitive advantage The truth is becoming increasingly apparent with companies around the world turning to technology in order to gain a competitive edge and CIOs are beginning to claim their place in strategy discussions Strategic Information Technology offers much needed guidance for a successful transformation

Digital Leadership, Agile

Change and the Emotional Organization Martin Kupiek, 2021-05-24 This book shows an innovative way for managers to gain a better understanding of emotions in teams and organizational units and thus positively influence agile development in the context of digital transformation of companies Digitalization does not just lead to technical changes It dramatically changes the way employees work with each other as well as how executives play their roles In an agile working environment middle management in particular loses power influence and relevance and customer relationships are subject to greater

affectivity The result is an increased emotionalization of the actors which should be recognized and understood prior to designing the emotional landscape of the organization and to developing and implementing successful business models The author introduces various conventional and AI based instruments based on current research for handling emotions supported by practical concepts War and Peace and IT Mark Schwartz,2019-05-14 The Business IT Wall Must Come Down With A Seat at the Table thought leader Mark Schwartz pulled out a chair for CIOs at the C suite table Now Mark brings his unique perspective and experience to business leaders looking to lead their company into the digital age by harnessing the expertise and innovation that is already under their roof IT In the war for business supremacy Schwartz shows we must throw out the old management models and stereotypes that pit suits against nerds Instead business leaders of today can foster a space of collaboration and shared mission a space that puts technologists and business people on the same team For business leaders looking to unlock their enterprise s digital transformation War and Peace and IT provides clear context and strategies Schwartz demystifies the role IT plays in the modern enterprise allowing business leaders to create new strategies for the new digital battleground It is time to change not only the enterprise s relationship with technology but its relationship with technologists To accelerate enterprises must bring technology to the heart of their work for just as technology is causing this disruption it is technology that provides the solution Unlike Napoleon it is time for business leaders to come down from the hill atop the Battle of Borodino and enter the fray with the technologists for that is where the war will be won or lost

Reduce Costs and Speed Your Digital Transformation with IBM WebSphere Application Server on Cloud Andy Dominguez,IBM Redbooks,2016-11-21 Businesses are always looking for ways to improve the customer experience They need to connect with existing and new customers in innovative ways and deliver experiences that never disappoint They also require technology strengthened business strategies with the flexibility to adapt to new opportunities quickly To achieve this agile state many are using cloud based solutions to create personalized customer experiences and harness existing enterprise applications data and services for a competitive advantage IBM WebSphere Application Server on cloud WebSphere on cloud helps businesses like yours take advantage of the cloud as a strategic environment to realize various benefits Reduce costs by optimizing the entire application related infrastructure Create opportunities by rapidly creating and integrating cloud based applications Reap more value from existing applications by augmenting them with cloud services Deliver compelling customer experiences across all channels Speed time to market at a lower cost through rapid creation and deployment of APIs and microservices Increase brand reach or drive new revenue by publishing APIs externally Drive innovation by enhancing your Java applications with IBM Bluemix services Optimize existing workloads by lifting and shifting them unchanged to the cloud in just minutes allowing you to take advantage of fast and flexible provisioning and pay as you go pricing This IBM Redbooks Redguide™ publication introduces the WebSphere on cloud capabilities and highlights key concepts that are associated with this IBM WebSphere offering The guide discusses the business value offered by WebSphere

on cloud provides a high level architectural view and explains three common entry points Create Connect and Optimize to cloud The guide also identifies the IBM products that play important roles in those entry points It includes real world examples of how customers are using WebSphere on cloud to resolve business challenges and enhance return on investment ROI

Wild West to Agile Jim Highsmith, 2023-05-17 Wild West to Agile The evolution and revolution of software development drawn from personal experience from the Apollo moon mission to digital transformations In 2023 technology is your business no matter what your business But how did we get here and how could a historical perspective prepare us for the future Jim Highsmith tackles the evolution and revolution of software development embellishes them with personal experiences from the Apollo moon mission to modern digital transformations and introduces the adventurous pioneers from structured era developer Ken Orr to Agile methodologist Kent Beck who strived to make the world a better place by building better software Jim s six decade career has encompassed the Wild West 1966 1979 to Structured Methods and Monumental Methodologies 1980s to the Roots of Agile 1990s to the present Agile Era 2001 present In each era he explores the evolution of software development methods methodologies and mindsets Whether you are from the 1970 1980 s generation looking for an I was there too moment a newer generation interested in the evolution of software development the Agile generation interested in how Agile methodologies were born and evolved or have a general interest in information technology Wild West to Agile has something for you Jim Highsmith is the Forrest Gump of software development What made the 1994 movie so entertaining was how frequently Forrest found himself in the right spot as history was being made Unlike Forrest though Jim s actions influenced that history Mike Cohn cofounder of the Agile Alliance and the Scrum Alliance author of Succeeding with Agile If you want to understand the shape of software development today this is the book for you If you want to understand how to navigate a turbulent career with grace author Extreme Programming Explained This entire journey beginning with the Wild West era of software development through the Agile Era to today s Digital Transformation era is entirely empowered by people Thank you Jim for sharing these beautiful stories and honoring the people that were a part of this amazing journey Heidi J Musser Vice President and CIO USAA retired I ve always felt that understanding history is important because it s hard to understand where we are unless you understand the path that we took to get here Jim s memoir is an entertaining and astute odyssey through this history Martin Fowler Chief Scientist Thoughtworks

Global Lean for Higher Education Stephen Yorkstone, 2019-07-16 Higher education HE is amongst the hardest sectors in which to apply lean Universities resist change their organizational cultures being far from the manufacturing environment where lean was born The way HE organizations are structured funded and function globally is idiosyncratic one size is unlikely to fit all However the sector is also dynamic and a mature understanding of lean as a philosophy led by principles suggests there are many ways HE could grow through lean This collection of work reflects the state of the art in the global practical application of lean for higher education It aims to demonstrate the diverse applications of lean in universities inspiring others to deeply

engage with lean thinking in their own unique context and to drive successful sustainable lean work Contributors are both well known experts in lean HE and up and coming practitioners Authors live globally in countries such as Australia Canada Malaysia Poland the UK and the USA They represent higher education environments from applied teaching institutions to research focused universities from 50 years old to more than 800 years old The collection focuses on lean applied across universities as a whole often addressing the administrative support or professional services side of how these institutions work The application of lean is not limited purely to the administration of such organizations but is applied to the primary purpose of universities teaching and research This volume is not focused on lean theory Instead it discusses how HE institutions have taken lean forward and the lessons learned that others can share and learn from It is composed of six sections Starting out People Projects Technology Sustaining Lean and Culture The rich and wide perspectives in this book will enable the reader to understand the many ways that lean thinking is applied in higher education globally More importantly this book will help the reader better understand and apply lean in the context of their own work

CIO-Handbuch Band 4 Michael Lang, 2016-06-06 Wenn es ein Universalgesetz der IT gäbe wäre es wahrscheinlich das Folgende Der Anspruch der an das IT Management gestellt wird steigt kontinuierlich und geradezu unaufhaltsam Warum ist das so Die Gründe für diesen Trend sind komplexer werdende geschäftliche Anforderungen technologische organisatorische und gesellschaftliche Entwicklungen sowie rechtliche Rahmenbedingungen Können diese Herausforderung systematisch und erfolgreich bewältigt werden Neue Antworten auf diese Frage liefert das vorliegende CIO Handbuch Mit diesem Buch erschließen Sie sich in 20 Artikeln praktisches Fachwissen zu den bedeutendsten Themen des heutigen IT Managements Das CIO Handbuch behandelt die folgenden Themen Digitale Transformation Bimodale IT Organisation Restrukturierung der IT Positionierung als CIO IT Recht IT Compliance Agiles Projekt Management Führung in der IT IT Sourcing Schatten IT Cloud Computing IT Projektmanagement Architekturmanagement IT Management in KMU Demografischer Wandel IT Governance Lean IT Management Bei den Autoren dieses Buches handelt es sich um 26 ausgewiesene Experten aus dem IT Management

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