

CASE STUDIES IN SUSTAINABILITY MANAGEMENT

The oikos collection

VOLUME 3

Edited by Jordi Vives Gabriel



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Case Studies In Sustainability Management The Oikos Collection

**Rebecca Henderson, Ranjay
Gulati, Michael Tushman**



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Case Studies in Sustainability Management Jordi Vives Gabriel, 2017-11-30 With the rapidly growing importance of sustainability and corporate responsibility in a globalised world management schools are increasingly integrating long term economic environmental and social issues into their teaching and research Climate change poverty labour standards and human rights are among the many topics that future decision makers will need to face in their careers Business education needs to reflect this new reality and provide a broadened understanding of value creation in order to create economic capital while developing social and preserving natural capital Case studies can be important tools for creating learning processes on different levels students are forced to struggle with exactly the kinds of decisions and dilemmas managers confront every day In this reflection of reality the values and goals of the student are systematically challenged This can be especially valuable in the context of sustainability management organisations are now continually forced to value the different aspects of sustainability and their interrelations How do social issues impact the economic bottom line How can an environmentally sound strategy create a positive impact on employee motivation and thus have measurable impact on economic performance What comes first and why This third collection of oikos case studies is based on the winning cases from the 2010 to 2013 annual case competition So what makes an excellent case in sustainability management These cases have been highly praised because they provide excellent learning opportunities tell engaging stories deal with recent situations include quotations from key actors are thought provoking and controversial require decision making and provide clear take aways These cases are clustered in three different sections Large Corporations and Corporate Sustainability Dilemmas Managing Stakeholder Relations and Sustainability as a Source of Differentiation Strategies Case Studies in Sustainability Management will be an essential purchase for educators and is likely to be widely used as a course textbook at all levels of management education Online Teaching Notes to accompany each chapter are available on request with the purchase of the book

Case Studies in Sustainability Management and Strategy Jost Hamschmidt, 2017-11-28 With the rapidly growing importance of sustainability and corporate responsibility in a globalised world management schools are increasingly integrating long term economic environmental and social issues into their teaching and research Climate change poverty labour standards and human rights are among the many topics that future decision makers will need to face in their careers Business education needs to reflect this new reality and provide a broadened understanding of value creation in order to create economic capital while developing social and preserving natural capital Many sustainability trends also offer interesting new business opportunities that are ripe for entrepreneurial thinking Case studies can be important tools for creating learning processes on different levels students are forced to struggle with exactly the kinds of decisions and dilemmas managers confront every day In this reflection of reality the values and goals of the student are systematically challenged This can be especially valuable in the context of sustainability and strategy organisations are now continually

forced to value the different aspects of sustainability and their interrelations How do social issues impact the economic bottom line How can an environmentally sound strategy create a positive impact on employee motivation and thus have measurable impact on economic performance What comes first and why But excellent case studies for management education in the field of sustainability management and strategy are rare This innovative collection has been produced to fill this gap It is based on the winning cases of an annual competition organised by oikos the international Student Organization for Sustainable Economics and Management So what makes an excellent case in sustainability management These cases have been highly praised because they provide excellent learning opportunities tell engaging stories deal with recent situations include quotations from key actors are thought provoking and controversial require decision making and provide clear take aways These cases explore both the opportunities and pitfalls companies and NGOs face in targeting sustainability issues and how their values and core assumptions impact their business strategies They deal with a myriad of issues including supply chain management stakeholder dialogue social entrepreneurship sustainable marketing ethics governance the business case for sustainability partnerships purchasing and climate change Case Studies in Sustainability Management and Strategy is an essential purchase for educators and is likely to be a widely used as a course textbook at all levels of management education Online Teaching Notes to accompany each chapter are available on request with the purchase of the book

Case Studies in Social Entrepreneurship and Sustainability Jost Hamschmidt, Michael Pirson, 2018-02-06 The case studies in this second volume focus on entrepreneurs targeting sustainability issues and how their personal values shape strategies and initiatives The award winning cases describe new patterns of value creation and the challenges of dealing with existing paradigms

Sustainability Marketing Frank-Martin Belz, Ken Peattie, Naz Onel, 2025-08-25 EQUIPS THE NEXT GENERATION OF MARKETERS WITH THE CRITICAL SKILLS AND ETHICAL MINDSET TO LEAD IN A TIME OF UNPRECEDENTED CHANGE Since its first publication in 2009 Sustainability Marketing has set the standard for how marketers can respond to global environmental and social challenges Now in its third edition this award winning text remains a definitive resource in the field blending rigorous theory diverse global examples and actionable strategy Sustainability Marketing offers a comprehensive structured and deeply insightful guide to integrating social environmental and ethical concerns into modern marketing strategies delivering both theoretical depth and practical tools to help students and practitioners alike navigate the evolving sustainability landscape With a fresh emphasis on global challenges digital transformation and circular economy principles the third edition reflects the latest research real world case studies and pressing debates in the field Covering a wide range of key topics from rethinking the sustainability marketing mix to navigating the ethical tensions of brand activism the authors provide a compelling blueprint for building marketing strategies that drive innovation strengthen brand trust and contribute meaningfully to sustainable development Sustainability Marketing A Global Perspective Third Edition is essential reading for advanced students exploring the future of responsible

business educators integrating sustainability into their curriculum and marketing professionals looking to align strategy with purpose and contribute to a more sustainable and equitable world NEW TO THIS EDITION Expanded focus on the UN Sustainable Development Goals SDGs addressing how marketers are aligning strategies with global policy frameworks New content on greenwashing consumer trust and ethical marketing dilemmas Including societal and humanistic marketing perspectives in a polarized media and political environment Cutting edge analysis of digitalization and AI exploring opportunities such as personalization and engagement as well as risks of data asymmetries algorithm driven polarization and deepfakes Deeper integration of circular economy thinking examining how product service systems sharing models and value co creation are reshaping marketing roles and metrics Timely global case studies and updated data ranging from large multinationals to agile start ups across a variety of sectors geographies and consumer segments including new and emerging companies and enterprises that exemplify innovative sustainability marketing practices Insights into brand activism and its risks that help readers understand the fine line between purpose driven engagement and public backlash Coverage of the implications of sustainable supply chains for marketing and the role of traceability and transparency in generating credibility Incorporated and replaced the latest research to strengthen both the theoretical foundation and practical application of sustainability marketing including new research on clean technologies highlighting marketing s role in accelerating adoption and communicating impact WILEY ADVANTAGE Provides a structured step by step approach grounded in the original sustainability marketing framework refined and expanded for today s complex challenges Equips students and professionals with actionable frameworks for implementing sustainability in real marketing contexts Offers a truly global perspective with stories and challenges drawn from every continent that cover diverse industries Reflects the latest academic findings and real world practices while remaining concise and accessible for a 12 week course Employs a balanced critical lens to unpack the tensions trade offs and controversies involved in sustainable marketing Includes learning objectives discussion questions and Sustainability Challenges in each chapter

Handbook of Sustainability in Management Education Jorge A. Arevalo, Shelley F. Mitchell, 2017-06-30 This Handbook strives to enhance knowledge and application within sustainability in management education SiME across different academic programs geographic regions and personal professional contexts Cross disciplinary and boundary spanning this book focuses on specific themes and is therefore split into four distinct sections one on theory and practice one on transformational interventions in business programs one on the role of external agents and the last on innovative approaches in SiME

Concerned Markets Susi Geiger, Debbie Harrison, Hans Kjellberg, Alexandre Mallard, 2014-11-28 When political social technological and economic interests values and perspectives interact market order and performance become contentious issues of debate Such hot situations are becoming increasingly common and make for rich sites of resear

The Dark Side Emmanuel Raufflet, Albert J. Mills, 2017-09-08 The discredit of a certain brand of capitalism and the managers that practice it continues apace The increasing lack of tolerance for short term

thinking and a systematic neglect of the social regulatory and economic conditions in which business ought to operate means we are entering a time of trouble and questions an era of economic social and environmental turbulence There is a critical need for business educators and trainers to expose students and managers to these issues to examine explore and understand the different multifaceted complex phenomena of our late capitalist era There is also a need to foster a climate for future and current business managers to reflect feel and think differently both ethically and cognitively The 16 innovative case studies in The Dark Side Critical Cases on the Downside of Business are designed for this very purpose to provoke reflection and debate to challenge and change perceptions and to create responsible managers The cases are innovative in two ways First in terms of content they acknowledge the diversity of actors and interests in and around organizations They contain different levels of analysis and propose different points of view and logics They recognize that decisions that seem sound when they are made may actually contain the seeds of their later failure Second these cases are innovative in terms of format Whereas most cases are formatted around decision making situations these are more diverse and open ended This stimulates the use of judgment the capacity to synthesize integrate and balance short and long term effects appreciate effects on different groups and learn to listen and evaluate Whereas decision making is the key skill when confronting complicated issues and situations judgment making relies on experience and is a far better tool in the complex murky gray areas typical of business ethics The cases included here are all finalists or award winners from the first seven years of the Dark Side of Business Case Competition a joint event of the Academy of Management s Critical Management Studies Section and Management Education Section In many areas of management case studies are almost exclusively devoted to best practice cases or difficult decisions faced by basically well managed firms When educators look for resources to illustrate to students the more typical cases let alone the really scandalous practices of the worst firms the cupboard is almost entirely bare From the beginning the Dark Side competition aimed at encouraging case studies that integrate socio political issues with organizational dynamics thus contextualizing organizational and management problems within the broader system of capitalism These cases comprise a diverse and rich collection from a range of countries continents and issues and focus on interactions in business organizations as well as between business organizations and groups and societies The Dark Side Critical Cases on the Downside of Business is divided into four sections The first sheds light on gray areas in the behavior of businesses The second concerns the interactions between business and local communities in diverse countries The third concerns crises and specifically how firms may create or manage them Finally the fourth section concerns gray areas in business behavior in the global context The Dark Side Critical Cases on the Downside of Business will be an essential purchase for educators and is expected to be a widely used resource at all levels of management education Online Teaching Notes to accompany each chapter are available on request with the purchase of the book Case Studies in Social Entrepreneurship and Sustainability Jost Hamschmidt, 2017 In 2008 Ashoka launched the Changemaker Campus Initiative

which applies Ashoka's rigorous criteria to select and support universities as they develop and implement a comprehensive social entrepreneurship plan. Through the lessons learned from this network and with input from its broader global network of those experienced in the field, Ashoka aims to set a new standard for social entrepreneurship education. Indeed, despite the rising demand, there remains a dire need for quality coursework and global teaching case studies. Social entrepreneurs and the pressing challenges they solve are not bound by geographic borders or a single political environment, yet there is a lack of the materials necessary to equip students with the skills and mind set required to catalyze systemic social change. What few high quality case studies do exist typically highlight social entrepreneurs within the United States. This cooperation with oikos within the Social Entrepreneurship Track of the annual oikos Global Case Competition is a critical vehicle for tackling that challenge. As a result of this effort, more locally relevant case studies are being written, peer reviewed, and judged than ever before, and are able to make their way into the hands of global audiences eager to adopt them into their courses. Building social entrepreneurship skills and problem solving abilities are best practiced and honed using real life examples and strategic challenges, not just learning theories in a vacuum. Case studies provide this exposure and real time training in systemic problem solving. Through these 15 teaching cases, students learn that social entrepreneurship is about identifying root causes of problems and applying a solution that tackles the system. As study upon study has shown, the band aid approach does not work. To effectively address a social problem, the solution must continually adapt and evolve based on market feedback about what works and what needs to change in the model. Case Studies in Social Entrepreneurship and Sustainability is the second volume resulting from the oikos Global Case Writing Competition, an annual program launched in 2003 to promote the publication of high quality teaching cases in corporate sustainability. This book expands the collection with award winning global cases in the rapidly growing field of social entrepreneurship and sustainability. In view of the growing importance of various sustainability trends, management schools are increasingly challenged to adapt their entrepreneurship and business curricula. Management education needs to reflect the trends and provide a broadened understanding of value creation. Sustainability is a concept that demands that organizations consider the legitimate expectations of different stakeholders in their value creation processes. At the same time, it underlines the fact that many sustainability trends offer new business opportunities that entrepreneurs will seize. As a result, value creation processes need to be reorganized in order to create economic capital while developing social capital and preserving natural capital. Indeed, entrepreneurial organizations are increasingly dealing with these challenges. The case studies in this book explore both the opportunities and pitfalls entrepreneurs working with organizations with for-profit, hybrid, and non-profit business models face in targeting sustainability issues and how their values and core assumptions impact their business strategies. They describe new patterns of value creation, new alliances, and the challenges of dealing with existing paradigms. It is clear that new ways of doing business with a common objective of maximizing social impact are substantially shaping markets and

society This textbook of competition winning case studies for management education in the field of social entrepreneurship and sustainability provides excellent learning opportunities tells engaging stories deals with recent situations includes quotations from key actors is thought provoking and controversial requires decision making and provides clear take aways Online Teaching Notes to accompany each chapter are available on request with the purchase of the book Provided by publisher **The Yearbook of European Environmental Law** Thijs Etty,Han Somsen,2008-09-04 Academics and students will find a wealth of information in the stimulating and clearly written articles The well structured and reliable annual surveys are specifically designed to provide easy access to the very latest developments in EU environmental law

International Management in Practice Volume 1 Patrick Siegfried,2015-08-25 These Case Studies were written from students at the EBC university of applied sciences D sseldorf The students from 6th semester of the study International Business Management have visited the lecture Case Studies in International Management In this book Case studies from 8 different companies will be presented The development of their enterprises the position in the market and the strategies Internationalisation Merger Sustainability At the end of each Case Study are questions so that other students can answer these questions and with the Case Study The Green Bundle Magali A. Delmas,David Colgan,2018-07-31 The market for green products has expanded rapidly over the last decade but most consumers need something more than eco benefits to motivate their purchases Magali A Delmas and David Colgan argue that many green products now offer the total package a green bundle that checks the environmental box but also offers improved performance health benefits savings and status To help consumers cut through the noise and make their best decisions we need new strategies The Green Bundle offers some of the best and most effective communication techniques for pushing consumers in the right direction Framing product benefits to motivate behavior is the key Combining insights from sustainable business and behavioral economics Delmas and Colgan show managers how to lead buyers from information to action If you are looking to win over the convenient consumer or understand how companies can create the next tipping point in green consumption this is the research based practical guide for you *Corporate Sustainability in the 21st Century* Rafael Sardá,Stefano Pogutz,2018-12-07 Corporate sustainability needs a rethink We have entered the human influenced Anthropocene age and we are witnessing accelerating changes in earth system processes Businesses current initiatives such as product innovation and pollution reduction are not enough to combat the intensifying social ecological challenges that face us Corporate Sustainability in the 21st Century is an innovative new textbook which provides a fresh conceptual framework for understanding and engaging with sustainability now and in the future Business In Nature This book critically discusses key concepts and topics related to corporate sustainability with a focus on corporate sustainability strategies and corporate value chains Setting itself apart from existing books it introduces ideas from global ecology and the natural sciences to provide readers with a new language for discussing business and sustainability This book maintains an international perspective throughout with a wealth of examples case studies and

discussion questions It will be a valuable text for students of corporate sustainability business nature and society and environmental studies and will also be useful for managers seeking a new perspective on how being green can fit with business goals

Ethical Corporation Magazine ,2007-07

Transdisciplinary Research and Sustainability Martina Padmanabhan,2017-10-12 Transdisciplinarity is a new way of scientifically meeting the challenges of sustainability Indeed interdisciplinary collaboration and co operation with non academic practice partners is at the core of this creating contextualised socially relevant knowledge about complex real world problems Transdisciplinary Research and Sustainability breaks new ground by presenting transdisciplinary research in practice drawing on recent advances by the vibrant transdisciplinary research communities in the German speaking world It describes methodological innovations developed to address wide ranging contemporary issues including climate change adaptation energy policy sustainable agriculture and soil conservation Furthermore the authors reflect on the challenges involved in integrating non academic actors in scientific research on the tensions that arise in the encounter of theory and praxis and on the inherently normative political nature of sustainability research Highlighting the need for academic institutions to be transformed to reflect transdisciplinarity this timely volume will appeal to postgraduate students and postdoctoral researchers interested in fields such as Sustainability Science Transdisciplinary Studies and Philosophy of Science

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

The Thinking Executive's Guide to Sustainability Kerul Kassel,2013-12-09 We live in an increasingly global economy in which the effects of shrunken economies broadened communication and widespread meteorological incidents associated with climate change are leaving virtually no one untouched As a result a working knowledge of concepts such as the triple bottom line and sustainability have become mandatory Systems thinking is foundational for grasping these concepts and is based on trans disciplinary theories deriving in part from biology physics economics philosophy computer science engineering geography and other sciences

Specifically it is the study of systems including all life forms climate phenomena and even in human learning and organizational processes that regulate themselves through feedback The media and the public have become savvy to corporate green washing and government regulation already pervasive in Europe is imminent in the United States Business practices are a subsystem of human activity which is itself a subsystem of the biosphere we all depend upon for services such as clean air and water sufficient soils to produce food and moderate weather Corporate sustainability practices are in the midst of becoming a required aspect of the social license to conduct business and the use of a systems framework provides a coherent and eminently sensible way to comprehend the structure and logic that underlies this transition Green business efforts and stakeholder initiatives undertaken by those without the requisite understanding of sustainability and the trends related to it in the world of commerce risk adverse press activist pressure regulatory constraint added expense reduced revenue and lowered valuation This book offers a practical relevant and easily grasped overview of sustainability issues and the systems logic that informs them supported by empirical research and applied to corporate rationales decision making and business processes Intended for business professionals seeking concise reliable and current knowledge and trends it will support them in leading their organizations corporate sustainability social responsibility and citizenship efforts so they can remain competitive and successful

Communities and Cultural Heritage Valerie Higgins,Diane Douglas,2020-11-29 Communities and Cultural Heritage explores the relationship between communities their cultural heritage and the global forces that control most of the world s wealth and resources in today s world Bringing together scholars and heritage practitioners from nine countries this book contributes to the ongoing dialogue on community heritage by analysing impediments to full community participation The underminin of local communities comes at a high price As the chapters in this book demonstrate the knowledge embedded within traditional and Indigenous heritage creates communities that are more resilient to environmental and social stressors and more responsive to contemporary challenges such as climate change environmental degradation post disaster recovery and relocation Cultural heritage practices often fail to capitalise upon local knowledge and traditional skills and undervalue the potential contribution of local communities in finding creative and resourceful solutions to the issues they are confronting Arguing that the creation of successful community heritage project requires ongoing reflection on the aims methods financing and acceptable outcomes of projects the volume also demonstrates that the decolonization of Western focussed heritage practices is an ongoing process by which subaltern groups are brought forward and given a space in the heritage narrative Reflecting on trends that impact communities and heritage sites across different geographical regions Communities and Cultural Heritage will be of interest to academics students and practitioners of cultural heritage archaeology and anthropology around the world

Modernization and Accountability in the Social Economy Sector Ferreira, Augusta,Marques, Rui,Azevedo, Graça,Inácio, Helena,Santos, Carlos,2019-05-31 The social economy sector SES faces pressures for greater accountability to their funders users and

citizens and a growing need to report good practices in the social economic and financial impact that they have on the community. However, these entities often face difficulties related to the lack of an accounting framework that allows them to properly disseminate the results of their activities. Thus, practices that involve financial reporting and an assessment of their social economic and financial impact are needed to improve their accountability, sustainability, and operational performance. *Modernization and Accountability in the Social Economy Sector* is an essential reference source that discusses future avenues of development for the management of SES entities, accounting control in SES management, and measures of performance in the SES. Featuring research on topics such as online communication, social accounting, and value reporting, this book is ideal for managers, financial consultants, academicians, researchers, and students interested in accounting management, internal control, auditing, and technology use in the SES. **Social Entrepreneurship** Anders

Lundström, Chunyan Zhou, Yvonne von Friedrichs, Elisabeth Sundin, 2013-11-11. This contributed volume features state of the art research from ten different countries on implementation, institutionalization, and the future prospects of social entrepreneurship. This volume aims at bringing together research that considers the context of economy, politics, and cultural issues combining with the needs of social and human development. By conceptualizing the notion of social entrepreneurship and societal entrepreneurship, this volume aims to disseminate the numerous streams of research and theory of social entrepreneurship to educators, libraries, scholars, non-profit researchers, public policy makers, practitioners, undergraduate and graduate students, and any organization or person interested in staying abreast of advances in this area. It is also an important reference book for teachers, students, and faculty interested in conducting research or teaching social entrepreneurship. *Yearbook of European Environmental Law*, 2008

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Table of Contents Case Studies In Sustainability Management The Oikos Collection

1. Understanding the eBook Case Studies In Sustainability Management The Oikos Collection
 - The Rise of Digital Reading Case Studies In Sustainability Management The Oikos Collection
 - Advantages of eBooks Over Traditional Books
2. Identifying Case Studies In Sustainability Management The Oikos Collection
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Case Studies In Sustainability Management The Oikos Collection
 - User-Friendly Interface
4. Exploring eBook Recommendations from Case Studies In Sustainability Management The Oikos Collection
 - Personalized Recommendations
 - Case Studies In Sustainability Management The Oikos Collection User Reviews and Ratings
 - Case Studies In Sustainability Management The Oikos Collection and Bestseller Lists
5. Accessing Case Studies In Sustainability Management The Oikos Collection Free and Paid eBooks

- Case Studies In Sustainability Management The Oikos Collection Public Domain eBooks
- Case Studies In Sustainability Management The Oikos Collection eBook Subscription Services
- Case Studies In Sustainability Management The Oikos Collection Budget-Friendly Options
- 6. Navigating Case Studies In Sustainability Management The Oikos Collection eBook Formats
 - ePub, PDF, MOBI, and More
 - Case Studies In Sustainability Management The Oikos Collection Compatibility with Devices
 - Case Studies In Sustainability Management The Oikos Collection Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Case Studies In Sustainability Management The Oikos Collection
 - Highlighting and Note-Taking Case Studies In Sustainability Management The Oikos Collection
 - Interactive Elements Case Studies In Sustainability Management The Oikos Collection
- 8. Staying Engaged with Case Studies In Sustainability Management The Oikos Collection
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Case Studies In Sustainability Management The Oikos Collection
- 9. Balancing eBooks and Physical Books Case Studies In Sustainability Management The Oikos Collection
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Case Studies In Sustainability Management The Oikos Collection
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Case Studies In Sustainability Management The Oikos Collection
 - Setting Reading Goals Case Studies In Sustainability Management The Oikos Collection
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Case Studies In Sustainability Management The Oikos Collection
 - Fact-Checking eBook Content of Case Studies In Sustainability Management The Oikos Collection
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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