

Developing Framework for the Implementation of Advanced Manufacturing Technologies in Small and Medium-Sized Enterprises

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Intense competition, demanding customers, and shortening product life cycles are prompting small and medium-sized enterprises to invest in advanced manufacturing technologies (AMTs). Small manufacturers often depend on large manufacturers for orders and so require design as well as manufacturing flexibility on their part. One way of achieving the flexibility is through adoption of AMTs. The decision to invest in AMT is a major decision and thus requires proper consideration to all the aspects of the implementation process before a final commitment is made. Although the technical capabilities of AMTs are well proven, neither practitioner nor academics agree upon a framework for its successful implementation. Using Churchill's model (Steps 1 and 2) and drawing a link from the available literature, a theoretical framework is developed for the successful implementation of AMTs in small and medium-sized enterprises. Three implementation phases—namely, planning, preimplementation, and postimplementation—with 14 major issues have been developed; 52 constituent factors have been identified from these issues through literature review and interviews with industry professionals.

Keywords: *implementation, advanced manufacturing technologies, small and medium- sized enterprises, factors*

Introduction

Small and medium-sized enterprises (SMEs) in India are flourishing against a challenging global environment and have experienced several highs and lows in the past few years. In view of the contribution to Indian Gross Domestic Product and its employment generation capability, impetus is being given to strengthen this sector. SMEs occupy an important position in India's economic development and covers variety of industrial sectors as reported by Dangayach and Deshmukh (2005). According to Li (2000) to respond quickly to market opportunities and threats firms must compete simultaneously on variety of competitive priorities. Karan, Forker, and Kobu (2000) pointed that because SMEs are often suppliers of goods and services to larger organizations, they must remain competitive and produce high quality output to meet the quality criteria set by these larger organizations.

To remain competitive, SMEs are introducing newer technologies in products, in manufacturing processes, and in operational control and are investing in advanced manufacturing technologies (AMTs). But these SMEs are facing challenges from internal and external factors while

implementing newer technologies. SMEs are either not able to adopt new capital intensive technologies or are unable to reap full potential benefits of the AMT implementation due to the lack of resources (Franquesa & Brandyberry, 2009; Koc & Bozdog, 2009; Thomas & Barton, 2012). Studies by Bulbul, Omurbek, Paksoy, and Bektas (2013) and Koc and Bozdog (2009) observed conflicting results from AMT adoption. Although some reported positive results, others reported negative results. For example, when comparing results of implementation from two countries, Sweden and Singapore, Zhou et al. (2009) found that AMT investment was correlated with firm performance in Sweden but not in Singapore.

In wake of this, the selection and implementation of AMT has become a major decision because the survival of small enterprises depends on it. The selection and implementation of an appropriate technology for a firm has to be in line with organizational design and external market requirements, as pointed by Cardoso, Pinheiro de Lima, and Gouvea da Costa (2012).

The technical capabilities of AMT are well proven, so the failure to achieve the intended benefit may be the result of improper and inadequate planning on the part of the organization (Boer & During 1987; Hayes & Jaikumar, 1991; Voss, 1988). Boer and During (1987) suggested that issues in both preimplementation and implementation phase are important and have a direct impact on the performance of AMT implementation process. Therefore, firms must pay attention to these issues before implementing AMT projects. However, the information currently available on important factors for AMT implementation in Indian SMEs is not comprehensive but is available in segmented form; therefore, this study is conducted to identify the factors that are effective in the successful implementation of AMT.

In prior studies, Sambasivarao and Deshmukh (1995) suggested tangible, intangible, social, strategic, and technology selection factors; Thomas and Barton (2012) suggested technical and manufacturing support structure factors, and Rahardjo and Yahya (2010) suggested factors like inadequate planning, worker training, top management commitment, and the lack of long-term planning for successful AMT implementation. Although past research has attempted to address the AMT selection and implementation process, it remains inadequate to develop a comprehensive framework that addresses all aspects of the successful AMT implementation in SMEs. In the present study, using Churchill's (1979) paradigm (Figure 1) and a thorough synthesis of the literature, 14 domains of construct of AMT have been developed. For these constructs, 52 constituent factors have been identified through literature review and in-depth interviews with the industry professionals. So this fulfills the requirement of Churchill's paradigm toward the first step of domain of construct for AMT.

Advanced Manufacturing Technologies (AMTs): An Overview

AMTs are computer-based technologies that respond quickly to design and manufacturing changes. Dean, Yoon, and Susman (1992) and Zammuto and O'Connor (1992) viewed AMT as a potential technology that addresses almost all manufacturing challenges. Three basic categories of AMTs are used by industries: technologies for design/engineering, technologies for manufacturing, and administrative technologies that can be used for planning and control activities. Uwizeyemungu, Poba-Nzaou, and St-Pierre (2015) classified 20 different types of AMT grouped into four categories: design technologies, process technologies, technologies for logistic applications, and communication applications.

Vinas, Bessant, Perez, and Gonzales (2001) and Singh, Garg, and Deshmukh (2006) remarked that SMEs can sustain their growth and competitiveness by adopting AMTs. According to Mosey (2005),

AMTs can help SMEs in competing with their larger counterparts by developing innovative products. Computer integrated manufacturing helps SMEs to reduce lead time, increase flexibility and reliability, and to improve customer service (Gunasekaran et al. 2001; Dangayach & Deshmukh 2005). Previous studies have found that AMT has got the potential to accelerate the growth of SMEs. If implemented with proper planning at all levels, these technologies can prove to be a boon for SMEs.

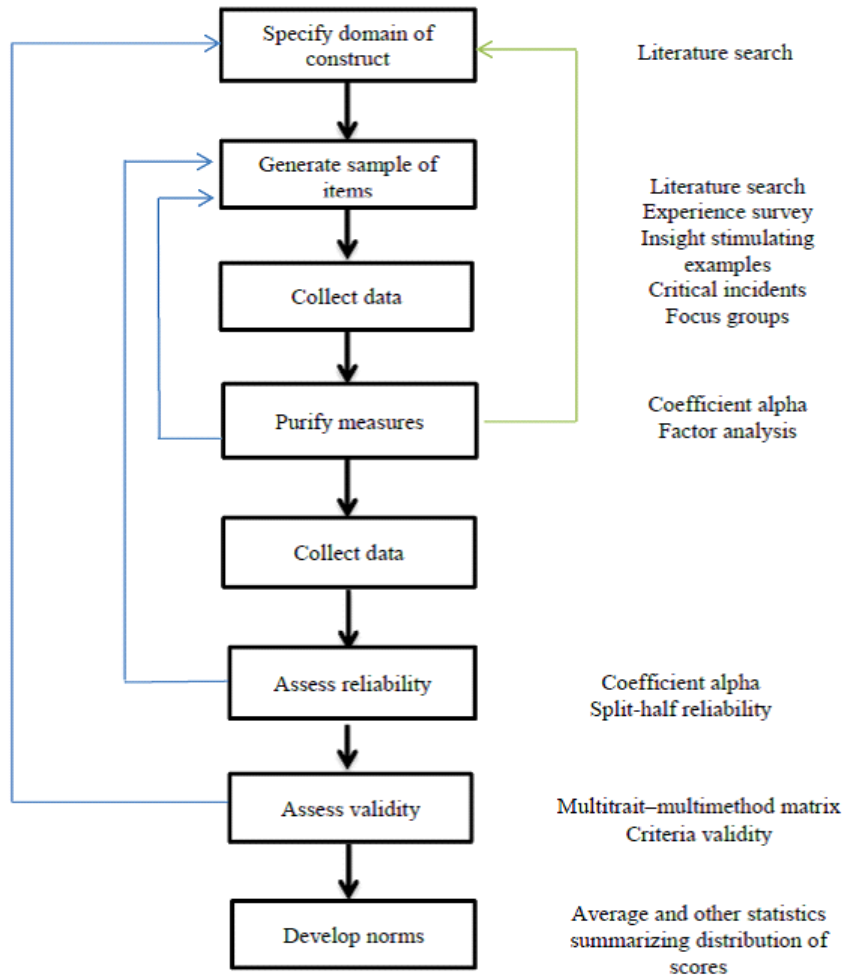


Figure 1. Churchill's Paradigm (adapted from Churchill, 1979)

Implementation Framework for AMT

After studying the currently available literature, the framework for implementation of AMT has been developed and is shown in Figure 2.

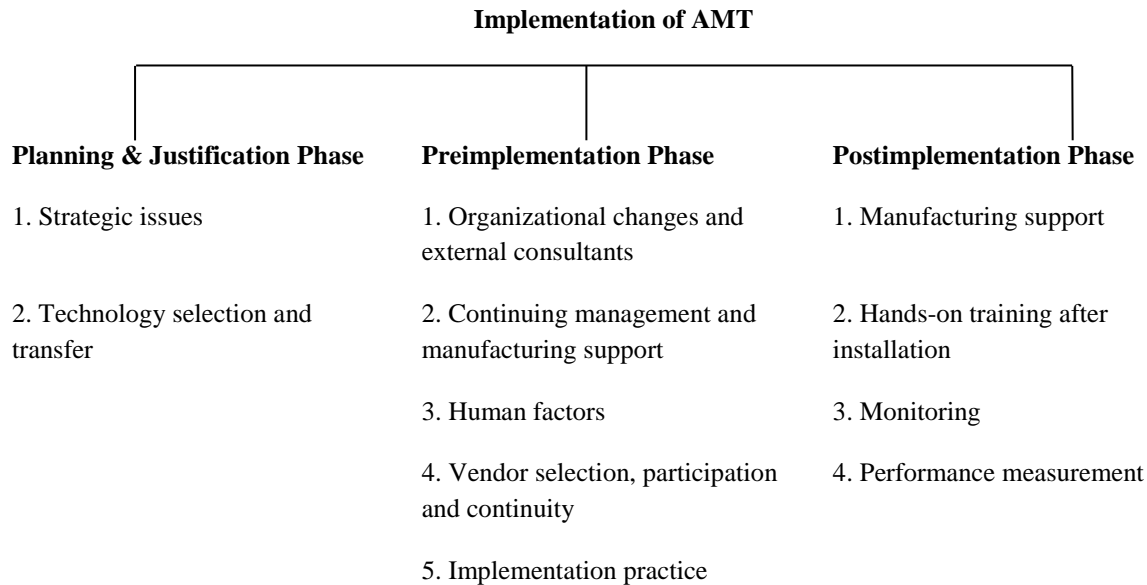


Figure 2. *Advanced Manufacturing Technologies (AMT) Implementation Framework*

The Planning and Justification Phase

This phase comprises all such decisions that have strategic implications on the business. This viewpoint accepts that every technology decision should have a strategic impact on the business. The need for technological innovations in production processes should be initiated as a result of changing strategic or business objectives that require an evaluation of current production processes. The three main elements of AMT are preimplementation, implementation and postimplementation, which ensure successful implementation of AMT in SMEs. Preimplementation involves predicting the percentage of the probability of implementation success, selecting technologies, and selecting the suppliers of the technology (Dawal et al., 2015).

Yusuff, Yee, and Hashmi (2001) and Soh and Roberts (2005) remarked that many factors need careful consideration to achieve full benefits of AMT implementation. Managers seeking AMT adoption in their organizations must match products with technologies that offer not only operational benefits but also marketing and strategic advantages (Chen & Small, 1994). Mamalis (2005) pointed that thorough consideration has to be given when selecting the appropriate technology that matches with the objective of the organization. This means the firm has to manage the complete supply chain through collaboration and partnerships with customers, vendors, distributors, competitors, consulting firms, or research centers. Monge, Rao, Gonzalez, and Sohal (2006) highlighted that investment in AMT is a long and complex process that requires long periods of planning, and the outcome may not be immediately visible. Selection of appropriate technology

that meets organizations' objectives and fulfills plants' requirement should be done, and the selected technology must be economically justifiable. Strategic and technology selection factors are identified as being critical to success during this phase and are shown in Appendix A.

The Preimplementation Phase

Organizational culture and changes, decisions on external consultants, continuous management support, vendor selection, and human and social factors are some the prominent preimplementation issues that an organization has to sort out. AMTs and organizational performance have a complex relationship, as reported by Koc and Bozdag (2009). This complex relationship is attributed to internal as well as external factors, remarked Koellinger (2008). According to Saberi, Yusuff, Zulkifli, and Megat Ahmad (2010), AMT failure is often a result of an adequate implementation and diffusion of the new innovation through the organization. Studies by Saberi et al. (2010), Darbanhosseiniam (2012), and Marri, Gunasekaran, and Sohag (2007) emphasized the importance of strategic and organizational factors in effective AMT implementation. Cardoso et al. (2012) highlighted that most of the problems arise due to lack of proper analysis and identification of organizational characteristics.

The Postimplementation Phase

This phase addresses all the activities that should be performed after the installation and productive operation of the technology within the manufacturing environment. The available literature reveals that companies that pay attention to the areas listed in Appendix A are more likely to experience success than their counterparts.

Identification of Constituent Factors

The second step of Churchill's paradigm (Figure 1) is conducting a literature search and interview with industry professionals to generate constituent factors for AMT implementation framework. As part of this, an extensive literature review was performed to identifying constituent factors associated with AMT. Sambasivarao and Deshmukh (1995) have identified factors like tangible and intangible, which are further classified into preproduction cost factors, indirect production cost, direct production cost, human, strategic, social, and technological factors. From a review of literature and face-to-face interviews with industry professionals, 63 constituent factors associated with the 14 AMT are identified. These items should possess content validity. As advocated by Churchill (1979), the study requested a group consisting of four academicians and four practitioners to evaluate these factors. Each member initially assessed the items independently and then jointly discussed the items in dispute and finally come to a consensus. Using the nominal grouping technique, they established 52 constituent factors relevant to AMT implementation framework. These items, along with their literature relevance, are shown in Appendix B.

Concluding Remarks

The main focus of this article has been on developing the framework and identifying major issues and their constituent factors for the implementation of AMTs in SMEs. According to Churchill's (1979) model, the domain of construct has to be identified first, and so from three implementation phases, 14 major issues have been identified and addressed. This satisfies the first step in the paradigm of Churchill. The second step of paradigm involves conducting a literature search and interviews of industry professionals to generate constituent factors for the major issues. Thus, 52 constituent factors have been identified from 14 major issues of the implementation process. In next

stage of Churchill's model, these factors can be advanced for validation and generalization. The proposed framework including constituent factors seems to be exhaustive and can be put for empirical investigation further. This study has implications for the managers of SMEs who seek to introduce AMT in their plants.

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[Appendices follow]

Appendix A

AMT Implementation Factors Derived From Prior Research

Number	Factor	Literature Relevance
Planning phase		
1	Strategic issues	Boer and During (1987); Voss (1988); Hayes and Jaikumar (1991); Small and Yasin (1997); Bessant and Haywood (1988); Anderson et al. (1989); Carlson et al. (1989); Cleland and Bursic (1992); Parthasarthy and Sethi (1992); Swamidass and Waller (1991); Chang (1991); Udoka and Nazemetz (1990); Zahra and Covin (1993); Weill et al. (1991); Lowe (1993); Corbett and Van-Wassenhove (1993); Diaz (2003); Dangayach and Deshmukh (2005); Rosnah, Loo, and Hashmi (2005); Yusuff (2004); Lefley et al (2004); Singh and Khamba (2009)
2	Technology selection and transfer	Boyer and MacDermott (1999); Miller and Roth (1994); Ward et al. (1998); Beatty and Gordon (1990); Stecke (1985); Tetzlaff (1990); Hayes and Jaikumar (1991); Parthasarthy and Sethi (1992); Udoka and Nazemetz (1990); Gupta (1998); Meredith (1987b); Jonsson (2000); Mamalis (2005)
Preimplementation phase		
3	Organizational changes and external consultants	Mize (1987); Tanakana (1991); Ferraro (1988); Co and Flowers (1990); Beatty and Gordon (1988); Rosnah et al. (2005); Yusuff (2004)
4	Continuing management and Manufacturing support	Efstathidas et al. (2002); Gupta (1998); Diaz (2003); Meredith (1987a); Mize (1987); Salaheldin (2007)
5	Human factors	Mohanty (1993); Ferdows et al (1986); Voss (1986); Young and Murray (1986); Weatherall (1988); Demmel and Askin (1992); Troxler and Blank (1990); Sambasivarao and Deshmukh (1994); Bessant (1991); Farley et al. (1987); Tchijov (1989); Womack et al. (1991); Attaran 1992; Ettlief (1990); Diaz (2003); Rosnah et al. (2005)
6	Vendor selection, participation, and continuity	Sommers and Gupta (1991); Attaran (1989a, 1989b); Zahra and Farzad (2010)
7	Implementation practices	Udoka and Nazemetz (1990); Chen and Small (1996); Chang (1996); Hottenstein et al. (1997); Zhou and Co (1997); Small and Yasin (1997); Cleland et al. (1995); Beatty (1990); Beatty and Gordon (1990); Bessant and Haywood (1988); Boer et al. (1990); Nemetz and Fry (1988); Vesey (1990); Attaran (1992); Billesbach (1991); Meredith (1987a, 1988); Ranta and Tchijov (1990); Taheri (1990); Tchijov (1989); Doll and Vonderembse (1987); Dornan (1987); Hershfield (1992); Meredith (1988); Rubenowitz et al. (1990); Voss (1995); Rosnah et al. (2005); Zahra and Farzad (2010)
8	Planning for infrastructural preparation	Efstathidas et al. (2002); Beatty (1990); Meredith (1987a); Noori (1990); Dornan (1987); Jonsson (2000); Zammuto (1992)
9	Social issues	Sambasivarao and Deshmukh (1994); Hershfield (1992)

Number	Factor	Literature Relevance
Postimplementation phase		
10	Hands-on training after installation	Efstathidas et al. (2002); Udoka and Nazemetz (1990); Zahra and Farzad (2010)
11	Setting of interim targets	Efstathidas et al. (2002)
12	Performance measurement	Adler (1988); Brown and Laverick (1994); Ghalayini and Noble (1996); Bititci et al. (2001); Karsak and Tolga (2001); Morgan and Daniels (2001); Kaplan and Norton (1992); Bititci et al. (1997); MacDougall and Pike (2003); Sohal (1991); Meredith (1988); Voss (1988); Primrose (1991); Small and Chen (1995); Finnie (1988); Attaran (1992); Curtis (1987); Kakati and Dhar (1991); Swamidass and Waller (1991); Wabalickis (1988); Meredith and Hill (1987); De Meyer and Ferdows (1990); Zahra and Farzad (2010)
13	Integrity of the AMT team	Diaz (1991); Chang (1989); Zahra and Farzad (2010)

[Appendices continue]

Appendix B

52 Constituent Factors

Constituent Factor	Literature Relevance
Recognition of need	Small and Yasin (1997); Fry and Smith (1989)
Establishment of organizational goals	Chen and Small (1994); Falkner and Benhajla (1990); Small and Chen (1995)
Linking business and manufacturing strategies	Anderson et al. (1989); Carlson et al. (1989); Cleland and Bursic (1992); Udoka and Nazemetz (1990); Zahra and Covin (1993)
Investment justification	Swamidass and Waller (1991); Primrose (1991); Chen and Small (1996); Diaz (2003); Attaran (1992); Curtis (1987); Dornan (1987); Kakati and Dhar (1991); Wabalickis (1988); Amoako-Gyampah and Maffei (1989); Attaran (1989); Meredith (1987a); Roth et al. (1991); Swann and O'Keefe (1990a, 1990b)
Operations strategy	Boyer and MacDermott (1999); Miller and Roth (1994); Ward et al. (1998); Parthasarthy and Sethi (1992); Corbett and Van Wassenhove (1993); Kim and Lee (1993); Swink and Way (1995); Tranfield et al. (1991); Anderson and Cleveland (1989); Cleland and Bursic (1992); Udoka and Nazemetz (1990); Booz Allen and Hamilton (1982), Hayes, Wheelwright, and Clark (1988); McDougall (1986), Cleveland (1986)
Market position	Sambasivarao and Deshmukh (1995); Blois (1986); Gupta (1988); Haskins and Petitt (1988)
Technology position	Sambasivarao and Deshmukh (1995); Efstathidas et al. (2002); Roth and Miller (1992); Miller and Roth (1994); Schroeder (1999); Dangayach and Deshmukh (2005)
Long term automation strategy	Swamidass and Waller (1991); Blois (1986); Hershfield (1992); Dornan (1987); Small and Yasin (1997); Hottinsein et al. (1997)
Government policies	Sambasivarao and Deshmukh (1995)
Planning for human resource development	Efstathidas et al. (2002); Meredith (1981); Lewis (1998); McDermott (1999); Parthasarthy (1992); Zoha and Co (1997); Zammuto (1992), Dangayach and Deshmukh (2005)
Presence of formal manufacturing strategy	Mize (1987)
Availability	Sambasivarao and Deshmukh (1995), Sohal (1996)
Flexibility	Sohal (1996); Sambasivarao and Deshmukh (1995); Adler (1988); Dean and Snell (1991, 1996); Gerwin (1993); Parthasarthy and Sethi (1993); Swamidass and Kotha (1998); Kotha and Swamidass (2000), Rosnah et al. (2005)
Hardware and software	Sambasivarao and Deshmukh (1995)
Productivity	Sohal (1996); Sambasivarao and Deshmukh (1995)
Reliability	Sambasivarao and Deshmukh (1995)
Capability matching with the operations strategy of	Tetzlaff (1990); Udoka and Nazemetz (1990); Primrose (1991); Sambasivarao and Deshmukh (1995); Kim and Lee (1993); Ramasesh

Constituent Factor	Literature Relevance
the firm	and Jayakumar (1993); Boyer, 1998; Cagliano and Spina (2000); Goldhar et al. (1991); Sohal (1996); Rosnah et al. (2005)
Compatibility with existing systems	Beatty and Gordon (1990); Stecke (1985); Tetzlaff (1990); McDonough and Barczak (1992)
Programmed implementation	Mize (1987)
Need to reorganize	Mize (1987); Tanakana (1991); Ferraro (1988); Co and Flowers (1990); Beatty and Gordon (1988)
Need to revise policies and procedures	Mize (1987); Tanakana (1991); Ferraro (1988); Co and Flowers (1990); Beatty and Gordon (1988)
Need for proper scheduling of implementation process	Mize (1987); Tanakana (1991); Ferraro (1988); Co and Flowers (1990); Beatty and Gordon (1988)
Need for external consultants	Mize (1987); Tanakana (1991); Ferraro (1988); Co and Flowers (1990); Beatty and Gordon (1988)
Top management explicitly demonstrating support	Efstathidas et al. (2002); Gupta (1996); Meredith and Hill (1987); Mize (1987); Rosnah et al. (2005)
Top management willing to Take risks	Diaz (2003); Meredith (1987a)
Top management providing adequate financial support	Efstathidas et al. (2002); Gupta (96); Meredith (1987a); Mize (1987); Rosnah et al. (2005)
Multiskilled employees	Bessant (1991); Farley et al. (1987); Tchijov (1989); Womack et al. (1991); Attaran, 1992; Ettlíe (1990); Rosnah et al. (2005); Diaz (2003); Beatty (1993); Hayes and Jaikumar (1991); Voss (1988)
Employee involvement and motivation	Attaran, 1992; Ettlíe (1990); Tchijov (1989); Meredith (1987a); Voss (1995); Chang and Lee (1996); Lewis and Boyer (2002); Gunasekaran et al. (2001); Marri et al. (2007)
Employee training	Attaran (1992); Billesbach (1991); Meredith (1987a, 1988); Ranta and Tchijov (1990); Taheri (1990); Tchijov (1989); Sohal (1994); Gerwin (1988); Weill (1991); Adler (1986); Martin (1990), Dangayach (2005); Rosnah et al. (2005)
Employee relations	Ferdows et al. (1986); Young and Murray (1986); Ghosh and Wabalickis (1991); Sambasivarao and Deshmukh (1994); Collins and Hage (1988); Diaz (2003), Gunasekaran et al. (2001); Marri et al. (2007)
Emphasizing team work	Beatty (1990); Beatty and Gordon (1990); Bessant and Haywood (1988); Boer et al. (1990); Nemetz and Fry (1988); Vesey (1990); Diaz (2003); Dean and Snell (1991); Boyer et al. (1997); Swamidass and Kotha (1998); Rosnah et al. (2005)
Communicating the likely impact of AMT to all employees	Attaran (1992); Ettlíe (1990); Tchijov (1989)
Selecting appropriate vendors	Somers and Gupta (1991); Attaran (1989a, 1989b), Soh and Roberts (2005)
Maintaining close relationship with vendors	Somers and Gupta (1991); Attaran (1989a, 1989b)
Clear and long term amt	Hottenstein et al. (1997); Small and Yasin (1997); Udoka and Nazemetz

Constituent Factor	Literature Relevance
objectives	(1990)
Champion	Chen and Small (1996); Hottenstein et al. (1997); Zhoa and Co (1997); Beatty (1990); Boer et al. (1990); Meredith (1988); Rubenowitz et al. (1990); Udoka and Nazemetz (1990)
Multidisciplinary planning teams	Beatty (1990); Doll and Vonderembse (1987); Dornan (1987); Hershfield (1992); Collins (1998); Rosnah et al. (2005); Small and Chen (1997); Voss (1988); Singh et al. (2007)
Multidisciplinary installation teams	Hershfield (1992); Beatty (1990); Boer et al. (1990); Meredith (1988); Rubenowitz et al. (1990); Hayes and Jaikumar (1991); Goldhar and Jelinek (1985); Collins et al. (1988); Gerwin (1988); Souder and Padmanabhan (1989); Hitt et al. (1993); Ettlle & Reza (1992); Kahn (1996)
Special training for implementation team	Cleland et al. (1995); Udoka and Nazemetz (1990); Hottenstein et al. (1997); Sohal (1994); Lewis (2002)
Pilot projects	Zhoa and Co (1997); Udoka and Nazemetz (1990); Lewis (2002)
Cost, quality, flexibility, and time-based competition	Adler (1988); Sohal (1991); Small and Chen (1995); Rosnah et al. (2005)
Technical success and business success	Udo et al. (1995)
Internal and external performance measures	Small and Yasin (1997)
Tangible and intangible factors	Udo et al. (1995); Sohal et al. (1999); Meredith (1988); Voss (1988); Primrose (1991); Small and Chen (1995)
Operational and organizational performance	Ramamurthy (1995); Monge et al. (2006)

[Appendices continue]

Appendix C

Working Definitions of the Constituent Factors

Factor	Definition
Availability	The technology in question is readily available or not? The Necessary support from the vendor is available or not?
Capability matching with the operations strategy of the firm	Whether the system meets the operational requirements of the plant?
Champion	Appointment of a technology champion (team leader) for successful implementation of the technology
Clear and long-term AMT objectives	Setting up of well-defined management objectives about what is expected from the technology
Compatibility with existing systems	Whether the system integrates well with the existing equipment and also with future systems
Continuing management and manufacturing support	Top management explicitly demonstrating support, continuing support from all other departments
Emphasizing team work	The focus should be on team-work
Employee involvement and motivation	This is an indicator of active participation and cooperation of employees in AMT projects
Employee relations	Emphasis placed by the company on employees job satisfaction and safe working conditions
Employee training	Awareness of employees about new technology through various training programs
Establish organizational goals	Need to establish organizational goals and performance measures during the strategy formulation and planning phase
Flexibility	Whether the system is flexible enough to accommodate the design and manufacturing changes rapidly or not?
Government policies	Government policies play an important role in adopting and implementing AMT
Hands-on training after installation	Training to the all concerned after installation of the technology
Hardware and Software	This is the cost of necessary hardware, plant, equipment, installations and software development as well as installation costs
Human resource management	Human resource management may facilitate or hinder a plant's ability to capitalize on the advantages of AMT
Integrity of the AMT team	The team should not be disband till the successful completion of the project
Investment justification	Investment justification should include consideration of the operational costs, strategic and operational benefits of these systems
Linking business and manufacturing strategies	Need to link manufacturing strategy of the plant to business strategy
Long term automation strategy	Automation strategy of a plant should be derived by competitive priorities
Market position	Indicator of the competitive advantage, the price sensitivity, the customer demand and the product mix
Monitoring	Continuous monitoring of the system for whether targets are achieved or not? Corrective actions if not
Multidisciplinary installation teams	Indicator of installation team members from different functional areas and departments

Multidisciplinary planning	Formation of project teams from different functional areas
Multiskilled employees	This is an indicator of skill level of workers for operating different machines
Need for external consultants	Help of external experts on systematic implementation
Need to reorganize	Infrastructural adjustment to support the new technology
Need to revise policies	Policy revisions needed to support the new technology
Operations strategy	AMT should be implemented in conjunction with a strategic emphasis on operations strategy of the plant
Performance measurement	Evaluation of the system
Pilot projects	Familiarization of the employees with the equipment, machinery and processes
Productivity	This is an indicator of the productivity of the system by reducing scrap, idle time and maximum utilization of men, machines, materials
Recognition of need	Recognizing the need to introduce new technology due to an increasingly complex and competitive, global and national business environment
Reliability	How often the system breaks down, mean time to failure
Scheduling of implementation process	Systematic planning of the implementation process
Technology position	Indicator of the company's policy towards automation, integration and innovation
Top management support	Top management explicitly demonstrating support at all levels during and after the implementation process

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