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SCM PRACTICES AND ITS IMPACT ON TURNOVER, PROFITABILITY AND SUSTAINABILITY IN INDIAN BUSINESS ENVIRONMENT

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ABSTRACT

It has been widely noted in many publications, both in academic subjects and popular references that SCM is important to deliver the products and services to end customers. SCM strives to get "the right things to the right places at the right times for maximum profits". Supply chain's efficiency and effectiveness impacts the performance of the organization due to various variants like: how to coordinate the production of goods and services, including which suppliers to buy materials from; how and where to store inventory; how to distribute products in the most cost effective, timely manner; and how and when to make payments. 9 Industries, 23 Sectors and 109 organizations across India have been covered under research of SCM practice and related processes maturity to study its impact on turnover, profitability and sustainability.

KEYWORDS

SCM practices, Indian business environment.

INTRODUCTION

SCM has been interpreted by various researchers. Ganeshan and Harrison (1995) has defined SCM as a network of facilities and distribution options that performs the functions of procurement of materials, transformation of these materials into intermediate and finished products, and the distribution of these finished products to customers. Lee & Corey (1995) stated that SCM consists of the integration activities taking place among a network of facilities that procure raw material, transform them into intermediate goods and then final products, & deliver products to customers through a distribution system. Christopher (1998) defined the supply chain as the network of organizations that are involved, through upstream and downstream linkages, in the different processes and activities that produce value in the form of products and services in the hands of the ultimate customer. SCM is the "strategic and systematic coordination of the traditional business functions and the tactics across these business functions within a particular firm and across businesses within a supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole" (Mentzer et al. 2001). The increasingly flattening world is constantly evolving and impacting the way companies do their businesses. The success of a company depends on developing innovative supply chain strategies that help the company to win, in turns and make money from information while driving continuous improvement. SCM practice enables world's leading organizations to re-align their supply chains to the flat world paradigm by providing functioning solutions for company needs in supply & demand planning and forecasting, sourcing & procurement, supply chain execution and enterprise asset management. It is now essential for business to manage the supply chain in order to improve customer service, achieve a balance between costs and services and thereby give the company a competitive advantage. SCM works to bring the supplier, the distributor and the customer into one cohesive process. The manufacturers, suppliers, transporters, warehouses, retailers and customers are involved in a dynamic but constant flow of information, products and funds.

LITERATURE REVIEW

Traditionally manufacturers were the drivers of the supply chain - managing the pace at which products were manufactured and distributed. SCM has been a melting pot of various aspects, with influences from logistics and transportation, operations management and materials and distribution management, marketing, as well as purchasing and information technology (IT). Ideally, the all-encompassing philosophy of SCM embraces each of these functions to produce an overall supply chain strategy that ultimately enhances firm performance (Croom et al. 2000; Wisner and Tan 2000). Specialization within the supply chain began in the 1980s with the inception of transportation brokerages, warehouse management, and non-asset based carriers and has matured beyond transportation and logistics into aspects of supply planning, collaboration, execution and performance management.

Today, customers are calling the shots, and manufacturers are scrambling to meet customer demands for options/styles/ features, quick order fulfillment, and fast delivery. Manufacturing quality – a long-time competitive differentiator - is approaching parity across the board, so meeting customer's specific demands for product delivery has emerged as the next critical opportunity for competitive advantage. Companies that learn how to improve management of their supply chain will become the new success stories in the global market place. Between 1995 and 2010, the numbers of transnational companies have increased more than double. In addition to spreading geographically, supply chains now involve more companies. Maximum companies are expecting the number of collaborative relationships with suppliers and third parties to increase and an ever-broader range of activities is being outsourced (Corsten& Kumar, 2005). Supply chains must also compete with rapidly expanding and contracting product portfolios. Supply chains can't keep pace with cost volatility. Now companies rank cost containment as their number one responsibility to the business far ahead of enterprise growth and product/service innovation (Lee & Kwon, 2007).

Escalating fuel prices, scrambling companies to reevaluate distribution strategies, engage third-party logistics providers more extensively or even shared loads with competitors (Malek et al, 2005). New designs are outdated before companies can implement them. Leading supply chains focused on flexibility (Kristal et al, 2010). When it comes to managing costs, companies with top supply chains take a longer-term view. They are moving more quickly toward agile supply chains that allow rapid response to changing market conditions and variable cost structures that ramp up and down with revenues (Stavrulaki & Davis, 2010). Visibility and the collaboration required to get information and make decisions with it was not attracting much attention in terms of activities and programs (Attaran, 2007). Companies are focusing more on strategy alignment, continuous process improvement and cost reduction.

Each supply chain member performs a specific added value function in relation to the product/service as it progresses towards the final consumer. According to Mowat & Collins (2000), understanding and meeting consumer needs has principal importance in SCM as a way of optimizing value to customers and improving return to all stakeholders in the supply chain. According to Kuei et al. (2001), SCM practitioners must maintain and sustain a customer-driven culture. Others argued that the most basic purpose of SCM is conforming to customer requirements and one of the two most important aspects of SCM is that it focuses on customers at the end of the chain (Taylor, 1997). Throughout the 1990s, SCM continued to evolve, as outsourcing became a more approved practice. Since SCM is consumer-driven, it is imperative that requirements are met quickly and accurately with as minute waste and as few defects as possible. The essence of SCM was the co-ordination and integration of different processes throughout the supply chain both upstream and downstream.

From transportation and logistics management perspective, the focus of SCM was on reduction of inventories both within and across the organizations in the supply chain and improvement of service level (Alvarado & Kotzab, 2001). As global markets evolved, supply chain managers were faced with continuously changing market dynamics, new global markets and stressful competitive environments (Mehra& Inman, 2004). Dealing with traditional tradeoffs was no longer an option and firms were finding the need to optimize their supply chain strategies over a much broader base (Meredith & Roth, 1998). Because supply chains extended across several functions and many organizations, each has its own priorities and goals. Additional challenges were presented by the availability of electronic links for improving supply chain performance (Poulymenakou&Tsironis 2003), which made it much more difficult for organizations to observe other firms' actions and caused an increased focus on cost cutting and efficiency (Liker & Choi, 2004). Initiatives such as quality management offered the potential for

dealing with these challenges (Mehra& Inman, 2004). Traditional SCM, where suppliers were selected based on price (Chen & Yang, 2002) may lead to results that deter an organization from competing in global markets.

RESEARCH METHODOLOGY

The competition between Indian organizations is increasing rapidly. Organizations are now trying to improve their operational performance and achieve competitive advantage. SCM can play an important role in improving operational performance and achieving competitive advantage. Through SCM practices, companies can increase their revenue, minimize their system wide costs and also provide maximum value to their customers.

a) Hypothesis - "The capability of SCM Practices has correlation with Turnover in Crores, Profitability in % of Revenue and sustainability in years in Small, Medium and Large Enterprises." $y = f(x)$ where y, dependent variable, represents sustainability in years, Turnover in INR and Profitability in % of Revenue; x, independent variable, represents capability of SCM Practices in terms of score

SCM process frameworks under the scope of research are as follows:

- i. The organization makes collaborative forecast and replenishment agreements for their products and services. (Collaborative, Planning, Forecasting and Replenishment, SCM.01)
 - ii. The organization simulates and optimizes strategic, operational, and tactical planning scenarios and then converts these into feasible plans. (Supply Chain Simulation and Optimization, SCM.02)
 - iii. The organization exchanges and monitors order-based information with all concerned stakeholders and related parties. (Integrated Fulfillment, SCM.03)
 - iv. The organization converts planning outcome into production / service orders and then fulfill the production/ service orders. (Manufacturing and Service Execution, SCM.04)
 - v. The organization responds to predictable variability in a supply chain by managing supply (using capacity planning, inventory management, subcontracting etc.) and/or managing demand (using short-term price discounts and trade promotions etc.). (Monitor and Control Supply Chain Variation, SCM.05)
- b) Participants – Target participants are Senior Management Professionals within the organization or Vice Presidents or General/ Group Managers or Heads or Senior Managers or Managers or equivalent based on the organization structure.
- c) Sample Size - The research covered 9 major industries, 23 sectors and 109 companies - Technology, Basic Materials, Industrials, Consumer Goods, Healthcare, Consumer Services, Telecommunication, Utilities, Financial and Oil & Gas.
- d) Method of Data Collection - The research data is collected using questionnaire method. Questionnaire is developed for capturing impact of SCM practice and managerial processes on Turnover, Profitability and Sustainability.
- e) Techniques of Data Analysis
- i. SCM practice analyses the impact in the form average and mode of rating for specified intervals. The average (\bar{x}) of rating is computed for each frequency intervals (1-10 Cr, 11-100 Cr, ... ; 1-10 years, 11-20 years, ... so on) as decided in the research methodology. It is computed as continuous data. The mode of rating is computed in discrete format, which represents the maximum occurred rating for impact on specific variable. Mode findings are used to interpret SCM practice capability maturity of individual interval of turnover, profitability and sustainability. The weightage average ($\bar{x}(w)$) is computed to analyses the sample mean of entire population. Weightage average findings are used to interpret SCM practice capability maturity across interval of turnover, profitability and sustainability. The standard deviation (σ_x) is computed for average and mode intervals to understand the dispersion of data and confidence of prediction. Lower value of standard deviation of average and mode will be considered ad more accurate finding.
 - ii. The absolute count of impact rating (1, 2, 3, 4, 5) is measured. The maximum count rating point is considered as significant impact on specific variable (TO, PR, SUS). The count analysis reflects Skewness and Kurtosis of rating data. Skewness is demonstrated by higher percentage value of specific ratings and Kurtosis is analyzed by observing the spread of percentage value across rating value. The absolute count analysis finding is corroborated by mean and mode value. The accuracy is asserted by standard deviation. Lower standard deviation is considered as high confidence prediction.

RESULT

SCM Practices and Processes Maturity impacting Turnover (TO), Profitability (PR) and Sustainability (SUS) are analyzed. SCM process maturity is confined to Collaborative, Planning, Forecasting and Replenishment (SCM.01), Supply Chain Simulation and Optimization (SCM.02), Integrated Fulfillment (SCM.03), Manufacturing and Service Execution (SCM.04), Monitor and Control Supply Chain Variation (SCM.05).

a) Impact of SCM Practice Capability on Turnover

Turnover (Cr)	Cos #	Average (\bar{x})	Mode
1 – 10	4	3.8	3.0
11 – 100	25	3.5	3.0
101 – 1000	32	3.5	4.0
1001 – 10000	31	3.6	4.0
10001 +	17	3.8	3.0
$\bar{x}(w)$		3.6	3.6
σ_x		0.1	0.5

TABLE 1: TO-SCM CAPABILITY IMPACT (AVERAGE, MODE) ANALYSIS

Rating	Impact	Σ Count	% Score
5	Excellent	21	19
4	Very Good	41	38
3	Good	36	33
2	Fair	5	5
1	Limited	6	5

TABLE 2: TO-SCM CAPABILITY RATING COUNT & % SCORE

Statistics in Table 1 & 2 conclude the following information:

- SCM practice capability has distinctly very good impact on turnover for organizations with 100-10000 + Cr turnover, but the organization with 11-100 Cr Turnover has Supply Chain Practice with only good impact on Turnover.
- Statistical analysis [Average: $\bar{x}(w)$ = 3.6, σ_x =0.1 & Mode: $\bar{x}(w)$ = 3.6, σ_x =0.5] demonstrate that SCM practice has very good impact on turnover.
- 57% Organizations reflect that SCM practice has very good to excellent impact [r (4, 109): count =41, population = 38%] and 33% with good impact [r (5, 109): count =36, population = 33%] on Turnover.
- Only 5% organizations have fair and other 5% have limited impact of SCM practice Capability on Turnover.
- Organizations reflect that SCM practice has very good impact [r (4, 109): count =41, population = 38%] and good impact [r (5, 109): count =36, population = 33%] on Turnover.

b) Impact of SCM Practice Capability on Profitability

Profit (%)	Cos #	Average (\bar{x})	Mode
0-(-10)	6	4.2	4.0
0-10	25	3.6	3.0
11-20	44	3.7	3.0
21-30	21	3.8	5.0
31-40+	13	4.1	4.0
$\bar{x}(w)$		3.8	3.6
σ_x		0.2	0.8

TABLE 3: PR-SCM CAPABILITY IMPACT (AVERAGE, MODE) ANALYSIS

Rating	Impact	Σ Count	% Score
5	Excellent	31	28
4	Very Good	37	34
3	Good	30	28
2	Fair	6	6
1	Limited	5	4

TABLE 4: PR-SCM CAPABILITY RATING COUNT & % SCORE

Statistics in Table 3 & 4 conclude the following information:

- SCM Practice has distinctly very good impact [Average: $\bar{x}(w)$ =3.8, σ_x =0.2 & Mode: $\bar{x}(w)$ =3.6, σ_x =0.8] on profitability (-10-40+ %) in Indian business environment. Negative profitability contributors are Insurance, Telecom, E-learning organizations which are high investment, start-ups and early entrant which are high potential profit making organizations.
- Organizations with 0-20 % profitability state that SCM practice capability has only good impact on their profitability.
- Organizations with 20-30 % profitability state that SCM practice capability has excellent impact on their profitability and with 30-40 % profitability companies have very good impact on profitability.
- 62% Organizations reflect that SCM practice capability has very good [r (4, 109): count =37, population = 34%] to excellent [(5, 109): count =31, population = 28%] impact on profitability. 28% Organizations have good [r (3, 109): count =31, population = 28%] influence of SCM practice capability on profitability.
- Only 6% Organizations have SCM practice with fair impact and 4% organizations have limited impact on profitability.
- As per Table 40 PR-SCM Capability Rating Count & % Score, Organizations reflect that SCM practice capability has very good [r (4, 109): count =37, population = 34%] impact on profitability.

c) Impact of SCM Practice Capability on Sustainability

SUS (Yrs.)	Cos #	Average (\bar{x})	Mode
0-10	29	3.4	3.0
11-20	29	3.4	3.0
21-30	19	3.8	4.0
31-40	12	3.9	4.0
41-50+	20	3.9	4.0
$\bar{x}(w)$		3.6	3.5
σ_x		0.2	0.5

TABLE 5: SUS-SCM CAPABILITY IMPACT (AVERAGE, MODE) ANALYSIS

Rating	Impact	Σ Count	% Score
5	Excellent	26	24
4	Very Good	38	35
3	Good	30	28
2	Fair	10	9
1	Limited	5	4

TABLE 6: SUS-SCM CAPABILITY RATING COUNT & % SCORE

Statistics in Table 5 & 6 conclude the following information:

- Average [$\bar{x}(w)$ =3.6, σ_x =0.2] has better predictability as compared to Mode [$\bar{x}(w)$ =3.5, σ_x =0.5] as Average has much lower standard deviation.
- SCM practice has distinctly very good impact [Average: $\bar{x}(w)$ =3.6, σ_x =0.2 & Mode: $\bar{x}(w)$ =3.5, σ_x =0.5] on sustainability (operational for 0- 50+ years) in Indian business environment.
- SCM practice capability for organizations, operational for 1-20 years, show good impact on sustainability. Organizations, operational for 21-50 + years, have very good impact on sustainability.
- 59% Organizations reflect that SCM practice capability has very good [r (4, 109): count =38, population = 35%] to excellent [r (5, 109): count =26, population = 24%] impact on sustainability. 28% organizations mention that SCM practice capability has good [r (3, 109): count =30, population = 28%] impact on sustainability.
- Only 9% of organizations have fair impact on SCM practice capability and 4% of the organizations have limited impact on sustainability.
- As per Table 44 SUS-SCM Capability Rating Count & % Score, Organizations reflect that SCM practice capability has very good [r (4, 109): count =38, population = 35] impact on sustainability.

d) Impact of SCM's Processes Maturity on Turnover, Profitability and Sustainability

Statistics	Average					Mode				
	SCM.01	SCM.02	SCM.03	SCM.04	SCM.05	SCM.01	SCM.02	SCM.03	SCM.04	SCM.05
$\bar{x}(w)$	3.6	3.7	3.6	3.7	3.6	3.7	4.3	3.5	3.2	3.7
σ_x	0.2	0.1	0.1	0.1	0.1	0.4	0.4	0.5	0.5	0.5

Table 7 TO-SCM Leading Managerial Processes (Average, Mode) Analysis

- Collaborative, Planning, Forecasting and Replenishment (SCM.01) – Organizations up to 10001 Cr indicate that Collaborative, Planning, Forecasting and Replenishment (CPFR) have very good process maturity. 44-65% of population supports the statement. Organization with 1001 – 10000 Cr turnover has only good CPFR process maturity. Statistical analysis [Average: $\bar{x}(w)$ =3.6, σ_x =0.2 & Mode: $\bar{x}(w)$ =3.7, σ_x =0.4] demonstrate that Indian organizations, having turnover (1-10001+ Cr), have Collaborative, Planning, Forecasting and Replenishment process with very good maturity.
- Supply Chain Simulation and Optimization (SCM.02) - Average [$\bar{x}(w)$ =3.7] statistics indicate that Supply Chain Execution Planning process has very good maturity with high predictability (σ_x =0.1) & Mode statistics [$\bar{x}(w)$ =4.3] demonstrate that Supply Chain Execution Planning process has very good maturity with low predictability (σ_x =0.4). Statistical analysis [Average: $\bar{x}(w)$ =3.7, σ_x =0.1 & Mode: $\bar{x}(w)$ =4.3, σ_x =0.4] demonstrate that Indian organizations, having turnover (1-10001+ Cr), have Supply Chain Execution Planning process with very good maturity. This is supported by 55-75% of population.
- Integrated Fulfillment (SCM.03) - Average [$\bar{x}(w)$ =3.6] statistics indicate that Integrated Fulfillment process has very good maturity with high predictability (σ_x =0.1) & Mode statistics [$\bar{x}(w)$ =3.5] demonstrate that Integrated Fulfillment process has very good maturity with low predictability (σ_x =0.5). Statistical analysis [Average: $\bar{x}(w)$ =3.6, σ_x =0.1 & Mode: $\bar{x}(w)$ =3.5, σ_x =0.5] demonstrate that Indian organizations, having turnover (1-10001+ Cr), have Integrated Fulfillment process with very good maturity. This is supported by 44-68 % of population.

- Manufacturing & Service Execution (SCM.04) - Organizations up to 10001+ Cr indicate that Manufacturing & Service Execution process has very good maturity. Statistical analysis [Average: $\bar{x}(w) = 3.7$, $\sigma_x = 0.1$ & Mode: $\bar{x}(w) = 3.2$, $\sigma_x = 0.5$] demonstrate that Indian organizations, having turnover (1-10001+ Cr), have Manufacturing & Service Execution process with very good maturity. This is supported by 48-60 % of population.
- Monitor and Control Supply Chain Variation (SCM.05) - Average [$\bar{x}(w) = 3.6$] statistics indicate that Monitor and Control Supply Chain Variation process has good maturity with high predictability ($\sigma_x = 0.1$) & Mode statistics [$\bar{x}(w) = 3.7$] demonstrate that Monitor and Control Supply Chain Variation process has good maturity with low predictability ($\sigma_x = 0.5$). Statistical analysis [Average: $\bar{x}(w) = 3.6$, $\sigma_x = 0.1$ & Mode: $\bar{x}(w) = 3.7$, $\sigma_x = 0.5$] demonstrate that Indian organizations, having turnover (1-10001+ Cr), have Monitor and Control Supply Chain Variation process with very good maturity. This is supported by 50-56% of population.

DISCUSSION

a) Impact of SCM Practice on Turnover, Profitability and Sustainability

- SCM Practice impacts Very Good Turnover - 57% Organizations reflect that SCM practice has very good to excellent impact [r (4, 109): count =41, population = 38%] and 33% with good impact [r (5, 109): count =36, population = 33%] on Turnover. Only 5% organizations have fair and other 5% have limited impact of SCM Capability practice on Turnover. Statistical analysis [Average: $\bar{x}(w) = 3.6$, $\sigma_x = 0.1$ & Mode: $\bar{x}(w) = 3.6$, $\sigma_x = 0.5$] demonstrate that SCM practice has very good impact on turnover.
- SCM Practice impacts Very Good on Profitability - 62% Organizations reflect that SCM practice capability has very good [r (4, 109): count =37, population = 34%] to excellent [(5, 109): count =31, population = 28%] impact on profitability. 28% Organizations have good [r (3, 109): count =31, population = 28%] influence of SCM practice capability on turnover. Only 6% Organizations have SCM practice with fair impact and 4% organizations have limited impact on Turnover. SCM Practice has distinctly very good impact [Average: $\bar{x}(w) = 3.8$, $\sigma_x = 0.2$ & Mode: $\bar{x}(w) = 3.6$, $\sigma_x = 0.8$] on profitability (-10-40+ %) in Indian business environment.
- SCM Practice impacts Very Good on Sustainability. 59% Organizations reflect that SCM practice capability has very good [r (4, 109): count =38, population = 35%] to excellent [r (5, 109): count =26, population = 24%] impact on sustainability. 28% organizations mention that SCM practice capability has good [r (3, 109): count =30, population = 28%] impact on sustainability. Only 9% of organizations have fair impact on Strategic Planning practice capability and 4% of the organizations have limited impact on sustainability. Organizations reflect that SCM practice capability has very good [r (4, 109): count =38, population = 35] impact on sustainability.

b) SCM Process Maturity across Turnover, Profitability and Sustainability

- In Organizations with 1-10 Cr Turnover, SCM practice capability is driven by Collaborative, Planning, Forecasting and Replenishment, Supply Chain Simulation and Optimization, *Manufacturing and Service Execution*. These process maturities have very good impact on Turnover. Organizations with 11-100 & 1001-10000 Cr Turnover demonstrate that SCM practice capability is driven by Collaborative, Planning, Forecasting and Replenishment (CPFR), Supply Chain Simulation and Optimization, Integrated Fulfillment, Monitor and Control Supply Chain Variation. These SCM process maturities have very good impact on Turnover.
- The organization with negative profitability [0-(-10) %] has one very good SCM process maturity, Integrated Fulfillment. In Organization with 31-40+% profitability, process maturity of Collaborative, Planning, Forecasting and Replenishment (CPFR), Supply Chain Simulation and Optimization, Manufacturing and Service Execution, Monitor and Control Supply Chain Variation have very good impact on SCM practice capability.
- The organization with 0-10 year's sustainability is influenced by Supply Chain Simulation and Optimization with very good maturity. This is supported by more than 66 % of population. The organizations within 31-40 year's sustainability have Integrated Fulfillment, *Manufacturing and Service Execution with excellent process maturity*; Collaborative, Planning, Forecasting and Replenishment (CPFR), Supply Chain Simulation and Optimization and Monitor and Control Supply Chain Variation with very good process maturity influencing SCM practice capability. More than 58% organizations confirm this finding.

CONCLUSION

Supply Chain Management practice capability has very good impact on turnover, profitability & sustainability. This impact can be more superior by improving Collaborative Planning, Forecasting and Replenishment; Integrated Fulfillment & Manufacturing & Service Execution processes. Industry estimates put logistics and SCM spend in India at approximately 13% of the Gross Domestic Product (GDP). Global estimates for this vary and are around 13% of GDP in China and about 9% of GDP in the US. The transportation cost in India accounts for nearly 40% of the cost of production, with more than half the goods being moved by road. Trucking accounts for nearly 70% of transportation and accounts for 60% of all logistics cost. 67% of truck ownership is in the hands of small unorganized players. Road is followed by rail and finally coastal shipping. Rail has been steadily losing ground due to myopic government strategies and inherent inefficiencies. The freight movement of Indian railways has risen to 411354 net tonne-kilometers¹ and the total road length is 3315231 kilometers². Though enormous maritime routes are available combination of poor government policies and lack of initiative from the private sector, water which is probably the cheapest mode of transport is barely used. Air as a mode is limited to a small percentage of courier shipments. Various SCM spend indicators such as in-bound transportation costs, inventory related costs and distribution expenses as percentage of net sales vary from industry to industry. However, as per *Centre for Monitoring Indian Economy (CMIE)*, they are coming down over a period of years. The aggregate of the same for nine major manufacturing industries for four years are shown in Table II. These industries spent nearly 17-18% of their net sales on various logistics activities, including distribution, warehousing, and inventory. Global averages are around 9-12%. So, there is ample scope to reduce spends on logistics. This in turn allows companies to protect operating margins during downturns and make above-normal profits during upturns.

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¹Available at: <http://www.indianrail.gov.in/>

²Available at: <http://www.nhai.org>

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