

Engage customers through social media

Digital transformation

The world's top brands are using social media as a meaningful way of deepening relationships with their customers. Is it now time for your business to join in?





500,000,000

The number of global users Facebook reports they have registered.



Table of contents

<i>What's going on?</i>	5
<hr/>	
<i>How big is social media?</i>	6
• It's bigger than you think	6
• Popular platforms	7
<hr/>	
<i>What are the leaders doing?</i>	8
• Social media and financial services	8
<hr/>	
<i>What makes social media different?</i>	10
• Case study	11
<hr/>	
<i>Why should you care?</i>	12
<hr/>	
<i>What are the implications for your business?</i>	14
• How to balance security and social networking	15
<hr/>	
<i>How can you get started?</i>	16
• Tools you can use to start listening	17
<hr/>	
<i>Contact us</i>	18

Questions to consider as you read this document

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- 1 Who manages your social media strategy?*
 - 2 Do you know what your customers are saying about you on Facebook? What about on Twitter? LinkedIn?*
 - 3 Do your employees know what they're allowed to say (and not say) about your business when they are online?*
 - 4 Do you know how to sustain a meaningful conversation with your customers?*
 - 5 How will you create content that people will find valuable and engaging?*
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What's going on?

When Facebook announced last summer that it had registered half a billion users around the globe, it resulted in a flurry of publicity and commentary. The media excitement grew exponentially this January when Goldman Sachs invested \$450 million in the social networking site – and valued it at a jaw-dropping \$50 billion.

It is clear that social networking has become one of the dominant cultural phenomena in these digital times.

The rapidity of this rise to prominence in everyday life for so many people, as well as its global impact, is remarkable.

What had appeared to be simply another Western teenage fad was, in fact, being embraced by many different societies and groups of people around the world.

Might this 500 million-user milestone and \$50 billion valuation be the warning shot for organisations that had previously considered social media an irrelevance? Is it now time for all businesses to start thinking about its potential impact?

A number of leading organisations have already recognised the importance of engaging their customers through social media. Firms such as BMW, Coca-Cola and Starbucks have been using YouTube, Facebook, Twitter and other social media mechanisms to grow awareness of their brand and products and to build customer loyalty.

It's not surprising, then, to see these same organisations and other early adopters feature prominently in social brand indexing services provided by such companies as Vitruve, Vivaldi Partners and Techlightenment (due this month).

As you might expect, the picture social brand indexing paints is one of rapid, dynamic change. Top brands swap places, often many times a day. What is also interesting to see is the gap between the leading global brands that have developed a strategy and those that remain uncertain about what the social media phenomenon means for them.

In the rest of this article we explain what social media is and how it differs from, and is similar to, traditional marketing and communication media. We look at some of the reasons the leaders are successful and what lessons they may offer. We also explore the potential value of social media for business and most importantly, how to get started and successfully grow in this dynamic, burgeoning marketplace.

How big is social media?

500,000,000

The number of global users Facebook reports they have registered.

It's bigger than you think.

The speed, breadth, depth and scope of social media penetration is astonishing. It took 13 years for television to reach a worldwide audience of 50 million. It took Facebook three years; and just another four years to reach over half a billion users worldwide.

Social media advertising spend will increase 400% by the year 2014.

– Forrester

The average UK user spent nearly an entire 24 hour day on the internet in April 2010.

*– ‘The Connected Kingdom’
Google UK, BCG*

One out of every five minutes online is spent on social media related sites.

– Nielsen

To understand the social media movement it's necessary to understand the most popular platforms for user engagement and how they differ.

Popular platforms



Facebook

Launched in 2004, by July 2010 it reached the 500 million-user mark – doubling the user base in a year. It is the most widely used social network globally. As the name suggests Facebook's initial purpose was to facilitate the sharing of photographs amongst friends. It has since expanded into a platform for social networking, and provides blogging, real-time chat, application development, sharing, gaming and polling functionality. Facebook has now overtaken Google as the most visited site in the world and is a major platform for communicating with customers.



LinkedIn

Launched in 2003 LinkedIn is often considered the professional face of social networking. It has 80 million registered users and primarily provides 'address book' style functionality for business users. It is, however, also used as a site to post job opportunities and for job seekers to apply for them. Over the last few years LinkedIn has added a number of new Facebook-like features such as status updates, groups, company 'following,' LinkedIn Answers and LinkedIn polls to increase the usage of the platform.



Twitter

Launched in 2006, Twitter provided a similar 'microblogging' service to Facebook's status updates in allowing users to create 'tweets' of 140 characters or less. These tweets are available to all users of Twitter and users can subscribe or 'follow' a particular user's Twitter feed. A number of celebrities have taken to tweeting and are being followed by their fan base (Lady Gaga currently has 7.1m followers). The growth in tweets has been astounding, going from 60,000 a day in March 2007 to 95 million tweets a day in September 2010.



Orkut

Launched in 2004 by Google, Orkut initially had a fast take up in the United States. Today, however its primary user base is in Brazil and India, where 90% of its users reside. Unlike Facebook, Orkut allows any user profile to be visible by any other user, rather than the need to 'friend' someone.



YouTube

Founded in February 2005, YouTube allows people to search for, watch and share videos. It also provides a forum for people to comment and interact around its content. YouTube reports more than 2 billion views per day from around the world, with 24 hours of video uploaded every minute, and a broad demographic (18-54 year-olds) commenting on more than 50% of the content.



51.com, renren.com, QQ, kaixin001.com

A number of Chinese social networking sites are popular within China, with incredible user statistics for a single country. 51.com has over 160 million users, with over 38.5 million logging in each month. The lack of accessibility to Facebook, Twitter and YouTube has potentially driven this growth.

What are the leaders doing?

There are number of companies leading the way with social media initiatives that achieve positive results in customer engagement.

These businesses have either deliberately or organically invested in platforms that are aligned with their strategies and assets. Brands with a great deal of media content (such as Disney and BMW) tend to invest in YouTube more than those for whom community and functionality are paramount (such as Starbucks and Coca-Cola).

Facebook is, in almost every case, the platform that attracts the greatest investment, while Twitter is a close second (and in some industries, first; 65% of financial services firms use Twitter).

Regardless of the platform focus, putting user value before network value – that is, creating an experience that begins with user needs rather than business needs – is the key to a social media effort that is vibrant and active rather than barren and stale.



A word about social media and financial services

According to Datamonitor's 'Social Media in Financial Services' study, about a third of consumers globally are using online resources to get financial advice in the form of price comparisons, calculators, blogs and online reviews.

This data was collected in a 2009 survey and excluded Japan, France and Spain at that time, but social media has continued to grow as a viable channel since then – bolstered by consumers' preference for peer recommendations over traditional marketing propositions.

This means that the power of the messaging about financial services has shifted to the customers, who have a multitude of ways to express their opinions about products and services.

According to a Forrester report from September 2010 ('Social Media Marketing for Financial Services') most financial services firms have at least partially explored social media, but haven't fully embraced it in the manner that American Express and USAA have.

Anthony van der Hoek, Director of Strategy and Business Solutions at a Coca-Cola Company global team, puts it this way:

“It takes years, not weeks, to embed consumer conversations in an organisation. Companies need to address this now or it will be a huge challenge to catch up.”

– ‘How Consumer Conversations Will Transform Business’, a PwC¹ Publication.

Starbucks

Starbucks are actively engaging in social media and are talking with their customers through a number of different channels. With their 700,000 followers on Twitter they are answering questions, retweeting what people are saying about the brand and engaging in real conversations. To their 18 million Facebook fans they upload content to their fan page but also engage with their customers by allowing management of the customer’s Starbucks card (e.g. checking balance, reloading) and even allowing users to upload credit to other customers’ cards.

Coca-Cola

As a traditional top 5 brand Coca-Cola would be expected to have a strong presence in social media, and with nearly 20 million fans it is one of the most popular in the world. The page was originally created by fans and then adopted by Coca-Cola and used to create the official site. Although on first look it seems a normal fan page, Coca-Cola have engaged customers by allowing user generated content on the site including photos and posts. Coca-Cola has also embedded social media within the organisation and last year launched their social media strategy. This includes ensuring that ‘Certified Online Spokespeople’ complete a certification programme prior to representing the company online and encourages every employee to engage in social media and report both positive and negative comments.

USAA

One of the pioneers of direct marketing, United Services Automobile Association (USAA), conducts most of its business over the Internet or telephone. It currently maintains a fan page on Facebook with over 122,000 fans. This page offers USAA products and services, an eligibility application, and useful tips. You can also access and manage a USAA account directly on Facebook through a built-in application with enhanced security.

American Express

American Express’ OPEN Forum is a site which gives member small businesses the tools to communicate and collaborate. The Connectodex™ links member businesses seeking services to those supplying services; filterable by industry, geography and size. The Idea Hub offers insights and perspectives from small business experts, in an environment that encourages feedback and interaction, while articles, videos, discussion boards and event listings highlight case studies and areas of interest to the member community.

ITV Live

The new interactive ITV portal combines the strengths of online TV streaming with the popularity of social networks. Users can engage in live chat and discuss their favourite shows in real time, using their Facebook credentials. According to ITV, the application is the perfect dual-screen companion to ITV Shows. Launched during the 2010 FIFA World Cup, ITV Live achieved two million users within four weeks by providing additional incentives such as direct chat with celebrities, factoids, etc.

We believe that financial services firms can create fervent customers by using social media to have meaningful conversations with their clientele. They can then use that dialogue to inform and drive their offerings and propositions.

That said, any such strategy will require careful planning, as well as knowledgeable guidance from regulators and compliance officers.

¹PwC” refers to PricewaterhouseCoopers LLP (a limited liability partnership in the United Kingdom), which is a member firm of PricewaterhouseCoopers International Limited, each member firm of which is a separate legal entity

What makes social media different from other ways of engaging with customers?



Traditional marketing channels broadcast in one direction and are usually only targeted in a general way. Social media, when done well, creates dialogue with a very specific and large audience – one person at a time.

Social media also runs across all other channels – whether web, mobile, phone or physical stores. This is a highly connected community where the most unlikely contributors can be celebrities and other social influencers. Customers don't have to come to you anymore. Your customers take their social media applications with them wherever they go, whether it's to your store, on the phone to your call centre, linked to your website or on their Xbox.

In order to truly exploit the power of social media for your business, you need to understand how this new channel differs from the more traditional channels.

How a major airline is using social media to offset rising fuel prices and operational costs

Faced with rising fuel prices, one of the world's largest airlines sought to identify online opportunities to increase revenues and help counter higher operational costs. They were also interested in setting up a consolidated vision for their marketing initiatives, which had been languishing in harsh economic times.

Working with us to establish an appropriate social media strategy and vision, the airline set up meaningful ways for customers to connect and contribute content around the brand.

This social solution includes not only elements of the company's website, but also partner sites (for cross-sell) and, of course, social media mainstays such as Twitter, Facebook and YouTube.

Further, the airline has used this opportunity to increase collaboration internally as well, and makes sure its media team employees are well prepared to address questions and issues through these channels.

The airline is now able to directly connect all of its customers to its employees messages and also the thoughts of influencers such as avid travel bloggers and fans of the brand.

As of January, the airline reported three million visitors to its online blog, about a million Twitter followers, and another million Facebook fans. Furthermore, Nielsen/Netratings rated it as the largest airline site in terms of unique visitors.

These social media assets will continue to pay long-term economic dividends to the company.

You have no control (or at least only a little)

One of the major trends that social media is accelerating is the shift of control from companies to customers and their social communities. Whether a company chooses to have a social media strategy or not, the reality is your customers are already engaging in social media and are talking about your company.

Traditional broadcast methods of disseminating messaging are being circumvented by emerging social media channels. In an era when more and more customers are basing their purchasing decisions on peer interaction, the role of advertising, branding, marketing, PR and other traditional means of communications need to be re-evaluated.

Acknowledge that you are no longer in control of your business' message. Go to your customers' social sites, listen to their discussions, respond and provide the customised, value-adding content that they want.

It's a conversation

The expectations of those who engage in social networks are that the communication will be two-way; in other words, it will be a conversation. Authenticity, transparency and honesty are mandatory characteristics of this conversation and their absence has the potential to cause great harm. Attempts to use social media networks as vehicles for glib PR or marketing invariably backfire. Those in your organisation tasked with engaging with customers via social media (i.e. everyone) must be empowered to speak openly and genuinely (but make sure you remember to put in place the policies and procedures to manage the interaction – see the Information Security section on page 15 of this document).

Listening, rather than broadcasting marketing messages, is not something that comes naturally to most businesses; but if you want to harness the power of social networks, it's a necessary first step.

It gives your customers a job

The ability to co-create content, service offerings or even products – with customers, employees or business partners – offers huge potential for business. You don't need to be the one to do the research or create the innovation in order to benefit from it, as long as the ideas are freely given, of course.

And you'd be surprised at how willing people are to freely give their ideas when given a platform for sharing and incentive for doing so. In the UK, Direct Line has received great engagement from customers, who have actively shared their ideas on Facebook for the development of Direct Line's new iPhone app.

Why should you care? (Here are five good reasons.)



1

It's where your customers are gathering

If you knew that members of your target customer segments spent time in a particular place, wouldn't it make sense to set up a store front there - or at least post an advert there? Half of the 29 million Facebook subscribers in the UK check their page at least once a day. Are you there? If you aren't, do you have a good reason not to be?

2

Conversations about your business are happening – with or without you

It's not a question of whether they're talking about you, it's a question of whether you're paying attention and participating. What you might think of as a potential threat to your brand, may actually be an opportunity to build loyalty and advocacy among your customers and employees.

US online shoes and clothing retailer Zappos' CEO Tony Hsieh believes that these new channels give everyone a voice and what they say can reach millions. Zappos' staff are encouraged to use Twitter to engage with customers and to treat every customer interaction as an opportunity to create loyalty – not necessarily to make a sale. The value of this 'earned' PR is difficult to estimate, but Zappos' success is not; sales have grown from \$1.6 million in 2000 to \$1 billion in 2008.

3

Your brand is being circumvented

According to Forrester, more than 33% of European online consumers evaluate and compare the things they want to buy based on what their peers are saying on social platforms – not based on the messages they receive from your business. Offering mechanisms for your customers to connect with each other to facilitate evaluation, and then participating actively in those conversations, can put you back in the loop. This will give you some influence on purchasing decisions and create customer loyalty.

4

It's the world's largest focus group

Social media offers the potential of highly personalised, one-to-one interactions with your customers, and leads to much better interaction rates than traditional marketing efforts deliver.

If what you're selling is not meeting customer needs or expectations, there is no better way to become immediately aware of the shortcomings. It also expedites customer input into the product development cycle. Build the platform, give your customers a reason to participate, and then listen to what they say. This sounds easier than it is, because social media is very different to other engagement channels.

5

It can be the most effective way to reach your customers

For a surprising breadth of demographic segments, engagement via social media can be the most effective way of moving customers up the value chain from initial awareness to passionate evangelism. According to a report by Chadwick, Martin & Bailey, 67% of social media users are more likely to buy a brand they follow on Twitter, while 79% are more likely to recommend a brand they follow on Twitter.

Techlightenment reports that, compared to a generic display ad, a micro-targeted social media message (to a more specifically chosen audience) will attract 2-4 times the responses. The idea is to create many smaller placements and have each visible only to the people most likely to interact with it.

Taking it a level deeper, Techlightenment reports that responses to 'micro-messaging' – that is, with the text carefully crafted to be specifically meaningful to the chosen target audience – yields a 5x to 10x increase in responses. Increases of this magnitude clearly justify an investment in the channel, but it's not the only reason to participate.

“ US bank Citi is looking to hire an attorney to provide legal oversight for its social media activities.

– finextra

The people in charge of talking are in the marketing department. The people in charge of listening are in the research or service or sales department. They hardly ever talk to each other, let alone have full-duplex conversations with customers.

– Josh Bernoff, ‘Why Marketers Have Trouble With Full-duplex Social Technology,’ June 30, 2009

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What are the implications of all this for your business?

The impact of social media will challenge your brand and be felt throughout your organisation. In order to respond and adapt, changes will need to take place, from process and policy, to broad organisational change.

You’ll need a deliberate engagement strategy

Although social media changes the way in which an organisation interacts with customers, the essentials of business are still true: create a product or service, make people aware of it, encourage them to buy it, maintain a good relationship so that they are inclined to recommend you and buy more from you. In doing this, you remain efficient and cost effective throughout to maximise profit.

You must assess the impact and opportunity presented by social media on your business model, understand how your customers and potential customers are using this medium and visualise how you could use social media to build relationships.

If your brand attributes are not understood well enough to allow an authentic conversation with your customers and you don’t have something of value to say to them, in all likelihood you will be ignored.

Marketing, sales and service will change... for the better

Marketing, sales and services functions are most affected by the onset of social media and also have the most to gain. In an era when more and more customers are basing their purchasing decisions on peer interaction, the role of advertising, branding, marketing, PR and other traditional means of communications need to be re-evaluated.

Spend on marketing online in the UK now exceeds that of TV and although to date the majority of that spend is on search engine optimisation (e.g. Google advertising) and banner advertising, companies are turning to social media sites such as Facebook because of the level of ‘micro targeting’ that is possible. Many people travel in packs and many come together for important life events. Customers are using social media as a way of connecting to communities with common interests and needs.

Positioning products and services to these target communities allows companies to effectively position key messages to the right type of customer at their ‘moment of need’. As the old saying goes, it’s only junk mail if the customer doesn’t want it.

A balanced approach to information security

There is no stopping the two-way flow of information that social media enables. We believe that businesses should adopt a strategy to safeguard their corporate networks and data focusing on three aspects: processes, people and technology.

This remains a complex issue. Technical defence is vital to protect against negligent and malicious acts. However there is also a human element; negligence, ignorance or even curiosity can give rise to incidents.

What is required is a programme designed to raise security awareness and influence the behaviours of all those concerned, and balanced against continued investment in technology and processes. It is also essential that you classify data so that your employees understand precisely what is, and is not, sensitive information.

This policy should define who is authorised to access and share corporate content, and it should lay out procedures that specify how employees may use sensitive data. Policy, too, must delineate the types of social media accounts that the company sponsors.

All employees must know that the company's accounts are separate and very different from their personal accounts. The boundaries of proper use of social media can be ambiguous as the line blurs between work and private life. But your social networking policy must not be.

Business should also consider security products or services that actively scan and monitor traffic for malware, data leakage and other suspicious activity. Possible solutions include multi-layered security at the gateway and end points, content classification, content filtering and data loss prevention. Identifying the right mix of these tools can be daunting because of how rapidly technology is evolving.

You will need to involve your people and examine your culture

Given the need to be authentic and transparent when conducting conversations via social media, it is important that all messages fit with the public brand 'face' of your business. In fact, your online presence will already have begun to implicitly define your business values to your customers, social media takes this exposure of corporate culture and brand values to another level of transparency.

One of the biggest challenges of using social media is the level of empowerment it implicitly requires of your staff. If they are communicating with your customers directly via Twitter, a level of trust and confidence is required that many organisations would currently struggle to envisage.

Some businesses are simply not ready to go down the path of a people change programme that fully embracing social media implies. Others are hindered by multiple, potentially conflicting, internal cultures that reduce the effectiveness of using this as a public-facing medium.

However, adopting social networks inside the organisation presents great opportunities for internal knowledge sharing, productivity growth and improvements to team-working and morale.

The structure of your organisation will need to evolve to accommodate conversations

The question of who owns the customer is even more relevant with the onset of social media. Now added to that is the question of who owns the conversation. Social media will create conversations with customers that cut across product lines, sales, service and marketing boundaries and therefore organisations need to look beyond the silo structures. A number of organisations are now looking to recruit heads of social media to define strategy, direction and messaging but this then needs to be embedded across the organisation.

You will need to organise, manage and secure new sources of content

Whether we're talking about customers, banks, insurers, credit unions, communities or super users, everyone is creating content now.

Companies are facing the same challenges that entertainment firms are grappling with: how to create, produce, place and keep the content for easy dispersal and retention. These days you may have branded content anywhere, whether it's a YouTube video here, a videoblog there or apps all over the place. Keeping it safe, secure and accessible is critical. The strategic use of video blogs, blogs and communities can help companies repeat their key messages through multiple channels. For example, a video on retirement planning can be leveraged on a website, a retirement blog and retirement communities.

In an era of abundant access and scarce attention, content is (still) king, but managing that content has become a lot more complicated.



How can you get started ...

You need to have a strategy. As we have seen, social media offers tremendous opportunities for firms to engage with their customers and drive real business benefits, but that engagement has to be earned. But where do you begin?

Start by listening

If you do nothing else, listen! Any social media initiative should begin by listening to what your customers are already saying about you on social channels. Fortunately, it's never been easier to capture this information. Online tools provide terrific opportunities to gain deep insight into what your customers think, want, need, and expect, making it possible to directly access actual behaviour, likes and needs. Analytical listening dashboards can provide an overview of your position in the marketplace and provide drill downs to individual tweets, Facebook updates, message board comments and blog posts. This offers a potentially unparalleled level of insight into your brand and your customers' perspectives on it.

Start small

You don't have to get everything 'complete' at the beginning. Whilst it's important to get the basics right (avoiding the obvious pitfalls), it is just as important to learn and iterate quickly. Honesty and transparency will help to build your customers' trust, so that when mistakes do get made, you are more likely to get the chance to redeem yourself!

Deliver on your brand values

It's not enough to just be out there. Your activities within the social media space need to be appropriate to your brand. Engaging through social media places an onus on brand integrity and authenticity; many firms will need to reassess and understand their key brand attributes in order to participate effectively. A strategy is required that fully considers the appropriate use of different social media channels to match your brand attributes and properly reflects the value your brand delivers for your customers. This is a prerequisite for web designs, web applications and content provision.

These tools can give you an idea of what's being said about you out there, and by whom:

RSS Feed aggregators:

Google reader
NetNewsWire
FeedDemon
Rockmelt (browser)

Tracking and listening sites:

SocialMention.com
Tweetgrid.com
WorkStreamer.com

Engagement and visualisation:

MentionMap
Tweepskey
Klout
Peerindex

... and keep momentum?

Create value for your customers

It's not realistic to think that your customers will participate in a community if it offers no obvious and immediate benefit to them. Sometimes called the 'Del.icio.us Lesson' (after Joshua Porter's 2006 essay (<http://bokardo.com/archives/the-delicious-lesson/>), this principle states simply that the value to those in the network must precede the value to the network.

Think about what assets you have that your customers might find useful, and allow access to this resource - it could be data, it could be connectivity to others in the network, it could be an opportunity to share - without preconditions (registration, payment or subscription). Soon you'll find community activity springing up around this 'social object.' Interestingly, one of the main reasons customers site for 'friending' a corporate Facebook page is to get access to special offers and sales discounts.

Facilitate sharing

Social media may be a low cost way to communicate and engage with your customers, but it takes effort to make it work. Organise discussion forums, chats and Q&A sections on their media channels, to make it easy for customers to share their views and provide feedback (hopefully good as well as bad) about your products and services.

Make the case

Undertaking a social media initiative is no different from any other business undertaking, in that it's essential to be able to articulate a compelling case and demonstrate business benefit. Often the benefits are of the 'softer' kind: brand building, awareness and advocacy; but it's still possible to calculate ROI through qualitative and quantitative customer feedback and increasingly through end-to-end tracking of social media campaigns.

Keep it exciting

To attract customers, you need to find ways of making your social media channel interesting and exciting. For example, use videos and photographs effectively to deliver interesting facts about products and services, provide tips on use and show real customer highlight clips. Use competitions, games and blogs to get people interacting with your social site; consider providing additional, unique services to customers through social media channels. For example, Starbucks allows its customer to manage their Starbucks cards on Facebook.

Make it relevant

Having nothing relevant to say is a big turn off for consumers. To maintain customer interest and a steady supply of repeat visits, your social media channels must be updated frequently with the latest breaking news, content

and features. This means a social media team should be established to manage social communications and content. Customers' feedback and questions about the company products and services must be answered quickly if the site is not to suffer negative feedback or the ignominy of being ignored by consumers.

Keep it accurate

Customers want to know correct information about the company in which they are interested. Keep the information posted about your company products, activities and promotions accurate and up to date if you want people to visit. You will need to develop a social media policy, with a risk and control assessment, in order to manage the accuracy of the information posted on your social sites by your company and to respond to the information (hopefully) posted there by your customers.

Keep listening!

If something negative occurs, you'll be well-positioned to respond quickly and meaningfully.

More importantly, you will now have real-time access to behaviour and dialogue that can greatly enhance your current understanding of your customers, as well as the ability to track the benefits to your business.

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