



Rashtreeya Sikshana Samithi Trust
R V INSTITUTE OF MANAGEMENT

CA-17, 36th Cross, 26th Main, 4th "T" Block, Jayanagar, Bangalore-41

Phone: 080-42540300, E-mail: contact@rvim.edu.in,


Website: www.rvim.edu.in

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FACULTY DEVELOPMENT PROGRAMME
ON
CUSTOMER EXPERIENCE MANAGEMENT

Friday, 10th August, 2018

Report prepared by


Ms. Anitha Desai
Sr. Assistant Professor
Coordinator FDP 2018
Department of Marketing, RVIM.

R. V. Institute of Management

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CA 17, 36 Cross, 26 Main, 4 "T" Block, Jayanagar,
Bangalore – 560 041 Website : www.rvim.edu.in

The Institute organised Faculty Development Programme on **Customer Experience Management** on Friday, 10th August, 2018. The FDP aimed to provide the participants the conceptual understanding of CEM concepts, tools and techniques adopted by marketers to bring in better Customer Experience Management.

A total of 30 participants hailing from various Management Institutions of Karnataka and Andhra Pradesh were present for the programme.



The speakers, faculty members of RVIM and the participants

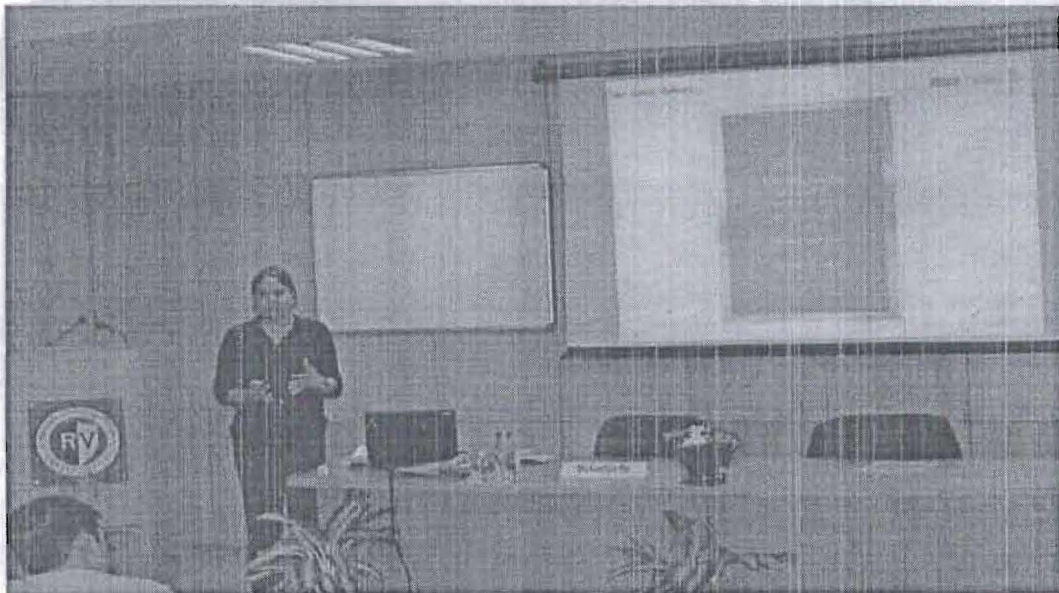
The programme was inaugurated Mr. Gurudutt Shenoy, CEM Consultant, Bangalore who addressed on the area "Customer Experience Journey, Framework and Implementation".

Third session on "Application of CEM in People Management" was delivered by Dr. Anupama K. Malagi Associate Professor, RVIM



Dr. Anupama K Malagi addressing during the session

Post lunch the session was on the topic was "Delighting Customers SIA way" taken by Ms. Kanchan Pai, National Sales Manager, Singapore International Airlines.



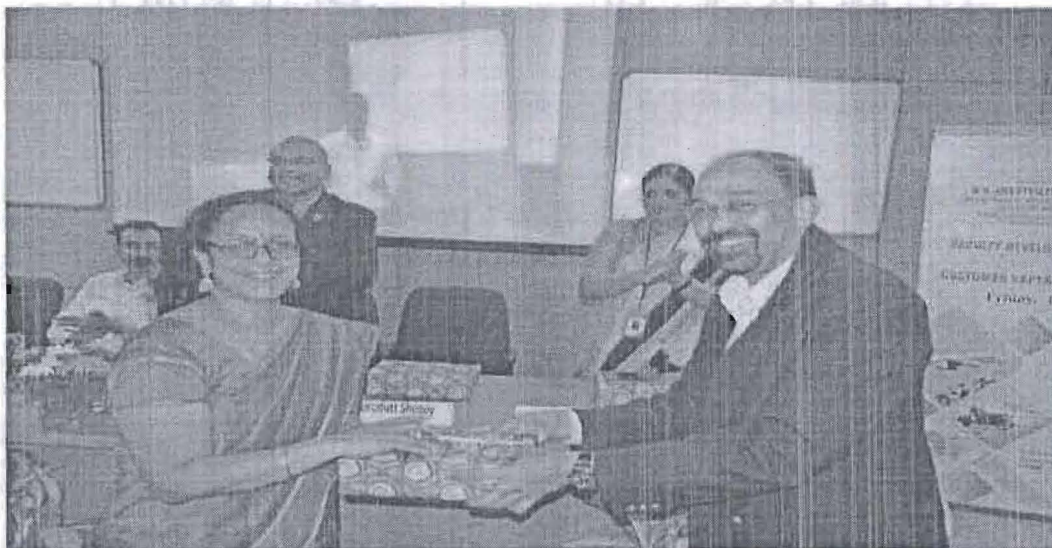
Ms. Kanchan Pai during her session

Dr. Purushottam Bung, Director, RVIM felicitating Mr. Gurudutt Shenoy, CEM Consultant



From Left to Right: Ms. Kanchan Pai, Mr. Sandeep Pai, Dr. Purushottam Bung, Mr. Gurudutt Shenoy and Dr. Anupama K Malagi.

The moderator of the Faculty Development Programme Prof. Anitha BM D'silva, Assistant Professor, RVIM receiving the memento.



Thank you



Rashtreeya Sikashana Samithi Trust

R V Institute of Management

CA- 17, 36th Cross, 26th main, 4th T Block, Jayanagar Bangalore-41

Faculty Development Programme on Customer Experience Management

10th August 2018

Time	Topic	Resource Person
9.00 - 10.00am	Registration for FDP	By Participants
10.00 - 10.15am	Inauguration	Dr. Purushottam Bung Professor & Director, RVIM
10.15 - 11.15am	Introduction to the world of CEM Case- Royal Enfield	Dr. Purushottam Bung Professor & Director, RVIM
11.15 - 11.30am	Networking Tea Break	
11.30 - 12.30pm	Customer Experience Journey, Framework and Implementation	Mr. Gurudutt Shenoy, CEM Consultant
12.30 - 1.30pm	Application of CEM in People Management	Dr. Anupama K. Malagi Associate Professor, RVIM
1.30 - 2.00pm	Lunch break	
2.00 - 3.00pm	Delighting Customers SIA way	Ms. Kanchan Pai, National Sales Manager Singapore Airlines, India.
3.00 - 3.30pm	Student Experience Journey Mapping Exercise	Mr. Gurudutt Shenoy, CEM Consultant
3.30 - 3.45pm	Tea Break	
3.45 - 5.15pm	Technology trends in CEM & Customer Analytics	Mr. Sandeep Pai Senior Manager Oracle India Pvt Ltd.
5.15 - 5.30pm	Valedictory	



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CUSTOMER EXPERIENCE MANAGEMENT

Friday, 10th August, 2018

Registration Form

1. Participant name: (in capital letters).....
2. Designation and Affiliation.....
3. Address for Correspondence.....

Mobile No..... Email.....

4. Details of Demand Draft - Amount Rs No..... Dated.....

"Director, R V Institute of Management", Payable at Bangalore

Date:

Participants Signature.....

Please mail the registration form and DD through speed post to:

Dr. Purushottam Bung,
Director, R. V. Institute of Management,
CA No. 17, 36th Cross, 26th Main,
Jayanagar, 4 "T" Block,
Bangalore-560041, Karnataka.

R V Institute of Management

Faculty Development Programme 10-8-2018

Committees, Roles and Responsibilities

Sl No	Committees	Committee Members	Responsibilities of the Committee Members
1	Designing & Printing of Brochures, Certificates & Invitations	Ms. Anitha BM Dsilva	<ol style="list-style-type: none"> 1. To design and print brochure, printing envelopes, invitations, certificates in the required quantity. 2. Seek approval from Director for number of brochures to be printed. 3. Take quotation from Poornamudra for the designing and printing of brochures, Certificates and Banners.
2	Inviting speakers for the session	Ms. Anitha BM Dsilva	<ol style="list-style-type: none"> 1. To plan and identify the resource person for the session. 2. Take a print out thank you letters on the Institute letter head and submit it to Directors for his signature. 3. Collect the hononurium to be given to the resource person. 4. Communicate with resource person and provide support during their session.
3	Marketing of FDP	All Faculty members	<ol style="list-style-type: none"> 1. Short List the Institutions to distribute the brochures through mail, post and in- person 2. All faculty members will share the responsibility of marketing the event.
4	Registration Desk	Dr. Maruthi Ram Mr. Dilip Mr. Sridhar Ms. Pallavi	<ol style="list-style-type: none"> 1. To prepare Registration format. 2. To guide the delegates in the process of payment of the registration fees. 2. To collect and distribute FDP kit to the registered participants
5	Hospitality & Reception	Dr. Noor Firdoos Jahan Mr. Mahesh G	<ol style="list-style-type: none"> 1. To make necessary arrangements for receiving the guests and FDP resource persons. 2. To communicate with the resource person for any requirements before the their session. 3. To collect the thanking letters and honorarium to the resource person
6	Arrangements for the Inauguration & Valedictory Programme	Ms. Sowmya DS Ms. Ramya S	<ol style="list-style-type: none"> 1. To prepare the overall programme schedule, prestographs for the Inaugural & Valedictory Programme. 2. To arrange for the lighting of the lamp. 3. To arrange for bouquets, flowers, water bottles, note pads, pens on the dais 4. To arrange for public address system in the Conference Hall.



Ref: 312/RVIM/MBA/2018-19

Date: 20-7-2018

The Hon. Secretary,
 RSS Trust,
 II Block, Jayanagar,
 Bangalore



Respected Sir,

**Sub: Proposal to organise Faculty Development Programme on
 "Customer Experience Management" at our Institute**

Ref: Personal Discussion held with you yesterday i.e 19.07.2018

With reference to the above mentioned subject, we would like to organize a Faculty Development Programme at our Institute in the area of "**Customer Experience Management**" on Friday, the 10th August, 2018. The programme is organised for the faculty members from B-school and Management Institutions.

The resource persons who will be delivering the FDP include:

1. Dr. Purushottam Bung, Professor and Director, RVIM
2. Prof. Anitha B. M. D'silva and Prof. Anupama Malagi, Faculty, RVIM
3. Mr. Gurudutt Shenoy, CEM Consultant, Bangalore
4. Ms. Kanchan Pai, National Sales Manager, Singapore Airlines, India.
5. Mr. Sandeep Pai, Senior Manager, Oracle India Pvt Ltd

The expected number of participants attending the programme will be around 30. An amount of Rs. 1,000 (847 + GST 18%) will be charged as registration fees towards the same. The proposed expenditure for organising the programme is estimated at Rs. 43,500 (Forty Three Thousand Five Hundred only). Detailed break-up is enclosed herewith for your reference.

For your kind consideration and approval.

Thanking you,

Truly yours

[Signature]
 20.07.2018

(Dr. Purushottam Bung)
 Professor and Director

Alc. + APS



*By Sanamanta to
 Inhouse faculty
 speak to me
 Approved Rs. 38500/-
 for the present
 20/7*



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FACULTY DEVELOPMENT PROGRAMME
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Friday, 10th August, 2018

Registration Form

1. Participant name: (in capital letters)..... MANOJ M S.....
2. Designation and Affiliation..... Research Scholar, CBSMS, BU.....
3. Address for Correspondence..... # 3385/35 6th Main 2nd Cross.....
Hampinagar, Vijaynagar.....
Mobile No..... 8494939224..... Email..... manojgowda11@gmail.com.....
4. Details of Demand Draft - Amount Rs 1,000/- No..... 667121..... Dated..... 03/08/2018.....
"Director, R V Institute of Management", Payable at Bangalore

Date: 6/08/2018

Participants Signature..... Manoj M S.....

Please mail the registration form and DD though speed post to:

Dr. Purushottam Bung,
Director, R. V. Institute of Management,
CA No. 17, 36th Cross, 26th Main,
Jayanagar, 4 "T" Block,
Bangalore-560041, Karnataka.

Anita

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Rashtreeya Sikshana Samithi Trust
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FACULTY DEVELOPMENT PROGRAMME
ON
CUSTOMER EXPERIENCE MANAGEMENT

Friday, 10th August, 2018

Registration Form

1. Participant name: (in capital letters)..... AJAY M. JADHAV
2. Designation and Affiliation..... Assistant Professor in D.S. in Business Administration
3. Address for Correspondence..... Pooja Bhagavat Memorial Mahajana Education Centre, K.R.S Road, Metagalli, Mysuru - 570016
Mobile No. 9845215676..... Email ajaymjadhav09@gmail.com
4. Details of Demand Draft - Amount Rs 1000/- No. 701274..... Dated 03/08/2018.....
"Director, R.V. Institute of Management", Payable at Bangalore

Date: 03/08/2018

Participants Signature..... [Signature]

Please mail the registration form and DD through speed post to:

Dr. Purushottam Bung,
Director, R. V. Institute of Management,
CA No. 17, 36th Cross, 26th Main,
Jayanagar, 4 "T" Block,
Bangalore-560041, Karnataka.

Anita
[Signature]



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FACULTY DEVELOPMENT PROGRAMME
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CUSTOMER EXPERIENCE MANAGEMENT

Friday, 10th August, 2018

Registration Form

1. Participant name: (in capital letters)..... TABREEZ PASHA
2. Designation and Affiliation..... Assistant Professor and Surana College
3. Address for Correspondence..... # CA-17, Mysore-Tumkur Ring Road, Kengeri Satellite Town,
Bengaluru 560060.
- Mobile No. 9844644416..... E-mail..... tabreezpasha.mba@suranacollege.edu.in
4. Details of Demand Draft - Amount Rs 1000 No. 280692 Dated 27-07-2018
"Director, R V Institute of Management", Payable at Bangalore

Date: 28-07-2018

Participants Signature.....

[Handwritten Signature]

[Handwritten Signature: TABREEZ PASHA]

Please mail the registration form and DD though speed post to:

Dr. Purushottam Bung,
Director, R V Institute of Management,
CA No. 17, 36th Cross, 26th Main,
Jayanagar, 4 "T" Block,
Bangalore-560041, Karnataka.

[Handwritten Signature: Anita]

Customer Experience Management: Evolution and the Paradigm Shift in Marketing

Prashant Chauhan*
Dr. Samar Sarabhai**

Abstract

The world of marketing has changed dramatically in the past two decades. The evolution of customer experience has changed the whole paradigm. The impetus has shifted towards customer-centric approach and keeping the customer in focus. The advent of social media, self-service technologies, and various other digital advancements has changed the shopper's behavior. Digital and analytics have emerged as key enablers for marketing professionals and organizations are trying to harness the benefits of these advancements. The role of customer has evolved quite significantly as an enabler in the overall success of a product/brand. The managers now require new tools to measure and understand the performance of organization in totality. In this context, paper examines the reported work on evolution of customer experience management and provides a theoretical framework for comparative understanding of changes/shifts in customer experience management and marketing.

Keywords: Customer experience, customer insights & analytics, Omni channel, self-service technologies, customer journey.

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be planned, managed, staged, and delivered to the customer. Customer experience has emerged as a great differentiator for the organizations. In the initial 1970s and 1980s, quality and functionality were the key differentiators. In the 1990s, brand and pricing of the product were the key and subsequently the flow of information, the quality of service and delivery became the norm (Shaw & Ivens, 2002). The customer was offered product and service by the companies based on their assumptions; what customer expects from the product. Creating value for the customers became the emphasis of the marketing managers as they shifted their approach (Mc Alexander et al., 2002). Subsequently the concept of relationship marketing became the focus of the marketers. Relationship marketing remains challenged by evidence that customers who are enjoying good relationship with the organization still might not return to the Service provider (Gerpott et al., 2001). At an operational level, buyer-seller relationships in business to consumer markets have generally failed in their attempts to emulate the interpersonal relationships (Palmer, 2010). Brand and emotional attachment became the subject of interest for the marketers in the academic literature in context of customer experience in the mid-2000s (Narayandas, 2005; Anderson et al., 2006). Creating favorable customer experience is the most preferred way to generate customer loyalty and competitive advantage for the company (Badgett et al., 2007). Experiences are about the perceived value which is derived by the individual from such interactions (Helkkula et al., 2012).

Evolution From Traditional Viewpoint Towards Customer Experience

The emergence of customer experience management has significantly impacted the whole gameplay. Earlier the focus was on service quality, product quality, but customer experience is not just about the elements the service provider can control (interface, assortment, and price) but it is also about the elements which are out of control—like the influence of customers on each other, influence of devices like smartphones, kiosks and virtual managers on the customers. Researchers have largely studied customer experience from the point of view of moments of truth which considers customer being passive in the whole activity (Normann, 2001).

Though we acknowledge the fact that experiences are created in the end-to-end customer journey, still researchers are relying on one survey. This practice of depending on one-time survey is somewhat flawed, as it is based on the respondent's memory which might not be able to reconstruct the whole picture again (Kristensson et al., 2014). Moreover, the focus has always been on what organization's wants to offer rather than what customers really want. With the expansion of the internet, social media, self-service technologies, and smartphones marketers can easily harness the insights into what the customer is looking for in the market. The era of marketing analytics and consumer analytics has gathered pace across the globe and it is immensely impacting the marketing strategies. Significant numbers of companies have started to use and implement the concept of total customer experience to create lasting customer loyalty (Mascarenhas, Kesavan, & Bernacchi, 2006).

Sorooshian et al. (2013) came up with online customer experience (OCE) model to identify factors which affect the customer experience in online channels. Hedonic experience and sociability experience are also key factors in understanding customer experience along with pragmatic experience while availing the services (Sorooshian, et al., 2013). Also, Klaus & Maklan (2013) came up with various dimensions of customer experience which offers a more comprehensive view of the construct.

The evolution of customer experience has forced the marketers to adopt new strategies and tools to grow their business in more holistic manner. We are highlighting certain cases, tools and strategies which have changed the marketing for the good.

From Moments to Journeys

Customer experience professionals live in fear of brand failure: expensive product launches that fail to meet customer expectations; marketing campaigns that miss the mark; and maddening wait times on a customer service line. Every less-than-perfect interaction with your company impacts the value of your brand. Writing for Harvard Business Review, a group of partners at McKinsey described their experience working with a pay-TV provider that, according to the company's internal metrics, was delighting customers at every interaction but somehow left them displeased with the overall experience. Digging deeper to solve the mystery, McKinsey discovered that there was no specific problem area—the problem was in the experience as a whole. The numerous phone calls, technician home visits and email exchanges, even if each one was executed masterfully, added up to an extremely irritating experience for customers who just wanted to watch their favorite programs. Emphasis on customer's interaction at various touch points in purchase and after has been a prime focus for the organizations (Alex & Ewan, 2013). In practicality the narrow focus on enhancing satisfaction levels at specific touch points doesn't always offers you an actual picture, the customer may or may not be happy with the company. The whole customer's journey should be the prime focus. Many brands are now cultivating an interest in optimizing the customer's end-to-end experience and reaping the rewards. According to the analyst firm Forrester, companies that are leaders in perfecting customer experience outperformed, over a 6-year period, the S&P500 by more than 25%. Customer experience laggard's performance fell over the same period by more than 30%. Sensing opportunity and also the risk of failing to act, companies are making big investments in improving customer experience. According to the research firm Gartner, in 2014 companies spent roughly a fifth of their marketing budgets to support and improve customer experience. Unfortunately, many of those efforts have had limited success and the return on those investments has flat lined. Whereas, in 2010, 39% of respondents to a Temk in Group Management survey said their company's efforts to improve customer experience made a significantly positive impact on performance, in 2014 and 2015; just 11% of respondents said the same.

The challenges eBay confronted are similar to those faced by nearly all brands today. These are discussed next:

- Features in products are so easily replicable they are almost instantly commoditized.
- Online review sites have democratized access to information about products and social media has given every customer a megaphone.
- The rise of e-commerce has given customers access to a world of shopping options.
- For today's empowered customer, switching from one product to another is increasingly frictionless.

As eBay was learning, it's easy enough to make a few tweaks here and there to improve how customers experience your company. The greater challenge, which, if achieved, will set your company above the competition—is to build a dynamic and comprehensive end-to-end customer experience that anticipates and truly understands the customer's needs.

Self-Service Technologies

Self-service technologies are means which enables transactions which don't require any interpersonal contact between a buyer and a seller. An organization should try to create customer experiences that offer value and create loyalty while customers are interacting with the various touch points within its service system. To do so, however, companies need to understand how customer experiences form and affect customer behavior and, ultimately, company performance and success (Maklan & Klaus, 2011). Kleinaltenkamp et al. (2012) found that both social and economic factors drive resource integration and, therefore, customers' experiences. However, their approach is static. We argue instead that drivers are dynamic and embedded in value co-creation. Customer experiences are resultant of the various experience drivers. Experiences are holistically evaluated by the customers (Verhoef et al., 2009) within service systems. Therefore, managing customer experiences requires systematic frameworks (Grewal, et al., 2009; Payne et al., 2008). This conceptualization is somewhat different from previous versions, which suggest that interaction with factors like employees, brands, technology, and product or service users constitutes customer experience (Johnston & Clark, 2008; Meyer & Schwager, 2007). Self Service Technologies are used across the spectrum via different interfaces like interactive voice response (IVR) for telebanking, flight information, and order status. Online/internet interface is used for package tracking, account information, e-commerce, etc. Moreover, interactive kiosks like ATMs, restaurant, paying guest (PG) checkouts, petrol stations, car rentals, and tourist information. This has been a major enabler for organizations to provide a hassle-free service to customers and improving the overall experience. As these interactions between the technology and the customers are growing there could be some implications of the same in organizations. The employees might feel uncomfortable and demotivated because they are no longer the sole connection between the customer and organization. Moreover, the customer's behavior can be very critical for formulating the future course of strategies because

insight and the ability to go back time and time again—brands can proactively devise solutions to emerging problems. Insight communities allow brands to solicit suggestions from customers and test ideas on a large group of people, with results that can be easily parsed based on any number of factors. In contrast, surveys used to tabulate Customer satisfaction score, NPS & CES and data harvested by the wearable technology and the like are by definition reactive. They can tell you that something went wrong but they can't necessarily tell you what it was or how to do it better. Not only can insight communities offer suggestions for how to improve the customer experience, they can be fertile testing ground for new ideas, allowing brands to rapidly iterate, constantly trying out and improving on new ideas. Because they are such powerful tools for cultivating understanding and empathy between brands and customers, insight communities, unlike forms of feedback like NPS and Big Data, set the stage for exceptional customer experience design. To support responsive, agile design, customer experience pros generally rely on traditional tools to design their key customer experiences. They rely on groups of experts to map the customer journey, they engage with small groups of customers (focus groups and one-on-one interviews) to get feedback on solution design and user interface (UI).

What customer experience designers have lacked in their toolkit is the ability to get customer insight at scale to iteratively co-create and validate that their designs appeal to the broadest range of customers and lower the risk of failed initiatives. Traditionally, a brand launches the best product or service it can and then seeks feedback to identify problem areas and attempts to fix them. Thinking like a designer flips that perspective on its head. Instead of looking for signs of trouble and trying to retrofit parts of the customer journey to improve the full experience, design thinking says you start with an empathetic understanding of what the customer is trying to do, and use that knowledge to build a better experience. As mentioned earlier, eBay had attempted to get feedback from a small group of its customers, but as the company grew, it was unable to get that same feedback at scale. In 2015, the company found a solution by launching an insight community. An insight community allowed eBay to ask about specific ideas, solicit new ideas, and test concepts with speed and flexibility, all while cultivating the sense of community and partnership with its sellers that is essential to the company's success. Insight community allows us to engage with customers at a higher level than doing a survey on its own, highlights Brian Burke, eBay's director of Customer Experience. "The community allows us to highlight individual sellers and make it personal, so it's not just this sterile, 'Oh, we're surveying for information again' thing. Because of that, we're seeing really high response rates." With the agility of its insight communities in its customer experience arsenal, eBay has been able to cultivate close customer relationships. The quality of insight that comes out of those conversations has allowed the company to be proactive and optimize the customer experience.

based on the skills built for it as opposed to a human representative interacting with a person at a time. AI has the capability to create and maintain a powerful, 100% consistent brand experience through every interaction, but at the same time can also use learning capabilities to tailor that experience to each individual, and rapidly evolve the experience to cater to any new product or strategy the company wants to implement. The businesses have never had this control over their brands.

Putting the Customer First:-

Getting the right results depends on first focusing on the right problems. That's easier said than done. Greg Bowen, vice president of Dell Commerce Services, told the Internet Retailer 2016 Conference & Exhibition in Chicago that up to 80% of information technology (IT) projects fall short of expectations because retailers' business requirements and objectives frequently overlook the customer.

Time and again, the customer takes a backseat to business goals and management conditions when retailers set out on projects. The first step in project planning needs to be an emphasis on listening to the customer. Bowen described how Dell re-launched its site after implementing customer feedback received via iPerceptions. After listening to shoppers and using their input to shape design, Dell's improved e-commerce site saw a 13% leap in revenue per visit.

For years, the emergence of online shopping portals and companies has spelled the demise of traditional big-box retail stores. Easy access and wide selection—once available through only physical stores—have reached new levels on the internet. To survive in the digital age, retailers need to shift their strategy to providing customers with big experiences and unique discounts, according to Denise Lee Yohn (2016). Now that consumers (particularly millennial) spend less on products and more on experiences like travel and entertainment, retailers need to introduce revamped value propositions. Just as small specialty stores offer buyers intimate, personal visits, big-box retailers can stage memorable, large-scale and share-worthy events.

Improving the Fan Experience with Technology:-

Wimbledon is tennis' biggest event of the year. To improve the fan experience of the tournament even when players weren't sailing the ball back and forth across the net, Wimbledon's organizers in 2016 turned to digital transformation strategies. Econsultancy reported the first step was to create engaging, easily accessible consumer content aimed at bringing in an international audience. One of the strategies organizers turned to was introducing a new mobile application. The All England Club personalized the fan experience with a "Plan Your Visit" feature customizable to specific matches; shareable slide shows of photos and social media posts; and mobile alerts updating users with

Conclusion

Ever changing dynamics of customer interactions across the various touch points has made the customer experience management even more crucial for the organizations and can have a significant impact on the performances. Marketers have started to depart from the traditional relationship management approach. The marketing focus has shifted towards the customer-centric approach, analytics has become a crucial part of every marketer's arsenal and has offered a more nuanced understanding of the activities/processes. The evolution of omni channel has deeply jolted the status quo and made marketers to rethink their strategies. Marketing is moving towards a blend of human-centered designs and virtual reality; it requires a tremendous effort on part of the marketers to evolve with the changing dynamics. The shift from moments to complete customer journey has been an important change for the marketers while formulating future strategies. The initiative of involving customers in decision-making via insight-communities has also enabled the marketers to bridge the gap in terms of customer value. As highlighted earlier, the marketing practices have changed for the good, keeping the customer as a focal point for strategic planning and marketing strategies; it can reap great results for the organizations. The use of smart technology (RFID, Kiosks & IVR), digital platforms, Big Data, AI and consumer insights can enable organizations to offer a holistic customer experience. Marketers need to continuously upgrade their skills for emerging challenges and trends in the business world where the customer is getting the due impetus. The role of customer experience management is going to be ever so significant in the near future and smart business will excel by incorporating it in totality.

References:

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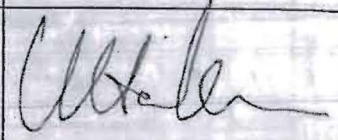
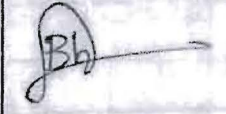

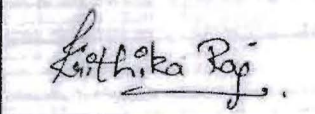
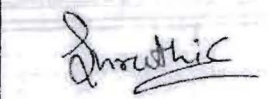

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CUSTOMER EXPERIENCE MANAGEMENT

REGISTRATION FORM

10/8/2018

Sl. No	Name	Institution	Contact No./ Email Id	Amount Paid	Signature
1	UTTAMKUMAR.Y	Global Institute of management Sciences	9585660919 UttamKumar & Bob @rediffmail.com	1000/-	
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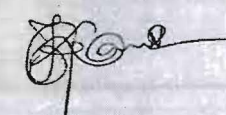
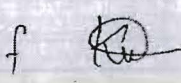
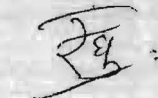
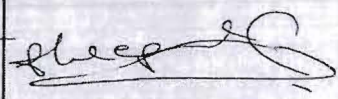

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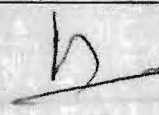
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