

호텔 산업 직무 역량 모델 개발: 미국 샌프란시스코 만 지역 대상으로*

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요 약

직무 역량이란 개인이 전문적 성공이나 직장의 승진 목표 달성 등을 목적으로, 개인의 직무와 그에 관련되고 필요한 기량이나 기술을 자체 관리 할 수 있는 능력을 일컫는 용어이다. 오늘날 서비스업 기업들을 직원들이 다양한 경영 능력과 운영 역량을 갖고 있거나 개발 하기를 원한다. 이는 서비스업의 본질적으로 복잡한 특성, 긴 노동 시간, 질 높은 서비스 제공에 수반되는 높은 스트레스 레벨 등에 의해 직원들이 직면하는 어려움이 다른 산업에 비하여 아주 크기 때문이다. 기존의 직무 역량에 대한 연구의 결과들이 일치점을 찾지 못하였고, 미국 샌프란시스코 지역의 호텔 산업에 대한 직무 역량 모델에 대한 연구가 제한적으로만 이루어져 왔기 때문에, 본 연구의 결과는 학생, 서비스업 교육자, 학과 프로그램 코디네이터 뿐만 아니라 산업 전문 종사자들에게도 호텔 산업이 요구하는 직무 역량에 대한 매우 유용한 정보를 제공 할 수 있을 것이라고 보여진다.

핵심주제어 : 직무역량모델, 호텔 산업, 미국 샌프란시스코 만 지역

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Developing a lodging industry competency model for the San Francisco Bay Area: An exploratory study*

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Abstract

Career competencies is defined as an individual's ability to self-manage working and learning experiences in order to achieve specific career advancement goals and professional success. Today, hospitality businesses require their employees to have and develop various managerial skills and competencies, compared to what were required in the past. This is because the hospitality industry challenges the individuals more than any other industry - long working hours, and a high tolerance for stress due to the characteristics of service products. Since there has been only limited studies on a lodging industry competency model, specifically for the San Francisco Bay Area, the current study has its importance and uniqueness and the results of this study can contribute to both the academia and industry. Additionally, the previous research studies that focused on developing competency models for a lodging industry have not reached agreement when it comes to the most important competencies to train and foster future hospitality leaders. Therefore, the findings of this study will provide invaluable information for all parties that are involved such as students, hospitality educators, program coordinators, and industry professionals.

Keyword : Career competency model, San Francisco Bay Area, lodging industry

* All papers comply with the ethical code set by the National Research Foundation and the Asia-Pacific Journal of Business and Commerce.

1. Introduction

Career competencies is defined as an individual's ability to self-manage working and learning experiences in order to achieve specific career advancement goals and professional success (Kuijpers & Scheerens, 2006). Career competencies refers to work related behavioral repertoires and knowledge such as selecting an appropriate career, pursuing a specific career path, obtaining employment, goal setting, career planning, job-related performance, career-related skills, knowledge of politics, career guidance and networking, feedback-seeking, and changing jobs that are essential to promote career-related outcomes (Bridgstock, 2009; McCabe, 2008; Wolff & Moser, 2009).

Today, hospitality businesses require their employees to have and develop various managerial skills and competencies, compared to what were required in the past (Emenheiser, Clay, & Palakurthi, 1998). This is because the hospitality industry challenges the individuals more than any other industry - long working hours, and a high tolerance for stress due to the characteristics of service products (Varner, 1978). Chapman and Lovwell (2006) asserted that the competency framework that has been developed during the last several decades largely excludes key skills and attitudinal factors needed for professional success and competent performance. They also highly recommended that the hospitality industry needs a more robust approach to qualifying and training its workforce due to its high employee turnover rate and complex nature. According to Kent (1978), hotel (lodging) students must have the opportunity to develop the skills during their planned college years.

Therefore, identifying these managerial skills and characteristics is a key to success for managers, students majoring in hospitality management, and the businesses. Also, identifying those competencies and applying appropriate strategies offers a valuable tool for human resources tasks such as recruitment and selection for hospitality businesses which includes the lodging industry (Chung-Herrera, Enz, & Lankau, 2003). In connection, hospitality educators need to consider the essential competencies for students' success in the industry when developing curriculum content and educating students (Emenheiser et al., 1998).

The goals in conducting this research are 1) to provide the lodging industry in San Francisco Bay Area with a functional-competency model, 2) to help future lodging industry leaders and current students, who are majoring in the lodging industry, better understand the competencies for future career advancement, 3) to assist hospitality schools and/or

programs in designing curriculum, 4) to guide hospitality educators in the right direction when instructing students for their future careers, and 5) to compare the findings of the current study on the competencies model for the lodging industry, conducted in San Francisco Bay Area, and the results of Chung-Herrera et al. (2003) nationwide study on their competency model for the lodging industry.

2. Literature Review

2.1. Using Competency Models

According to Tas (1988, p. 41), “Career competencies are those activities and skills essential to perform the duties of a specific position.” Career competencies refers to workplace skills such as pursuing a specific career path, career planning, career-related skills, career guidance and networking and changing jobs that focuses career adaptability (Kuijpers et al., 2006).

A competency model is defined as “a descriptive tool that identifies the knowledge, skills, abilities, and behaviors needed to perform effectively in an organization” (Chung-Herrera et al., 2003, p. 17), including attitudes, work habits, and personal characteristics (Brophy & Kiely, 2002). Additionally, it is designed to meet an organization’s strategic objectives through building human resources capability (Chung-Herrera, et al., 2003).

Competency models provide many benefits for employers in the hospitality industry. Competency models provide a common language for discussing capabilities and performance by providing guidance for human resource practices and ensuring those practices are consistent (Zenger & Folkman, 2002). Particularly, competency models can be a foundation of establishing criteria for human resource systems such as developing training programs which improve management and staff performance (Hofrichter & Spencer, 1999; McLagan, 1996; Spencer & Spencer, 1993), and planning career development and progression (Epstein & Hundert, 2002).

Katz (1955) is considered the first researcher who identified three essential skills for managers in general. The three competencies are 1) technical, 2) human and 3) conceptual. Sandwith (1993) extended Katz’s study (1955) and identified the five competencies of general management with the hierarchy. The five competencies are 1)

conceptual/creative, 2) leadership, 3) interpersonal, 4) administrative and 5) technical.

Kay and Russette (2000) used the competency model that Sandwith (1993) developed and synthesized the results of the three hospitality competency studies in food & beverage, front desk and sales departments. They identified 18 core essential competencies (CECs) essential for line- and middle-level management success in the three areas. The findings of the two studies highlight the similarity between the two studies since the 18 CECs are categorized according to the four competencies among the five competencies that Sandwith found in 1993. However, Kay and Russette's (2000) results were not common across all three departments and the two levels of management, therefore not common across the industry.

Several studies have focused on the importance of competencies in various business sectors of the hospitality industry; Hotel operations (Jeou-Shyan, Hsuan, Chih-Hsing, Lin, & Chang-Yen, 2011; Kay & Moncarz, 2004; Chung-Herrera et al., 2003; Kay & Russette, 2000), Food and Beverage (Emenheiser, Clay, & Palakurthi, 1998; Hu, 2010; Kay & Russette, 2000; Okeiyi, Finley, & Postel, 1994; Wang, & Tsai, 2012; Zopiatis, 2010), Club Management (Koenigsfeld, Kim, Cha, Perdue, & Cichy, 2012; Perdue, Woods & Ninemeier, 2000) and property management competencies (Tas, LeBrecque, & Clayton, 1996).

The similarity of the findings of these studies on competency models is that the top listed competencies are primarily related to human resource skills such as leadership (DeFillippi, & Arthur, 1994; Okeiyi et al., 1994; Tas et al., 1996), interpersonal skills (Ladkin, & Juwaheer, 2000; Tas et al., 1996) and communication skills (Munar, & Montaña, 2009; Okeiyi et al., 1994).

Competency model development is imperative for hospitality education (Phelan & Mills, 2010). Both national accreditation for U.S. hospitality education programs, the Accreditation Commission for Programs in Hospitality Administration (ACPHA) and the Commission on Accreditation for Hospitality Management (CAHM) have the primary objective, which is "to assure that curricula is based on those competencies essential for hospitality industry practitioners" (ACPHA-CAHM, 2004). Critical industry competencies are developed through various courses in an established curriculum (Phelan & Mills, 2010). Students must fully understand what those essential competencies are to be successful in the industry (Chung-Herrera et al., 2003).

Another interesting research study on a competency model in the hospitality industry provides invaluable findings on the existing gap between what the industry wants and what academia is actually teaching students on success in the industry. Jauhari (2006) found that

a gap exists between the needs of the hospitality industry and the ongoing skills development of the hospitality industry's workforce on developing a competency model for a career in the hospitality industry in India. He identified that hospitality academia and industry need to collaboratively examine competencies for students' professional success and develop a competency model.

2.2. Competency Models in the Lodging Industry

There has been a growing number of research studies on competency models in the lodging industry over the past several decades. Tas (1988) identified the six essential skills required for a general manager-trainee from a hotel industry perspective, which are mostly related to human resource competencies.

Chung-Herrera et al. (2003) developed the first lodging industry-focused competencies model that works across many organizations. The researchers started the research due to the absence of industry-focused competency models for hospitality leadership. The purpose of the study was training future hospitality leaders and to develop the current competency model. The researchers asked the importance level of 99 hospitality competencies in a survey to 735 senior-level industry executives at various hotel companies in U.S. A total of 137 industry professionals responded either online or via return fax with an 18.6 percent response rate. They successfully developed the final competency model containing a total of eight significant factors that have several dimensions. Every factor has its own dimensions that is composed of each factor and that explains the various aspects of that factor. The eight critical factors are self-management, strategic positioning, implementation, critical thinking, communication, interpersonal skills, leadership, and industry knowledge in their order of rank with the highest being first (See Table 1 for the lodging industry competency model and the dimensions).

<Table 1> Leadership-competency model for the lodging industry

Factor	Mean	Dimension	Mean
Self-management	4.32	Ethics and integrity	4.58
		Time management	4.28
		Flexibility and adaptability	4.22
		Self-development	4.12
Strategic positioning	4.17	Awareness of customer needs	4.39
		Commitment to quality	4.26
		Managing stakeholders	4.21

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		Concern for community	3.67
Implementation	4.16	Planning	4.23
		Directing others	4.15
		Re-engineering	4.02
Critical thinking	4.15	Strategic orientation	4.24
		Decision making	4.18
		Analysis	4.17
		Risk taking and innovation	4.03
Communication	4.12	Speaking with impact	4.27
		Facilitating open communication	4.14
		Active listening	4.06
		Written communication	4.06
Interpersonal	4.09	Building networks	4.20
		Managing conflict	4.07
		Embracing diversity	4.01
Leadership	4.09	Teamwork orientation	4.25
		Fostering motivation	4.19
		Fortitude	4.14
		Developing others	4.02
		Embracing change	3.98
		Leadership versatility	3.97
Industry knowledge	4.09	Business and industry expertise	4.09

Solnet, Kralj, and Kay (2009) developed a lodging internship competency model. They posited that a poor internship potentially makes students shy away from a career in hospitality when their expectations do not match the reality (Zopitis, 2007).

Jeou-Shyan et al. (2011) identified top managers' competencies to be most critical for career development in the Taiwanese hotel industry by using the Fuzzy Delphi and Analytic Hierarchy Process methods. The analytical results demonstrate generic and technical dimensions, 18 competency domains, and 107 competency indices. The top three most important competency domains are leadership, crisis management, and problem-solving in sequence.

In the lodging industry, many worldwide hotel companies have developed their own competency models and have been utilized for several purposes (O'Fallon, & Rutherford, 2011). For example, Choice Hotel International developed its own competency models for each of the top four levels of its organization. The four levels are senior vice president, vice president, senior director, and director. The company found that the important points of competencies for success of a senior vice president were similar to those needed for the other three positions (Chung-Herrera et al., 2003). They also employed the competency data base to assess managers' leadership capability. The competency model is utilized for

the company's hiring process, promotions and succession planning (O'Fallon, & Rutherford, 2011). Another example is Marriott International. Senior managers use the model to identify future potential leaders and ensure that those individuals develop the skills and competencies required to succeed in the company (O'Fallon, & Rutherford, 2011).

2.3. The importance of San Francisco Bay Area and the lodging industry

2.3.1. San Francisco Bay Area

The San Francisco Bay Area consists of nine different counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. These nine counties represent 101 cities and towns with a population of over seven million people (Bay Area Census, 2010). The Bay Area is one of the world's most traveled destinations with its very rich, diverse and multicultural population. Mirroring this is the availability of endless options of outdoor recreational activities, sports, stores, shops, restaurants and cultural centers with activities that engage and educate the local and non-local visitors. This is at the heart of the San Francisco Bay Area and what visitors from around the world have come to experience and celebrate. Culture is synonymous with the San Francisco Bay Area and the aforementioned all constitute a significant and important part of the overall culture.

Three distinct locations encompass this world-class destination: San Francisco, Silicon Valley and Wine Country.

San Francisco is a city that continues to evolve and develop even when some believe there is not much more the city can add to its repertoire. The city initially attracts domestic and international travelers with their curiosity for bold and savior faire and those visitors ultimately end up exploring more and realizing the vast amount of sensory overload that the San Francisco Bay Area has to offer.

Silicon Valley has come to be known as the technology center of the universe. With companies such as Microsoft, Apple, Facebook, Google and Tesla, the valley is a vital economic aspect to not only the area and the region, but the state and essentially, the world. All of the technology is a mere conduit to what really attracts visitors to the area and that is the cohesiveness of the valley's personality that compliments the technology's insightfulness and innovation.

Wine Country consists of Sonoma County and Napa Valley. Together they account for

more than 825 wineries; Sonoma Country – 425+ (Sonoma County Tourism, 2016); Napa Valley – 500+ (Napa Valley, 2016). Many wineries in both areas are notable around the world for their world-class wines and sparkling wines. These two distinct areas are an important part of tourism in the San Francisco Bay Area. Sonoma County in 2012 contributed more than \$13.4 billion to the local economy (Economic Impact Study, 2014) and Napa Valley contributes more than \$13 billion annual to the local economy (Napa Valley Vintners, 2016). Together they have a critical impact on the local, state and national economy.

2.3.2. The lodging industry in the San Francisco Bay Area

The San Francisco Bay Area lodging industry has been an economic powerhouse for decades. The forecast for growth is consistent and industry experts are optimistic about the near and distant future, so much that a large number of new hotel developments have been announced and building has already begun. For example, San Francisco, over the past 12 months has seen more than 12 hotel projects proposed (Dineen, 2016) and a total of approximately 30 hotel projects accounting for around 5000 rooms (Hotel Valuation Index, 2016). San Francisco currently has 215 hotels with more than 33,000 rooms (HVS San Francisco, 2014). With a record number of visitors in 2015, just over 24.6 million, an increase of more than 2.7 percent from 2014, there is a clear demand for new and different accommodations.

According to the San Francisco Travel Association Fact Sheet (2015) the average daily expenditure per general visitor staying in hotels/motels in 2014 was \$283. The average daily rate (ADR) per room was \$231.34 with a total occupancy rate (OCC) of 85 percent. The total U.S. occupancy rate for 2014 was 64.4 percent (Hotel Occupancy, 2016). The occupancy rate for San Francisco increased slightly from 2013-2015, up 1.41 percent (San Francisco Center for Economic Development, 2016). The total U. S. occupancy rate increased from 2014-2015, 1.2 percent, from 64.4 percent to 65.6 percent (Hotel Occupancy, 2016). Revenue per available room (RevPAR) for 2014 was \$218.06, an increase of 21.56 percent from 2012 (San Francisco Center for Economic Development, 2016). Notably, the San Francisco Travel Association Fact Sheet (2015) also included the top six producing domestic metropolitan statistical areas and San Francisco/Oakland/San Jose (the San Francisco Bay Area) is listed as the top area.

Oakland, just across the bay from San Francisco, has seen rise in demand for lodging

options as more companies plan to move or relocate to the downtown area. Tourism numbers were up and subsequently room nights followed with an increase in hotel revenues and lodging taxes (Lee, 2016). Similarly, occupancy increased for Oakland from 2013–2015 but with an 8 percent increase (Sciaaca, 2015; Lee, 2016).

Throughout the San Francisco Bay Area, the lodging industry has seen an increase, whether it is new properties or renovations and expansions. Tourism and travel demands are hinting that the lodging industry will continue to grow as the need for additional rooms and accommodation options increases, so will the lodging development pipeline.

Since there has been only limited studies on a lodging industry competency model, specifically for the San Francisco Bay Area, the current study has its importance and uniqueness and the results of this study can contribute to both the academia and industry. Additionally, the previous research studies that focused on developing competency models for a lodging industry have not reached agreement when it comes to the most important competencies to train and foster future hospitality leaders. The findings of this study will provide invaluable information for all parties that are involved such as students, hospitality educators, program coordinators, and industry professionals.

2.4. Propositions

The following propositions were formulated based on the lodging industry competency models developed by Chung–Herrera et al. (2003):

P1. “Self management” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P2. “Strategic positioning” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P3. “Implementation” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P4. “Critical thinking” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P5. “Communication” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P6. “Interpersonal” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P7. “Leadership” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

P8. “Industry knowledge” is one of the most effective / essential competencies of a competency model for the lodging industry in the San Francisco Bay Area, California, U.S.A.

3. Research Methodology

3.1. The sample and the sample size for this study

As previous research studies found, the gap on understanding competencies in a lodging industry between the academia and industry must be reduced (Jauhari, 2006). In order to reduce the gap, input from current industrial professionals is the key to have valid and reliable quality data. Therefore, the sample for this study is individuals who are currently holding managerial positions in full-service hotels in the San Francisco Bay Area, California, U.S.A. All managerial level employees who are working in departments such as front office, food and beverage, housekeeping, revenue management, human resources, and so on are able to participate in this study. In other words, there are no limitations to participate in the survey based on the departments where individuals work.

Factor analysis will be the main statistical method to analyze the quantitative data for

this study. For factor analysis, the reliability of factor analysis is dependent on sample size (Field, 2009). Nunnally (1978) recommended having 10 times as many participants as variables. This study's final survey will have a total 29 items measuring the most important leadership competencies of the lodging industry. Therefore, this study seeks a minimum of 290 valid and usable data by following the rule of Nunnally (1978).

3.2. Instrument development

A survey design will be utilized for this study. The new survey instrument will be developed based on Chung-Herrera et al.'s (2003) study. They attempted to find an overall competency model for the lodging industry through using 99 competencies or skills that might contribute to leadership success in the lodging industry. They found 29 items falling under the eight essential competency factors. The researchers will utilize the exact same 29 items that were found by Chung-Herrera et al. (2003) when developing the survey items.

Since the questionnaire that will be used for this study must be newly developed by the researchers, a pilot study is required to examine the reliability and validity of the new questionnaire. Having more than 80 respondents for the pilot study is likely to be unrealistic in terms of time and cost (Hertzog, 2008), thus, no more than 80 respondents will be needed for the pilot study.

The survey respondents will be asked about the level of importance of each item measuring competencies and how important it is to be a successful leader in the lodging industry based on a five-point Likert scale (from "not at all important" to "very important"). Demographic questions such as gender, age, educational background and work experience will be included in the survey as well.

3.3. Data Collection

There will be the two steps to collect data for this study. First, the researchers will attempt to collect eligible respondents and their responses via students through a project that students must complete for a hospitality course. One of the assignments that students are required to complete is "interviewing industry professionals." Students are required to visit hospitality properties in San Francisco Bay Area, California, U.S.A., and interview managerial level employees. Students are required to turn in the employee's business

card when they submit the project paper. The researchers will use the information on the business card to email the employees to ask if they are willing to participate in the survey. The researchers will also explain the purpose of the study, the need for the study, and the importance and implications of the study for the participants to further clarify the importance of their participation.

The second step of collecting data will be data collection through an online survey. Quantitative data will be collected through Qualtrics.com. The online survey link will be emailed to managerial level employees at full-service hotels in San Francisco Bay Area, California, U.S.A., who confirmed interest in participating in the study. One reminder email will be sent in an attempt to enhance the response rate.

3.4. Data Analysis

For the quantitative data, first, the unusable data such as missing, invalid, and miscoded cases will be deleted via the data screening. The normality and homogeneity of variance assumption tests will be conducted in sequence after the data screening.

After all assumption tests, exploratory factor analysis (EFA) will be conducted to verify the eight propositions to confirm Chung-Herrera et al (2003)' s findings. EFA facilitates the understanding of the underlying structure of the set of variables. By comparing the findings of the current study and Chung-Herrera et al.' s (2003) study, any differences or similarities in the competencies extracted will be examined.

The reliability of the scales will be evaluated by using coefficients of Cronbach' s alpha. According to Cronbach (1951), Cronbach' s coefficient alpha value must be at least 0.70 to be acceptable. Descriptive statistics, such as mean and standard deviation for the perceptions on competencies of the managerial level employees will be analyzed. This will also include the overall information on the data, summary of the data and to locate any patterns or trends.

Analysis of variance (ANOVA) will be conducted to examine the differences of perceptions on competencies based on the participants' respective departments. Since there are more than three departments in a full-service hotel (when comparing more than two groups), ANOVA will be the appropriate analysis rather than a t-test. SPSS Version 21.00 will be used to examine the quantitative data.

4. Discussion

4.1. Future Implications

The importance of the lodging industry in the San Francisco Bay Area cannot be overstated. The local and regional economy depends on the viability and consistency of the lodging industry to provide not only accommodations to visitors, but employment to a vast range of people. Furthermore, the industry is seen as a leader in many initiatives from sustainability to charitable giving. It is more than just a place to stay; the lodging industry creates a place to thrive.

There are several future implications of this study. First, by applying the results of this study, the lodging industry could improve efficiencies of hiring and placement, allotting more time to the quality controls and management of the human resources department while maintaining a more industry-centered, structured system of determining the qualifications for employees which would enable them to perform their duties at a more consistent level with a focus on the guest.

Second, once students utilize the information from the findings of this study and apply appropriate strategies, they would be another benefactor. Students could be guided on a path that is ultimately implemented to help them succeed and advance, making them more aware of the standards that employers seek when selecting employees for promotion and leadership positions.

Third, hospitality schools and programs could better connect the educational aspects to the practical nature and create an improve mechanism when preparing students to enter the lodging industry. Also, the findings of this study and what competencies are the most important for the students who are majoring in the lodging industry would be helpful to hospitality programs and schools in developing curriculum which reflects the important competencies.

Fourth, hospitality educators could emphasize the updated and relevant knowledge, skills and abilities that are required for lodging positions. The pertinent information would have the ability to alter and change course curricula and subsequent teachings to hospitality students. These changes can have an impact on students' ultimate understanding of the subject matter and thus translate to the hospitality industry.

Finally, the competency model could be applied to future studies with further

development, including applying the model to other business sectors of the hospitality and tourism industry and to other industries while also comparing the model to other similar models that have been developed.

4.2. Limitations

The findings of this study cannot be generalized and applied to other areas in U.S.A. or other countries since the data was only collected in San Francisco Bay Area and reflect the area's unique characteristics. Therefore, further research could be conducted as a comparison between the San Francisco Bay Area and other areas in the U.S. and between the U.S. and other countries in order to examine the differences in competencies and a competency model.

Even though many business sectors under the hospitality and tourism industry such as meeting industry, food and beverage industry, airline industry, casino industry, cruise industry and etc. are closely interconnected, the findings of this study may not be applied to other business sectors in the hospitality and tourism industry. Therefore, future research could be conducted as a comparison between the lodging industry and other business sectors in the hospitality and tourism industry.

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