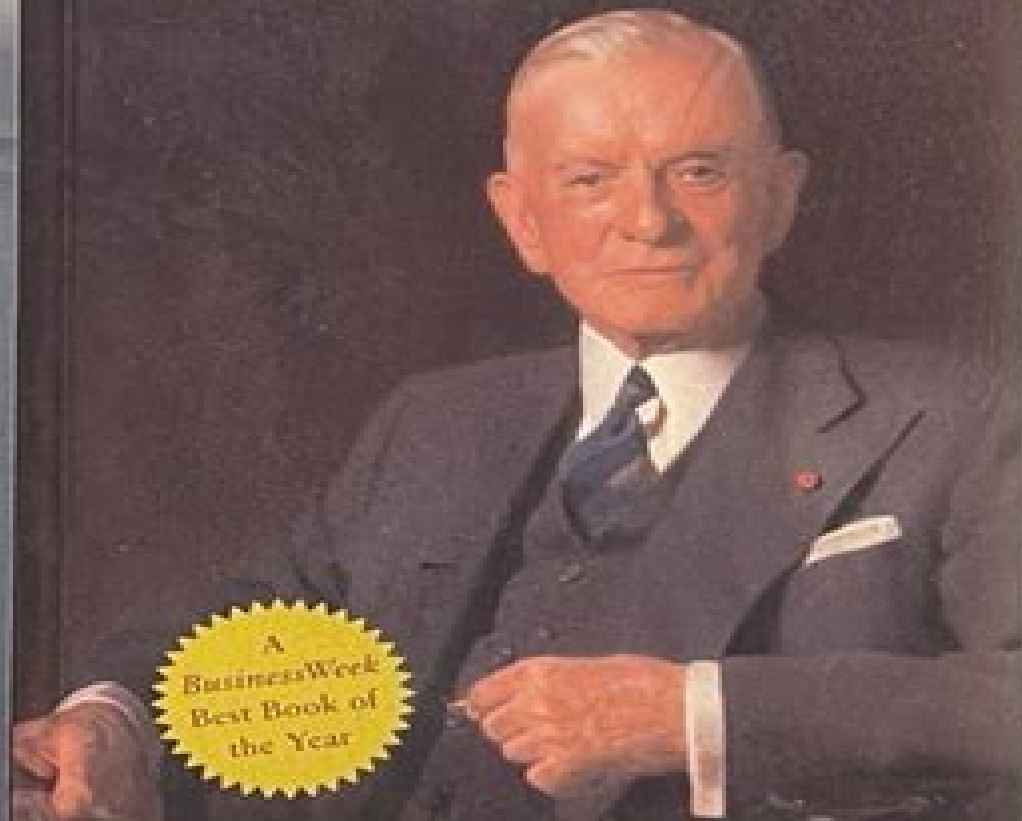


THOMAS WATSON SR. AND THE MAKING OF IBM



A  
BusinessWeek  
Best Book of  
the Year

# THE MAVERICK AND HIS MACHINE

KEVIN MANEY

Foreword by Jim Collins, author of *Good to Great*

B2S

# Maverick And His Machine Thomas Watson Sr And The Making Of Ibm

**Thomas J. Watson**



## **Maverick And His Machine Thomas Watson Sr And The Making Of Ibm:**

The Maverick and His Machine Kevin Maney, 2004-08-03 The first complete look at one of America's legendary business leaders This groundbreaking biography by Kevin Maney acclaimed technology columnist for USA Today offers fresh insight and new information on one of the twentieth century's greatest business figures Over the course of forty two years Thomas J Watson took a failing business called The Computer Tabulating Recording Company and transformed it into IBM the world's first and most famous high tech company The Maverick and His Machine is the first modern biography of this business titan Maney secured exclusive access to hundreds of boxes of Watson's long forgotten papers and he has produced the only complete picture of Watson the man and Watson the legendary business leader These uncovered documents reveal new information about how Watson bet the company in the 1920s on tabulating machines the forerunners to computers and how he daringly beat the Great Depression of the 1930s The documents also lead to new insights concerning the controversy that has followed Watson his supposed collusion with Adolf Hitler's Nazi regime Maney paints a vivid portrait of Watson uncovers his motivations and offers needed context on his mammoth role in the course of modern business history Jim Collins author of the bestsellers Good to Great and Built to Last writes in the Foreword to Maney's book Leaders like Watson are like forces of nature almost terrifying in their release of energy and unpredictable volatility but underneath they still adhere to certain patterns and principles The patterns and principles might be hard to see amidst the melee but they are there nonetheless It takes a gifted person of insight to highlight those patterns and that is exactly what Kevin Maney does in this book The Maverick and His Machine also includes never before published photos of Watson from IBM's archives showing Watson in greater detail than any book ever has before Essential reading for every businessperson tech junkie and IBM follower the book is also full of the kind of personal detail and reconstructed events that make it a page turning story for general readers The Maverick and the Machine is poised to be one of the most important business biographies in years Kevin Maney is a nationally syndicated award winning technology columnist at USA Today where he has been since 1985 He is a cover story writer whose story about IBM's bet the company move gained him national recognition He was voted best technology columnist by the business journalism publication TJFR Marketing Computers magazine has four times named him one of the most influential technology columnists He is the author of Wiley's MEGAMEDIA SHAKEOUT The Inside Story of the Leaders and the Losers in the Exploding Communications Industry which was a Business Week Bestseller Residence Clifton VA Watson was clearly a genius with a thousand helpers yet he managed to build an institution that could transcend the genius from the Foreword by Jim Collins Like all great biographers Kevin Maney gives us an engaging story his fascinating and definitive book about IBM's founder is replete with amazing revelations and character lessons that resonate today Rosabeth Moss Kanter Harvard Business School bestselling author of Evolve and When Giants Learn to Dance

**Father, Son & Co.** Thomas J. Watson, Peter Petre, 2000-02-29 In this eloquent first person account of a family drama that

changed the face of American business the man who transformed IBM into the world's largest computer company reflects on his lifelong partnership with his father and how their management style and shared dedication to excellence united to create a unique corporate culture that became the blueprint for the entire technology boom In the course of sixty years Thomas J Watson Sr and his son Thomas J Watson Jr together built the international colossus that is IBM This is their story a riveting and revealing account of two men who loved each other and fought each other with a terrible fierceness But along with the story of a father and son this is IBM's story too It chronicles the management insights that shaped its course and its unique corporate culture the style that made Thomas Watson Sr one of America's most charismatic bosses and the daring decisions by Thomas Watson Jr that transformed IBM into the world's largest computing company One of the greatest business success stories of all time *Father Son Co* is a moving lesson for fathers who dream for their children as well as a testament to American ingenuity and values told in a disarmingly frank and eloquent voice Promising to remain an important business reference as we move into the next century *FATHER SON CO* takes a look at the management insight that helped to shape IBM's course and unique corporate culture It looks at Watson Sr one of America's most charismatic bosses and Watson Jr who spurred IBM into the computer age Ten years after its original publication *FATHER SON CO* remains a uniquely honest book Watson's willingness to write about the loving but ferociously combative relationship he had with his father and the turbulent battles behind some of IBM's most far reaching decisions gives readers rare insights into the realities of leadership

*Making the World Work Better* Kevin Maney, Steve Hamm, Jeffrey O'Brien, 2011-06-10 Thomas J Watson Sr's motto for IBM was THINK and for more than a century that one little word worked overtime In *Making the World Work Better The Ideas That Shaped a Century and a Company* journalists Kevin Maney Steve Hamm and Jeffrey M O'Brien mark the Centennial of IBM's founding by examining how IBM has distinctly contributed to the evolution of technology and the modern corporation over the past 100 years The authors offer a fresh analysis through interviews of many key figures chronicling the Nobel Prize winning work of the company's research laboratories and uncovering rich archival material including hundreds of vintage photographs and drawings The book recounts the company's missteps as well as its successes It captures moments of high drama from the bet the business gamble on the legendary System 360 in the 1960s to the turnaround from the company's near death experience in the early 1990s The authors have shaped a narrative of discoveries struggles individual insights and lasting impact on technology business and society Taken together their essays reveal a distinctive mindset and organizational culture animated by a deeply held commitment to the hard work of progress IBM engineers and scientists invented many of the building blocks of modern information technology including the memory chip the disk drive the scanning tunneling microscope essential to nanotechnology and even new fields of mathematics IBM brought the punch card tabulator the mainframe and the personal computer into the mainstream of business and modern life IBM was the first large American company to pay all employees salaries rather than hourly wages an early champion of hiring women and minorities

and a pioneer of new approaches to doing business with its model of the globally integrated enterprise And it has had a lasting impact on the course of society from enabling the US Social Security System to the space program to airline reservations modern banking and retail to many of the ways our world today works The lessons for all businesses indeed all institutions are powerful To survive and succeed over a long period you have to anticipate change and to be willing and able to continually transform But while change happens progress is deliberate IBM deliberately led by a pioneering culture and grounded in a set of core ideas came into being grew thrived nearly died transformed itself and is now charting a new path forward for its second century toward a perhaps surprising future on a planetary scale *Trade-Off* Kevin

Maney,2010-08-17 A Fresh and Important New Way to Understand Why We Buy Why did the RAZR ultimately ruin Motorola Why does Wal Mart dominate rural and suburban areas but falter in large cities Why did Starbucks stumble just when it seemed unstoppable The answer lies in the ever present tension between fidelity the quality of a consumer s experience and convenience the ease of getting and paying for a product In *Trade Off* Kevin Maney shows how these conflicting forces determine the success or failure of new products and services in the marketplace He shows that almost every decision we make as consumers involves a trade off between fidelity and convenience between the products we love and the products we need Rock stars sell out concerts because the experience is high in fidelity it can t be replicated in any other way and because of that we are willing to suffer inconvenience for the experience In contrast a downloaded MP3 of a song is low in fidelity but consumers buy music online because it s superconvenient Products that are at one extreme or the other those that are high in fidelity or high in convenience tend to be successful The things that fall into the middle products or services that have moderate fidelity and convenience fail to win an enthusiastic audience Using examples from Amazon and Disney to People Express and the invention of the ATM Maney demonstrates that the most successful companies skew their offerings to either one extreme or the other fidelity or convenience in shaping products and building brands **A Business and Its**

**Beliefs** Thomas J. Watson,2003-04 The timeless business book that still brings perspective and guidance to today s bottom line executives When first published in 1963 IBM CEO Thomas Watson Jr s *A Business and Its Beliefs* gave readers an unprecedented look inside IBM s executive offices Watson son of IBM s founder candidly discussed how the company clung to its values during the first great technological shift and how this refusal to compromise became IBM s strength He also became one of the first CEOs to question business s place and responsibility in society and openly discuss how firms could meet expanding social expectations while still turning a profit The groundbreaking ideas in this book still resonate with today s managers This newly published edition reintroduces Watson s ideas to a new generation of decision makers in search of IBM style standards for their own organizations A to the point examination of the values and beliefs that built and sustained IBM its message is as valuable today as it was four decades back and will once again strike a resounding chord with executives everywhere *Life of an American Workman* Boyden Sparkes,2022-07-21 This book tells the story of Walter

Chrysler who established the Chrysler Corporation and founded Dodge Brothers Motor Co It contains many delightful anecdotes about his childhood his work on the railroads and his turn around of American Locomotive Buick and then Maxwell Chambers

**The Two-Second Advantage** Vivek Ranadivé, Kevin Maney, 2011 Explores the science behind the brain's ability to act like a predictive machine describing how today's computers and businesses are being developed with the same predictive capacities in order to better anticipate customer needs and prevent potential problems

*IBM* James W. Cortada, 2019-03-05 A former IBM employee offers an authoritative history of the successes and failures of one of the most influential American companies of the last century For decades IBM shaped the way the world did business IBM products were in every large organization and IBM corporate culture established a management style that was imitated by companies around the globe It was Big Blue an icon And yet over the years IBM has gone through both failure and success surviving flatlining revenue and forced reinvention The company almost went out of business in the early 1990s then came back strong with new business strategies and an emphasis on artificial intelligence In this authoritative monumental history James Cortada tells the story of one of the most influential American companies of the last century A historian who worked at IBM for many years Cortada examines IBM throughout the decades offering insights on the company's Technology Breakthroughs Business Culture Global expansion Regulatory and Legal Issues CEOs The secret to IBM's unequalled longevity in the information technology market Cortada shows is its capacity to adapt to changing circumstances and technologies

*Unscaled* Hemant Taneja, 2018-03-27 Unscaled identifies the forces that are reshaping the global economy and turning one of the fundamental laws of business and society the economies of scale on its head An innovative trend combining technology with economics is unraveling behemoth industries including corporations banks farms media conglomerates energy systems governments and schools that have long dominated business and society Size and scale have become a liability A new generation of upstarts is using artificial intelligence to automate tasks that once required expensive investment and renting technology platforms to build businesses for hyper focused markets enabling them to grow big without the bloat of giant organizations In Unscaled venture capitalist Hemant Taneja explains how the unscaled phenomenon allowed Warby Parker to cheaply and easily start a small company build a better product and become a global competitor in no time upending entrenched eyewear giant Luxottica It similarly enabled Stripe to take on established payment processors throughout the world and Livongo to help diabetics control their disease while simultaneously cutting the cost of treatment The unscaled economy is remaking massive deeply rooted industries and opening up fantastic possibilities for entrepreneurs imaginative companies and resourceful individuals It can be the model for solving some of the world's greatest problems including climate change and soaring health care costs but will also unleash new challenges that today's leaders must address

**When Computers Were Human** David Alan Grier, 2013-11-01 Before Palm Pilots and iPods PCs and laptops the term computer referred to the people who did scientific calculations by hand These workers were

neither calculating geniuses nor idiot savants but knowledgeable people who in other circumstances might have become scientists in their own right When Computers Were Human represents the first in depth account of this little known 200 year epoch in the history of science and technology Beginning with the story of his own grandmother who was trained as a human computer David Alan Grier provides a poignant introduction to the wider world of women and men who did the hard computational labor of science His grandmother s casual remark I wish I d used my calculus hinted at a career deferred and an education forgotten a secret life unappreciated like many highly educated women of her generation she studied to become a human computer because nothing else would offer her a place in the scientific world The book begins with the return of Halley s comet in 1758 and the effort of three French astronomers to compute its orbit It ends four cycles later with a UNIVAC electronic computer projecting the 1986 orbit In between Grier tells us about the surveyors of the French Revolution describes the calculating machines of Charles Babbage and guides the reader through the Great Depression to marvel at the giant computing room of the Works Progress Administration When Computers Were Human is the sad but lyrical story of workers who gladly did the hard labor of research calculation in the hope that they might be part of the scientific community In the end they were rewarded by a new electronic machine that took the place and the name of those who were once the computers

**Play Bigger** Al Ramadan,Dave Peterson,Christopher Lochhead,Kevin Maney,2016-06-14

The founders of a respected Silicon Valley advisory firm study legendary category creating companies and reveal a groundbreaking discipline called category design Winning today isn t about beating the competition at the old game It s about inventing a whole new game defining a new market category developing it and dominating it over time You can t build a legendary company without building a legendary category If you think that having the best product is all it takes to win you re going to lose In this farsighted pioneering guide the founders of Silicon Valley advisory firm Play Bigger rely on data analysis and interviews to understand the inner workings of category kings companies such as Amazon Salesforce Uber and IKEA that give us new ways of living thinking or doing business often solving problems we didn t know we had In Play Bigger the authors assemble their findings to introduce the new discipline of category design By applying category design companies can create new demand where none existed conditioning customers brains so they change their expectations and buying habits While this discipline defines the tech industry it applies to every kind of industry and even to personal careers Crossing the Chasm revolutionized how we think about new products in an existing market The Innovator s Dilemma taught us about disrupting an aging market Now Play Bigger is transforming business once again showing us how to create the market itself

**Megamedia Shakeout** Kevin Maney,1995-04-17 A tale of big ideas big egos and the billions to be won or lost in the exploding communications industry An exciting well written fast paced book on a fascinating topic It is down to earth realistic and important Kevin Maney artfully demystifies the explosion of new technologies and businesses that are radically changing the way we live work and play James C Collins coauthor of Built to Last Mandatory reading for all who

wish to know the key media players and their future playthings His personality portraits add the intriguing spice that keeps the pages turning This is an exceptional examination of who is likely to succeed or fail in the future media landscape John S Hendricks Chairman and Chief Executive Officer The Discovery Channel Megamedia Shakeout by Kevin Maney is a comprehensive overview on the emerging new media Some of his conclusions are controversial but this trenchant analysis from a veteran observer provides a paradigm for both insiders and neophytes Whether you are in the industry as I am or a technology investor interested in unearthing these new opportunities this book is a thought provoking up to the minute analysis of all the players large and small poised to dominate the next media revolution Mike Bloomberg President Bloomberg LP Kevin is one of the nation s most astute commentators on the mergers and alliances which will shape media in the twenty first century Megamedia is exactly the right term to describe the multifaceted behemoths now converging and Kevin has done a fine job of chronicling that convergence Ted Leonsis President America Online Services Company From behind the scenes Kevin Maney provides us with an insightful entertaining ride on the multimedia roller coaster Kevin s style provides us with provocative insights of the mega personalities which dominate and formulate the megamedia future This constitutes a must read for anyone who needs a map to the information highway Lucie J Fjeldstad President Fjeldstad International Former Vice President IBM The biggest thing to hit the business world since Henry Ford introduced assembly line production is the concept of megamedia the merging of the computer telephone software entertainment and cable TV industries The technological convergence of companies from all corners of business has sparked the most sensational corporate shakeouts in history Now in an engrossing tale of big ideas big egos and the billions to be won or lost in the exploding communications industry USA Today reporter Kevin Maney answers these questions and more This insightful account includes Predictions of the five biggest winners and the five biggest losers in megamedia in the next few years Vivid personality portraits of media moguls at the top of this new industry including Ray Smith Bell Atlantic Robert Allen AT T Frank Biondi Viacom John Malone TCI Bill Gates and Nathan Myhrvold Microsoft Lew Platt Hewlett Packard Barry Diller Ted Turner and more Profiles exploring the current and future direction of many of the world s leading companies including Time Warner Microsoft Disney Intel and IBM Writing in a taut hard driving journalistic style Maney takes us behind the scenes at leading companies for the first inside look at the shakeout in the communications industry Megamedia Shakeout cuts through the hype to bring us a bold vision of the future and a clear sighted practical assessment of the exciting business and investment opportunities being opened up by the communications revolution Kevin Maney has been chronicling the communications revolution for several years now and he has interviewed all the key players involved In this book he pieces together a coherent picture of where the industry is headed explains the technologies and technological wonders involved and offers a highly plausible vision of what the future will look like Megamedia is the information superhighway 500 channel cable systems and interactive TV all rolled into one It is telephone companies cable companies entertainment companies and



computer companies All are part of the same converging industry All will go through astounding change over the next decade as we witness the dawn of the Communications Age Kevin Maney An exciting well written fast paced book on a fascinating topic It is down to earth realistic and important Kevin Maney artfully demystifies the explosion of new technologies and businesses that are radically changing the way we live work and play James C Collins coauthor of Built to Last Mandatory reading for all who wish to know the key media players and their future playthings His personality portraits add the intriguing spice that keeps the pages turning This is an exceptional examination of who is likely to succeed or fail in the future media landscape John S Hendricks Chairman and Chief Executive Office Discovery Communications Maney s working journalist s access to the key players and facts combined with his writing style provides an excellent perspective on today s newest industry the merger of computers telecommunications video and entertainment what he dubs Megamedia Alan C Stanford Computer Consultant Ernst Young Megamedia Shakeout by Kevin Maney is a comprehensive overview on the emerging new media Some of his conclusions are controversial but this trenchant analysis from a veteran observer provides a paradigm for both insiders and neophytes Whether you are in the industry as I am or a technology investor interested in unearthing these new opportunities this book is a thought provoking up to the minute analysis of all the players large and small poised to dominate the next media revolution Mike Bloomberg President Bloomberg LP Kevin is one of the nation s most astute commentators on the mergers and alliances which will shape media in the twenty first century Megamedia is exactly the right term to describe the multifaceted behemoths now converging and Kevin has done a fine job of chronicling that convergence Ted Leonsis President America Online Services Company From behind the scenes Kevin Maney provides us with an insightful entertaining ride on the multimedia roller coaster climbing upward as the fevered pitch of mega mergers grabbed the daily headlines and accelerating down again as many self destructed and back around again as new players vied for control Kevin s style provides us with provocative insights of the mega personalities which dominate and formulate the megamedia future This constitutes a must read for anyone who needs a map to the information highway Lucie J Fjeldstad President Fjeldstad International Formerly Vice President IBM

**Julian Robertson** Daniel A. Strachman, 2015-08-31 Julian Robertson is one of the most successful and well known hedge fund managers of our time For nearly twenty years his infamous fund Tiger Management was the talk of the town routinely delivering double digit performance This biography will explore this legendary fund manager s role in the development and popularity of hedge funds examine his investment methodology and strategy and look at the growth of his fund and his Tigers individuals who have gone on to great success themselves Includes candid interviews of Robertson his colleagues and his peers Uncovers the trading strategies and investment style of a legendary fund manager Offers a rare glimpse inside the personal world of Julian Robertson

**READERSHIP** Those with any interest in or knowledge of hedge funds business readers investment professionals Daniel A Strachman is Managing Director of Answers Company a New York based money management firm that offers investment

management services to individuals and institutions He has contributed many articles on investment management and strategies to publications including the New York Post and the Financial Times and is also the author of Getting Started in Hedge Funds Wiley 2000 Also available by Daniel Strachman Getting Started in Hedge Funds 0471316962 Paper EAN 9780471323631 Carton Quantity 41

**Tools for Thought** Howard Rheingold, 2000-04-13 In a highly engaging style Rheingold tells the story of what he calls the patriarchs pioneers and infonauts of the computer focusing in particular on such pioneers as J C R Licklider Doug Engelbart Bob Taylor and Alan Kay The digital revolution did not begin with the teenage millionaires of Silicon Valley claims Howard Rheingold but with such early intellectual giants as Charles Babbage George Boole and John von Neumann In a highly engaging style Rheingold tells the story of what he calls the patriarchs pioneers and infonauts of the computer focusing in particular on such pioneers as J C R Licklider Doug Engelbart Bob Taylor and Alan Kay Taking the reader step by step from nineteenth century mathematics to contemporary computing he introduces a fascinating collection of eccentrics mavericks geniuses and visionaries The book was originally published in 1985 and Rheingold's attempt to envision computing in the 1990s turns out to have been remarkably prescient This edition contains an afterword in which Rheingold interviews some of the pioneers discussed in the book As an exercise in what he calls retrospective futurism Rheingold also looks back at how he looked forward

**Who Says Elephants Can't Dance?** Louis V. Gerstner, 2003-12-16 Who Says Elephants Can't Dance sums up Lou Gerstner's historic business achievement bringing IBM back from the brink of insolvency to lead the computer business once again Offering a unique case study drawn from decades of experience at some of America's top companies McKinsey American Express RJR Nabisco Gerstner's insights into management and leadership are applicable to any business at any level Ranging from strategy to public relations from finance to organization Gerstner reveals the lessons of a lifetime running highly successful companies

"Surely You're Joking, Mr. Feynman!": Adventures of a Curious Character Richard P. Feynman, 2018-02-06 One of the most famous science books of our time the phenomenal national bestseller that buzzes with energy anecdote and life It almost makes you want to become a physicist Science Digest Richard P Feynman winner of the Nobel Prize in physics thrived on outrageous adventures In this lively work that can shatter the stereotype of the stuffy scientist Detroit Free Press Feynman recounts his experiences trading ideas on atomic physics with Einstein and cracking the uncrackable safes guarding the most deeply held nuclear secrets and much more of an eyebrow raising nature In his stories Feynman's life shines through in all its eccentric glory a combustible mixture of high intelligence unlimited curiosity and raging chutzpah Included for this edition is a new introduction by Bill Gates

**IBM** James W. Cortada, 2023-08-01 A history of one of the most influential American companies of the last century For decades IBM shaped the way the world did business IBM products were in every large organization and IBM corporate culture established a management style that was imitated by companies around the globe It was Big Blue an icon And yet over the years IBM has gone through both failure and success surviving flatlining revenue and forced

reinvention The company almost went out of business in the early 1990s then came back strong with new business strategies and an emphasis on artificial intelligence In this authoritative monumental history James Cortada tells the story of one of the most influential American companies of the last century Cortada a historian who worked at IBM for many years describes IBM s technology breakthroughs including the development of the punch card used for automatic tabulation in the 1890 census the calculation and printing of the first Social Security checks in the 1930s the introduction of the PC to a mass audience in the 1980s and the company s shift in focus from hardware to software He discusses IBM s business culture and its orientation toward employees and customers its global expansion regulatory and legal issues including antitrust litigation and the track records of its CEOs The secret to IBM s unequalled longevity in the information technology market Cortada shows is its capacity to adapt to changing circumstances and technologies

*Strategy without Design* Robert C. H. Chia, Robin Holt, 2009-10-08 Strategy exhibits a pervasive commitment to the belief that the best approach to adopt in dealing with affairs of the world is to confront overcome and subjugate things to conform to our will control and eventual mastery Performance is about sustaining distinctiveness This direct and deliberate approach draws inspiration from ancient Greek roots and has become orthodoxy Yet there are downsides This book shows why Using examples from the world of business economics military strategy politics and philosophy it argues that success may inadvertently emerge from the everyday coping actions of a multitude of individuals none of whom intended to contribute to any preconceived design A consequence of this claim is that a paradox exists in strategic interventions one that no strategist can afford to ignore The more single mindedly a strategic goal is sought the more likely such calculated instrumental action eventually works to undermine its own initial success

**The Maverick and His Machine** Kevin Maney, 2003 The first complete look at one of America s legendary business leaders this groundbreaking biography offers fresh insight and new information on one of the twentieth century s greatest business figures Thomas J Watson

Surveillance Valley Yasha Levine, 2018-02-06 The internet is the most effective weapon the government has ever built In this fascinating book investigative reporter Yasha Levine uncovers the secret origins of the internet tracing it back to a Pentagon counterinsurgency surveillance project A visionary intelligence officer William Godel realized that the key to winning the war in Vietnam was not outgunning the enemy but using new information technology to understand their motives and anticipate their movements This idea using computers to spy on people and groups perceived as a threat both at home and abroad drove ARPA to develop the internet in the 1960s and continues to be at the heart of the modern internet we all know and use today As Levine shows surveillance wasn t something that suddenly appeared on the internet it was woven into the fabric of the technology But this isn t just a story about the NSA or other domestic programs run by the government As the book spins forward in time Levine examines the private surveillance business that powers tech industry giants like Google Facebook and Amazon revealing how these companies spy on their users for profit all while doing double duty as military and intelligence contractors Levine shows that the military

and Silicon Valley are effectively inseparable a military digital complex that permeates everything connected to the internet even coopting and weaponizing the antigovernment privacy movement that sprang up in the wake of Edward Snowden With deep research skilled storytelling and provocative arguments Surveillance Valley will change the way you think about the news and the device on which you read it

Discover tales of courage and bravery in is empowering ebook, **Maverick And His Machine Thomas Watson Sr And The Making Of Ibm** . In a downloadable PDF format ( Download in PDF: \*), this collection inspires and motivates. Download now to witness the indomitable spirit of those who dared to be brave.

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## **Maverick And His Machine Thomas Watson Sr And The Making Of Ibm Introduction**

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