



ASSESSING THE INFLUENCE OF LEADERSHIP STYLE ON MARKET ORIENTATION CULTURE AT GHANA BROADCASTING CORPORATION (GBC)

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Abstract:

Leadership has been observed to be a critical factor in influencing several organizational outcomes. The purpose of the study was to assess the influence leadership is likely to have on the marketing orientation attitude of an organization using Ghana Broadcasting Corporation (GBC) as the case study. One of the key backdrops to this study was the fact that Ghana Broadcasting Corporation has been criticized for long to have lacked a sharp marketing edge on the market, thus, the corporation lacks the ability to capitalize the governmental cushion it has as well as the numerous affiliates it can boast of. The study approached quantitatively using closed-ended questionnaires to collect data from the respondents. The researchers also espoused the correlational design to establish the relationship between the two study variables. Stratified and purposive sampling techniques were adopted in selecting the sample. A total of 150 respondents were targeted purposively and conveniently. Data was analyzed using correlation analysis. The study revealed that there was an insignificant relationship between leadership style and market orientation. Furthermore, the organization was low on marketing orientation culture.

Keywords: leadership styles; market orientation culture

1. Introduction

A critical observation of the broadcasting industry identifies that the Multimedia Group, Despite Group, the Sky Group and other strategic competitors of GBC have achieved significant developments and growth through the application of market-oriented culture

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coupled with innovative visionary leadership styles. The leaders of these organizations visibly practice leadership styles that enhance a market-oriented culture of focusing on customer orientation, being alert to competitors, responding to change and promoting inter-functional cooperation. GBC's strategic competitors have over time implemented competitive strategies to beat the state-owned broadcaster in terms of listenership, viewership, and brand awareness. It is evident GBC's key competitors have over time implemented competitive strategies to achieve the phenomenal growth that is so evident to stakeholders. Competitive strategies involve taking action to create a defensible position in an industry (Wilson, 2018). Some of the strategies visibly evident in GBC's operations are the four alternative growth strategies of Ansoff (as cited in Wilson, 2018); the value discipline strategies (operational excellence, customer intimacy and product leadership) of Treacy and Wiersema (2020); and the generic competitive strategies of Porter (1980) being cost leadership, differentiation and niche marketing strategies. Other strategies include defensive and offensive strategies for market leaders and market followers respectively (Kotler & Keller, 2019). The concept of market orientation has been extensively researched in Ghana by (Anim & Agbemabiese, 2019); in Nigeria by Armstrong (2018); in Malaysia by Baron (2020); and in the United Kingdom by Belbin (2019). Most of these studies examined the relationship between market orientation and company performance across the SME sectors, leaving a gap in examining the concept and leadership styles from the perspective of the largest broadcasting corporation in the industry.

Although many operational activities associated with market-oriented culture or marketing orientation are usually the sole preserve of the marketing function, the role of leadership in spearheading the adoption, integration and effective implementation is critical. Professionals and academic intellectuals in respective leadership roles in the broadcasting industry need skills development in critical thinking, systems thinking, competitive intelligence gathering, ethical thinking and knowledge on customer satisfaction to beat competitors, which invariably is the paramount objective of market-oriented culture. Notable examples of leaders who initiated and implemented the conceptual theory of market or marketing orientation to establish media empires in Ghana. Kwesi Twum of Multimedia Group (GBS, 2019), and Osei Kwame Despite of Despite Group, a conglomerate with large investments in radio and TV stations in Ghana (Boamah, 2021). Kreitner and Kinicki (2019) provide an example of Glin Tilton, a former Chief Executive Officer of United Airlines, US who initiated a change of entrenching an internal marketing culture by personally travelling the length and breadth of the US to lead change across the offices of the international airline firm.

However, Pearce and Robinson (2019) provide examples of leaders who transcended beyond acceptable ethical standards and principles by manifesting organisational behaviors which invariably and negatively affected the reputation of the respective corporate brands. These include John Rigas of Adelphia Communications, Worldcom, Global Crossing, Jim Wadia of Arthur Andersen and Kenneth Lay of Enron in the United States. These are unfavorable cultural stories that leaders in broadcasting

must avoid and rather focus on the elements of market orientation, that is, customer orientation, competitor alertness, inter-functional cooperation, responsiveness to change and emphasis on profit.

2. Statement of the Problem

Ghana Broadcasting Corporation is considered as the media house within the country with the widest coverage due to the government-oriented nature of the organization (Hinson & Mahmoud, 2020). Despite this fact, it is common knowledge that the corporation has performed very poorly in terms of its competitive nature and its ability to stand out in the market. GBC experiences fierce competition and threat from 342 regional and community radio stations, and 28 TV stations have affected its market share (28%) in 2020 to (18%) in 2020 according to (NCA, 2021). Three of GBC's strategic competitors namely the Multimedia Group with (6 radio stations, 2 TV stations, 3 online social media channels); Despite Group of Companies (6 radio stations, 1 TV station, 4 diversified businesses), Skyy Group in Takoradi, Western region of Ghana, and the Kessben Group in Kumasi, have been by and large considered to be more competitive as compared to GBC. Part of the woes of the corporation has been their lack of ability to generate funds internally to compete effectively in the market. This has been an issue of which the leadership of the organization has been criticized for not being marketing oriented. Thus, the lack of effective marketing behavior in the organization makes it very difficult for the firm to compete as it should. Some have held that their leaders lack the marketing eye to win the hearts of many stakeholders as compared to other multimedia houses although GCB holds the largest affiliates. This study there tends to assess the leadership style of the superiors of GCB as a precursor of the market orientation of the organization.

2.1 Objectives of the Study

- 1) To identify the extent to which market orientation cultural variables (*customer orientation, competitor orientation, inter-functional cooperation and responsiveness to change*) were being manifested practically at GBC.
- 2) To ascertain if leadership styles have a significant influence on the market orientation culture at GBC.

3. Literature Review

3.1 Concept of Leadership

Leadership as a concept was originally developed in folk psychology to explain social influence on groups (Creswell, 2019). Very simply put, a leader is interpreted as someone who sets the direction in an effort and influences people to follow that direction. Leadership can be described as a process where a leader directs and synthesizes the efforts of a group toward the establishment of a defined goal (Mannheim & Halamish,

2020). Therefore, leadership is the ability to influence a group toward the achievement of goals. The avenue through which the leader influences the subordinates may be formal where he is considered as a figurehead or a father of a sort for which reason he is listened to or informal one where an individual indirectly influences a group. The informal structure of leadership is as important if leadership is the result of the interaction among leaders, the followers and the leadership situation. The leadership process contains all these elements. Leadership generally is regarded as essential to group and organizational effectiveness. Thus, leadership contributes significantly in the success and failure of organization. It tends to be based on position, authority and seniority; for example, commitment is highly associated with loyalty to the top boss in China (Spector, 2020). Effective leadership in organization, therefore, creates a vision of the future that considers the legitimate long-term interest of the parties involved in the organization to develop a strategy for moving forward towards that vision enlists the support of employees to produce the movement and motivates employees to implement the strategy.

Liu (2020) identified several leadership classification systems. First, it is the exploitative approach, which manages all decisions and informs subordinates of them, Besides, it is the benevolent autocrat who employs a paternalistic approach to leadership. Thirdly, it is the consultation style, where the manager asks subordinates for input in decision-making and typically exercises general rather than close supervision. The participative style totally integrates workers into the decision-making process. Leadership and supervision by supervisors are presumed to be necessary in order to initiate structure and direct subordinates towards organizational goals. Organizational researchers have concluded that the impact leaders have on the overall effectiveness of a firm cannot be overlooked. Alanzi (2020) opined that the complex nature of the leadership concept has been reflected in the establishment of several theories pertaining to the concept. Therefore, leadership has been defined from different sources and some of the definitions are discussed below.

Leadership has for long been operationalized as where one leader who stands in front of a large crowd who has to obey and do according to as his says so far as the success of the organization is concerned. Tandoh (2020) of Lincoln University also defines leadership as a capacity, which implies that the capacity of a leader is to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision-making, to establish processes and transparency in decision making, and to articulate their own values and visions clearly but not to impose them. Furthermore, Walumbwa and Schaubroeck (2021) define leadership as a case of interpersonal influence that gets individuals, or groups of people to do what the leader wants to be done. This implies that the leader's focus is on what he/she wants from people. Therefore, followers' input is not encouraged with regard to what it is to be done.

3.2 Leadership and Marketing Orientation Culture

Many theorists, like Hurley and Hult (1998) and Day (1998), contend that further study is needed even though great progress was made in the early 1990s toward understanding

the components of market orientation. Indeed, growing interest in the idea of market orientation is being mirrored by a rise in the number of people who work in the field (see Foreman, 1997; Eppes, 1997). The increasing variety of settings where a market orientation is deemed to be suitable may explain the persevering interest in cultivating one. Professional services (Whittington et al., 1994; Harris and Piercy, 1998), government (Graham, 1995), philanthropy (Wood and Bhuian, 1993), academic institutions (Coates and Koerner, 1996), medical care (Herzlinger, 1997), service providers (Egan and Shipley, 1995), and manufacturing (Industrial Markets) are just some of the fields where market orientation has been found to be useful (Balakrishnan, 1996). However, many theorists and practitioners have stressed the need for more study into the constraints and mechanisms of market orientation formation (see for example, Narver et al., 1998; Slater and Narver, 1995; Siguaw et al., 1998). Jaworski and Kohli (1993, p. 65) conclude in their suggestions for further research that, "*it is desirable to analyse the impact of other elements in affecting the market orientation of an organisation*", even after presenting the results of a key study on the barriers to market orientation. Morgan and Strong (1998, p. 1052) have noted "*the relative scarcity of research addressing such antecedents*" since so few studies have reacted to this proposal. Moreover, while there is no shortage of anecdotal claims that leadership styles and culture are linked (Bass and Avolio, 1993; Nicholls, 1988; Quick, 1992; Schein, 1992; Simms 1997), there have been very few empirical examinations (cf. Hennessey, 1998) and no study which focuses specifically on the links between leadership and market-oriented culture. The purpose of this research is to examine and characterise how the leadership style of senior executives affects the evolution of a company's focus on the market. This research aims to offer empirical data and enhance existing theories concerning the impediments to market orientation by analysing the relationships between leadership style and market orientation.

4. Methodology

The study espoused a purely quantitative design in the study. Thus, data was presented using figures and tables in order to allow for easy interpretation of results. The study also employed the correlational design in order to establish a relationship between the two study variables. The population identified for this study comprised of 1293 junior staff employees of GBC (Nyarkoh et al., 2020). The rationale underlying the identification and selection of this population was based on their perceived objectivity in providing responses to questions on leadership and market orientation culture compared to personnel in leadership positions. However, a total of 150 respondents were conveniently sampled. The researchers collected data using closed-ended questionnaires and the correlation analysis was used to ascertain whether there was a significant relationship between the two main study variables. Data was analyzed using the Statistical Package for Social Sciences (SPSS).

5. Results and Discussion

5.1 Descriptive Statistics Findings on Market Orientation Culture Variables

One of the objectives of this study was to examine the extent to which the four market orientation variables (*customer orientation, competitor orientation, inter-functional cooperation and responsiveness to change*) were being manifested practically in operational activities at GBC. The fifth variable 'emphasis on profit, and not turnover' Johannesen-Schmidt and van Engen (2018) was not examined due to GBC's dual role of public services and commercially oriented broadcaster according to Ellis and Levy (2020), and its inability to mobilise adequate Internally Generated Funds (IGF's) to declare profits. Analysis of the four variables in Descriptive statistics of SPSS version 20 produced the frequency tables displayed as tables.

5.2 Findings and Discussions on Customer Orientation

Customer orientation involves making a strenuous effort to effectively relate to customers in a way that meets their needs, makes them loyal to enhance repeat purchases and benefits from customer lifetime value. An aspect of the objective attempted to identify if this component of market orientation culture is being practiced at GBC. To this end, the statements in Table 2 were presented as part of the questionnaires for respondents to complete.

Table 2: Frequency Distribution Table on Customer Orientation

Statements on Customer Orientation	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
GBC understands and committed to deliver customer needs	10.8%	29.2%	15.8%	38.3%	5.8%
GBC measures customer satisfaction each year	1.7%	39.2%	37.5%	15.8%	5.8%
The senior staff promotes the spirit of customer orientation and customer focus	15%	25%	33.3%	20%	6.7%

Source: Survey Data, 2023

The rationale underlying the statements in Table 2 from the perspective of the research objective was to examine whether customer orientation is being practiced as GBC. Respondents were divided in their response to the statement that 'GBC understands and is committed to delivering customer needs. 44% agreed whiles (40%) disagreed with the statement. Almost (40%) of the respondents disagreed with the statement that GBC measures customer satisfaction with almost (38%) expressing neutrality to this statement, an indication this critical component of market orientation is low. These findings are similar to Anim and Agbemabiese (2020) who undertook studies into market orientation and organizational performance in the public sector from the context of the Accra Metropolitan Assembly. Customer orientation of GBC when visibly compared to strategic competitors in the industry. The importance of customer orientation is usually experienced in repeat purchases.

5.3 Findings and Discussions on Competitor Orientation

Competitor orientation involves effective monitoring of competitor’s activities through intelligence-gathering systems and design counter-offensive and preemptive strategies to withstand their attacks. A research objective was to find out if competitor orientation is effectively practiced at GBC.

Table 3: Frequency Distribution Table on Competitor Orientation

Statements on Competitor Orientation	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
GBC competes fiercely with other competitors	12.5%	55.8%	14.2%	7.5%	10%
GBC responds quickly to the strategies of competitors	1.7%	74.2%	9.2%	9.2%	5.8%
GBC gathers intelligence on competitors	2.5%	43.3%	27.5%	16%	10%

Source: Survey Data, 2023.

A key variable of market orientation culture is competitor orientation, Questions were phrased on these issues in relation to the research objective to determine if competitor orientation is practiced effectively at GBC. Even though (64%) of the respondents disagreed with the statement that GBC fiercely competes with key rivals, the revelations that (76%) state the corporation uses poorly crafted strategies. (46%) disagreed with the statement that GBC gathers intelligence on competitors. Similar findings were obtained from the studies of Anim and Agbemabiese (2021) in respect of competitor orientation at Accra Metropolitan Assembly competing with other local government assemblies for resources.

5.4 Findings and Discussions on Inter-functional Cooperation

Inter-functional cooperation is a collaboration between functional departments and the various departments intended to bring all stakeholders to work as a team to achieve organizational goals. Inter-functional cooperation can function effectively on internal marketing concepts. Berry and Parasuraman (1991) describe internal marketing as viewing employees or groups of internal customers.

Table 4: Frequency Distribution Table on Inter-functional Cooperation

Statements on Inter-functional Cooperation	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
All divisions and staff cooperate to promote GBC	1.7%	53.3%	15.8%	26.7%	2.5%
All divisions and units contribute to marketing at GBC	1.7%	48.3%	15.8%	22.5%	11.7%
Marketing information is discussed and shared with staff	2.5%	67.5%	10%	11%	8.3%
In meetings we discuss customer’s concerns in order to make improvements	28.3%	17.5%	25.8%	11.7%	16.7%

Source: Survey Data, 2023.

The organization-wide acceptance and effective practice of market orientation culture is dependent on inter-functional cooperation. The frequency of the pattern of response in Table 4 is an indication of relatively poor inter-functional cooperation at GBC from the context of divisions that participated in the survey. More than (50%) of the respondents disagreed with statements on cooperation between divisions, discussion of marketing with subordinates and discussion of customer concerns. The findings give the impression that anything marketing is the sole preserve of the marketing division with no marketing-led culture, a philosophy where all internal stakeholders accept and practice marketing. The immediate underlying impediments to these are likely to be the prevalence of authoritarian leadership style coupled with tall bureaucratic structures characterized by specialization and division of labour.

These are contrary to the views of Bennis and Nanus (1985) that internal marketing is concerned with creating, developing and maintaining an internal service culture and orientation which in turn will assist and support the organisation in the achievement of its goal. 67.5% expressed opinions that information is not shared for transparency and clarity which is a barrier to internal marketing, and an issue of poor corporate governance. The findings of this study are different from Anim and Agbemabiese (2021) whose findings on market orientation and organizational performance in the context of the Accra Metropolitan Assembly indicated there is an appreciation of internal marketing culture. The finding from the perspective of the research objectives is that the effectiveness of market orientation culture is doubtful, with no significant relationship with leadership styles.

5.5 Findings and Discussions on Responsiveness to Change

The marketing environment is characterized by changes with positive and negative impacts on organizations. An objective underlying this research study was to examine whether GBC is responsive to change, especially when Bwisa (2020) contends that political, social and technological factors drive change and impact on the organisation.

Table 5: Frequency Distribution on Responsiveness to Change

Statements on Responsiveness to Change	Highly Disagree	Disagree	Neutral	Agree	Highly Agree
GBC responds to changes in the business environment	9.2%	65%	8.3%	9.2%	8.3%
We adapt to new technology quickly	10%	40%	27.5%	11.7%	10.8%
New products and services are introduced quickly	18.3%	47.5%	12.5%	16.0%	5%
Changes are made in the way we do things here	14.2%	59.2%	1.7%	22.5%	2.5%

Source: Survey Data, 2023.

One of the hallmarks of marketing/market-oriented culture is the competence developed in responding to change or initiating change as a pacesetter in the industry. The

statements in Table 5 were designed to examine respondents' opinions on GBC and responsiveness to change. The level of disagreement pattern in relation to all four statements is an indication the state broadcasters are not structured to quickly respond to change.

5.6 Summary of Mean Statistics on Market Orientation Culture

Table 6: Summary of Mean Statistics on Market Orientation Culture

Market Orientation Variables	Mean
Customer Orientation	2.875
Competitor Orientation	2.594
Inter-functional Cooperation	2.772
Responsiveness to Change	2.496
Average Mean for Market Orientation	2.684

Source: Survey Data, 2023.

The mean is the sum of the values for all observations of a variable divided by the number of observations (Hinson & Mahmoud, 2020). The mean values displayed in Table 6 with an average mean value of 2.684 affirms the findings in Tables 1-6 that the adoption and practice of market orientation is significantly inadequate. In response to the research objectives, the variables of market orientation are poorly practiced at GBC and/or probably not known to a large majority of the research population. These can be attributable to a high prevalence of authoritarian rule, less of a democratic style and the absence of a laissez-faire style. The perspective of Kotler and Keller (2019) is that leadership styles which are laden with consideration and care about people, in an open culture are ideal to promote market orientation culture in organizations. The poor practice and lack of appreciation of market orientation culture could be related to existing media policy frameworks by the Nigerian Broadcasting Commission, which from the perspective of Nicholson and Meek (2020) has had a significant impact on broadcasting. A similar situation might probably exist in the case of GBC and the National Media Commission. Therefore, the influence of leadership on this culture is inadequate for GBC to compete effectively, obtain sustainable synergistic benefits from customers, and respond to change. Anim and Agbemabiese (2021) obtained an average mean value of 2.99 in relation to customer orientation, competitor orientation and inter-functional cooperation in the context of the Accra Metropolitan Assembly, confirming the notion that market orientation practice in some public sector organizations is poor. Anim and Agbemabiese (2021) however exclude responsiveness to change and examined corporate social responsibility instead.

5.7 Correlation Analysis of Leadership Styles and Market Orientation Culture

A correlation analysis was computed using all leadership variables as a collective construct relative to market orientation culture. The rationale was to examine the objectives which intended to establish if leadership styles in general influence market

orientation culture within the context of GBC. Table 14 communicates the findings of the statistical analysis.

Table 7: Correlation – Leadership Styles and Market Orientation Culture

Correlations			
		Market Orientation	Leadership Styles
Market Orientation	Pearson Correlation	1	.066
	Sig. (2-tailed)		.478
	N	120	119
Leadership Styles	Pearson Correlation	.066	1
	Sig. (2-tailed)	.478	
	N	119	119

Source: Survey Data, 2023.

The correlation Table 7 is a summary of analytical findings between leadership styles and market orientation culture. Thus, leadership and market orientation culture constitute all the individual sub-variables identified. The Pearson correlation coefficient of (0.066) for leadership styles, lower than the (0.3) minimum benchmark for determining strong or weak relationships communicates the following (a) the independent variable is weak to significantly impact on changes in the dependent variable. Hence the relationship between leadership and market orientation is weak from the contextual perspective of GBC and this research study.

6. Summary and Conclusion

In relation to the findings of the study, it was revealed that there is no statistically significant relationship between leadership styles and market orientation culture due to a PV of (.478) greater than alpha. The decision rule is that when $PV > 0.05$, then the null hypothesis should be held with a rejection of the alternative hypothesis. The impression is for leadership to re-evaluate and redesign their leadership styles in addition to identifying other critical success factors that will enhance the culture of market or marketing orientation to prevailing in other to outwit competitors and sustain the advantages they have. Meanwhile, Armstrong (2018) recommends organizations to develop a six-step approach of analyzing competitors as an inclusive package to stimulate and embrace competitor orientation. These are the ability to identify GBC's competitors, determine their objectives, strategies, their strengths and weaknesses, reaction patterns, based on which they can design marketing strategies to react and outwit competitors. Although some might argue in favour of GBC being a public broadcaster with the responsibility to disseminate information on government policies, goals and projects, the emerging competitive trends make it imperative for GBC to develop strong competitor orientation skills and strategies. These findings cannot however be generalized to say GBC is poor at initiating changes, however the opinion could have been made considering the change response paradigm of key strategic competitors. One of the causative factors is the inability of GBC to generate adequate

Internally Generated Funds according to statements made by GBC's board chairman, Richard Kwame Asante at a corporate retreat programme in 2020 (Ellis, & Levy, 2020). These findings contrast with the observations of Gray (2021) that leaders must build teams, create cohesion, resolve conflicts, build cultures and create change at an organizational level. The perspective of Ellis and Levy (2020) is that *"changes are taking place in cultural patterns, role definitions, structures, policies, procedures, technologies and that leadership is central to successful organizational transformation"* (p. 75). The general observations of the findings are that the variables of market orientation culture, especially response to change is lacking in the operations of GBC relative to the objectives underlying the study.

6.1 Recommendations

A. Style of Leadership

The recommended styles of leadership should be a blend of democratic and laissez-faire styles of leadership. Leadership and management involvement in operational activities using approaches such as management by walking around, cross-functional recycling or job rotation, open door management policies and effective listening would greatly impact positively on market orientation culture. It would become imperative for leaders to adopt a transformational leadership style to gradually change the existing cultural paradigm, processes, procedures and systems to facilitate effective implementation of market orientation culture. Leaders must use a low degree of control which according to Choi (2019) is characteristic of democratic and laissez-faire leadership styles.

B. Staff Reforms

Recommended initiatives to develop the knowledge of staff in a market orientation culture are organizational learning, knowledge sharing and staff development activities. Performance management systems must be improved and enforced. According to Nicholson and Meek (2020), performance management is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of people who work in them and by developing the capabilities of teams and individual contributors. This supports the rationale that people and not capital provide organizations with a competitive advantage.

C. Skills Improvement

Skills, according to Kotler and Keller (2019) refer to the ability to do something in an effective manner. Three basic skills recommended for leadership at GBC to enhance market orientation culture are conceptual, technical and interpersonal skills. Other skills are intelligence gathering, creative and critical thinking skills. The ability to handle customer complaints professionally to give them a good experience requires leaders' ability to develop problem-solving skills, resolve conflicts and handle grievances.

D. Shared Values

Values are the belief, business principles and practices that are incorporated into the way the company operates and the behavior of company personnel according to Gray (2021). Gray (2021) explains values as internalized attitudes about what is right and wrong, ethical and unethical, moral and immoral. Leadership must set examples by practically manifesting the shared values of GBC. In his book 'The Committed Enterprise' by Eagly, Johannesen-Schmidt, van Engen (2018) recommends organizations ideally nurture and develop five (5) corporate values to achieve strategy and visions. In an effort to achieve these, the suggestions of Damnyag, Tapegnuee and Arkum (2020) about leadership should be critically evaluated and adopted to improve GBC's competitive capabilities to enhance sustainability. These are mentoring, coaching, inspiring and motivating. Others are building teams, creating cohesion, resolving conflicts, building cultures and creating change at an organizational level.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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