

Examining the difficulties of implementing the balanced score card essay



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A public presentation metric used in strategic direction to place and better assorted internal maps and their resulting external results. The balanced scorecard efforts to mensurate and supply feedback to organisations in order to help in implementing

... .. Click the nexus for more information. A (BSC (Binary Synchronous Communications) See bisync.

... .. Click the nexus for more information.) in an organisation that does n't hold a well-aligned direction system. Alignment links a concern ' s corporate mission, values, vision, and scheme with its programs, procedures, and actions. To assist direction make an aligned organisation to fix for the balanced scorecard, the Malcolm Baldrige National Quality AwardThe Malcolm Baldrige National Quality Award is given by the United States National Institute of Standards and Technology. Through the actions of the National Productivity Advisory Committee chaired by Jack Grayson, it was established by the Malcolm Baldrige National Quality

... .. Click the nexus for more information. A Criteria can supply the conceptual frameworkFor the construct in aesthetics and art unfavorable judgment, see.

A conceptual model is used in research to sketch possible classs of action or to show a preferable attack to a system analysis undertaking.

... .. Click the nexus for more information. A and procedure.

An organisation ' s long-run success flexible joints Hinges may mention to:

Plural signifier of flexible joint, a mechanical device that connects two solid objects, letting a rotary motion between them.

Hinges, a commune of the Pas-de-Calais departement, in northern France

A on aligning current operations and strategic ends. Alignment allows the organisation to see current operations and enterprises in the context of whether they move it closer to its strategic ends. These ends should be the focal point of the direction control system, and the public presentation measuring system should measure the organisation ' s advancement toward accomplishing those ends. But direction frequently fails to interpret the organisation ' s scheme into effectual action because it attempts to enforce prosodies metricsA Managed care A popular term for criteria by which the quality of a merchandise, service, or result of a peculiar signifier of Pt direction is evaluated. See TQM. A on an endeavor that has n't yet aligned its scheme and its public presentation.

Although many writers have described the balanced scorecard and the Baldrige plan separately, none has specifically addressed the integrating procedure in item. This article describes issues that a company should turn to to carry through this integrating.

Too Focused on Financial Metrics

An estimated 60 % of the prosodies companies use for determination devising, resource allotment resource allocationA Managed attention The configuration of activities and determinations which form the footing for prioritising wellness attention demands, and public presentation direction are

fiscal in nature, but they do n't supply an equal image of the organisation ' s wellness by themselves. Neither are they sufficient for steering determination devising. One ground is that touchable assets no longer function as a primary driver of a company ' s value. Today, intangible assets are the major beginning for competitory advantage. The book value of touchable assets frequently accounts for less than 20 % of a company ' s market value.

Companies that want to make value are switching their attacks from pull offing their touchable assets to developing knowledge-based schemes that create and deploy the organisation ' s intangible assets. These assets include employee cognition, client relationships, and advanced civilizations. Fiscal measurings besides reflect past public presentation and are neither the best indexs of future public presentation nor relevant to many degrees of the organisation.

Unfortunately, many endeavors cleaving to Verb 1. cleaving to – clasp steadfastly, normally with one ' s custodies ; “ She clutched my arm when she got frightened ”

clasp near, clasp tight, clasp

clasp, take hold – have or hold in one ' s custodies or clasp ; “ Keep this bowl for a minute, please ” ; “ A brainsick thought took clasp of A fiscal steps as the basis of their operational and direction control systems. This job is compounded when a company develops its fiscal steps independently of its scheme. In the extreme, the short-run focal point on fiscal consequences

may decrease the organisation ' s ability to transport out its scheme as it <https://assignbuster.com/examining-the-difficulties-of-implementing-the-balanced-score-card-essay/>

passes over strategic investments in an attempt to better the fiscal statements. Often such an organisation becomes step focused instead than scheme focused.

Prosodies should n't dwell entirely of fiscal indexes. In fact, value, non merely costs and grosss, thrusts today ' s markets. An organisation ' s scheme must turn to both fiscal and nonfinancial results, and its execution must be evaluated through a mix of fiscal and nonfinancial prosodies linked to the endeavor ' s critical success factors. Think of these like a splashboard (1) See Mac Dashboard.

(2) A software-based control panel for one or more applications, web devices or industrial machines. Splashboards show simulated gages and dials that look slightly like an car splashboard. A on a auto that has a few key gages that need to be monitored on a regular basis, a few that need to be looked at with less frequence, and some warning visible radiations that alert us to possible jobs. Prosodies besides include a mix of yesteryear, nowadays, and future indexes. They should be based on the demands of clients and stakeholders Stakeholders

All parties that have an involvement, fiscal or otherwise, in a firm- stockholders, creditors, bondholders, employees, clients, direction, the community, and the authorities. , be defined at the highest degree of an organisation, and flux down to all degrees and maps.

[ILLUSTRATION OMITTED]

The Baldrige Process

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The Malcolm Baldrige

Peoples:

Howard M. Baldrige, Congressman from Nebraska

Howard M. Baldrige, Jr. , United States Secretary of Commerce

Awards:

Malcolm Baldrige National Quality Award named after Howard M. Baldrige, Jr.

A National Quality Improvement Act of 1987 established the Baldrige National Quality Award plan. The Award is named for Malcolm Baldrige, who served as U. S. Secretary of Commerce from 1981 until his decease in 1987. The intent of the Act is “ to assist to excite American companies to better quality and productiveness... to set up guidelines guidelines,

n. pl a set of criteria, standards, or specifications to be used or followed in the public presentation of certain undertakings. A and standards that can be used by concern, industrial, governmental, and other organisations in measuring their ain quality betterment attempts ; and to supply specific counsel for American organisations that wish to larn how to pull off for high quality... . ” Using the Baldrige Criteria to operationalize the balanced scorecard can be peculiarly effectual with little and moderate-sized endeavors as they proceed through organisational growing from start-up organisations and develop systematic direction procedures.

The Criteria for Performance Excellence of the Baldrige National Quality Program provide a seven-part, nonprescriptive model for organisational excellence through deploying effectual, systematic, aligned, and incorporate attacks in the seven classes of leading ; strategic be aftering Strategic planning is an organisation ' s procedure of specifying its scheme, or way, and doing determinations on apportioning its resources to prosecute this scheme, including its capital and people. ; client and market focal point ; measuring, analysis, and knowledge direction ; work force focal point ; process direction ; and consequences. The Criteria guide an organisation in developing originative attacks that are aligned with organisational demands and supply the foundation for carry oning organisational and third-party appraisals. They provide a tool for accomplishing public presentation excellence through an incorporate attack to organisational public presentation direction. In bend, public presentation direction enables an organisation to better its merchandise or service quality, achieve organisational stableness, heighten overall organisational effectivity and capablenesss, and increase organisational and personal acquisition.

An organisation shiping on a balanced scorecard may take two attacks when utilizing the Baldrige Criteria: apply for a quality award through an established appraisal plan or utilize the Criteria for self-assessment. The Baldrige National Quality Program has fostered more than 50 similar plans at the province, regional, and local degrees. These plans provide an chance for organisations that may non be ready to use for the Baldrige Award to however have feedback from trained and experient testers. Although the

plans operate under varying regulations and formats, they portion common tester preparation stuffs and sets of standards for organisational appraisal.

An organisation does n't hold to wait until it ' s ready to use to a formal award plan to get down utilizing the standards for self-assessment and as an attack to aline align (IA« n) ,

V to travel the dentition into their proper places to conform to the line of occlusion. A attacks, procedures, and prosodies. The Baldrige Criteria supply a theoretical account of concern excellence against which an organisation can compare itself through a cyclical cyclical

Of or associating to a variable, such as lodging starts, auto gross revenues, or the monetary value of a certain stock, that is capable to regular or irregular up-and-down motions. , comprehensive, and systematic self-assessment procedure in order to clearly discern disA·cernA A

v. disA·cerned, disA·cernA·ing, disA·cerns

v. tr.

1. To comprehend with the eyes or mind ; detect.

2. To acknowledge or grok mentally.

3. A its strengths and failings. Self-assessment provides a comprehensive portrayal of the organisation and helps a company develop short- to medium-term ends that link quality to the strategic planning procedure and concentrate attending on accomplishing better organisational public

presentation. Then an endeavor can set the standards and hitting to accommodate its specific state of affairs and ends.

The Assessment Procedure

A company begins its assessment procedure by reacting to a series of about 200 inquiries to depict its public presentation direction system, cardinal organisational features, and challenges. In the Organizational Description, it describes its operating environment In calculating, an operating environment is the environment in which users run plans, whether in a bid line interface, such as in MS-DOS or the Unix shell, or in a graphical user interface, such as in the Macintosh operating system. A and relationships with clients, stakeholders, providers, and spouses. In the Organizational Challenges, the endeavor describes its competitory environment, strategic challenges, and system for public presentation betterment. In the seven classs following those stairss, the organisation describes its:

- * Leadership system ;
- * Strategic planning and deployment systems ;
- * Processes for developing client and market cognition and back uping client relationships ;
- * Systems for measuring, analysis, and betterment of organisational public presentation ;
- * Systems for guaranting workforce battle ;

- * Systems for guaranting effectual work-systems design, direction, and betterment ; and

- * Results for merchandises and service results, fiscal and market results, workforce-focused results, process-effectiveness results, and leading results.

Whether the organisation uses a self-assessment process or participates in a formal third-party appraisal, an of import merchandise of the procedure is the feedback study. This study consists of nonprescriptive remarks from independent referees sing how good the company ' s responses meet the standard demands. The study does n't include recommendations as to how the company should turn to the testers ' observations. The organisation ' s leaders have the duty to construe the referees ' remarks and do betterments in expectancy of the following appraisal rhythm. Through this cyclical feedback and betterment procedure, direction develops the internal alliance necessary for an effectual balanced scorecard. For more elaborate information sing the Baldrige National Quality Program, visit hypertext transfer protocol: //baldrige. nist. gov.

Balanced Scorecard Basics

Developed by Robert Kaplan There are several noteworthy persons named Robert Kaplan, among them:

Robert D. Kaplan, a travel author, litterateur, and international letter writer for The Atlantic ; writer of Balkan Ghosts, The Coming Anarchy, Warrior Politics

A and David Norton, the balanced scorecard gives an organisation an effectual tool for public presentation measuring, organisational appraisal, and operational alliance. It provides a model to measure organisational public presentation as it relates to the organisation ' s scheme, stressing the linkages among current operations, public presentation measuring, and scheme. The balanced scorecard besides provides a set of indexs to pass on to employees and external stakeholders the results and public presentation drivers by which the organisation will accomplish its mission and strategic aims.

An effectual balanced scorecard begins with a clear mission and vision. The mission states the endeavor ' s ground for being, while the vision outlines what the company strives to be. First, leaders must clearly joint their mission and vision so the company can make short- and long-run action programs and derive appropriate steps to supervise their advancement. These attributes enable the organisation to find whether it is traveling toward accomplishing its scheme.

Second, the endeavor determines its critical success factors (CSFs) : activities it must carry through if it is to win or those that will do the organisation to neglect if it does n't make them good. The list of CSFs for most companies is comparatively little.

The 3rd measure is to find the activities necessary to back up the critical success factors and to place the prosodies for the activities back uping the CSFs. Think of the CSFs as focussed ends and the back uping activities as those activities that must be completed successfully to accomplish the ends

the CSFs articulate. The organisation must set up ends and marks for these prosodies by carefully measuring its public presentation capableness and identifying benchmarks for public presentation comparing.

The balanced scorecard draws on four aspects, or factors, of organisational public presentation to find long-run success. These interconnected inA·terA·reA·lateA A

tr. & A ; intr. v. inA·terA·reA·latA·ed, inA·terA·reA·latA·ing, inA·terA·reA·lates
To put in or come into common relationship.

in A aspects make up a public presentation measuring system that provides feedback on critical activities and counsel for future determination devising.

The first of these aspects represents the organisation ' s fiscal public presentation. The fiscal steps provide feedback on the fiscal consequences of actions and determinations related to the endeavor ' s operations. The 2nd aspect facetA /facA·et/ (fasA? it) a little plane surface on a difficult organic structure, as on a bone.

facA·et

N.

1. A little smooth country on a bone or other steadfast construction.
2. A is client position, which focuses on the company ' s ability to fulfill its clients. The 3rd aspect is internal procedures. This position evaluates how good the organisation performs its nucleus procedures — those it must make

good to win. The 4th aspect, invention and acquisition, evaluates how good the endeavor prepares for the intermediate to distant hereafter. These four positions are interrelated, and the activities and steps for each must be chosen carefully to guarantee that the positions reinforce each other through their linkages and finally with the organisation ' s scheme.

Another portion of the balanced scorecard development procedure is the scheme map, which depicts the relationship between the fiscal, invention and acquisition, client, and internal positions and the chase of the scheme. It illustrates how the endeavor ' s activities in each aspect of organisational public presentation contribute to its chase of the scheme.

Developing an Aligned Balanced Scorecard

Many organisations are already utilizing the BSC, so how should they continue with integrating the Baldrige rules to guarantee alliance?

In their book *The Measure of Library Excellence*, Despina Dapias Wilson, Theresa Del Tufo, and Anne E. C. Norman describe a basic procedure for developing a quality program: First, senior direction must perpetrate to the alignment procedure. It should set up a organizing council to steer the enterprise and to find an execution scheme. Among the necessary undertakings it should supervise are the development of a clear mission, vision, and set of values for the organisation ; employee preparation ; development and execution of a comprehensive communicating program ; constitution of a wages and acknowledgment system ; and designation of appropriate public presentation steps to track the plan ' s advancement.

Next, the organizing council should set up a cross-functional squad to develop the initial Baldrige papers for appraisal. A squad of testers so performs the Baldrige appraisal and creates the feedback study. The organizing council develops a procedure to measure and utilize the feedback study findings to better its procedures and organisational alliance, performs a spread analysis between current BSC prosodies and those developed through the Baldrige procedure, and so revises its BSC prosodies to extinguish the identified alliance spreads. The rhythm of uninterrupted quality betterment begins so with the updating of the Baldrige papers and reiterating the appraisal and betterment procedure.

Once an organisation has efficaciously implemented its plan for Baldrige appraisal and completed several rhythms of appraisal and betterment by reacting to testers ' remarks, it will happen that the gulfs between the prosodies it selects for Category 7 (Results) and those it had antecedently used in the BSC will go evident. A formal spread analysis will be utile as a preliminary preludeA (prA?`ld) , musical composing of no cosmopolitan manner, normally for the keyboard. It was originally used to predate a ceremonial and subsequently a 2nd, frequently larger piece. A to revising the BSC. In consequence, a company can now utilize the balanced scorecard as a tool for forming the informations generated by the Baldrige procedure. But how?

There are many relationships between the seven Baldrige Criteria and the four positions of the balanced scorecard (see Table 1) . The scorecard development squad can utilize them to guarantee that the prosodies it selects will back up alliance with the organisation ' s scheme. For illustration, <https://assignbuster.com/examining-the-difficulties-of-implementing-the-balanced-score-card-essay/>

the client position of the balanced scorecard relates straight to Category 3 of the Baldrige Criteria: client and market focal point. The client position besides relates to Item 7. 2, Customer-Focused Outcomes. Category 3 standards inquiries ask the organisation to depict the procedures by which it determines the demands, demands, outlooks, and penchants of its clients and markets. The endeavor must show that these procedures are systematic and good deployed throughout the organisation. Item 7. 2 standards inquiries ask the company to show informations to show current degrees and tendencies in cardinal steps or indexs of client satisfaction and value. The concern needs to demo how its consequences compare with the client satisfaction degrees of its rivals and other organisations supplying similar merchandises and services.

Table 1: Malcolm Baldrige Criteria for Performance Excellence (MBCPE)

Classs and Balanced Scorecard Perspectives *

MBCPE CATEGORY CUSTOMER INNOVATION PERSONAL

PERSPECTIVE AND INTERNAL LEARNING

PROCESS PERSPECTIVE

Position

1 Leadership X X X

2 Strategic Planning X X X

3 Customer and Market X

Focus

4 Measurement,

Analysis, and

Knowledge Management X X X

5 Human Resource Ten

Focus

6 Process Management X X

7 Business Consequences

7. 1 Product & A ; X X

Service

7. 2 Customer-Focused Ten

7. 3 Financial & A ;

Market

7. 4 Ten

Workforce-Focused

7. 5 Ten

Process-Effectiveness

7. 6 Leadership Ten

MBCPE CATEGORY FINANCIAL

Position

1 Leadership Ten

2 Strategic Planning X

3 Customer and Market

Focus

4 Measurement,

Analysis, and

Knowledge Management X

5 Human Resource

Focus

6 Process Management

7 Business Consequences

7. 1 Product & A ;

Service

7. 2 Customer-Focused

7. 3 Financial & A ; X

Market

7. 4

Workforce-Focused

7. 5

Process-Effectiveness

7. 6 Leadership

* Adapted from “ Operationalising the Balanced Scorecard Using the

Malcolm Baldrige Criteria for Performance Excellence (MBCPE) ” by Robert

Vokurka in the International Journal Management and Enterprise

Development, Vol. 1, No. 3, pp. 208-214.

The consequences for Item 7. 2 should be straight linked, non merely to the procedures identified in Category 3 but besides to schemes and client and market sections identified in the Organizational Profile. The consequences should be stratified stratifiedA /stratA·iA·fied/ (stratA? i-fid) formed or arranged in beds.

stratA·iA·fied

adj.

Arranged in the signifier of beds or strata. A for each client group identified every bit good as for each merchandise and service the organisation provides. The customer-focused consequences should show informations and place appropriate benchmarks and a end for each metric. The company should besides depict its procedure for finding appropriate benchmarks in its Baldrige appraisal certification for Item 4. 1a (2) , one of the subdivisions under “ Performance Measurement. ”

The BSC development squad should now find where within the hierarchy of balanced scorecards it should put the prosodies used for Item 7. 2. Normally

adv.

1. As a general regulation ; normally: normally place by six.

2. In the platitude or usual mode: normally dressed walkers on the street. A these would be categorized catA·eA·goA·rizeA A

tr. v. catA·eA·goA·rized, catA·eA·goA·rizA·ing, catA·eA·goA·rizA·es

To set into a class or classs ; sort.

cat A as customer-perspective points. It so should go on this procedure, running through each metric in Items 7. 1 through 7. 6 and finding whether and where each might be incorporated into the balanced scorecard.

Several organisations have reported successfully incorporating the Baldrige procedure with their scorecard processes. For illustration, a big health care supplier and former victor of its statewide Baldrige-based plan, studies:

The [Baldrige] scrutiny procedure is a enormous journey of self-exploration that has helped us place and alter failings in our value concatenation, concentrate on nucleus values, and successfully strive for higher quality in our services (OPE a. 1. Open.

On Sunday Eden ' s gate stands ope.

– Herbert.

v. t. & A ; l. 1. To open.

Wilt thou non opeA thy bosom to cognize

What rainbows Teach and sundowns show?

– Emerson.) . The theoretical account was wholly consistent with the organisational civilization we were already constructing. The theoretical account was comprehensive [and] supportive of our relentless and ageless pursuit for Verb 1. pursuit for – spell in hunt of or Hunt for ; “ prosecute a avocation ”

quest after, travel after, pursue

expression for, hunt, seek – attempt to turn up or detect, or seek to set up the being of ; “ The constabulary are seeking for hints ” ; “ They are seeking for the A excellence. We had leaders who were willing to pay the monetary

value and we saw an chance to construct a strategic partnership with [the province award plan] . [The company requested namelessness.]

This organisation began utilizing public presentation betterment squads in the early 1990s as a Joint Commission on the Accreditation accreditation, n a procedure of formal acknowledgment of a school or establishment certifying to the needed ability and public presentation in an country of instruction, preparation, or pattern. A of Healthcare Organizations (JCAHO JCAHOA Joint Commission on Accreditation of Healthcare Organizations, see at that place) demand. These squads began to utilize the balanced scorecard procedure in 1999, and by 2002 the plan had evolved to include all sections. In 2000, the first three organisation leaders attended tester preparation through the province Baldrige plan, and, as of today, more than 80 employees have attended preparation and served as testers in this plan. Senior leaders report that they have created an environment for procedure betterment driven by measuring and analysis of prosodies aligned with the organisation ' s strategic values.

The Baldrige procedure was peculiarly utile in developing and deploying aligned public presentation prosodies Performance prosodies are steps of an organisations activities and public presentation. Performance prosodies should back up a scope of stakeholder demands from clients, stockholders to employees [1] . A and furthering an grasp by the concern ' s leaders of the demand to compare its public presentation against taking benchmarks. The Baldrige appraisal and feedback procedure was tied to the company ' s

strategic planning procedure. Today, the inducements of both employees and leaders are tied to aligned public presentation “ steps that affair. ”

Employees at all degrees have a interest in the public presentation of each strategic value database (SVDB) index since the one-year fillip plan is based on the per centum of indexs run intoing short-run ends. Each SVDB index aligns with one of the company ‘ s five strategic values (safety, quality, service, relationships, and public presentation) . The organisation employs five strategic value leading squads, each headed by a frailty president. Each squad reviews the organisational SVDB for a specific strategic value, analyzes the associated procedures and results, and develops action programs to make index ends.

These five strategic values may be comparable in their function to the four balanced scorecard positions. For illustration, the fiscal public presentation position is correspondent analogousA /analA·oA·gous/ (ah-nalA? ah-gus) resembling or similar in some respects, as in map or visual aspect, but non in beginning or development.

aA·nalA·oA·gous

adj. A to the public presentation strategic value, and the client position is correspondent to the strategic value of relationships. The organisation uses a periodic system reappraisal procedure to supervise, reappraisal, and update prosodies. When existent public presentation does n’t run into or transcend its end, an action program is required at the organisational and departmental degrees. Department-level squads and leaders prioritize

priA·orA·iA·tizeA A

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v. prioritized, prioritizing, priorities Use Problem

v. tr.

To set up or cover with in order of importance.

v. intr. A action programs for execution.

The endeavor recognizes that accurate and timely information in both electronic and paper formats is a critical tool to back up clinical and operational procedures. Performance prosodies appear on the organisation ' s intranet so any employee can see them at any clip. The company uses a systematic procedure to guarantee that its informations is accurate, dependable, seasonably, secure, and confidential. It besides has procedures to guarantee the organisation assimilates informations — and so disseminates it — to allow internal forces and stakeholders.

The BSC Evolution

The BSC execution procedure is ongoing and does n't stop with its initial execution. Just as a company ' s scheme evolves over clip, so besides must the public presentation measuring system that supports it. The scorecard requires ongoing reappraisals to guarantee the relevancy of public presentation steps. A concern should carry on periodic formal reappraisals of its scorecard — from scheme through steps — to measure its effectivity.

Periodic appraisal through the Baldrige procedure can drive the BSC development by placing spreads that develop between revised schemes and public presentation prosodies. Successfully incorporating the Baldrige

procedure requires a systematic and well-deployed procedure for utilizing <https://assignbuster.com/examining-the-difficulties-of-implementing-the-balanced-score-card-essay/>

Baldrige feedback. Making so will assist the endeavor measure how efficaciously the BSC prosodies drive the public presentation of daily activities that support its ends.

Here is possibly one of the major strengths of this integrative attack. The Baldrige procedure provides a tool to continuously measure the relevancy of the BSC prosodies. Surely, presenting Baldrige rules and incorporating them with the balanced scorecard may be a hard and timely challenge to many organisations. To win, top direction must supply seeable leading throughout the procedure every bit good as a committedness to betterment, invention, and organisational sustainability. In the words of one officer of the health care group mentioned earlier:

We are all worlds — until answerability steps are identified and connected to public presentation direction, we all focus on what is most pressing, what is most comfy, and what we want to. In health care, answerability for results is a strategic jussive mood — we have to remain on top of these indexes of safety, quality, service, and public presentation merely to keep the degree of reimbursement Reimbursement

Payment made to person for out-of-pocket disbursements has incurred. A we presently have... non even to turn.

Larry Weinstein, Ph. D. , is an associate professor of operations managementOperations direction is an country of concern that is concerned with the production of goods and services, and involves the duty of guaranting that concern operations are efficient and effectual.

... .. Click the nexus for more information. A in the Raj rajA besides Raj A

N.

Dominion or regulation, particularly the British regulation over India (1757-1947) .

[Hindi R A Soin College of Business at Wright State University in Dayton, OhioDayton is a metropolis in southwesterly Ohio, United States. It is the county place and largest metropolis of Montgomery County. As of the 2005 nose count estimation, the population of Dayton was 158, 873.

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