cost reporting for managers

Mastering Cost Reporting for Managers: A Comprehensive Guide to Financial Insight and Control

cost reporting for managers is an indispensable function within any organization aiming for sustained profitability and operational efficiency. It transforms raw financial data into actionable insights, empowering leaders to make informed decisions that drive strategic growth and mitigate financial risks. This guide will delve deep into the core principles, essential components, and advanced strategies of effective cost reporting, ensuring managers are equipped with the knowledge to navigate complex financial landscapes. We will explore how to interpret different types of cost reports, leverage them for budgeting and forecasting, and understand their critical role in performance evaluation and variance analysis. Ultimately, mastering cost reporting is not just about tracking expenses; it's about cultivating a culture of financial accountability and strategic foresight.

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Understanding the Fundamentals of Cost Reporting

At its heart, cost reporting is the process of collecting, classifying, analyzing, and presenting information about the costs incurred by a business. For managers, this isn't just about numbers on a spreadsheet; it's about understanding where the money is going, why it's going there, and whether those expenditures are yielding the desired results. Effective cost reporting provides a clear picture of an organization's financial health, allowing managers to identify areas of overspending, pinpoint inefficiencies, and recognize opportunities for cost savings. Without a solid grasp of these fundamentals, managers might find themselves making decisions in the dark, potentially leading to budget overruns, missed profit targets, and ultimately, a weakened competitive position.

Think of it like a ship's captain needing to know their fuel consumption, cargo weight, and the current weather conditions to navigate safely and efficiently to their destination. Cost reporting provides that critical navigational data for the business. It helps answer fundamental questions like: "Are we spending too much on raw materials for this product?" or "Is the marketing campaign generating a positive return on investment?" This clarity is paramount for proactive management, allowing for timely interventions rather than reactive damage control.

The Importance of Accuracy and Timeliness

The value of any cost report is directly proportional to its accuracy and timeliness. Inaccurate data leads to flawed decisions, which can have costly repercussions. Similarly, if reports are delayed, the window of opportunity to act on the information closes. Managers need to trust the data they receive and have it available when it's most relevant for decision-making. This often means establishing robust data collection processes and ensuring that reporting cycles are aligned with business operations and strategic planning timelines.

Imagine trying to steer a ship by looking at a map from last week. The information would be outdated and potentially misleading. For effective cost reporting, the data needs to be as close to real-time as possible, reflecting the current operational and financial landscape. This requires commitment from all levels of the organization to maintain accurate and up-to-date financial records.

Cost Classification and Categorization

A cornerstone of effective cost reporting is the proper classification and categorization of expenses. Costs can be grouped in numerous ways, such as by function (e.g., production, sales, administration), by behavior (e.g., fixed, variable), or by their relationship to a product or service (e.g., direct, indirect). Understanding these classifications helps managers pinpoint specific areas of expenditure and analyze their impact more granularly. For instance, distinguishing between fixed costs, which remain constant regardless of output, and variable costs, which fluctuate with production levels, is crucial for pricing strategies and break-even analysis.

This detailed breakdown allows for a more nuanced understanding. Are the increased costs due to higher volume, or are they indicative of inefficiency within a specific cost center? Without this granular view, managers might misattribute cost increases, leading to ineffective solutions. Proper categorization provides the context needed to ask the right questions and derive meaningful answers.

Key Components of Effective Cost Reports

A well-constructed cost report isn't just a dump of numbers; it's a structured narrative that tells a story about the business's financial performance. Several key components work together to make these reports insightful and actionable for managers. These elements ensure that the information presented is not only comprehensive but also easily digestible, allowing for quick identification of trends, anomalies, and areas requiring attention.

Think of a good cost report as a dashboard for a car. It doesn't just show speed; it shows fuel level, engine temperature, and warning lights. Similarly, a comprehensive cost report provides multiple indicators of the business's financial health, not just the bottom line. Each component plays a vital role in painting a complete picture.

Direct Costs

Direct costs are expenses that can be directly attributed to the production of a specific good or service. For a manufacturing company, this would include raw materials and direct labor. For a service provider, it might be the salary of an employee directly delivering the service. Managers need to closely monitor these costs as they have a direct impact on the profitability of individual products or projects. Fluctuations here can signal issues with supply chain, labor productivity, or project scope creep.

Understanding direct costs is like knowing the exact ingredients and time spent preparing a single dish in a restaurant. You can then determine its profitability before even considering overhead. For managers, this allows for precise costing and pricing decisions for their specific offerings.

Indirect Costs (Overheads)

Indirect costs, also known as overheads, are expenses not directly tied to the creation of a specific product or service but are necessary for the overall operation of the business. This can include rent for the office building, utilities, administrative salaries, and marketing expenses. Allocating these costs accurately to different departments or products can be challenging but is crucial for understanding the true cost of doing business and for making informed decisions about resource allocation and efficiency improvements in non-production areas.

These are the costs of running the kitchen, the front-of-house staff, and the overall restaurant – not tied to a single dish but essential for the whole operation. For managers, understanding how these costs are spread across their operations helps identify areas where efficiency gains can be realized.

Variance Analysis

Variance analysis is a critical component that compares actual costs incurred against budgeted or standard costs. The resulting variances (favorable or unfavorable) highlight deviations and prompt investigation. Managers use this to understand why actual costs differed from planned costs, allowing them to identify operational issues, unexpected market changes, or inaccuracies in initial budgeting. This is where cost reporting moves from descriptive to diagnostic, offering insights into the drivers of financial performance.

Variance analysis is akin to a pilot checking their flight path against the planned route. If there's a deviation, they investigate to understand why and make corrections. For managers, it's about understanding the 'why' behind the financial numbers.

Cost Centers and Profit Centers

Cost reports often segment data by cost centers (departments or functions responsible for incurring costs) and profit centers (departments or segments that generate revenue and incur costs). This segmentation allows managers to assess the performance of specific units within the organization, identify departmental budget adherence, and understand the profitability of distinct business lines. It fosters accountability by clearly assigning financial responsibility.

Imagine breaking down a large company into smaller teams, each with its own budget and goals. Cost and profit center reporting allows managers to evaluate how each team is performing financially, much like a coach assessing individual players or units within a sports team.

Types of Cost Reports Managers Should Utilize

The landscape of cost reporting is diverse, offering a variety of report types, each designed to shed light on different aspects of financial performance. For managers to be truly effective, they need to understand which reports are most relevant to their specific roles and responsibilities. Leveraging the right reports at the right time can transform raw data into strategic advantages, enabling proactive management and informed decision-making across all levels of the organization.

Choosing the right report is like selecting the right tool for a job. A hammer won't do the work of a screwdriver, and similarly, a monthly P&L statement might not provide the detailed insight needed for daily operational adjustments. Understanding the purpose and content of various cost reports is key.

Variance Reports

Variance reports are perhaps the most common and crucial reports for managers. They directly compare actual costs against budgeted or standard costs for a specific period. These reports highlight deviations, categorizing them as either favorable (actual costs are lower than budgeted) or unfavorable (actual costs are higher than budgeted). The real value lies in the accompanying analysis that explains the reasons behind these variances, enabling managers to take corrective actions or capitalize on positive deviations.

For example, a variance report might show an unfavorable variance in raw material costs for a particular product. The analysis might reveal that this is due to a supplier price increase or increased scrap rates. This information prompts the manager to investigate the supplier contract or review production processes.

Budget vs. Actual Reports

These reports provide a side-by-side comparison of planned expenditures (budget) against actual spending for a given period. They offer a high-level overview of financial performance against targets. Managers can use these reports to monitor departmental spending, identify areas where they are over or under budget, and adjust operational plans accordingly. They are fundamental for controlling expenses and ensuring financial discipline throughout the organization.

This is like checking your personal bank statement against your monthly budget. Did you spend more or less than you planned on groceries, entertainment, or bills? For managers, these reports serve the same purpose for their departmental or project finances.

Cost of Goods Sold (COGS) Reports

The COGS report is vital for businesses that sell products. It details the direct costs attributable to the production or purchase of goods sold by a company during a period. This includes the cost of raw materials, direct labor, and manufacturing overhead directly related to production. Understanding COGS is essential for calculating gross profit, determining appropriate pricing, and managing inventory effectively. Fluctuations in COGS can signal changes in production efficiency or material costs.

For a bakery, COGS would include the cost of flour, sugar, eggs, and the labor of the bakers. A COGS report helps them understand how much each loaf of bread is costing them to produce before other expenses are considered.

Activity-Based Costing (ABC) Reports

Activity-Based Costing (ABC) provides a more sophisticated method of allocating indirect costs. Instead of using broad allocation bases, ABC identifies specific activities that drive costs and allocates those costs to products or services based on their consumption of these activities. ABC reports can offer much deeper insights into the true cost of products and services, especially in complex environments with diverse product lines and overhead structures. This allows managers to make more informed decisions about pricing, product mix, and process improvements.

Imagine a complex manufacturing plant where different machines and processes are used for different products. Traditional overhead allocation might not accurately reflect the true cost. ABC breaks down the cost by specific activities like machine setup, quality inspection, or material handling, providing a more precise cost picture for each product.

Leveraging Cost Reports for Budgeting and Forecasting

Cost reports are not merely retrospective tools; they are foundational for forward-looking financial planning. Managers can leverage the insights gleaned from historical cost data to create more accurate budgets and more reliable financial forecasts. By understanding past spending patterns, cost drivers, and performance against expectations, organizations can better anticipate future financial needs and opportunities, ensuring resources are allocated effectively to achieve strategic objectives.

Think of budgeting and forecasting as drawing a map for a future journey. Cost reports are your past travel logs – they tell you how much fuel you used on similar trips, what the common roadblocks were, and how long it took. This information is invaluable for planning the next leg of your journey.

Informing Budget Creation

The data contained within cost reports provides a realistic basis for budget creation. Instead of simply guessing at future expenses, managers can use historical cost data as a benchmark. By analyzing trends, identifying recurring costs, and understanding the impact of various business activities on expenses, they can develop budgets that are both ambitious and achievable. This iterative process of reviewing past performance and projecting future needs leads to more robust and defensible budgets.

If a marketing department consistently spends a certain amount on digital advertising and sees a predictable return, that data should inform their next year's budget for digital marketing. This is far more effective than pulling a number out of thin air.

Forecasting Future Expenditures

Forecasting involves predicting future financial outcomes based on current trends and anticipated changes. Cost reports are instrumental in this process. By identifying seasonality, cyclical patterns, and the impact of known upcoming events (like new product launches or market expansions), managers can adjust their forecasts accordingly. For example, if a cost report shows a seasonal spike in utility costs during winter months, the forecast should reflect this for the upcoming winter period.

Forecasting is like predicting the weather for your trip. You look at historical weather patterns for that region and time of year, and you might also consider current atmospheric conditions. Cost reports provide that historical context and current financial "climate" for better future predictions.

Identifying Cost Drivers for Sensitivity Analysis

Cost reports can help managers identify key cost drivers – the factors that have the most significant impact on overall expenses. Once identified, these drivers can be used for sensitivity analysis. This involves examining how changes in these key drivers (e.g., a 10% increase in raw material prices, a 5% drop in sales volume) would affect the overall budget and profitability. This proactive assessment helps organizations prepare for potential risks and develop contingency plans.

If a company's profitability is highly sensitive to the price of oil, then a cost report highlighting this dependence is crucial. Sensitivity analysis might then explore scenarios of fluctuating oil prices to gauge their impact on the bottom line.

Resource Allocation Optimization

By understanding the cost implications of different activities and projects, managers can use cost reporting to optimize resource allocation. If a particular project or department is consistently exceeding its budget without delivering commensurate returns, cost reports can flag this inefficiency. This allows management to reallocate resources to more productive or cost-effective areas, ensuring that the company's financial resources are being used in the most strategic and beneficial way.

This is akin to a general deploying their troops. They want to send their forces where they will be most effective and have the greatest impact. Cost reports help managers identify where financial resources will yield the best strategic outcomes.

Cost Reporting and Performance Evaluation

Cost reporting serves as a critical scorecard for evaluating the financial performance of individuals, departments, projects, and even the entire organization. By setting financial benchmarks and comparing actual results against these benchmarks, managers can gain objective insights into efficiency, productivity, and overall effectiveness. This data-driven approach to performance evaluation is essential for identifying areas of excellence, pinpointing opportunities for improvement, and fostering a culture of accountability and continuous progress.

Imagine a sports coach reviewing game statistics after a match. They use these numbers to assess player performance, team strategy, and identify areas for future training. Cost reports offer a similar analytical lens for evaluating financial performance.

Measuring Departmental Efficiency

Cost reports allow managers to measure the financial efficiency of different departments. By tracking departmental expenses against their allocated budgets or against benchmarks derived from similar operations, managers can identify which departments are performing well and which may be struggling. This information can guide discussions about resource needs, operational improvements, and even personnel performance. For example, if a production department consistently has lower-than-expected material waste, that's a clear indicator of efficiency.

This is like a manager tracking how much product their sales team is moving per dollar spent on commissions. It helps them understand which sales strategies are most cost-effective.

Project Profitability Analysis

For organizations undertaking multiple projects, cost reporting is indispensable for assessing project profitability. By meticulously tracking all direct and indirect costs associated with each project and comparing them against the revenue generated, managers can determine the financial success of each endeavor. This analysis is crucial for making decisions about future project selection, pricing strategies for new projects, and identifying cost-saving opportunities within ongoing projects. Understanding which projects are most profitable, and why, is key to strategic business development.

If a construction company undertakes several building projects, cost reports will reveal which ones were completed on budget, which generated the highest profit margins, and which may have faced unforeseen cost overruns, providing valuable lessons for future bids.

Benchmarking Against Industry Standards

Effective cost reporting also involves benchmarking performance against industry peers or best-in-class companies. By comparing their own cost structures and financial metrics against external standards, managers can identify areas where their organization is either excelling or lagging behind. This competitive analysis can highlight opportunities for cost reduction, process optimization, and strategic improvements to enhance overall competitiveness. It provides a vital external perspective on internal performance.

This is like a runner comparing their race times to the average times of other runners in their age group. It gives them a realistic understanding of where they stand and how much they might need to improve to reach elite levels.

Identifying Areas for Cost Reduction

A primary outcome of robust performance evaluation through cost reporting is the identification of opportunities for cost reduction. When managers can clearly see where money is being spent, and whether that spending is generating value, they are better equipped to identify areas where costs can be cut without negatively impacting operations or quality. This could involve renegotiating supplier contracts, streamlining processes, reducing waste, or optimizing staffing levels.

If a cost report highlights that a particular administrative process is highly labor-intensive and prone to errors, it signals an opportunity for automation or redesign, leading to cost savings and increased efficiency.

Addressing Variances: A Manager's Crucial Task

Variance analysis, as mentioned earlier, is a cornerstone of effective cost reporting for managers. However, the mere identification of variances isn't enough. The true power lies in the manager's ability to investigate, understand, and address these deviations from the planned financial path. This proactive approach transforms cost reporting from a passive record of the past into an active driver of future success, allowing for timely adjustments and continuous improvement.

Think of variances as warning lights on your car's dashboard. They signal that something isn't operating as expected, and it requires your attention. Simply ignoring the light won't make the problem go away; you need to investigate and fix it.

Investigating Unfavorable Variances

When an unfavorable variance appears (actual costs exceeding budgeted costs), a manager's primary responsibility is to dig deep and understand the root cause. This involves asking probing questions: Was the budget unrealistic from the start? Did unexpected events occur, such as a supply chain disruption or a machine breakdown? Were there issues with labor productivity or quality control? Thorough investigation prevents superficial fixes and ensures that the underlying problems are addressed, preventing recurrence.

For instance, an unfavorable labor cost variance might be due to increased overtime hours. The manager then needs to investigate why overtime was necessary – was it a sudden surge in demand, a staffing shortage, or inefficient workflow planning?

Analyzing Favorable Variances

While unfavorable variances demand immediate attention, favorable variances (actual costs being lower than budgeted) also warrant investigation. A favorable variance isn't always a sign of good news; it could indicate an overly conservative budget, a reduction in quality to save costs, or missed opportunities to invest in areas that could drive future growth. Understanding why costs were lower can reveal operational efficiencies that can be replicated or highlight areas where strategic investments were perhaps forgone.

A favorable variance in marketing spend might seem great, but if it's because the team cut back on a successful advertising campaign, it could lead to lower sales in the next period. Managers need to ensure favorable variances aren't masking underlying issues.

Implementing Corrective Actions

Once the cause of a variance is understood, managers must implement appropriate corrective actions. This could range from revising operational procedures, renegotiating supplier contracts, providing additional training to staff, adjusting production schedules, or even revisiting and revising future budgets if initial assumptions were flawed. The goal is to bring operations back in line with financial plans or to adjust the plans to reflect new realities.

If a variance report shows consistently high waste in a production process, the corrective action might involve retraining operators on material handling techniques or implementing stricter quality checks at an earlier stage.

Communicating Findings and Actions

Effective variance management also involves clear communication. Managers need to communicate their findings and the corrective actions they plan to take to relevant stakeholders, including their teams, senior management, and finance departments. Transparent communication ensures alignment, fosters understanding, and builds confidence in the management process. It also allows for feedback and can uncover additional insights from those on the front lines of operations.

Sharing the results of a variance analysis and the planned steps with the team fosters a sense of shared responsibility and encourages buy-in for the corrective measures. It makes the financial process more collaborative.

Technology and Tools for Enhanced Cost Reporting

In today's fast-paced business environment, relying solely on manual spreadsheets for cost reporting is often inefficient and prone to error. The advent of sophisticated technology and software solutions has revolutionized how organizations manage, analyze, and report on costs. Embracing these tools can significantly enhance accuracy, speed, and the depth of insights available to managers, empowering them to make more agile and informed decisions.

Imagine trying to navigate a vast ocean with just a compass and a sextant in a world that now has GPS and satellite imagery. Technology provides managers with the advanced navigational tools needed for modern business operations.

Accounting Software and ERP Systems

Modern accounting software and Enterprise Resource Planning (ERP) systems are foundational for effective cost reporting. These integrated platforms automate data collection, streamline transaction processing, and provide robust reporting capabilities. They can track costs across various departments, projects, and cost centers, offering real-time visibility into financial performance. ERP systems, in particular, integrate financial data with other operational data, providing a holistic view of the business.

These systems act as the central nervous system for financial data, ensuring that every transaction is captured and categorized correctly, forming the bedrock of all subsequent cost reporting.

Business Intelligence (BI) Tools

Business Intelligence (BI) tools take cost reporting to the next level by transforming raw data into interactive dashboards and visualizations. BI platforms allow managers to explore data in depth, identify trends, and create custom reports tailored to their specific needs. Features like drill-down capabilities, predictive analytics, and graphical representations of data make complex financial information more accessible and easier to understand. This empowers managers to spot anomalies and opportunities that might be hidden in traditional reports.

BI tools are like a high-powered microscope for financial data, allowing managers to zoom in on specific areas, see intricate patterns, and gain a deeper understanding than simple observation would allow.

Budgeting and Forecasting Software

Specialized budgeting and forecasting software automates many of the laborious tasks associated with financial planning. These tools often integrate with ERP systems and allow for collaborative budget creation, scenario planning, and rolling forecasts. They can incorporate historical data, statistical models, and driver-based budgeting to produce more accurate and dynamic financial plans. This frees up managers' time to focus on strategic analysis rather than manual data manipulation.

These tools streamline the often complex and time-consuming process of building and managing budgets, making financial planning more efficient and accurate.

Expense Management Systems

For businesses with a large volume of employee expenses, expense management systems are invaluable. These systems simplify the process of expense submission, approval, and reimbursement. They can automatically categorize expenses, enforce company policies, and integrate with accounting software for seamless data flow. This not only improves efficiency but also enhances compliance and provides better visibility into employee spending patterns, which is a significant component of overall cost reporting.

These systems automate the often tedious process of tracking and approving employee reimbursements, ensuring policies are followed and data is captured accurately.

Best Practices for Implementing Robust Cost Reporting Systems

Implementing a successful cost reporting system is more than just choosing the right software; it requires a strategic approach that involves people, processes, and technology. By adhering to best practices, organizations can ensure that their cost reporting efforts are accurate, insightful, and effectively integrated into their overall management and decision-making frameworks. This leads to better financial control, improved performance, and a stronger foundation for sustainable growth.

Establishing a robust cost reporting system is like building a well-designed house. It requires a solid foundation (accurate data), a clear blueprint (defined processes), and the right construction crew (skilled personnel), all working together to create a functional and valuable structure.

Ensure Data Accuracy and Integrity

The bedrock of any cost reporting system is accurate and reliable data. Implement strict controls over data entry, establish clear data validation procedures, and conduct regular audits to ensure data integrity. Inaccurate data will lead to flawed analysis and poor decision-making, undermining the entire purpose of cost reporting. This requires a commitment to data governance across the organization.

This is non-negotiable. If the input is garbage, the output will be garbage. Managers need to trust that the numbers they see are a true reflection of reality.

Define Clear Reporting Structures and Responsibilities

Establish a clear organizational structure for cost reporting, defining who is responsible for collecting, analyzing, and reporting on specific cost categories. Ensure that roles and responsibilities are well-documented and communicated to all relevant personnel. This clarity fosters accountability and ensures that no critical cost information falls through the cracks. Clear ownership is crucial for timely and accurate reporting.

Knowing exactly who is accountable for reporting on particular expenses ensures that tasks are completed and that there's a clear point of contact for any questions or issues.

Tailor Reports to Managerial Needs

Cost reports should be tailored to the specific needs and decision-making requirements of different managers. A production manager will need different information than a marketing manager or a CEO. Avoid overwhelming managers with unnecessary data. Instead, focus on providing the most relevant insights that will help them perform their roles effectively. Customization ensures that reports are not just informative but also actionable.

Providing a high-level executive summary for the CEO and detailed operational reports for department heads ensures everyone gets the information they need in a digestible format.

Foster a Culture of Financial Awareness

Encourage a company-wide culture where financial awareness is valued. Train employees on the importance of cost management and how their actions impact the company's bottom line. When everyone understands their role in controlling costs, it leads to more responsible spending and a greater collective effort towards financial efficiency. This cultural shift is often more powerful than any technological solution.

When employees understand how their daily tasks contribute to the company's financial health, they are more likely to make cost-conscious decisions, even in small ways.

Regularly Review and Refine the System

The business environment is constantly evolving, and so should your cost reporting system. Regularly review the effectiveness of your reporting processes, software, and the types of reports being generated. Solicit feedback from managers and employees. Be prepared to adapt and refine the system to ensure it continues to meet the changing needs of the organization and provides the most valuable insights possible.

A system that worked perfectly last year might be outdated today. Continuous improvement ensures the reporting remains relevant and impactful.

Q: What is the primary benefit of cost reporting for managers?

A: The primary benefit of cost reporting for managers is gaining actionable insights into where money is being spent, enabling them to make informed decisions that improve financial performance, control expenses, and drive profitability.

Q: How does cost reporting help in identifying potential cost savings?

A: Cost reporting helps identify potential cost savings by highlighting areas of overspending, inefficiencies, and underperforming activities through detailed analysis of expenditures and variances compared to budgets or standards.

Q: What is the difference between direct and indirect costs in the context of reporting?

A: Direct costs are expenses directly attributable to the production of a specific good or service (e.g., raw materials, direct labor), while indirect costs (overheads) are necessary for overall operations but not directly tied to a single product (e.g., rent, utilities, administrative salaries).

Q: How can managers use variance analysis to improve operational efficiency?

A: Managers use variance analysis to investigate deviations between actual and budgeted costs. By understanding the root causes of unfavorable variances (e.g., increased waste, lower productivity) and favorable variances (e.g., unexpected savings), they can implement corrective actions to enhance operational efficiency.

Q: What role does technology play in modern cost reporting?

A: Technology, through accounting software, ERP systems, and BI tools, automates data collection, enhances accuracy, provides real-time insights, and enables sophisticated analysis and visualization, making cost reporting more efficient and impactful.

Q: Is it important for managers to analyze favorable variances, or only unfavorable ones?

A: It is important to analyze both favorable and unfavorable variances. Favorable variances can sometimes indicate overly conservative budgeting or missed opportunities for investment, while unfavorable variances require immediate corrective action to address potential issues.

Q: How often should cost reports be generated and reviewed?

A: The frequency of cost report generation depends on the business's needs and reporting cycles, but monthly reports are common for tactical management, while weekly or even daily reports might be necessary for critical operational areas. Regular review is crucial for timely decision-making.

Q: What is Activity-Based Costing (ABC) and why is it useful for managers?

A: ABC is a costing method that allocates indirect costs to products based on specific activities that drive those costs. It's useful for managers because it provides a more accurate understanding of the true cost of products and services, especially in complex organizations, aiding in better pricing and strategic decisions.

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