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Budapest, Hungary



# The principles and practical implementation examples of Knowledge Management by an "Intelligent Organization"



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# Contents

## Background / Visions

- World Environment/perspective based on Knowledge Society principles
- European Perspective, NL steps to knowledge society and competitiveness
- Vision of "Intelligent Organization"

## • Basic Definitions

- Data, information, knowledge, knowledge management
- Knowledge processes
- Is knowledge = the power ?

How do we Create and Enhance the Knowledge?



# Contents



- **Knowledge Management and Technology**

- Overview of IT tools for KM
- KM practices and Information Technologies
- The importance of Knowledge Management for “Intelligent Organizations”
- KM Key Facts

- **Practical implementation of KM**

- Important areas of knowledge and KM tools within an “Intelligent Organization”; the role of inter-relations; IT tools
- Implementation Strategy
- KM road map

- **Final Conclusions/ recommendations**



# Background / Visions



# World perspective is based on Knowledge Society



## World trends ...

- Intensive ICT development
- Mass global travels and world-wide telecommunication (Internet/)
- Development of trade / globalisation .....  
**creates the societies based on knowledge**
- Basis for it is development and exchange of non-material assets and services
- Most important are up-to-date information, knowledge and skills
- All these aspects change the structure of the work
- The NEW Economy (NEWWORK) = NETWORK



# EU-perspective



## Europe has entered the age of Knowledge

### ➤ Ambitions of EU-top 2000 Lisbon

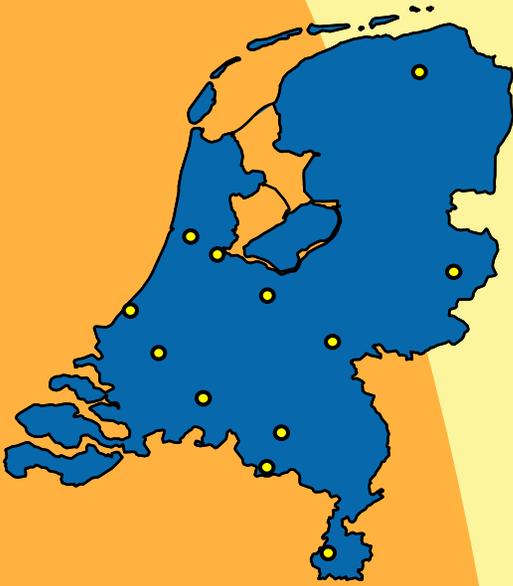
- Europe intends to create the society and economy based on knowledge
- Europeans must operate in the homogeneous cultural, ethnic and language environment
- All Europeans should have the same conditions to fulfil the expectations and to be able to actively participate in the building of Europe future
- More attention need to be paid to education during the the entire life
- Access to information and knowledge

### Objectives of these changes are

- Improvement of competitiveness
  - Possibility to employments
  - Possibility to adjust the works force



# NL - perspective



## NL supports EU-top 2000 Lisbon ambitions

- NL focuses on creation of society based on knowledge and knowledge economy
- NL introduces changes in:
  - Strategy of education development
  - Level of financing of education
  - Investment in Human resources
- The Government requires from the citizens and firms:
  - (more)Own initiatives
  - Undertaking of (more)responsibilities
- Relation – citizen/organisation/government – is changing

## Objective of this changes is

- Preservation the competitiveness of the NL in Europe

A composite image on the left side of the slide. The top part shows a close-up of a human eye where the iris is replaced by a glowing blue globe of the Earth. Below the eye, a red chess piece (a king) stands on a wooden chessboard. The background of the image is a mix of blue and red tones.

## Vision of “Intelligent Organisation”

- Intelligent organisation
- Knowledge Employers
- Initiatives related to knowledge
- Roadmap for Knowledge Management (KM)

# “Intelligent Organisation” (IO)

## Characteristics

- Decision making on all levels
- Information Technologies should be:
  - Close related to the goals and business processes
  - Expanded also on external partners and clients
  - Used for better communication and closer cooperation between employers
- Co-operation with partners and suppliers
- Continuously improvement of quality
- Learning from the competitors
- Improvement of quality of products and services



# “Knowledge employer”

## Characteristics

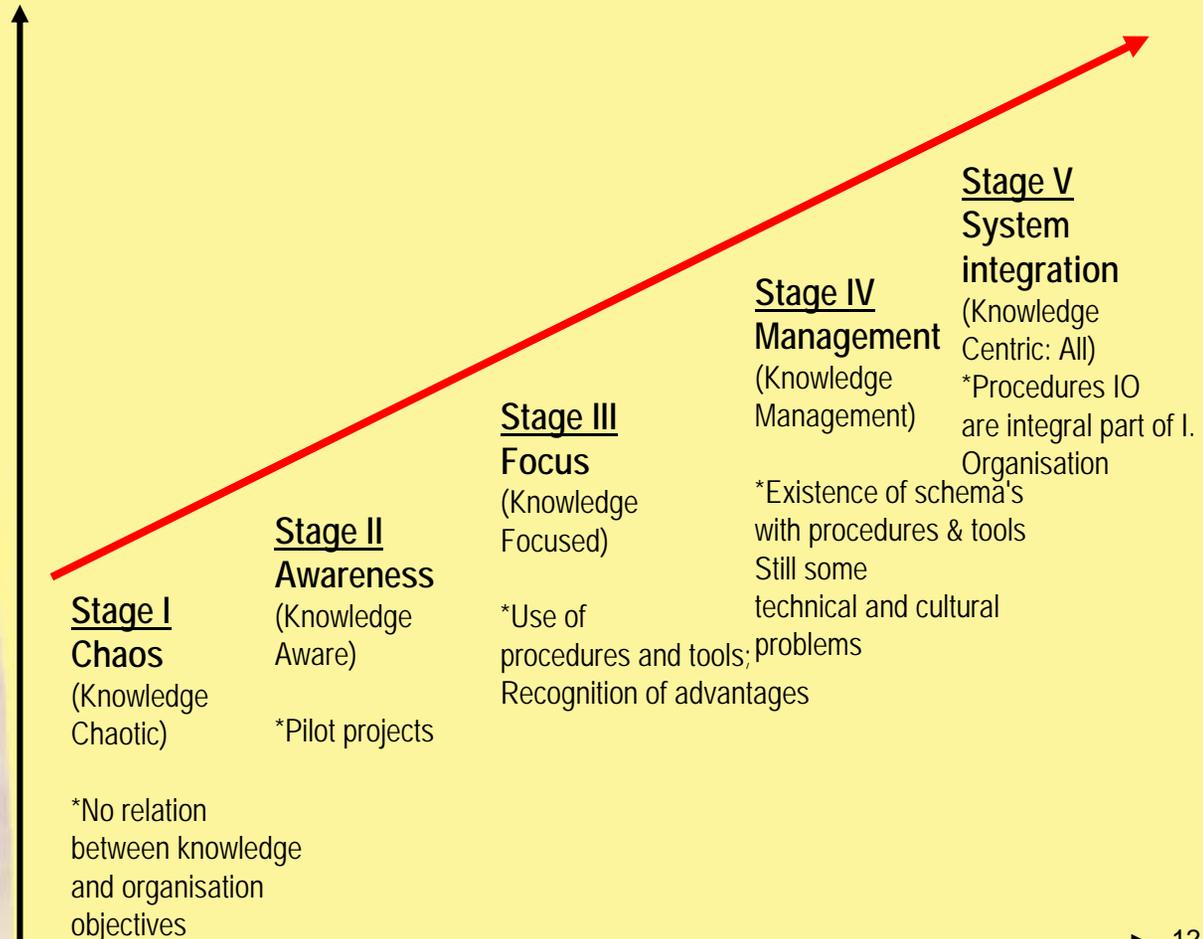
- Takes initiatives
- Is in continuous contact
- Manages himself
- Act in a team
- Is a leader
- Co-operates with his manager
- Remembers about strategic goals
- Solves conflicts
- Combines the competitive interests, individual and group ones



# Initiatives related to the knowledge

- **Creation / development of organisational culture**
- **Learning broader than this can be done by an individual**
  - Maximize information circles
  - Combining the human systems with IT systems
- **Position of KM in the context of Management strategy by IO**
  - Priorities in investments in the technological tools
  - Targeting on maximal return on investment

# Roadmap for “Knowledge Management”



A large, complex maze made of wooden walls, viewed from an elevated perspective. A small silhouette of a person stands in the center of the maze, holding a glowing light source that illuminates the path ahead. The light creates a bright, golden glow that fades into the surrounding maze walls.

# Basic Definitions

# What is the definition of data?

## The Data

- ◆ By the data we understand the symbolic representation of numbers /figures, quantities, or facts.

70 people

21°C

"A pleasure experience"

# What is the definition of information ?

## Information

- ◆ is when a person adds the meaning/interpretation to the received data.

## Data

70 people

21 °C

"A pleasure experience"

→ Today are more people than yesterday

→ The weather forecast

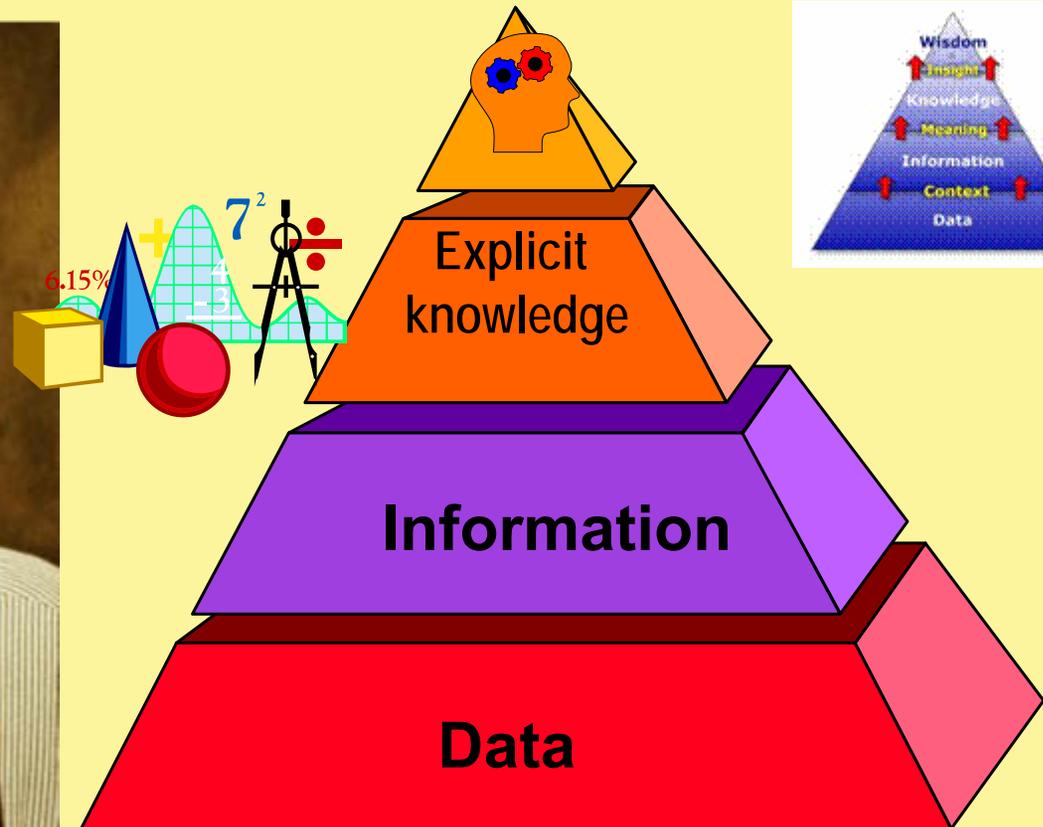
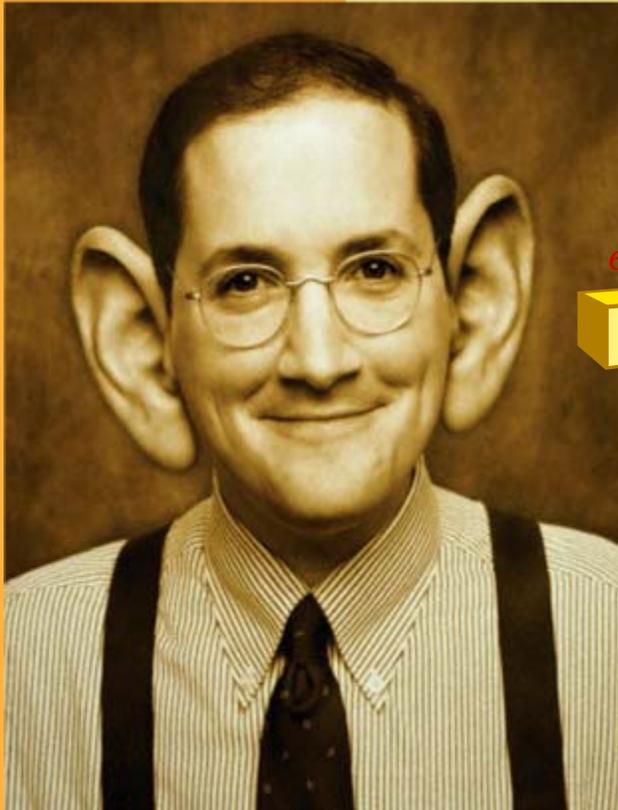
→ Maria has passed exam

# What is the knowledge?

It is equation:  $K = I + ESA$

- ◆ I: information (explicit knowledge / record-able)
- ◆ ESA (implicit knowledge - in the head):
  - ❖ E: experience
  - ❖ S: skills
  - ❖ A: attitude/culture

# What is the knowledge?



**Knowledge:** does not exist outside human being; it is located "between the ears" of the employees of your organizations!

# What means knowledge by an IO?

- ◆ Generally, the Knowledge is defined as combination of explicit (record-able) and implicit(in the human's head).

It is an equation :  $K = I + ESA$

## Explicit Knowledge = Info

Explicit Knowledge is stored in archives, dossiers, libraries.

All information can be stored in theories, formulas, procedures, instructions, schema's, etc.

Explicit Knowledge can be also stored electronically.

## Implicit Knowledge : ESA

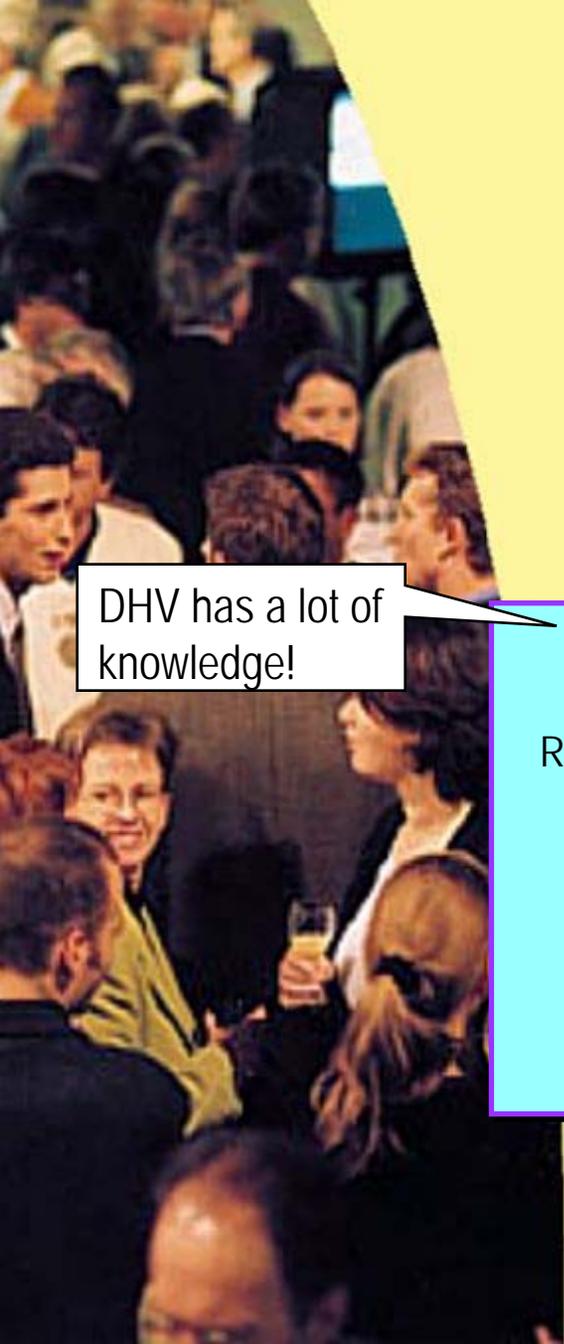
Implicit Knowledge of employers is stored in the heads. Implicit Knowledge can be divided into various categories:

- Experience (projects)
- Skills (competences)
- Attitude, culture (personal characteristics)



# Processes related to the Knowledge

## Processes related to the Knowledge



DHV has a lot of knowledge!

### Conceptual

Sharing  
Storing  
Retrieval/capture  
Use  
Gathering  
  
Creation  
Delete

### Practical

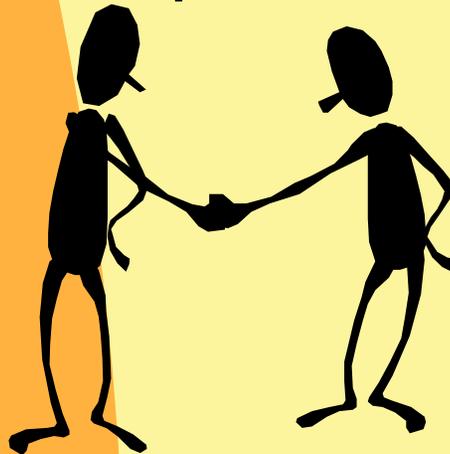
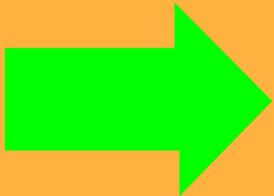
Lectures, seminars, courses, creation of teams..  
Digital data storage (Intranet, electronic libraries)..  
Intranet, queries to the DB's, IO language/jargon ...  
Creation of teams, re-use of information  
Recruiting of new employees, alliances / co-operations,  
Innovations, trainings, ...  
"Cleaning up" files, dossiers, training of employees

# Attitude (culture): Does Knowledge gives you the power ?

The Knowledge hardly gives the  
power!



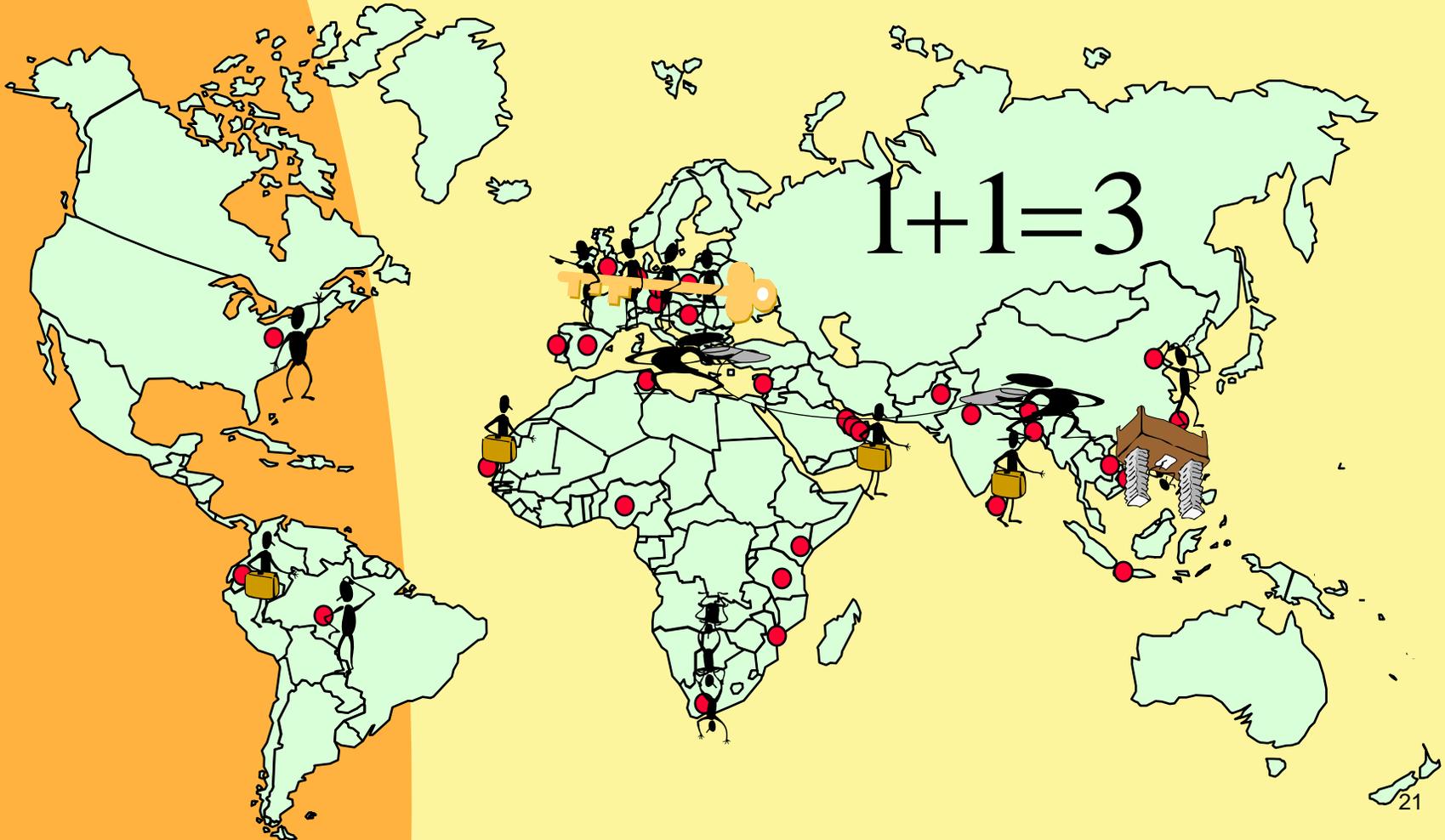
Sharing of knowledge  
gives the power !



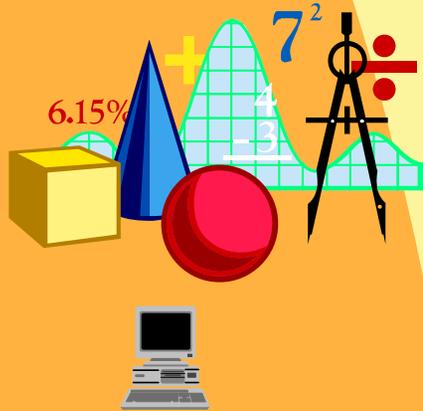
Information management  
knowledge management

"Together" creates more  
than a sum of the parts

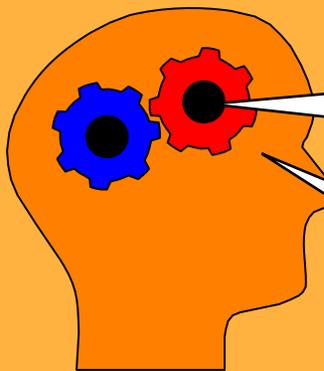
Key success factors



# Knowledge definition again



*Knowledge is the interplay between information, experience, skills and attitude that enables us to make decisions, to accomplish our tasks and/or to meet our objectives.*



We know more than we can tell

We don't know what we (have to) know

It's not what you know that gives you power, it's what you share about what you know that gives you power

# How do we Create and Enhance Knowledge?

**Informal and formal on-the-job training**

**Interaction with customers/suppliers**

**Cross functional teamworking**

**Cross functional projects**

**Informal networks within organisation**

**Face-to-face meeting**

**Teamworking**

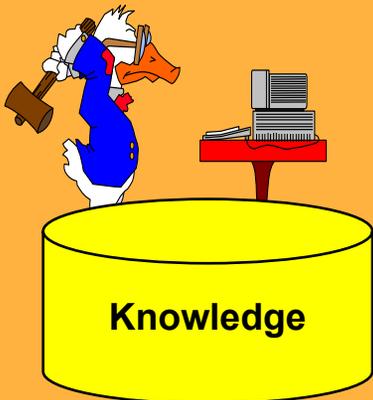
**Learning by doing**

**Coaching & mentoring**

**Performance management**

**Competency development**

**Documents and reports**



$$1+1=3$$

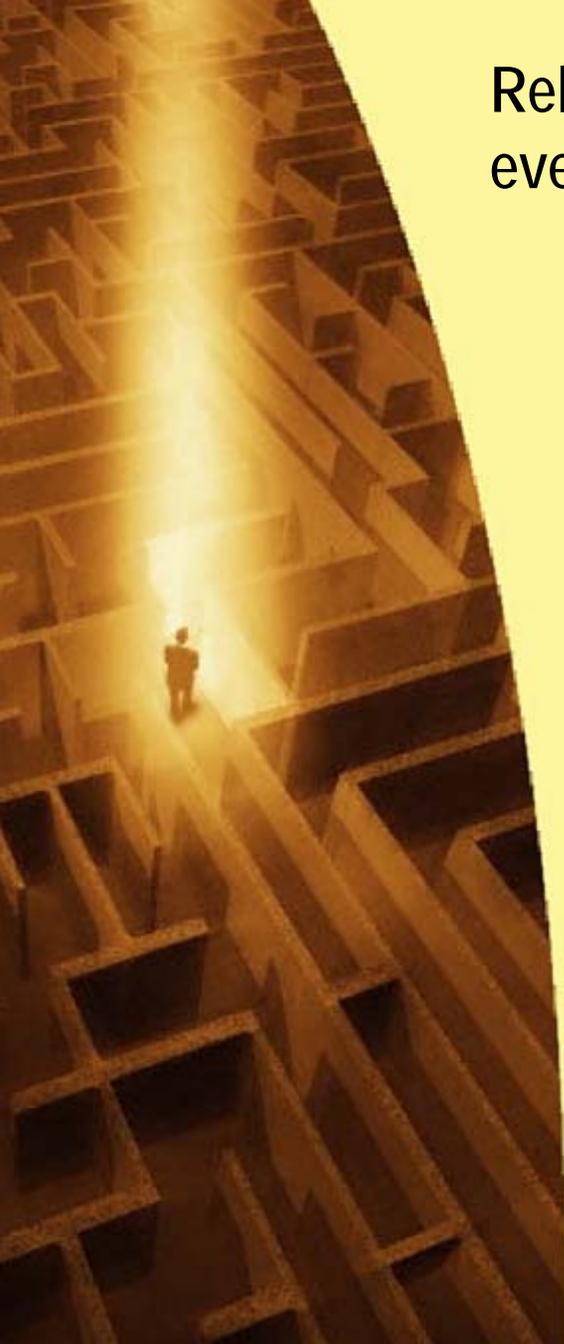
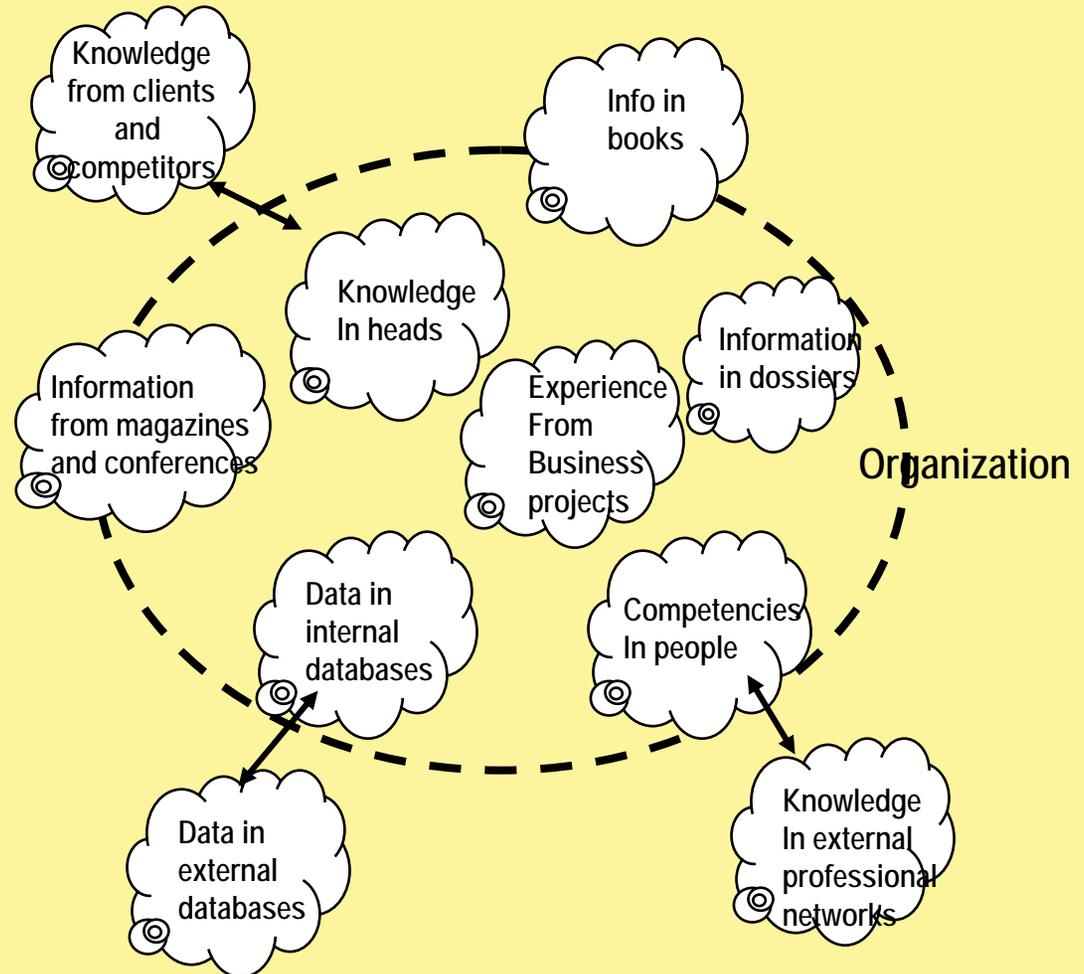


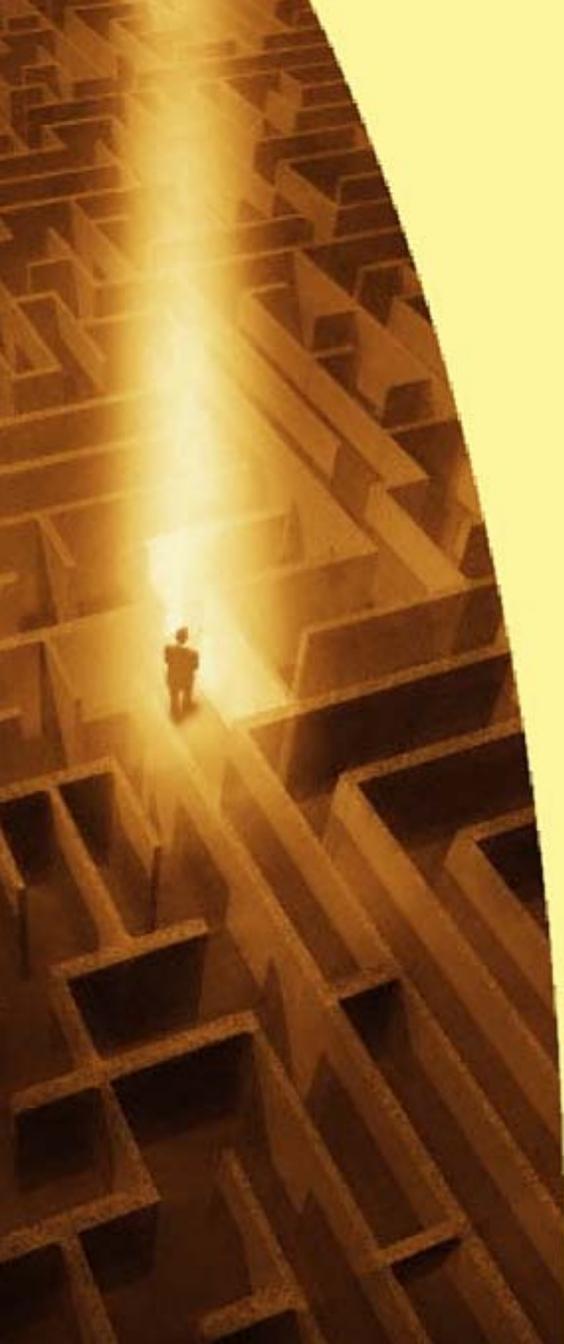
# What is Knowledge Management?

*Knowledge Management is formalizing the management of an enterprise's intellectual assets.*

Enterprise look to manage their intellectual assets because of the capital embedded in them. This embedded capital is not financial – rather, it is human, organizational and relationship capital. Those forms of capital are often hidden, are not highly leveraged and are difficult to value.

# Relevant data, information and knowledge are everywhere, but where?



A large, golden-brown maze occupies the left side of the slide. A small silhouette of a person stands in the center of the maze, holding a glowing light that illuminates the path ahead. The light creates a bright, vertical beam that extends upwards, symbolizing a path through complexity or a search for knowledge.

## Knowledge Management and IT

# Knowledge Management and IT

*Knowledge Management is enjoying a technology renaissance*

Until 2001, KM practices were not well supported by software vendors. However, due in part to economic pressures and tight IT budgets, vendors began providing integrated KM in 2001.

One of the biggest challenges for KM is that so little relevant knowledge is actually in any kind of documented form.

# KM Key Facts



KM is a disciplined process, not a technology

KM is an integral part of the organization and its processes

KM programs must

- ◆ Be designed to directly support business objectives and process
- ◆ yield measurable results; the ROI well-managed KM programs can be 2:1



NT + OO = EOO

New Technology

Old Organization

===== +

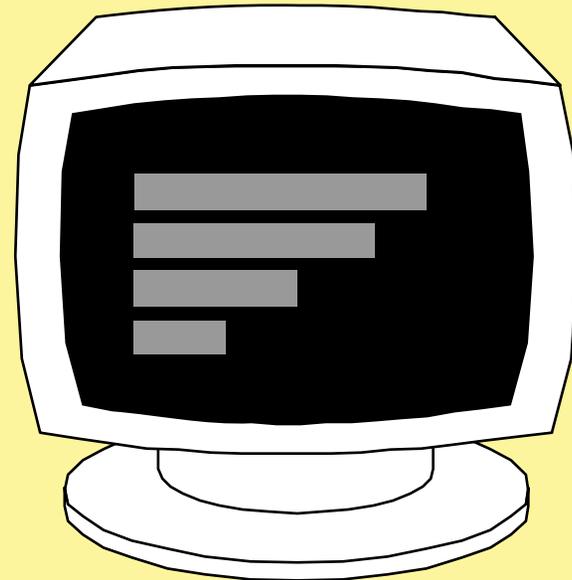
Expensive Old Organization

# e – Knowledge management



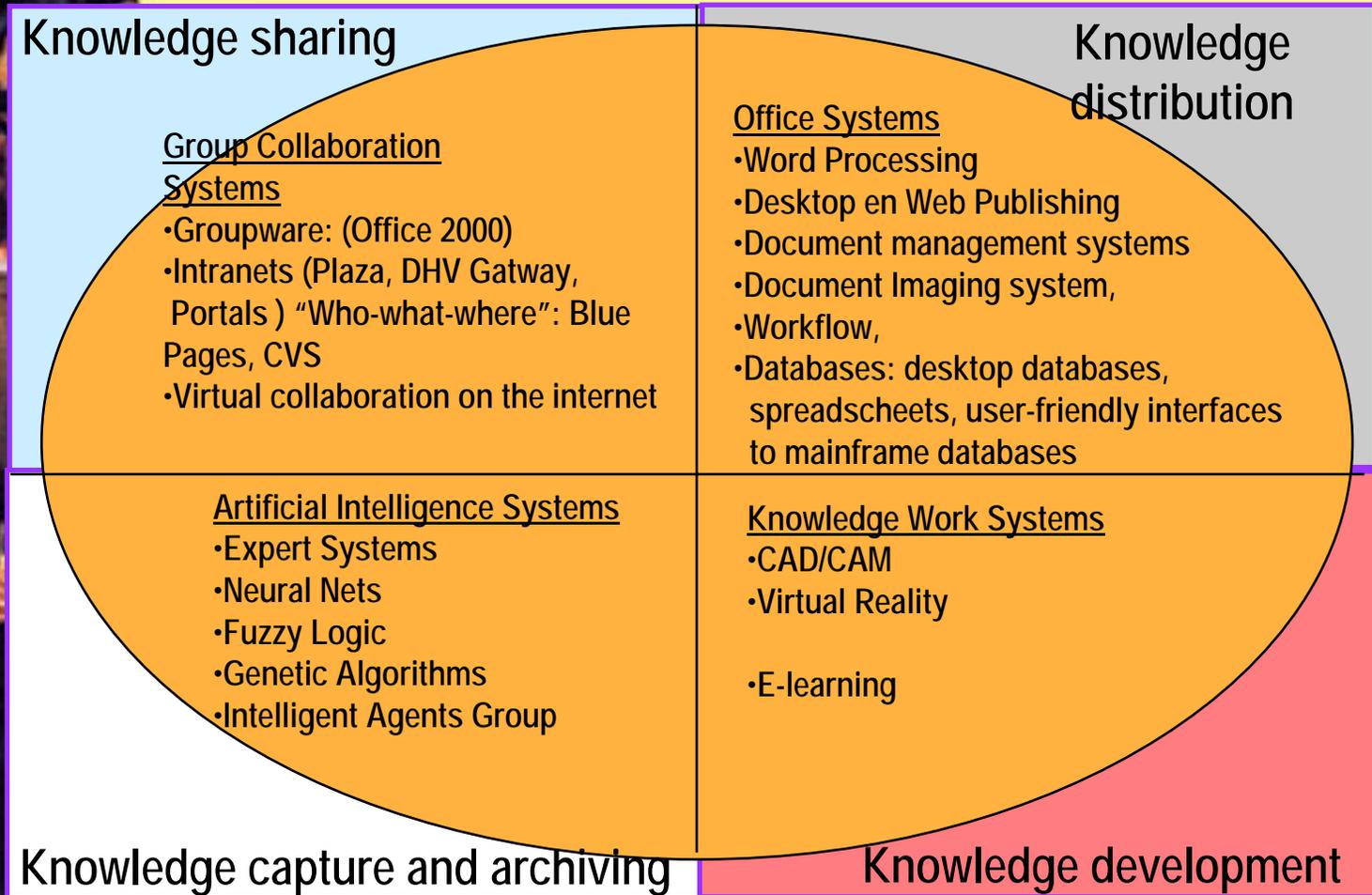
**data**  
**information**  
**knowledge**

**=**



# ICT tools for KM

(based on DHV example)



# KM practices and Information Technologies

## Document Management

A server-based repository that offers library services, with many extended and related technologies.

## Best-Practices Programs

A process of capturing processes-oriented knowledge in a explicit form, and sharing that knowledge or incorporating it into a continuous process improvement program.

## Web Content Management

Controlling Web site content through the use of specific tools. Web content management solution offer core functionality that goes well beyond simply managing HTML pages.



# KM practices and Information Technologies

## Adoption speed: two to five years

### Virtual Teams

A project-oriented group of knowledge workers who are not required to work in the same location or time zone.

### Information-Retrieval/Search

The retrieval of documents based on a similarity metric applied to user's query.

### Team Collaboration Support

Team-oriented collaboration tools that bring together real-time communication and asynchronous collaboration for team activities and tasks.

### E-learning

The use of electronic technologies to deliver cognitive information and training that improves understanding and competency.

### Automates Text Categorization

Use of statistical models or hand-coded rules to rate a document's relevancy to specific subject categories.

A photograph of a large crowd of people, mostly men in business attire, gathered at what appears to be a conference or networking event. The image is partially obscured by a white curved shape on the left side of the slide.

## KM Practical implementation

*(Based on DHV Group, an example of  
"Intelligent Organisation")*

# DHV Group

## Our Vision

To be, as a member of a close-knit global alliance, a leading consultancy and engineering firm operating in the public-private spectrum.

## Our Mission

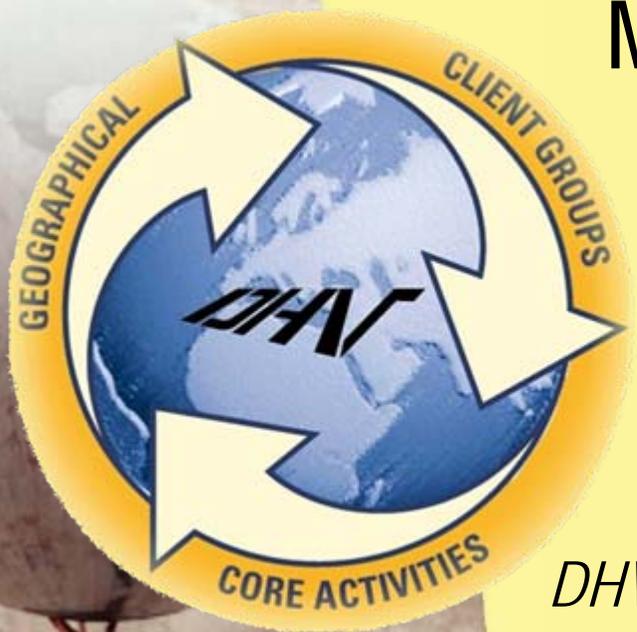
To provide multi-disciplinary services for the sustainable development of our living environment, based on mutual loyalty with our clients, employees, partners and shareholders.

## Differentiating

Strengthening our IREPs (internationally-recognized expertise positions).

Our specific know-how and experience are our main assets and the essence of the DHV identity in the world, embodying the DHV Group's one-company concept. They are the basis for our existence and our future.

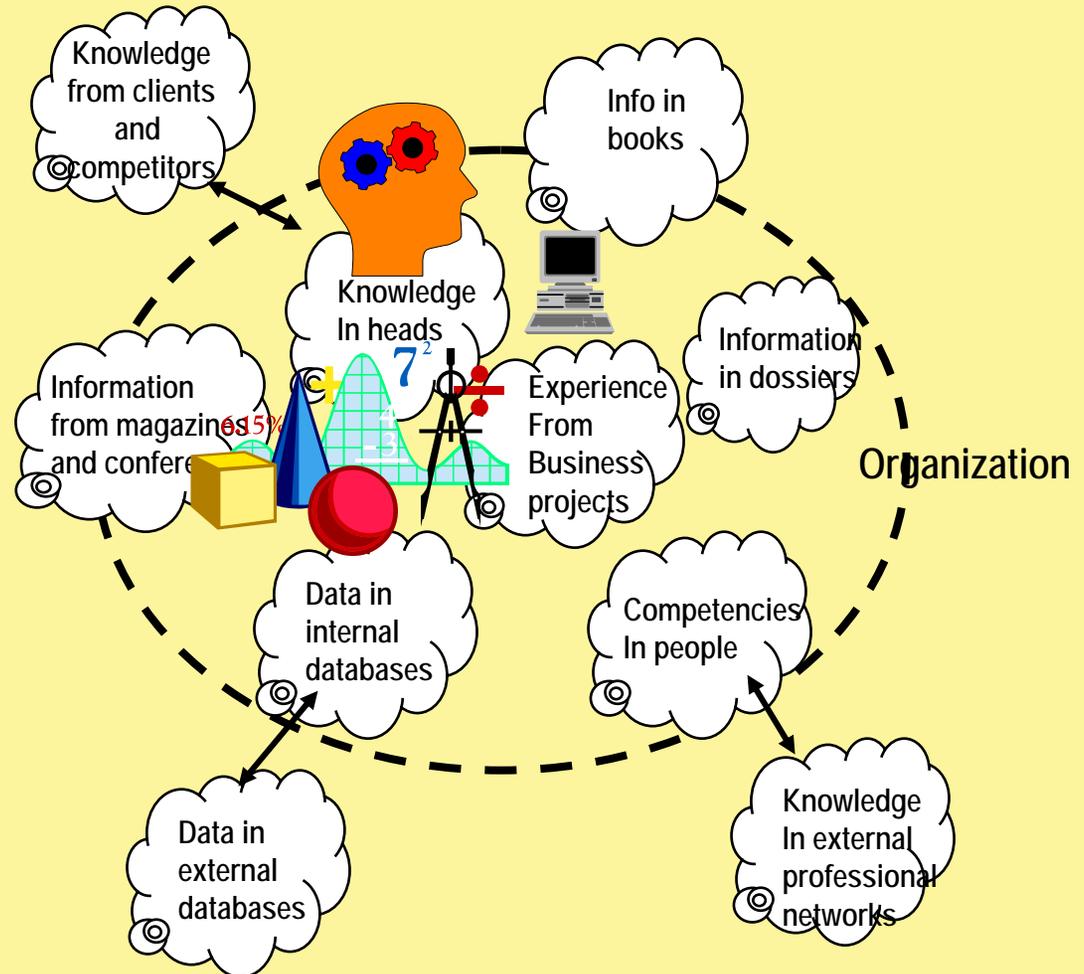
# Management of knowledge is of vital importance !



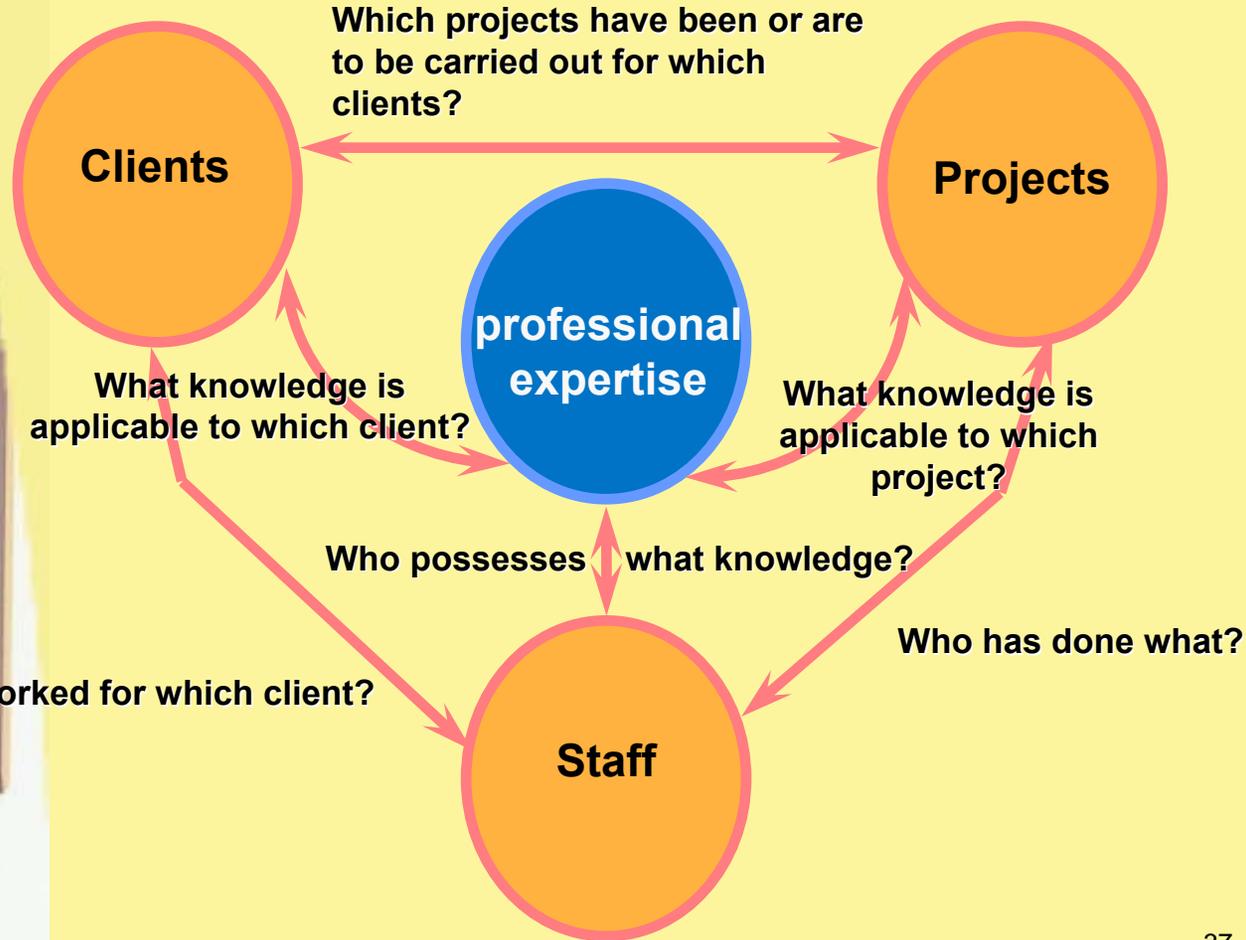
*DHV is a knowledge-intensive organisation, which implies that the planning and management of knowledge is of vital importance. Knowledge management helps to improve the cohesion within the DHV Group, is a critical success factor for growth and profit, and is essential for the realisation of DHV's Mission Statement and goals.*



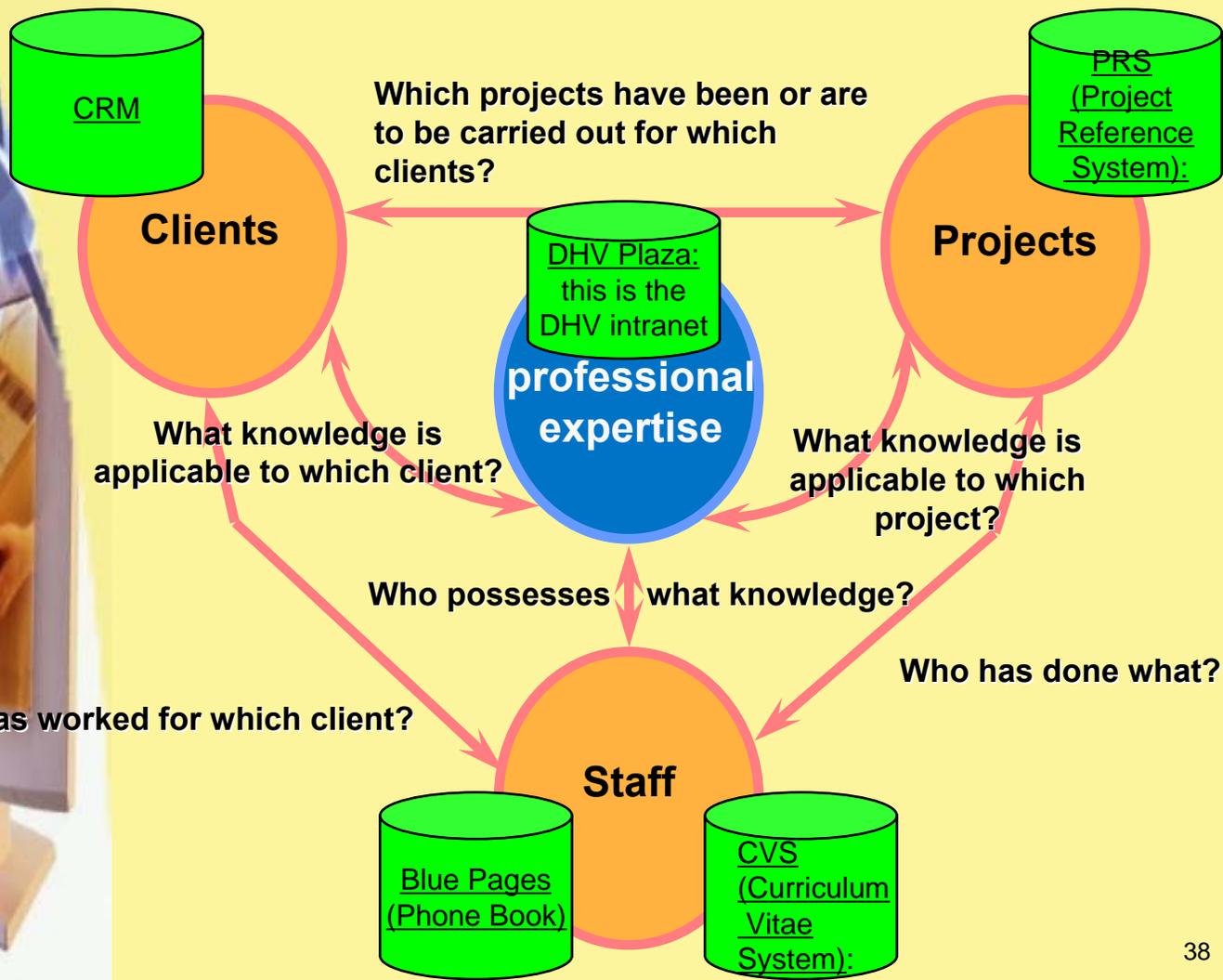
# Relevant data, information and knowledge are everywhere, but where?



# Important areas of knowledge and KM tools within DHV



# Important areas of knowledge and KM tools within DHV



# CRM (Customer Relation Management)



**CTB Acquisition** [Oracle Logo]

Action Edit Query Record Field Correspondence Window Help

CTB Acquisition: Companies

Companies | Contacts | Properties | Managers | Activities | Projects | Quotations | Notes | Extra

Company: **SADC1118Cf** Schiphol Area Development Company

Type: [ ] [ ]

Account manager: 32190 Jager, Coen

Parent-company: [ ] [ ]

Business type: [ ] [ ]

Countrycode: NL [ ] [ ]

Employment class: [ ] [ ]

(Visiting-)Street# / Address: 17 W.randweg

City / Zipcode: SCHIPHOL AIRPORT 1118 CR

(Postal-)Address: Postbus 75700

City / Zipcode: SCHIPHOL 1117 ZN

Phone: 020-6532460

Fax: 020-6531894

Number: [ ]

E-mail: [ ]

Website: [ ]

Visit address: Postal address

Building: [ ]

Address: W.randweg 17

Address: [ ]

City: 1118 CR SCHIPHOL AIRPORT

Zipcode: [ ]

District: [ ]

County: [ ]

Country: [ ]

Entered: 15-01-1996 By: BJH Modified: 25-06-2003 At: 11:25:31 By: MI999 Remove: [ ]

Windows Taskbar: Start, In..., C..., C..., D..., Mi..., O..., NL, 8:45

# PRS (Project Reference System)



Project Reference System - Microsoft Internet Explorer provided by DHV Group

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History

Search Advanced search Keyword search Code search Clear SEARCH !

Project name  ProjectID

Ex. under name  Region  ... X

Project owner  ... X Country  ... X

Company DHV Water  ... X State/province  ... X

Sector  ... X Language  ... X

Search result Personal project basket ©DHV v1.1 14112000

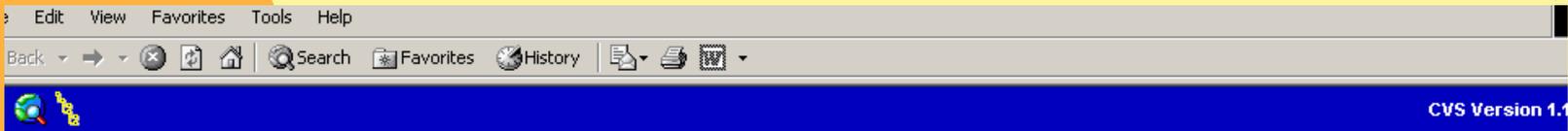
Found 1363 matches (displaying 1 - 25)

Project name	Start year	Country/region
1e Fase uitbreiding / aanpassing rwzi Raalte	1992	Netherlands
2nd National Airport in the Marker lake	1997	Netherlands
A policy for moor recreation, professionals and houseboats	1995	Netherlands
A Study on Water Economics, Dutch Case River Rhine	1997	Netherlands
Aanpassing zuiveringsinstallatie	1994	Netherlands
Aanvullende berekeningen Enschede	1999	Netherlands
Aanvullende geurverspreidingsberekeningen	1996	Netherlands
ABC-Delfland	1999	Netherlands
ABR voor papierindustrie	2002	Netherlands
ABR voor papierindustrie	2002	Netherlands
Actorenanalyse en strategisch herinrichtingsplan Gouden Ham	1997	Netherlands
Actualisatie Leidraad Riolering Module A3000	2001	Netherlands
Actualisatie Leidraad Riolering Module B2000 Functioneel ontwerp	2001	Netherlands
Adsorptieproeven	2002	Netherlands
Advisering realisatie Membraan Bioreactor	1998	Belgium
Advisory assistance to Rijnland Waterboard	2001	North & West Europe
Advisory assistance to Wilck en Wiericke Waterboard	2001	Netherlands
Afvalverbrandingsinstallatie	1993	Netherlands
Afvalverbrandingsinstallatie	1994	Netherlands
Afvalverbrandingsinstallatie	1992	Netherlands
Afvalverbrandingsinstallaties	1985	Netherlands
Afvalverbrandingsinstallaties	1994	Netherlands
Afvalverbrandingsinstallaties	1995	Netherlands

Next 25 Previous 25 New project View project Add to basket Add all to basket

Done Local intranet

# CVS (Curriculum Vitae System)



## Curriculum Vitae System (CVS)

'Make

What would you like to do ?



**Search**

Last name:

Middle name:

First names:

Year of birth:  Equals

Company:

**Experience**

Region:

Country:

Project category:

Language:



Search results

[Search again...](#)

Found 13 matches (displaying 1 - 10)

When you select a CV to edit or view, it will be shown in a new window. To return to these search results, you will have to close the window by clicking on the "x" in the upper-right corner.

- me
- kker, B.H.
- kker, J.J.
- kker, D.H.
- kker, K.
- kker, M.
- kker, J.
- kker, M.M.
- kker, M.P.
- kker, A.
- kker, M.N.

word search  next 10 >>

CV - Microsoft Internet Explorer provided by DHV Group

File Edit View Favorites Tools Help

Back Forward Home Search Favorites History Print

**Personalia K. Bakker** Last modified by W.M.J. Mulder on 12 Apr 2000

**Personalia**

Education

Language

Employment

Experience

Publications

Other

Summary

Knowledge

Preview



Name	K. Bakker
P-number	WA02488
Company	DHV Water
Sector	Directie & Staf
DHV start date	1-6-1973
Title	ir
Gender	Male
Date of birth	31-12-1946
Nationality	Netherlands
Place of birth	Vlaardingen, Netherlands
Civil status	Married

# Blue Pages (Phone Book)



Blue Pages DHV - Microsoft Internet Explorer provided by DHV Group

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print

**Blue Pages**  [Tips](#) [Contactpersonen](#) [English](#)

Klik op kopje voor zoekvelden voor Help-teksten

Achternaam  Voornaam

Kennisveld (intypen)

Kennisveld (selecteren)     
Kies eerst een categorie

Personeelsnummer  (minimaal 3 cijfers)

Toestelnummer  (minimaal 3 cijfers)

Zoeken in

Zoeken in

---

Personlijke gegevens van J.H. Kulicki M.I.M. 

**Jolanta Kulicki**

directeur informatie en kennis  
(BE39632)

DHV Holding  
HO IK-HO Informatie en kennis  
Gebouw D, D5, onbekend  
Amersfoort

Tel: (+31) (33) 468 3765  
Tel: (+31) (33) 468 3799 (uitwijknr.)  
E-mail: jolanta.kulicki@dhv.nl

[Curriculum Vitae](#)  [Agenda](#) 

Bedrijfsonderdeel	Vestiging
<b>DHV Holding</b> Laan 1914 nr. 35 3818 EX Amersfoort Postbus 219 3800 AE Amersfoort	Laan 1914 nr. 35 3818 EX Amersfoort Postbus 219 3800 AE Amersfoort
Tel: (+31) (33) 468 37 00 Fax: (+31) (33) 468 37 48 E-mail: info@dhv.nl Route 	Tel: (+31) (33) 468 37 00 Fax: (+31) (33) 468 37 48 Route 

http://bluepages.dhv.nl/bluepages/tips-nl.htm#4 [Local intranet](#)

# DHV Plaza: this is the DHV intranet



DHV Plaza Homepage - Microsoft Internet Explorer provided by DHV Group

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print

Address [http://plaza2000.dhv.nl/Application.PerformanceManagerServlet/English/Homepage/Homepage.asp?lang\\_id=2](http://plaza2000.dhv.nl/Application.PerformanceManagerServlet/English/Homepage/Homepage.asp?lang_id=2) Go Links

 Knowledge Centres Knowledge Area Operational Support Company Info

Ga naar Nederlands 

Add to favorites 

E-mail editor 

Content management 

# DHV Plaza

Welcome to DHV's Intranet



Discussions 16/4 [Appointments](#): second managing director of Building and Industry

Personal ! Be sure you never miss important information? [Subscribe](#) to your favorite categories on DHV Plaza. You will receive an e-mail message containing links to all new and updated pages in the categories of your choice, if applicable.

Search

BluePages ! In the category [intranet](#) information on DHV Plaza you will find information on Plaza and Xenakis. Such as the [intranet regulations](#) and the [users' manual](#).

Clipboard

Help

Common applications

Intranet info

Worldwide agenda

What's new



Done Local intranet

homepage DHV Portal - Nederland - Microsoft Internet Explorer provided by DHV Group

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites History Print

Address <http://portal.dhv.nl> Go Links



Gateway to solutions

## Welkom bij DHV

Met behulp van deze DHV Portal kunt u toegelaten worden tot DHV's netwerkanvullingen. Klik op een van onderstaande buttons om een applicatie te starten.

Voor meer informatie kunt u contact opnemen met [helpdesk@dhv.nl](mailto:helpdesk@dhv.nl)

[DHV Plaza](#)

[CVS](#)

[PRS](#)

[BluePages](#)

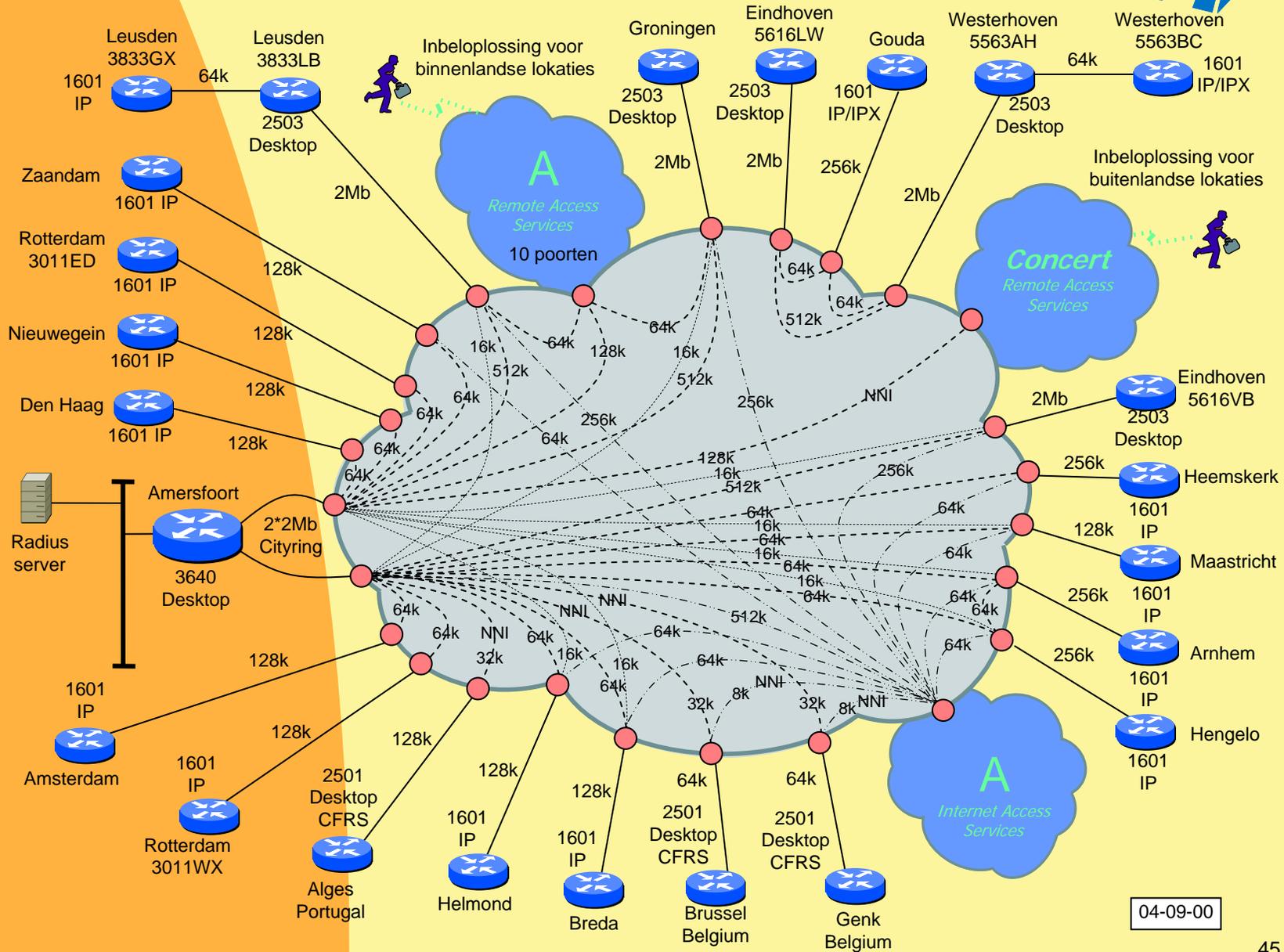
Via Project Data kunt u alleen bestanden downloaden, maar niet terug zetten.

[Project Data](#)

[Outlook Web Access](#)

Local intranet

# Frame Relay, Internet connectivity and Remote access



04-09-00

# Implementation strategy by DHV: focus on....



Building a relationship and trust between employees. It will be based on Communities of Practices (CoPs) approach. CoPs will be a flexible organization with temporary structure to link people together



A standardized Knowledge Sharing System will support global access to the "Intelligent Organisation" knowledge

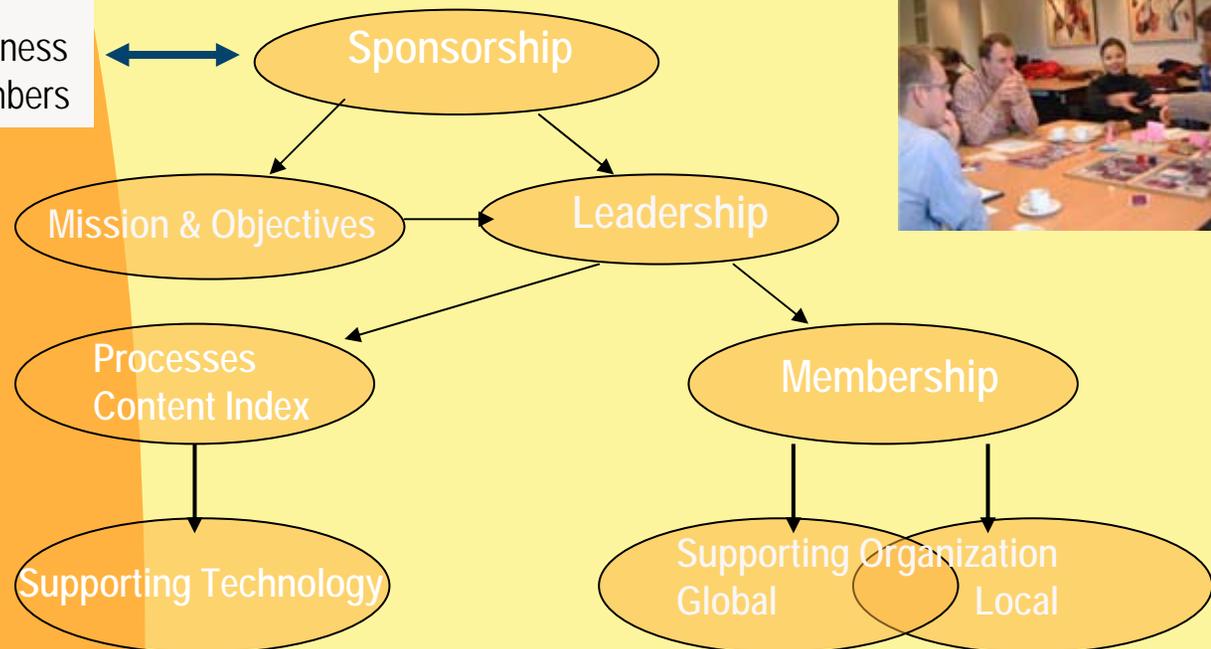
# A simple model for Communities of Practices



CoPs are an organizational approach enabling people to work together to generate new ideas, to solve problems faster, to innovate and create new or improve existing processes, products or services

Straight targets based on strategy

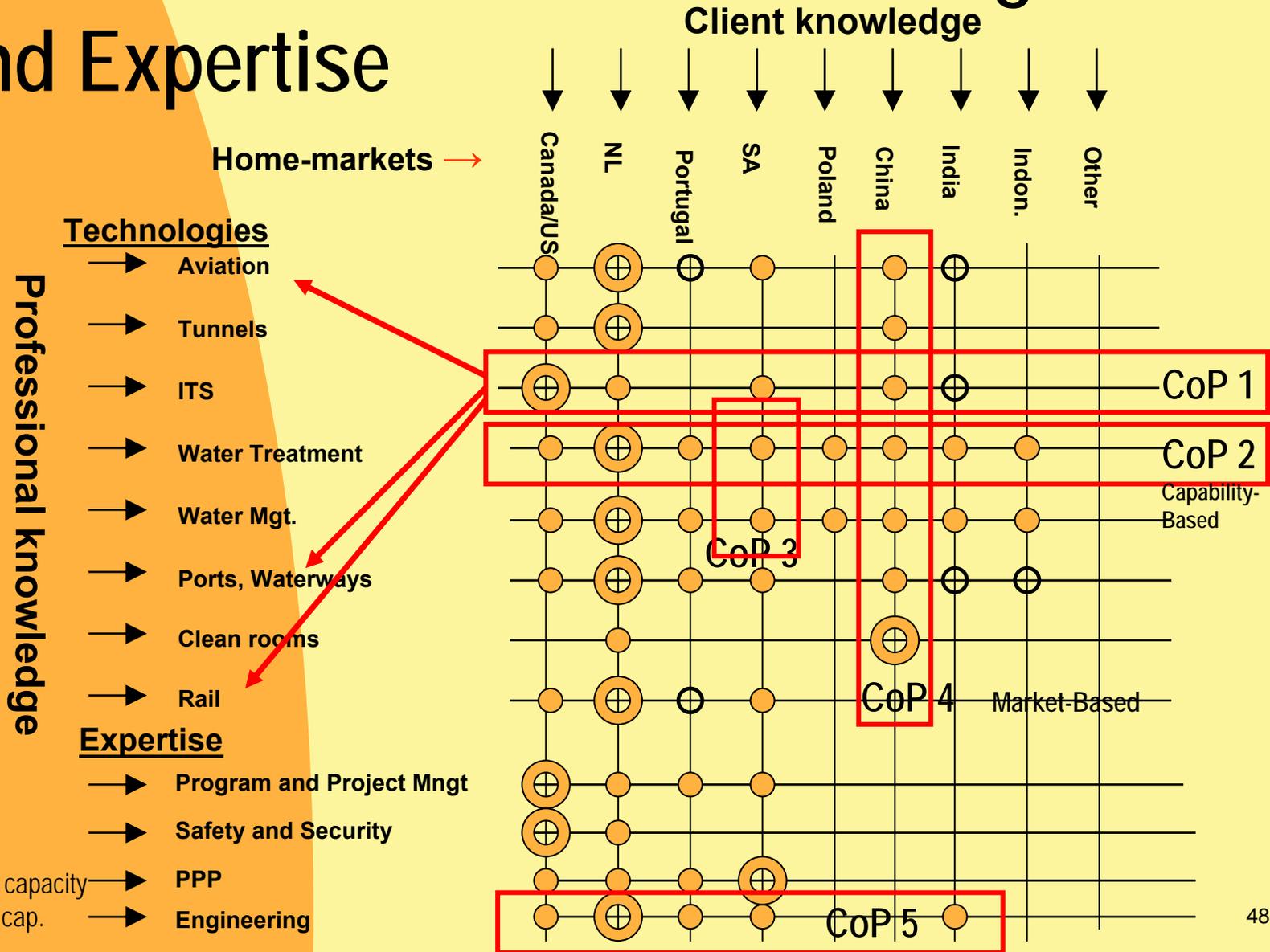
Focus on on topics important to the business and community members



## Community Model



# DHV – Home-markets, Technologies and Expertise

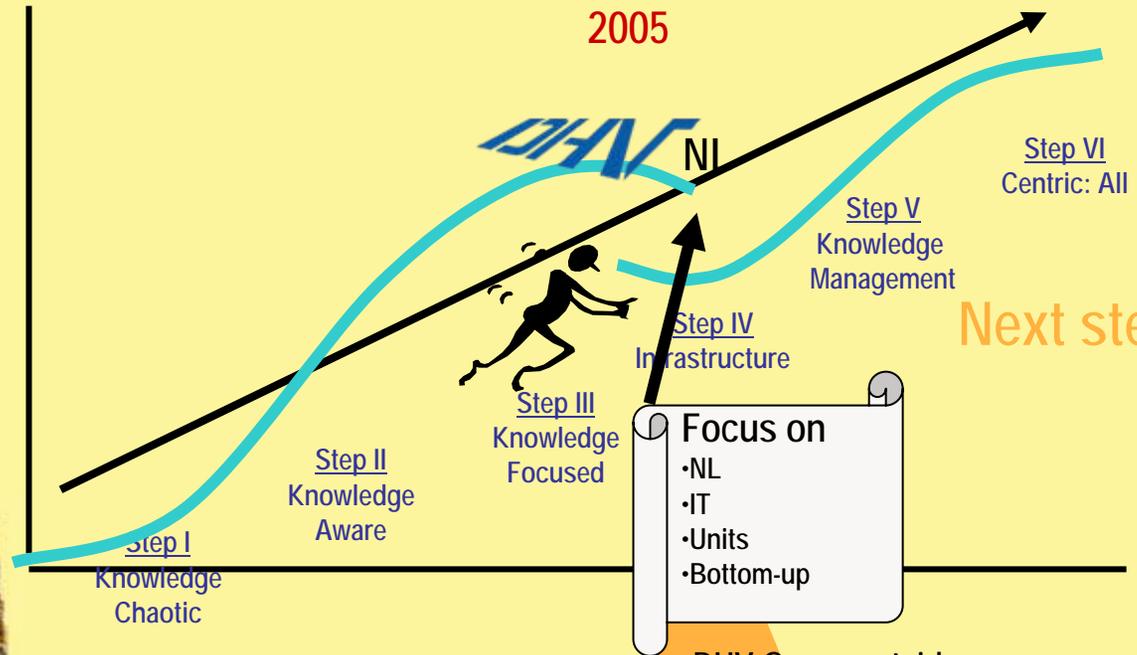


# Knowledge Management Game

The initiatives that have been taken in the past to improve the attitude towards knowledge sharing at DHV

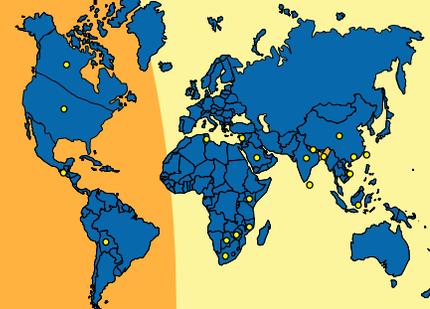


# DHV position on the KM Roadmap



- Belgium
- Czech Republic
- Hungary
- Poland
- Portugal
- Russia
- The Netherlands
- United Kingdom

## DHV Group outside Europe



- Bangladesh
- Botswana
- Bolivia
- Canada
- China
- Guatemala
- Hong Kong
- India
- Indonesia
- Israel
- Kenya
- Mozambique
- Nepal
- Saudi Arabia
- Sri Lanka
- South Africa
- Taiwan
- Tunisia
- United States
- Vietnam
- Zimbabwe



# Final Conclusions

# Knowledge Management



**Knowledge Management** is formalizing the management of an enterprise's intellectual asset

Enterprise looks to manage their intellectual assets because of the capital embedded in them.

This embedded capital is not financial – rather, it is human, organizational and relationship capital.

# Final KM Key Facts

- KM is a disciplined process, not a technology !
- KM is an integral part of the organization and its processes
- KM programs must
  - ◆ Be designed to directly support business objectives and process
  - ◆ Yield measurable results; the ROI well-managed KM programs can be 2:1



NT + OO = EOO

New Technology

+

Old Organization

=====

Expensive Old Organization

# The most Admired Knowledge-Intensive Leaders



## *Drivers for KM* →

- knowledge as the main asset
- the need for efficient and effective work
- commodification of products
- globalization of clients
- improving competitive response
- preventing loss of intellectual assets

## *Focus on*

- creating a corporate knowledge-driven culture
- developing knowledge workers through senior management leadership
- delivering knowledge-based products/solutions
- maximizing enterprise intellectual capital
- creating an environment for collaborative knowledge sharing
- creating a learning organization
- delivering value, based on customer knowledge
- transforming enterprise knowledge into shareholder value

## *Performance* ←

- create shareholder value twice as fast as competitors
- showed in **2003** an average ROCE (Return of Capital Employed) of **30.4** – compared to the Financial Times Global 500 median of **18.5**.

The leading companies in some of the most knowledge-intensive sectors are (in alphabetical order):

<i>Automotive manufacturing</i>	Ford, Honda, Toyota
<i>Consulting</i>	Accenture, Cap Gemini Ernst & Young, McKinsey
<i>Defense &amp; aerospace</i>	Boeing, Honeywell International, Rolls-Royce
<i>Electronics and electrical equipment</i>	Canon, Siemens, Sony, Xerox
<i>Information technology</i>	Hewlett-Packard, Infosys Technologies, IBM, Microsoft
<i>Oil &amp; gas</i>	BP, ChevronTexaco, Shell
<i>Pharmaceuticals:</i>	Aventis, Johnson & Johnson, Merck
<i>Professional services</i>	Ernst & Young, KPMG, PricewaterhouseCoopers

# Experience from firms operating globally



McKinsey & Company

PRICEWATERHOUSECOOPERS 

THE BOSTON CONSULTING GROUP

FLUOR



Allen & Overy is  
an international legal practice

ALLEN & OVERY

KM is an integral part of the (matrix practices/locations ) organization

Globally knowledge management initiatives are in place

- ◆ internationally coordinated staff and practice groups develop focussed expertise
- ◆ common procedures and systems
- ◆ an enterprise portal provides global access to the company knowledge database
- Attract the best talent to work in the company
- Investing in KM practises between 2% - 10% as a percentage of revenue !

“ Experience indicates that the best knowledge-sharing happens in the companies that create *communities of practice* – cluster of people linked by common practical interests or activities and sharing knowledge focused on their practical needs”

# Implementation strategy: focus on....



Building a relationship and trust between employees. It will be based on Communities of Practices (CoPs) approach. CoPs will be a flexible organization with temporary structure to link people together



A standardized Knowledge Sharing System will support global access to the "Intelligent Organisation" knowledge



## Closing Info & Discussion, Questions,...

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*Thank you for your attention and see you again...*