

Organisation's Logo

Organisation's Name

**The Board/Executive Comparison Tool...
How Do We Compare
Against Our Peers & The Market?**

Overview

- Tool:** This is titled The Board/Executive Comparison Tool...How Do We compare Against Our Peers & The Market
- Purpose:** This Tool can be used strictly internally by the Board, Chief Executive Officer and/or Senior Management Team to assess how the organisation compares against its peers and the wider marketplace/industry/sector in which it operates (Purpose).
- Instructions:**
- Step One: Check the organisation's name and logo have been filled in throughout the Tool, refer [organisation name], [organisation logo].
 - Step Two: Review the example page, on page 3.
 - Step Three: This Tool can be used on an annual basis or as needs basis; it is typically used at strategic review or strategic planning workshops or similar such events.
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- Additional tools and resources to assist your Board, Chief Executive Officer or senior managers are available on the resources section of the Better Boards Australasia website <http://resources.betterboards.net/>.

Example Board/Executive Comparison Tool

	Don't Know/ Unsure	Behind Peers	Meeting Peers	Ahead of Peers	Distinctive, Unique
Differentiator One: Distinctive Platform <ul style="list-style-type: none"> Truly distinctive vision, mission, values, core business & philosophical statements & models, provide a distinctive organisational platform. In particular the philosophy is typically extensively documented, acting as a framework for professional development of the Board, managers, staff & volunteers, a guide for individual, team & organisational attitudes & behaviours & the basis of developing unique service/business model/s. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Two: Unique Service/Business Model <ul style="list-style-type: none"> A unique service/business model can really set an organisation apart from its peers & the market. The service/business model will have been comprehensively documented & is well researched, discussed & documented. It will be well understood & applied by the Board, CEO & managers who can individually & consistently describe the organisation's service/business model, its elements & application. 	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Three: Client Engagement, Satisfaction & Repeat/Referral <ul style="list-style-type: none"> Levels of client engagement, client satisfaction & client repeat & referral business are considered as extremely high, documented evidence can be provided to substantiate this state of being. Repeat & referral business is the most powerful & least costly form of marketing, it is known as relational/relationship marketing, it maintains existing clients & attracts new clients, which is important. 	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Four: Intellectual Capital/Capability <ul style="list-style-type: none"> The combination of our internal & external intellectual capital/capability provides real horsepower in the development & deployment of strategy, projects & innovations. Key internal & external people provide significant & measurable value & benefit, they act as a united team, propelling the organisation's growth & development, via agreed strategies &/or projects contained in the Strategic Plan. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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Differentiator Five: Industry Insights/Business Intelligence <ul style="list-style-type: none"> Intuitive or specific industry insights & business intelligence supports our strategic thinking, strategic discussion & strategic decisions &/or organisation or operational equivalents. Typically many managers & staff contribute to industry/sector insights & business intelligence that ultimately translates into the strategies contained in the Strategic Plan. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Six: Integrated & Cross Referring Services <ul style="list-style-type: none"> All services are integrated, not siloed, are cross-referring & synergistic, providing a service continuum pathway for clients. Integrated services enable managers & staff to not only see the inter-relationship of all services, but the opportunities & ideas for improvement & service development strategies or projects that could enhance services for clients. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Seven: Tender/Bid Management Win Rate <ul style="list-style-type: none"> The business development, tender or bid management application & win rate/volume per unit of time, is consistent or increasing over time. Against industry/sector winnings tables, the organisation is in the top quantile of all winning organisations that won any particular tender or bid. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Differentiator Eight: Integrated ICT/Systems <ul style="list-style-type: none"> Comprehensive & integrated ICT/systems/software provide powerful data, information & knowledge that is accurate, informative & timely, enabling informed decision making by the Board, CEO, managers & staff. Typically all systems are software based, integrated, operate on one platform & are secure, but easy to access & use. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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<p>Differentiator Nine: Strategy, Structure, Systems & Services</p> <ul style="list-style-type: none"> Excellent strategy, excellent structure & excellent systems, ensure excellent services. A fully integrated organisational framework of strategy, structure, systems & services are built upon exemplary vision, mission, values, core business & philosophical statements. Such an approach ensures an organisational wide perspective is adopted, not just a service consideration, mentality or approach. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Ten: Delivered & Sequential Strategy</p> <ul style="list-style-type: none"> Each strategy/Strategic Plan is seriously developed, driven & delivered. Each strategy/Strategic Plan is sequentially linked & contributes to the next Strategic Plan. No Strategic Plan or its strategies stand in isolation from one another. The organisation has a comprehensive & integrated Strategic Planning System that enables planning, implementation, monitoring & reviewing via strategic & business planning tools, packages & processes. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Eleven: Leadership Team</p> <ul style="list-style-type: none"> Board, CEO & senior managers operate as a united & strategic Leadership Team. The Leadership Team adds significant value & benefit when they all regularly come together & focus on the strategic/ organisational challenges & opportunities, thereby creating major strategies, projects, ideas or solutions. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Twelve: Board Governs, Managers Manage</p> <ul style="list-style-type: none"> The Board truly governs the organisation, whilst the CEO manages the organisation, a solid & collaborative partnership in the leadership & management of the organisation. The practical application of contemporary governance principles & practices is critical to the current & emerging leadership & management of an organisation. To this end the Board has & applies a contemporary governance system; principles, policies, procedures, tools, templates & documents. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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<p>Differentiator Thirteen: Learning Organisation, Professional Development</p> <ul style="list-style-type: none"> A learning organisation wherein the professional development of individuals & teams is founded on a well designed, structured & sequential learning framework, process & content. Advancing each individual's & team's skills & knowledge is imperative as the world around an organisation & its services constantly changes. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>Differentiator Fourteen: Beyond Compliance/Quality</p> <ul style="list-style-type: none"> Organisationally & operationally compliance/quality are the base platform of quality. The journey of business excellence has taken, or is taking the organisation beyond minimum industry/government standards/quality systems; remembering that standards are minimum, everybody meets them & they do not given an organisation a competitive advantage. Business Excellence, Best Practice or similar frameworks are exemplary. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>Differentiator Fifteen: Targetted Partnerships/Alliances</p> <ul style="list-style-type: none"> Targetted partnerships/alliances are aligned to & contribute to the achievement of specific strategies/strategic projects contained within our Strategic Plan. Targetted partnerships & alliances should add mutually beneficial value & be measurable. Partnerships & alliances should create & maintain a zone of mutual benefit between both organisations; each being able to describe this zone of mutual benefit. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>Differentiator Sixteen: Informed Decisions, Sound Performance Management</p> <ul style="list-style-type: none"> An organisational wide performance management system that provides timely & accurate data & information, against agreed organisational, service or individual's key performance indicators/measures of success. This approach enables the Board, CEO & managers to make informed & timely, strategic, organisational & operational decisions, 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;"><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>

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<p>Differentiator Seventeen: Financial Resources, Strength & Use of Balance Sheet</p> <ul style="list-style-type: none"> The strength of our balance sheet is one thing, the use/leverage of our balance sheet enables the strategic growth & development of the organisation & its services. Balance sheet strength provides the opportunity for the Board &/or CEO/managers to have the necessary financial resources to enact ideas, opportunities, innovations, service development or projects. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;">□ □ □</p>
<p>Differentiator Eighteen: Service Profitability & Organisational Sustainability</p> <ul style="list-style-type: none"> All services are viable, sustainable & profitable in their own right, no services are cross-subsidised, no clients are over serviced & staff utilisation time is 85–90% billable activity. In essence, the organisation is financially sustainable. If over servicing of clients is required, the organisation has an agreed strategy to “Fund the Unfundable, Fund the Gap”. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;">□ □ □</p>
<p>Differentiator Nineteen: Funding the Unfundable, Funding the Gap</p> <ul style="list-style-type: none"> The organisation’s capacity & capability to “Fund the Unfundable, Fund the Gap” in service development or delivery is well established & delivers tangible & measureable outcomes for individuals, families communities or regions. The organisation has an agreed strategy, structure & policies/processes to “Fund the Unfundable, Fund the Gap”. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;">□ □ □</p>
<p>Differentiator Twenty: Mission Mode, Maintenance Mode or Muddling</p> <ul style="list-style-type: none"> The organisation is consistently over time in mission mode, growing existing &/or developing new services. By all or many measures the organisation can clearly evidence this modus operandi; as against maintenance mode, where the organisation has remained much the same over time or in fact has gone into muddling mode, declining over time & may be even heading toward insolvency. 	<p style="text-align: center;">Don't Know/ Unsure</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Behind Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Meeting Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Ahead of Peers</p> <p style="text-align: center;">□ □ □</p>	<p style="text-align: center;">Distinctive, Unique</p> <p style="text-align: center;">□ □ □</p>

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<p>Differentiator Twenty-one: Entrepreneurial & Innovative</p> <ul style="list-style-type: none"> • Entrepreneurship, innovation & creativity are inherent cultural characteristics that help define & drive an organisation. • The Board, CEO &/or SMT can translate & deliver distinctive, pre-eminent or niche/specialist services or products. • Many NFP Boards &/or CEOs or managers tend to be risk averse, driving an entrepreneurial, innovative approach to organisational & service development & delivery takes courage, tenacity & resilience. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Twenty-two: Cultural Attitudes, Behaviours & Characteristics</p> <ul style="list-style-type: none"> • Cultural activities, behaviours & characteristics at all levels of the organisation & within each individual & team have 80% or greater alignment to the vision, mission, values, core business & philosophy & the agreed strategies/projects in the Strategic Plan. • Organisational, team & individual attitudes & behaviours are 100% aligned to the stated & agreed organisational values. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Twenty-three: Economic Development, Community Development & Regional Development</p> <ul style="list-style-type: none"> • Over & above normal service delivery, the Leadership Team (Board, CEO & SMT) understand, & can demonstrate through projects or evidence, the organisation's engagement with & contribution to the economic development, community development &/or regional development of the communities or regions in which the organisation operates. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

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<p>Differentiator Twenty-four: Geographic Spread, Service Spread</p> <ul style="list-style-type: none"> The geographic & service spread of the organisation & its various services, whether it is national, multi-state, state or regional, is of sufficient size/economies of scale to ensure organisational sustainability in the current & emerging industry/sector environment in which the organisation operates. 	Don't Know/ Unsure <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Behind Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Meeting Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Ahead of Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Distinctive, Unique <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Differentiator Twenty-five: International, National, State, Regional Recognition</p> <ul style="list-style-type: none"> The organisation has consistently overtime been acknowledged & recognised either internationally, nationally, state &/or regionally via industry, government or peak body awards or similar mechanisms. These awards have been used/leveraged to assist in winning tenders, submissions, grants, positioning or promoting the organisation or similar such activities. 	Don't Know/ Unsure <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Behind Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Meeting Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Ahead of Peers <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Distinctive, Unique <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
TOTAL SCORES	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> # <div style="border-top: 1px solid black; width: 100%; height: 100%;"></div> 25 </div>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> # <div style="border-top: 1px solid black; width: 100%; height: 100%;"></div> 25 </div>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> # <div style="border-top: 1px solid black; width: 100%; height: 100%;"></div> 25 </div>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> # <div style="border-top: 1px solid black; width: 100%; height: 100%;"></div> 25 </div>	<div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;"> # <div style="border-top: 1px solid black; width: 100%; height: 100%;"></div> 25 </div>