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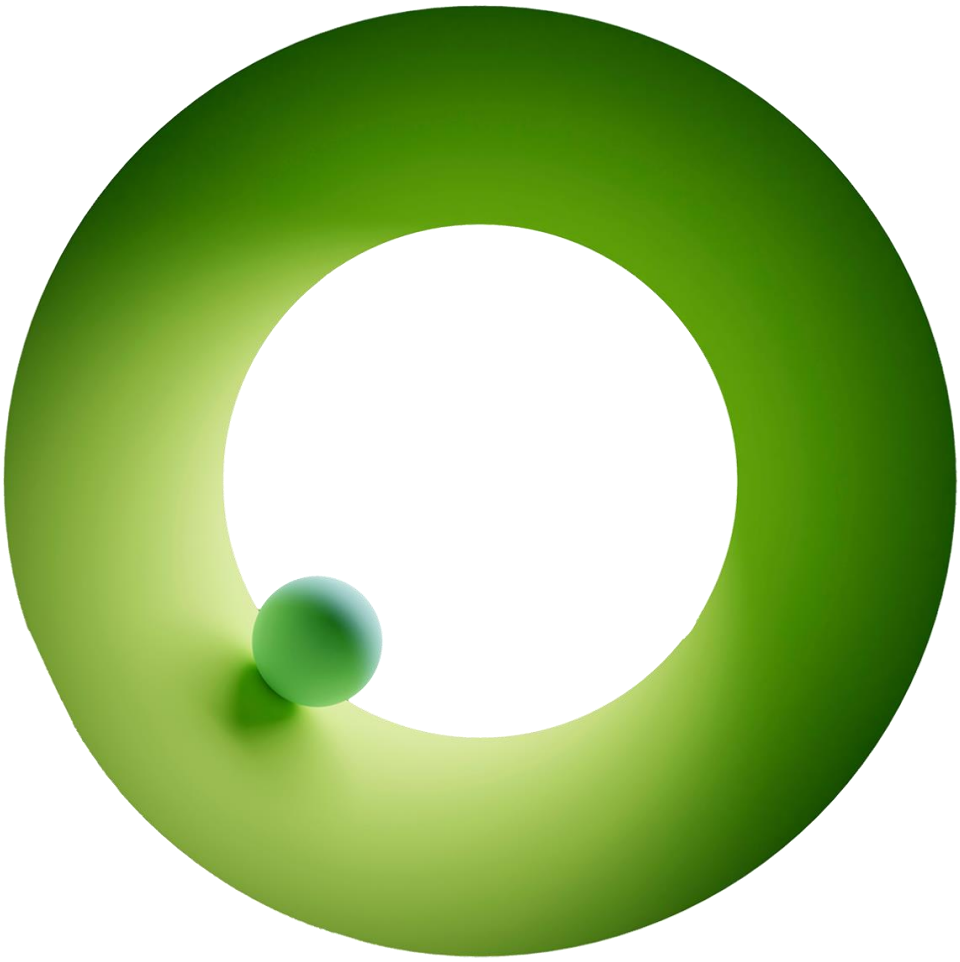


From Vision to Reality

Embarking on the Organizational Generative AI Journey

Dec.2024

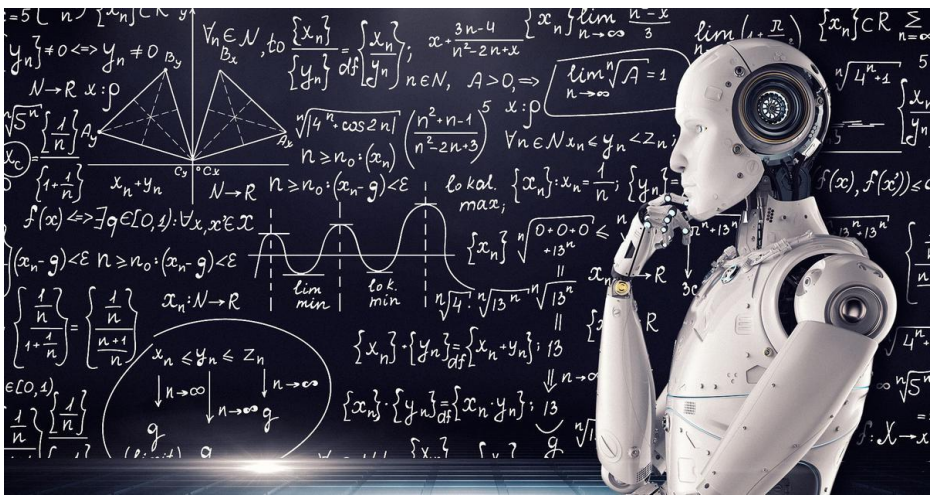
Deloitte Tohmatsu Consulting

Contents

1. Introduction

In the rapidly evolving digital landscape, the integration of Generative AI (GEN AI) is no longer a futuristic concept but an imminent reality for forward-thinking organizations. As businesses strive to stay competitive and innovate, understanding and leveraging Generative AI can provide unparalleled opportunities for growth and efficiency.

In a recent survey conducted by Deloitte Tohmatsu Consulting, Japan, the adoption of GEN AI within Japanese and multinational organizations was assessed. Despite a notable interest, with many organizations incorporating GEN AI into their IT roadmaps, only 12% have commenced their GEN AI journey. This white paper delves into the survey findings, offering valuable insights and a strategic guide to help organizations embark on their GEN AI journey with assurance and confidence.



2.GEN AI survey results

The survey unveiled an intriguing landscape. Numerous CIOs have been mandated to initiate GEN AI programs but continue to navigate the complexities of developing a strategic approach and identifying viable use cases. A prevalent concern among these CIOs is the Return on Investment (ROI) and the challenge of crafting a compelling business case to secure funding for GEN AI projects.

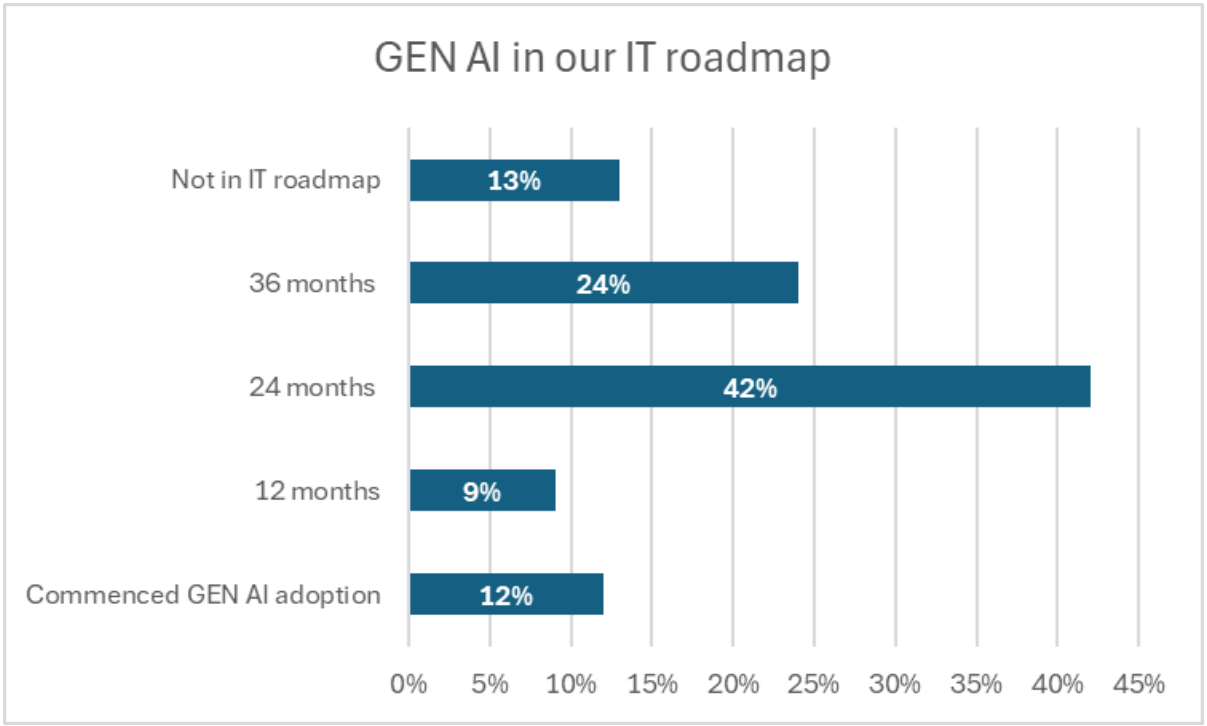
Q1 - Do you have Gen AI integrated into your IT roadmap?

As depicted, 12% of the surveyed organizations have already commenced their GEN AI journey. This early adoption reflects a proactive approach towards integrating advanced AI technologies into their operations.

A notable 9% of organizations plan to initiate their GEN AI adoption within the next 12 months, indicating a growing momentum and a keen interest in staying ahead in the competitive landscape.

The largest segment, 42%, aims to adopt GEN AI within the next 24 months. This significant percentage suggests that many organizations are in the exploratory phase, developing strategies and identifying suitable use cases for GEN AI implementation.

The graph visually represents the current state and projected timelines for GEN AI adoption.



Further, 24% of organizations have plans to start their GEN AI journey within the next 36 months. This group represents organizations that are taking a more cautious approach, possibly due to resource constraints or the need for more comprehensive planning.

Lastly, 13% of the organizations have not included GEN AI in their IT roadmap. This segment highlights potential barriers to adoption, such as lack of awareness, perceived ROI concerns, or other strategic priorities.

A few organizations are currently undergoing major ERP upgrades and are keen to leverage the GEN AI capabilities offered by these new technology implementations. Overall, we observe diverse stages of GEN AI adoption within Japanese organizations, highlighting the importance of strategic planning and investment in this transformative technology.。

Q2. What barriers are impeding your organization's path to adopting Generative AI?

The survey respondents were asked to identify their main concerns, and the results revealed several significant challenges.

1.Identifying Use Cases: A substantial 74% of organizations reported difficulties in pinpointing suitable applications for GEN AI that deliver tangible benefits.

2.Return on Investment (ROI): An overwhelming 84% of respondents struggled to demonstrate measurable outcomes and build a compelling business case for funding.

3.Resource Constraints: 81% of respondents cited difficulties in allocating sufficient financial, infrastructural, and human resources for GEN AI projects.

4.Change Management: 72% of organizations encountered resistance and found it challenging to foster a culture that embraces innovation.

5.Technical gration: 38% of respondents faced challenges in ensuring seamless integration with existing IT infrastructure.

Other notable challenges included navigating Regulatory and Ethical Concerns and achieving Strategic Alignment with overall business goals. Additionally, 37% of respondents indicated that their primary barrier to starting the GEN AI journey was uncertainty about where to begin.

Q3 - What primary use cases will your organization select for the Phase 1/Pilot rollout of Generative AI?

The respondents in Japan who have embarked on their GEN AI journey highlighted use cases identified from successful pilots and rollouts in other organizations, as well as recommendations from subject matter experts.

Customer service teams have been utilizing AI-powered chatbots and virtual assistants to handle customer inquiries, provide 24/7 support, and improve response times. CFOs are particularly interested in GEN AI's ability to automate data analysis and reporting, generate insights, and create reports, thereby making data-driven decision-making more efficient.

In the domain of recruitment and HR support, CHROs are exploring the use of GEN AI to enhance recruitment processes and assist HR staff with scheduling, task management, and answering frequently asked questions, thus boosting productivity. Internal audit and risk management departments, especially within the financial services sector, have identified fraud detection as a significant use case. AI algorithms are employed to identify and prevent fraudulent activities in financial transactions and insurance claims.

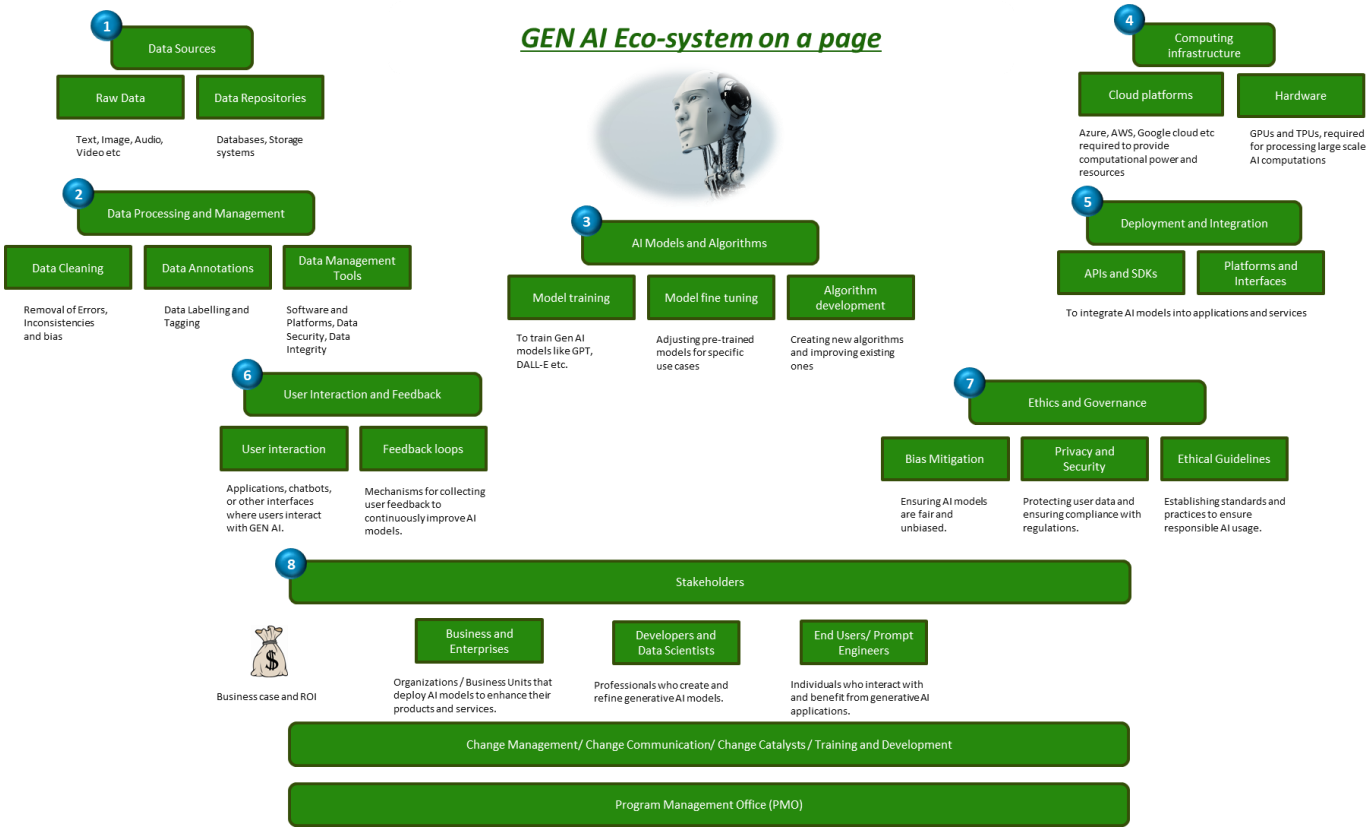
Operations teams are leveraging AI for predictive maintenance, using it to predict equipment failures and schedule maintenance, thereby reducing downtime and operational costs. IT departments have successfully piloted AI solutions to automate routine IT support tasks, such as password resets and system troubleshooting, freeing up IT staff for more complex issues.

Industry perspective

From a Japan market perspective, Insurance and Consumer Products companies have emerged as early adopters, leveraging its capabilities to streamline operations, enhance customer experiences, and drive innovation. Meanwhile, Auto and Life Sciences companies are progressively catching up with these trends. As the technology advances and demonstrates acceptable ROIs and compelling business cases, the next 6-12 months are expected to witness a significant budget allocation towards these initiatives.

3. GEN AI Eco-system

The GEN AI ecosystem is a dynamic and multifaceted environment crucial for the creation, deployment, and utilization of AI models capable of generating content. At its core, it comprises diverse data sources, including text, images, audio, video, and more, which are processed and managed to ensure quality through cleaning, annotation, and management tools. This data fuels AI models and algorithms that undergo training, fine-tuning, and continuous development. The ecosystem is supported by robust computing infrastructure, such as cloud platforms and high-performance hardware like GPUs and TPUs, to handle large-scale AI computations. Deployment and integration are facilitated by APIs, SDKs, and platforms that allow AI models to be seamlessly incorporated into real-world applications. User interaction and feedback play a pivotal role in refining AI models, enhancing their performance over time. The ecosystem also prioritizes ethics and governance by addressing bias, ensuring privacy and security, and adhering to ethical guidelines. Stakeholders, including developers, data scientists, businesses, and end users, contribute to and benefit from the GEN AI ecosystem, driving innovation and efficiency. This ecosystem emphasizes the interplay of data, technology, and ethical considerations, pushing the boundaries of what's possible with AI.



4. Planning your journey

It all begins with identification of Use cases-

Identifying use cases for GEN AI involves a strategic approach and a thorough understanding of your organization's needs and objectives. Start by assessing your business goals to pinpoint areas where GEN AI can add the most value. An issue to outcome view involves identifying areas within the organization that face significant challenges and inefficiencies. With known GEN AI capabilities, you can determine the desired outcomes to overcome these challenges.

The process view examines end-to-end processes at a keystroke level, tracing data lineage to identify the enhanced value of GEN AI, whether through process improvement, enhanced data usage, or effort optimization.

For the ROI view, compute the dollar value benefits and quantitative returns from implementing GEN AI.

The compliance view leverages the use of Large Language Models (LLMs) to automate compliance processes, detect anomalies, and provide comprehensive insights into regulatory requirements. Additionally, environmental and ethical considerations influence the selection of use cases, ensuring that the technology is implemented responsibly.

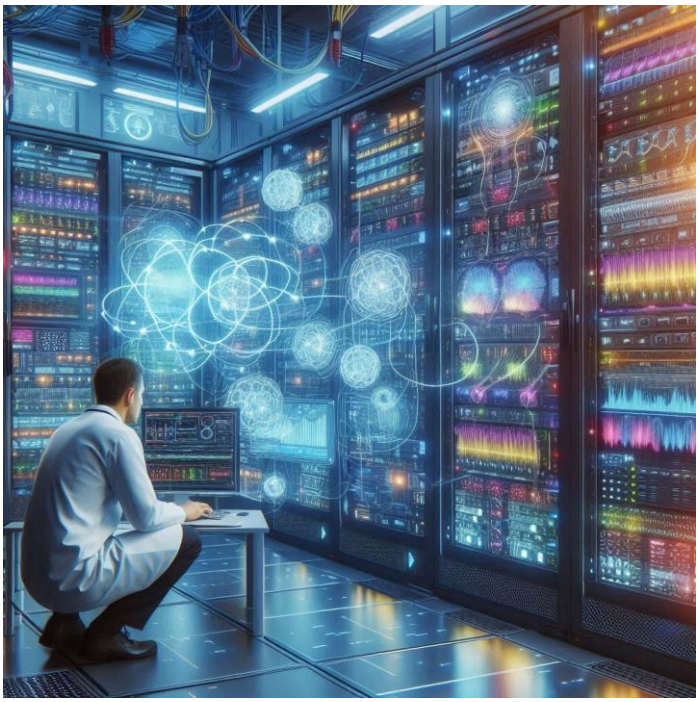
By engaging with stakeholders from various departments, benchmarking successful implementations in similar industries, and consulting subject matter experts, you can strategically identify and implement use cases that drive meaningful value and innovation within your organization.

5. Data is everything

GEN AI is all about leveraging data. At its core, GEN AI depends on the richness and diversity of data to fuel its learning processes. The quality of the outputs generated by the models is directly proportional to the quality and comprehensiveness of the data they are trained on. Data acts as the foundation upon which these models build their understanding and generate new, insightful outputs. By effectively managing and preparing data, organizations can unlock the full potential, driving innovation and efficiency. This data-centric approach ensures that AI models are not only reliable but also capable of continuous improvement, adapting to new information and evolving needs. In essence, the more effectively an organization can harness and leverage its data, the more powerful and impactful its GEN AI initiatives will be.

Preparing your Data for the journey

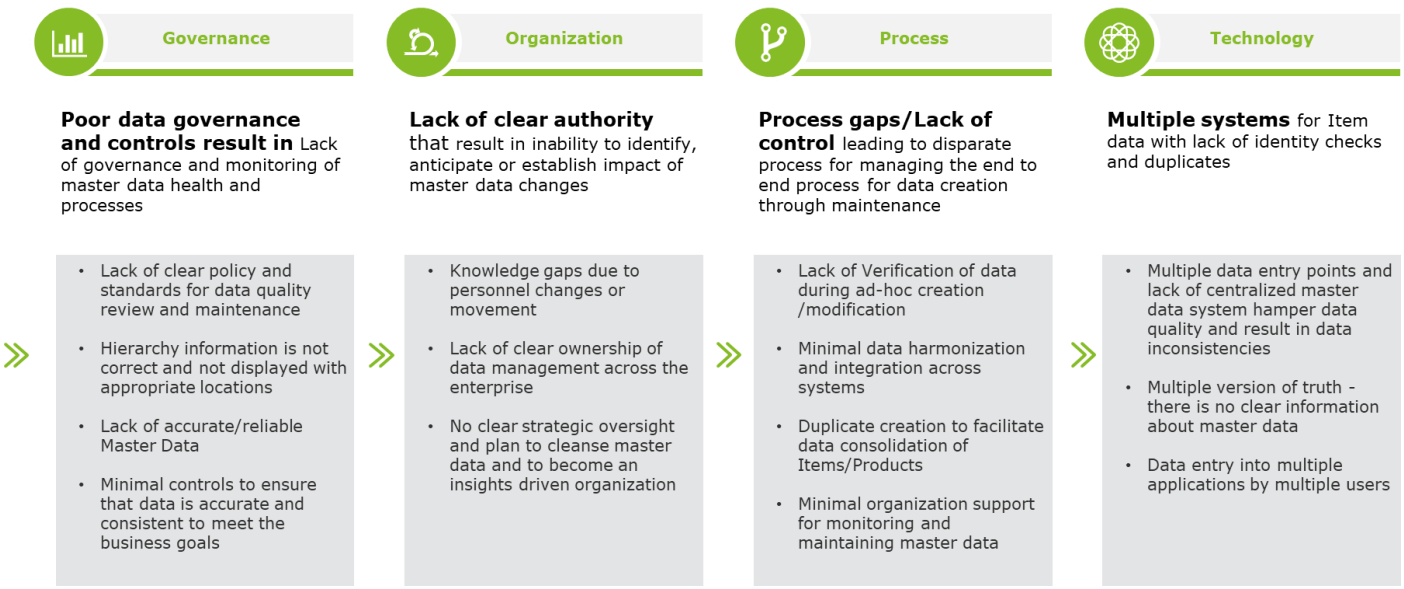
Preparing data is essential for successful AI project outcomes. It involves ensuring the data is relevant to the specific use cases and objectives, with a sufficient volume to effectively train the models. High-quality data, free from errors and inconsistencies, is crucial, as is diversity, to help the model generalize well across different scenarios. Properly annotated data is essential for training supervised GEN AI models, while keeping data up-to-date ensures that models perform well on current tasks. Understanding data lineage, which tracks the data's journey from its source to its final usage, helps maintain data quality and transparency. Security and privacy measures must be robust to protect sensitive data, ensuring compliance with data privacy regulations. Additionally, identifying and addressing biases in the data is crucial for ensuring fairness in AI outputs. The data infrastructure must also be scalable to handle large volumes of data and support the growing needs of the organization. By meeting these requirements, organizations can ensure their data is well-prepared for GEN AI projects, leading to more accurate, reliable, and effective AI models.



First things first, cleanse your Master data-

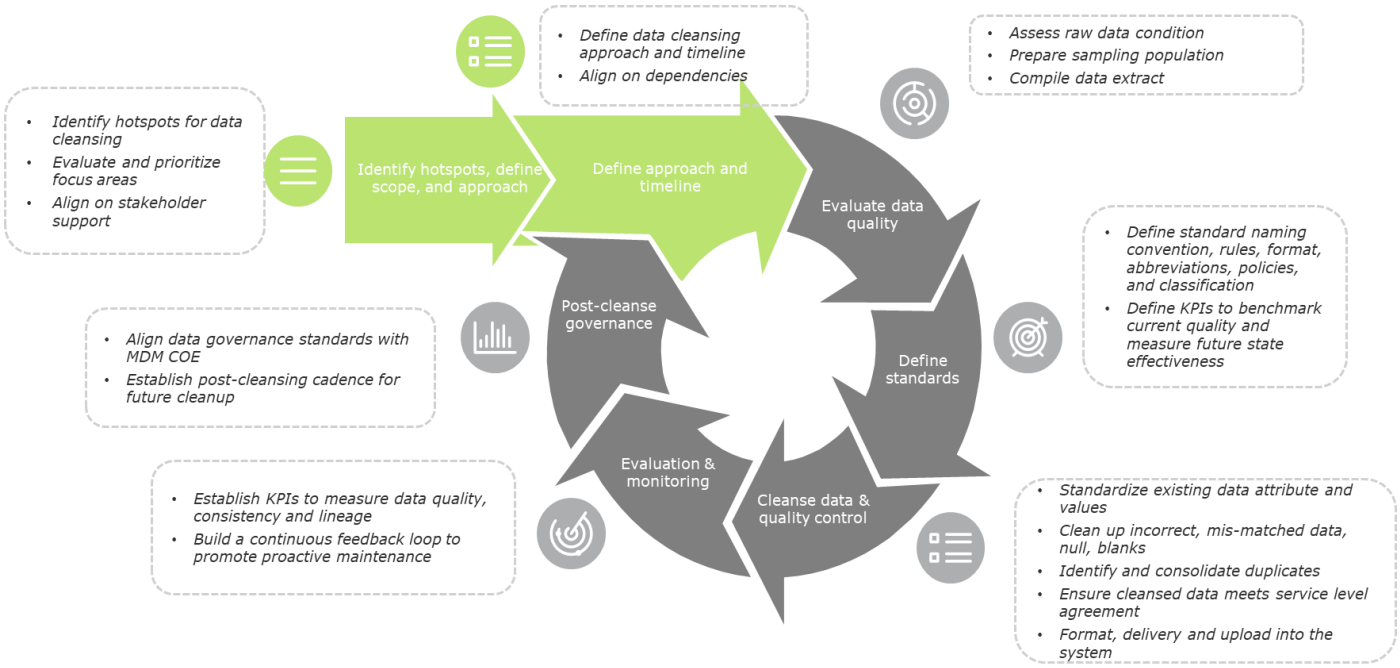
First things first, cleanse your Master data- Master data is the foundation bedrock for any organization. However, a number of organizations we surveyed were unable to prioritize Master Data Management (MDM) and over the years it has turned into a hairball of issues which need to be addressed before the organization embarks upon its journey.

Some of the key challenges relating to MDM are summarized below.



Addressing these challenges requires a strategic approach, including investing in the right technologies, fostering a culture of data quality, and ensuring strong data governance practices. By overcoming these issues, organizations can unlock the full potential of their data and drive better business outcomes.

Deloitte recommends a structured approach to resolve Master Data Management issues.



The Master data cleansing process is crucial for ensuring data quality and accuracy in GEN AI projects. It involves identifying and prioritizing data hotspots, defining an approach and timeline, assessing data quality, and establishing standard naming conventions and rules. The process includes standardizing existing data, cleaning incorrect data, consolidating duplicates, and ensuring data accuracy before uploading it into the system. Continuous evaluation and monitoring, along with a feedback loop and post-cleanse governance, help maintain data quality and compliance with regulations.

Having a well-defined and meticulously executed data cleansing process is paramount. Inconsistencies, errors, or biases in the data can significantly undermine the model's performance and reliability. By investing in robust data governance and continuous improvement practices, organizations cannot only enhance the effectiveness of their AI models but also build a strong foundation for ongoing innovation and efficiency. Embracing data lineage and ensuring transparency in how data is managed and transformed is equally crucial. This approach builds trust, fosters compliance, and ensures that the data used in the projects is both accurate and actionable.

This comprehensive approach ensures that data is well-prepared, leading to more accurate and effective AI models, ultimately driving better business outcomes and fostering a culture of continuous improvement and innovation.

Data Lineage helps win the trust-

Data lineage is a record of how data migrates and transforms from its source to its end use throughout its lifecycle. Originally used as an audit tool since the 1980s, its role has evolved to become a strategic game-changer in the context of GEN AI. Understanding the journey of data is essential in building trust, ensuring compliance, and enhancing data quality.

The importance of data lineage in GEN AI is multifaceted:

- **Transparency**: It ensures clarity as data flows through AI models.
- **Quality:** Maintains accuracy and reliability in GEN AI outputs.
- **Compliance and Governance:** Helps navigate stricter audits and regulatory requirements.
- **ErrorDetection:** Facilitates early identification and resolution of issues when models go live.

Overall, data lineage "tells the story of data," making it an indispensable tool for any organization venturing into AI. Leveraging robust data lineage practices ensures that AI models are built on a strong foundation of high-quality, trustworthy data, driving more accurate and effective outcomes.

6. Developing GEN AI Business case

To secure executive buy-in and the necessary budget for the program, crafting a compelling and robust business case is essential. This comprehensive document will not only justify the investment but also highlight the strategic value Gen AI brings to the organization. The project team will meticulously evaluate various aspects, considering both quantitative and qualitative factors, to build a persuasive case for adopting this cutting-edge technology.

1. Define the Problem or Opportunity

- Clearly articulate the problem or opportunity that the project aims to address. Use data and evidence to support your case, such as market research, customer feedback, or internal performance metrics.

2. Set Clear Objectives

- Outline the specific objectives of the project. Ensure they are measurable, achievable, relevant, and time-bound. For example, reducing operational costs by 15% within the next 12 months.

3. Assess the Benefits

- Identify and quantify the benefits that the project will deliver. If possible identify quantifiable benefits from each of the USE cases selected. This can include financial benefits (e.g., cost savings, revenue growth), operational benefits (e.g., increased efficiency, reduced errors), and strategic benefits (e.g., competitive advantage, customer satisfaction).

4. Analyze the Costs

- Provide a detailed analysis of the costs associated with the project. This includes initial implementation costs, ongoing operational costs, and any hidden or indirect costs. Make sure to account for both one-time and recurring expenses.

  - Cost Factors for Gen AI Implementation：
    - Computing Costs: Expenses for cloud computing power. Most organizations have annual contracts with cloud service providers which would be a good input for preparing the cost structure.
    - Data Preparation: Costs for collecting, cleaning, and preparing data, including data storage and processing.
    - Model Development: Expenses related to research and development, software licenses, and access to pre-trained models.
    - Talent: Hiring skilled AI professionals or outsourcing to third-party experts or consulting firms.
    - Infrastructure: Setting up hardware and software infrastructure, such as GPUs, servers, and other computing resources.
    - Maintenance and Upgrades: Ongoing costs for monitoring performance, retraining models, and ensuring security and compliance.

- Integration: Resources and expertise needed to integrate Gen AI solutions with existing systems and workflows.
- Hidden Costs: Additional expenses like energy consumption, cooling, and other operational costs.

5. Evaluate the Risks

- Identify potential risks and challenges that could impact the success of the project. Assess the likelihood and impact of each risk and propose mitigation strategies to address them. As part of this section, ensure that each of the risk areas are assigned owners so that mitigation has accountability.

6. Outline the Implementation Plan

- Develop a comprehensive implementation plan that includes key milestones, timelines, and resource requirements. Clearly define the roles and responsibilities of team members and stakeholders.

7. Perform a Financial Analysis

- Conduct a financial analysis to assess the project's return on investment (ROI), net present value (NPV), and payback period. This helps stakeholders understand the financial viability of the project. It would be ideal if each of the Use cases is analyzed independently and then consolidated to ensure better control.

8. Gather Stakeholder Support

- Engage key stakeholders early in the process and incorporate their feedback. Ensure that they understand the value of the project and are committed to its success. 。

7. GEN AI Risks and Mitigation

It's crucial to identify potential risks and challenges that could impact the success of the project. Assess each risk's likelihood and impact and propose mitigation strategies to address them. Additionally, assign owners to each risk area to ensure accountability for mitigation efforts.

Potential Risks and Mitigation Strategies

1. Data Quality and Availability

- **Risk:**The availability of sufficient and high-quality data is essential for model performance.
- **Likelihood**: High
- **Impact:** High
- **MitigationStrategy**:Implement robust data collection, cleaning, and preprocessing techniques. Regularly audit and validate data quality.
- **Owner:** Data Engineering Lead

2. Compute Resource Costs

- **Risk:** High costs associated with compute resources required for training and inference.
- **Likelihood**: Medium
- **Impact:** High
- **Mitigation Strategy:** Optimize resource utilization through auto-scaling, spot instances, and cost management tools. Monitor usage and adjust configurations as needed.
- **Owner:** Cloud Infrastructure Manager

3. Model Performance

- **Risk:** The Gen AI model may not meet performance expectations.
- **Likelihood:** Medium
- **Impact**: Medium
- **Mitigation Strategy:** Conduct thorough model evaluation and validation. Use iterative development and continuous improvement practices. Implement fallback mechanisms.
- **Owner:** Machine Learning Engineer

4. Integration Challenges

- **Risk:** Difficulties in integrating Gen AI solutions with existing systems and workflows.
- **Likelihood:** Medium
- **Impact:** Medium
- **Mitigation Strategy:** Develop a detailed integration plan. Use API-based integration and modular architecture. Conduct integration testing.
- **Owner:** IT Integration Lead

5. Security and Compliance

- **Risk:**Potential security breaches or non-compliance with data protection regulations..
- **Likelihood:** Low
- **Impact:** High
- **Mitigation Strategy:** Implement strong security protocols, encryption, and access controls. Regularly review and update compliance policies.
- **Owner:** Chief Information Security Officer (CISO)

6. Change Management

- **Risk:**Resistance to change or lack of adoption by end-users.
- **Likelihood:** Medium
- **Impact**:Medium
- **Mitigation Strategy:** Develop a change management plan. Engage stakeholders early and provide training and support.
- **Owner:** Change Management Lead

7. Project Timelines

- **Risk:** Delays in project timelines due to unforeseen challenges.
- **Likelihood:** Medium
- **Impact:**Medium
- **Mitigation Strategy**:Use agile project management practices. Monitor progress and adjust timelines as needed. Maintain open communication with stakeholders.
- **Owner**:Project Manager

8. Vendor Reliability

- **Risk:** Dependency on third-party vendors for key components.
- **Likelihood:** Low
- **Impact:**Medium
- **Mitigation Strategy**: Assess vendor reliability and establish contingency plans. Diversify vendors if possible.
- **Owner**:Project Manager

9. Operational Costs

- **Risk:** Unexpected increases in operational costs.
- **Likelihood:** Medium
- **Impact:**Medium
- **Mitigation Strategy**: Implement cost monitoring and management tools. Regularly review and optimize operational expenses.
- **Owner**:Financial Controller

8. The People perspective

As Gen AI continues to reshape industries and drive innovation, it is crucial to consider its profound impact on the workforce. At the heart of this transformation lies the potential to enhance human capabilities and redefine the future of work. By leveraging Gen AI, organizations can unlock new levels of productivity, creativity, and efficiency. However, this journey requires a thoughtful approach to reskilling, change management, and ethical implementation. In this section, we delve into how Gen AI empowers employees, fosters a culture of continuous learning, and prepares the workforce for the dynamic future ahead. Below are key aspects relating to GEN AI and Future of work.

Human Empowerment

Gen AI is seen as a powerful tool to enhance and unlock human potential. Rather than replacing human workers, It is designed to augment their skills and expertise. For instance, it can assist employees in writing reports, designing graphics, creating personalized marketing strategies, and automating routine tasks. This allows human workers to focus on more strategic, creative, and value-added activities.

Workforce Adaptation

To fully leverage the benefits, organizations need to cultivate a workforce that is adaptable, continuously learning, and evolving with the technology. This involves reskilling and upskilling employees to work effectively alongside Gen AI. By providing training and development opportunities, companies can ensure that their employees are equipped with the necessary skills to thrive in a Gen AI-enhanced work environment.

Change Management

Implementing Gen AI requires effective change management to ensure that employees are on board and ready to embrace the new technology. Engaging stakeholders early, communicating the benefits, and providing adequate training and support are essential steps to manage resistance to change and foster a culture of innovation.

Ethical Implementation

There is a significant emphasis on the importance of implementing Gen AI with the highest levels of ethics and trust. This includes ensuring transparency, accountability, and fairness in AI systems. Organizations must develop ethical guidelines and frameworks to govern the use of Gen AI, protecting privacy and maintaining public trust.

Futureproofing the Workforce

Executives should focus on "futureproofing" their workforce by preparing for the inevitable changes that the technology will bring. This involves rethinking workflows, adjusting employee roles, and fostering a culture of continuous learning and adaptation. By proactively addressing these changes, organizations can build a resilient and future-ready workforce.

Strategic Planning

To navigate the future of work, organizations are encouraged to use scenario planning to develop strategies that can withstand various possible futures. This helps in building strategic resilience and ensuring that the workforce is prepared for any challenges that may arise.

Productivity and Innovation

Gen AI has the potential to significantly enhance productivity and innovation within organizations. By automating routine tasks and supporting human creativity, It enables employees to focus on more strategic and innovative work. This can lead to improved outcomes, greater efficiency, and a competitive edge in the market.

By focusing on these aspects, organizations can ensure that the integration of Gen AI into the workplace is a positive and empowering experience for their employees. This approach not only drives business success but also fosters a more dynamic, innovative, and future-ready workforce.

Source:
https://www.deloitte.com/global/en/services/consulting/research/generative-ai-and-the-future-of-work.html?form=MG0AV3

9. Checklist

The below checklist can be effectively used to capture the status of your GEN AI program

Title	***Checklist Question***	***Status***	***Comments***
Strategic Alignment	*What are the strategic goals of our organization, and how can Gen AI align with them?*		
	Have we identified clear use cases where Gen AI can add value to our business operations?		
	What are the key performance indicators (KPIs) that will measure the success of Gen AI initiatives?		
Data Management	*Do we have access to high-quality and sufficient data required for training Gen AI models?*		
	Have we managed data privacy and security, especially with sensitive information?		
	Are there robust data preprocessing and cleaning processes in place?		
	~~How~~ Have we handled data storage, especially large datasets, in a cost-effective manner?		
Technology and Infrastructure	*What are the computational resource requirements for training and deploying Gen AI models?*		
	Have we selected the right cloud infrastructure to support our Gen AI initiatives?		
	Do we have the necessary hardware and software tools for effective Gen AI implementation?		
	Have we ensured the scalability and reliability of our Gen AI systems?		
Talent and Skills	*Do we have the in-house expertise to develop and manage Gen AI projects?*		

Title	Checklist Question	Status	Comments
	What training and development programs are in place to upskill our employees in AI and data science?		
	Have we identified key roles and responsibilities for the Gen AI project team?		
	Are there partnerships or collaborations with external experts and organizations for additional support?		
Ethical Considerations	*Have we established ethical guidelines for the use of Gen AI within our organization?*		
	Have we ensured transparency and accountability in our Gen AI models and their outputs?		
	What measures are in place to prevent biases in our Gen AI models?		
	Have we maintained compliance with relevant regulations and industry standards?		
Risk Management	*What are the potential risks and challenges associated with our Gen AI initiatives?*		
	Have we assessed the likelihood and impact of each identified risk?		
	What mitigation strategies are in place to address these risks?		
	Have we assigned owners to each risk area to ensure accountability for mitigation efforts?		
	Have we monitored and reviewed risks throughout the project lifecycle?		
Change Management	*Have we managed resistance to change and ensure employee buy-in for Gen AI initiatives?*		
	What communication strategies will be used to keep stakeholders informed and engaged?		

Title	Checklist Question	Status	Comments
	Are there comprehensive training and support programs for employees to adapt to Gen AI technologies?		
Financial Analysis	*What are the estimated costs for implementing and maintaining Gen AI solutions?*		
	What is the mechanism to measure the return on investment (ROI) and financial benefits of Gen AI initiatives?		
	Are there budget allocations for unexpected costs or contingencies?		
	What are the financial risks, and what is the mechanism to mitigate them?		
GEN AI Eco-system	*What are the key components of the Gen AI ecosystem relevant to our organization?*		
	Who are the major players and partners in the Gen AI landscape that we should engage with?		
	Are there existing Gen AI tools and platforms that can be leveraged for our initiatives?		
Planning Your Journey	*Have we defined a clear vision and roadmap for our Gen AI journey?*		
	What are the short-term and long-term goals for our Gen AI initiatives?		
	Do we have a governance framework in place to oversee Gen AI projects and initiatives?		

Title	Checklist Question	Status	Comments
Data is Everything	*What data sources are available and relevant for our Gen AI projects?*		
	Have we ensured the quality and integrity of our data?		
	Are there processes in place for data collection, storage, and management?		
	Have we handled data privacy and security, especially with sensitive information?		
	What strategies will we use to continuously update and enrich our data?		
Developing a Business Case	*What are the specific business problems or opportunities that Gen AI can address?*		
	Have we measured the benefits and ROI of our Gen AI initiatives?		
	What are the estimated costs for implementing and maintaining Gen AI solutions?		
	Who are the key stakeholders and how will we gain their support for the Gen AI project?		
	What are the success metrics and how will we track progress?		
The People Perspective	*Have we assessed the impact on our workforce and the changes in the roles?*		
	What training and development programs are needed to upskill our employees in Gen AI?		
	Do we have a strategy to manage resistance to change and ensure employee buy-in?		
	What communication strategies will we use to keep stakeholders informed and engaged?		

10. Conclusion

The journey from vision to reality with Gen AI represents a pivotal moment for organizations aiming to stay competitive in an ever-evolving landscape. To fully realize the potential, it is essential to adopt a strategic, well-structured approach that encompasses clear objectives, robust data management, ethical considerations, and a commitment to continuous improvement. As advisors, we emphasize the importance of aligning Gen AI initiatives with organizational goals, ensuring executive buy-in, and fostering a culture of adaptability and innovation. By investing in reskilling and upskilling the workforce, organizations can empower their employees to leverage Gen AI effectively, driving both productivity and creativity. Moreover, ethical implementation and responsible governance are paramount to maintaining trust and compliance. As you embark on this transformative journey, we stand ready to support you with our expertise, helping you navigate the complexities and harness the full potential to achieve sustainable growth and success

Get in touch

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