



Helping you  
achieve your  
recruitment goals  
is our number  
one job.





# Health Systems and Recruitment Advertising

**Offering a holistic and consultative approach to your  
Physician Engagement needs**

JAMA Network is a family of peer-reviewed medical journals that includes our flagship journal *JAMA*® plus 10 other general and specialty medical journals, both in print and online. We invite you to join a community of responsible advertisers offering products, recruitment, and services of interest to physicians and other health professionals.

Our mission is to put your Health System's needs at the center of our world.





JAMA Network can customize campaigns for any **brand awareness or recruitment** advertising goal.

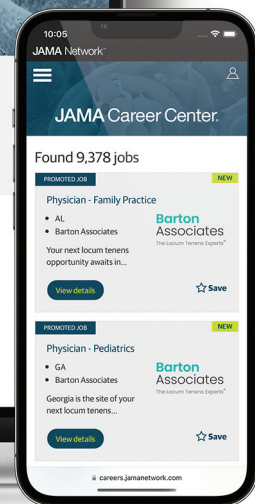
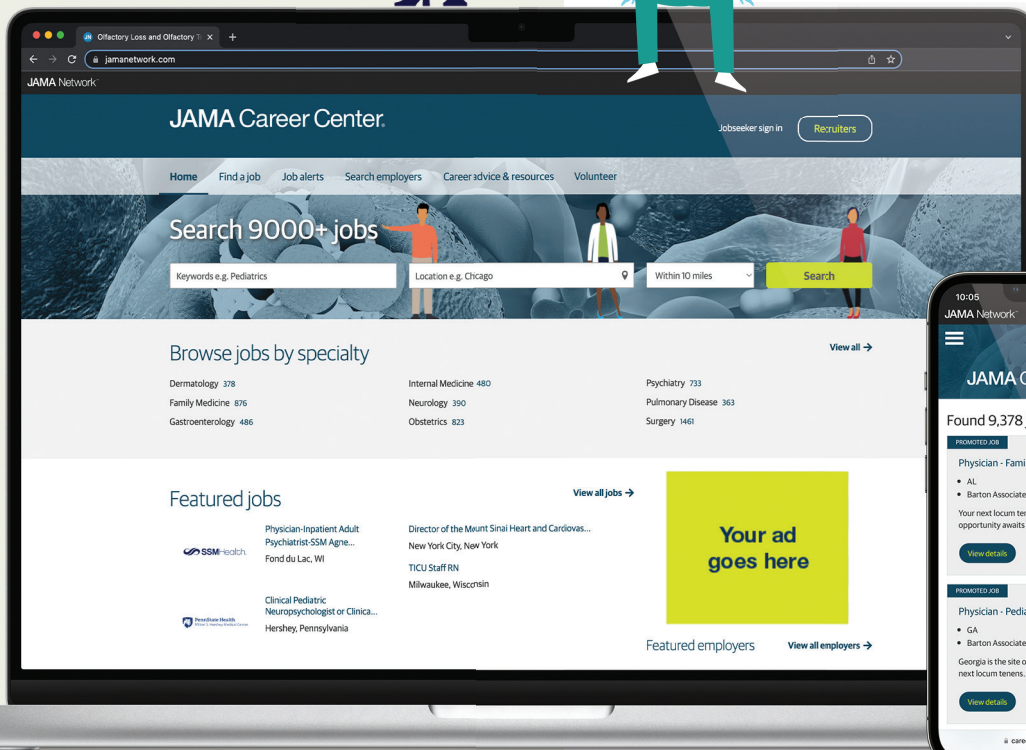
Our staff will build customized media campaigns around your health system's needs, including print, digital, and native content.

With the new JAMA Career Center, posting jobs and connecting with qualified **passive and active** physician job seekers has never been easier.

Our consultative approach to the recruiter's individual needs makes it easier than ever for physicians to find your jobs. Our experienced staff is ready to help you with a variety of time saving advertising products, full service reporting, and a simplified process for posting open positions.

# Physician Recruitment

There are **4** types of Recruitment Advertising Services



## Find Your Fit

Recruiter First | Pipeline Focused | Results Driven

- ◆ Consistent engagement to **passive and active** physician job seekers throughout the entire JAMA Network
- ◆ **14,000+** active job listings
- ◆ **13,000+** passive job seeker redirected to job applicants from JAMA Network content monthly
- ◆ **200,000+** display banner impressions a month

# Your needs are our TOP priority

## Job Seekers



### Consistent Post Flow

2 Core Products    1 Volume Site Wrapping  
2 Multi Job Slot Packs

Online + Power Positions  
+ Upgraded Posts or Print

### Attention Seeking

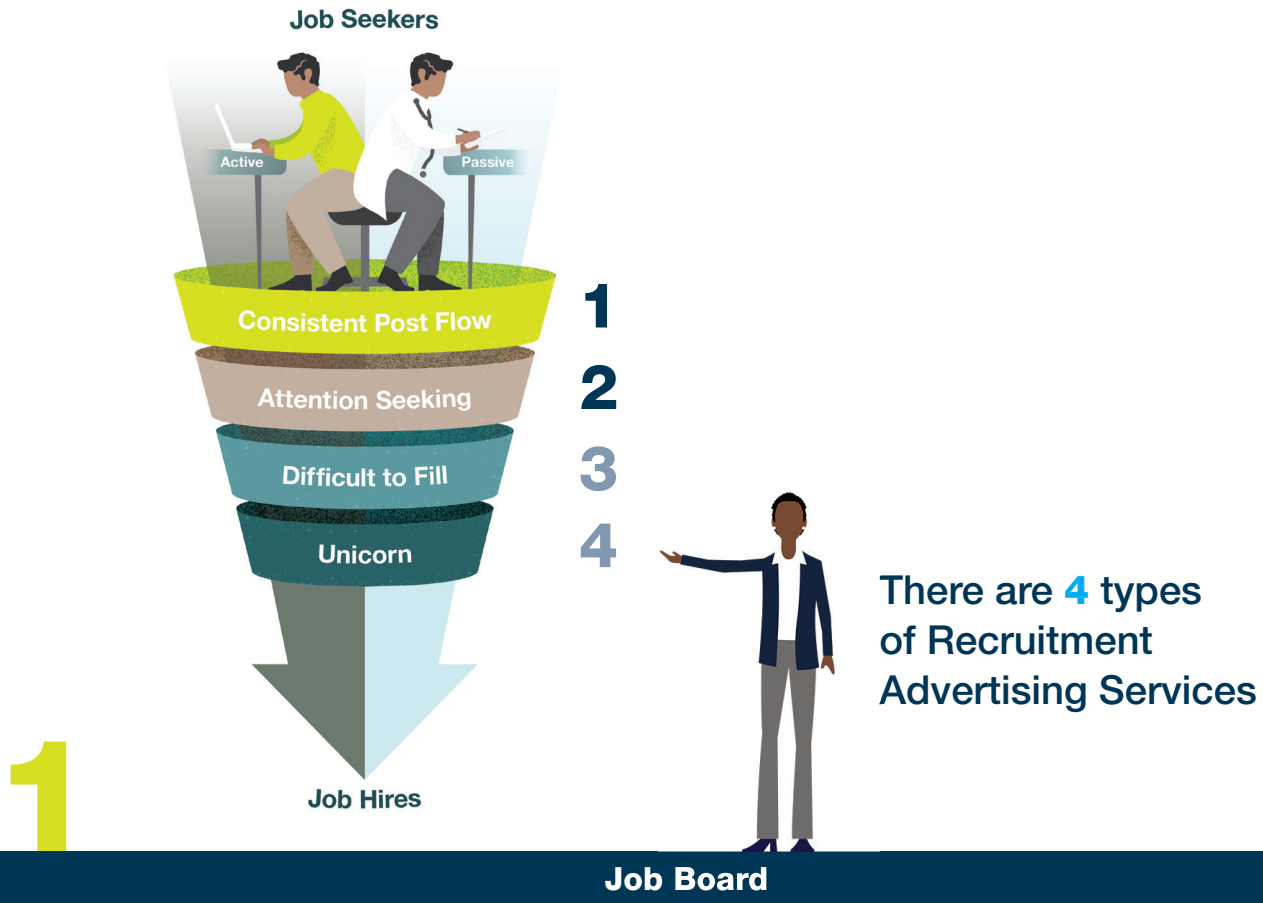
### Difficult to Fill

Print + Word or Display  
+ Email Alerts & Targeted Ads

JAMA Network + Targeted Display  
+ Native Content

### Unicorn

## Job Hires



### Volume Site Wrap

- ◆ Consistent daily flow of live active jobs -----
- ◆ Postings updated automatically Daily -----
- ◆ Full access to the JAMA Network passive audience widget -----
- ◆ Easiest to use -----
- ◆ Works with ATS or API feed -----
- ◆ Full access recruiter account with daily reporting on views and applications -----

Includes:

- Promoted** Post Upgrade
- Recommended for You** widget access
- Featured Employer
- Company Profile and Logo

### Multi-Job Slot Packs

- ◆ Slot packs allow for **pick and choose** posts
- ◆ Slots remain available on account for 1 year
- ◆ Full access to the JAMA Network passive audience widget
- ◆ Manual process for job selection and posting
- ◆ Works without data feeds
- ◆ Full access recruiter account with daily reporting on views and applications

Includes:

- Premium** Post Upgrade
- Featured Job
- Company Profile and Logo

**BEST OFFER!** 90-Day Packs can be repurposed

Pricing ranges from 10 jobs to **unlimited** jobs for a monthly charge. **Call for a quote!**

Pack Size	30-day	60-day	90-day repurpose
3 Pack	\$1,277	\$2,288	\$2,557
6 Pack	\$2,466	\$4,433	\$5,000
12 Pack	\$4,643	\$8,474	\$9,660
24 Pack	\$8,706	\$15,786	\$18,182

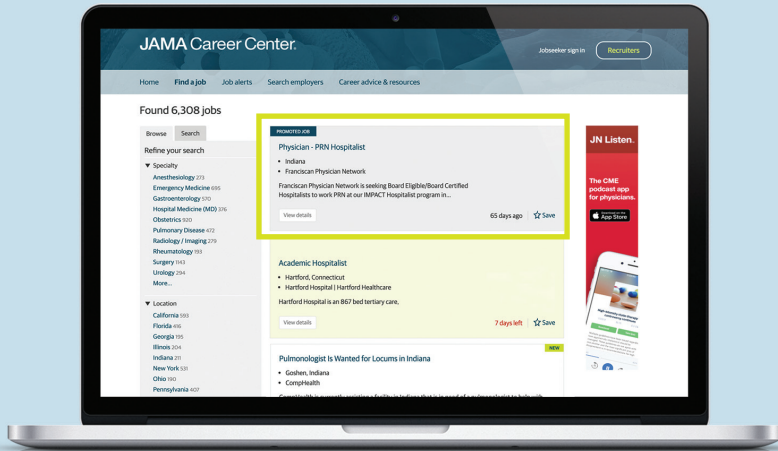
**PROMO:**

Contract 2x - 24pk (48 total) | Additional 20% OFF  
 Contract 3x - 24pk (72 total) | Additional 30% OFF  
 Contract 4x - 24pk (96 total) | Additional 40% OFF



# 2

## Digital Banner Ads



### Step 1

Identify which live posting need a power boost. Our team will align the needs of that listing and job title with custom targeting for your power positions.

### Power Position Packs

- ◆ Identify and Promote jobs that need extra attention
- ◆ Targeted Display Impressions boosted to both passive and active Job Seekers
- ◆ Drives traffic directly from ad to your JAMA Career Center Job Posting
- ◆ Creative design services available

Pack Size	Impressions per unit	Net Cost
1 Pack	4,000	\$800
6 Pack	4,000 per unit	\$3,000
12 Pack	4,000 per unit	\$5,500
24 Pack	4,000 per unit	\$10,000
1x Email Alert - 100% SOV	TBD Specialty	\$1,000
20,000 Active Job Seeker Impressions	\$50 CPM	\$1,000



### Step 2

Display ads serve to passive physicians while they read and engage in JAMA Network content. Targeting allows your ad to only serve those reading content that aligns with your specific posting requirements.



### Step 3

Your ads visually promote your brand identity and the job posting by title and details. Physicians that receive your ad are encouraged to click to apply, then are redirected to your application page on JAMA Career Center.

# 3

## Print Ads

### Two types of Display Print ads

- 1. Branding:** ads designed for the health system as a whole
- 2. Job title:** ads designed to showcase a specific job by title and posting detail
  - ◆ Job title ads include 30 days online plus bonus top job upgrade | company profile and logo\*
  - ◆ All typesetting charges included
  - ◆ Creative design services available!

**Color Charge—flat rate any size**

- JAMA—\$1,100 per issue
- Specialties—\$750 per issue

\* Minimum size accepted 1/6 ad

Display Ad		
1x Insertion	Branding Run of Book	Recruitment Run of Book
<b>Full Page</b>		
JAMA	\$9,360	\$10,530
Specialty Journals	\$1,625	\$1,918
<b>1/2 Page</b>		
JAMA	\$6,552	\$7,371
Specialty Journals	\$1,138	\$1,342
<b>1/4 Page</b>		
JAMA	\$3,744	\$4,212
Specialty Journals	\$813	\$959
<b>1/6 Page</b>		
JAMA	\$2,808	\$3,159
Specialty Journals	\$650	\$767

### Word Block Ads

- ◆ Single Use blocks include 7 days on the JAMA Career Center
- ◆ Monthly Bundle of word blocks includes 30 days, plus company profile and logo
- ◆ Monthly Bundle cost includes 4 consecutive weeks in JAMA or specialty journals by month
- ◆ Typesetting charges included

**Buy 3 ads, get the 4th FREE! \***

\* Offer may have limitations based on campaign components. Ask rep for details.



**Move your ad to the FRONT OF BOOK: 30% upcharge**

### Monthly Bundle

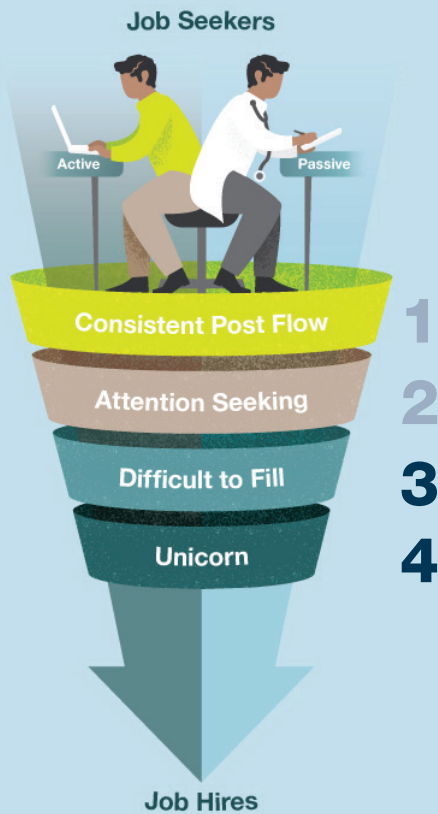
BLOCK SIZE	Word Count	Monthly Cost
Small Block *	Up to 40 Words	\$882
Medium Block	41 – 60 Words	\$1,323
Large Block	61 – 80 Words	\$1,764
X-large Block	81 – 110 Words	\$2,426
Jumbo Block	111+ Words	\$3,396

### Single Use

BLOCK SIZE	Word Count	Single 1x Use
Small Block *	Up to 40 Words	\$319
Medium Block	41 – 60 Words	\$479
Large Block	61 – 80 Words	\$638
X-large Block	81 – 100 Words	\$878
Jumbo Block	111+ Words	\$1,229

\* Any ad less than 40 words must pay small block cost.





There are 4 types of Recruitment Advertising Services

4

## Native Recruitment Content

### Share YOUR recruitment story to engaged physicians

- ◆ Keep consistent content on the JAMA Career Center advice and resources page in front of the right active job seekers
- ◆ Native content bundles **include** print advertorial, online placement with 100% SOV ad placement and distribution strategies

*Call for custom pricing*

Your stories live at the top of the advice and resources page and also include a story feature on the home page of the JAMA Career Center.

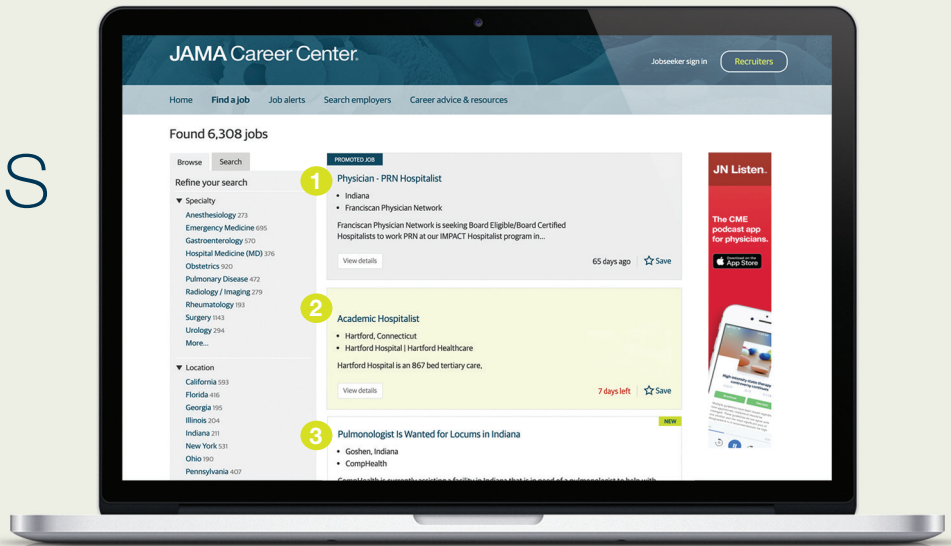


# Site Features

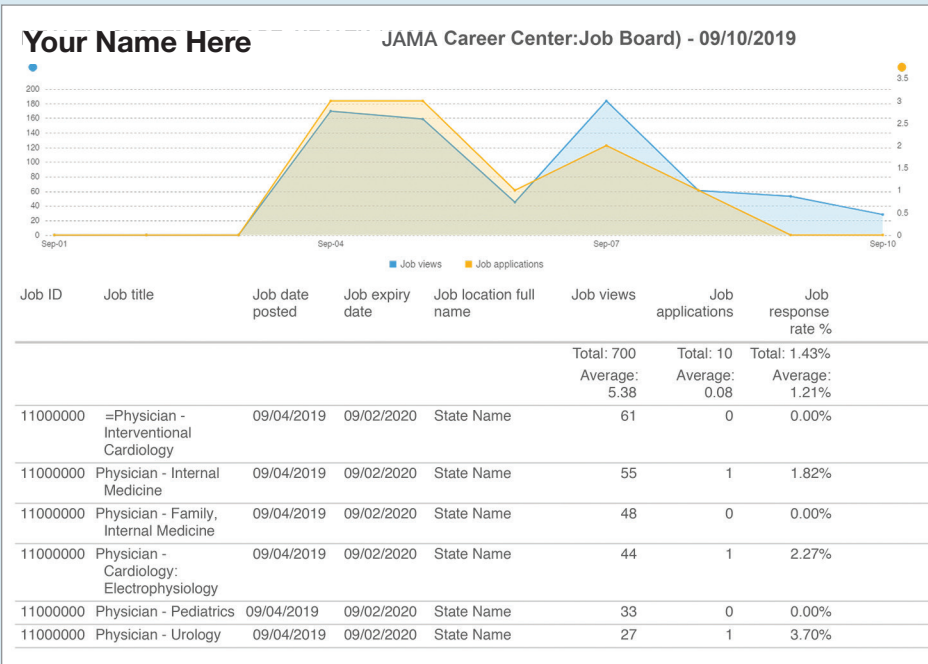
## Live Jobs post in chronological order

### Upgrades:

- 1 Promoted Job:**  
Upgrade ensures that your job will always appear above the other listings within the browse and search for that date posting.  
**Blue Promoted Flag Top Right**
- 2 Premium Job:**  
Your job will appear stylized so that it stands out from other jobs in the results page.  
**Green Styled Background**
- 3 Standard Job:**  
Your job will appear chronologically within search. Upgrades can be purchased.  
**White Standard Background**



A La Carte Upgrades	Flat Net Rate
Display Logo Listing	\$25
Premium Job	\$75
Promoted Job	\$100
Top Job	\$125
Featured Job	\$150
Featured Employer	\$200
Company Profile	\$255



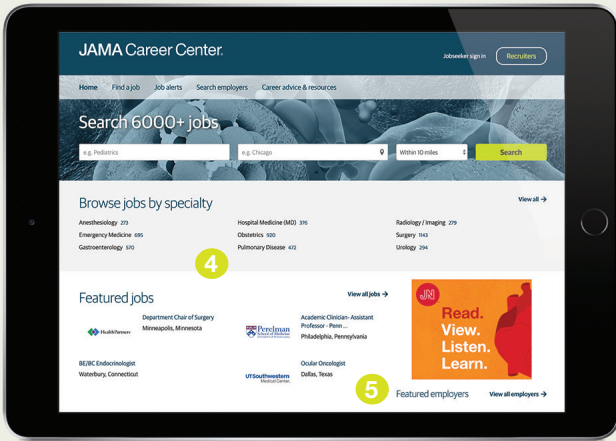
## Access Your Custom Data Anytime

- ◆ Recruiting teams can have access to monitor, edit and repurpose job postings
- ◆ Daily automatic reporting on posting performance



## Home Page Upgrade:

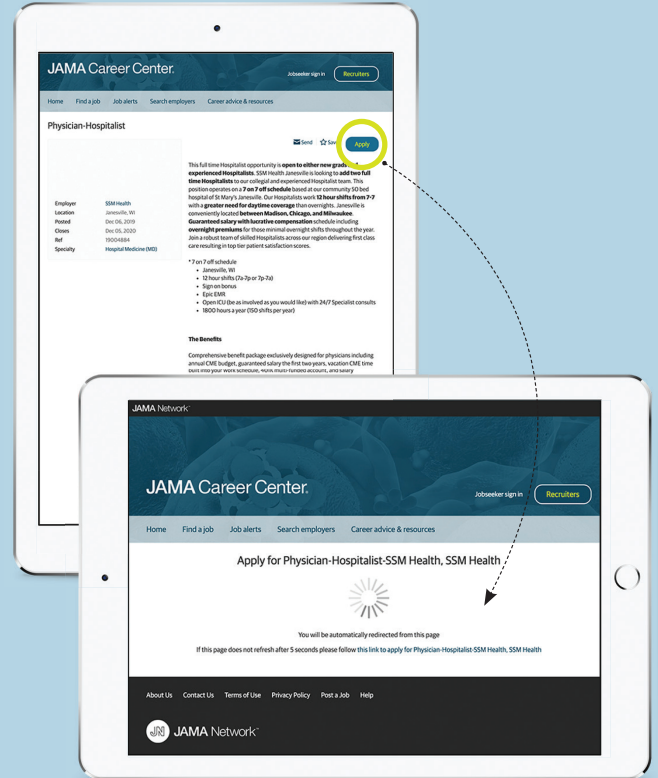
- 4 Featured Job:**  
Quick way to boost applications and views for a specific job by receiving rotating home page exposure
- 5 Featured Employer:**  
High visibility employer branding. Logo linked to all job postings



Company Logo for both positions

## ATS Redirect:

- ◆ JAMA Career Center will redirect each application to your internal Applicant Tracking System



## Easy Application Process

### Email Application Form Fill

- ◆ JAMA Career Center offers the applicant a quick and easy form without redirect to apply straight to the designated recruiter
- ◆ Recruiter will receive email alerts with the application information directly to their inbox

The ATS Redirect allows for the most conversion tracking within your own system.

The Form Fill is the fastest route to convert a job seeker into an applicant!



# Materials and Specifications

## Print Material Specifications

### Display Ad Unit Dimensions— same across ALL Journals

Unit	Width	Depth
Full Page Bleed	8.125"	10.75"
1/2 Page Vertical	3.45"	9.6875"
1/2 Page Horizontal	7.0"	4.625"
1/4 Page	3.45"	4.625"
1/6 Page	2.25"	4.625"
Column Inch 2.25" 1.0"	2.25"	1.0"

Column-inch units are available in half-inch increments up to 9 inches in depth.

Full Page trim: 7.875" x 10.5"

Design should leave a safety area for the text 0.25" from the trim edge

### Supported Software Programs

Adobe Creative Suite and higher

### Requirements

Please provide artwork files in the accepted formats listed below:

- ◆ PDF: Press optimized, embed fonts
- ◆ EPS: Convert fonts to outlines
- ◆ INDD: Files must be packaged with images and fonts
- ◆ All files must be packaged with images and fonts

*Please note: Image files should be 300 ppi or higher*

## Digital Material Specifications

### Display Ad Unit Dimensions

- ◆ 728x90 px standard banner size
- ◆ 60k standard file load size
- ◆ Rich media max expanded dimensions/direction: 728x270/down
- ◆ Max number of 3 panels
- ◆ User initiated expansion: mouse-over
- ◆ Expansion collapse: mouse-off
- ◆ 60k max initial file load size
- ◆ 100k subsequent max polite file load size

Standard Banner Size	Rich Media Max Expanded Dimensions/Direction
728x90* px	728x270/Down
120x600 px	400x600/Left
160x600 px	400x600/Left
300x250* px	500x250/Left
300x600 px	400x600/Left

\*Sizes only offered on JAMA Career Center.



### Email Alerts Ad Unit Dimensions

- ◆ Alert type: ETOC, online first and highlights
- ◆ 728x90 px standard banner size
- ◆ File type accepted: GIF, Animated GIF, JPEG
- ◆ 60k Max File Size

- ◆ Rich Media Supported: Yes, 728x90 px rich media spec above
- ◆ Support Impressions Tracker Pixels: Yes
- ◆ 60k Max Initial File Load Size
- ◆ 100k Subsequent Max Polite File Load Size

## 2022 JAMA Issue Closing Calendar

Each specialty journal has a different issue closing calendar. Ask for the 2022 specialty journals closing calendar.



### Submission and Requirements

- ◆ Accepted File Formats include HTML, HTML5, GIF, Animated GIF, JPEG - please check with our production office if a different file format is required. Ask your consultant for a comprehensive **Digital Placement Information and Materials Spec Sheet** for additional terms and details regarding digital banner ads or for custom creative needs.
- ◆ Creative material is due via email to JAMA Network Advertising Services **a minimum of 7 business days prior to campaign/placement launch.** (email: [online-advertising@jamanetwork.com](mailto:online-advertising@jamanetwork.com))
- ◆ All advertising and landing pages are subject to AMA Editorial review. The AMA reserves the right to decline any submitted advertisement creative or campaign. Prior to the start of the campaign, the AMA will review the materials submitted and, once approved, set the campaign placement live.
- ◆ JAMA Network serves thru Google Ad Manager (GAM/DFP) and accepts 3rd Party Servers. Please check with our production office to verify if your 3rd Party Server is accepted.

Issue Date	Space Closing Date	Material Closing Date
01/04/22	12/02/21	12/10/21
01/11/22	12/09/21	12/17/21
01/18/22	12/16/21	12/23/21
01/25/22	12/23/21	12/30/21
02/01/22	12/30/21	01/07/22
02/08/22	01/06/22	01/14/22
02/15/22	01/13/22	01/21/22
02/22/22	01/20/22	01/28/22
03/01/22	01/27/22	02/04/22
03/08/22	02/03/22	02/11/22
03/15/22	02/10/22	02/18/22
03/22-29/22	02/17/22	02/25/22
04/05/22	03/03/22	03/11/22
04/12/22	03/10/22	03/18/22
04/19/22	03/17/22	03/25/22
04/26/22	03/24/22	04/01/22
05/03/22	03/31/22	04/08/22
05/10/22	04/07/22	04/15/22
05/17/22	04/14/22	04/22/22
05/24-31/22	04/21/22	04/29/22
06/07/22	05/05/22	05/13/22
06/14/22	05/12/22	05/20/22
06/21/22	05/19/22	05/27/22
06/28/22	05/26/22	06/03/22
07/05/22	06/02/22	06/10/22
07/12/22	06/09/22	06/17/22
07/19/22	06/16/22	06/24/22
07/26/22	06/23/22	07/01/22
08/02/22	06/30/22	07/08/22
08/09/22	07/07/22	07/15/22
08/16/22	07/14/22	07/22/22
08/23-30/22	07/21/22	07/29/22
09/06/22	08/04/22	08/12/22
09/13/22	08/11/22	08/19/22
09/20/22	08/18/22	08/26/22
09/27/22	08/25/22	09/02/22
10/04/22	09/01/22	09/09/22
10/11/22	09/08/22	09/16/22
10/18/22	09/15/22	09/23/22
10/25/22	09/22/22	09/30/22
11/01/22	09/29/22	10/07/22
11/08/22	10/06/22	10/14/22
11/15/22	10/13/22	10/21/22
11/22-29/22	10/20/22	10/28/22
12/06/22	11/03/22	11/11/22
12/13/22	11/10/22	11/18/22
12/20/22	11/17/22	11/23/22
12/27/22	11/23/21	12/02/22



# Advertiser Incentives

## Advertiser Savings Program

Significant savings for advertising spend commitment

The **Advertiser Savings Program (ASP)** helps you get the most value from your media budget. Whether you're advertising for brand awareness, physician recruitment, or both. Only recognized and approved purchase agencies, advertiser parent companies and their subsidiaries are eligible. This program does not apply to online-only credit card transactions.

- ◆ When you make a spending commitment for calendar year 2022 prior to your first insertion, you start saving from day one.

### 2022 Net Spending Commitment

Level	Minimum	Savings
1	\$15,000	3%
2	\$25,000	5%
3	\$50,000	8%
4	\$75,000	10%
5	\$100,000	15%
6	\$150,000	20%
7	\$200,000	25%

- ◆ A contract signed by the advertiser's authorized agent must be accepted by the journal before your first order is placed.
- ◆ If space is placed by an advertising agency, the ASP contract must be signed by both advertiser and agency.
- ◆ When actual spending during the year attains a higher level than that committed, additional savings will be applied to subsequent paid orders. Rebates will not be given for any space previously booked. If commitment is not satisfied during the year, ads will be short rated.
- ◆ *JAMA Oncology* may utilize ASP discounts but is excluded from any Promotions or Discounts, unless specially approved.

## Promotions

Print and Digital Bundle Discount  
**20% OFF**



- ◆ Offer excludes recruitment job board advertising as a digital element. Offer valid on display advertising only.

Buy 3 Ads get the 4th **FREE!**



- ◆ Start with any print 3 insertions of Print Display, Word Block, or flights of Online Display. Products or journals cannot be mixed and matched. Excludes recruitment job board.
- ◆ Offer may have limitations for use based on campaign components. Ask rep for details.



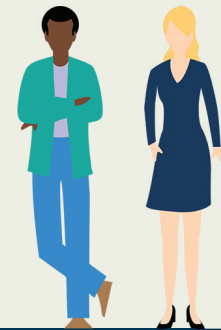
# Bonus Distribution and Exhibits

## Physician Engagement - Tentative Exhibits Both Onsite & Virtual

Meeting	Date	Location	Publication Distribution
International Stroke Conference	02/09 - 02/10	New Orleans, LA	JAMA, CAR, NEU
American Academy of Dermatology	03/25 - 03/27	Boston, MA	JAMA, IMD
American College of Cardiology	04/02 - 04/04	Washington, DC	JAMA, IMD, CAR, CAR Selections
American Academy of Neurology	04/03 - 04/06	Seattle, WA	JAMA, NEU
Datapalooza	04/04 - 04/05	Arlington, VA	Health Policy
American Association for Cancer Research	04/10 - 04/13	New Orleans, LA	JAMA, ONC
Pediatric Academic Society	04/22 - 04/25	Denver, CO	JAMA, PED
American College of Physicians	04/28 - 04/30	Chicago, IL	JAMA, IMD
Asoc. for Research/Vision Ophth	05/01 - 05/05	Denver, CO	JAMA, OPH
American Thoracic Society	05/13 - 05/18	San Francisco	JAMA, IMD, PED
American Society for Clinical Oncology	06/03 - 06/07	Chicago, IL	JAMA, ONC
Academy Health	06/04 - 06/07	Washington, DC	JAMA
American Society of Human Genetics	10/25 - 10/29	Los Angeles, CA	JAMA, NEU, PED, PSY, ONC
American Heart Association	11/05 - 11/07	Chicago, IL	JAMA, CAR
American Public Health Association	11/06 - 11/09	Boston, MA	Public Health

**Get up front and personal at physician conferences**

- ◆ At select physician-targeted meetings, JAMA Network journals are promoted and sample copies of relevant journals are distributed, providing extra exposure for your advertising messages.



**Engage with our team at recruitment events**

- ◆ Our Recruitment team will walk you through a custom analysis of our products and how they align with your needs.

## Recruiter Engagement - Tentative Conferences

Meeting	Tentative Date	Location
NAPR	02/16 - 02/18	Las Vegas, NV
CAPS	06/13 - 06/15	Chapel Hill, NC
AAPPR	04/24 - 04/26	Chicago, IL
ACP	04/28 - 04/30	Chicago, IL
MINK	07/25 - 07/27	Blue Springs, MO
MRRN	07/31 - 08/02	St. Joseph, MI
3RNet	08/30 - 08/31	Manchester, NH
ONPR	09/29 - 09/30	Columbus, OH
SEPRA	10/09 - 10/11	Amelia Island, FL
ISPR	TBD	Chicago, IL
AAFP	TBD	TBD
MAPRA	TBD	TBD
AHNS	TBD	TBD
SWPRA	TBD	TBD
NWSPR	TBD	TBD
NEPRA	TBD	TBD

# General Information

Our Health Systems and Recruitment team is here to help.

**For additional questions or needs, contact [HSRAdvertising@jamanetwork.com](mailto:HSRAdvertising@jamanetwork.com)**

## Word Advertising

- ◆ All classified word ads are typeset in the same typeface and format. Regular typeface words cannot be set bold, italicized, or underlined. Bold typeface words are all set bold. There is no charge for typesetting word ads. Pricing is set in block tiers, with a minimum charge of 30 words.
- ◆ Tiers range from **Small word block** 30 - 40 words to **Jumbo word block** 111+ words
- ◆ **A word is one or more letters bound by a space, as in the following examples:**
  - New York City – **3 words**
  - a qualified candidate – **3 words**
  - June 6, 2018 – **3 words**
  - 312.555.1212 – **1 word**
  - William H. Smith, MD – **4 words**Job Description details are then written out in paragraph form

## Advertising Acceptance Policy

- ◆ Classified advertising is subject to approval by the American Medical Association and is restricted to professional opportunities, practices for sale, medical office space available, products and services that are of interest to physicians and other health professionals, and CME. All ads must clearly and prominently identify the advertiser.
- ◆ We reserve the right to decline, withdraw, and/or edit copy at our sole discretion.
- ◆ Advertising orders are accepted subject to the terms and conditions set forth in *Principles Governing Advertising in Journals of the American Medical Association*.

## Cancellation and Copy Changes

- ◆ All changes to display print advertising schedules, cancellations, or corrections must be communicated to our Health Systems and Recruitment department by fax or email prior to the journals closing date of the scheduled issue(s).
- ◆ All changes to digital banner advertisements and email alerts may be accepted with written notice to the Director of Sales, 30 days or more before the campaign start date, advertiser may cancel all, or a portion of the campaign, without penalty. Additional cancellation terms regarding digital display banners can be provided based on campaign needs.
- ◆ All recruitment online job board products are non-refundable and non-cancellable. Slot credits are placed on recruitment account at time of order and have one year to use.

## Terms and Conditions

- ◆ All advertising must be submitted in writing. The Journals will not be bound by any conditions appearing on an insertion order when such condition(s) conflict with provisions contained on this rate card or with terms and conditions set forth in the referenced Principles. Every care is taken to avoid mistakes, but Journals shall not be liable for errors and omissions.
- ◆ Recruitment ads must comply with all US equal opportunity employment laws. Verbiage that could be used to categorically discriminate against applicants (eg, on the basis of sex, age, race, religion, marital status, or physical handicap) will not be accepted. Non-US advertisers are required to confirm in writing that they provide equal employment opportunity. When represented by an agent, confirmation must come from the employer and not the agent.
- ◆ Fax confirmation letters to 312.464.5909. Prepayment in US currency is required for non-US advertisers at the time of placement.
- ◆ Advertisers who have investigated the issue and found that 1) their sites do not qualify as Health Professional Shortage Area for J-1 visa purposes and 2) that the position advertised does not qualify for a J-1 visa waiver under any government agency, may indicate this in the text of their ad by stating the following: “No J-1 positions available.” Or “This is not a J-1 visa site.”

## Payment, Commission

- ◆ Presented rates are non-commissionable and represent a NET rate structure. Agency and Staffing representatives are responsible for payment of the net rate structure on behalf of their client representative. JAMA is not responsible for agency commissions and gross mark-ups made between agency and advertiser.
- ◆ Prepayment of the initial schedule by check or credit card (Visa, Mastercard, and American Express accepted) is required of first-time advertisers. Invoicing is subject to credit approval.

## Orders, Materials and Payment

- ◆ **Please direct all communication as follows:**  
Health Systems and Recruitment Advertising  
American Medical Association  
330 N Wabash Ave, Ste 39300  
Chicago, IL 60611-5885  
800.262.2260  
312.464.5909 Fax  
Recruitment@jamanetwork.com

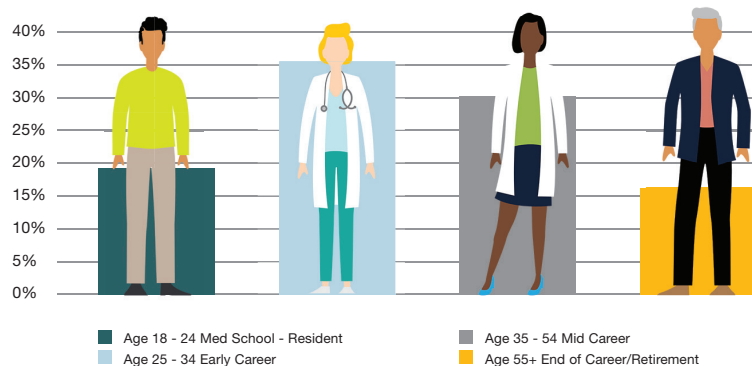
Start your custom  
physician engagement  
experience today!



Recruitment advertising targets  
job-seeking physicians who then  
engage in research on the JAMA  
Network or at JAMA Career Center.

# JAMA Network Facts

## JAMA Network Readership by Career Stage



Source: JAMA Network internal data 2020

## 2021 Pageviews (Monthly Average)

Journals	Pageviews 2021 Average per month
JAMA	4,345,539
JAMA Network Open <i>Open Access Online Only platform</i>	1,013,616
JAMA Cardiology	283,305
JAMA Dermatology	497,963
JAMA Health Forum <i>Open Access Online Only platform</i>	1,013,948
JAMA Internal Medicine	419,186
JAMA Neurology	255,473
JAMA Oncology	259,913
JAMA Ophthalmology	304,594
JAMA Otolaryngology-HNS	591,206
JAMA Pediatrics	473,292
JAMA Psychiatry	352,819
JAMA Surgery	331,000

## Qualified Circulation (July 2021) and Impact Factor Rankings (2020)

Journal	Circulation	Impact Factor
JAMA	289,661	Top 3 Impact Factor
JAMA Network Open	<i>Online Only</i>	Top 5 Impact Factor
JAMA Cardiology	<i>Online Only</i>	Top 10 Impact Factor
JAMA Dermatology	13,375	<b>#1 Impact Factor Ranking</b>
JAMA Internal Medicine	<i>Online Only</i>	Top 10 Impact Factor
JAMA Neurology	5,266	Top 10 Impact Factor
JAMA Oncology	13,893	Top 10 Impact Factor
JAMA Ophthalmology	10,157	Top 10 Impact Factor
JAMA Otolaryngology-HNS	1,805	<b>#1 Impact Factor Ranking</b>
JAMA Pediatrics	2,557	<b>#1 Impact Factor Ranking</b>
JAMA Psychiatry	<i>Online Only</i>	Top 3 Impact Factor
JAMA Surgery	<i>Online Only</i>	<b>#1 Impact Factor Ranking</b>

Source: Clarivate Analytics 2020 Release of Journal Citation Reports® (JCR) Science Edition based on 2019 Web of Science™ data, extracted 6/20/2020.

# Meet the Team

Our team specializes in building consultative needs-based campaigns to best serve YOU!

With years of collective experience across consumer and medical media, our team works to deliver the latest updates on industry and digital trends to consistently improve our solutions.

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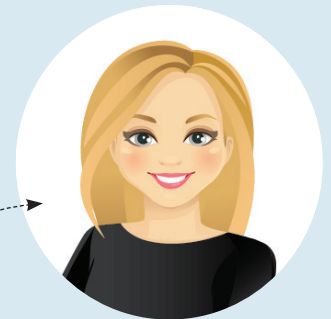
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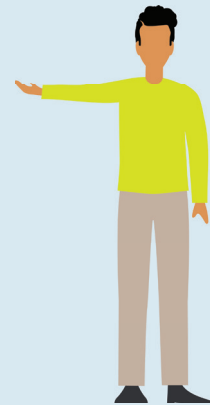
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