



# DIGITAL TRANSFORMATION ACADEMY

*Powered by BIBF*



“With ever growing technological advancement comes the potential for many organizations to grow as well as expect and anticipate change. We’ve brought in the best experts to BIBF to deliver an exciting wide range of topics from Bahrain and abroad to benefit and enrich the human capital.”

Dr. Ahmed AbdulHameed AlShaikh  
Director - BIBF

**01** BANKING

**02** ACCOUNTING & FINANCE

**03** ISLAMIC FINANCE

**04** DT & PROJECT MANAGEMENT

**05** INSURANCE

**06** LEADERSHIP & MANAGEMENT

**07** EXECUTIVE LEADERSHIP

**08** ACADEMIC STUDIES

## ABOUT

The BIBF is a semi-government training institute affiliated with the Central Bank of Bahrain, established in 1981. The Institute plays a vital role in the training and development of human capital in Bahrain, the wider Middle East, North Africa and beyond.

The BIBF's commitment to excellence has strengthened its position as the leading educational provider across all major business disciplines. The Institute serves as a partner to numerous world-class institutions; delivering Thought Leadership, Assessment and Training in the areas of Banking, Islamic Finance, Executive Development, Accounting & Finance, Academic Studies, Leadership & Management, Insurance, Digital Transformation and Project Management and Supply Chain Management; resulting in a complete business solution.

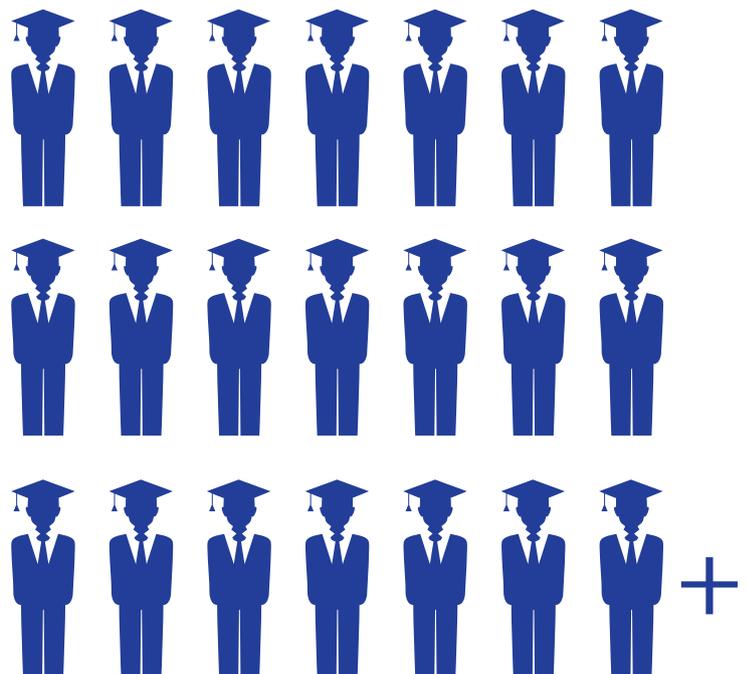


The BIBF qualifies over **20,000** learners a year across all major business disciplines and economic sectors. Since its establishment, it has provided training and development opportunities in 63 countries giving the institute a global footprint.

The BIBF has delivered training to over

**340,000**

students in 63 countries since its inception in 1981



# ABOUT THE DIGITAL TRANSFORMATION CENTRE

The Centre for Digital Transformation and Project Management aims to become a leading provider for innovative IT and Project Management Training programmes. The Centre's strategic direction is to offer Digital Transformation Programmes that support all business professionals and not just the IT professionals.

## ABOUT THE TEAM



**AHMED NAEEMI**

Head of Digital Transformation,  
Operations & Project Management



**MARYAM MAJED**

Manager – Digital  
Transformation & Project  
Management Centre



**ZAINAB HADI**

Senior Officer - Digital  
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**YOUSIF FARAJ**

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Management Centre



**HALA KARMUSTAJI**

Officer – Digital  
Transformation & Project  
Management Centre

# OUR PARTNERS



IIB COUNCIL



# OUR OFFERINGS

Data Privacy  
and Information  
& Cyber Security

FinTech  
& Blockchain

Technopreneurship  
Programme

Data Science &  
Analytics

Cloud  
Computing

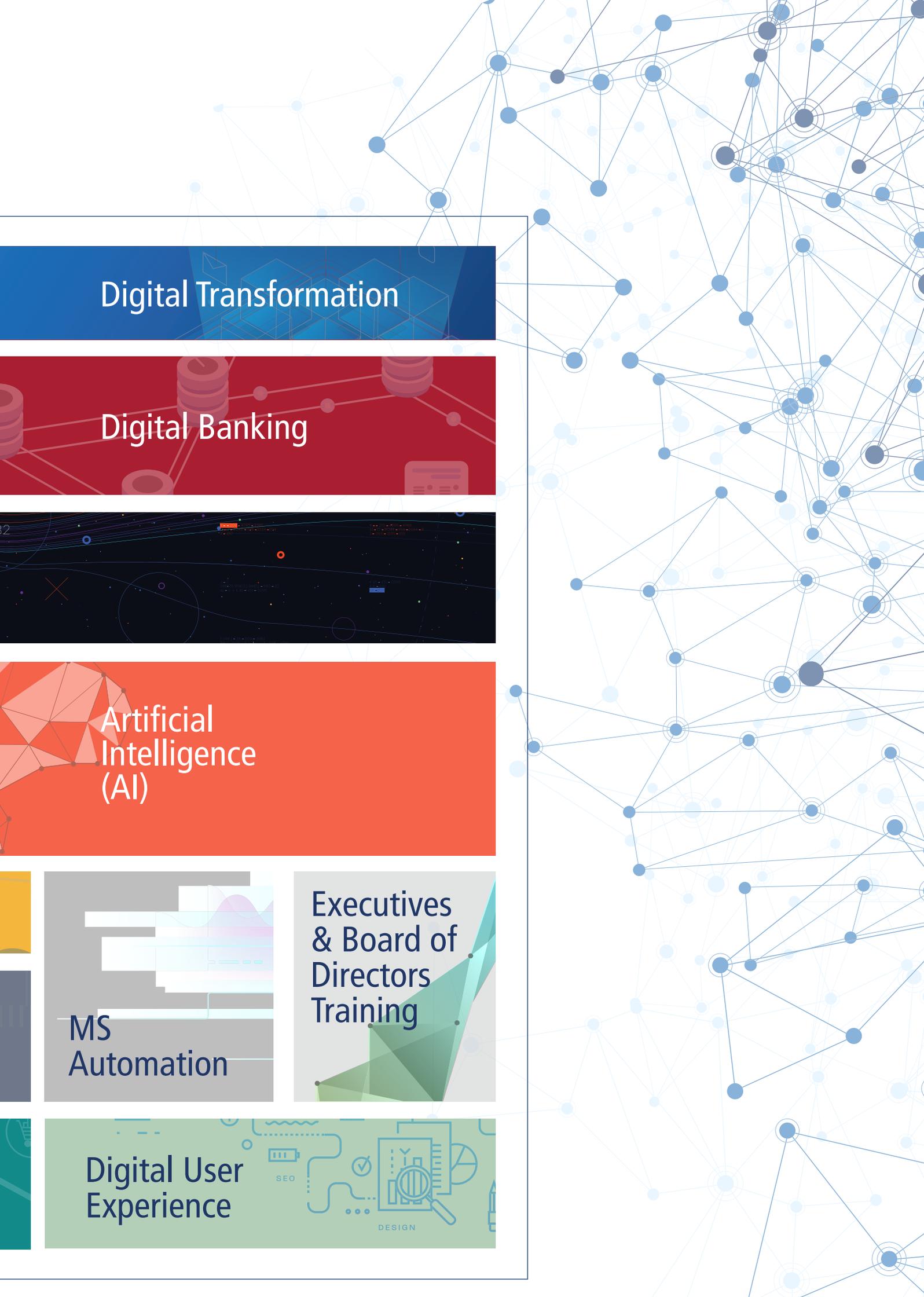
Big  
Data

IT Management

Business Continuity & Disaster Recovery Planning

Digital Team Building  
Games

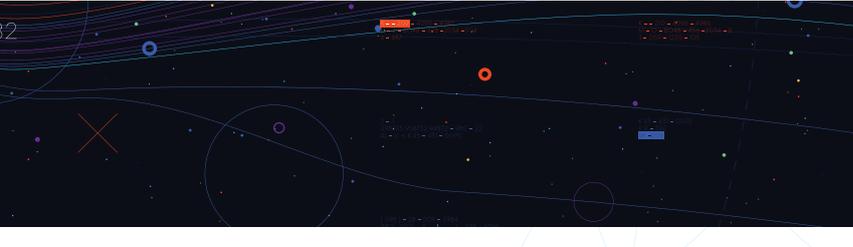
Internet of Things  
(IoT)

A complex network diagram with blue nodes and lines, serving as a background for the entire page.

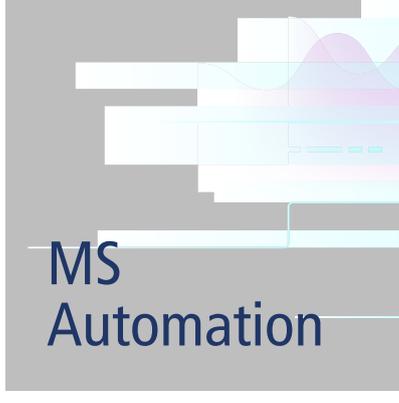
Digital Transformation

A red background with icons of server stacks and a computer monitor, connected by lines.

Digital Banking

A dark background with glowing blue and orange lines and nodes, representing data flow or AI processes.

Artificial Intelligence (AI)

A grey background with a white bar chart and a purple curve, representing data analysis or automation.

MS Automation

A grey background with a green geometric shape and a white bar chart, representing executive training.

Executives & Board of Directors Training

A green background with icons for SEO, a magnifying glass over a chart, and a pencil, representing user experience design.

Digital User Experience

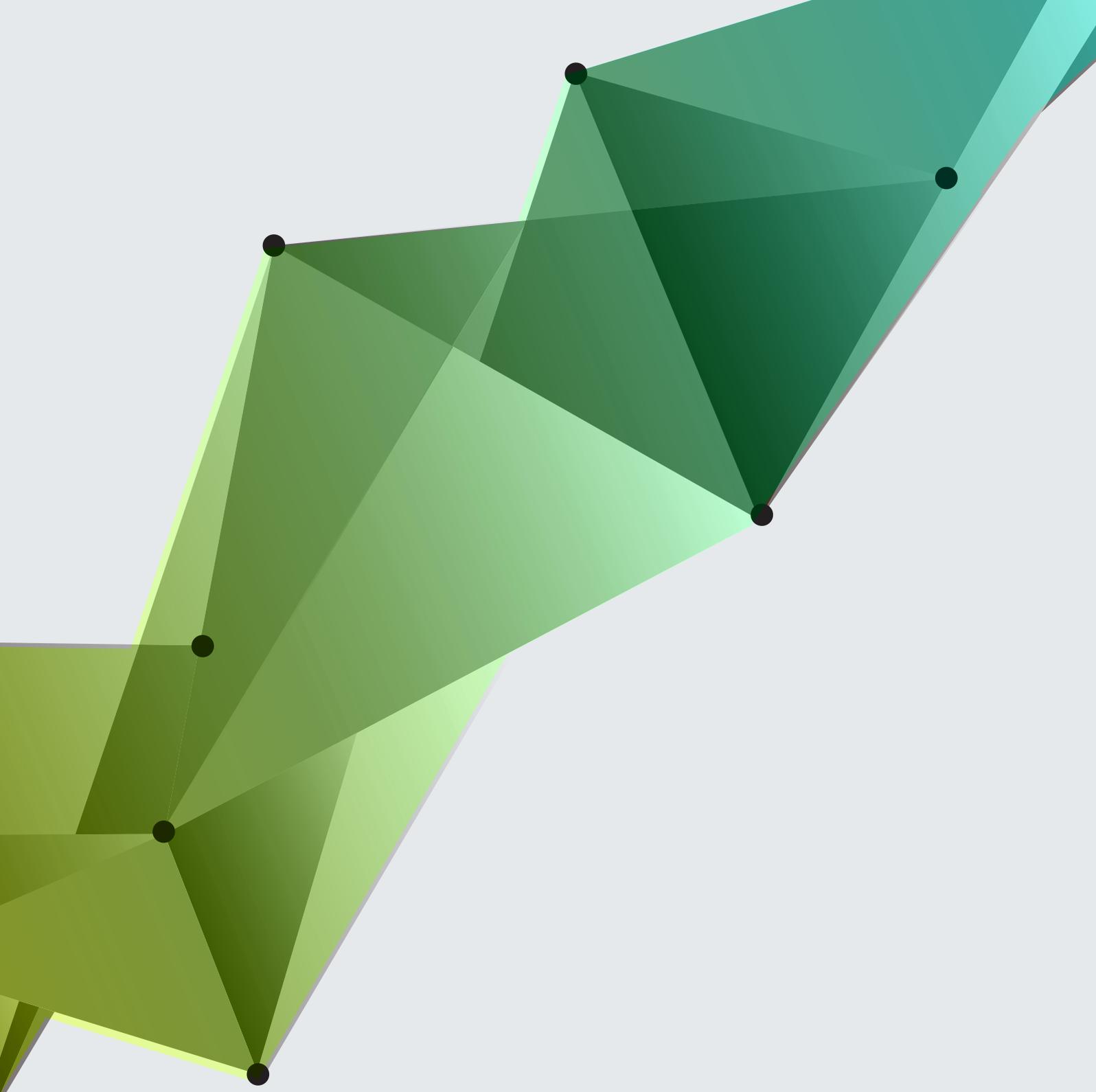


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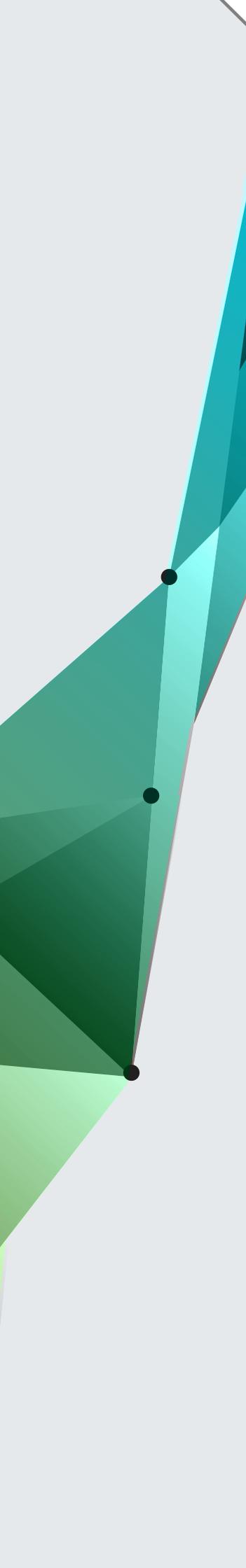
**“When digital transformation is done right, it’s like a caterpillar turning into a butterfly, but when done wrong, all you have is a really fast caterpillar.”**

- George Westerman

”



Digital Transformation  
**EXECUTIVES & BOARD  
OF DIRECTORS  
TRAINING**



- **Cyber Security**

Cyber security consistently remains a hot boardroom topic of discussion. Yet, prevention from even basic threats remains a difficult challenge for most firms. Organizations and boards need to reconcile their understanding of cyber security with the true reality of new threats as they emerge. This training focuses on learning how to strategically manage cyber security risks and requirements, align the needs of staff, IT and management and understanding the different types of security and why they need to collaborate.

- **FinTech**

With the emergence of FinTech, there is a massive growth of innovative use of technology in the design and delivery of financial services and products which can affect many businesses across different sectors. This training focuses on the introduction to FinTech, disruptive forces shaping the financial services, and applications and sample case studies which can be benefited from by organisations.

- **Blockchain**

Blockchain has been publicized to be the next generation of the internet as it is no less transformative in its potential to liberate the commercial and business world than the advent of Internet that proliferated global exchange of information. This training provides the key knowledge areas in relation to Blockchain technology, how does it work and how it can impact their organizations.

- **Cloud Computing**

Cloud can change the way you operate at all levels of the business. The speed and cost efficiency of the cloud means that you can now use IT to experiment and change the way you do business. This training focuses on the overview of the cloud, how organisations understand some of the key business savings associated with the cloud and how the cloud can be turned into an innovation centre.



- **Digital Transformation**

Digital transformation has become crucial to business success, and yet many misunderstand what it involves. The training focuses on some of the most frequent and important questions surrounding the subject by expanding upon the steps towards the Digital Transformation framework.

- **Digital Innovation**

Leading Digital Business Innovation Session is designed for Executives and Senior Managers who wish to develop a strategic roadmap for digital business innovation in their organisation. It will focus on taking advantage of "Digitalization" to create completely new business concepts and direction "Digital innovation". The training will provide awareness to understand the opportunity that digital brings and the importance of digital innovation to support organizational transformation.

- **Artificial Intelligence**

Artificial intelligence (AI) has become increasingly significant in today's world. Search engines, financial algorithms, and autonomous vehicles all use AI to provide advantageous services. This course provides an introduction to AI, common approaches, sample topics and uses for organizations across all sectors.

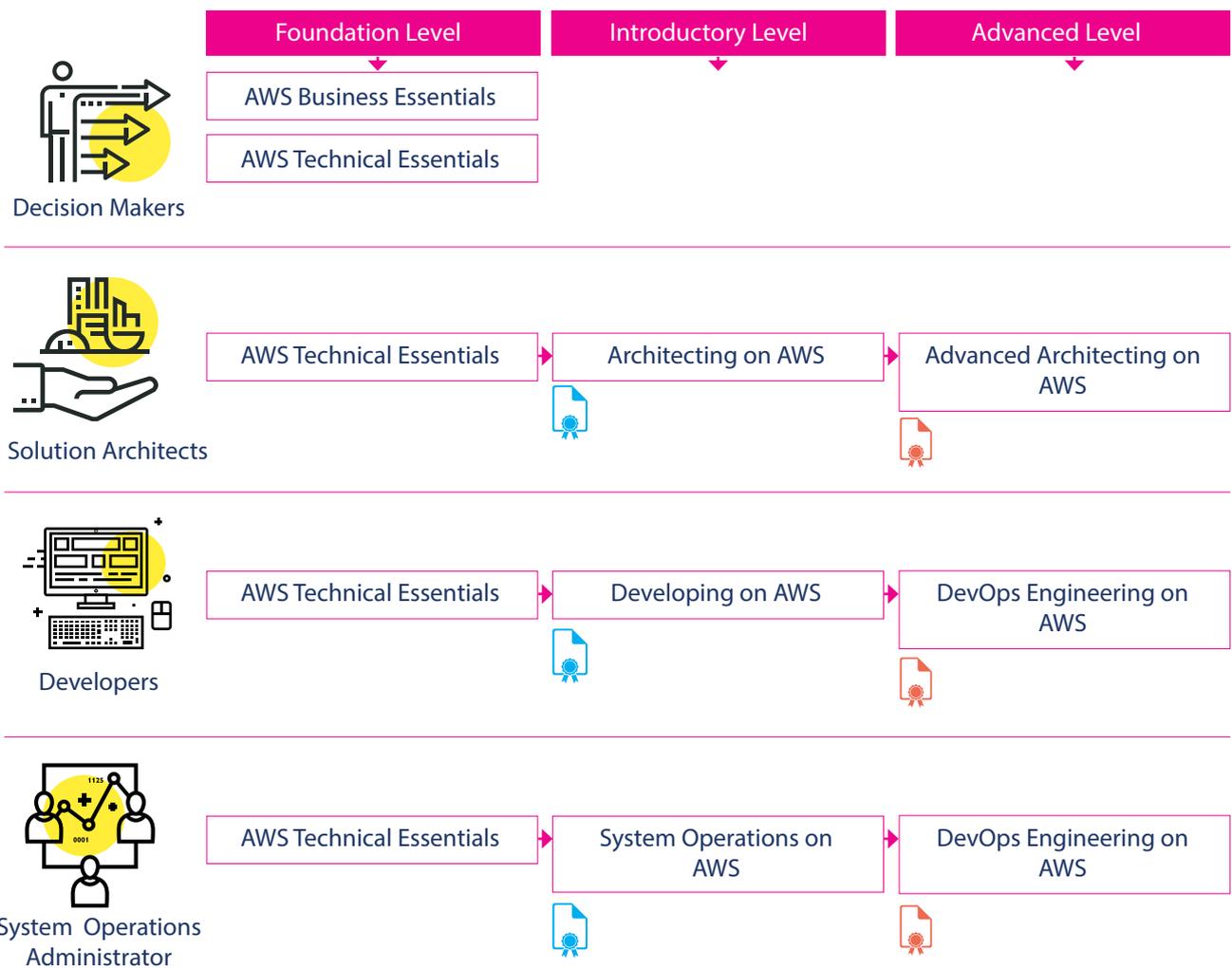


# CLOUD COMPUTING

Authorized Training  
Provider



# AWS Learning Journey



Certification - Associate Level.



Certification - Professional level.

# Amazon Web Services



## • Decision Makers

### 1. AWS Business Essentials Foundation Level

This course introduces participants to AWS products, services, and common solutions based on business requirements.

### 2. AWS Technical Essentials Foundation Level

This course illustrates AWS products, services, and common solutions. It provides you with fundamentals to become more proficient in identifying AWS services.



## • Solution Architects Path

### 1. AWS Technical Essentials Foundation Level

This course illustrates AWS products, services, and common solutions. It provides you with fundamentals to become more proficient in identifying AWS services.

### 2. Architecting on AWS Introductory Level

This Professional training covers the fundamentals of building IT infrastructure on AWS and is designed to teach solutions architects how to optimize the AWS cloud by understanding its' services and how these they fit into cloud-based solutions.

### 3. Exam Readiness Workshop Intermediate Level

This workshop is intended for individuals who are preparing for the AWS Certified Solutions Architect – Associate exam. It teaches you how to interpret the tested concepts to better eliminate incorrect responses.

### 4. Advanced Architecting on AWS Advanced Level

This Professional training covers how to build complex solutions that incorporate data services, governance, and security on AWS.



## • Developers Path

### 1. AWS Technical Essentials Foundation Level

This course illustrates AWS products, services, and common solutions. It provides you with fundamentals to become more proficient in identifying AWS services.

### 2. Developing on AWS Introductory Level

This Professional course helps developers understand how to use the AWS SDK to develop secure and scalable cloud applications.

### 3. DevOps Engineering on AWS Advanced Level

This Professional course demonstrates how to use the most common DevOps patterns to develop, deploy and maintain applications on AWS.



## • System Operations Administrator Path

### 1. AWS Technical Essentials Foundation Level

This course illustrates AWS products, services, and common solutions. It provides you with fundamentals to become more proficient in identifying AWS services.

### 2. System Operations on AWS Introductory Level

This Professional training is designed to teach those in a Systems Administrator or Developer Operations (DevOps) role how to create automatable and repeatable deployments of networks and systems on the AWS platform.

### 3. DevOps Engineering on AWS Advanced Level

This Professional course demonstrates how to use the most common DevOps patterns to develop, deploy and maintain applications on AWS.

# BIBF Masterclasses

- **Cloud Computing Awareness**

This course is targeted for all levels of staff including executives and board level. The purpose of this session is to provide the participants with concept of cloud computing and the adaptation.

- **Cloud Computing: Business Trends & Technologies**

This course is designed to introduce the concepts of Cloud Computing as a new computing paradigm linked to business and technologies. The participants will learn the Cloud Computing in various terminologies, principles and applications.

## DID YOU KNOW?



In the next 5 years,

**75%**

of all IT processing will be done in the Cloud.

End-user spending on cloud services will be more than

£ **115** BILLION



Businesses fully utilising cloud computing save on average more than

**15%**

on their IT spending



**80%**

of cloud adopters saw improvements within 6 months of moving to the cloud



# DIGITAL TRANSFORMATION PROGRAMME

The Digital Transformation Programme is a comprehensive programme that takes participants through the full journey starting with assessing the need for Digital Transformation, gaining insights on the key transformational technologies and ending the programme with a practical exercise to initiate the Digital Transformation Roadmap relevant to participants' organizations.

## About the Programme

Digital Transformation Programme is for Business Professionals who wish to develop a strategic roadmap for digital business transformation in their organisation. It will focus on taking advantage of "Digitalization" to create completely new business concepts and direction "Digital Transformation".

The Programme is designed to take participants into three main Learning Tracks:

Learning Tracks

### ASSESS

Learn the methodologies and approach to analyse and assess business processes and how to identify the critical processes suitable to incorporate in the organizational digital transformation journey.

### TRANSFORM

Learn about the key technologies that can transform your business. Learn how each technology works and their applications to be able to identify the suitable technologies for your business.

### APPLY

Learn the tools and techniques to build organizational digital transformation roadmap. Engage with digital experts to share knowledge and discuss relevant market updates and key considerations for way forward.



Learning Modules

1 Business Process Analysis

2 Digital Transformation Fundamentals

3 TransformTECH: Cloud Computing

4 TransformTECH: Big Data

5 TransformTECH: Artificial Intelligence

6 TransformTECH: Internet of Things

7 TransformTECH: FinTech

8 TransformTECH: Blockchain

9 Build your Digital Transformation Roadmap

10 Engage with Digital Transformation Experts

## **1. Business Process Analysis**

Understand the tools and techniques to analyze business processes. Understand how to identify areas for improvement along with digitalization opportunities.

## **2. Digital Transformation Fundamentals**

Understand the fundamentals of digital transformation and gain a comprehensive outlook of the digital process and journey.

## **3. TransformTECH: Cloud Computing**

Understand the “Cloud” as a transformational technology and how it can be applied to the business.

## **4. TransformTECH: Big Data**

Understand the “Big Data” as a transformational technology and how it can be applied to the business.

## **5. TransformTECH: Artificial Intelligence**

Understand the “Artificial Intelligence (AI)” as a transformational technology and how it can be applied to the business.

## **6. TransformTECH: Internet of Things**

Understand the “Internet of Things (IoT)” as a transformational technology and how it can be applied to the business.

## **7. TransformTECH: FinTech**

Understand the “FinTech” as a transformational technology and how it can be applied to the business.

## **8. TransformTECH: Blockchain**

Understand the “Blockchain” as a transformational technology and how it can be applied to the business.

## **9. Build Your Digital Transformation Roadmap**

A tactical guide for business innovation. Understand how to build a successful digital transformation roadmap.

## **10. Engage with Digital Transformation Experts**

A discussion Forum with Digital Transformation Experts.



# TECHNOPRENEURSHIP PROGRAMME

A comprehensive program to enable participants to start their technopreneurship journey and learn the essential knowledge and skills to set-up their own tech-business idea.

## Using the Power of Technology to Innovate

Kick-Start Your Technopreneurship Journey

1 Technopreneurship Fundamentals

2 Digital Trends & Technology Stack

Big Data & Cloud Computing

AI & IoT

FinTech & Blockchain

Design Your Idea

3 Design Thinking

4 Project Manage Your Business

5 Digital Transformation

6 Web Design & App Design

Digital User Experience

7 Social Media Tools

Build Your Support Environment

8 Secure Your Business

9 Understand the Regulatory Environment

Promote Your Technovation

Final Project

## Key Highlights

4

Learning Tracks

9

Modules

15

Days

120

Hours

1

Project

# BLOCKCHAIN ACADEMY



In today's world, it became important for every business professional and not only IT specialists, to be aware of the technological advancements and to learn about the latest trends that can massively affect the business operations.

The BIBF is pleased to launch the Blockchain Academy that offers the 1st Blockchain Professional Qualification Program, in addition to series of Masterclasses & Workshops.

# DO YOU WANT TO

## A. Learn all about blockchain through a Masterclass?

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Join the Masterclass that Meets Your Requirements

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### Key Features

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Delivered by international practitioners and blockchain experts

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Suitable for management and non-management levels, IT & Non-IT

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Effective to learn the essential knowledge, stay up-to-date and be aware of the latest trends

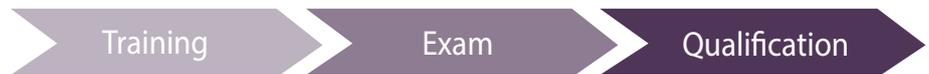
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## • Blockchain Masterclass

This in-depth awareness session aims to provide all levels of staff including executives and board level with the key knowledge areas in relation to Blockchain technology, how it works and how it can impact organizations.

## B. Earn a recognized international professional qualification in Blockchain?

Join our Certified Professional Blockchain 5-Day Program



### Key Features

**1<sup>ST</sup>** The 1st Blockchain Professional Training and Certification to set the global standards in Blockchain Technology

 Awarding Body: Institute of iBusiness Council (IIB Council)\*

 360° Content, covering a wide variety of different blockchain technologies, networks and ecosystems

 100% Hands on Training

\*IIB Council is a division of EC-Council



## • Certified Blockchain Professional

### About the Programme

The C|BP course provides a thorough overview of blockchain technology and its implementation in the real world. The course begins with the technical foundations of blockchain, such as distributed and decentralized systems, cryptography and mining. Students will learn about the mechanisms behind cryptocurrencies and how to develop applications using Ethereum, a decentralized virtual machine.

Participants will explore different blockchain solutions and business blockchain frameworks for blockchain enterprise applications such as Hyperledger, introduced by the Linux Foundation and widely used by IBM. Most importantly the course will cover multiple blockchain implementation concepts by immersing students to sustainable and scalable blockchain development.

**5**

Days

**40**

Hours

**10**

Modules

**10**

Labs

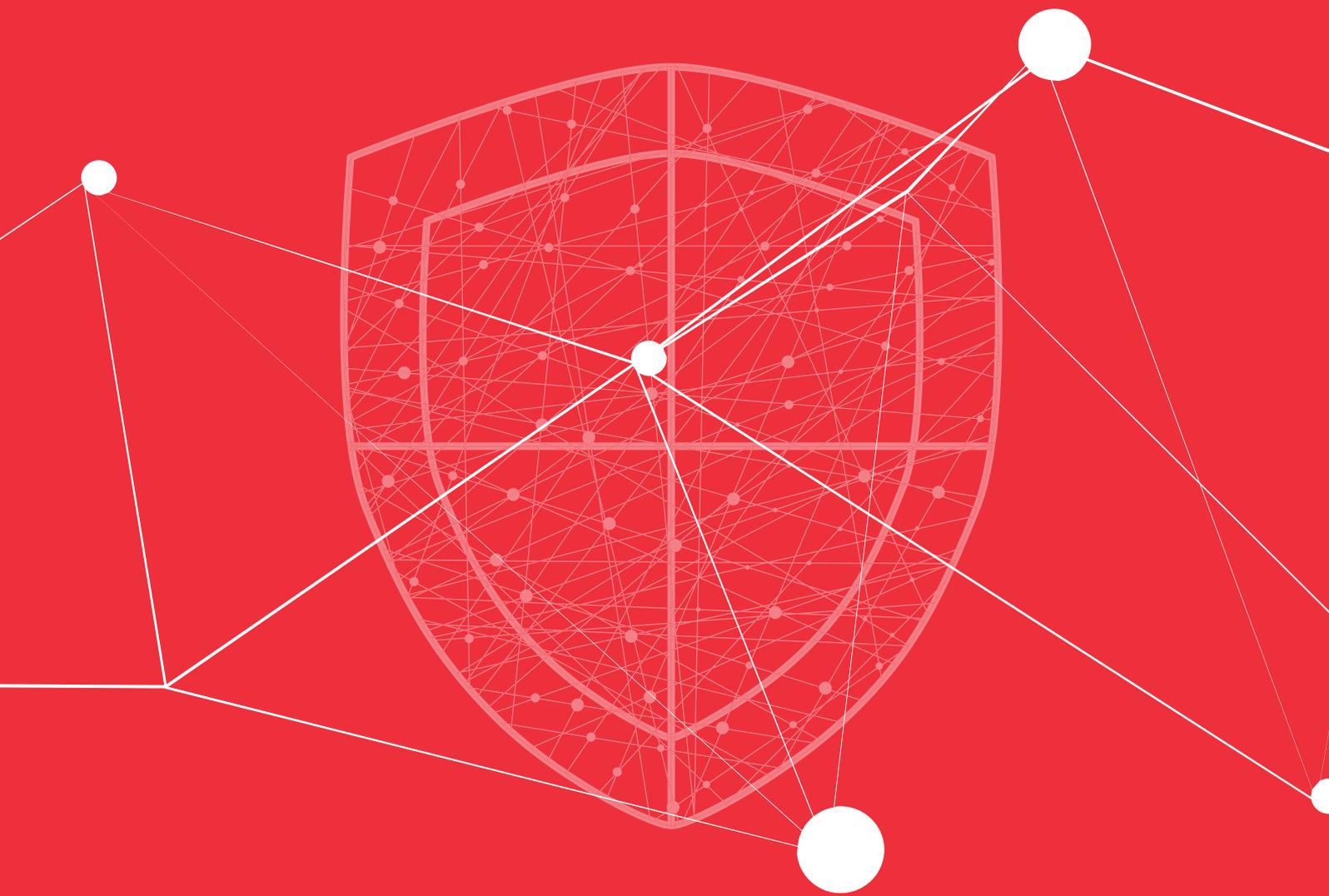
IIB Council (Institute of iBusiness Council) is a division of International Council of E-Commerce Consultants, also known as EC-Council, one of the world's largest cyber security technical certification body.

### Who Should Attend?

For technology makers (developers, programmers, coders) equipped with the basic understanding of programming languages and technical knowledge to deep dive into blockchain development, strategy and implementation.

### Programme Prerequisites

- Exposure in Programming Languages - Required
- Basic Understanding of Cryptocurrencies - Preferred
- Experience with Bitcoin and Ether - Preferred



# DATA PRIVACY AND INFORMATION & CYBER SECURITY

Powered by



## AWARENESS & TRAINING WORKSHOPS

- Cyber Security Awareness  
For Executives, IT Professionals & Staff
- Management of Information Security
- Information Security Policies, Procedures and Standards
- IT Security: Defense Against the Digital Dark Arts
- Cyber Security Compliance Awareness:
  1. ISO
  2. PCI- DSS
  3. HIPAA
  4. Data Protection



International  
Organization for  
Standardization



## VENDOR SPECIFIC TECHNOLOGY & PRODUCT TRAINING

- Vendor Specific Technology
  1. Endpoint Prevention
  2. Endpoint Detection & Response using AI
  3. Malware Analysis / Sandboxing
- Vendor Specific Product Training
  1. McAfee
  2. FORTINET
  3. CrowdStrike

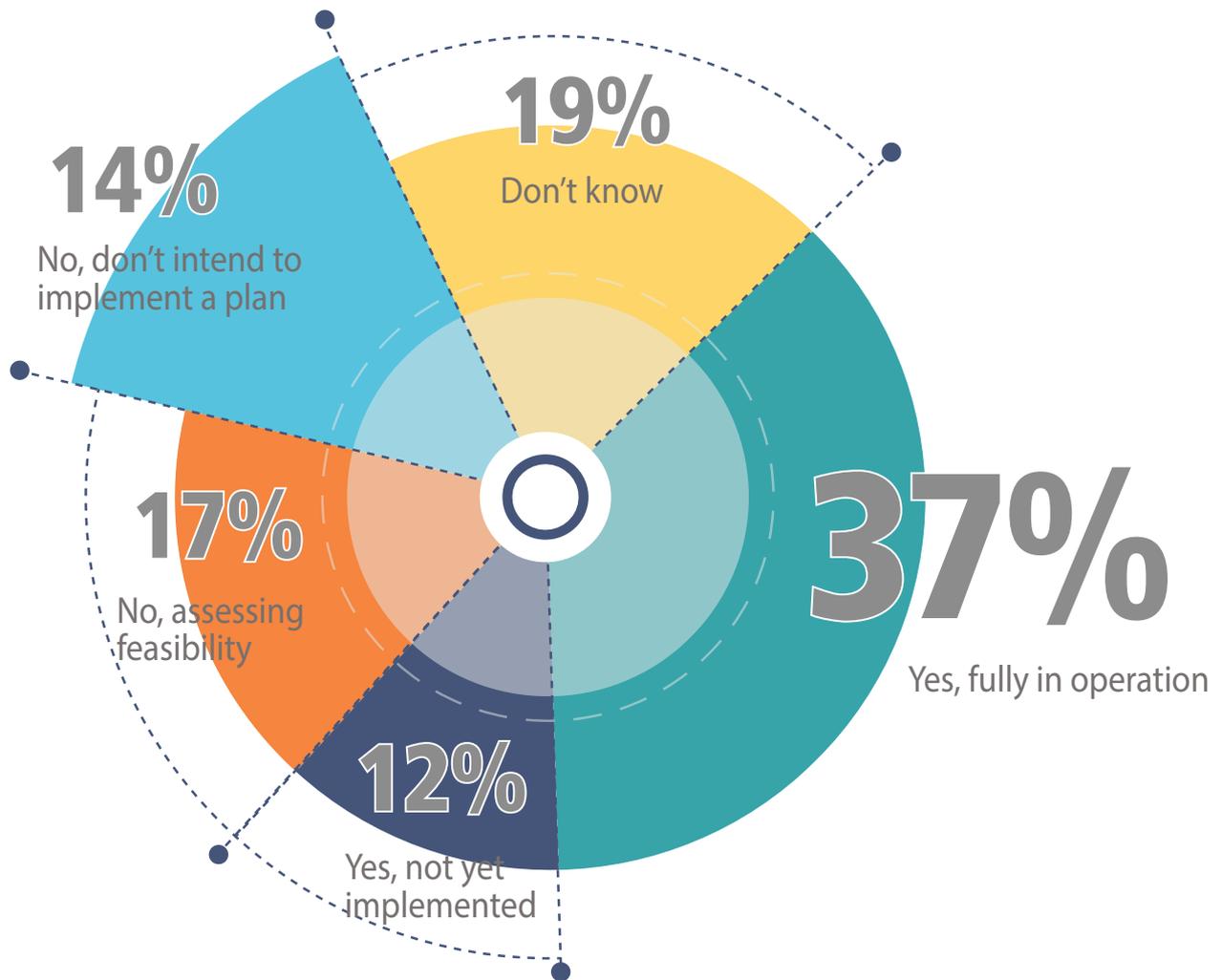


## PROFESSIONAL QUALIFICATIONS

- CISI – Managing Cyber Security
- Certified Information Systems Auditor - CISA®
- Certified Information Security Manager - CISM®

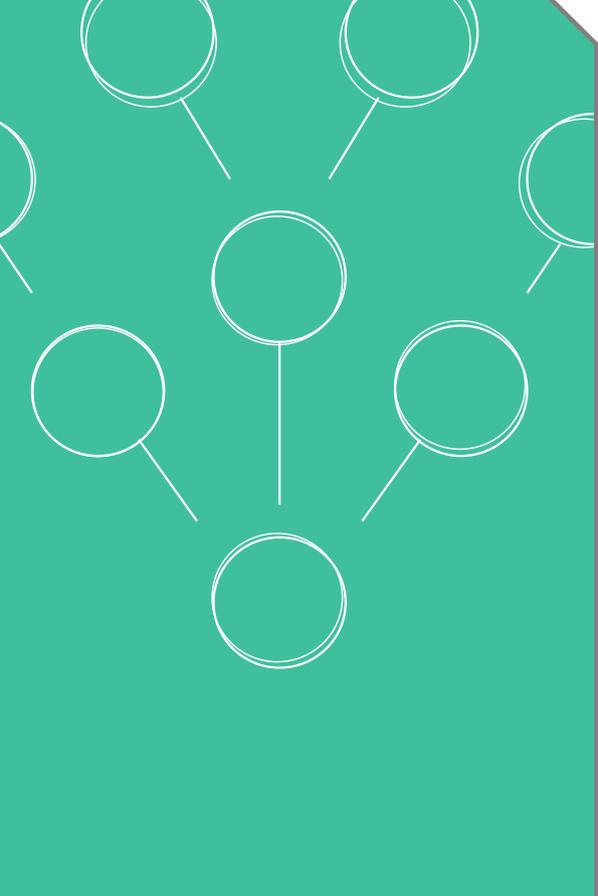


## Do organizations have incident response plans to deal with cyber-attacks?





**EXPLORE  
ALL OUR  
OFFERINGS**



# FINTECH

- **FinTech in Flash: Financial Technology Made Easy**

This course provides the fundamental concepts of FinTech and the roadmap to the future of banking and insurance. It also explains the digital lending innovation, and the impact on business banking.

- **Innovation Strategy Developing your Fintech Strategy**

The course aims to vision how business strategies meets with innovation in finance. It explains the competing concepts on technological innovation and helps participants understand what FinTech strategy their organization should resolve.

- **FinTech Awareness Session**

This session is targeted for all levels of staff including executives and board level, and will provide an awareness on FinTech, the Disruptive Forces Shaping Financial Services, Digital Banking, and Lending.



# DATA SCIENCE & ANALYTICS

- **MS Excel Data Forecasting**

This course is about creating and evaluating forecasts using MS Excel Tools, Functions and understanding and using the concepts of linear programming, forecasting, and trend analysis.

- **MS Excel VBA – Level 1**

This course covers different features of the Visual Basic Editor interface; show users how to record, write, edit, and manage macros; and learn about the syntax that VBA uses to create macros.

- **Infographics with Advanced MS PowerPoint**

The course will cover design principles on how to design and create clear and compelling slides, layout and design, visualization, Infographics, and image manipulation to help present data simply and elegantly.

- **MS Power BI®**

This course allows candidates to transform, analyze and visualize data in actionable business intelligence in the form of reports, visualizations, and dashboards that can be shared anywhere in the world.

- **MS Excel Data Analysis and Visualization**

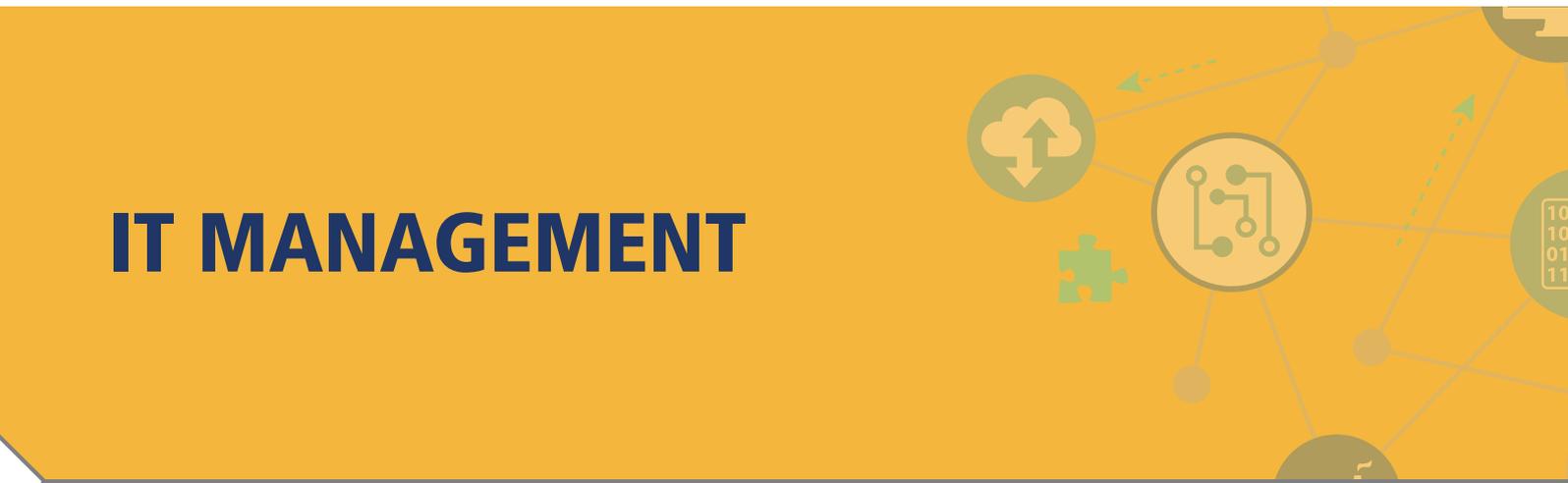
This course teaches participants how to analyze data using Excel Functions, Formulas and Pivot Tables.



# DIGITAL BANKING

- **Introduction to Digital Banking**

This course will cover why Digital Banking is important to the growth and profitability of banks, real-life case studies and what can participants do to kick-off the digital banking initiatives in their banks.



# IT MANAGEMENT

- **Information Technology Infrastructure Library ITIL®- Foundation**

This professional course prepares you for the examination leading to the ITIL® Foundation Certificate. It explains what ITIL® is and how it can help align IT services with the needs of your organization.

- **Information Technology Governance**

The course aims to describe and identify the concepts for IT governance and how to embed in the organization.

- **Information Technology Service Management**

This course introduces the fundamentals of IT service management based on the ITIL. The outcomes that customers or employees want to achieve are the reasons why they use a service.

- **Fundamentals of IT Audit**

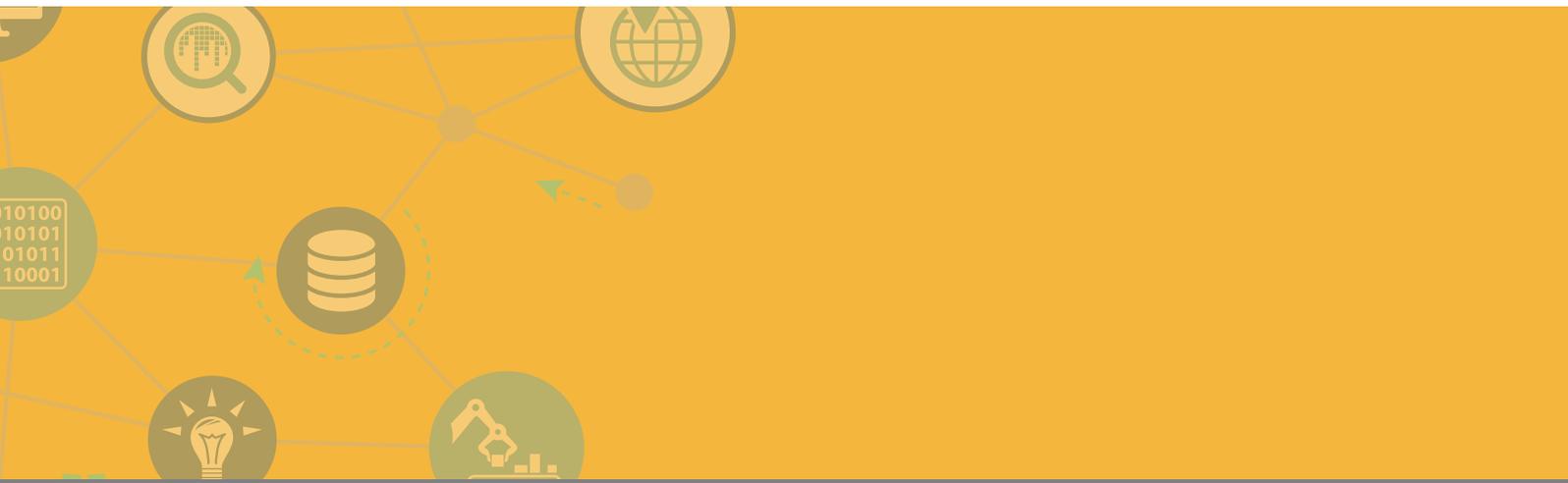
The course aims to describe the concept of IT audit and identify the processes for an effective audit methodology.



# DIGITAL USER EXPERIENCE

- **Introduction to Digital User Experience**

This training helps participants understand how to design and manage a digital user experience to meet and exceed customers' expectations. It also helps understand the importance of providing customers with a rich, interactive and engaging digital experiences to support business growth.



- **IT Strategy and Management**

The course aims to describe the principles and methodologies for crafting and executing a successful business-aligned IT strategy to provide businesses with value delivery.

- **Information Technology Risk Management**

The course aims to describe and identify the best practices to develop the risk management processes including risk assessments and frameworks.

- **IT Service Level Agreements Management**

The course aims to describe and identify the concepts, processes of IT SLA and to build the right SLA framework for your organization to create a common understanding between a service provider and its customers.

- **Information Risk Management:  
Maximizing the Value of Data and Information**

This course will provide you with the concepts, methods and techniques that will protect your organization from damages and data loss.

# MS AUTOMATION

- **MS Project**

This course begins with the basic concepts and leads participant through all the functions they'll need to plan and manage a small to medium-size project, including how to level resources and capture both cost and schedule progress.

- **Automation & Web-Scale IT**

This course teaches you the concept of big data and using different layers like batch, serving, speed architectures and the attributes of web-scale IT.

- **MS PowerPoint**

This course is designed for participants who are interested in learning the fundamentals and advanced knowledge needed to create and modify basic presentations to develop an advanced presentation.

- **MS Access**

In this course, you will use MS Access to manage your data, including creating a new database; constructing tables; designing forms and reports; and creating queries to join, filter, and sort data.

- **MS Outlook**

This course introduces the interface and gets participants up and running quickly working with messages, calendars, and contacts.

- **MS Word**

1. **Basic**

In this course participants will learn the basic tools of MS Word, how to create, edit, format, and print Microsoft Word documents.

2. **Intermediate**

This course will cover the advanced formatting, use Word drawing tools, create and manage tables, and work with column layouts.

3. **Advanced**

This course will cover the advanced techniques, like working with tables of contents, footnotes, and endnotes, adding comments, tracking changes, using Mail Merge, and protecting documents.

- **MS Excel Business Dashboard**

The course is driven by practical exercises workshop. It is an advanced MS Excel course. Participants will learn how to summaries and present data in an interactive way using lookup functions, Charts, Pivot Tables, Form Controls and Excel presentations skills.

- **MS Excel Data Cleansing & Data Presentation**

The workshop will cover MS Excel Power Query and Excel Built in Tools. The ultimate goal of this workshop is to gain knowledge on how to clean, manipulate and transform data and present it in a professional way.

# BIG DATA

- **Big Data: Principles & Best Practices of Scalable Real-Time Data Systems**

This course teaches you the concept of big data and using different layers like batch, serving and speed architectures.

- **MS Excel**

## 1. Basic

In this course, participants will create and edit basic worksheets and workbooks. This course is designed for those who want to gain the necessary skills to create, edit, format, and print basic Microsoft Excel worksheets.

## 2. Intermediate

This course is meant for participants who want to advance their skill set by learning to work with advanced formulas, lists, and illustrations, charts and advanced formatting including styles.

## 3. Advanced

This course is designed for participants to gain the skills necessary to use pivot tables, audit and analyze worksheet data, utilize data tools, collaborate with others, and create and manage macros.

- **Microsoft Excel Conditional Formatting**

The course will cover two types of conditional formatting, built in conditional formatting and logical formulas. Some examples of conditions are, cells greater than a specified number, formatting cells according to dates or the invoice number, formatting cells at the intersection of rows etc.

## DID YOU KNOW?

**90%**

of world's data has been created in the last 2 years

**2.5**

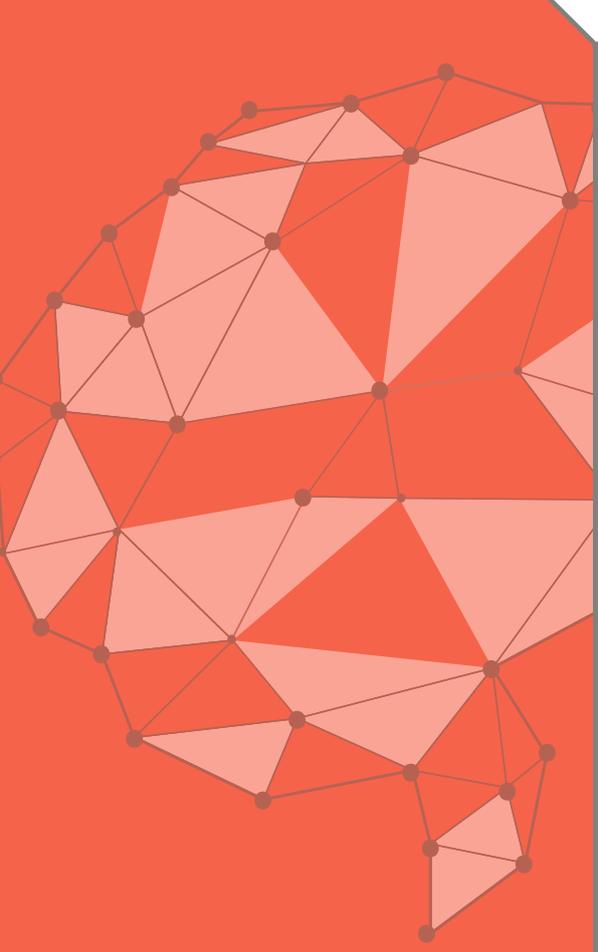
QUINTILLION amount of data generated by people everyday

**6**

BILLION hours of video watched on youtube every month

**2.7**

ZETABYTES amount of data in the digital universe



# ARTIFICIAL INTELLIGENCE (AI)

- **Artificial Intelligence & Robotic Process Automation in Banking**

This course allows participants to learn the concepts of Artificial Intelligence & Robotic Process Automation that will impact banking through the streamlining of operations, revenue optimization and improving customer experience - without interruption in the event of disruption to any part of the operation.

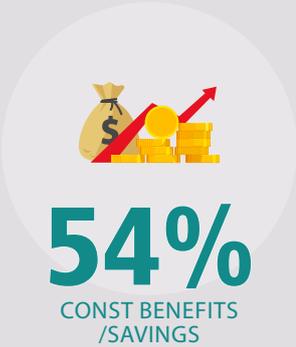
- **Introduction to Artificial Intelligence & Machine Learning for Cybersecurity**

This course will try to tackle several critical issues related to AI and ML. With cyber security being a top concern across all industries, organisations may soon have AI to also worry about.

- **AI Awareness Session**

This training session aims to provide participants with an overview of how and why AI has picked up massively in the last few years. The advancements have allowed businesses to harness the power that years of AI study has offered into AI products and services.

## TOP REASONS BANKS USE ARTIFICIAL INTELLIGENCE



# BUSINESS CONTINUITY & DISASTER RECOVERY PLANNING

- **Business Continuity Management**

The course aims to describe and identify the processes to build the Business Continuity plan. Business Continuity (BC) is being able to continue operations without interruption in the event of disruption to any part of the operation.

- **Business Impact Analysis for an Effective IT Disaster Recovery Plan**

This course will take the participants through the steps required to understand the Business Impact Analysis process, and the steps required to understand the nature and requirements of IT in an organization.

- **IT Disaster Recovery Planning**

The course aims to identify the components required to build the IT disaster recovery plan. IT disasters can strike without warning at any time crippling an organization's ability do business and even communicate internally and externally.

## DID YOU KNOW?

**FACT #1**  **2% ONLY** of organizations can say they recovered from their latest incident in under an hour

 **31% ONLY** of organizations test their disaster recovery plan multiple times a year **FACT #2**

**FACT #3** 

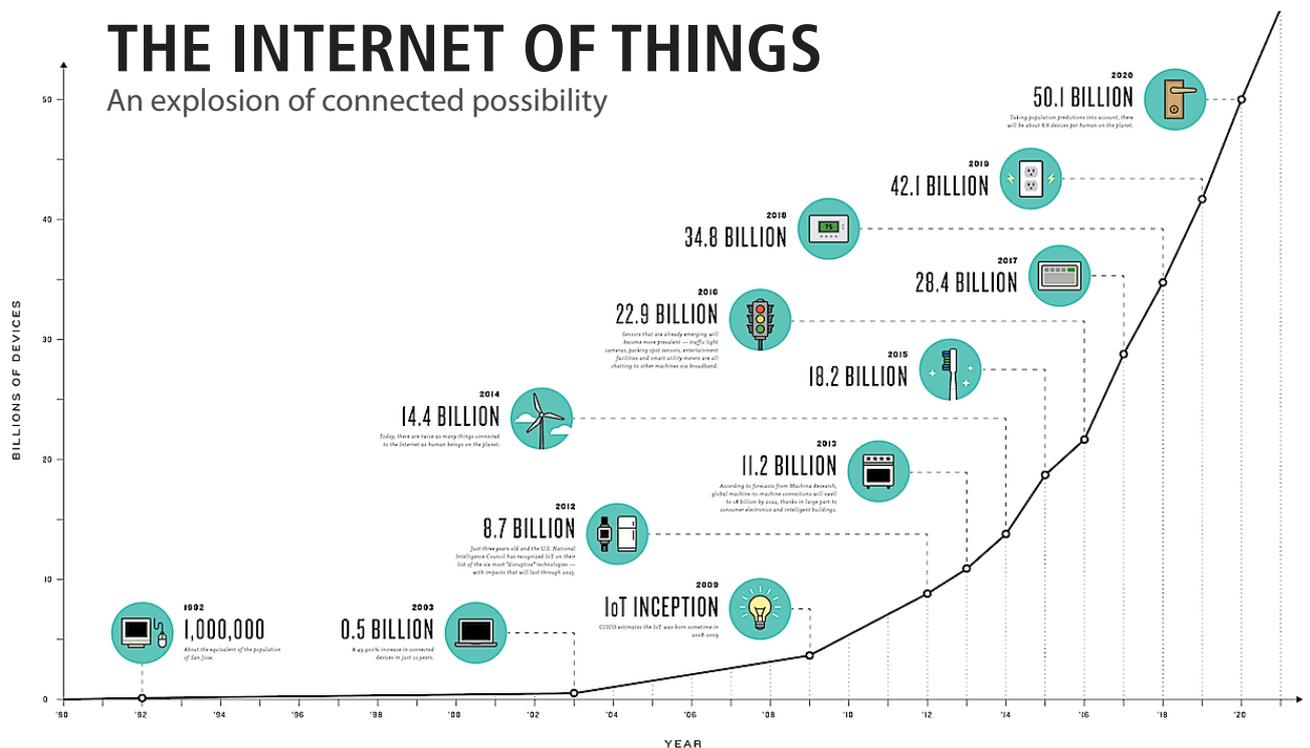
- Loss of productivity
- Lost business opportunities
- Low employee morale

 are the biggest impacted areas of downtime.

# INTERNET OF THINGS (IOT)

- **Building the Internet of Things: Implement New Business Models**

This course will help participants gain adequate knowledge on the Internet of Things, understand the potential and impact of the IoT for the society, the economy as well as the risks and ethical implications.

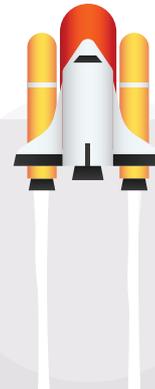


# DIGITAL TEAM BUILDING GAMES

This digital team building games offer a completely interactive team building experience with the use Virtual Reality (VR) devices, where participants strengthen communication and problem-solving skills together through simulated scenarios.



FASTER PROTOTYPING,  
DESIGN & TRAINING



RISK-FREE  
EXPLORATION

## THE BENEFITS OF AUGMENTED REALITY IN THE ENTERPRISE



LESS EXPENSIVE THAN REAL-  
WORLD APPLICATIONS



IMPROVED SAFETY



INCREASED FLEXIBILITY

For more information  
& to register please contact us on

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 itcentre@bibf.com

 [www.bibf.com/dta/](http://www.bibf.com/dta/)

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