



## **“The Wholeness Assessment Model”**

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**“Two avid persons never get enough:  
A “Money” seeker and  
A “Knowledge” seeker.**

*Islam Prophet “Muhammad”  
Piece upon him.*

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## Introduction

Information is like the sun; it can be free for all people while in some other cases deprived countries may pay huge investments in solar energy projects to other countries.

Information also can be maintained freely one-click-away when needed over internet. Or it can worth millions of dollars and may cause wars. Think of countries seeking nuclear bomb information.

Information is a raw material, like “Oil”. Oil doesn’t have a value in itself. Couple of centuries ago nobody would care to pay money for it; however in current age “OPEC” is an international organization regulates its world price. “Oil” has numerous usages. Information is exactly the same. It’s a raw material that’s value tied to its usages and impacts.

*And based on this concept – “Information Usages & Impacts” OR “Cause & Effect” technique; we can estimate monetary value of “Information” based on its importance and effects.*

## The value of “Corporate Information Management”

Management is all about having information of “how to reach customers, what’s unique about our competitors, how to improve our product/service, how to expand our market, how to acquire best quality supplies with best prices, etc.”, then taking the proper decisions to go for it.

The value of “**Corporate Information Management**” is actually the coin’s other face of “**Corporate Management Maturity & Proficiency**”.

Even gauging the “**Quality of Management Decisions**” is a matter of information measurements and analysis that allows for corrective actions and further ongoing “Management Decision Making” process improvements.

No wonder that all total quality management models such as (ISO, CMMI, and OPM Certifications) ensures the solid existence of proper “performance Information” measurement & decision analysis process in organizations for rational, systematic, long-term strategic and daily tactic decisions.

“**Corporate Management Maturity & Proficiency**” is usually measured by external party assessment providers such as “*ISO, CMMI, and OPM Certifications*”; In addition to corporate gained recognized awards and competition certificates.

**With some abstraction**; we can see organization from an information view doing nothing but

- 1- Working on having information on how to best getting its inputs
- 2- How to best performing its core operations
- 3- How to best bringing its outputs to customers

While always taking informative proper actions and getting their evaluating informative feedback. There is nothing more descriptive about the importance and value of information than this “***Information View Scope***” and being living in the “***Information Age***”.

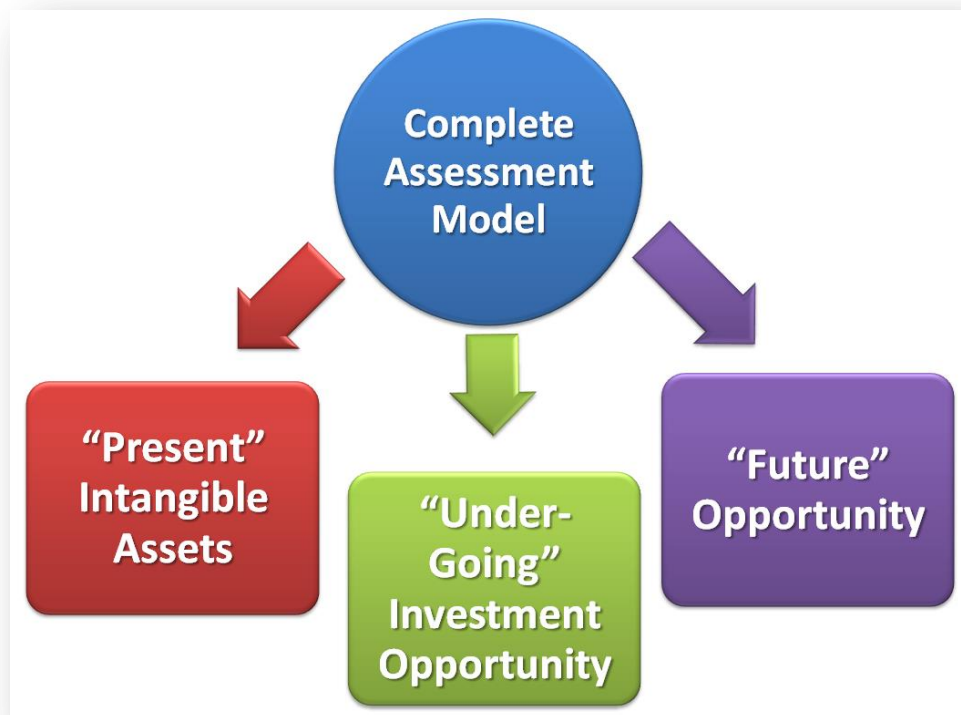
## The “Wholeness Assessment Model”

The “**Wholeness Assessment Model**” provides a quantitative method to capture the whole of corporate valuable assets. It enables corporation and other entities to evaluate all of corporate strengths to provide a financial representation to these strengths in corporate annual balance sheet.

The “**Wholeness Assessment Model**” support corporate management & external assessors to monetary evaluate:

- 1- “**Present**” Valuable Intangible Assets
- 2- “**On-Going**” Investment Opportunities.
- 3- “**Future**” Foreseen Opportunities.

Hence, providing a “**Whole Panorama View**” of corporate strengths and potentials represented in a monetary value on its accounting sheets.



The core pivotal concept the “**Wholeness Assessment Models**” lays on weighting corporate valuable intangible assets in regard of their current and future monetary impacts.

## 1- Present Intangible Assets

And it includes the following Intangible assets:

- 1- “Brand” OR “Trade Marks”
- 2- “Secret Recipe” OR “Trade Secret”
- 3- Management Maturity & Proficiency
- 4- Corporate Customer, Employee and Operational Data





In the following section we will shed more light on how to weight these assets against their purposed benefits to help on presenting a monetary value.

### Corporate “Brand - Trade Mark”

If we investigated the motive that makes an investor buys a recognized and well reputed brand – trade mark while neglecting another infamous or bad reputed brand the answer will be simple. The Investor wishes to acquire this brand’s current “Market Share” that other brands don’t; while wishing to make it even better. All company’s good-well, high quality products, great customer service, social responsibility, etc. that a brand holds are finally represented in monetary revenue market share.

Based on this conclusion, investor is interested in taking company market share for another extended iteration of “Project Life Time”. Usually a project life time is used in visibility studies to estimate cost and revenues expected from such project. For example (5) Years is the average used “**Project Life Time**”.

*Based on this information a corporate “Brand – Trade Mark” value of a (5) years “Project Life Time” can be represented by:*

***[(The Average Revenues over last (5) years) x (New (5) years Project life Time) x (Present Value Discounted Rates)].***

**This is a monetary expression of the amount of revenues the investor expects to have during his ownership of such corporate brand – trade mark.**

**P.S**

This model of “**Brand – Trade Mark**” equity evaluation is similar in a way with “Bill Moran” – “Brand Equity Index”, however it’s more goal oriented and simpler to calculate.

“Brand Equity Index” technique is based on an **inaccurate** assumption that is “The more brand gets well-known; the more its price rises”. While in reality some brands have huge market share just because they are cheaper, some other brands do have same competitors prices however they enjoy larger customer base and revenues because of their excellences of customer services (Ex: Telecom companies having almost exactly

same pricing rates, competing in providing widest signal coverage, best uninterrupted calls and highest customer service).

### **“Secret Recipe” OR “Secret Trades”**

The same previous technique applies on Secret Recipe And /Or Secret Trades. The investor motivation is to acquire the market share and the amount of revenues generated just because of such recipe or trade secret.

***In reality one corporate brand may have multiple product lines and / or services; each has multiple secret recipe and / or trade secrets.***

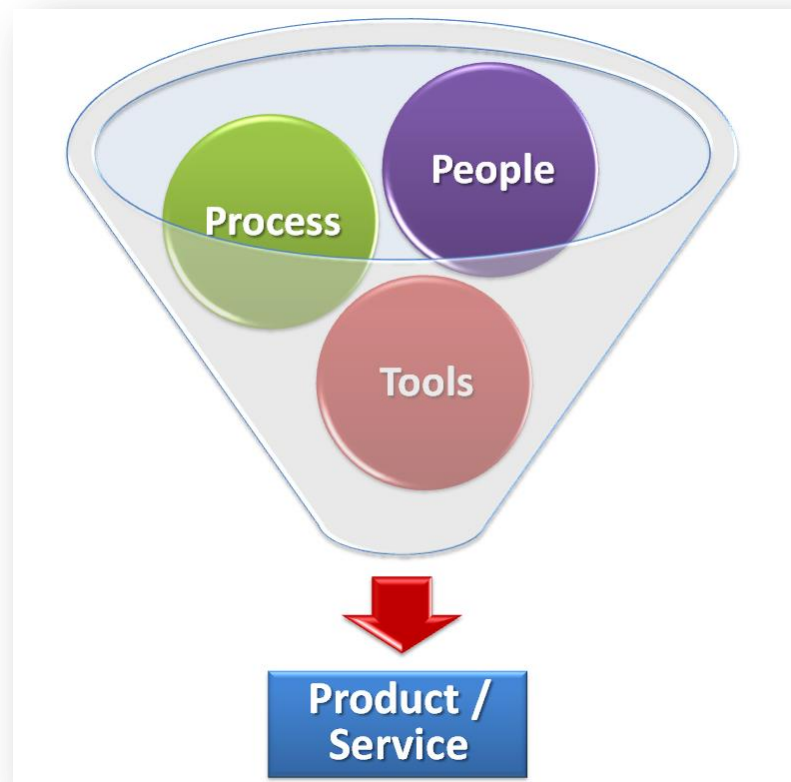
## Management Maturity & Proficiency

Here is a deferent question raised to an Investor, “What makes you prefer to acquire a certified “ISO” or “CMMI Level 5” corporate above another very successful entity” – the answer is that corporate certifications implies managerial maturity and proficiency in leading organization in a systematic, structured, well-measured and efficient way.

However a problem rises. How can such vital “**Managerial Maturity and Proficiency**” intangible asset be monetary presented in corporate balance sheet?

The answer comes from a very basic “**System Engineering**” concept. Any system is composed of the interaction of (3) basic elements:

- 1- **People.**
- 2- **Process.**
- 3- **Tools.**

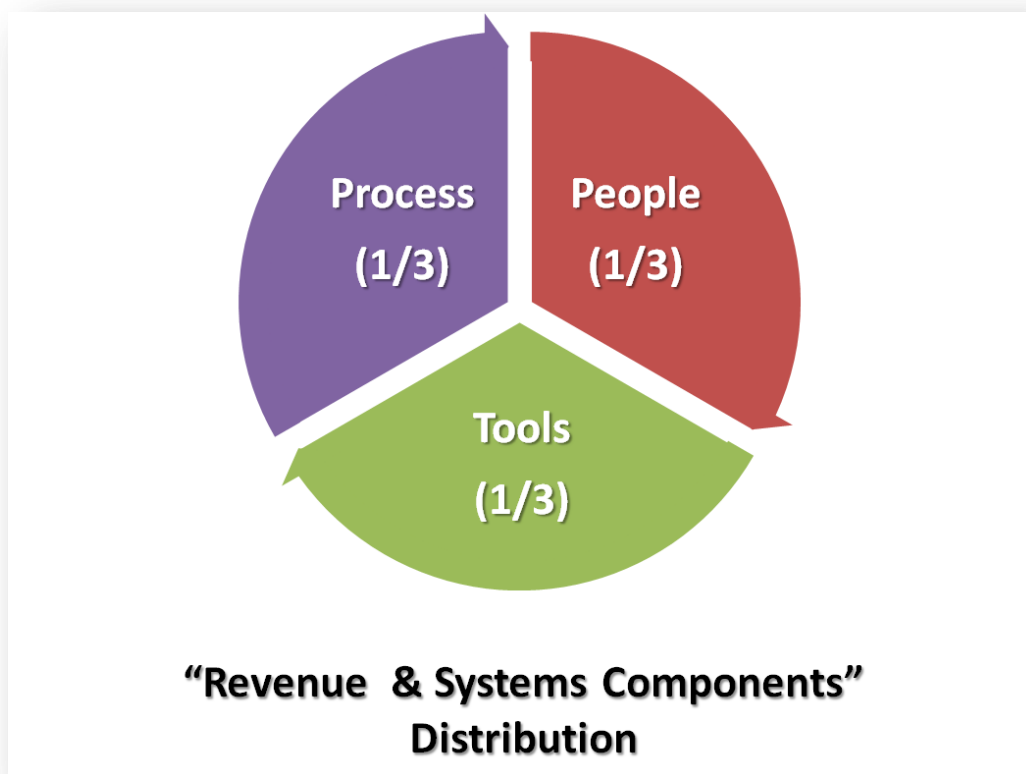


Management that uses a systematic professional “**Process**” is actually investing money in a very essential system production component which is “Management” itself. Although we “Management” costs are clear and easy to calculate; its revenues are not.

A traditional approach to evaluate “**Management Process**” revenues is to compare average revenue for a fixed (Ex: 3 years) period before & after corporation certification. However in most cases this is impractical, not just because it is a lengthy and costly method but also it happens that some organizations might just recently acquired certification and they have not enough data to estimate yielded process revenues.

#### **The Solution:**

Based on previous “System Engineering” concept; a simple, fast and clear linear method of “Management Proficiency Process” revenue estimation can be estimated by dividing and distributing corporate total annual revenues on the (3) system components.



Hence “Management Proficiency” revenue value can be presented as (one third) of total annual revenues.

However this “process” third share to be truly representing the proficiency and maturity of managerial process that takes place in an organization; the following refinement index must apply:

| <b>Organization Information &amp; Management Capability Value</b>                               |   |
|---|---|
| <b>Level</b>  | <b>Earned Percentage of “Process Share”</b> |
| <b>No certification &amp; No Awards</b>   | <b>(0%)</b>                                 |
| <b>Intermediate Level of a Multi-level certificate<br/>Ex: CMMI Level (2-4) out of 5 levels</b> | <b>(25%)</b>                                |
| <b>Organization Intermediate Certification +<br/>Recognized Award</b>                           | <b>(50%)</b>                                |
| <b>Final Level of a Multi-level certificate</b>   | <b>(75%)</b>                                |
| <b>Organization Final Level Certification +<br/>Recognized Award</b>                            | <b>(100%)</b>                               |

**P.S**

\* Certifications and awards calculated only on maintained – not expired – certifications and rewards accredited during the current physical financial year.

\*\* Other refinements on same concept may apply such as

- Differentiate between a corporation acquired multiple certificates and/or rewards to another that has just one certificate and/or reward.
- Giving a new weight factor for Corporate Age acquiring a valid certificate. Ex: a (5) years old corporate holding an ISO certificate is better than a newly entity accredited one.

## Corporate Customer, Employee and Operational Data

Customer, employee, operational quality & inspection data are all examples of the “Tools” used for reaching a sanity and competitive product or service. These “Tools” incurred costs can be clear to corporate; while their specific revenue can be also hard to figure.

Based on previously illustrated “Systems Engineering” concept and our suggestion, “Tools” is responsible of (one third) of revenues.

However sometimes (Cost/Revenue) monetary evaluation is not “accurately” representing other existing threats in reality. Consider a medicine company that loosely does drug inspection delivered or a mobile factory that overlooks the issue of heating and exploding of some of its devices. In such cases not only (Cost/Revenue) balances take the scene; rather legal charges and corporate reputation is on the stake.

In such kind of cases it is preferred to use a monetary representation of such cases by the “**Lost Opportunity**” technique

The world has seen giant companies go out of business, prisoned managers in cases like this Ex: “Enron & Arthur Andersen” scandal.

In this case we calculate (cost savings of loosely testing & inspection plus the growing revenues) **versus** (brand equity loss, expected compensations, judiciary fees, polishing media campaigns, etc.)

## How to Justify Production Overhaul Investments?

### The Question:

How the ***“Wholeness Assessment Model”*** could be used to justify the investment in increased inspections of a product during production/overhaul

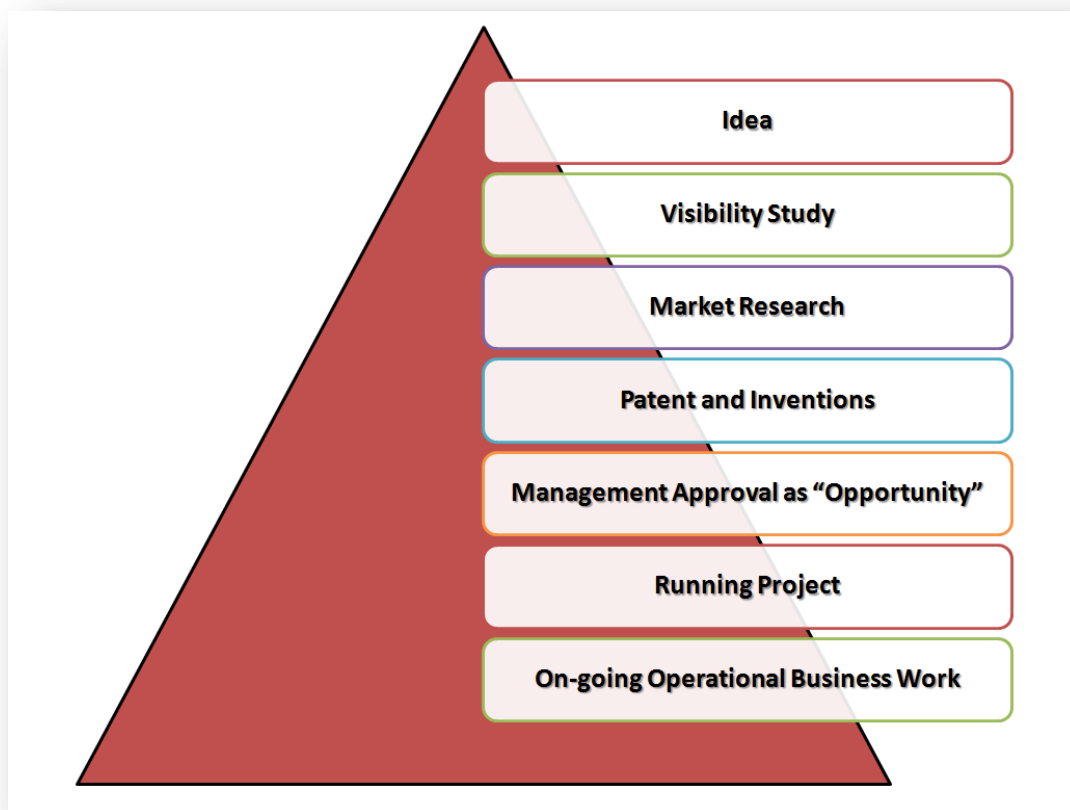
### The Answer:

**“Wholeness Assessment Model”** grants methods to economically measure information future outcomes in present value versus current incurred costs of keeping and processing data. The model evaluates costs, revenues and risks associated with achieving a target that information is originally gained for.

## 2- “Undergoing” Investment Opportunity

It includes organization undergoing investment opportunities such as:

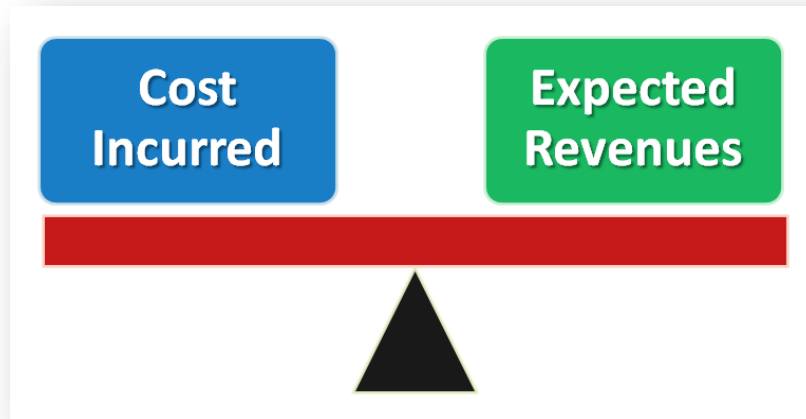
- 1- “Ideas” as “Case Study”
- 2- Visibility Study
- 3- Market Research
- 4- Patent and Inventions
- 5- Management Approval as “Opportunity”
- 6- Running Project
- 7- On-going Operational Business Work



When an investor acquires a corporate in any point of time, there might be undergoing investments (opportunities/projects) in different stages from a good idea with appealing case study to an already approved started project with dedicated budget and resources.



Such investment projects although they have no generated revenues in such point of time, yet it is highly likely to be gained sometime in future, investment projects monetary value has to be represented accurately to an investor by showing both costs versus “present value” of project expected revenues.



### Patents & Inventions Evaluation

Corporate in such way may consider selling one of its **undergoing projects, patents and or inventions** for other interested investors.

| Patent (A) - Balance-Sheet                 |                       |
|--|-----------------------|
| <i>Expected Revenue in (Present Value)</i> | <i>Cost to date</i>   |
| Annual Revenues of a New Product Line      | Registration Fees     |
| Licensing to other Subcontractors          | Case Study & Research |
| Others                                     | Market Research       |
|  | Others                |

## From “Idea” to” Operation” Evaluation:

***[(Expected Revenues over project life period) x (Present Value Rate) x (Validity Status)  
x (Project Progress Rate) x (Level of Trust)]***

**Where:**

**Validity Status (1 OR 0):**

“Project/idea” based assumptions, constraints & risks are still in a good shape, hence it is still **valid**. On contrary project might become impractical, obsolete or lose reason for existence.

**Project Progress Rate (%)**

It’s a scale from (0% to 100%) as follows:

| %      | Milestone  |
|--------|--|
| (0)    | “Nothing”  |
| (20%)  | Visible (Idea) as “Case Study”                         |
| (30%)  | Visibility Study                                       |
| (40%)  | Market Research  |
| (50%)  | Management Approval as “Opportunity”                   |
| (75%)  | Became a (Running Project)                             |
| (100%) | Project turned to (On-going Operational Business Work) |

### **Total Level of Confidence:**

This is the average of all levels of confidence in all parties contributed to in project/idea:

- 1- Project Team related experience (%),
- 2- Weighted Trust in the “Entity” made visibility study (%),
- 3- Weighted Trust in the “Entity” made market research (%),
- 4- Weighted Trust in the “Entity” providing ranking (And / OR) prizes (%) for a project in a startup entrepreneur competition ,
- 5- Idea or project won a prize (ex: got 100% in case of won 1st place) (%),
- 6- Idea got IP protected through patent, copyrights, etc. from reputable worldwide known IP protecting entity (%)

### **P.S**

\* Final value can even be more refined by lots of other indicators such as “**National GDP & Corruption Perceptions**” Indexes in corporate given country.

### 3- “Future” Foreseen Opportunity

A “Future” Foreseen Opportunity is neither a current intangible asset like a “secret recipe” nor a running project idea with visibility study; it’s a gut-feeling investment done for long-term unexpected benefits.

#### Examples:

##### The Water Well

A man inherited large land space and water well in middle of desert. Due to the nature of the desert it’s the only well there and no others suitable areas to dig other ones. To the moment and may be for several more upcoming years there isn’t any clear indication when inhabitants can reach such place; however the information that after a period of time, construction will reach the area and the land owner will be the only water provider for a whole new village or city, **does make a difference**.

If the land owner wanted to sell it and an enthusiastic investor or corporate wanted to buy, how much the deal should cost?

We use “Risk/Opportunity and probability” technique.

- inhabitants will not reach this area before (200) years
- The probability that this land becomes really of value is as minimum as one to ten thousand **(0.0001)**
- Such “Water Well” can generate Money – according to current market prices that’s about **(10 Million)** dollars per year for a (5) year project life time.

#### The Deal Could Worth:

$$(10 \text{ Million}) \times (5) \times (0.0001) = (5000) \text{ Dollars}$$

The water-well has a current measured monetary value thanks to “**The Wholeness Assessment Mode**”.

## The Time Machine

What if a man traveled back in time (300) years ago and found someone who wanted to sell his land that has a big whole yields lots of black strong smelling (Oil), would the time traveler buy the land ?! “Yes” of course he would because he already has the information of its benefits, usage and value. The information credibility itself is the only factor that makes a deal and gives it a specific value; same as last example.

## Insurance

How does a factory evaluate the amount it should pay for an Insurance company?

A calculation of probability analysis is done as follows:

The factory worth **(10)** Million dollars

The probability of being (ruined by earthquake, fire or getting out of business, etc.) can be likelihood **supposed** to be as minimal as **(0.001)**

A “Risk Wight vs Probability” calculation is made **(10 Million x 0.001) = (10,000) Dollar**

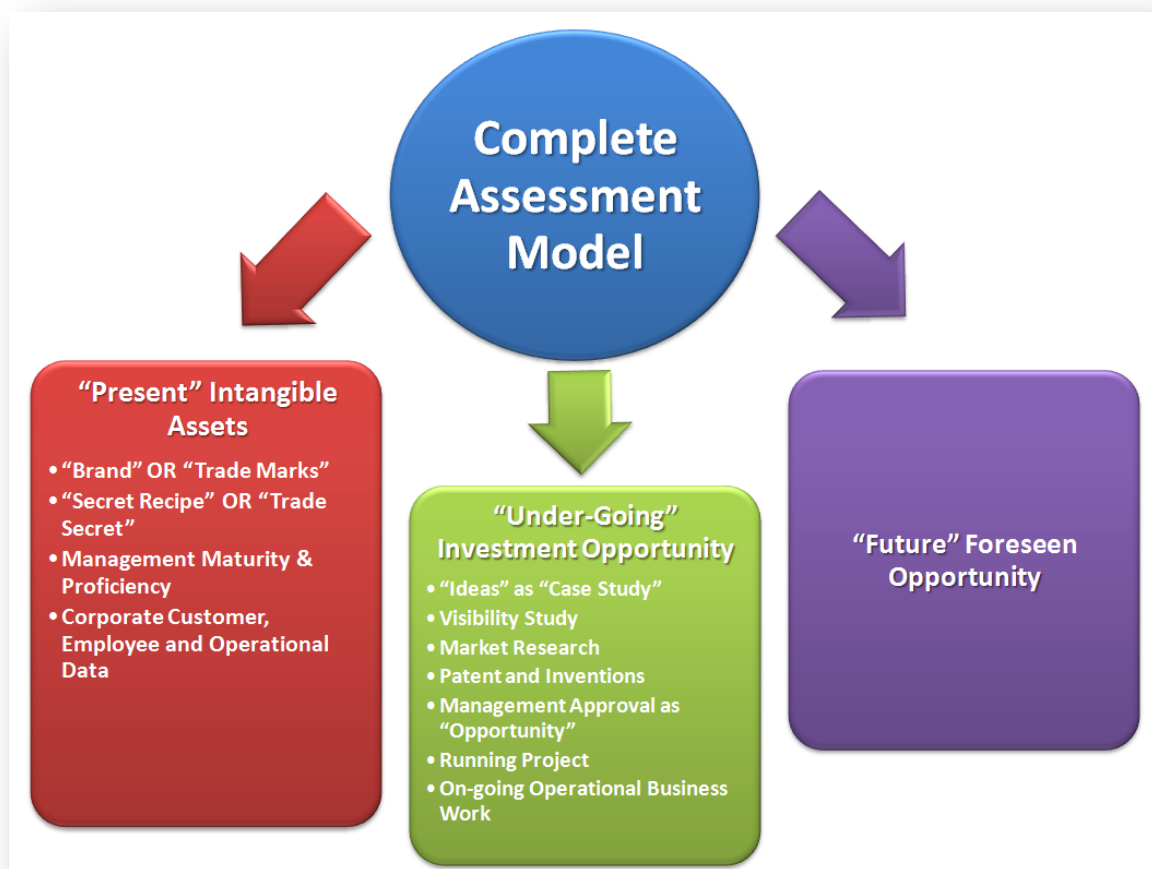
**The Result:**

***The factory can pay any monetary value up to (10,000) dollars to an Insurance company for a total redeem (5) years contract that worth (10) Million dollars.***

## The New Corporate Assessment “Balance Sheet”

### Organization Balance-Sheet

| <i>Liability</i>  | <i>Assets</i>  |
|---|--|
| <ul style="list-style-type: none"> <li>• Share Capital</li> <li>• Reserves</li> <li>• Loans</li> <li>• Cost of Other Organizations Patents (License)</li> </ul> | <ul style="list-style-type: none"> <li>• Fixed Assets</li> <li>• Stocks in Trade</li> <li>• Cash in Bank</li> <li>• Intangible Assets               <ul style="list-style-type: none"> <li>▪ Trade mark Value</li> <li>▪ Secret Recipe (And / OR) Trade Secrets value</li> <li>▪ Patents (And / OR) Inventions (license) revenues</li> <li>▪ Management Maturity &amp; Proficiency value</li> <li>▪ Corporate Customer, Employee and Operational Data value</li> </ul> </li> <li>• “undergoing” Investment Projects               <ul style="list-style-type: none"> <li>▪ Idea present value</li> <li>▪ Visibility Study present value</li> <li>▪ Market Research present value</li> <li>▪ Patent and Inventions present value</li> <li>▪ Approved “Opportunity” present value</li> <li>▪ Running Project present value</li> <li>▪ On-going Operational Business Work present value</li> </ul> </li> <li>• Future Foreseen Investment               <ul style="list-style-type: none"> <li>▪ Desert Water-Well present value</li> <li>▪ Oil-Well present value</li> </ul> </li> </ul> |



## “Moody & Walsh” – “Measuring Value of Information” Critique.

- While the study is mainly concerned on data collection, redundancy and only the cost aspect of information, “**The Wholeness Model**” focuses on the main reason and purpose of which data or information is (Gathered, kept and Analyzed) for, thus offering a clearer, simpler and more demonstrative meaning for the whole process and evaluation.
- **(Law 2) Critique:** The study suggests that information value should increase by the times it is used. In fact this is impractical and it is based on a wrong Law (2) assumption that (The Piece of Information) when many times used its value increases because of its derivatives, and this must be proofed beforehand. Actually the information value may (increase, keep as is, or even decrease) according mainly to its market demand and supply powers. Ex the information on “How to dig an Oil well” does NOT get more expensive when multi companies use it, or gone cheaper when robots are used instead of man & mechanics.
- **(Law 3) Critique:** Information is never “Perishable” or “Depreciated” It always holds an answer for some need. When a man changes his current address the older one is not totally obsolete, a person’s record of address houses may be a good history of his wealth ad luxury record keeping. Even an older address does “Not” totally mean that it became out of person’s ownership and that he is not still reachable through it – “*Information Never Get Expired*”
- The model values the information on only “Direct Cost” basis related to its collection and it “totally” ignores the reason “Why information is gathered in first place” this reasons and targets are quantified as revenue numbers in “**The Wholeness Model**” hence give much more precise monetary evaluation of information against (**Cost & Expected benefits**) basis. In such a way it’s simple to demonstrate information value in a balance sheet

### Conclusion:

Sharing information is in a way like sharing fire, it doesn’t make it less or more – however it makes the world more enlightened for new discoveries and more new horizons. Consider Patent licensing drives multiple applications; (Dual Electricity & Magnetic Effect) is a single unique piece of information with zillions of applications and further is part of other zillions on new inventions.



## Case Studies & Examples

### Selling IBM – (Patents)

IBM is not only a software hardware company that such revenue generation assets are clearly represented on its balance-sheet; IBM is highly concerned with contributing to the global community with its unique patents resulted from years of continues development. IBM has huge number of intellectual protected registered “Patents” current licensing revenues and potential future ones must be evaluated and clearly represented side-by-side with other hardware software revenues on its balance-sheet.

The “**Wholeness Assessment Model**” as shown previously in the ["Patents & Inventions Estimation"](#) section provides an “Integral” evaluation of all IBM corporate assets.

### Selling KFC - (Secret Recipe)

Kentucky Fried Chicken famous secret recipe with no doubt is its major competitive advantage and its market share revenue generator. If an investor proposed an offer to buy only the brand without having usage & production rights of its secret recipe; such offer will not be so much appreciated.

The “**Wholeness Assessment Model**” exceeds the current guessing “*How much others will pay for the recipe?!*” to a more accurate evaluation technique based on KFC actual market share revenues gained thanks to the recipe. Kindly refer to ["Secret Recipe OR Secret Trades"](#) section

### Selling “Facebook” – (Customer Base)

Evaluating “Facebook” as (buildings + social webpages + number of servers) or even a brand name; means nothing. The whole value of “Facebook” lies in its huge customer base that is very appealing for almost all advertisement purposes.

“Facebook” customer base is a direct result of its “Trade Secret” if we can tell. It’s the way that makes “Facebook” successful in creating an online society that attracts almost (153) million user whose “Facebook” knows their interests, age, locations, etc. and making them accessible for any tailored targeted advertisement campaign. “Free Registration” and “Pay-Per-Click OR Pay-Per-Appearance” are also essential parts of “Facebook” trade secret.

The down to reality evaluation of such trade secret value; presented by the “**Wholeness Assessment Model**” grants simple, accurate, low cost, and a regular basis true value of corporate “Trade Secrets” measured by its achievable market share.

## Selling “NASA” – (Space Discovery)

While it might be appealing to own an organization that has a “Space Shuttle”; this is not for sure the true value and purpose “NASA” was built for. Such organization expressed how Information can make difference between “War & Peace” and it took huge part in shaping the difference between “19<sup>th</sup> century & 20<sup>th</sup> – 21<sup>st</sup> ones).

Thanks to satellites we have revolutionary telecommunication wave impacting every single aspect of our business, social and personal live. Weather forecasting for “hurricanes, Snowstorms, Rain Floods, etc.” did help saving millions of lives across the globe.

There are countless “**Priceless**” benefits of the information and utilizations humanity gained from space exploring. A monetary evaluation is affordable to figure out losses and benefits. However the greatest value of “NASA” researches lies in the side of what we still don’t know while we are sure of the impact such new discoveries can make.

I find the “[Future Foreseen Opportunity](#)” technique is the most expressive way to evaluate NASA project that some people may see as just “Science for Science” projects. Some of such projects can make a difference between mankind existences versus vanishing. Any of such projects may be the “[Insurance](#)” of survival.

## Selling (20) Years Old “Maradona”

At age of 18, the famous Argentina soccer player “Maradona” participated in the “World Soccer Youth Championship”. He was the star of the tournament, On 20 October 1976, Maradona made his professional debut with Argentinos Juniors, ten days before his sixteenth birthday. He played there between 1976 and 1981, scoring 115 goals in 167 appearances before his £1m transfer to Boca Juniors. Having joined the Boca squad midway through the 1981 season, Maradona played through 1982 earning his first league championship medal. Whilst playing for Argentinos Juniors, English club Sheffield United negotiated a fee of £600,000 for the 17-year old but then realized they could not afford it.

Reference:

[http://en.wikipedia.org/wiki/Diego\\_Maradona#Club\\_career](http://en.wikipedia.org/wiki/Diego_Maradona#Club_career)

The potential of “Maradooda” on his (20) years old age is yet to come. The expected rewards and revenues of having a clearly promising player is totally not comparable to what he had achieved till this moment. Football clubs, brokers and talent investors would truly consider the upcoming gains he can have on his progress way, not what he already got, and this is what exactly they pay for.

## Conclusion

**The “Wholeness Assessment Model”** provides a mean to evaluate un-estimated and unseen business potentials within an organization to have a “Panorama Integral” view of all its capabilities, hence facilitating an accurate evaluation of organization performance on its present and future time scale.

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