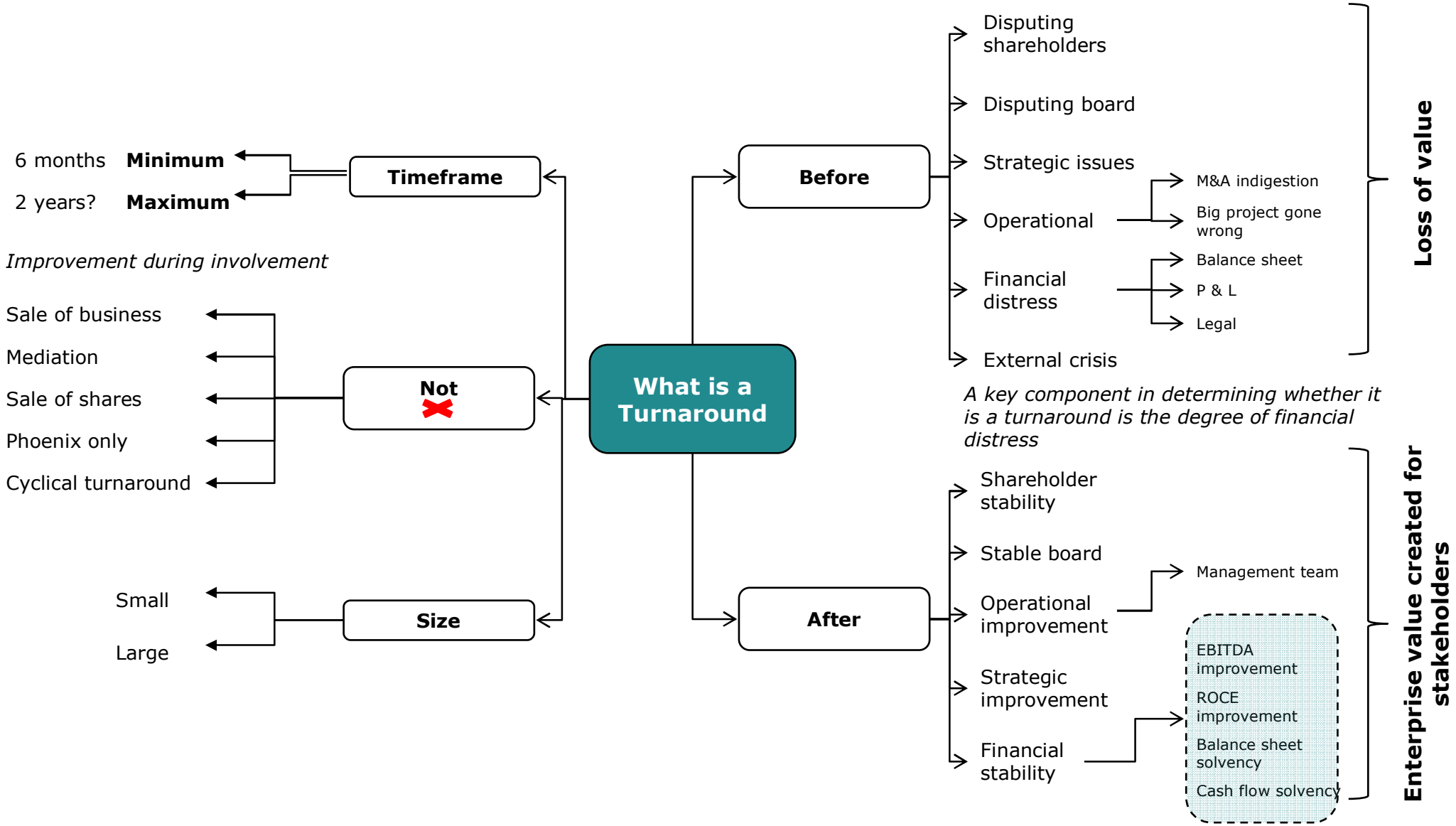Elements of a Turnaround