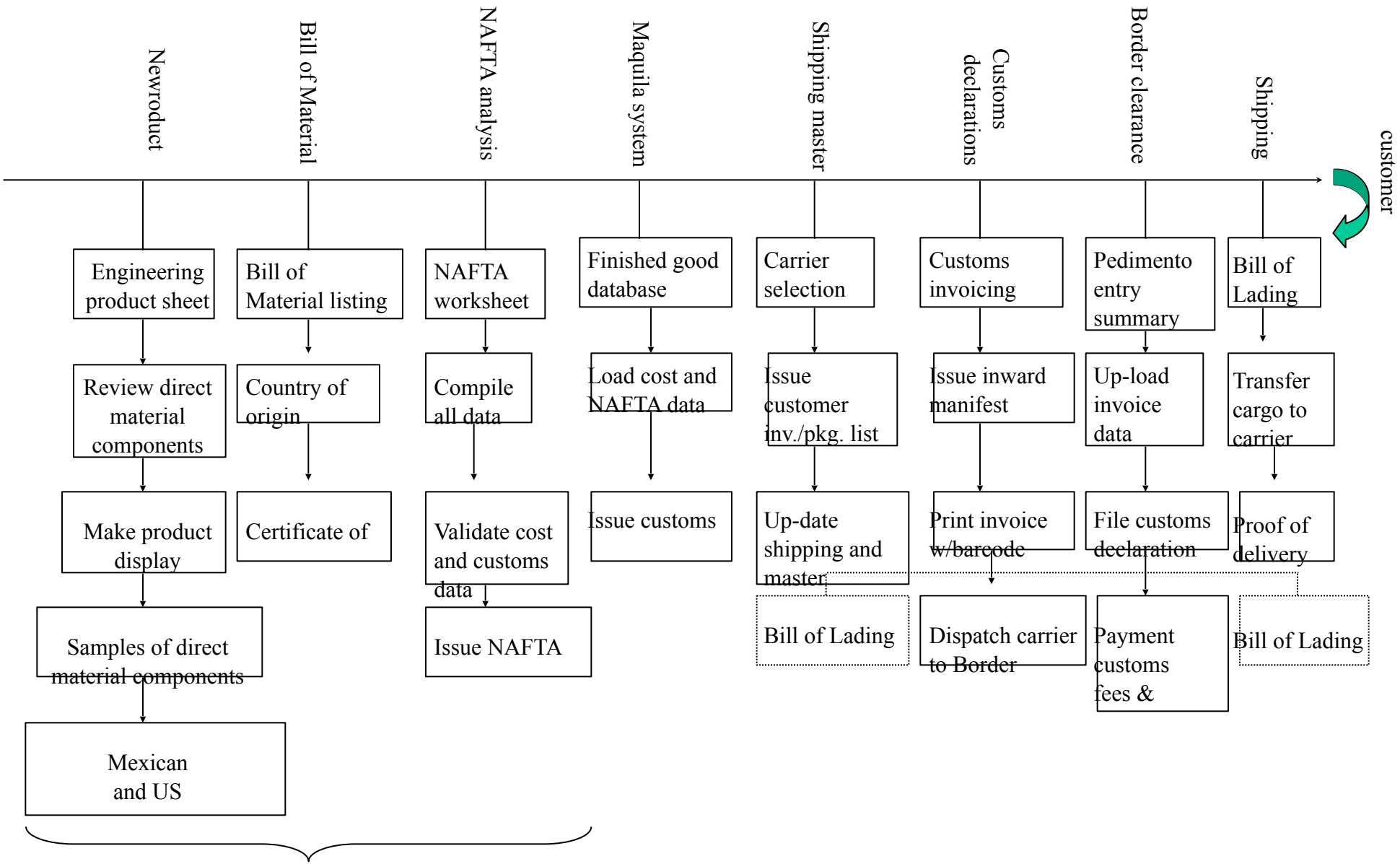OPERATIONS FLOW & CYCLE (NORTHBOUND)