

## NORM OF THE DISCRETE CESÀRO OPERATOR MINUS IDENTITY

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*Abstract.* The norm of  $C - I$  on  $\ell^p$ , where  $C$  is the Cesàro operator, is shown to be  $1/(p - 1)$  when  $1 < p \leq 2$ . This verifies a recent conjecture of G. J. O. Jameson. The norm of  $C - I$  on  $\ell^p$  is also determined when  $2 < p < \infty$ . The two parts together answer a question raised by G. Bennett in 1996. Operator norms in the continuous case, Hardy's averaging operator minus identity, are already known. Norms in the discrete and continuous cases coincide.

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