

## CONTEMPORARY DEMOGRAPHIC TRENDS AS DETERMINANTS OF CHANGES IN ORGANIZATIONAL MANAGEMENT APPROACHES – A THEORETICAL FRAMEWORK

Andrzej SKIBIŃSKI<sup>1\*</sup>, Anna BINIEK-POSKART<sup>2</sup>

<sup>1</sup> Czestochowa University of Technology, Faculty of Management; andrzej.skibinski@pcz.pl,  
ORCID: 0000-0001-8944-8335

<sup>2</sup> Czestochowa University of Technology, Faculty of Management; a.binie-poskart@pcz.pl,  
ORCID: 0000-0001-7207-9211

\* Correspondence author

**Purpose:** The purpose of this paper is to analyze the impact of contemporary demographic trends, such as population aging, generational diversity, and migration, on management practices within organizations, with particular emphasis on Poland and selected Central and Eastern European countries.

**Design/methodology/approach:** The study combines a narrative literature review with a bibliometric analysis based on the Web of Science and Scopus databases (over 950 publications from 2000 to 2025), using VOSviewer software. The co-occurrence analysis of keywords enabled the identification of thematic clusters, dominant research directions, and existing research gaps.

**Findings:** The results indicate a deepening process of population aging, especially in Central and Eastern European countries, and its implications for human resource management—particularly in the areas of leadership and knowledge transfer among employees of diverse age and cultural backgrounds. Additionally, the study identified a lack of connections between demographic research and management practice.

**Research limitations/implications:** The study has a regional scope, focusing on selected countries in the CEE region and utilizing data from the Scopus and Web of Science databases. It is recommended that future research extend the analysis to other regions and include empirical studies.

**Originality/value:** This paper contributes to the discussion on the relationship between demographic processes and organizational management by combining narrative and bibliometric approaches and by identifying research gaps that are crucial for further in-depth exploration of this topic.

**Keywords:** organisational management, age management, diversity management, migration, demographic trends.

**Category of the paper:** Research paper/literature review.

## 1. Introduction

Contemporary organisations operate in an environment of dynamic socio-economic and technological changes that influence both the labour market and human resource management strategies. In most European countries, and particularly in Poland, a process of deepening population ageing, declining fertility rates, and increasing international migration is underway (Skibiński et al., 2016; Yembi et al., 2021). As a result, a growing diversity in terms of generation, culture, and social background can be observed globally (Eurostat, 2023; Messner, 2025). Consequently, organisations are compelled to adapt their management strategies to new challenges and to fully utilise the potential of diverse employee teams (Shen et al., 2009). Of particular importance is the region of the Visegrad Group countries, characterised by increasing occupational mobility and both internal and cross-border migration. These trends enhance the cultural diversity of teams and necessitate the development of intercultural competencies and effective communication strategies (Tavares, 2020). Demographic changes, therefore, pose new challenges for organisations while simultaneously creating opportunities for growth and increased competitiveness. Hence, understanding the demographic determinants in this region may provide a foundation for designing more effective diversity management policies that support integration and the full utilisation of employees' potential. Table 1 presents a summary of selected dimensions of diversity and their implications for organisational management.

**Table 1.**  
*Dimensions of diversity and their implications for management*

<b>Dimension of diversity</b>	<b>Focus</b>	<b>Example characteristics</b>	<b>Implications for management processes</b>
<b>Primary</b>	Inherent, immutable individual characteristics	Gender, age, nationality, and physical abilities	Building an inclusive culture, preventing discrimination (Banasik, 2024)
<b>Secondary</b>	Acquired, variable life characteristics	Education, marital status, lifestyle, income	Flexible benefits systems and career paths (Morris, 2007; Banasik, 2024)
<b>Organisational</b>	Work-related structural characteristics	Position, experience, organisational affiliation	Motivation adjustment, mentoring, knowledge transfer (Succession Planning Framework, 2017)

Source: Own elaboration based on (Banasik, 2024; Morris, 2007; Succession Planning Framework, 2017).

An important factor shaping management paradigms is demographic processes, considered at both the global and regional levels. Particular attention should be paid to the ongoing population ageing, changes in the intergenerational composition of the labour market, and the intensification of international labour migration (Chłoń-Domińczak et al., 2017; Rakowska, 2023; Lami et al., 2022). It is worth noting that population ageing is a long-term, structural process that has been observed in Europe, and especially in Poland, for several decades. This process results, among other factors, from the combination of increasing life

expectancy and declining fertility rates, which do not ensure straightforward generational replacement. The aim of this article, based on a synthetic literature review, is to present the impact of contemporary demographic trends on organisational management and to identify research gaps that may inspire more advanced studies in this area.

## **2. Methods**

This study employs a dual-track methodological framework, integrating a narrative literature review with bibliometric mapping. This hybrid approach ensures both theoretical depth and reproducible results, combining qualitative synthesis with quantitative mapping to identify research gaps and interpret the current state of knowledge.

### **1. Narrative Review**

The narrative review evaluated the impact of demographic shifts—population ageing, migration, and generational diversity—on organisational management. High-impact publications in management, demography, organisational sociology, and human resources were examined using the Scopus and Web of Science databases. This phase focused on how demographic factors (age, culture, generational cohorts) relate to organisational outcomes such as leadership effectiveness and performance, providing context for identifying overarching trends and preliminary research gaps.

### **2. Bibliometric Analysis**

A bibliometric analysis was conducted using the Scopus database (Search date: September 2025). Predefined search terms related to demographic trends and organisational management were applied to article titles, abstracts, and author keywords. The dataset was limited to peer-reviewed journal articles published in English between 2000 and 2025, excluding other document types such as conference proceedings or editorials. Approximately 950 publications were included. Data were exported to VOSviewer (version 1.6.18) for keyword co-occurrence mapping and cluster interpretation, enabling the identification of thematic clusters and underexplored research areas.

### **3. Integration of Approaches**

Combining narrative and bibliometric methods provides a comprehensive understanding of the field. Bibliometric mapping offers a macro-level view of research trends, while the narrative review adds theoretical nuance. Together, these approaches support the identification of research gaps and establish a foundation for future empirical studies.

### 3. Results and discussion

#### 3.1. Contemporary demographic trends in Poland and the V4 countries

To better understand the nature of the challenges facing contemporary organisations in both Poland and the V4 countries, it is necessary to examine the dynamics of demographic change, characterised by an accelerating process of population ageing and the lack of straightforward generational replacement. Considering the median age, according to Maksimowicz (1990), the demographic profile of Poland indicates an advanced stage of population ageing, with the median age surpassing 35 years already before 2010. To illustrate the scale of demographic changes, the authors considered indicators such as the total fertility rate (TFR), the ageing dependency ratio (ADR), and the net migration rate (NMR per 1000 inhabitants). Table 2 presents the dynamics of demographic changes in the V4 countries, including demographic forecasts.

**Table 2.**  
*Selected demographic indicators in the V4 countries*

Country	Demographic indicators						Total population 2023 [million]	Total population 2050* [million]
	TFR 2023	TFR 2050*	NMR 2023	NMR 2050*	ADR (65+/15-64) 2023	ADR (65+/15-64) 2050*		
<b>Czech. Republic</b>	1,46	<b>1.56</b>	+2.70	<b>+2.00</b>	34.5	<b>55.0</b>	10.5	<b>10.8</b>
<b>Poland</b>	1,16	<b>1.26</b>	-0.33	<b>+1.50</b>	33.5	<b>57.0</b>	37.6	<b>33.2</b>
<b>Slovakia</b>	1.49	<b>1.37</b>	+0.40	<b>+1.00</b>	32.0	<b>59.0</b>	5.4	<b>5.0</b>
<b>Hungary</b>	1.55	<b>1.70</b>	+2.50	<b>+1.80</b>	33.0	<b>54.5</b>	9.6	<b>8.7</b>

Note: \*Forecast data.

Source: Own elaboration based on data from CSO, Eurostat, OECD, UN World Population Prospects, 2024.

It should be noted that demographic forecasts are subject to uncertainty and scenario-based assumptions; therefore, the indicators presented should be interpreted as indicative long-term trends rather than precise predictions. Analysing the data presented in Table 2, it should be emphasised that the NMR values for Poland (-0.33) and Slovakia (+0.40) in 2023 were statistically underestimated relative to the actual inflow of population, as both countries excluded from their official migration statistics individuals under temporary protection (primarily refugees from Ukraine) (OECD, 2024). On the other hand, the Czech Republic and Hungary show a clearly positive net migration rate, which is significant for maintaining a stable population growth rate (Czech Republic +0.3 million by 2050). The interpretation of the presented demographic indicators allows several specific conclusions. First, total fertility rates (TFR) remain well below the replacement level (2.1), indicating a deepening process of population ageing across all V4 countries, albeit with varying dynamics. For Poland (-4.6 million) and Hungary (-0.9 million), the projected decline in population is the greatest.

In contrast, the Czech Republic appears to be the only V4 country for which a slight population increase is forecast (+0.3 million), which may result from the compensatory effect of migration on natural population change. Analysing the ageing dependency ratio (ADR), which has increased significantly in all V4 countries, indicates an adverse impact on social security systems. Consequently, the sharp rise in ADR alongside fertility rates below the replacement level leads to an ageing and shrinking potential labour force. This process provides the basis for analysing the challenges facing contemporary organisations, particularly in the area of human resource management.

### **3.2. The Impact of Demographic Trends on Contemporary HR Strategies – Theoretical Perspective**

#### *3.2.1. Demographic Aging of the Potential Workforce and Age Management Strategies*

The deepening process of population aging across European societies represents a key challenge for both the European labor market and social security systems (European Commission, 2019; Bloom et al., 2010). The systematic decline in the number of people of working age (15-64), combined with the growth of the older, less mobile population (45-64), has led to a contraction of the potential labor force. One response to these demographic challenges is the implementation of the age management model, which has been widely documented in the literature (Liwiński, Sztanderska, 2010). Accordingly, contemporary age management constitutes a strategic concept aimed not only at extending the professional activity of older employees but also at leveraging their valuable experience, knowledge, and potential to benefit organizations. In this context, particular importance is attached to retention strategies, flexible forms of employment, and succession planning, which can help organizations adapt effectively to demographic change while maintaining competitiveness and knowledge continuity.

It is worth emphasizing that organizations seeking to respond to demographic changes effectively must consider implementing age-inclusive human resource management practices. As highlighted by Zacher and Rudolph (2022), the goal of such practices is to create a work environment that supports employees regardless of age and promotes intergenerational collaboration. Research indicates that these practices enhance work motivation and help eliminate ageism within organizations. Therefore, organizations aiming to retain older employees should consider introducing flexible work arrangements, such as flexible working hours, part-time employment, or remote work (telework) options (Farr-Wharton et al., 2023; Lister, Harnish, 2011; Ivasciuc et al., 2022). Studies show that flexibility, including a focus on work-life balance, is an important factor in retaining older workers, while also aligning with the expectations of younger generations (Morris, 2007).

At the same time, introducing greater flexibility into compensation systems and retirement benefits appears essential. In many Western European and Scandinavian countries, the concept of phased retirement has gained popularity, allowing employees to gradually transition out of

the labor market. This solution can be crucial in situations where an employee is not ready for full retirement. However, implementing phased retirement requires revisions to pension schemes, adjustments to healthcare benefits, and the creation of incentives for knowledge transfer (Van Solinge et al., 2023).

In this context, the issues of knowledge transfer and succession planning are fundamental. These tools are regarded as strategic components of risk management and form the foundation for maintaining operational continuity in the face of knowledge drain caused by workforce aging (Government of Alberta, 2012; Rathore et al., 2024). Notably, Iraola and Diez (2024) highlight a persistent gap between the strategic awareness of this issue and the actual operational readiness of organizations (Iraola, Diez, 2024). Therefore, it is necessary to transition from informal methods to systematic knowledge transfer protocols, supported by advanced knowledge management systems and AI-based tools that facilitate effective cataloging and intergenerational exchange of knowledge (Rathore et al., 2024).

Thus, effective age management integrates two crucial pillars: retention and employment flexibility on the one hand, and knowledge transfer and succession planning on the other. Together, they form a coherent human capital management strategy, particularly relevant in the context of an aging society. Organizations that can more effectively adapt working conditions and manage knowledge transfer are likely to gain a competitive advantage based on experience and intergenerational trust (Farr-Wharton et al., 2023; Radziszewska, 2017).

### *3.2.2. Generational Diversity in Organizations and the Demographic Context*

From a demographic perspective, the simultaneous presence of multiple generations within organizations, often including Generation X, Millennials (also known as Generation Y), and Generation Z, creates a complex dynamic where differing values, work styles, and attitudes intersect.

It is evident that different generations are driven by distinct motivations, which requires a personalized management approach, and understanding these differences is crucial for effective retention and engagement. Generation X tends to focus on maintaining a work–life balance and is motivated by task diversity (Salahuddin, 2010). Generation Y (Millennials) value intellectual challenges, opportunities for development, and equal treatment, while Generation Z emphasizes a sense of purpose, flexible HR policies, and transparent communication. According to recent research, organizations that actively support the mental well-being of their employees significantly increase their sense of purpose at work – by 67% for Generation Z and nearly 72% for Millennials (Deloitte, 2025). These findings highlight that successfully attracting, motivating, and retaining employees from Generations Y and Z requires adapting HR policies with a strong focus on flexibility and a sense of mission (Wijerathna, Rebecca, 2024).

Generational diversity has a significant impact on team performance, particularly in terms of creativity and innovation, as it fosters the generation of new ideas and creative solutions. However, perceptions of these benefits vary across age groups (Banasiak, 2024). For example,

72% of Generation Z respondents recognize creativity-related benefits, compared to 67% of Generation X and 54% of Generation Y. The study by Banasiak (2024) suggests that to fully leverage their creative potential, organizations must actively manage diversity and adapt their organizational culture to the specific characteristics of their teams and sectors. Socio-demographic factors also play an important role in shaping corporate culture. For instance, in the Slovak forestry and wood industry, a clan-type organizational culture is predominant (Lorincova, 2024).

Although generational diversity fosters creativity and innovation, it also introduces both cognitive conflicts, which can enhance innovation, and affective conflicts, which may reduce team performance (Liu, Liu, 2024). Therefore, to effectively harness the positive potential of diversity, organizations should implement shared leadership models, where leadership responsibilities are distributed among team members. This model strengthens the positive impact of cognitive conflicts without increasing affective ones (Liu, Liu, 2024). In practice, this requires reorganizing team hierarchies and roles within multigenerational teams, as well as introducing mechanisms that promote constructive conflict while fostering trust and a collaborative culture. Table 3 presents the characteristics of generations in an organizational context.

**Table 3.**  
*Key Characteristics of Generations in Organizations*

Generation	Workplace Preferences	Key Motivators and Values	Impact on Organizational Engagement
Generation X	Task diversity, autonomy	Work–life balance, competence, feedback	High motivation when balance is maintained (Huyler et al., 2024; Salahuddin, 2010)
Millennials (Generation Y)	Rapid development, flexibility, meaningful contribution	Purpose, growth, and intellectual challenges	Require a strong sense of meaning and value (Deloitte, 2025; Salahuddin, 2010)
Generation Z	Flexible HR policies, transparent e-communication, preference for collaborative leadership	Value alignment, well-being, innovation, purpose	Retention depends on adaptable HR policies and effective communication (Wijerathna, Rebecca, 2024)

Source: Author's own elaboration based on Wijerathna, Rebecca, 2024; Huyler et al., 2024; Deloitte, 2025; Salahuddin, 2010.

The above table highlights the key values, professional preferences, and the influence of different generations on workplace engagement. The existing intergenerational differences undoubtedly require the adaptation of HR policies and leadership styles to effectively motivate and retain valuable employees within the organization, regardless of their age.

### *3.2.3. Migration and Cultural Diversity as an Effect of Demographic Change*

In today's era of globalization and intensified labor migration, cultural diversity has become a common phenomenon within organizations (Almeida et al., 2024). Migration, as a form of international economic exchange, plays an increasingly significant role by fostering diversity while simultaneously influencing both the labor market and social culture (Grosskopf et al.,

2024). This trend is particularly evident in Polish enterprises, where the proportion of foreign workers in the total workforce continues to increase.

It is essential to note that the collision of diverse values, communication styles, and work approaches can lead to conflicts and reduced efficiency (Memon et al., 2023). Therefore, intercultural competencies, alongside professional qualifications and language proficiency, have become key factors in success. Organizations should thus implement intercultural training programs that enhance awareness, openness, and collaboration efficiency, thereby improving organizational culture (Danko, 2024).

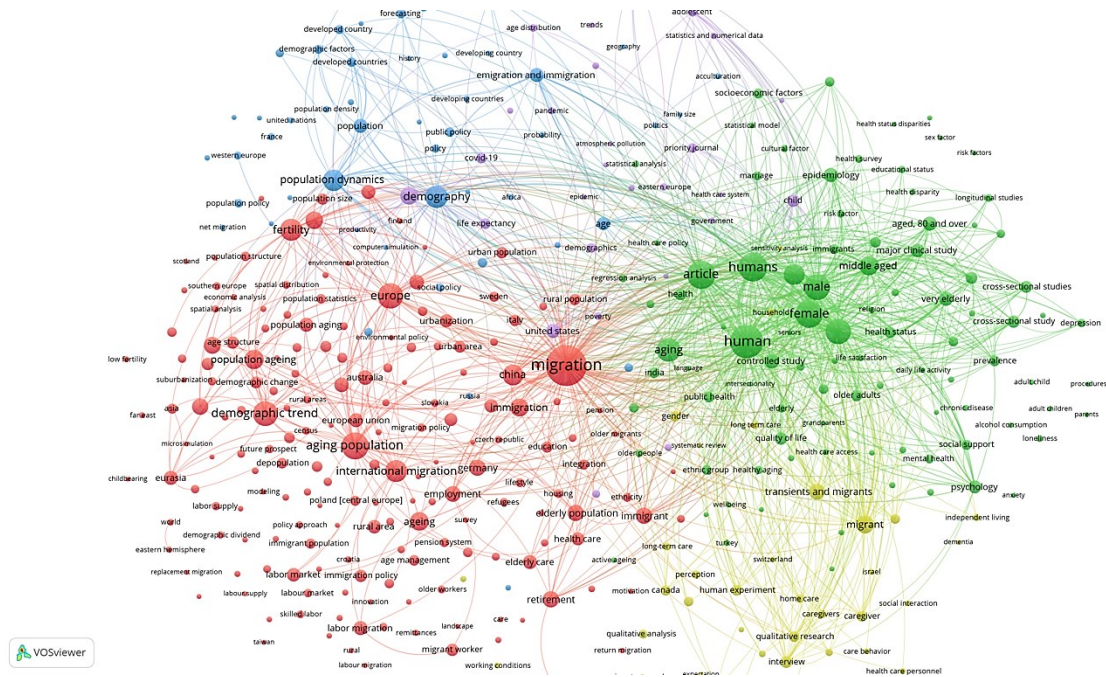
Cultural diversity, on the one hand, offers developmental opportunities by stimulating team creativity and innovation. Yet, on the other hand, it poses challenges related to cultural contamination, which can alter the dynamics of organizational culture (Grosskopf et al., 2024). Consequently, the cultural diversity of employees is gaining strategic importance. Intercultural management should therefore become an integral part of strategic change management, including diversity audits and the implementation of systemic solutions (Abdelhay, 2024).

However, global migration trends also carry the risk of losing qualified personnel. The phenomenon of brain drain, which involves the emigration of highly skilled and talented individuals, results in the loss of key competencies, increased recruitment costs, and decreased productivity for both organizations and the countries of origin (Batista et al., 2025).

In the context of Poland and the Central and Eastern European (CEE) region, a research gap remains regarding organizational readiness for cultural change, despite the growing significance of cultural diversity in Poland. Nonetheless, Polish enterprises are still not fully prepared for these shifts. Addressing these challenges requires a deep understanding of the local labour market and the development of HR policies that actively counter stereotypes while fostering the integration of diverse employee groups.

### **3.3. Dual Literature Analysis – An Attempt to Identify Key Research Gaps**

The conducted literature review, which combined an examination of major demographic trends and their impact on organisational management, innovation, and leadership, with a bibliometric analysis using VOSviewer software, enabled the identification of three main research gaps. Initially, the authors performed a preliminary bibliometric analysis encompassing 953 publications from the Scopus database. Figure 1 presents the keyword co-occurrence map, illustrating the relationships between the dominant research themes.



**Figure 1.** Keyword Co-occurrence Map Generated in VOSviewer.

Source: Author's own elaboration.

From Figure 1, it can be seen that the analysis of the co-occurrence network of keywords revealed four main thematic clusters: demography and migration, population and health, macro-social research, and qualitative studies on migrants. The bibliometric analysis was applied as a complementary tool to identify dominant research streams and thematic structures in the literature. While the keyword co-occurrence mapping provides an overview of the field, the interpretation of results and identification of research gaps are grounded in a qualitative narrative review. Thus, bibliometric findings serve as a contextual background for theory driven discussion rather than as an independent explanatory method. At the same time, it highlighted the peripheral positioning of topics related to human resource management, confirming the existence of a significant gap of an applied or methodological nature. Table 4 presents a synthesis of the key research gaps identified through the narrative literature review and the bibliometric analysis, as visualised in the VOSviewer map.

**Table 4.**  
*Synthesis of Key Research Gaps*

Type of Research Gap	Problem Description	Link to Demographic Trend	Link to VOSviewer Analysis Results	Suggested Directions for Further Research
Contextual and Geographic	Insufficient applied research on foreigners in Poland and the CEE region; low understanding of employer motivations and the effectiveness of integration programs.	Migration and labor mobility. Increasing scale of labour migration to Poland and the CEE region, with a growing share of foreigners in the labour market.	In the “demography and migration” cluster, and partially in “qualitative research on migrants”, terms such as “migration”, “HRM”, and “organisation performance” are weakly connected; the CEE context is marginally present.	Applied and comparative research (CEE vs. Western Europe); qualitative analyses of professional integration of migrants; impact of cultural diversity on organisational culture.
Methodological	Insufficient number of long-term and quasi-experimental studies evaluating the effectiveness of HR interventions in the context of population ageing and diversity.	Population aging and increasing life expectancy (a rise in the average employee age) necessitate adapting employment policies to meet the needs of non-mobile employees aged 45 and above.	In the “population and health” cluster, there are no links between the terms “evaluation”, “HR practices”, and “organisational outcomes”.	Panel studies on HR program effectiveness; empirical evaluation of ROI for diversity and age management initiatives.
Theoretical and Integrative	Fragmentation of theories connecting age management, migration, and generational diversity; an insufficient number of models integrating macro-level (demography) and micro-level (organisation) perspectives.	Generational and multicultural diversity. Coexistence of multiple generations (X, Y, Z) and cultures in a single work environment; impact on leadership and communication.	In the “demography and migration” and “population and health” clusters, there is low connectivity between the terms “leadership”, “organisational culture”, and “diversity management”.	Development of integrated theoretical models (e.g., linking LMX and diversity theories); studies on the impact of demography on organisational outcomes.

Source: Author’s own elaboration.

From the above tabular overview, it can be concluded that human resource management, when considered from a demographic perspective, particularly in the context of migration in Poland and selected Central and Eastern European (CEE) countries, remains an insufficiently explored area. The conducted analysis revealed a specific fragmentation in the literature, reflected in the identification of the main thematic clusters. The most noticeable research gap is contextual and geographic in nature. Consequently, existing applied studies on the employment of foreigners in Poland and the CEE region are somewhat limited, which restricts our understanding of employer motivations and the effectiveness of integration programs (Szaban, 2022; Vasić et al., 2023). In the “demography and migration” cluster, and partially in

“qualitative research on migrants”, the terms “migration” and “HR” are weakly connected, while the CEE context is marginally represented.

At the same time, the number of quasi-experimental studies evaluating, for instance, the effectiveness of HR interventions in the context of population ageing and diversity is also insufficient (Mazur, Walczyna, 2020; Igora-Iraola, Diez, 2024). Consequently, a methodological gap appears to be directly linked to this aspect. In the “population and health” cluster, there is a lack of connections between the terms “evaluation”, “HR practices”, and “organisational outcomes”, indicating insufficient evaluation of HR programs and highlighting the need for panel studies and ROI assessments, i.e., the return on investment in HR initiatives related to age management and diversity.

The bibliometric analysis also revealed a theoretical and integrative gap, associated with the fragmented approach to integrating, for example, leadership theories (LMX) with diversity and age management theories in multigenerational teams, particularly in international contexts (Liu, Liu, 2024). In the “demography and migration”, “population and health”, and “macro-social research” clusters, a low density of links was observed between the terms “leadership”, “organisational culture”, and “diversity management”. As a result, the lack of coherent integrative models may hinder the assessment of the impact of demographic and diversity factors on intra-organisational outcomes. Therefore, there is a clear need for applied, panel, quasi-experimental, and comparative research, which could enable both the identification of effective HR practices and the development of integrated theoretical models connecting demography, cultural context, and HR activities. This research direction is crucial for addressing challenges related to increasing workforce mobility, population aging, and the complexities of multigenerational and multicultural organizational structures. Based on the identified gaps and to provide a framework for future empirical investigation, the following research questions have been formulated:

- (RQ1) How do ageing-related HR practices influence organizational effectiveness and innovation capacity within the specific socio-economic context of the CEE region?
- (RQ2) In what ways does migration-driven workforce diversity reshape leadership styles and organizational culture in Poland and other V4 countries?
- (RQ3) Through what mechanisms can generational and cultural diversity be integrated into coherent and sustainable organizational management models?

#### **4. Summary**

The conducted study appears to confirm that contemporary organisational management, both in Poland and other V4 countries, is strongly determined by observable demographic trends such as population ageing, migration, which insufficiently compensates for the overall

population decline, and generational diversity. These trends create a need for changes in management approaches. This is occurring because many organisations have already adopted models that respond to demographic challenges, including age management and diversity management. However, demographic diversity (in terms of age, generation, and culture) is increasingly becoming a key factor that can significantly influence organisational effectiveness, innovation, and cohesion.

This, in turn, requires a redefinition of existing management models, from standardised, hierarchical structures toward more flexible and personalised human resource management systems. Positive outcomes in this area can only emerge when supported by conscious managerial interventions and effective leadership. In light of this, an attempt has been made to identify three main areas of strategic action from the perspective of human resource management practice:

- Diversity audit – Diversity management should be integrated into the core of the business strategy, encompassing formal audits and programs aimed at counteracting stereotypes and cultural biases. In the context of migration, intercultural training may be necessary to enhance team awareness and cohesion within organisations.
- Succession planning and knowledge transfer – In view of the ageing workforce, ensuring leadership continuity becomes a key organisational priority. It is essential to enhance succession systems and knowledge transfer protocols, complemented by flexible employment arrangements tailored to employees aged 45 and above, which can support the retention of competencies.
- Change management – Managers should develop shared leadership skills capable of managing generationally diverse teams. Adapting leadership styles to the values and expectations of different generations present within the organization becomes crucial.

In summary, effective management in organizations, particularly under conditions of dynamic demographic change, requires a holistic approach that integrates inclusion, leadership, and knowledge management. Organizations that consciously implement these elements can gain greater resilience, innovation capacity, and long-term development potential in the face of adverse demographic trends.

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