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OPTIMIZATION OF THE PERSONNEL MANAGEMENT MECHANISM IN REGARD TO THE THEORY OF GENERATIONS

Abstract. The materials of the article focus on offering an aggregate approach to personnel management since it is the most important factor in ensuring the success of business structures. The aim of the study is to form a structural model of personnel management based on the application of the three-dimensional approach «employee — enterprise — external conditions», the theory of generations and the vector system of aspects of ethical issues in business. The study revealed a causal relationship between the behavioral characteristics of the generation and the tools of personnel management, in terms of a particular market situation, the stage of the business cycle and the level of perception of the postulates of the enterprise corporate structure. A network model of the ratio of employee and means of production based on the implementation of foreign methods of personnel management was patterned and a vector system of aspects of ethical issues in business was suggested thus ensuring the implementation of the principles of ethical behavior and universal morality.

The method of economic experiment (to form a three-dimensional model of personnel management system), the method of scientific abstraction (to determine the main factors of model formation), and the method of dialectics (to determine the vectors of ethical problems in business), the method of comparison (to study the foreign experience in personnel management), the method of analysis and synthesis (to form the foundations of a new paradigm of personnel management based on the theory of generations), graphic method (to create network and vector systems) and statistical method (to identify countries determined by advanced results of progressive human-oriented management techniques) were used in the article.

The outcome of the research is the creation of a structural generalized model of personnel management, which will ensure high efficiency of management methods in changing environmental conditions based on a personal approach to the employee as the representative of a certain generation. Further research will be related to the specification of each point of the three-dimensional model in a definite coordinate system, in order to use a certain theory of leadership and the principles of teamwork so to effectively manage the personnel of the enterprise.

Keywords: enterprise personnel, generation theory, personnel management tools, corporate culture.

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ОПТИМІЗАЦІЯ МЕХАНІЗМУ УПРАВЛІННЯ ПЕРСОНАЛОМ НА ОСНОВІ ТЕОРІЇ ПОКОЛІНЬ

Анотація. Акцентовано увагу на пропозиції агрегованого підходу управління персоналом як найважливішого фактору забезпечення успіху діяльності підприємницьких структур. Метою дослідження є формування структурної моделі управління персоналом на основі застосування тривимірного підходу «працівник — підприємство — зовнішні умови» і теорії поколінь та векторної системи аспектів етичних проблем у бізнесі. У процесі дослідження виявлено причинно-наслідковий зв'язок між поведінковими ознаками представників покоління за інструментарієм управління персоналом, в аспекті певного стану ринкової кон'юнктури, стадією ділового циклу і рівнем сприйняття постулатів корпоративної структури підприємства, сформовано мережеву модель співвідношення працівника і засобів виробництва на основі імплементації зарубіжних методик управління персоналом, запропоновано векторну систему аспектів етичних проблем у бізнесі, що забезпечить упровадження на підприємстві принципів етичної поведінки та універсальної моралі.

Застосовано метод економічного експерименту — для формування тривимірної моделі системи управління персоналом; наукової абстракції — при визначенні основних факторів формування моделі; діалектики — при визначенні векторів етичних проблем у бізнесі; порівняння — при дослідженні зарубіжного досвіду управління персоналом; аналізу і синтезу — при формуванні засад нової парадигми управління персоналом на основі теорії поколінь; графічний — при створенні мережевої та векторної систем; статистичний — при виявленні країн, що визначаються передовими результатами впровадження прогресивних і людиноорієнтованих методик управління персоналом.

Результатом досліджень є створення структурної узагальненої моделі управління персоналом, що забезпечить високу ефективність застосування методів управління у змінних умовах зовнішнього середовища на основі врахування особистісного підходу до працівника як представника певного покоління. Подальші дослідження полягатимуть у конкретизації кожної точки тривимірної моделі у визначеній системі координат, метою використання певної теорії лідерства і принципів командної роботи з метою ефективного управління персоналом підприємства.

Ключові слова: персонал підприємства, теорія поколінь, інструментарій управління персоналом, корпоративна культура.

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Introduction. The mechanism of personnel management of the enterprise should be perceived as a multicomponent system of tools, instruments and relationships between employees and means of production, manageable and managing systems at the enterprise, a set of internal rules of the firm and mental and personal characteristics of the employee.

The purpose of the article The aim of the study is to form a structural model of personnel management based on the application of the three-dimensional approach «employee-enterprise-external conditions», the theory of generations and the vector system of aspects of ethical issues in business.

Research analysis. The issue of personnel management has always been the subject of research which engaged both Ukrainian and foreign scientists belonging to different scientific schools. Well-known scientists, namely, Frederick Winslow Taylor, Abraham Maslow, Douglas McGregor, William Ouchi, Heorhii Shchokin and others studied the scientific problems under consideration.

In addition, research on the issue of foreign experience of personnel management can be found in the works of Takhir Bazarov, John Benson, Peter Dickson, James Gambia, Viktoria Korzhenevska, Paul Tolbert and others.

Research results. In recent years, there has been a permanent break in the foundations of management mechanisms both in theory and practice. This trend presupposes the search of not only new or borrowing foreign methods of personnel management, but also the development of an adaptive system that takes into account the mental aspect of the Ukrainian employee, behavioral characteristics of employees of different ages and periods of distance from the «systemic» past. Such characteristics of employees are crucial today because they determine the level of responsibility, creativity, risk, variability of choosing the right decision in accordance with the conditions that have arisen in the internal and external environment of the company, the degree of commitment, the level of possible corruption, etc.

National and foreign systems determine the high variability of the choice of components of the personnel management system starting from the creation of state platforms for the mechanism of creation and control of personnel of the enterprise and up to the initiatives of business structures that have an internal vector of action.

In conditions of uncertainty of the external environment to identify the best option for the mechanism of the personnel management system, it is suggested to use a three-dimensional model, the coordinates of which are the following indicators (*Fig. 1*):

- processes occurring in the external environment;
- organizational (corporate) culture of the enterprise;
- personal characteristics of the company’s staff.

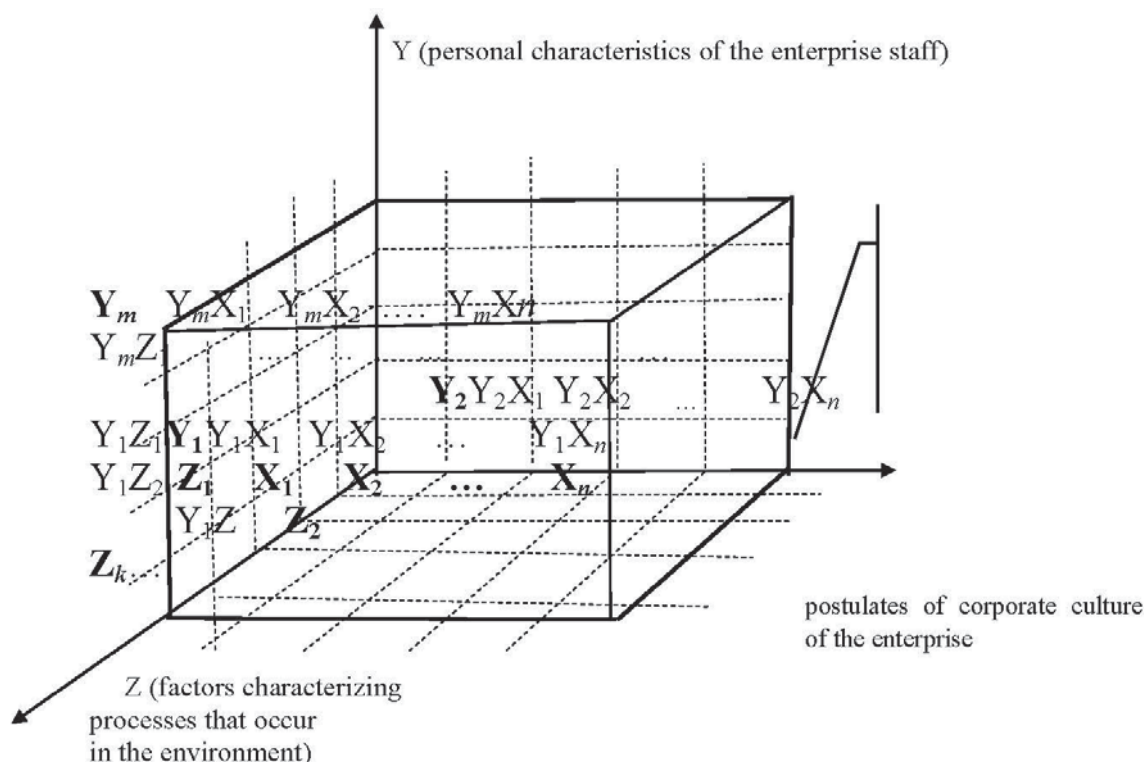


Fig. 1. Three-dimensional model of a set of options for implementing the mechanism of personnel management system (formed by the author)

Special attention should be paid to the selected personal features of employees such as the complex characteristics of the generations involved in the process of expanded reproduction. The complexity of the approach to the formation of groups of generations was due to the presence of vivid characteristics and reactions to changes in each of them, which would be important to outline taking into account certain mental characteristics such as the level of perception of new information, meticulousness, collectivism, etc.

The Z-axis lays down a set of factors that characterize the processes that occur in the external environment $Z = \{Z_1, Z_2, \dots Z_k\}$, the X-axis corresponds to the postulates of corporate culture of the enterprise $X = \{X_1, X_2, \dots X_n\}$, along the Y axis there are personal and mental characteristics of the personnel of the enterprise. The choice of such designations of the coordinate system is determined by the concept of creating a personnel-oriented management system at the enterprise. The factors of group Y and X should be considered internally oriented, as their influence occurs within the employee-enterprise system and is defined by an internal set of factors and tools to ensure favorable conditions for the manufacturer and the employee's personality.

Each company, depending on the mission and objectives of the activity, can put in the system its own factors, give them their importance values and calculate on the basis of these data an integrated indicator, thus the proposed model will be a classic example of management goals. Hence, the use of a three-dimensional model makes it possible to write the functional dependence $L = f(X, Y, Z)$, where L is the optimal list of tools of the personnel management mechanism of the enterprise.

Decisions on the choice of the most optimal variant of the mechanism of the personnel management system are made on the basis of which field (quadrant) of the matrix, formed by a combination of factors, meets the criteria of optimality. The criterion of optimality is determined as conditions that are determined by the minimum loss of subjective and objective benefits for each party to the production dialogue under the influence of many factors that determine the external environment of the enterprise and the life of the individual.

The formed sets of variants $X_1Z_1Y_1$ reflect the objective and subjective set of tools that should be used for certain behavioral characteristics and internal determinants of organizational development [1].

The vector «personal characteristics of the employee» specified in the model may be determined by the theory of generations. According to it, the whole set of the population is divided into several generations: silent generation, baby boomers, X, Y and Z generations. Conflicts between generations and the lack of opportunities for the formation of unified motivational systems necessitate the study of their behavioral characteristics [2].

The relevance of using the theory of generations in the model of personnel management system is manifested in the integrated assessment of each generation and, as a consequence, in the ability to provide aggregate recommendations and selection of optimal tools for effective personnel management (Table 1).

Table 1

Characteristics of generations in terms of identifying personnel management tools

Generation	Characteristic
Silent generation — born in 1922—1944, (creators of modern Europe)	<ul style="list-style-type: none"> - giving great importance to the safety of life and health; - the value of work itself in personal and professional life; - great devotion and commitment to; - organization; - a great sense of duty and responsibility for the tasks assigned to them; - focus on compliance with ethical and moral rules
Baby Boomers — born in 1945—1964 (the generation of baby boom and economic growth)	<ul style="list-style-type: none"> - devotion to work, extremely devoted to the employer; - the advantage of individual work or cooperation over competition; - high stability of behavior, recognition of authorities, patience and weighted words; - tendency to accept the rules imposed by the organization; - difficulties of adaptation to changes in labor market trends

Table 1 (continued)

Generation	Characteristic
Generations X. (13 th Generation, Unknown Generation) born in 1965—1980 and grew up during the economic crisis of the 1970s	<ul style="list-style-type: none"> - constant search for the essence of phenomena and processes; - stability and quiet work that does not require new challenges; - concern about the quality of private and professional life; - independence in decision-making; - high professional and social activity; - alternative and flexible thinking; - hard work to achieve individual success; - rejection of the idea of the expediency of collective work (the success of each individual is much more important than working together) [3]
Generation Y. (Millennium Generation, Peter Pan Generation, Next Generation, Network Generation, Echo Boomers, Boomerang Generation, Trophy Generation) born in 1981—1994, brought up in the era of globalization and universal Internet access	<ul style="list-style-type: none"> - passion for learning; - main source of knowledge — Internet resources; - high level of self-development; - an advantage in making decisions in favor of one’s own comfort as opposed to career opportunities; - flexibility and openness to change; - distrust in creating a «framework» at the workplace and in personal life; - dedication to work and team; - focus on themselves, their needs and preferences; - low work ethics, lack of patience and self-discipline; - inactivity in decision-making [4]
Y ₃ — Generation Z (or IGeneration, Net Generation, Internet Generation) born after 1995	<ul style="list-style-type: none"> - constant use of modern technologies; - lack of team approach to tasks; - lack of a clear position in life; - freedom-loving; - the ability to absorb large amounts of new information; - main source of knowledge — Internet resources; - superficial outlook; - situational perception of information; - high level of multitasking and creativity; - constant need for attention to personal achievements [5]

Therefore, to measure the level of efficiency of the model used, it is necessary to use a lag model to measure the impact of changes in the external factor (Z_k) on the other two over time. There the lag will represent the time required for changes or reactions of employees and the culture of the organization to conversions in external determinants [3, c. 173].

The greatest correlation will be acquired by the correspondence between the personal characteristics of a generation and the possibility of forming loyalty to a certain type of behavior and guidelines in the enterprise. On the basis of such interrelation it is possible to construct a matrix of correspondence which will allow to form the list of internally oriented actions and, as a result, to display their aggregate reaction to the dynamic external environment (Table 2).

Table 2

Matrix of coordination of internally oriented factors

Measurement «Personality and mental characteristics of enterprise personnel»	Management tools
Y ₁ — Generation of baby boomers	<ul style="list-style-type: none"> -formation of loyalty to the company; - ensuring the availability of conditions for independent individual decision-making; - creating opportunities for teamwork and long meetings
Y ₂ — Generation X	<ul style="list-style-type: none"> – formation and awareness of clear guidelines for activities, due to the constant search for other alternatives; – formation of paradigms of self and organization development; – creating opportunities for multicomponent responsibilities, which are determined by a significant level of self-determination in decision-making on adaptability to changing environmental conditions; – ensuring the formation of system in the worldview and information processing

Table 2 (continued)

Measurement «Personality and mental characteristics of enterprise personnel»	Management tools
Y ₃ — Generation Y	<ul style="list-style-type: none"> - providing a permanent feedback from management; - involvement in team projects; - motivation by common goals; - creating opportunities for career growth; - implementation of the policy of transparency in the formation of systems of material and intangible motivation; - ensuring the implementation of the need of recognition and support initiatives; - encouraging free thought in views and interpretations; - creating conditions for labor mobility and flexible work schedule; - providing comfortable working conditions
Y ₄ — Generation Z	<ul style="list-style-type: none"> - use of commitment to the application of all the achievements of modern science and technology; - formation of clear levers for motivation; - creating opportunities for processing large arrays of information; - taking into account the propensity to crisis in professional and personal life through a clear elaboration of the list of guidelines and opportunities; - use of situational assessment in the formation and implementation of the creative potential of the organization [5]

According to the selected elements, it should be noted that most of the measures to improve the efficiency of enterprise management will require highly qualified management, which, having all the resources and sources of funding (financial, labor, information, etc.) and ensuring their mobility and diversity, will increase the efficiency of the entire personnel management mechanism through the formation of an adaptive system of motivation, specially oriented tasks, methods of information processing and decision-making [6; 7].

The factors that determine the external environment of enterprises include:

Z₁ — political and legal environment (tax, antitrust, anti-corruption and other legislation);

Z₂ — factors of the international environment (legislation of other countries, international movement of capital, international scientific and technical cooperation, labor migration);

Z₃ — economic factors (structure of formation and distribution of national and regional GDP, inflation rate; unemployment rate, size of gold and foreign exchange reserves, etc.);

Z_k — other.

Consideration of the third component of «environmental factors» is possible through the behavioral characteristics of each generation. In particular, point Y₁Z₁ will reflect the reaction of the Baby Boomer generation to changes in the political and legal environment of the country and point Y₁Z₂ — to changes in the international environment and so on.

If there is no information about the probability of direct changes in the power of environmental factors, the mechanism of implementation of the personnel management system at the enterprise will be determined by the choice of alternative management solutions for each probable situation [8].

The normative basis for the formation of the postulates of corporate culture (vector X) is the Code of Corporate Ethics, the main tasks of which should be considered the following:

- provide employees with understanding of the mission, values and principles of the organization, as well as with awareness of their role in implementing its development strategy [9];

- define standards of ethical behavior in working with clients, business partners, shareholders, government agencies and the public;

- form the principles of relationships within the team;

- prevent possible violations and conflict situations;

- ensure an appropriate level of transparency in the implementation of the organization activity [10].

Each of these principles must be ensured in the implementation of personnel management system in terms of studying the nature of behavior and aspirations of each generation. It should be noted that the formation of the principles of corporate culture is carried out at the intersection of the concepts of «business» and «ethics» and finding a balance or parity between these concepts, provides not only staff motivation for productive work, but also the efficiency of enterprise, institution and organization.

Thus, progressive top management should promote the development of creative thinking, which will ensure the adoption of non-standard, accurate and rational decisions that will minimize time and loss of resources to achieve the goal.

Reasonable and responsible management of the human resources available to the entrepreneur should be carried out in such a way as not to weaken the company and become a solid foundation for further action in a market environment.

Lack of staff decisions and skills generates problematic situations and «bottlenecks» due to unethical behavior in the company and dishonest performance of official duties, which reduces efficiency and leads to unplanned financial losses [12].

When considering issues related to the ethical aspect of business management, it is necessary to further dwell on the definition of «ethics». Ethics is a set of moral assessments and norms adopted in this era and in the social community or its subgroup [5]. The simplest definition of ethics is it being the science of the moral rules that people use in decision-making and the nature of human relationships [13; 14].

Researchers in this category distinguish four aspects of ethical issues in business (Fig. 2). All aspects should be considered in complex, but a comprehensive assessment should be based on the state of implementation of the three-dimensional model (a combination of personal, corporate and external environments) (see Fig. 1).

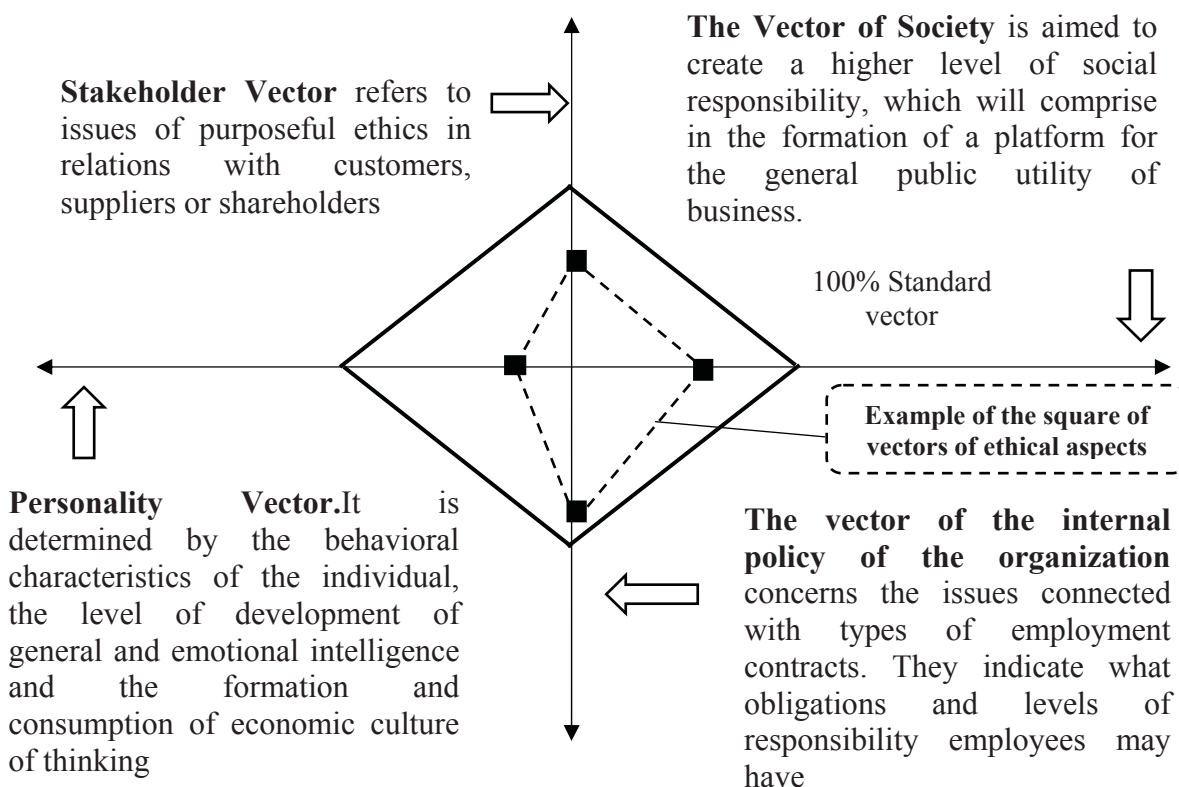


Fig. 2. Vector system of aspects of ethical problems in business (formed by the author)

Based on its use, the value of the vector is formed in the following aspect. With the balanced development of the enterprise, all vectors must be the same. For comparative and relative characterization it is necessary to consider the set of researched questions of each aspect in percent. A positive solution to all tasks and problems will be 100%, comprising a reference vector. Depending on the location of each vector for the company, it is advisable to draw conclusions about the aspects with problem areas.

Analyzing the example of the square of vectors of ethical aspects, it should be concluded that the problem aspect for the company is the personal level of employees and it will require additional efforts on the part of top management. The vector of domestic policy is the best developed, as its value is closest to 100%.

Creating a universal model of personnel management complies with the principles of universal morality, which include:

- fulfillment of promises;
- respect for others;
- mutual assistance;
- respect for property;
- avoiding the use of physical force.

Such principles should be reflected in the components of the Codes of Corporate Ethics, namely:

- respect for human rights;
- definition and regulation of employee behavior at work;
- confidentiality;
- non-discrimination;
- mobbing;
- availability of anti-corruption procedures;
- availability of liability and procedures in case of violation of the Code;
- business attitude to the local community;
- responsible attitude to the environment and its protection.

In order to create additional competitive advantages, entrepreneurs create codes of ethics, and then implement them in their practice, by adapting internal documents to corporate requirements in the form of creating a benchmark for behavior in complex, problematic situations [15].

Adaptation of the proposed model of personnel management system is possible through the prism of the experience of personnel management in other countries, as the optimal toolkit is a synthesis of the most effective methods of personnel management and national characteristics of business and human resources.

The choice of countries to study the experience is due to their advanced positions in business organization, in particular, the activities of American and Japanese companies are always studied in management theory as a «corridor of alternatives» for management decisions. An indicator can be the Global Competitiveness Index, which calculates such indicators as ethical behavior of firms, wages and productivity, hiring and firing practices, flexibility in determining wages, quality of education and other indicators that determine the quality and standard of living in a given country and business index based on information about income, GDP per capita, etc.

According to the values of the Global Competitiveness Index for the analysis of the world experience of personnel management, one should focus on such countries as Switzerland, the United States, Singapore, the Netherlands, Hong Kong, Germany, Great Britain and Japan (*Fig. 3*).

Business performance indicators complement the available set of data with information on the level of financial stability and purchasing power of aggregate demand.

Given the selected range of countries for the study on this indicator we should identify the basic features of business organization, personnel management including, which shape their success in the global market. These include the liberalization of business in the United States, the use of the concept of «lifelong employment» in Japan, etc. (*Table 3*).

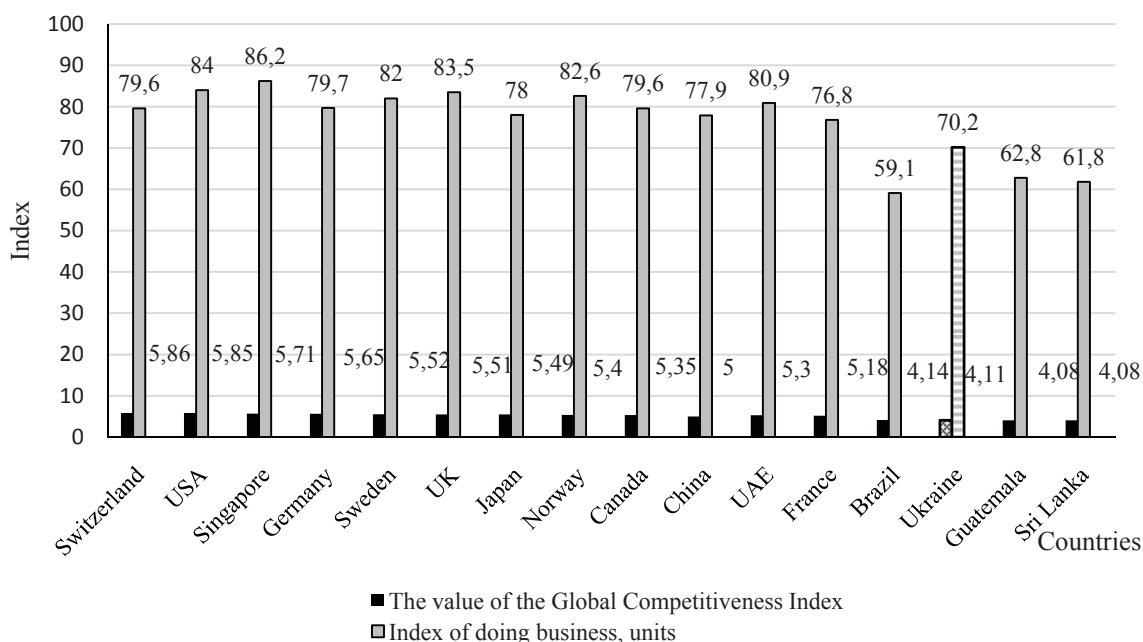


Fig. 3. The value of the Global Competitiveness Index and the indicator of doing business as of 25.10.2020

Note. [16].

Table 3

Experience of advanced countries in the index of global competitiveness and business performance

Country	Peculiarities of personnel management experience
Switzerland	<ul style="list-style-type: none"> - forming relationships not on the basis of coercion, but on the basis of trust; - combining the process of theoretical training in an educational institution with employment under conditions of part-time employment; - availability of special targeted programs that provide coordination of youth training
The United States	<ul style="list-style-type: none"> - individual approach to the employee, personification of personnel management measures on the basis of acquired qualifications and skills [17]; - use of Scanlon and Raker bonus systems; - use of the «concept of competition» in determining measures to motivate work; - the formation of clear goals and objectives at every level of management; - high level of democracy and stable social guarantees in society [18]; - constant certification of employees for the purpose of career advancement; - assessment of the effectiveness of labor organization and equipment of employees' workplaces
Japan	<ul style="list-style-type: none"> - collectivism in decision-making; - focus on the innovative orientation of the economy in the field of management and the economy of the enterprise; - high level of management centralization; - flexible system of group responsibility for the final results of work; - use of the concept of the company's commitment to the importance of corporate culture events [19]; - creation of a patent system of the so-called «provision of a positive grant» in order to involve developers and business structures in innovation through participation in the distribution of financial risks
Singapore	<ul style="list-style-type: none"> - training, education and internships for specialists in all fields; - considerable attention is paid to self-education at each level of management; - flexible system of incentives and financial penalties; - participation in «quality circles», which determines the collective in addressing current and key issues of the organization on the basis of preparation of reports on key issues; - constant desire to apply innovations to increase productivity
Germany	<ul style="list-style-type: none"> - joint participation in the supervisory boards of companies representing capital and wage labor [20]; - retraining and internship of employees in accordance with the relevant profile of the employee's work programs; - use of the «Professor's Privilege» model (granting the privilege of acquiring the created intellectual property, growth of innovative activity of the teaching staff)

Table 3 (continued)

Country	Peculiarities of personnel management experience
United Kingdom	<ul style="list-style-type: none"> – commitment to develop all employees to achieve strategic goals and objectives; – continuous staff training and stimulating the acquisition of additional skills; – duality of education among higher education seekers provided business structures are being developed; – creation of cluster-type structures [21] in order to provide consulting assistance, creation of infrastructure for business development, and, as a consequence, of stimulating innovative and creative activity of employees and growth of labor productivity

Establishment of the National optimized system of personnel management will allow to form a rigid scheme of parity of responsibility and authority in administrative decision-making. Flexibility in decision-making provides the formation of a new technical and economic relationship between the employee and the means of production (Fig. 4).

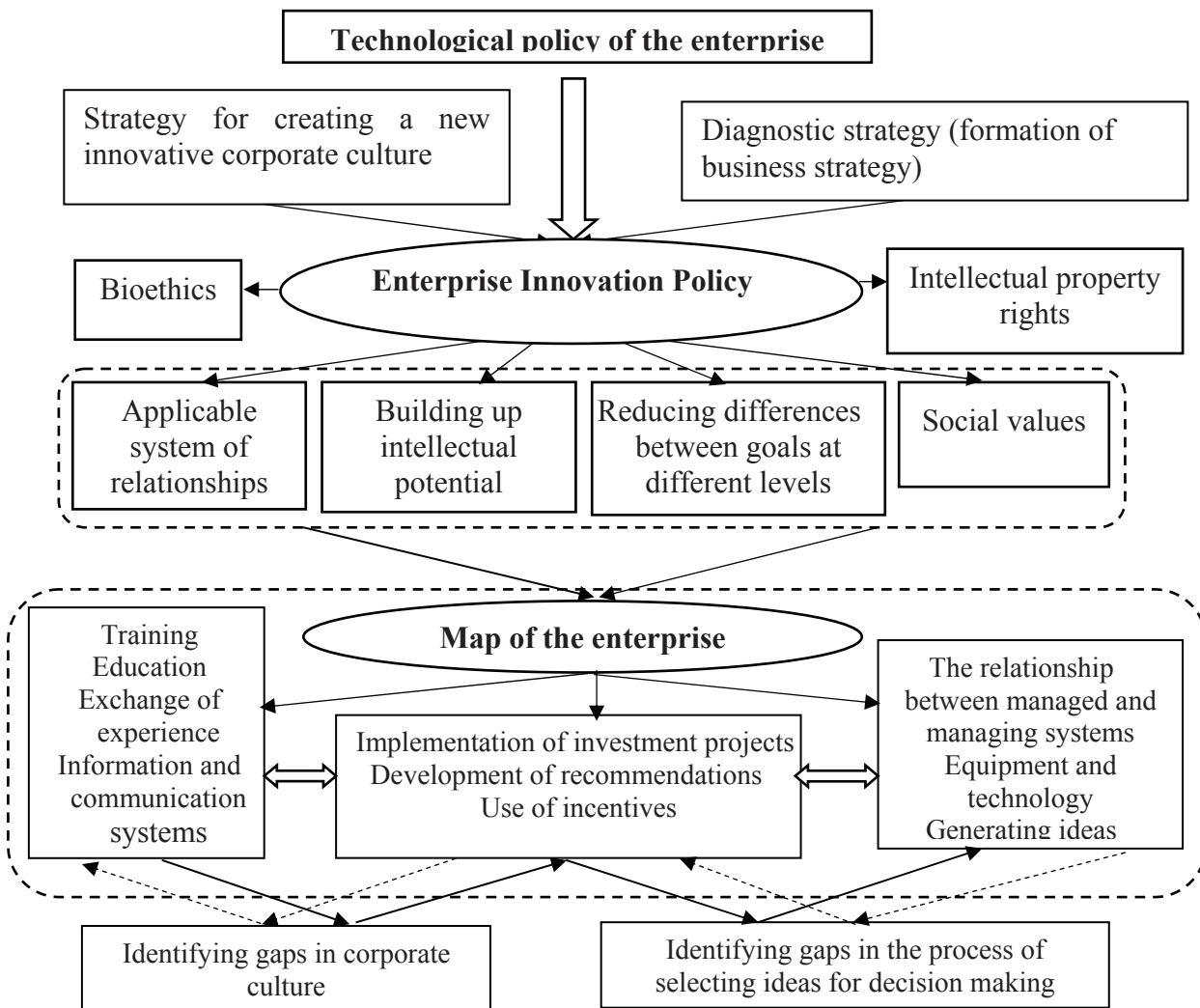


Fig. 4. Network model of the relationship between the employee and the means of production (author's development)

Note. [15].

This relationship in the personnel management system embodies the unity of intellectual capital and its material manifestation in technology, production and distribution systems. The peculiarity of such a systematic approach to management is that employees retain the functions of general control over processes and effective creative decisions.

On this basis, a fundamentally new type of interaction is formed between all factors of production, their organizational potential grows and effective methods of production management and social processes arise.

The process of forming a network structure of relations between employees and means of production takes into account two main points: the policy of enterprise development and the map of the organization, which are intertwined in the enterprise under the influence of strategic decisions.

We can assume that in the aspect of the studied model the personnel management policy is based on the applied system of relations between different levels of management and employees, it determines the formation and increase of intellectual potential and so on. The map of the enterprise is determined by the types of connections between managers and subordinates and within formal and informal groups.

Strong connections define rigid subordination, clear responsibility and authority, while, in contrast, weak ones lead to greater creativity and wider amplitude in decision-making. To combine different employees and parts of the map of the enterprise, organizational filters are used, which aim to refine different tasks and their corresponding groups of employees. We consider the presence of feedback in the network model to be a corrective factor for the formation and achievement of strategic goals.

Quantitative characteristics of creativity depend on the personal characteristics of people who produce ideas, namely, the degree of adaptation, flexibility, diversity, speed and specificity of thinking, the ability to abstract and aggregate. The assessment of creativity is more about ideas, product and properties rather than the assessment of personal qualities of the individual. Personal characteristics of the ability to create are determined on the basis of expert assessment and self-assessment of decisions, the possibility of their adaptation, implementation, speed of adoption and diversity.

Conclusions. Summarizing our research, it should be noted that today the key issue in personnel management is to take into account the age and behavioral characteristics of several generations of employees since they compile the intellectual potential of the enterprise. The feasibility of the study and the modeling of management system based on the theory of generations predetermines the list of tools and measures of active practice, which consider generations' particularities to be not a threat, but opportunity for the organization [22].

The three-dimensional model of personnel management, which takes into account the internal and external determinants of enterprise development and generational characteristics, is designed to build a new paradigm of the optimal vector of the enterprise personnel management. The use of the practice of circular mentoring as a basis for the formation of a permanent system of training to improve competencies and a high level of organizational and corporate culture of the enterprise acquires considerable expediency. Concern for professional development becomes a common task of employees belonging to different generations.

An important result of the research proposal is used to form the administrative apparatus based on a vector system of aspects of ethical issues in business, which ensures the implementation of universal morality, which takes into account the interests of all stakeholders in the social and ethical concept of business.

The experience taken from different countries in HR management acquires an applied character in the formation of personnel management techniques. Adaptation of international experience and the proposed model of personnel management based on the theory of generations allows us to offer a flexible network model of the ratio of employee and means of production, which will increase the efficiency of the entire business structure in a dynamic macroeconomic environment.

Thus, in the course of the research it was determined that the main guidelines in the formation of an effective personnel management system are the following:

1. Focusing on person, his or her aspirations, knowledge, experience, capabilities and beliefs as a representative of a particular generation, ethnicity, social groups, etc.

2. Making profit for the company is not an end in itself, the purpose of its activity is also to meet social needs and the formation and compliance with ethical standards of business organization.

3. The external environment of functioning of enterprises and human life is highly dynamic and changeable, and it constantly affects, directly or indirectly, the activities of all subjects of the macro- and micro system.

Further analysis of the research topic will concern the specification of each point of the three-dimensional model in a certain coordinate system in order to use a certain theory of leadership and principles of teamwork for effective personnel management of the enterprise.

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