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Upravljanje i bezbednost u savremenim organizacionim sistemima – strategije, izazovi i tehnološka rešenja

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Abstrakt: Upravljanje i bezbednost predstavljaju osnovne stubove održivog razvoja za savremene organizacije. U radu se analiziraju ključni aspekti upravljanja bezbednosnim rizicima i primena savremenih tehnologija za zaštitu poslovnih procesa i podataka . Posebna pažnja posvećena je implementaciji integrisanih sistema upravljanja (IMS), analizi rizika i Internetu stvari (IoT) u unapređenju bezbednosnih protokola. U radu se takođe istražuje uloga ljudskog faktora u bezbednosti, značaj kontinuirane edukacije zaposlenih i razvoj strategija kriznog upravljanja. Kroz studije slučaja predstavljene su najbolje prakse iz različitih industrija , naglašavajući važnost proaktivnog pristupa i usvajanja inovativnih rešenja . Zaključak daje preporuke za unapređenje sistema upravljanja i bezbednosti, sa posebnim fokusom na buduće trendove i izazove u digitalnoj eri.

Ključne reči: Menadžment, bezbednost, analiza rizika, veštačka inteligencija, blockchain, IoT, integrisani sistemi, edukacija zaposlenih, upravljanje krizama.

Management and security in modern organizational systems – strategies, challenges, and technological solutions

Abstract: Management and security represent the fundamental pillars of sustainable development for modern organizations. This paper analyzes key aspects of security risk management and the application of modern technologies to protect business processes and data. Special attention is given to the implementation of integrated management systems (IMS), risk analysis, and the Internet of Things (IoT) in enhancing security protocols. The paper also explores the role of the human factor in security, the importance of continuous employee education, and the development of crisis management strategies. Through case studies, best practices from various industries are presented, highlighting the importance of a proactive approach and adopting innovative solutions. The conclusion provides recommendations for improving management and security systems, with a particular focus on future trends and challenges in the digital era.

Keywords: Management, security, risk analysis, artificial intelligence, blockchain, IoT, integrated systems, employee education, crisis management.

1. CONCEPT OF MANAGEMENT AND SECURITY

Management

Management is a key process in every organization, encompassing planning, organizing, leading, and controlling resources to achieve defined objectives (Drucker, 2020). The primary goal of management is to ensure the efficient use of resources—human, financial, material, and informational—to gain a competitive advantage and achieve long-term development.

According to Kotler and Keller (2022), management is a decision-making process involving strategic and operational planning, goal setting, resource allocation, performance monitoring, and evaluation. Modern management is characterized by a high degree of dynamism, the need for rapid adaptation to changes, and continuous learning.

Functions of management (Fayol, 2019):

- **Planning:** Defining goals and strategies for their achievement. Planning can be short-term, medium-term, or long-term.
- **Organizing:** Creating an organizational structure and allocating resources necessary to achieve goals.
- **Leading:** Involves motivating, communicating, and leading teams to achieve desired results.
- **Controlling:** Monitoring activities, measuring performance, and taking corrective actions when necessary.

Security

Security comprises a set of measures and activities aimed at protecting people, data, infrastructure, and business processes from various threats (ISO 27001, 2022). In modern business environments, security is not only a technical aspect but a strategic priority that requires a holistic approach and integration of various protection systems. Security can be classified into three key areas:

Physical security

Physical security encompasses measures to protect facilities, people, and assets from unauthorized access, theft, vandalism, and natural disasters (Smith, 2020). According to NIST standards (2021), key elements of physical security include:

- **Access control:** Use of access cards, biometric systems, and video surveillance.
- **Perimeter protection:** Physical barriers, security gates, and fences.
- **Alarm systems:** Detection of unauthorized access and rapid incident response.

Information security

Information security refers to the protection of data and information systems from unauthorized access, use, disclosure, disruption, modification, or destruction (ISO 27001, 2022). Information security encompasses:

- **Confidentiality:** Ensuring that information is accessible only to authorized individuals.
- **Integrity:** Maintaining the accuracy and completeness of information.
- **Availability:** Ensuring that information and systems are accessible when needed.

According to Whitman&Mattord (2020), information security measures include data encryption, regular backups, antivirus programs, and network protection through firewalls.

Operational Security

Operational security involves protecting business processes, procedures, and systems that enable organizational continuity (Davenport, 2021). The key components of operational security are:

- **Incident Management:** Rapid response to security incidents and conducting forensic analysis.
- **Business Continuity Planning (BCP):** Preparing the organization to maintain operations during and after crises.
- **Disaster Recovery Planning (DRP):** Defining procedures to restore systems to normal operation after disruptions.

Integration of management and security

The modern approach implies that management and security are interrelated processes. Security is a critical component of corporate management, directly impacting asset protection, customer trust, and business continuity (Kotler & Keller, 2022). Integrated management systems (IMS), which combine quality standards (ISO 9001), environmental protection (ISO 14001), and information security (ISO 27001), enable companies to manage risks systematically and improve security practices.

2. PRINCIPLES OF SECURITY MANAGEMENT

Integrated management system (IMS):

Security management represents a systematic approach to identifying, assessing, and controlling risks to protect people, assets, and business processes. Modern principles of security management rely on the application of international standards, systematic risk analysis, and continuous improvement of security practices (ISO 31000, 2022). The following section elaborates on the key principles of security management, with a particular focus on the Integrated Management System (IMS) and risk analysis.

The Integrated Management System (IMS) combines various management standards into a unified framework, enabling organizations to simultaneously meet requirements for quality, environmental protection, and information security. IMS not only simplifies processes but also enhances efficiency through integrated risk management (ISO, 2021).

IMS standards:

According to the International Organization for Standardization (ISO, 2022), the key standards that constitute IMS are:

- **ISO 9001 – Quality management system:** Focuses on customer satisfaction and continuous process improvement (Kotler & Keller, 2022).
- **ISO 14001 – Environmental management system:** Aims to reduce the negative environmental impact of business operations (Smith, 2021).
- **ISO 27001 – Information security management system:** Establishes standards for data protection and management of information security risks (Whitman &Mattord, 2020).

IMS Risk analysis formula (Integrated risk assessment formula – IRAF):

To ensure integrated risk management across all IMS aspects (ISO 9001, ISO 14001, ISO 27001), it is essential to develop a formula that combines key indicators of quality, environmental risks, and information security threats. The following is an innovative formula for IMS risk analysis (IRAF):

IRAF formula (integrated risk assessment formula):

$$\mathbf{IRAF} = \left(\mathbf{R_q} + \mathbf{W_q}\right) + \left(\mathbf{R_e} + \mathbf{W_e}\right) + \left(\mathbf{R_i} + \mathbf{W_i}\right)$$

Where:

- RQ– Risk related to quality (ISO 9001)
- RE– Risk related to environmental protection (ISO 14001)
- RI– Risk related to information security (ISO 27001)
- WQ– Quality risk weighting factor (impact on business operations)
- WE – Environmental risk weighting factor (impact on the environment)
- WI – Information security risk weighting factor (impact on data security)

Explanation of the formula:

- Each risk (RQ,RE,RI) is calculated as:

R=P×S×D

- P (Probability) – Likelihood of the risk occurring (scale 1 to 5)
- S (Severity) – Impact of the risk on the organization (scale 1 to 5)
- D (Detectability) – Likelihood that the risk will be detected before causing harm (scale 1 to 5)
- The weighting factors (WQ,WE,WI) represent the importance of each IMS component to the organization. These factors should sum to 1:

$$\mathbf{W_q} + \mathbf{W_e} + \mathbf{W_i} = \mathbf{1}$$

Example of IMS risk analysis (IRAF):

For a company implementing IMS, risk values and weights are:

- **Quality risk (W_q):**P=4,S=3,D=4⇒RQ=48
- **Environmental risk (W_e):** P=3,S=5,D=3⇒RE=45
- **Information security risk (W_i):** P=5,S=4,D=2⇒RI=40

For a company implementing IMS, risk values and weights are:

Weighting factors:

- WQ=0.4 (40%) – Emphasis on quality (ISO 9001)
- WE=0.3 (30%) – Environmental protection (ISO 14001)
- WI=0.3 (30%) – Information security (ISO 27001)

Applying the formula:

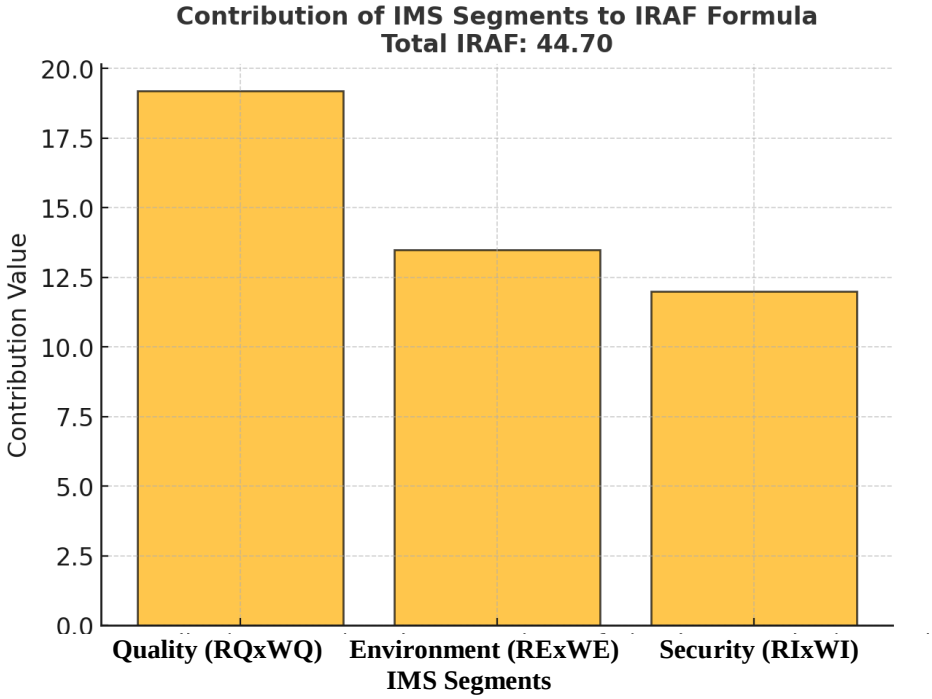
Interpretation of IRAF results:

- **IRAF < 30:** Low risk – No immediate action required.
- **30 ≤ IRAF < 50:** Medium risk – Corrective measures recommended.
- **IRAF ≥ 50:** High risk – Immediate action required, and a review of IMS policies is necessary.

Advantages of the IRAF Formula:

- **Comprehensive approach:** Integrates quality, environmental, and information security risks.
- **Flexible application:** Adaptable to various industries by adjusting weighting factors.
- **Efficient decision-making:** Provides a clear, numeric indicator of overall IMS risk.

Graph.1



Graph showing the contribution of each IMS segment (Quality, Environment, and Information Security) to the total IRAF value:

- Quality (RQ × WQ): Contribution: 19.2
- Environment (RE × WE): Contribution: 13.5
- Information Security (RI × WI): Contribution: 12.0

3. MODERN CHALLENGES IN SECURITY MANAGEMENT

Security management is a critical aspect of modern organizational operations, involving strategies, technologies, and procedures aimed at protecting data, assets, and business processes from emerging threats. In today's digital era, organizations face complex security challenges that require comprehensive solutions and proactive strategies. This section explores contemporary security management challenges, technological solutions, and strategic approaches to mitigate risks and ensure business continuity.

Modern challenges in security management

Cybercrime: Hacker attacks, phishing, and ransomware

Cybercrime is one of the most significant threats to organizations globally. According to Whitman&Mattord (2022), cyber-attacks, including phishing, ransomware, and malware infiltration, have increased exponentially in recent years. Hackers exploit vulnerabilities in systems to steal data, disrupt operations, and demand ransom payments.

- **Phishing attacks:** Deceptive emails and messages designed to trick employees into revealing sensitive information (Symantec Threat Report, 2022).
- **Ransomware:** Malicious software that encrypts company data and demands payment for its release (Europol, 2021).
- **Data breaches:** Unauthorized access to confidential information, leading to financial losses and reputational damage (Ponemon Institute, 2022).

A notable case is the Colonial Pipeline ransomware attack (2021), which disrupted fuel supply across the U.S. East Coast, underscoring the catastrophic impact of cybercrime on critical infrastructure.

Insider threats: Unauthorized access by employees

Insider threats pose a significant security risk as they originate from individuals within the organization. These threats can be intentional, such as data theft, or unintentional, such as accidental information leaks. According to Verizon Data Breach Investigations Report (2022), insider threats account for 34% of all data breaches.

- **Malicious insiders:** Employees who misuse their access for personal gain or to harm the organization (Cole, 2021).
- **Negligence:** Human error, such as misdirecting emails or weak password management (Whitman&Mattord, 2022).
- **Social engineering:** Manipulating employees into divulging confidential information (Mitnick, 2020).

A study by IBM Security (2022) highlights that insider-related incidents are more costly than external attacks, with an average cost of $11.45 million per incident.

Technological changes: Rapid advancement of IoT

The rapid evolution of technologies such as Internet of Things (IoT) presents both opportunities and challenges for security management. According to Davenport&Ronanki (2021), while these technologies enhance operational efficiency, they also introduce new security vulnerabilities.

- **IoTsecurity risks:** IoT devices often have weak security protocols, making them susceptible to hacking (Gartner, 2022).
- **5G Networks:** Increased connectivity with 5G technology expands the attack surface for cybercriminals (Ericsson Mobility Report, 2022).

For example, the Mirai botnet attack (2016) exploited unsecured IoT devices, creating a massive DDoS attack that disrupted major internet services globally.

Regulatory compliance: Adapting to laws such as GDPR and data protection acts

Compliance with data protection regulations is a major challenge for organizations, especially those operating globally. Regulations such as the **General data protection regulation (GDPR)** in the European Union and local data protection laws require organizations to implement stringent security measures to protect personal data.

- **GDPR (EU):** Mandates consent for data collection, the right to data erasure, and immediate reporting of data breaches (European Commission, 2022).
- **CCPA (California Consumer Privacy Act):** Ensures consumer rights to data access and deletion (California Department of Justice, 2021).
- **Local Data Protection Laws:** Such as the Serbian Law on Personal Data Protection (aligned with GDPR).

Failure to comply results in severe penalties, as seen in the case of British Airways (2019), which was fined £20 million under GDPR for a data breach affecting 400,000 customers.

Technological solutions for security management

Blockchain technology: secure data storage and information exchange

Blockchain technology offers a decentralized and tamper-proof method for storing and sharing data, significantly reducing the risk of data manipulation (Nakamoto, 2008).

- **Data integrity:** Blockchain ensures that once data is recorded, it cannot be altered, providing a secure audit trail (Swan, 2020).
- **Secure transactions:** Facilitates encrypted peer-to-peer transactions without intermediaries (Pilkington, 2022).
- **Smart contracts:** Automated contract execution when predefined conditions are met, reducing human errors and fraud (Buterin, 2021).

A notable example is IBM Food Trust, which uses blockchain to enhance food supply chain traceability, improving security and reducing fraud.

IoT (Internet of Things): Smart sensors and automated access control

IoT technology enhances physical security through smart sensors and automated access control systems. According to Gartner (2022), there will be over 15 billion IoT-connected devices by 2025, revolutionizing security management.

- **Smart sensors:** Monitor premises for intrusions, detect environmental hazards (e.g., smoke, temperature fluctuations), and alert security teams in real time (Cisco IoT Report, 2022).
- **Automated access control:** Uses biometric systems, smart cards, and mobile apps to regulate entry, ensuring only authorized individuals have access (Bosch Security Systems, 2022).
- **IoT Security solutions:** Include secure device authentication and end-to-end encryption to prevent cyber-attacks (Fortinet, 2022).

An example is Amazon's Ring Security System, which provides real-time surveillance and remote control through IoT-connected devices.

Cloud technologies: Secure data storage and disaster recovery

Cloud computing provides a secure and scalable solution for data storage, backup, and recovery, essential for business continuity (Armbrust et al., 2022).

- **Secure data storage:** Implements advanced encryption standards (AES-256) to protect stored data (AWS Security Whitepaper, 2022).

- **Rapid recovery:** Offers automated backups and disaster recovery solutions, ensuring business continuity in the event of a breach (Microsoft Azure, 2022).
- **Multi-factor authentication (MFA):** Adds an extra layer of security, preventing unauthorized access even if passwords are compromised (Google Cloud Security, 2022).

The Capital One Data Breach (2019), which exposed data of over 100 million customers, highlights the importance of securing cloud infrastructure against insider threats.

Strategies for security management

Security policies: Defining internal procedures and conducting employee training
A well-defined security policy outlines the rules and procedures for protecting organizational assets. According to NIST (2021), effective security policies include:

- **Clear procedures:** Detailed instructions on handling sensitive data and responding to security incidents.
- **Employee training:** Regular workshops to educate employees on cybersecurity threats such as phishing and social engineering.
- **Access Management:** Implementing role-based access controls (RBAC) to restrict data access based on job responsibilities.

A survey by CybSafe (2022) found that organizations with regular security training programs reduced phishing-related incidents by 72%.

Business continuity planning (BCP): Maintaining critical functions during a crisis

Business Continuity Planning (BCP) ensures that critical operations continue during and after a crisis (ISO 22301, 2022). Key components include:

- **Risk assessment:** Identifying potential disruptions and their impact on operations.
- **Continuity strategies:** Developing recovery plans such as remote work solutions and alternate supply chains.
- **Simulation exercises:** Regular testing through drills and mock scenarios to evaluate plan effectiveness.

For instance, during the COVID-19 pandemic, companies with effective BCPs, such as Amazon, quickly transitioned to remote operations, minimizing disruption.

Incident response plan (IRP): Rapid response to security incidents

An Incident Response Plan (IRP) outlines procedures for detecting, responding to, and recovering from security incidents (Whitman &Mattord, 2022). Key components are:

- **Incident identification:** Rapid detection and classification of security breaches.
- **Roles and responsibilities:** Clearly defined responsibilities for each member of the response team.
- **Communication plan:** Internal and external reporting procedures, including regulatory notifications.
- **Post-incident analysis:** Conducting root cause analysis and implementing corrective actions.

A case study from Equifax (2017) shows how the lack of a proper IRP resulted in a delayed response to a data breach, affecting 147 million customers and incurring $700 million in fines.

4. THE FUTURE OF MANAGEMENT AND SECURITY

The future of management and security is being shaped by rapid technological advancements and emerging digital innovations.

As organizations adopt cutting-edge technologies to enhance their operations, they must simultaneously address new security challenges. This section explores key technological trends that will define the future of security management.

5G Network integration: Faster data exchange and new cybersecurity challenges

The rollout of **5G networks** is revolutionizing data transmission, enabling faster speeds, lower latency, and enhanced connectivity for billions of devices (Ericsson Mobility Report, 2023). This technology will drive innovations such as smart cities, autonomous vehicles, and real-time industrial automation. However, along with its benefits, 5G introduces significant security challenges.

Advantages of 5G in security management:

- **Real-time data transmission:** 5G enables instantaneous communication between security devices, such as surveillance cameras and intrusion detection systems, improving response times (Qualcomm, 2023).
- **IoT expansion:** The network can connect millions of IoT devices, from smart sensors to automated access control systems, enhancing situational awareness (Gartner, 2023).
- **Enhanced remote monitoring:** Security teams can monitor multiple locations in real time using cloud-based platforms supported by 5G connectivity (Cisco, 2022).

Cybersecurityrisks associated with 5G:

Despite its advantages, 5G networks present several security challenges:

- **Wider attack surface:** With billions of connected devices, hackers have more entry points to exploit vulnerabilities (NIST, 2022).
- **Network slicing vulnerabilities:** 5G's ability to create virtual networks (network slicing) increases the risk of targeted attacks if a slice is compromised (Verizon Security Report, 2023).
- **Supply chain threats:** Dependence on third-party hardware and software providers introduces risks of compromised equipment (Huawei Security Report, 2022).

Strategies to mitigate 5G security risks:

- **Zero-trust architecture (ZTA):** Implementing strict verification protocols for every device accessing the network (Forrester Research, 2022).
- **End-to-end encryption:** Ensuring data is encrypted during transmission across 5G channels (Ericsson, 2022).
- **AI-Driven threat detection:** Utilizing AI to analyze network traffic and detect anomalies in real time (Davenport &Ronanki, 2022).

Quantum cryptography: Revolutionizing data protection

Quantum cryptography represents the future of secure communication, leveraging the principles of quantum mechanics to safeguard data. Unlike traditional encryption methods, which rely on complex mathematical algorithms, quantum cryptography uses quantum properties such as superposition and entanglement to create unbreakable encryption. How quantum cryptography works:

- **Quantum key distribution (QKD):** This technique uses photons to transmit encryption keys. Any attempt to intercept the key changes its quantum state, immediately alerting the parties involved (Bennett & Brassard, 1984).
- **No-cloning theorem:** Quantum states cannot be copied without detection, making eavesdropping impossible (Nielsen & Chuang, 2020).

Advantages of quantum cryptography in security:

- **Unbreakable encryption:** Protects sensitive data from cyber-attacks, including those from quantum computers (Gisin et al., 2022).
- **Secure data transmission:** Ensures secure communication channels between remote locations (Cambridge Quantum Computing, 2022).

- **Future-proof security:** Provides long-term protection against advancements in decryption technologies.

Challenges of quantum cryptography:

- **High cost:** Implementing quantum communication infrastructure requires specialized equipment, such as quantum repeaters and photon detectors (IBM Research, 2022).
- **Limited range:** Current QKD systems have distance limitations, making global deployment challenging (China's Micius Satellite, 2022).
- **Interoperability issues:** Quantum encryption systems may not be compatible with existing digital infrastructure (MIT Technology Review, 2022).

Case study: China's quantum satellite (micius, 2022)
China successfully demonstrated quantum-encrypted communication between ground stations over 1,200 kilometers using the Micius satellite. This experiment set a precedent for secure global communication without the risk of interception.

Autonomous systems: The role of drones and robots in physical security

The rise of autonomous systems, including drones and security robots, is transforming physical security management. Equipped with advanced sensors, and real-time connectivity, these systems can perform tasks such as surveillance, patrolling, and threat neutralization without human intervention.

Drones in security management:

Drones provide aerial surveillance and rapid response capabilities, particularly useful for large-scale areas such as industrial complexes, campuses, and national borders.

- **Surveillance:** Equipped with thermal cameras, drones can detect intruders even in low-visibility conditions (DJI Enterprise, 2022).
- **Crowd monitoring:** Useful for managing large public events by providing real-time footage to security teams (FAA Report, 2022).
- **Disaster response:** Assists in search and rescue operations by locating survivors and assessing damage (Red Cross, 2023).

Example: Police use of drones at the Tokyo olympics (2020)
Japanese authorities deployed drones to monitor crowds and enforce COVID-19 restrictions, enhancing safety while minimizing the need for on-ground personnel.

Security robots:

Autonomous security robots equipped with sensors can patrol premises, detect anomalies, and respond to threats in real time.

- **24/7 Surveillance:** Robots can continuously monitor areas without fatigue, unlike human guards (Knightscope, 2022).
- **Facial recognition:** Identifies unauthorized individuals and alerts security teams (Boston Dynamics, 2022).
- **Integrated alarms:** Automatically triggers alarms in case of security breaches (AWS IoT, 2023).

Example: Knightscope security robots in shopping malls (2022)
Knightscope robots deployed in malls reduced theft incidents by 20% within the first six months, providing both security and customer assistance.

Benefits of autonomous security systems:

- **Cost-effective:** Reduces the need for large security teams while providing 24/7 coverage (PwC Report, 2022).
- **Rapid response:** Drones and robots can reach incident areas faster than human personnel.
- **Data collection:** Captures and stores data for post-event analysis and security audits.

Security and ethical concerns:

- **Privacy issues:** Continuous surveillance raises concerns about individual privacy (ACLU Report, 2023).
- **Hacking risks:** Autonomous systems connected to networks can be vulnerable to cyber-attacks (Kaspersky, 2023).
- **Job displacement:** Automation may reduce demand for human security personnel, impacting employment (World Economic Forum, 2022).

5. FINAL THOUGHT

The exploration of modern management and security systems has illuminated the intricate relationship between technological advancement, human factors, and strategic foresight. In an era marked by digital transformation and evolving threats, organizations must embrace a proactive and integrated approach to management and security.

The findings in this paper highlight that security is not a standalone function but a critical component of comprehensive management strategies. The adoption of Integrated Management Systems (IMS) that merge quality management (ISO 9001), environmental protection (ISO 14001), and information security (ISO 27001) provides organizations with a holistic approach to risk management. Through the Integrated Risk Assessment Formula (IRAF), organizations can quantify and address risks across multiple dimensions, enabling data-driven decision-making.

From the rise of cybercrime and insider threats to the complexities of IoT and 5G networks, modern organizations face multifaceted security challenges. However, these challenges also present opportunities for innovation:

- **Blockchain technology** offers unbreakable data integrity and transparent transactions (Nakamoto, 2008).
- **IoT solutions** enhance physical security through real-time surveillance and automated access controls (Gartner, 2022).
- **Cloud technologies** provide secure and resilient data storage with rapid disaster recovery capabilities (AWS Security Whitepaper, 2022).

The future of management and security will be shaped by cutting-edge technologies:

- **5G Networks** will accelerate data exchange and enable real-time remote monitoring, but they also demand robust cybersecurity frameworks (Ericsson Mobility Report, 2023).
- **Quantum Cryptography** promises unbreakable encryption, making data interception virtually impossible, thereby revolutionizing secure communications (Bennett & Brassard, 1984).
- **Autonomous Security Systems**, such as drones and robots, will redefine physical security, providing 24/7 surveillance and rapid response to threats (Knightscope, 2022).
- **Invest in Human Capital:** Continuous employee education and cybersecurity training remain crucial in mitigating insider threats and social engineering attacks (Whitman &Mattord, 2022).
- **Adopt Zero-Trust Security Models:** Ensure that all network users and devices are verified, especially in 5G and IoT environments (Forrester Research, 2022).
- **Develop Business Continuity Plans (BCP):** Regularly test incident response and disaster recovery plans to maintain resilience during crises (ISO 22301, 2022).

In the digital era, security is no longer a cost center but a strategic enabler of business growth. Companies that integrate advanced security measures into their operations build trust with customers, partners, and stakeholders.

The convergence of **5G, quantum technologies, and autonomous systems** will not only enhance security protocols but also open new frontiers for innovation and efficiency. The future of management and security belongs to organizations that view security as an opportunity rather than a constraint. By embracing innovation, fostering a security-centric culture, and staying ahead of emerging threats, organizations can turn security challenges into competitive advantages.

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