

REVIEW PAPER

# Formation and Implementation of the Business Development Strategy of Ukrainian Enterprises: Functional Modelling (IDEF)

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## ABSTRACT

The current political and economic situation in Ukraine has led to the deterioration of the financial condition of enterprises, which need a clear business development strategy and effective tools for its implementation. Mastering the skills of timely analysis of the financial state of enterprises, the formation of anti-crisis measures, and the implementation of management decisions will contribute to the development of an optimal business development strategy for each specific enterprise in war conditions. In order to increase the efficiency of the process of formation and implementation of the company's business development strategy, it is recommended to functionally and informationally detail and design it based on a certain methodology and software tools. At the same time, detailing the process of formation and implementation of the company's development strategy should be based on the modelling of business processes at the company. Taking into account the above, the main goal of the research is to generalize the theoretical material and provide practical recommendations regarding the use of modern tools for the development and implementation of the business development strategy of Ukrainian enterprises in modern realities. The authors use functional modelling of business processes based on the IDEF standard in the formation and implementation of the company's business development strategy. Modelling these processes based on the selected IDEF standard allows taking into account all potential factors related to the management of Ukrainian companies in modern realities, as well as focusing on information flows for making management decisions. It is noted that the collection of information (various methods and techniques), the analysis of the external and internal environment are critically important for the formation of the company's business development strategy and the development of measures for its implementation. It is emphasized that the enterprise can adapt to the changing state of the external environment with the help of an anti-crisis strategy and create prerequisites for the effective use of all types of resources. In this regard, it is recommended to use the IDEF14 notation in the conditions of modern reality.

## HIGHLIGHTS

- Economic situation in Ukraine.
- Business development strategy.
- Formation of anti-crisis measures.
- Optimal business development strategy.
- Functional modelling (IDEF).

**Keywords:** Business development strategy, business strategy, anti-crisis strategy, modelling, IDEF notation (standard).

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For the modern Ukrainian economy, the development of the business environment is critically important, as the future viability of the entire country depends on the efficiency of the private sector. In the conditions of political and economic instability and martial law, Ukrainian business needs a clear plan of action for further development, which will take into account its current financial condition and potential challenges and threats.

The desire of business leaders to see their own company successful and competitive requires the ability to develop and implement strategies of various types, which are the result of strategic planning (Kondratenko *et al.* 2022; Yastremska *et al.* 2023). Having strategic business planning skills allows the company to adapt to the changing environment, taking into account strengths and weaknesses, new opportunities and development options, which allow it to anticipate and counter the growing number of new threats. This is an important management function, which is designed to maintain the competitiveness of the company's business and contribute to its effective development.

The formation of business strategies for the development of enterprises is influenced by the national policy, which must constantly be under the supervision of the operative correction of government decisions to increase the level of coordination and support of the general levers of business regulation, as well as to facilitate the satisfaction of the vital interests of the country's population (Semencha & Gordienko, 2022; Bondar-Pidhurska & Solovyov, 2017).

## LITERATURE REVIEW

In general, the company's business development strategy is the process of developing and implementing the company's strategy by qualified specialists with strategic planning skills (Malynoshenska, 2022). The company's business development strategy is a set of actions aimed at achieving the company's long-term goals and objectives. It determines the direction of the company's development, its mission, vision, values, competitive advantages and key success factors. At the same time, business strategies are its functional component, which provide the main competitive advantages of the enterprise (Farida & Setiawan, 2022).

The formation and implementation of a business development strategy involves the performance of certain functions, including:

1. **Analytical:** collecting, processing and interpreting information about the company's external and internal environment, identifying business strengths and weaknesses, prospects and threats, identifying strategic problems and alternatives (Fuertes *et al.* 2020).
2. **Predictive:** predicting the future state of the company and its environment based on trend analysis, scenarios, models, and expert opinions (Cihat, 2008; Ponomarenko, 2022).
3. **Project:** formulating long-term goals and objectives of the company, choosing the best tactics to achieve them, developing specific plans, allocating resources and responsibilities (Correani *et al.* 2020; Brown & Tharp, 2008).
4. **Controlling:** monitoring the implementation of the strategy, measuring its results according to the set criteria, comparing actual and planned business indicators, identifying deviations and their causes, making adjustments to the strategic plan if necessary (Klokar *et al.* 2019).

In the face of challenges and threats, strategic planning should be seen not only as a management function. It is an activity that helps to respond quickly to threats that may affect the viability of the enterprise and business development in the future, using new tools. Thus, this activity helps to:

1. Formation of a unified vision of the company by all staff. It is important that all employees understand the company's goals and objectives. This way, each of them will feel involved in a common cause, which will increase their motivation (Edwards, 2014; Lipsmeier *et al.* 2020).
2. To prevent negative changes and anticipate potential threats. Strategic planning attempts to anticipate and prepare for events that may occur by transforming complex problem-solving and decision-making processes into strategic communication (Smith, 2020).
3. To stay ahead of competitors. To stay one step ahead, a manager or business owner

must have a clear idea of what needs to be done, based on a strategic plan and new management models (“Strategic Sustainable Management”) (Barbosa *et al.* 2020).

The advantages of strategic business planning become an impetus for the formation of the company’s goals and objectives. Currently, there are four main tasks aimed at achieving strategic goals:

1. Formulate the mission and vision, i.e. the present and future of the company.
2. Create certainty for employees who will solve problems to achieve the strategic goal.
3. Help synchronize management at all levels to understand how different departments will achieve the same goals.
4. To see the company’s prospects and create a foundation for growth. When the management understands where the business is now, what it will be like in a year’s time, and how it can be achieved, employees are more motivated to be involved.

As part of an organization’s strategic planning, company goals play an important role in determining the direction of the company’s success. They must be flexible, specific, achievable, compatible, measurable and multiple (Business Goals: Why They Are Important to Company Success, 2024; Edwards, 2014; Locke & Latham, 1991).

Flexibility in setting goals allows the company to adapt to the reality of a rapidly changing business and market. Specific and achievable goals indicate a clear idea of what needs to be done and what results to expect. They must also be compatible across the company to ensure alignment and consistency across departments. Measurability is key to measuring a company’s progress and success. Finally, multiple goals help shift focus from one area of the business to another and maximize the company’s potential.

Given the relevance of the research topic, the main goal of the article is to generalize the theoretical material and provide practical recommendations for the development and implementation of the business development strategy of Ukrainian enterprises in the conditions of challenges and threats based on the IDEF standard. To achieve the goal, the following tasks were set and solved:

- ♦ trends in the development of Ukrainian business in modern conditions are determined;
- ♦ the process of developing and implementing the company’s business development strategy in IDEF notation is formulated;
- ♦ developed practical recommendations for the implementation of business development strategy of Ukrainian enterprises.

## METHODOLOGY

In the conditions of the growing number of challenges and threats, one of the main tasks of management is the definition, formation and analysis of current and future business opportunities. Such a process requires the processing of large volumes of information and can be achieved thanks to the use of modern management tools, in particular business modelling. One of the most common modelling methods in the conditions of current realities is the use of structural and functional methods aimed at identifying the elements (actions) necessary to perform specific functions in the system being created and the connections between them.

Structural and functional analysis is aimed at identifying the general flow of information, its typification and selection of the most important and critical aspects of the process from a number of qualitative and quantitative ones. In general, the IDEF standard is distinguished by the fact that it allows us to present business processes in a schematic form in order to visually present the sequence of actions for possible improvement and highlight the main management functions (Shatylov, 2013; Serifi *et al.* 2008; Godlevsky *et al.* 2018; Aleksieienko *et al.* 2020). A structural-functional model is a description and explanation of the content of a system that considers its elements and dependencies between them as part of a single whole.

The specificity of using the IDEF standard is that the model requires the formalization and detailed description of business processes represented by functional blocks, while each sub-process is a set of blocks with defined input information, output, management functions and resources involved in the implementation of each such sub-process. Functional blocks are connected by arrows and their descriptions. In this case, each type of arrow

or activity has its own appearance and purpose. The IDEF model allows us to describe all the main types of business development processes. The following types of arrows are present in functional blocks:

- ♦ input – defines the required set of input data for the process;
- ♦ output – determines the result of an activity or the implementation of a process;
- ♦ control (from top to bottom) – control mechanisms (regulations, instructions, guidelines);
- ♦ resources (from bottom to top) – are used to describe the implementation of the process under consideration.

Accordingly, compliance with the requirements for building IDEF models will allow us to get a clear idea of the components of the process and agree on the specifics of its implementation.

The *scientific novelty of the research* consists in improving the process of forming and implementing the business development strategy of enterprises in the conditions of a growing number of challenges and threats based on the use of the IDEF standard (notation).

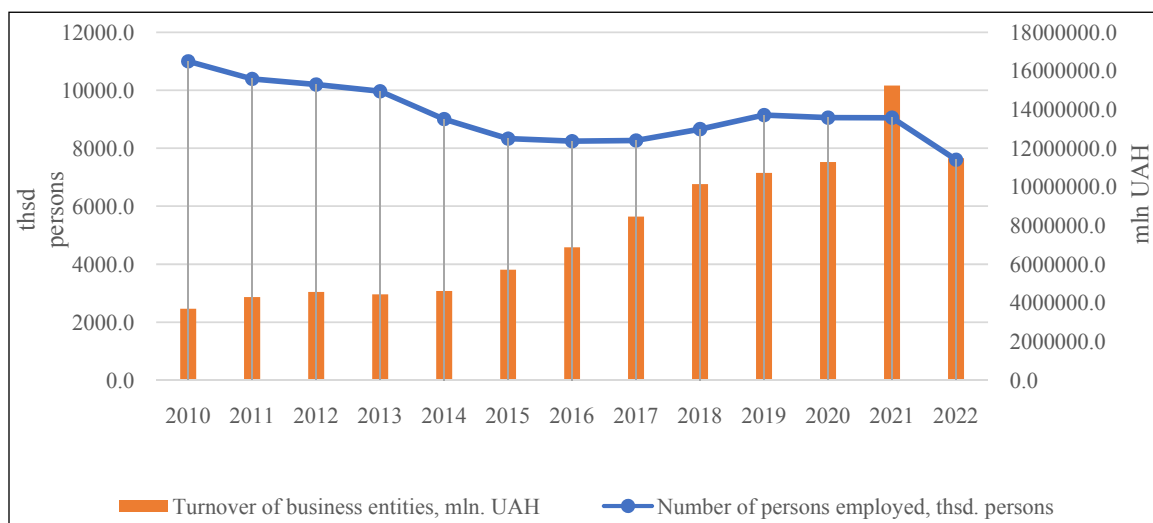
## RESULTS

The current conditions for the development of Ukrainian business are characterized by the instability of the external environment and the

need to adapt to the conditions of martial law. Statistics published by the State Statistics Service of Ukraine indicate that in 2022, both national development and business performance indicators deteriorated due to the occupation of part of the territory, regular shelling, and the destruction of energy infrastructure. Fig. 1 shows the dynamics of Ukrainian enterprises' turnover and the number of employees. The statistics show that 2021 was quite successful after the pandemic, while in 2022, with the start of the full-scale invasion, the total volume of products sold decreased, as well as the number of employees, due to migration and the mobilisation of a significant number of men.

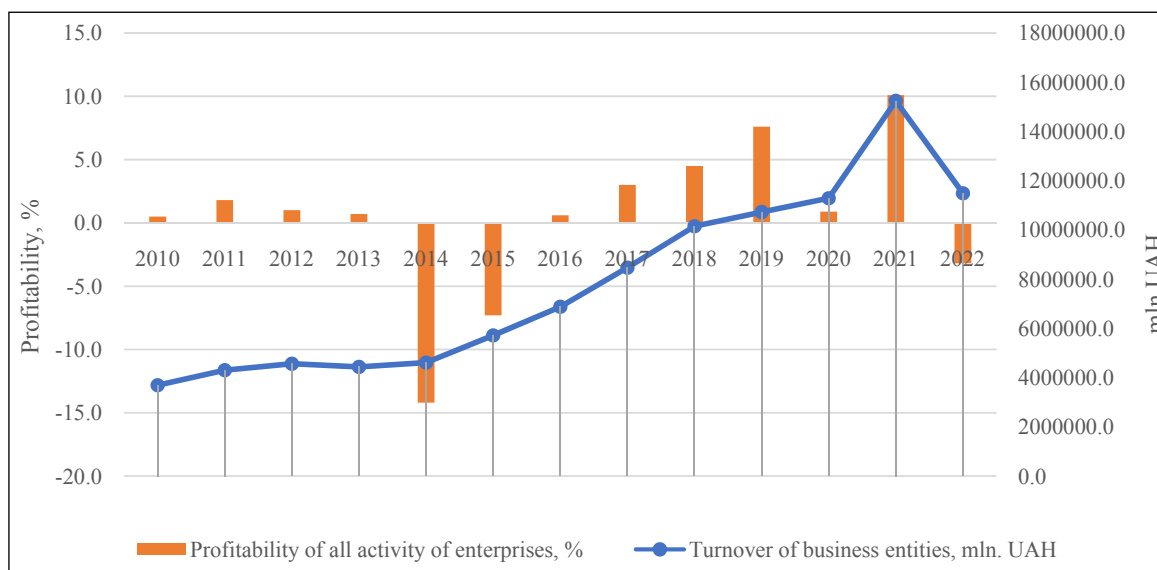
The statistical indicators presented in Fig. 1 and Fig. 2 reflect the trends in the financial condition of Ukrainian enterprises and prove the need to form effective tools for the strategic development of domestic enterprises. Ukrainian business entities urgently need new models and approaches to strategic management that take into account the current state of each specific enterprise and the situation in the country's economy as a whole.

The study of trends in the profitability of Ukrainian enterprises also deserves special attention, so we will analyze it together with changes in turnover of business entities. According to the data in Fig. 2, it can be argued that 2022 led to a significant reduction in the profitability of the overall activities of Ukrainian enterprises from 10.1% to -3.2%.



Source: Number of persons employed of business entities by type of economic activity in 2010-2022. Turnover of business entities by type of economic activity in 2010-2022. Official website of the Statistics Service of Ukraine.

Fig. 1: Dynamics of business entities turnover and number of persons employed at Ukrainian enterprises



*Source: Profitability of all activity of enterprises by type of economic activity in 2010-2022. Net profit (loss) of enterprises by type of economic activity in 2021-2022. Turnover of business entities by type of economic activity in 2010-2022. Official website of the Statistics Service of Ukraine.*

**Fig. 2:** Dynamics of profitability of all enterprises activities and turnover of business entities in Ukraine

Based on the analysis of statistical data, it is possible to state that Ukrainian enterprises in the current conditions need to develop and implement a strategy for further development even in such difficult conditions that are currently prevailing in Ukraine. The main direction of further development of domestic business should be its balanced adherence to the development strategy.

The choice of a specific enterprise development strategy directly depends on the current state of Ukraine's economy, which is experiencing a period of socio-economic crisis. In this regard, it is the crisis state of the national economy that leads to the need for developing anti-crisis strategies at the level of individual business entities.

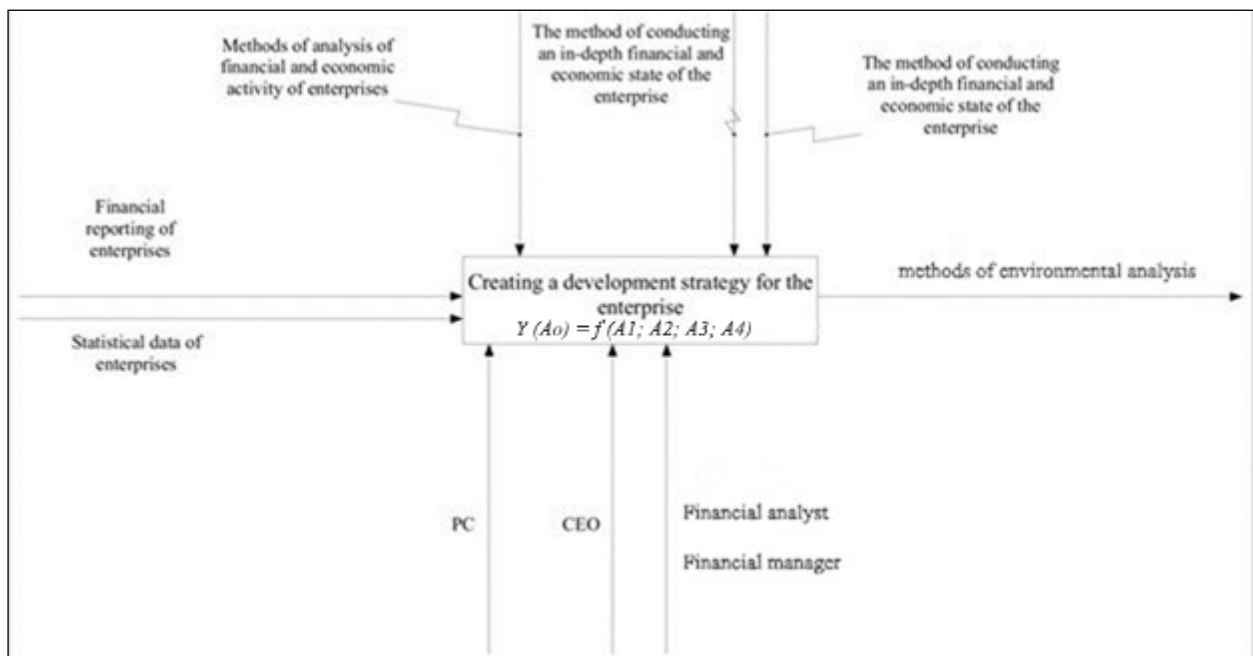
The process of forming a development strategy at an enterprise is quite complex and requires taking into account a large number of factors and taking into account the general development trend of the industry and the country. Any business entity can develop a unique strategy for its own development, based on its own experience (Hudz, 2018).

Fig. 3 presents a scheme of the components of forming and implementing the company's development strategy. It is worth noting that the scheme of the components was built using the business process modeling method, which is best suited for planning the sequence of actions in complex business processes, in particular, the

development and implementation of the company's development strategy.

According to the authors, the process of forming and implementing an enterprise development strategy based on the IDEF standard in its modern modifications can be represented by a functional model of the relationship between the dependent variable  $Y$  (in our case, the business process "Creating a development strategy for the enterprise", or  $A0$ ) and the function of individual components ( $f$ ), namely: Formation of an information base for strategy development ( $A1$ ), Coefficient analysis of the financial state of the enterprise ( $A2$ ), Strategic analysis of the external and internal environment ( $A3$ ), Choosing a strategy and developing and implementing strategic plans at the enterprise ( $A4$ ).

As we can see from Fig. 3, the following components are identified as resources for the process of creating and developing an enterprise development strategy: a personal computer (PC), a CEO and a financial analyst (together with the financial manager). The identification of a computer as a resource is an obvious question, since strategy development requires computer equipment, but without any special software products. The financial analyst (together with the financial manager) analyses the current financial position of the company and determines the potential impact of management decisions on the financial performance of the



Source: Authors' development.

Fig. 3: Scheme of the components of forming and implementing the company's development strategy

business, and the information provided by the financial analyst is the basis for the development and adoption of the development strategy. The model also includes the participation of the CEO, who is the head of the decision-making body and shapes the conceptual directions of business development, and therefore plays a key role in both the preparatory stages and the development of the company's development strategy.

For Ukrainian enterprises operating in the current conditions of martial law in Ukraine, it is necessary to focus on anti-crisis measures for further development, and therefore, modern strategies for Ukrainian enterprises should be anti-crisis in the first place.

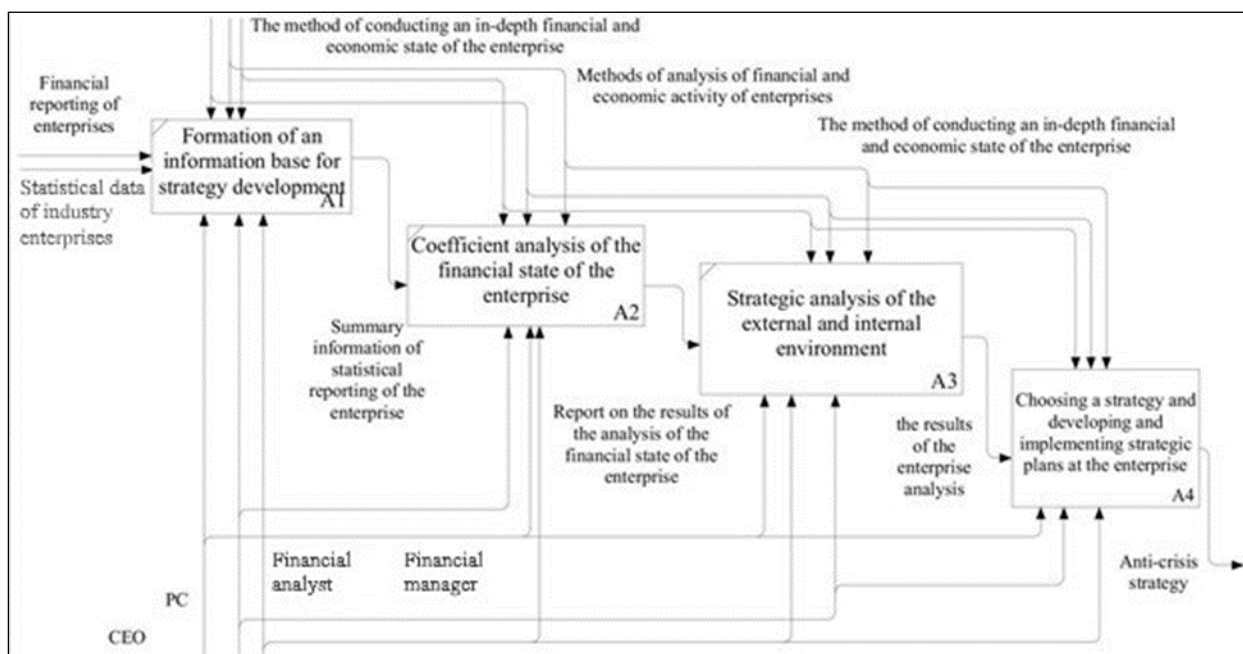
The information support in the process of forming the enterprise strategy is financial statements used to assess the assets of the enterprise, property status in general, and capital structure (Stupchuk, 2014; Romanyshyn & Bernatska, 2020). The strategy development process is organized by a financial specialist together with the top management of the business. The detailed sequence of actions for developing and implementing a business strategy is shown in Fig. 4.

It should be noted that when formulating an enterprise development strategy, the authors

propose to take into account the anti-crisis aspects of strategy implementation. This is especially important in the context of new challenges and threats to the development of the national economy, when the anti-crisis strategy turns from a functional strategy into a business strategy, and determines the key areas of change in both the general corporate strategy and individual functional strategies.

In Fig. 4, each functional block is labelled with a number from A1 to A4, which indicates that these stages detail the main process depicted in Fig. 3 and denoted by block A0. Accordingly, the process of creating an enterprise development strategy can be implemented provided that all stages are implemented sequentially, as shown in Fig. 4 from A1 to A4.

The first step is to collect information that will be used in the strategy development process, as well as to analyse the information in depth. It is extremely important to obtain reliable data that will show the real potential and attract new investors (Fuertes *et al.* 2020). Otherwise, a negative reputation of the enterprise may be created due to falsification of valuation data. The next stage is the analysis of the external and internal environment, which is necessary to predict future processes and take timely adaptation measures, search for



Source: Authors' development.

Fig. 4: Stages of forming a development strategy at an enterprise: anti-crisis aspects of strategy implementation

potential development opportunities, and analyse the strengths and weaknesses of the company's operations (Khatser, 2014; Vlasenko, 2014).

Businesses always depend on external conditions that cannot be ignored in the process of developing a development strategy. These factors cannot be influenced or controlled from the outside, so business entities develop a number of measures to minimize their negative impact, especially in times of war. It is impossible to take into account all statistical data, so the priority is to consider indicators that best characterize the current state of development of the national economy, such as the consumer price index, foreign exchange rate, unemployment rate, gross domestic product, discount rate of the National Bank of Ukraine, and average monthly wage (Klyvidenko & Rusiatynska, 2016; Broyaka, 2018; Pashchenko, 2020).

Based on the results of the analysis of the external and internal environment, a general assessment of the specialist is formed, which will allow to identify development prospects and possible threats that may cause a deterioration in the current state. The data is the basis for formulating the company's strategy, which is implemented by building a strategic map in terms of four components: financial, customer, internal business processes, and training

and development. For each component, the goals to be achieved in order to implement the strategy and the normative values within which the result should be set are identified (Phaal, 2004). Such a mechanism is considered quite effective, as any deviation from the norm will allow to clearly identify the shortcomings in the system. After determining the strategic goals of the enterprise, the specialist develops organizational and economic measures for implementing the strategy, including project development. The specialists involved in the development of strategic plans for the company's development and strategy formation are the CEO, financial analyst, financial director and other top-level specialists.

Financial planning plays an important role in the strategy development system and is implemented through production and sales planning and control of financial expenses. Financial planning ensures the necessary control over the acquisition and use of material, labour and financial resources and creates the necessary conditions for improving the financial condition of the company. It is directly related to the business plan and depends on other planned indicators (production and sales volumes, production cost forecasts, capital investment plans, etc.

The development of a development strategy includes decisions on the cost of goods sold, sales revenue, cash accumulation, depreciation, amounts and sources of financing, investments planned for the planning period, working capital needs and sources, distribution and use of profits, budgets and relationships with banks, etc. As a result of the development of a system of measures to ensure the implementation of the financial strategy, the enterprise forms "responsibility centres", determines the rights, obligations and measures of responsibility of their managers for the results of the implementation of the financial strategy of the enterprise.

The initial information of the built model should be the formed development strategy of the enterprise based on the analysis of the internal and external environment, as well as the detailing of the strategy by building a number of measures for its implementation.

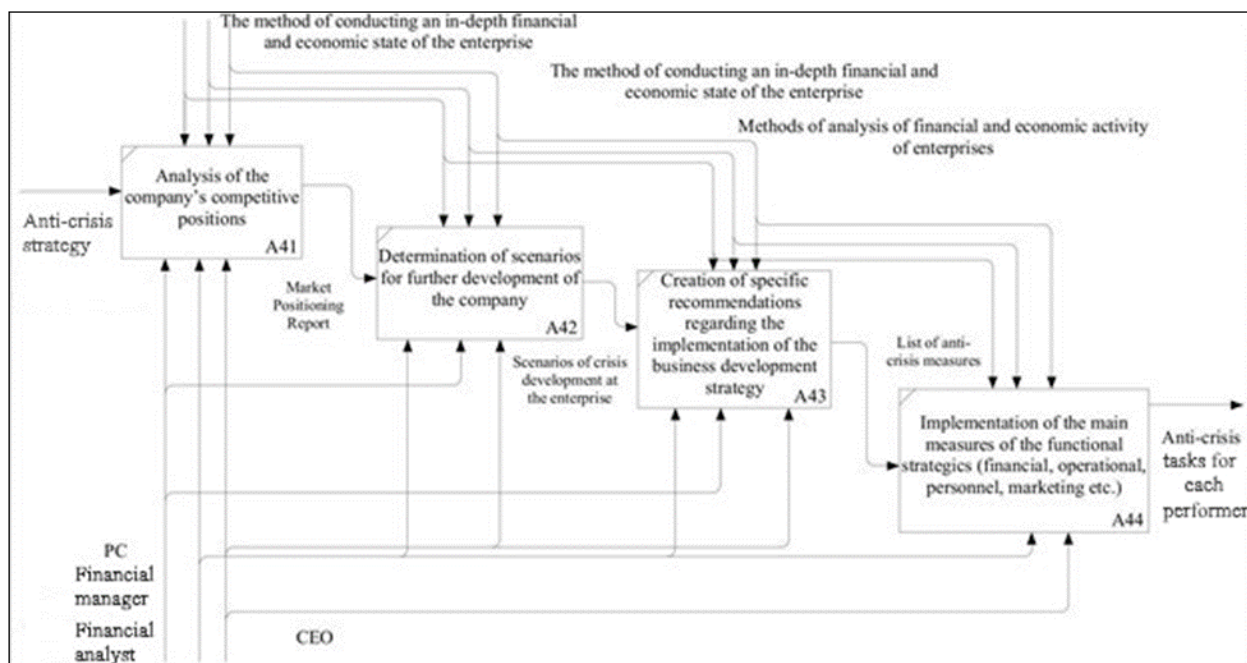
The disadvantage of the current model at the enterprise is the failure to take into account the experience of enterprises in the industry, which allows not only to learn from experience but also to take into account mistakes in the implementation of strategic goals, as well as the lack of analysis of the dynamics of the industry development, which

is quite important given the low performance at a certain meso-level. On the other hand, it is worth noting that a comprehensive analysis of the external and internal environment is taken into account when building a development strategy at an enterprise. In accordance with the above material, Fig. 5 shows the sequence of actions for the development and implementation of the enterprise development strategy.

In accordance with the author's approach proposed above, in Fig. 5 blocks are labelled A41 - A44, which means detailing the stages of process implementation in block A4 from Fig. 4. That is, Fig. 5 shows the sequence of stages of implementation of the process "Formation of directions for the development and implementation of strategic plans at the enterprise".

By implementing the proposed measures, top managers of modern Ukrainian enterprises will be able to implement the necessary anti-crisis strategies step by step and assign specific anti-crisis tasks for each performer.

On the basis of anti-crisis measures, which were developed in accordance with strategic planning, it is necessary to clearly distribute anti-crisis tasks between performers of individual works and operations. This will enable effective management of resources and quick response to possible threats,



Source: Authors' development.

Fig. 5: The sequence of measures to implement the company's development strategy: anti-crisis aspects of strategy implementation



ensuring stability and adaptability of the company in conditions of uncertainty.

When choosing a strategy at stage A4, one should choose one of the strategies of integrated, concentrated and diversified growth, as this will allow taking into account the current state of development of the enterprise and indicate the prospects for its promotion in the market.

In general, the structural-functional system of enterprise development strategy formation modeled in this paper will allow taking into account both the results of an in-depth analysis of the microenvironment, meso-environment and macro-environment, as well as the weaknesses of the enterprise and potential threats. The use of the developed model and clear implementation of the sequence of actions will allow to obtain a positive and comprehensive result (profitability of business activity).

## DISCUSSION

It is generally accepted that strategic planning is the process of defining the main goals, mission, strategies and policies that guide the allocation and acquisition of resources to achieve the organization's goals (Gandrita, 2023). And here the main attention is paid to the formation of the mission. Researchers note that the mission formulation stage is preparatory, but very important. The future of the organization will depend on the correct definition of the mission and setting of goals.

The mission is the reason for the company's existence (Fauzi *et al.* 2021; Kobelev & Zakharchenko, 2013; Macedon, 2013; Stretton, 2020). To define it, we have to understand who the target audience is and what needs the company is targeting. However, according to the authors, this statement is debatable, since the company's mission is determined at the stage of business creation and can be adjusted depending on its condition and conditions. At the same time, the business development strategy must constantly adapt to the conditions of the external environment and use the most favorable opportunities in each specific situation.

In addition, the literature (Locke & Latham, 1991; Fischer *et al.* 2020) notes that in order to choose a development strategy, a company needs a benchmark, which is the company's goal. And it

needs to be correctly defined. The goal is the desired result that the company wants to achieve in a certain time (Morisano *et al.* 2010; Locke & Latham, 2006). It should be aligned with the mission and be based on the strategy.

Based on the opinion of the scientific community, it can be argued that strategy is the main concept of the modern era, and is related to the mission and goals of companies, as well as a tool for achieving business development goals, and determines its main directions (Carter, 2013).

Taking into account the conditions of current realities, it is advisable for Ukrainian enterprises, which are forced to adapt to them, to use three main types of business development strategies provided for by global business practice:

1. Strategy of concentrated growth. Its essence is to make products of higher quality and capture more market share (Pierce II & Harvey, 1990).
2. Diversification strategy, which involves the creation of different lines of business and different products (Porter, 1987; Sharapa, 2023).
3. An integration strategy assumes that a company grows by merging with others, whether they are suppliers, competitors, or buyers (Integration strategy, 2024; Shastun, 2017).

We can cite several Ukrainian companies that are currently successfully implementing the above-mentioned business development strategies. Based on the author's observations, several Ukrainian companies have been identified that successfully implement the above business development strategies. For example, in recent years SILPO-FOOD LLC has been using an integration strategy, teaming up with large suppliers and occupying niches in regions and places where other trading companies have left. In particular, in the de-occupied territories, where individual trading platforms have been destroyed, SILPO-FOOD LLC has joined forces with other trading networks to provide the population with food and other essential goods.

ATB-MARKET LLC uses an integration strategy of business development in combination with a diversification strategy. Along with this, it is worth

mentioning NEW POST LLC, which is developing on the basis of a strategy of concentrated growth. Provides all the same services as before, but significantly expands the target audience and covers new markets, opens offices in various countries, in particular in Poland, Germany, Lithuania and others.

The above-mentioned enterprises are classic representatives of Ukrainian business, which remain active even in the conditions of martial law. They also retain the opportunity to expand the list of products they offer on the market.

At the same time, we have highlighted two main types of strategies in the practice of Ukrainian business enterprises, aimed not at development, but at overcoming the crisis:

1. Stabilization strategy, which assumes that the priority of the company is to maintain its positions on the market. The main tasks are focused on improving the quality of service and maintaining trusting relationships with regular customers. If the stabilization strategy is implemented, no serious changes are expected in the company (Alshawabkeh *et al.* 2019). At the same time, the researchers identify a survival strategy (Naradda Gamage *et al.* 2020). Some researchers recommend using the stabilization strategy to overcome the consequences of the financial crisis in the company's operations (Flammer & Ioannou, 2021).
2. The strategy of reduction and liquidation is used when there are no other options for business development. When implementing this strategy, it is important to carefully plan the closure of structural divisions and the sale of assets (Berry-Stölzle, 2008).

This list of strategies is provided by most authors in the context of anti-crisis business management, and, accordingly, we can agree with scientists that the implementation of one of these strategies will achieve the most optimal, positive and rational result.

## CONCLUSION

The functioning and development of a Ukrainian enterprise in any branch of the national economy today is determined by the success of a developed

and timely implemented business development strategy. The authors summarized the functions related to the development and implementation of the company's business development strategy (analytical, predictive, project, controlling) and the advantages of strategic business planning. During the development and implementation of the business development strategy of Ukrainian enterprises in the conditions of modern realities, functional modelling was updated as a method, analysis and approach that allowed improving this process and obtaining an optimal result.

In the course of the study, the main stages of the formation of the company's business development strategy were determined, namely: information collection, analysis of the external and internal environment, selection of alternatives and development of measures for the implementation of the strategy. At the same time, the peculiarities of its first stage of this process, which involves the collection of reliable data on the financial condition of the enterprise, and the importance of a complete, comprehensive and detailed analysis of the initial information that affects the further activities of the enterprise, are revealed.

The specifics of the second stage (external and internal environment analysis) require the use of modern managerial analysis tools (SWOT, PEST, STEP and others), the results of which are necessary for a reasonable choice of alternative business development strategies. In the conditions of modern realities, among them, the practice of applying strategies of integrated, concentrated and diversified growth at enterprises of Ukraine is singled out.

The collected and analyzed data became the basis for forming the company's business development strategy, which is implemented by building a strategic map based on four components: financial, customer, internal business processes, training and development. For each component, the goals that must be achieved for the implementation of the strategy and the normative values within which the result is planned to be achieved are defined. This approach is considered quite effective, since any deviation from the norm that is eliminated in time will allow identifying flaws in the system (thanks to the responsibility centres) and optimizing the company's business development strategy. After determining the strategic goals of the enterprise,

the general director develops organizational and economic measures for the implementation of the above strategy, which become the basis for further development and implementation of the company's projects.

Modelling the processes of development and implementation of a business development strategy based on the selected IDEF standard allows to take into account all opportunities and threats as much as possible; weaknesses and strengths; distribute work between specific functional executors. When developing and implementing an anti-crisis strategy that meets the conditions of modern realities of Ukrainian enterprises, in practice, the authors of the article recommend the use of the IDEF14 standard. This standard will make it possible to develop solutions aimed at the rational use of material resources and achieve significant savings that is reducing the level of resource consumption, which is especially relevant in the conditions of a growing number of challenges and threats. This will be the subject of our further scientific research.

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