

Sustainability in the Knowledge Economy: A Bibliometric Analysis of Research Trends and Policy Perspectives

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Abstract. *Integrating sustainability into managerial strategies has become a key research area in the knowledge economy, reflecting the growing need for organizations to adopt environmentally and socially responsible business models. This study conducts a bibliometric analysis of sustainability research, highlighting its impact on organizational performance and strategic management. Analyzing the academic output from 2000 to the present, this paper maps the evolution of the sustainability discourse and identifies the main research groups, thematic trends and citation networks in the field.*

Using data extracted from the Scopus database, this study applies bibliometric methodologies, including common-word analysis, citation mapping, and Bradford and Lotka's laws, to track the intellectual structure of sustainability research. Results reveal a steady increase in academic contributions, with a notable acceleration over the last decade, indicating the growing relevance of sustainability as a strategic pillar for organizations. Key themes identified include corporate social responsibility, green innovation, stakeholder engagement and regulatory adaptation.

Accordingly, this paper contributes to the scientific and managerial discourse by providing a structured synthesis of research on sustainability in the knowledge economy. The results provide insight into theoretical advances, research gaps and potential directions for future studies, guiding policy makers, academics and business leaders in developing sustainable business strategies. The study also highlights the role of collaborative research networks in promoting innovation and driving sustainable change in times of disruption.

Keywords: sustainability research, green innovation, strategic management, bibliometric analysis, knowledge economics.

Introduction

Sustainability has become an essential component of strategic management at a time of rapid technological advances and socio-economic change. In addition to creative business ideas, the modern knowledge economy requires a deep understanding of sustainable practices that can foster long-term organizational success. There is an urgent need to review the evolution of academic research in this area, identifying important themes, trends and intellectual contributions, as sustainability is increasingly being used as a defining feature of corporate strategies (Malik et al, 2020bell; Biclesanu & Dima, 2021; Ștefan et al, 2021; Stiegler, 2021; Vodă et al., 2021; Ille, 2022;

Müller et al., 2022; Popescu, Ceptureanu & Ceptureanu, 2022; Tawfig & Kamarudi, 2022; Lupoae et al., 2023).

In order to provide a structured overview of the intellectual landscape in sustainability-oriented management studies, this study presents a bibliometric analysis of sustainability research, highlighting its intersection with managerial strategies, corporate responsibility and performance outcomes (Bumbac et al., 2020; Dobre et al., 2021; Adu, Al-Najjar & Sitthipongpanich, 2022; Purcarea et al., 2022)

In terms of research objectives, the main aim of this study is to map the knowledge structure of sustainability research in management by addressing the following areas: first, we aim to analyze the growth trajectory of sustainability-related publications from 2000 to 2023. Subsequently, we aim to identify core research clusters and thematic developments in sustainable management strategies. Third, we aimed to assess the impact of high-impact journals, influential authors and key publications in shaping the sustainability discourse. In doing so, we aimed to highlight methodological advances in sustainability research and their implications for future studies. However, our ultimate aim was to explore the practical relevance of bibliometric findings for business leaders, policy makers and academics.

By addressing the following areas, the main aim of the study in terms of research objectives is to map the knowledge structure of sustainability research in the field of management: First, our objective is to examine the development trajectory of sustainability-related publications between 2000 and 2023. Our next objective was to identify topical advances and major areas of study in sustainable management techniques. Third, we wanted to assess how major publications, well-known writers, and high-impact journals have influenced the sustainability conversation. Our aim was to draw attention to methodological developments in sustainability research and how they may affect future research. However, our ultimate goal was to investigate the usefulness of bibliometric findings for academics, policy makers and business executives.

With this in mind, both industry and academia need to understand how sustainability research has developed. This study provides an in-depth research roadmap by combining bibliometric results, helping organizations navigate the challenges of incorporating sustainability into their strategic frameworks. In addition, by identifying citation patterns, co-occurrence networks, and thematic clusters, this study contributes to the knowledge economics discussion by illustrating how sustainability research affects managerial decision-making in a period of disruptive change. It then provides a structured overview of the body of knowledge in management studies focusing on sustainability.

Literature review

Foundations of sustainability in the knowledge economy - emerging research gaps

A complex idea, sustainability has evolved from an environmental issue to a strategic necessity for business (Brundtland, 1987). According to the Brundtland Commission's traditional definition, sustainable development means achieving the goals of the present without jeopardizing those of future generations. Sustainability in management incorporates social, economic and environmental factors into business plans (Elkington, 1994). However, Elkington's (1997) Triple Bottom Line (TBL) framework, which promotes a balanced focus on people, planet and profit, continues to be a dominant paradigm in sustainability research. This model emphasizes the importance of linking corporate responsibility with long-term financial success and environmental stewardship. As a result, it calls for a more proactive approach to the regulatory discussion and a dedication to

continuous innovation of sustainability practices from a business perspective (Chen et al., 2020; García-Marco, Zouaghi & Sánchez, 2020; Shao et al., 2020; Ma, Lin & Xiao, 2022).

From Machlup's information theory (1962), Drucker's "knowledge society" (1969), post-industrialism theories (Bell, 1973) and the OECD definition, which emphasized the creation and distribution of knowledge and information as the foundation of such an economy (1996), the knowledge economy (KE), which is defined by digital transformation, innovation and information sharing, has changed the way businesses approach sustainability. With this in mind, and in line with the purpose of this paper, we use the definition of KE from the Oxford Dictionary (Stevenson, 2010), which sees it as an economy that extends beyond the means of production and is interconnected with the quantity, caliber and accessibility of information available to the population.

Accordingly, studies show that firms that utilize knowledge-based resources are better at incorporating sustainable business strategies (Schulte & Hallstedt, 2018; Cioca et al., 2020; Kodasheva, Pionkevich & Sheina, 2020; Mustapha & Hassan, 2022; Manaswi, Singh & Gupta, 2023). In this sense, sustainability becomes more closely associated with technical innovation, intellectual capital and cooperative networks (Brătianu et al., 2024). Institutional theory complements this story by suggesting that a combination of normative, mimetic, and coercive constraints drives organizations to adopt sustainable practices (Hallinger & Suriyankietkaew, 2018; Alafeshat & Tanova, 2019; Castillo-Villar, 2020; Naciti et al., 2021; Tan, 2021; Çuhadar & Rudnák, 2022). Research indicates that corporate sustainability plans are shaped by competitive drivers, stakeholder expectations and legal frameworks (Hu et al., 2023). In contrast, the resource-based view (RBV) (Kshetri, 2007) explains sustainability as a means of gaining competitive advantage by leveraging unique intangible assets such as corporate reputation, innovativeness and human capital to ensure long-term success (Saleem et al., 2021; Azizi, 2022; Chan et al., 2022).

Bibliometric analyses show a notable increase in publications on sustainability, especially in high-impact journals such as the *Journal of Cleaner Production* and *Business Strategy and the Environment* (Zhu & Sarkis, 2007; Wolf, 2014; Cantele & Zardini, 2018). This is what we will try to demonstrate. Sustainability research has expanded from specialized studies on corporate social responsibility (CSR) to more comprehensive views on strategic management, in line with trends. The underlying idea here is that despite the wealth of sustainability research, there are still gaps in measuring the effect of sustainability on business performance and in cross-disciplinary integration. Emerging research calls for more empirical validation of sustainability criteria and a greater focus on knowledge-based economies (Vaio et al., 2020).

Methodology

In order to comprehensively address the multifaceted reality of sustainability in business, a bibliometric analysis focusing on sustainable development and its underlying effects at all levels of business was conducted. Our aim was to systematically explore sustainability research with a particular focus on its intersections with organizational performance and reputation.

To conduct this analysis, we used the search string "sustainability OR sustainable development AND sustainable development AND performance AND reputation" to search for relevant articles in the Scopus database, focusing on titles, abstracts and keywords. By using the Boolean operators OR and AND, we ensured the inclusion of all relevant articles discussing sustainability and sustainable development in the context of business performance. This approach captured a wide range of studies examining the implications of sustainability-based business decisions.

As shown in Figure 1, we then used the PRISMA standards to guide the methodological rigor of the research. In addition to improving the accuracy of our results, this methodological approach provides a well-defined framework for examining key indicators, trends and thematic developments in sustainability research. To ensure a methodologically rigorous and exacting approach in the selection of articles for this meta-analysis, the current survey followed the recommendations of PRISMA (Page et al., 2021) (Figure 1). In particular, the legitimacy and reproducibility of the given findings are supported by this methodological rigor.

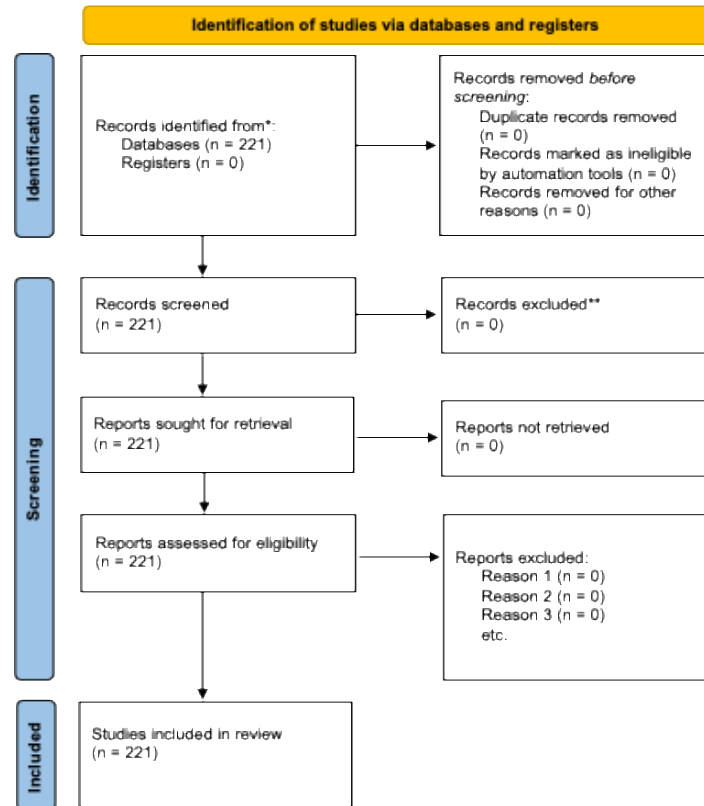


Figure 1. Systematic literature review procedure according to PRISMA guidelines

Source: adapted from (PRISMA Group, ed.).

A comprehensive collection of relevant literature in the field of sustainable development (comprising over 87 million documents from over 7 000 leading international publishers) has been provided.

Mapping the sustainable academic landscape: Analyzing trends and basic parameters

The bibliometric data presented here shows a research timeline spanning from 2000 to 2023, comprising a collection of 221 papers with an annual growth rate of 14.38%. This rate indicates a keen interest in the intersection between managerial strategies and sustainable development, an area that is gaining ground as companies around the world and especially in Romania, given the pressures and demands to integrate sustainable practices. As a result of the transdisciplinary nature of sustainable management and development, this analysis includes all types of documents. The dataset covers a number of articles (137), supplemented by conference papers (58), book chapters (10) and various other types of documents, reflecting the extensive approach to the topic. In addition, the collected data come from a variety of disciplines.

Table 1. General information on extracted records

<i>Description</i>	<i>Results</i>
MAIN DATA INFORMATION	
<i>Timespan</i>	2000:2023
<i>Sources (Journals, Books, etc)</i>	160
<i>Documents</i>	221
<i>Annual Growth Rate %</i>	14.38
<i>Average age of the document</i>	5.98
<i>Average citations per doc</i>	19.91
<i>References</i>	10.225

Source: Authors' own research.

The average age of the papers (5.98 years) and the average number of citations per paper (19.91) indicate a dynamic field with relevant research results that have attracted academic attention. This indicates that the strategies and practices within the scope of this research are of significant interest and impact in the wider research and practitioner communities. The breadth and depth of the existing literature is quite evident, with a substantial collection of 10 225 references.

Bradford's Law (Figure 2) shows that the main sources of literature for the present study are concentrated in a select group of journals that contribute significantly to sustainable development and management strategies. The "Journal of Cleaner Production" leads with the highest frequency of articles, emphasizing its essential role in disseminating research relevant to the objective of the present study. Subsequent sources such as "Business Strategy and the Environment" and "Sustainability (Switzerland)" are also part of this core group, demonstrating their importance in the academic discourse related to sustainability in business.

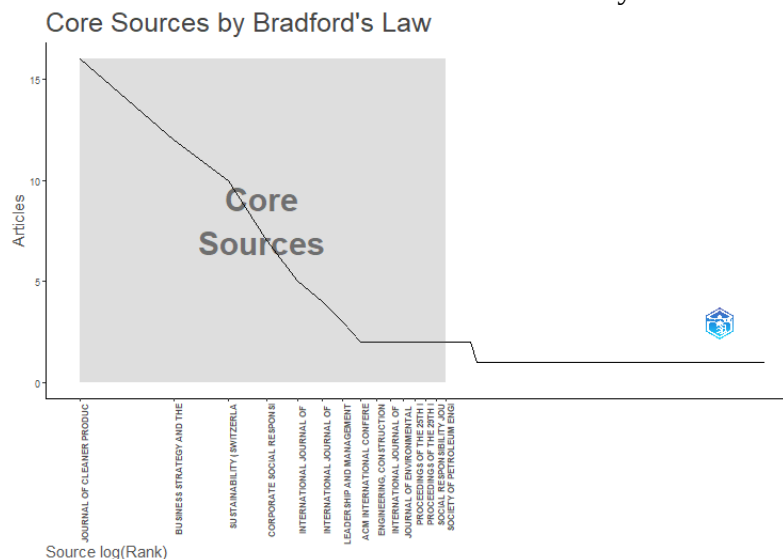


Figure 2. Grouping sources according to Bradford's law

Source: Authors' own research.

The clustering of articles in a relatively small number of journals indicates that these publications are key to the research community interested in the link between management and sustainability. This distribution aligns with Bradford's law, which suggests that a small number of core journals usually represent the most important publications in a given field, while a larger number of journals contribute progressively fewer articles (Wei, 2018). The distribution of articles

in this case suggests that the most impactful and relevant research on sustainable development in management practices is concentrated within the aforementioned core journals, affirming their influence and importance in shaping the academic discourse in this field.

The bibliometric analysis of the literature on sustainable development strategies in managerial contexts reveals a small number of highly influential articles, in line with Lotka's law, which states that few researchers contribute to the majority of significant publications in a given field. The preeminent article by Zhu & Sarkis (2007) in the *International Journal of Production Research* garnered the most citations (815), emphasizing its pivotal role in the field (Zhu, 2007). Following notable papers by Wolf (2014) in the *"Journal of Business Ethics"* and Cantele & Zardini (2018) in the *"Journal of Cleaner Production"* with substantial citations (330 and 163, respectively), indicating their significant impact on the integration of ethical and sustainable prevalence into managerial practices (Wolf, 2014; Cantele & Zardini, 2018).

Table 2. Calculations for Lotka's law

<i>N.Articles</i>	<i>N.Authors</i>	<i>Freq</i>
1	542	0,9426087
2	27	0,04695652
3	3	0,00521739
4	3	0,00521739

Source: Authors' own research.

The frequency of citations supports the applicability of these publications and indicates continued scientific interest. Lotka's law, which shows that many authors contribute only once to the discourse, further supports this pattern and illustrates how concentrated academic contributions are in this area. Accordingly, the bibliometric results confirm a clear focus on sustainability, with the majority of authors concentrating on the core topics of the field, while a smaller percentage explore related but other areas. This demonstrates the maturity of the field and the pivotal role that major scholarly publications have played in influencing current and future research avenues.

Analyzing the productivity of authors in the context of the research focus on how sustainable development affects managerial strategies shows that a small number of academics have made frequent and substantial contributions to the body of knowledge. Daddi, Iraldo and Marrucci, each with four significant articles that have improved our knowledge of sustainable management techniques, stand out as important figures in the field. Their work reflects a deliberate local response to sustainability concerns and a growing global awareness, indicating a growing trend towards sustainable practices in management research. With these authors at the forefront of influencing its direction, the discipline of management research is both growing and changing as a result of the increased emphasis on sustainability.

The table below presents the main bibliometric indicators derived from the analysis that are relevant to the study of the influence of sustainable development strategies on managerial practices. These indicators provide a framework for understanding the scholarly influence and the thematic orientation of the literature, which underpins the exploration of research on integrating sustainable development into managerial practices.

From keywords to clusters: Tracking the thematic pulse of sustainability research

[illegible]

Source: Authors' own research.

Expanding on the quantitative data, the thematic examination of sustainable development in management strategies exposes a complicated but predictable interconnectedness of themes. The analysis, illustrated in the strategy diagram (Figure 4) and corroborated with the corresponding cluster data, categorizes these themes into four quadrants based on their centrality (relevance) and density (degree of development), thus providing a complex understanding of the domain. The driving themes, characterized by high centrality and density, such as 'sustainable development', 'economic and social impacts' and 'environmental stewardship', indicate well-established research areas that are fundamental to the sustainability discourse in business practice. These are mature themes that continue to be central to the field and suggest a well-developed network of scholarly contributions with extensive interconnections between diverse research areas.

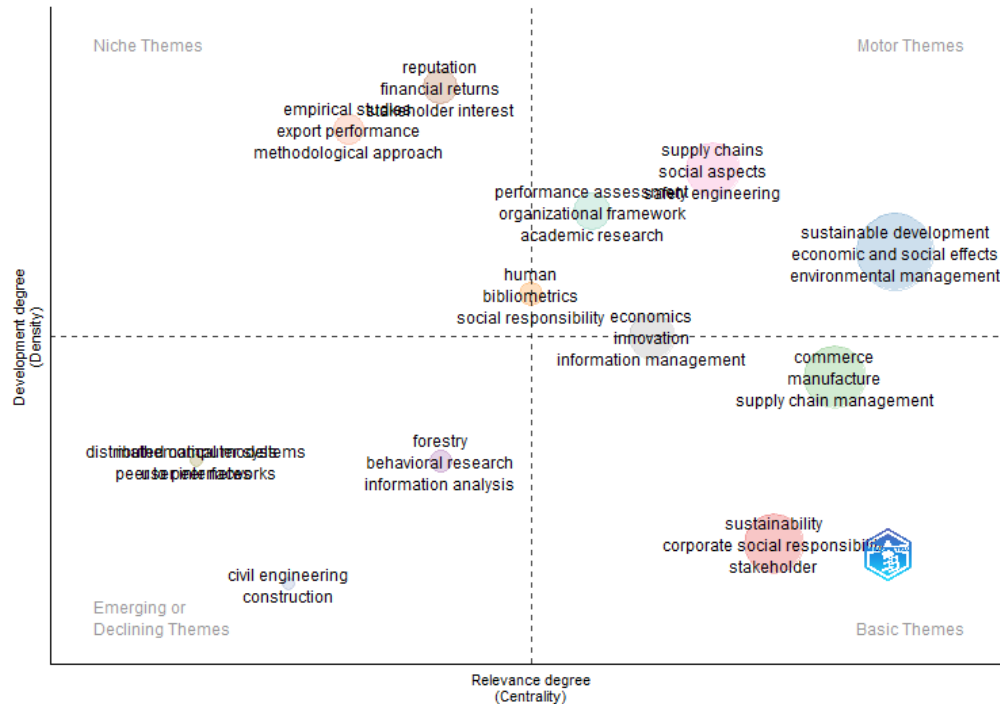


Figure 4. Thematic evolution: growth areas

Source: Authors' own research.

Core themes such as 'sustainability', 'corporate social responsibility' and 'stakeholders' have a high degree of centrality, despite their low density, which underlines their fundamental role in research. These themes represent the overarching concepts underpinning much sustainability research, offering far-reaching implications for management strategies. Emerging or declining themes with low centrality but high density, such as 'distributed information systems', reflect specialized but well-developed areas of research that may gain momentum or lose importance within the field. They indicate new avenues of research or areas that have been explored in depth but are now giving way to new trends.

Finally, niche topics, characterized by low centrality and density, such as 'empirical studies' and 'export performance', provide for specialized topics that may be in the early stages of development or reflect the specific interests of a smaller segment of the research community. These topics could represent the spearhead of research or areas requiring further exploration.

In addition, a structured overview of the various themes emerging from the literature on sustainable development and its integration into management strategies is presented in Table 4. Each theme is assessed against five key bibliometric indicators:

- a) centrality (refers to the significance or influence of a theme within the network);
- b) density (measures the strength of connections within a research group);
- c) the level of centrality (the quantified rank or position of a theme in relation to others);
- d) density level (indicates the density of the theme in relation to the others);
- e) theme frequency (is a simple count of the frequency with which a theme appears in the literature, providing insight into its prevalence or popularity in the research landscape) (Aria & Cuccurullo, 2017).

In other words, it can be argued that a theme with a high centrality is often mentioned or developed in other studies, indicating its fundamental nature. On the other hand, density measures how well developed a theme is in terms of internal coherence and connectivity between individual articles or papers (Cobo et al., 2011). When a theme has both high centrality and high centrality, it suggests that the theme is not only influential, but also consistently ranks as a main focus across multiple studies. Similarly, when a theme has high density and high centrality, this indicates that the research within the theme is not only interconnected, but also consistently complex or comprehensive compared to other themes. If a theme has a high thematic frequency, in addition to high levels of centrality and density, this suggests that the theme is not only fundamental and well-developed, but also frequently explored in the literature. In summary, themes with high levels of centrality, density, and frequency are likely to be important and well-established areas of research in a given field (Husereau et al., 2013; Dimitrovski et al., 2021).

Table 3. Papers on topics of interest

<i>Thematic</i>	<i>Centrality</i>	<i>Density</i>	<i>Centrality Level</i>	<i>Density Level</i>	<i>Theme Frequency</i>
<i>Sustainability</i>	13,17	71,63	11	2	139
<i>Sustainable development</i>	31,27	90,91	13	9	569
<i>Commerce</i>	15,12	75,34	12	6	175
<i>Forestry</i>	1,42	75,00	5,5	4	8
<i>Human</i>	1,44	85,42	7	8	9
<i>Reputation</i>	1,42	129,34	5,5	13	20
<i>Supply chains</i>	10,05	106,00	10	11	92
<i>Economics</i>	5,51	80,49	9	7	50
<i>Performance assessment</i>	1,68	104,23	8	10	24
<i>Empirical studies</i>	0,78	127,78	4	12	15
<i>Civil engineering</i>	0,25	62,50	3	1	4
<i>Mathematical models</i>	-	75,00	1,5	4	4
<i>Distributed computer systems</i>	-	75,00	1,5	4	4

Source: Authors' own research.

Specifically, as can be seen in Table 5, 'sustainability' and 'sustainable development' occupy a prominent place in the table, probably due to their high levels of centrality and density. This

reflects their broad influence in the literature and their complex connections within the sustainability research network, reflecting their importance in shaping corporate strategies and policies. The high centrality indicates that these themes are central to the discourse in the business literature, suggesting that businesses are increasingly recognizing sustainability as an integral part of their operational and strategic frameworks. The high density reflects a well-established body of interlinked research, indicating a rich exchange of ideas and practices that businesses can use to implement sustainability.

It is surprising to note that the themes of 'Trade', 'Forestry', 'Human' and 'Reputation' appear in varying degrees of centrality and density in the bibliometric analysis, indicating their varying prominence and cohesion in the academic landscape. This variation highlights the multifaceted nature of the 'Triple Bottom Line' (TBL), a concept coined by Elkington in 1994, which underpins sustainable business practices. Analyzed from this perspective, 'Trade' could be linked to the profit and loss account in evolving business models that incorporate the environmental and social considerations of TBL alongside economic objectives. On the other hand, 'Forestry' could be associated with the environmental dimension of TBL, emphasizing the adoption of sustainable resource management practices. The 'Human' theme could be aligned with the social aspect of TBL, implying the essential role of human capital and organizational behaviour in achieving sustainable outcomes. In addition, the 'Reputation' theme intertwines significantly with the TBL ethos, emphasizing how sustainable practices contribute to corporate reputation. This is not only a compliance mechanism, but also a strategic asset for building brand value and promoting trust among stakeholders.

In other respects, 'supply chains' and 'economics' are likely to exhibit substantial centrality, illustrating their integral role in discussions of how companies manage resources and economic outcomes in the sustainable framework. In contrast, 'performance evaluation', 'empirical studies', 'civil engineering', 'mathematical modelling' and 'distributed information systems' might represent more specialized areas of the field, with potentially lower centrality but varying density, suggesting different levels of research development and interconnections between studies. However, the lower centrality but variable density of these specialized themes suggests that they are emerging areas of interest within the sustainability discourse, representing niche but potentially transformative approaches that businesses could adopt to achieve competitive advantage and sustainability innovation. These areas, although currently less central, may hold the key to new business methodologies and strategic advances in sustainability.

Based on the resulting occurrences within each cluster, Table 4 represents the analysis of themes and keywords grouped into "main themes" and "emerging themes" for each cluster. The table represents a combined summary of the detailed data extracted from the R-studio, presenting the most concentrated research areas in the extracted dataset and reflecting the current and foreseeable focus on sustainability in the business context as described in the literature.

It is important to note that this table presents key themes derived from a cluster analysis of bibliographic data. Therefore, the columns "Occurrences", "Centrality Measures" and "Pagerank Centrality" represent aggregated values for each cluster label, summarizing the detailed analysis performed using Bibliometrix. However, in order to present a scholarly overview of the thematic pillars shaping business sustainability research, Table 6 highlights two categories of themes: Leading Themes and Emerging Themes.

Table 4. Themes identified from the grouped data

<i>Theme type</i>	<i>Label cluster</i>	<i>Events</i>	<i>Centrality measures</i>	<i>Pagerank Centrality</i>
<i>Driving topics</i>	<i>Sustainable development</i>	142	Betweenness: 428,933; Approximation: 0,001818	0,094
	<i>Economic and social impacts</i>	26	Interdependence: 2425,616; Closeness: 0,002358	0,024
	<i>Environmental Management</i>	18	Interdependence: 1991.702; Closeness: 0.002309	0,016
<i>Emerging issues</i>	<i>Corporate social responsibility</i>	12	Between: 578.046; Approximation: 0.002100	0,007
	<i>Trade</i>	12	Interdependence: 1060,348; Closeness: 0.002207	0,011
	<i>Supply chain management</i>	12	Between: 643,648; Close: 0,002100	0,009

Source: Authors' own research.

On the one hand, the main themes represent well-established areas with a high frequency of research activity, indicating fundamental concepts that are central to the sustainability discourse. These themes show strong measures of centrality, signifying their essential role in connecting different research topics and influencing the direction of scientific research. For example, 'sustainable development', with the highest 'occupancy' and 'Pagerank centrality', is clearly the hypostasis of current sustainability research, emphasizing its expansive influence.

Emerging themes, on the other hand, although presented less frequently, highlight areas of growing interest and potential future importance. These are topics that are gaining momentum in the academic sphere, as indicated by their measures of centrality, which, although smaller than the main themes, still represent considerable impact. 'Corporate Social Responsibility', 'Trade' and 'Supply Chain Management' suggest a research trajectory that is increasingly attentive to integrating sustainability into business operations and strategy.

Moving on to the next dataset extracted from the 'Bibliometrix' software powered by R-studio, the visual representation we examine in Figure 8 is a network map that highlights the interconnectivity of different research themes from the panoramic perspective of sustainable development. Each node, which varies in size and color intensity, represents a keyword in the bibliometric dataset, and its size indicates the node's degree - a measure of the number of connections or edges it has with other nodes in the network. This gives us a qualitative picture of the prominence and influence of each topic in the academic literature.



Figure 5. Node degree mapping

Source: Authors' own research.

Thus, the map provides a snapshot of the thematic landscape, identifying the areas within the sustainability paradigm that have received the most attention from researchers and how these areas are interconnected. However, its quantitative counterpart details the various nodes representing sustainability research topics, categorized into clusters, with associated bibliometric indicators such as Betweenness centrality, Closeness centrality and PageRank.

Conclusions

We aimed to map the highly complex web of interconnected dimensions that collectively contribute to the current conceptualization of sustainable development in current bibliometric analysis. This mapping emphasizes the dynamic and diverse nature of the field, highlighting its interconnectedness across multiple domains and resistance to compartmentalization.

The review explores the literature on sustainability, revealing how the themes have changed over time and highlighting the main body of research that has shaped our contemporary understanding of sustainability, particularly in the business context. We evoked the possibility that fundamental theories and frameworks may need to change to take account of the increasing emphasis on industries such as manufacturing and trade, and the growing importance of technological innovation in the sustainability discussion. However, the highlighted evolution of themes suggests a strategic shift in sustainability research, moving from individual concepts towards a more integrated approach within business practices and regulatory frameworks.

The examination of primary and secondary trends has provided a comprehensive picture of new objectives and related areas within sustainability studies. These results go beyond what is already known in academia and open new research directions. In particular, secondary trend analyses indicate the possibility of a multi-paradigmatic approach to sustainability. In other words, by identifying gaps in research and recommending possible areas for further study, this subchapter not only summarizes the thorough bibliometric analysis, but also sets the framework for the in-depth literature review that follows.

Taking all this into account, this study provides an in-depth bibliometric analysis of sustainability research in the knowledge economy, providing insightful information on new trends,

underlying ideas and research needs. The results show that with an increased focus on innovation, corporate social responsibility, market dynamics and sustainability reporting, sustainability has emerged as a crucial element of contemporary business strategies. However, there are still a lot of unanswered questions, especially when it comes to understanding the dynamic nature of sustainability applications in transition economies such as Romania.

Creating frameworks for adaptive sustainability that address industry-specific problems should be the main focus of future studies. Research on how innovation and technology can be incorporated into sustainability initiatives, how corporate social responsibility is changing and how consumers behave in sustainable markets will benefit both academia and business. In addition, empirical research focusing on how international sustainability norms are applied to Romania's specific economic situation can contribute to reducing the knowledge gap.

Overall, by synthesizing the main research themes and identifying emerging gaps, this study serves as a roadmap for future academic efforts, providing strategic insights that can inform corporate sustainability policies and business practices in the face of disruptive economic change.

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