

Entrepreneurial Marketing as The Catalyst of Performances A Systematic Mapping Review and Bibliometric Analysis

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Abstract

This article conducts a systematic mapping review and bibliometric analysis of Entrepreneurial Marketing's role as a catalyst for performance. Using VOSviewer and Scopus data, bibliometric are constructed and the dataset is categorized. 31 relevant articles focusing on both "entrepreneurial marketing" and "performance" are identified from an initial pool of 394 articles. The findings highlight the significance of entrepreneurial orientation (EO) and its relationship with entrepreneurial marketing, along with the importance of market orientation (MO) in aligning strategies with market demands. The study emphasizes the dynamic nature of entrepreneurial marketing, integrating marketing and entrepreneurial principles to gain a competitive advantage. It explores the relationship between EO, MO, and entrepreneurial marketing, considering environmental factors, MO, and growth phase. The study examines the strategic use of coopetition to leverage collaboration and competition for improved marketing performance and sustainable competitive advantage. This study contributes to the knowledge-based view of entrepreneurial marketing by deepening our understanding of the key factors, dynamics, and strategic considerations that influence its effectiveness. This knowledge can guide organizations in developing and implementing more impactful marketing initiatives, driving performance, and sustaining a competitive advantage in today's dynamic business landscape.

Keywords: Entrepreneurial Marketing, Performance, Systematic Mapping Review, Bibliometric Analysis.

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1. INTRODUCTION

Entrepreneurial Marketing (EM) has garnered significant attention in recent years within the business literature. Scholars have recognized the potential for research opportunities in the field of EM (Morris et al., 2002). The interface between marketing and entrepreneurship presents an avenue to explore how marketing concepts and principles can be effectively applied in entrepreneurial environments. In today's competitive corporate environment, EM has evolved as a novel idea that appeals to marketers and decision-makers in many businesses (Hanaysha & Al-Shaikh, 2022). Research has focused on applying marketing strategies to enhance entrepreneurship performance and adapting entrepreneurial strategies to improve marketing outcomes (Solé, 2013). This article aims to provide a systematic mapping review and bibliometric analysis of the literature on EM as a catalyst for organizational performance.

The integration of marketing and entrepreneurship brings together two distinct fields - entrepreneurship being one of the newest and fastest-growing areas, while marketing stands as one of the oldest and most extensively studied disciplines within business administration (Hoy, 2008). The phrase "entrepreneurial marketing" is frequently used to describe the marketing initiatives of small enterprises with little funding, which entail the employment of creative and innovative techniques (Sadiku-Dushi et al., 2019). As businesses mature, EM is seen as an integrative framework for conceptualizing marketing (Morris et al., 2002). Exploring how marketing concepts and principles can be made more applicable in entrepreneurial environments (Stokes, 2000).

SMEs must develop smart marketing strategies to thrive in their competitive landscape. Due to their inherent resource constraints, SMEs need to employ unique marketing methods and techniques (Hendijani Fard & Seyyed Amiri, 2018). However, some SMEs lack the necessary resources to implement performance-enhancing entrepreneurial marketing orientations that focus on creating customer value (Crick et al., 2021b). SMEs may not be able to use traditional marketing strategies to their full potential (Sarwoko & Nurfarida, 2021). The traditional functions of marketing are to evaluate the market's attractiveness, examine consumer demands, encourage customer centricity, design a value offer, and present it to the market (Morris et al., 2002). In situations where traditional marketing practices prove inadequate, entrepreneurs need to unlearn conventional principles, such as EM (Bandara et al., 2020).

The seven core components of EM include innovation, customer intensity, resource leveraging, proactiveness, opportunity focus, and measured risk-taking (Morris et al., 2002). The intersection between

business disciplines, particularly in the context of marketing behavior within SMEs businesses (Crick et al., 2021b). In the unique constraints that define SMEs, EM emerges as a distinct marketing management strategy (Adel et al., 2020). A new school of thinking within the marketing discipline is introduced by EM, which is a crucial component of the developing field of entrepreneurship (Hills et al., 2010). By understanding consumers, markets, and technology, entrepreneurial SMEs with solid financial standing can use marketing to differentiate their strategies and acquire a competitive edge (Hills et al., 2008). By using proper amounts of innovation, proactiveness, and risk-taking, entrepreneurial organizations often provide value to their clients (Mahrous et al., 2020).

SMEs, including huge multinationals like Nike and Coca-Cola, which use guerilla marketing campaigns to promote their brands, use EM techniques as well (Mahrous et al., 2020). EM techniques are not just used by SMEs. Additionally, EM can be beneficial at both the micro and macro levels when used collectively by firms in a value-added chain, industrial group, or cross-industry strategic alliance (Morris et al., 2002). Marketing plans play a crucial role in boosting sales and promoting a company's products and services (Dhameria et al., 2021). EM offers an alternative perspective on the company as a whole, its interaction with the market, and the role of marketing within the organization (Morris et al., 2002). However, empirical evidence supporting the claims of EM's usefulness for businesses with limited resources and its impact on performance is still limited (Eggers et al., 2020).

The theoretical underpinnings of EM must be flexible enough to be applied in various settings. Entrepreneurial methods can be modified to improve marketing results, and marketing strategies can be applied to improve entrepreneurship performance, according to research (Solé, 2013). In management research concentrating on performance, strong theoretical rationale and measurement are crucial (Richard et al., 2009). By combining the existing research and completing a rigorous mapping review, this study seeks to advance the EM discipline. This study will offer insights into the traits, trends, and patterns of research in the subject of and its relationship to organizational performance by utilizing a bibliometric analysis.

The use of bibliometric analysis will allow for a comprehensive overview of the vast body of academic literature, aiding in the identification of key organizations, nations, journals, influential authors, and articles in the field (Gallegos et al., 2020). Additionally, the systematic mapping review will offer a thorough evaluation of the field's primary studies, assisting in the identification of the body of existing knowledge and the distribution of pertinent literature (Kitchenham & Charters, 2007). This study combines several

techniques in an effort to better understand the theoretical underpinnings, practical applications, and effects of entrepreneurial marketing on organizational performance.

This paper presents a systematic mapping review and bibliometric analysis focusing on the role of EM as a catalyst for organizational performance. The integration of marketing and entrepreneurship offers opportunities for research and understanding how marketing concepts can be effectively applied in entrepreneurial environments. SMEs, with their unique resource constraints, require specific marketing strategies to thrive. EM encompasses fundamental aspects that contribute to organizational success. By examining the existing literature and conducting a bibliometric analysis, this study aims to shed light on the characteristics and growth of research in the field of EM and its connection to performance. Through this comprehensive analysis, we can gain valuable insights into the theoretical foundations, practical implications, and future directions of entrepreneurial marketing.

2. LITERATURE REVIEW

2.1 Entrepreneurial Marketing

EM has emerged as a field that explores the intersection of entrepreneurship and marketing, recognizing the strong ties between these disciplines (Solé, 2013). Initially, entrepreneurship focused on the pursuit of new methods and markets, while marketing emphasized market orientation and the use of segmentation, targeting, and positioning strategies (Stokes, 2000). However, the concept of EM gained recognition in 1982 when the International Council for Small Business and the American Marketing Association organized a conference where EM was first presented (Hills & Hultman, 2011). Early literature highlighted the unique selling point of EM, which was the assurance of the undivided attention of top management for buyers but also pointed out the potential growth limitations associated with excessive personal attention (Tyebjee et al., 1983).

According to Morris et al. (2002), EM is commonly seen as the proactive identification and exploitation of opportunities to draw in and retain lucrative consumers through resource leveraging, risk management, and value generation techniques. However, there have been discussions and doubts surrounding the combination of entrepreneurship and marketing in recent (Toghraee et al., 2017). Others have underlined the necessity to infuse entrepreneurial aspects into marketing theory to restore its validity, while some scholars have stated that marketing is being sidelined and reduced to tactical application (Mahrous et al., 2020).

EM arises from the need environments and counter the declining effectiveness of traditional marketing (Morris & Paul, 1987; Whalen et al., 2016). It is a mindset, strategy, and method that involves aggressively pursuing opportunities, starting businesses, and creating customer value through originality, creativity, market immersion, networking, and adaptability (Hills et al., 2010). EM research aims to combine insights from both marketing and entrepreneurship, recognizing the influence of organizational structure and top management on marketing's function within the organization (Hills & Hultman, 2011).

EM challenges the traditional marketing approach by emphasizing the identification of latent demand, unconventional marketing strategies, and the utilization of new channels such as social media, e-commerce, and digital (Mehran Rezvani & Fathollahzadeh, 2020). It is particularly relevant for businesses facing resource constraints, limited market presence, brand loyalty challenges, and imperfect information conditions (Hills et al., 2008). EM focuses on seizing opportunities and taking a proactive approach to managing risk, leveraging resources, and creating value (Maritz et al., 2010).

EM is an evolving field that complements mainstream marketing theories while emphasizing the marketing actions undertaken by entrepreneurs (Hills & Hultman, 2011). It encompasses a progressive mindset and variable rather than a dichotomous phenomenon, capturing the visionary and nonlinear marketing actions taken by entrepreneurs (O'Cass & Morrish, 2016). By integrating the principles of entrepreneurship and marketing, EM offers valuable insights and strategies for businesses operating in dynamic and uncertain markets.

2.2 Entrepreneurial Marketing and Performance

The concept of performance in the context of EM is multifaceted, encompassing various dimensions and features (Hendijani Fard & Seyyed Amiri, 2018). Previous studies have identified performance as a dependent variable and distinguished different types of performance, including business, financial, production, market, and more (Aktan & Bulut, 2008; Carton & Hofer, 2006; Kokic et al., 1997; Kostopoulos et al., 2011; Miguel Benavente, 2006; Nahapiet & Ghoshal, 2009; Porter, 1974; Sarkar et al., 2001). Marketing and entrepreneurship work in harmony to improve performance along two distinct trajectories: EM increases marketing outcomes whereas marketable entrepreneurship improves entrepreneurial outcomes. It is crucial to investigate the connection between EM and performance given the diversity of EM activities in many circumstances (Crick et al., 2021b).

EM has been shown to positively impact the financial performance of companies, and its effectiveness in maximizing corporate success

relies on entrepreneurial personality attributes (Hadiyati & Lukiyanto, 2019; Sarwoko & Nurfarida, 2021). However, caution is advised when implementing EM strategies, particularly for owner or managers of SMEs, to avoid pursuing unviable opportunities or becoming overwhelmed with market information (Crick et al., 2021a). Gender also found to mediate the relationship between marketing and performance (Hoque et al., 2019), and medium-sized businesses tend to benefit the most from EM (Mahrous et al., 2020).

EM has a major impact on the performance of SMEs and is very relevant to these businesses (Chaston, 2000; Hendijani Fard & Seyyed Amiri, 2018), empirical research on this impact is scarce. Previous studies (Bigliardi, 2013; Hacıoglu et al., 2012) have emphasized the relationship between several EM aspects and certain performance attributes like innovativeness. Entrepreneurship experience had no impact on the association between EM and performance during the early phases of enterprises, when the idea of EM first originated (Adel et al., 2020). It is crucial for EM strategies to have a short-term emphasis because extensive planning horizons lessen the intensity of entrepreneurial marketing (Mahrous et al., 2020). A distinction should be made between EM and SME marketing, with the former being a larger idea that is not constrained by factors like company size, age, or resources (Ionita, 2012; Toghraee et al., 2017).

The link between EM and performance is shaped by external factors as well. Environmental circumstances can be redefined with the use of EM, which goes beyond simply responding to the surrounding environment (Morris et al., 2002). EM significantly affects the performance of new firms, despite the conflicting findings (Hu et al., 2017). New businesses must concentrate on marketing strategy innovation and adaptation when global expansion slows (Hallbäck & Gabrielsson, 2013). According to pragmatic principles, organizational structure, entrepreneurial processes, a marketing focus, and a learning focus are necessary for the early internationalization of emerging economy firms to be successful (Kocak & Abimbola, 2009). Business performance is positively impacted by EM, and this impact is enhanced during times of heightened market turbulence (Alqahtani et al., 2022). EM can be used in a variety of marketing tactics, including relationship marketing, viral marketing, digital marketing, radical marketing, buzz marketing, customer-centric marketing, and convergence marketing (Maritz et al., 2010; Morris et al., 2002).

EM is particularly significant early on in a company's life, when new venture performance is critical. The five EM characteristics have a positive influence on the performance of new companies (Hu et al., 2017). Change-driving, bootstrapping, and risk-taking are three crucial aspects of entrepreneurial marketing that improve business performance, according to earlier research (Eggers et al., 2020).

Customer value orientation, opportunity-driven initiatives, and resource leveraging are three ways that EM orientation directly affects the performance of new product development (Pitjatturat et al., 2021). The performance of a corporation is positively correlated with innovation and resource leveraging (Bigliardi, 2013; Hanaysha, 2018; Hanaysha & Al-Shaikh, 2022). Business performance is also positively impacted by customer intensity and value creation (Buccieri et al., 2021; Buccieri & Park, 2022; Hanaysha & Al-Shaikh, 2022; M Rezvani & Fathollahzadeh, 2020).

The relationship between performance and EM can be further strengthened by factors such as competitive advantage (Suandi et al., 2022). Competitive advantage plays a significant role in mediating the relationship between EM and performance (Phangestu et al., 2020). The concept of EM suggests that positioning product offerings in a distinctive way and leveraging distinctive elements, such as branding and production techniques, can help companies gain a competitive edge (Morrish et al., 2010). Future chapters will explore additional performance variations resulting from entrepreneurial marketing.

3. RESEARCH METHODOLOGY

The examination of research trends and citation data using bibliometric approaches offers a quantitative and objective way to measure scientific activity, which is why the field of entrepreneurship is paying more attention to them (Glinyanova et al., 2021). To construct and analyze bibliometric maps, we used VOSviewer, a software specifically designed for this purpose. VOSviewer organizes the data into a two-dimensional map based on the frequency of occurrence in the input database and the relationships between data points (Gurung et al., 2023; Sudakova, 2020).

On December 31, 2022, Scopus provided our dataset. Because Scopus is a recognized publisher, is connected to Elsevier, and is one of the top three publishers in terms of journal prices and article processing fees, we chose Scopus as the data source (Kim & Park, 2020). Following the protocol of Systematic Mapping (Petersen et al., 2008, 2015), we categorized the information into several categories, including Country, Research Contribution, Research Facet, and Focus of Study. We also classified the Research Type Contribution based on the classification by Wieringa et al., (2006; 2014), which includes Experience Paper, Opinion Paper, Evaluation Paper, Solution Paper, Philosophical Paper, and Validation Research. The Performance classification was developed manually and regrouped into more general terms.

Our inquiry began with the keyword "entrepreneurial marketing," which resulted in 394 related articles. To narrow down the search, we specifically looked for articles with titles containing both

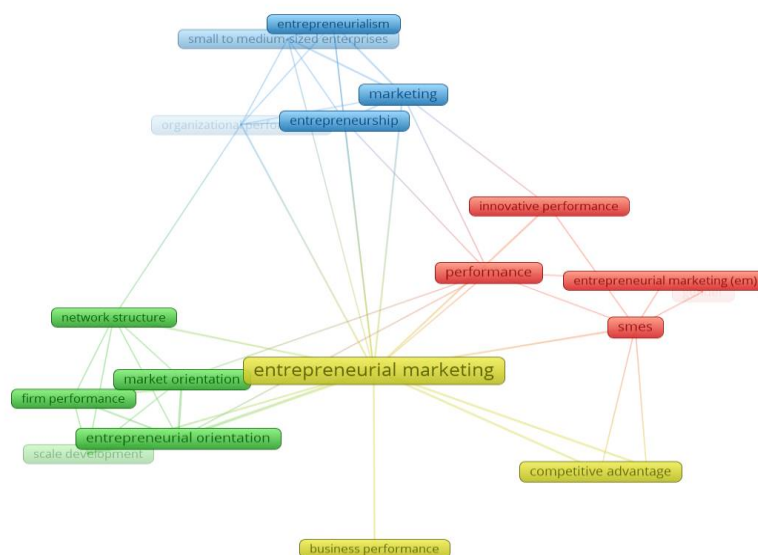
"entrepreneurial marketing" and "performance," resulting in 31 relevant entries. The VOSviewer software was then utilized to analyze the co-occurrence of terms in various scientific articles indexed by Scopus. VOSviewer is a powerful tool that enables the construction of information maps based on terms and their categorization according to topics or year of publication (Cancino et al., 2018; Merigó & Yang, 2017). The following knowledge map presents the categorization of terms and their co-occurrence in the field of entrepreneurial marketing.

4. RESULT AND DISCUSSION

Our analysis revealed that these 31 articles encompassed a total of 89 distinct keywords, demonstrating the breadth and depth of the research conducted in this field. To gain a comprehensive understanding of the relationships between these keywords, we configured the display settings in VOSviewer to highlight keywords that appeared together at least twice, ensuring a meaningful level of cooccurrence.

The results of this configuration yielded 19 connected items, forming four distinct clusters. These clusters provided a visual representation of the thematic grouping and interrelatedness of the keywords within the literature. This analytical approach allowed us to identify common threads and emerging patterns across the articles, contributing to a more nuanced understanding of the research landscape surrounding entrepreneurial marketing and its impact on performance.

Figure 1. Entrepreneurial Marketing on Performance Co-Occurrence



Following that, Table 1 presents keywords based on their occurrence and total link strength.

Table 1. Keywords Occurrence

Keyword	Occurrences	Total Link Strength
Entrepreneurial Marketing	21	35
Entrepreneurial Orientation	5	14
Marketing	4	11
Performance	4	7
SMES	4	8
Competitive Advantage	3	6
Entrepreneurship	3	8
Market Orientation	3	11
Marketing Performance	3	6
Business Performance	2	2
Entrepreneurial Marketing (EM)	2	3
Entrepreneurial Marketing Orientation	2	0
Entrepreneurialism	2	7
Firm Performance	2	8
Gender	2	2
Innovative Performance	2	4
Network Structure	2	7
Organizational Performance	2	7
Scale Development	2	7
Small To Medium-Sized Enterprises	2	7

The findings obtained from VOSviewer analysis revealed some interesting insights into the relationship between EM and related concepts in our dataset. One notable discovery was the prominence of entrepreneurial orientation (EO) as the second most frequently occurring keyword. EO represents a strategic approach in which firms actively seek out opportunities, take risks, innovate, and capitalize on market openings (Toghraee et al., 2017). This finding suggests that the entrepreneurial mindset and orientation play a significant role in EM. Although market orientation (MO) had a relatively lower frequency of occurrences in our dataset, it exhibited a substantial link strength. MO emphasizes the importance of understanding and responding to customer needs and market dynamics, thereby enabling firms to align their strategies with market demands (Toghraee et al., 2017). The seven dimensions of EM identified by Morris et al., (2002) were derived from the conceptualization of EO (Alqahtani et al., 2022). This

finding highlights the interconnectedness between EO and EM and suggests that EM draws inspiration from the entrepreneurial mindset and strategic orientation (SO).

EM is a distinct process that boosts a company's competitiveness in the market, not only a sum of all the MO and EO components (O'Cass & Morrish, 2016). EM involves leveraging entrepreneurial traits and behaviors in a strategic marketing context, allowing firms to identify and seize opportunities, innovate, and take calculated risks to create and deliver value to customers. EM can be seen as a dynamic and iterative process that integrates marketing and entrepreneurial principles, enabling firms to adapt and gain a competitive advantage. The relationship between EO and EM can be understood as being EO as a precursor to EM (Eggers et al., 2020). This suggests that firms with a strong EO are more likely to adopt and implement EM practices. The development of EM and the attainment of marketing performance are influenced by various factors, including the external environment, the firm's market orientation, and the growth phase (Hallbäck & Gabrielsson, 2013). Firms operating in dynamic and competitive environments may find it necessary to embrace EM strategies to navigate uncertainties, identify market opportunities, and stay ahead of the competition.

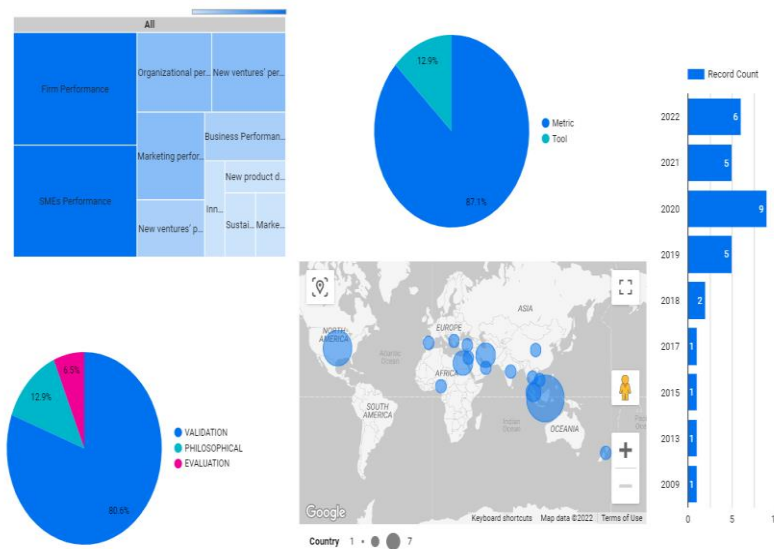
Moreover, it has been argued that MO can influence EM strategies (Morris et al., 2002). A MO firm focuses on understanding customer needs, market trends, and competitive dynamics, and uses this knowledge to shape its marketing strategies and offerings. When combined with an entrepreneurial orientation, market orientation can serve as a catalyst for driving innovation, customer-centricity, and value creation in the marketplace. Although MO are supposed to help to financial performance, it is crucial to remember that it is not necessary for all of these firm-wide behaviors to be present until owner-managers can use tools like coopetition (Crick et al., 2021b). Coopetition, a term combining cooperation and competition, refers to the simultaneous collaboration and competition between firms. By collaborating with competitors, firms can leverage their complementary strengths and resources, leading to improved marketing performance and sustainable competitive advantage.

The results of our investigation provide insight into the connection between EO, MO, and EM. Entrepreneurial and marketing principles are combined in EM, which is more than just the sum of the EO and MO components. Market orientation offers useful insights for directing EM initiatives, while firms with a strong entrepreneurial orientation are more inclined to adopt EM methods.

The research topic was considerably young as the earliest entry emerged in our dataset was come from 2009 (Kocak & Abimbola, 2009). The systematic map shows that the most researched theme are

firm performance (n=7) and SMEs performance (n=7) with Indonesia comes first as the most country with research outputs (n=7). Based on the fact above, it may be concluded that the research regarding EM and performance are emerging in the developing market. Finally, the research conducted in this topic are metric in the nature. This includes research methodologies such as PLS-

Figure 2. Mapping Data



The research topic of "Entrepreneurial Marketing as The Catalyst of Performances" has gained considerable attention in recent years, with a noticeable increase in scholarly contributions. Our analysis, through a systematic mapping review and bibliometric analysis, revealed that the earliest entry in our dataset dates back to 2009, highlighting the relative novelty of this research area. Within the realm of entrepreneurial marketing and performance, two primary themes emerged as the most researched: firm performance and SMEs performance. It is noteworthy that Indonesia stands out as the country with the highest number of research outputs in this domain.

This finding suggests that the exploration of entrepreneurial marketing and its impact on performance is particularly prominent in developing markets. The studies conducted in this field primarily adopt metric-oriented approaches. Various research methodologies have been employed, such as Partial Least Squares Structural Equation Modeling (PLS-SEM) SEM (Ariza Eka Yusendra et al., 2020; Hanaysha & Al-Shaikh, 2022; Mahrous et al., 2020; Rizvandi & Tojari, 2019), SPSS (Hanaysha & Al-Shaikh, 2022; Manishimwe et al., 2022) SEM-AMOS (Hoque & Awang, 2019).

This systematic mapping review and bibliometric analysis shed light on the growing interest in the relationship between entrepreneurial marketing and performance. The findings highlight the need for further exploration in this domain, particularly within developing markets, to deepen our understanding of the mechanisms by which entrepreneurial marketing strategies contribute to organizational success. Moreover, the diverse research methodologies employed underscore the multifaceted nature of this research topic and the potential for further methodological advancements in future studies.

5. CONCLUSION AND RECOMMENDATION

In this study, we employed bibliometric analysis to examine 31 publications in the field of Entrepreneurial Marketing (EM) and Performance. Our research aimed to explore the relationship between EM and Performance from various perspectives. The findings of this study provide valuable insights into the causal effects and correlation between these two domains. One of the key contributions of this research lies in its exploration of the dynamics of EM and Performance. We discovered that EM is influenced by entrepreneurial behavior, which subsequently drives the marketing processes within an organization. Understanding the relationship between EM and Performance is crucial for comprehending how EM practices can lead to different types of performance outcomes.

This study also highlights the importance of considering external factors that can impact the EM process and its effects on Performance. EM, as a marketing approach rooted in entrepreneurial ideas, is often prevalent in the early stages of firms or start-ups. Therefore, the contextual factors surrounding these organizations play a significant role in shaping the application, process, and results of EM. Future research in this field should further investigate these dynamics and expand the paradigm of EM. Additionally, we recommend that future studies incorporate other variables that emerged incidentally in our analysis, such as Entrepreneurial Orientation (EO) and Market Orientation (MO). Including these variables in research can help develop new conceptual models and facilitate comparisons to determine their relative influence on performance outcomes. By exploring the interplay between EM, EO, MO, and Performance, researchers can gain a more comprehensive understanding of the factors that drive success in entrepreneurial ventures.

It is important to acknowledge the limitations of this study, primarily the scarcity of prior research on the topic of EM and Performance. To overcome this limitation, future investigations should consider incorporating data from additional academic indexes and repositories. By expanding the dataset and diversifying the sources of information,

researchers can enrich the analysis and enhance the generalizability of findings.

Moving forward, we encourage researchers to replicate similar studies using enriched datasets and to explore additional variables that can shed light on the complexities of EM and its impact on performance. This will facilitate the advancement of knowledge in the field of EM and provide practical implications for firms seeking to optimize their marketing strategies and performance outcomes.

6. IMPLICATION

6.1 Managerial Implications

The findings of this study have several managerial implications for organizations aiming to leverage entrepreneurial marketing for improved performance. Firstly, managers should foster an entrepreneurial orientation within the organization, encouraging a proactive and risk-taking mindset among employees. Secondly, market orientation plays a crucial role in aligning organizational strategies with market demands. Managers should prioritize understanding customer needs, preferences, and market dynamics through continuous market research and analysis. Thirdly, managers should recognize the importance of environmental factors in shaping entrepreneurial marketing strategies. Lastly, the study highlights the strategic use of coopetition as a means to enhance marketing performance.

6.2 Theoretical Implications

From a theoretical perspective, this study contributes to the knowledge-based view of entrepreneurial marketing. It enriches our understanding of the underlying mechanisms and strategic considerations that drive the effectiveness of entrepreneurial marketing strategies. The study also advances the understanding of the knowledge-based view by highlighting the importance of knowledge creation, acquisition, and utilization in entrepreneurial marketing. It underscores the role of organizational learning, knowledge sharing, and knowledge integration in developing innovative marketing strategies that generate a competitive advantage. They provide a foundation for further research and theoretical development in these domains, offering new avenues for exploration and deepening our understanding of the complex interplay between entrepreneurship, marketing, and performance.

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