AI Organisational Design: Creative and Marketing Tech

InnovAlte

Executive Summary

This research examines the transformative potential of artificial intelligence in creative marketing operations through a comprehensive analysis of current capabilities, implementation challenges, and strategic implications. Using a hypothetical case study methodology centred on "NovaReach Media," a fictional mid-sized digital agency, this study explores how AI tools can fundamentally reshape creative workflows, governance frameworks, and organisational structures. Key findings suggest that while AI integration offers significant operational benefits—including potential productivity gains of 200%+ in our theoretical model—organisations face substantial challenges including technological dependencies, creative homogenisation risks, and complex ethical considerations. The research concludes that successful AI adoption requires careful balance between operational efficiency and human creativity, supported by robust governance frameworks and comprehensive workforce development strategies.

1. Introduction

Artificial Intelligence (AI) has evolved from a novelty to a mission-critical infrastructure in creative and marketing operations (BCG, 2024). It now functions as a co-creator, strategist, and operational backbone — driving efficiency, scalability, and creativity in equal measure.

Generative AI tools like GPT-5, Claude 3.5, Midjourney v6, and Runway Gen-2 enable campaigns to be executed in hours rather than weeks (**PBS News**, **2025**; **Midjourney**, **2024**). This transformation is not just about speed — it's about rethinking organisational design to make AI the central nervous system of a creative business.

Methodological Approach: To examine these concepts in practical terms, this research employs a hypothetical case study methodology. We introduce "NovaReach Media," a fictional mid-sized digital agency, as an illustrative framework for exploring AI implementation challenges and opportunities. This hypothetical organisation serves as a consistent lens through which to examine the complexities of AI integration in creative marketing environments. While NovaReach does not exist as a real entity, this theoretical approach allows for systematic analysis of potential scenarios, outcomes, and implications that organisations might encounter when pursuing comprehensive AI transformation.

The NovaReach framework enables exploration of key questions: how might a traditional agency restructure its workflows around AI capabilities? What governance frameworks would be necessary? How could such transformation impact creative roles, client relationships, and competitive positioning? By grounding abstract AI concepts in this concrete hypothetical scenario, we can better understand both the transformative potential and inherent limitations of AI adoption in creative industries.

2. Standard Business

Traditional Workflow in the current NovaReach model can be seen almost like the 'twin' to its AI future — a slower, more linear process where each stage waits for the last to finish:

- Creative directors approve manually created storyboards, often after multiple back-and-forth revisions.
- Copywriters produce all ad copy from scratch, with no AI-powered drafts to accelerate ideation.
- Editors manually cut and assemble videos using traditional editing suites.
- Trend monitoring is reactive, relying on human observation and delayed reporting — often missing fast-moving opportunities (Marketing AI Institute, 2024).

Hypothetical Case Example: NovaReach currently requires 5–7 days to deliver a campaign, meaning many short-lived viral trends pass them by. In this pre-AI 'twin,' each department functions well but independently, creating natural bottlenecks.

3. How AI Can Transform the Workflow

If the traditional workflow is the cautious twin, AI integration is its agile, risk-embracing sibling — a mirror image that takes the same creative DNA but accelerates and amplifies it. Here, each stage is not a hand-off but part of a living, connected system.

First comes speed coupled with multitasking. Modern AI systems such as GPT-5 and Claude 3.5 don't just work faster — they work in parallel, generating multiple campaign concepts, draft scripts, and ad copy while also preparing platform-specific variations. A process that once took weeks is compressed into hours, with no loss of quality (BCG, 2024).

This enables a second shift: creative freedom without tool friction. Unified AI-powered environments allow copy, imagery, video, and analytics to coexist in one workspace (Adobe, 2025). Midjourney imagery can be reviewed alongside

GPT-generated copy, while Runway's video outputs can be iterated in real time — all without switching platforms. This cohesion makes campaigns more consistent and lets human creatives focus on high-level storytelling, brand voice, and strategic experimentation.

Third is real-time trend responsiveness. AI-driven social listening and predictive analytics identify emerging trends in minutes, not days (Marketing AI Institute, 2024). Instead of reacting when a trend peaks, NovaReach can seed content at the moment the data predicts it will take off, turning trend adoption from guesswork into calculated precision.

Finally, there is personalisation at scale. Generative models now create thousands of micro-targeted campaign variations tailored to precise audience slices based on behaviour, sentiment, and demographics — a feat that was once impossible to achieve cost-effectively (McKinsey & Company, 2024).

Consider the evolved NovaReach: GPT-5 produces campaign concepts aligned with brand guidelines; Midjourney delivers striking visuals; Runway crafts dynamic video variations tuned to platform algorithms; and InVideo perfects edits for distribution. The result — delivered in under 24 hours — is a harmonised, multi-platform campaign that looks handcrafted for each audience segment yet emerges from a seamlessly orchestrated AI ecosystem.

4. Best AI Tools — 2025 Landscape (Expanded)

Large Language Models: GPT-5 for advanced reasoning and orchestration (NBC News, 2025), Claude 3.5 Sonnet for brand tone consistency, Gemini 2.5 Pro for Google-native integration, Perplexity AI for rapid research.

Image Generation: Midjourney v6/Niji v6 for high-style visuals (Midjourney, 2024), DALL · E 3 for photoreal compositions, Adobe Firefly for editable brandsafe designs (Adobe, 2025).

Video Generation: Veo 3 + Flow for cinematic results (**Google DeepMind**, **2025**), Sora for social-ready clips, Runway Gen-2 for control and style transfer, Pika Labs and InVideo for rapid social edits.

3D & AR: Meshy 4 for text-to-3D (Meshy AI, 2024), Luma Dream Machine for immersive scenes (Luma AI, 2024), Kaedim for mesh creation, NVIDIA Omniverse Audio2Face for realistic lip-sync.

Voice & Avatars: ElevenLabs/PlayHT for voice cloning, HeyGen/Synthesia for avatars.

Prompt-to-App: Jotform AI App Generator, Softr, Glide, and Devlop for building customer-facing tools instantly.

Analytics & Listening: Brandwatch, Sprout Social, VidIQ, TubeBuddy, TikTok Creative Center, IG Insights.

Automation: Zapier, Make, n8n, HubSpot, Braze, Salesforce for orchestration.

4A. Unified Creative OS — How It Fits Together (Expanded)

NovaReach's Unified Creative OS integrates all AI tools into a single ecosystem:

- Brain Layer: GPT-5 plans and orchestrates campaigns; Claude ensures tone and compliance.
- Production Layer: Midjourney, Firefly, Veo, Sora, Runway for media; Meshy, Luma, Kaedim for 3D; ElevenLabs and HeyGen for voice/avatars.
- Publishing Layer: Direct posting to social platforms; app generators for interactive experiences.
- Analytics Layer: Brandwatch, Sprout Social, VidIQ feed insights to GPT-5 for real-time optimisation.
- Data Layer: CRM and CDP integration for audience context.
- Governance Layer: Model Context Protocol enforces brand rules and ethics (BCG, 2025).

5. Governance Framework: The Model Context Protocol Challenge

As NovaReach's AI transformation accelerates, a critical question emerges: how can organisations maintain brand integrity and ethical standards when AI systems generate thousands of creative assets autonomously? Research suggests that while AI adoption in marketing functions has reached 78% of organisations (McKinsey & Company, 2024), governance frameworks have lagged significantly behind implementation speed.

The Model Context Protocol (MCP) represents NovaReach's attempt to address this governance gap (BCG, 2025). However, academic literature reveals tensions between automation efficiency and creative control that organisations must navigate carefully.

Critical Analysis of MCP Implementation:

Studies indicate that AI governance frameworks face several inherent limitations. First, **brand voice consistency** becomes increasingly difficult to maintain as AI systems learn from broader datasets that may conflict with specific brand values. A hypothetical approach like NovaReach's—embedding detailed style guides into AI prompts—shows promise, but research from the Marketing AI Institute suggests that only 35% of marketers feel confident in evaluating AI outputs for brand alignment (Marketing AI Institute, 2024).

Second, **compliance automation** presents both opportunities and risks. While automated prompt templates could reduce legal risks, they may also create false confidence in regulatory adherence. The rapid evolution of AI capabilities often outpaces existing compliance frameworks, creating potential blind spots.

Implementation Challenges for Organizations Like NovaReach:

An MCP dashboard providing real-time monitoring of campaign outputs would raise questions about scalability versus quality control. Research indicates that organisations reviewing 100% of AI-generated content report 40% slower deployment times, while those reviewing less than 20% experience 60% higher brand consistency issues (BCG, 2024).

The ethical advertising filters component would face particular scrutiny. While designed to ensure inclusivity and eliminate bias (Marketing AI Institute, 2024), critics argue that current AI systems inherently reflect training data biases that cannot be fully eliminated through prompt engineering alone.

Benefits versus Limitations:

An MCP approach would offer clear operational advantages: faster approvals, reduced human oversight requirements, and scalable brand protection. However, academic analysis suggests potential downsides including creative homogenisation, over-reliance on algorithmic decision-making, and reduced human intuition in brand development.

A hypothetical NovaReach implementation illustrates this tension. While an AI-powered compliance checker could process content in milliseconds (Adobe, 2025), creative directors might find that 30% of AI-generated concepts, though technically compliant, lack the nuanced brand understanding that human creatives provide.

6. Successful AI Adoptions in the Creative Marketing Sector

While comprehensive transformations like the hypothetical NovaReach model remain theoretical, several real-world examples demonstrate successful AI integration in creative marketing environments. These cases provide valuable insights into practical implementation strategies and measurable outcomes.

Industry Success Patterns:

Research indicates that organisations achieving successful AI adoption typically follow incremental approaches rather than comprehensive overhauls (BCG, 2024). Leading agencies have reported significant productivity gains by focusing on specific use cases: automated social media scheduling, AI-assisted copywriting for A/B testing, and predictive analytics for media buying optimisation (Marketing AI Institute, 2024).

Measurable Outcomes from Early Adopters:

Studies show that marketing organisations implementing AI tools report average productivity improvements of 25-40% in content creation workflows (McKinsey & Company, 2024). However, these gains are typically concentrated in operational tasks rather than strategic creative development. Successful implementations often begin with data analysis and content optimisation before expanding to creative generation (BCG, 2025).

Real-World Comparative Case: Havas Group's AI Integration

To provide concrete contrast with our hypothetical NovaReach model, it is instructive to examine Havas Group's actual AI implementation strategy. Unlike NovaReach's theoretical comprehensive transformation, Havas has pursued a measured "Converged" approach, investing €400 million over four years in AI, data, and technology (Marketing Dive, 2024). Their strategy emphasises human-AI collaboration through their "Converged OS," building upon existing tools rather than revolutionary replacement (Campaign, 2024).

Havas has integrated AI into over 90% of its operations, focusing on enhancing rather than replacing human creativity (BNN Breaking, 2024). Their approach centres on four pillars: Intelligence (AI-powered audience insights), Design (AI-enhanced creative ideation), Activate (cross-platform media activation), and Measure (advanced performance measurement) (AIX Network, 2025). This real-world implementation demonstrates both the practical constraints and

opportunities that actual organisations face when implementing AI technologies in creative environments, contrasting sharply with our theoretical NovaReach comprehensive transformation model.

Critical Success Factors Observed:

Academic analysis of successful AI adoptions reveals several common elements: strong change management processes, substantial investment in employee training, and careful selection of initial use cases that demonstrate clear ROI (Marketing AI Institute, 2024). Notably, organisations that achieve sustained success typically maintain human oversight of creative strategy while automating execution and optimisation tasks.

7. Organisational Transformation: Redefining Creative Roles

NovaReach's AI integration necessitates a fundamental reimagining of creative workforce roles, a transformation that research suggests presents both unprecedented opportunities and significant challenges for marketing organisations.

Literature Review of AI Impact on Creative Work:

Contemporary research reveals a complex picture of AI's impact on creative industries. Studies indicate that while AI can enhance productivity by up to 40% in content creation tasks (BCG, 2024), it simultaneously raises questions about creative authenticity, job displacement, and the nature of human creativity itself.

NovaReach's Potential Workforce Evolution:

In a hypothetical NovaReach transformation model, traditional creative roles would undergo significant redefinition. Creative directors would transition from hands-on executors to "AI orchestrators," managing multiple AI-generated concepts simultaneously (NBC News, 2025). This shift, while potentially increasing output capacity, raises critical questions about creative ownership and the director's ability to maintain intimate understanding of brand nuance.

Critical Assessment of Potential Role Changes:

Research suggests such transformation could yield mixed results. While creative teams might report 200% increased output capacity in our hypothetical model,

qualitative studies reveal concerns about creative decision-making speed potentially compromising strategic thinking time (McKinsey & Company, 2024). A theoretical NovaReach scenario would reflect this tension: creative directors could oversee five concurrent campaigns versus the previous single-campaign focus, yet might feel less connected to individual creative decisions.

Skills Gap and Training Implications:

The Marketing AI Institute research indicates that 67% of marketing professionals lack sufficient AI literacy for effective implementation (Marketing AI Institute, 2024). A potential NovaReach response—establishing company-wide AI literacy programs (BCG, 2025)—would represent a significant investment in human capital that many organisations underestimate.

Economic and Social Considerations:

While an organisation like NovaReach could achieve cost efficiencies through reduced headcount requirements, broader research suggests this model may exacerbate industry employment challenges (BCG, 2024). Studies indicate that every AI-augmented creative role may displace 1.3 traditional roles, raising questions about long-term industry sustainability and creative diversity.

Limitations and Ethical Concerns:

Academic analysis reveals several concerning trends in AI-driven creative work. First, **creative homogenisation** risks emerge when multiple organisations use similar AI tools and training data (Adobe, 2025). Second, **over-dependence** on algorithmic suggestions may reduce human creative risk-taking and innovation. Third, bias amplification remains problematic when AI systems trained on historical creative work perpetuate existing cultural and aesthetic biases.

A hypothetical NovaReach case study would illustrate these challenges. While AI-generated campaigns might achieve higher consistency and faster deployment, client feedback could suggest some loss of the "unexpected creative insight" that previously differentiated creative work from competitors.

8. Data Analytics and Platform Intelligence: Opportunities and Risks

NovaReach's transformation relies heavily on sophisticated data analytics across social platforms, raising important questions about data ethics, privacy, and the balance between personalisation and manipulation in modern marketing.

The Scale of Social Data:

Social platforms generate extraordinary volumes of user data—billions of hours of video content daily (YouTube Official Blog, 2017)—creating unprecedented opportunities for audience understanding (McKinsey & Company, 2024). However, research suggests that this data abundance may overwhelm rather than enlighten marketing decision-making processes.

Hypothetical NovaReach Data Strategy: Critical Analysis:

A potential NovaReach implementation of AI-driven social listening would represent both the potential and the perils of contemporary data analytics. While such systems could identify emerging trends within minutes (Marketing AI Institute, 2024), this capability raises several critical concerns that academic literature increasingly highlights.

Methodological Limitations:

First, algorithmic bias in trend detection may systematically favour content from dominant demographic groups, potentially missing niche trends that could be valuable for diverse audience segments (BCG, 2024). A hypothetical NovaReach scenario illustrates this challenge: AI systems might consistently identify mainstream trends but initially miss emerging cultural movements within minority communities.

Second, data quality versus quantity trade-offs present ongoing challenges. While an organisation like NovaReach could process vast amounts of social data, research indicates that 40% of social media engagement data contains misleading signals (bots, coordinated campaigns, or artificial amplification) that can distort trend analysis (McKinsey & Company, 2024). Furthermore, studies suggest that AI systems trained on such data may perpetuate these distortions in their predictive models (BCG, 2024).

Predictive Analytics: Promise and Limitations:

Machine learning models that cross-reference historical trends with current data (BCG, 2024) offer compelling predictive capabilities, yet academic research reveals several concerning limitations:

• Correlation versus causation errors where AI systems identify patterns that don't represent genuine causal relationships

- Black box decision-making that makes it difficult for marketers to understand why certain trends are predicted to succeed (Adobe, 2025)
- **Temporal bias** where models over-rely on recent data patterns that may not reflect longer-term cultural shifts

Ethical Implications of Data-Driven Marketing:

A hypothetical NovaReach ability to create "hundreds of micro-targeted campaign variations" raises important ethical questions that marketing literature increasingly addresses (Marketing AI Institute, 2024). Research suggests that hyper-personalisation may cross ethical boundaries, moving from helpful customisation to manipulative micro-targeting that exploits individual psychological vulnerabilities.

Privacy and Regulatory Challenges:

The integration of CRM data with social listening would create powerful audience insights but also amplify privacy risks (BCG, 2025). Academic analysis suggests that organisations like NovaReach operating across multiple data sources would face exponentially higher regulatory compliance challenges, particularly under evolving privacy legislation.

Algorithmic Bias and Trend Detection Limitations:

Contemporary research reveals significant concerns about AI-driven trend analysis that organisations must address (Marketing AI Institute, 2024). First, overfitting to short-term patterns may cause AI systems to prioritise viral but ephemeral content over sustainable brand-building strategies. Studies indicate that algorithms trained on recent social media data may amplify trending topics that lack long-term cultural relevance.

Second, demographic bias in trend identification presents ongoing challenges. Research suggests that AI systems may systematically underrepresent content from minority communities or emerging cultural movements, potentially causing organisations to miss important market opportunities (Adobe, 2025). This bias stems from training datasets that reflect existing power structures and engagement patterns.

Performance Measurement Concerns:

While a theoretical NovaReach implementation might report improved trend detection speed, research indicates potential negative consequences including "trend saturation" (where rapid adoption leads to faster trend decay) and "authenticity erosion" (where AI-optimised content feels increasingly artificial to audiences) (McKinsey & Company, 2024). Additional studies suggest that over-reliance on AI-driven trend analysis may reduce human intuition and cultural sensitivity in marketing strategies (Marketing AI Institute, 2024).

9. Implementation Framework: Lessons from Hypothetical Transformation

NovaReach's AI adoption journey provides valuable insights into the practical challenges and strategic considerations that organisations face when implementing comprehensive AI marketing systems. Academic literature suggests that successful AI transformation requires careful attention to change management, technical infrastructure, and cultural adaptation—areas where many organisations struggle.

Critical Success Factors:

Research indicates that AI adoption failure rates reach 74% among organisations attempting large-scale implementation (BCG, 2024). A hypothetical NovaReach transformation could offer instructive lessons, though such an approach would also reveal ongoing challenges that deserve critical examination.

Phased Implementation Analysis:

A potential NovaReach strategy of beginning with targeted pilot projects would demonstrate alignment with best-practice literature. An initial focus on GPT-5 for trend analysis and copywriting could provide measurable early wins that build internal confidence. However, academic research suggests this approach may create unrealistic expectations for subsequent, more complex implementations.

Organisational Learning and Adaptation:

An organisation's investment in AI literacy training (BCG, 2025) would reflect growing recognition that technical implementation without workforce development often fails. Yet a hypothetical NovaReach experience would reveal the substantial time and resource commitments required: a comprehensive training program could consume 15% of billable hours over six months, significantly impacting short-term profitability.

Technical Integration Challenges:

A theoretical NovaReach unified AI ecosystem, while impressive in scope, would illustrate the complexity of modern AI implementation. Integration of multiple AI platforms (language models, image generators, video tools) would require substantial custom development work that smaller organisations might find prohibitive (Google DeepMind, 2025; Luma AI, 2024). Academic research suggests that such comprehensive approaches, while powerful, may create technological dependencies that could become strategic vulnerabilities (Adobe, 2025).

Innovation versus Risk Management:

A hypothetical NovaReach "AI sandbox" approach (Marketing AI Institute, 2024) would reflect sophisticated risk management, allowing experimentation without compromising live campaigns. However, research indicates that organisations maintaining separate experimental and production environments often struggle to transition successful pilots to full implementation due to infrastructure and workflow differences (BCG, 2025).

Measurement and Optimisation Challenges:

While an organisation like NovaReach might report measuring performance continuously (BCG, 2024), academic literature reveals difficulties in attributing success to AI versus human contributions. Quarterly KPI tracking could provide useful operational insights but may not capture longer-term effects on brand equity, creative reputation, or competitive positioning (McKinsey & Company, 2024).

Scaling and Sustainability Concerns:

Research suggests that organisations achieving early AI success often face unexpected scaling challenges (BCG, 2024). A hypothetical NovaReach model would require constant adaptation to evolving AI capabilities, creating ongoing training and infrastructure costs that may compound over time. Academic analysis indicates that such dynamic technological environments can create organisational fatigue and resistance to continuous change.

Comparative Analysis with Industry Benchmarks:

A potential NovaReach approach, while innovative, may not be universally applicable. Research indicates that such a model would work best for organisations with substantial technical resources, risk tolerance, and client bases that value innovation over proven methodologies (Marketing AI Institute, 2024). In contrast to our hypothetical comprehensive transformation model, real-world implementations like Havas Group's measured "Converged" approach (Campaign, 2024) suggest that incremental integration may be more sustainable for most organisations. Smaller agencies or organisations with conservative client portfolios might find alternative, more incremental approaches more suitable.

9. Critical Assessment and Future Implications

A hypothetical NovaReach transformation into an AI-powered marketing organisation illustrates both the remarkable possibilities and significant limitations of contemporary AI integration in creative industries. While their theoretical case demonstrates impressive operational achievements, a critical academic assessment reveals important caveats and broader implications for the marketing industry.

Evaluating Potential Claims: Performance and Limitations

A hypothetical NovaReach reporting 200%+ increase in campaign output in our theoretical model would represent a compelling operational metric (McKinsey & Company, 2024), yet academic research suggests such figures require careful interpretation. Studies indicate that increased output volume does not necessarily correlate with improved campaign effectiveness or long-term brand value. Furthermore, the sustainability of such productivity gains remains unclear as competitive environments adapt to AI-enhanced capabilities.

Systemic Risks and Dependencies

The comprehensive AI integration that an organisation like NovaReach might achieve would create several strategic vulnerabilities that merit consideration. First, **technological dependency** on AI platforms controlled by external providers (OpenAI, Adobe, etc.) would introduce risks related to pricing changes, service interruptions, or policy modifications that could fundamentally disrupt operations (Adobe, 2025).

Second, **creative homogenisation** presents a longer-term concern (BCG, 2024). As more agencies adopt similar AI tools and methodologies, the differentiation that clients traditionally seek from creative agencies may diminish.

Research suggests this could lead to commoditisation of creative services and downward pressure on pricing across the industry.

Broader Industry Implications

A hypothetical NovaReach model, while potentially successful for their specific context, raises important questions about industry-wide adoption. Academic analysis suggests several concerning trends:

Labour Market Disruption: The efficiency gains such an organisation might achieve would partly result from reduced human resource requirements (BCG, 2024). If widely adopted, such models could significantly impact employment in creative industries, potentially reducing diversity of voices and perspectives in marketing communications.

Ethical and Social Responsibilities: The capability to create "thousands of micro-targeted campaign variations" raises questions about manipulation versus personalisation (Marketing AI Institute, 2024). Research indicates that AI-powered hyper-targeting may exploit cognitive biases and psychological vulnerabilities, particularly among vulnerable populations.

Quality versus Quantity Trade-offs: While an organisation like NovaReach could produce content at unprecedented speed and scale (NBC News, 2025), critics argue that rapid production cycles may undermine the reflective, iterative creative processes that produce truly innovative marketing communications.

Future Research Directions

A hypothetical NovaReach transformation suggests several areas requiring further academic investigation:

- Long-term Brand Impact Studies: Research examining how AI-generated creative content affects consumer perception and brand equity over extended periods
- Creative Authenticity Analysis: Investigation into how audiences respond to predominantly AI-generated marketing communications and their ability to distinguish human from artificial creativity

- Sustainable Competitive Advantage: Studies exploring how organisations can maintain differentiation in environments where all competitors have access to similar AI capabilities
- Regulatory Framework Development: Research into appropriate governance structures needed to address AI-powered marketing practices while preserving innovation and competition

Conclusions and Recommendations

A hypothetical NovaReach transformation demonstrates that comprehensive AI integration in marketing is technically feasible and could deliver significant operational benefits. However, academic analysis suggests that organisations considering similar transformations should carefully evaluate several factors:

- Organisational readiness for continuous technological adaptation and associated change management requirements
- Risk tolerance for dependencies on evolving AI platforms and potential regulatory changes
- Strategic differentiation plans for environments where AI capabilities become commoditised
- Ethical frameworks for responsible use of AI-powered personalisation and targeting capabilities

The future belongs to organisations that can successfully balance AI's operational advantages with human creativity, ethical responsibility, and sustainable competitive positioning. A hypothetical NovaReach journey provides a valuable theoretical framework, but their specific approach may not be universally applicable across different organisational contexts, client bases, or market conditions.

As the marketing industry continues to evolve, further research and careful observation of long-term outcomes will be essential for developing best practices that harness AI's potential while mitigating its risks and limitations.

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