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Resource Dependence: Evidence from an FMCG Industry

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Abstract:- This study focuses on Resource Dependence Theory (RDT) in relation to the export processes of firms in the Fast-moving Consumer Goods (FMCG), Protected Designation of Origin (PDO) context. Our examination reveals that the RDT showcases a number of elements including firms essential call for survival; their need to acquire resources; their obligation to increase their level of reliance on the cooperative players and work towards a degree of reciprocal dependence. However, in the PDO context, which represents a significant influence, the level of reliance is sidelined. Our research supports international business for future research on the PDO context. This empirical study has an industry related focus and thus generates practical insights that are also discussed in this manuscript.

Keywords*:- European Union, Fast-Moving Consumer Goods, Protected Designation of Origin, Resource Dependence Theory.*

I. INTRODUCTION

This study makes a new contribution by theorising some differences and conditions in resource dependence settings. Our research delves into the functional relationship of RDT and explores the connections that are unique to the international context, which in turn has an impact upon the internal processes of firms and the speed of the export process. It describes a particularly suitable relationship between resource (Aldrich & Pfeffer, 1976; Drees & Heugens, 2013) and export shortcomings on the other, facilitating an understanding of how firms manage and engage their environment before they go abroad.

According to scholars, market's stakeholders actions essential component is the control of vital resources (Hessels & Terjesen, 2010; Ulrich & Barney, 1984), causing the reciprocal effect of uncertainty and interdependence (Pfeffer & Salancik, 2003). Particular pressures to control resources lead firms to be guided by legitimate regulations (Judge et al., 2011; Katsikeas & Piercy, 1993), for instance, standard operating procedures, designation of origin certification, intellectual property rights, etc., (E.C, 2012; E.C., 2006; Knight et al., 2007).

In choosing an industry context to study the RDT, we decided to focus on FMCG designation of origin firms. There were several reasons for this decision. Firstly, from a practical perspective the designation of origin industry is a strong force coming to the fore and it plays a critical role within the European Union Institution and its economy. Secondly, owing to highly economic and social contribution characteristics, the designation of origin industry offers several particularities which impact on firms' exports activities. Thirdly, the significance of the investigated forces, such as natural resources (raw material) is supranational; they can become evident in every country. Likewise, production inputs may differ greatly from region to region and therefore, countries can differ noticeably in terms of their natural endowments, their preferences, and their intensity in particular industries (Gandolfo, 1998; Porter, 2008; Ricardo, 1817). To this effect, the individual environment of firms and countries aptly illustrates how dependence on natural resources can be very unevenly dispersed geographically (Tong et al., 2008). Designation of origin products are under the auspice of the European Intellectual Property rights regulation and firms cannot apply from offshore, or outsource practices. These products have been part of the lifestyle, culture and tradition of all the European countries and regions while playing a key role as a driver for economic growth, innovation, employment and social integration (Alonso & Bressan, 2014; E.C., 2014). According to Knight et al. (2007) the use of Protected Designation of Origin labels by food companies is a mechanism to improve trust and to instill confidence in the quality of traditional production techniques. Hence, these firms provide the main vehicle for economic growth among private companies in most involved countries (Hope et al., 2011; Knight et al., 2007). Similarly, an enormous body of writing on export literature normatively suggests the presence of alternative firm specific practices, as a result of varying environmental conditions. Nevertheless, few of these conditions have been empirically investigated within the field of FMCG export development (Francis, 2006; Knight et al., 2007; Sakellariou et al., 2014). Indeed, the current empirical contribution towards the investigation of business practices in the FMCG designation of origin industry, fails to explore a theoretical background. Thus, describing the resource of dependence it seems to be instrumental.

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There is a core objective in this study: to investigate the interaction of RDT within a framework that has attracted little scholarly attention: the FMCG designation of origin context. Our findings exhibit a diverse relationship. The designation of origin regulation is part of the European Agriculture and Rural Development Policy. The policy was made to maintain both the domestic and export competitiveness of designation of origin firms. Its primary concerns relate to the issues of norms and legitimacy, rural development, the desire for regional economic growth and the improvement of products and services, in terms of quality and quantity. But the interaction between resource actors (the providers of raw material) and the main producers, leads stakeholders into a vortex of inconsistency, where a robust relationship is sidelined.

The structure of the paper is as follows: first, we outline the theoretical background. This is followed by a detailed description of our research methodology. Subsequently, we present evidence supporting the theoretical frameworks. The discussion section integrates our findings with the existing literature, enhancing the potential insights and theoretical contributions of this study. Finally, the concluding section addresses the study's limitations and discusses the implications for future research and business practitioners.

II. LITERATURE REVIEW

➢ *Resource Dependence*

It is clear that “firms are not islands, they are not self-efficient” (Wilkinson et al., 2000: 276). Market pressures for expansion necessitate the possession of core competencies, such as access to external resources (Pfeffer & Salancik, 2003). Resource Dependence Theory (RDT) focuses on how firms can secure necessary resources and highlights how scarcity drives the use of alternative resources (Aldrich & Pfeffer, 1976; Drees & Heugens, 2013). In contrast, firms with abundant resources exhibit the least dependence on others (Pfeffer & Salancik, 1978). As RDT exemplifies, firms rely on other market actors to obtain resources (Hessels & Terjesen, 2010; Zigan, 2013). They seek strategies to regain control over their environment and manage resource dependencies efficiently (Pfeffer & Salancik, 2003). However, the theory has not always produced consistent results (Casciaro & Piskorski, 2005; Drees & Heugens, 2013). For instance, RDT characterizes the interaction between market participants and the external environment as a struggle for influence, while also suggesting that managers aim to reduce environmental uncertainty and dependence on critical resources (Pfeffer & Salancik, 2003).

As firms are not autonomously interdependent, conditions arise which lead to uncertainty concerning their survival. To avoid risk adversity and manage interdependencies, firms develop new platforms of dependence, with a resulting effect on their behaviour (Scott & Davis, 2007). Their interdependence obviously relies not only on employing a sole-source supplier, but also in engaging alternative solutions, which is a standard practice in manufacturing. Hence firms use alliances between other firms in order to pursue the common goal of sharing resources and knowledge (Scott & Davis, 2007) with key suppliers and customers (Pfeffer & Salancik, 2003).

In keeping with the above, the location of suppliers with available resources, influence and stimulate managers to build stronger export relationships (Wilkinson et al., 2000), and, in cases where firms have access to economical domestic resources, help them to drive dynamic performance and exceed the competition (Snowdon & Stonehouse, 2006). Home market industry conditions benefit the recipient firms when financial and raw material resources are easily accessible and widely available (Porter, 1998; Porter, 1990). Likewise, when intellectual property right protection and favourable governmental conditions exist (Hessels & Terjesen, 2010), firms are able to access strong relationships, with industry resource interlocks, and develop their competences. Yet, firms also try to reduce dependence and power held over them, while aiming to increase their own bargaining power over others (Elg, 2000). An issue that holds a strong influence on their specific external resources, is the industry that firms operate within, affecting not only the industry’s attractiveness (Kamasak, 2011) but also shaping the firms’ export prosperity (Porter, 2004, 2008).

Raw material is the foundation of designation of origin products, according to focal specification conditions. Raw material is enshrined in international business literature, whereby it is deemed the primary factor in designating whether a country’s production will excel over other foreign destinations at both a national and international level (Porter, 1990). Similarly, Zigan (2013) suggests that firms perform better when raw material resources fit in well both with the inner and outer competitive environment. In this respect, firms develop an economic value in relation to their rivals due to the impact of raw materials on managing production and exports. Because of its legal standards, the raw material employed in protected designation of origin products share a range of characteristics, including valuableness, rarity and undisputed originality. These protect against substitutes, and run counter to the incompetence of competitors who may try to acquire the same resources, but in the end, as copycats, try to substitute them (El-Shafeey & Trott, 2014; Porter, 2004).

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III. METHODOLOGY

Given the paucity of research on the FMCG concept, this study is exploratory by nature, adopting an interpretive approach and qualitative techniques, and employing a case study design. Qualitative research, according to Bruton et al. (2011), is not a novel phenomenon in international business. It seems to be the most practical method for investigating complex contexts, enabling a rich view of the diversity in different countries and industries (Knight et al., 2007). Qualitative research and international business coexist, especially in cases where there is a new and emerging phenomenon (Bruton et al., 2011). According to Yin (2009), a case study is an empirical investigation, examining a current phenomenon in-depth within a real-life context, especially when the boundaries between the phenomenon and its context are not apparent. Similarly, Gerring (2004) highlights how a case study can tackle subjects where accessible knowledge is in essence flawed or imperfect. In our context we follow a qualitative, iterative and, multidimensional investigation analysis (Creswell, 2009; Crotty, 2003). Our indicative method serves as a conduit between theory and empirics, connecting them both via an iterative procedure of scientific improvement (Martin, 2013). Our inductive approach invites inferences arising from narrative and iterative exploration, offering a platform for the analysis of evidence. Because of the nature of our methodological approach, different tools for investigation were used, such as interviews, direct observation and documents (Marshall & Rossman, 1999; Silverman, 2005; Yin, 2009).

According to Knight et al. (2007) when making assertions following in-depth interviews, researchers tend to ameliorate the richness of their findings, a phenomenon unlikely to occur with indirect questionnaires. In this study, in-depth face-to-face interviews were conducted using a convenience sample of fifteen firms; six for the pilot study and nine for the main exploration. Initially, we explored our phenomenon via preliminary research with pilot interviews and cases. These were chosen from a secondary database, the Hellenic Milk Organisation. Three small and three medium types of firms were used, owing to the fact that the majority of the European Union FMCG sector is made up of SMEs, and therefore, our data must be capable of representing and speaking for their business acumen. We carried out semi-structured interviews with upper managers (Saunders et al., 2007; Welch et al., 2002), two Owners, two Export Managers and one Export Agent, and one Sales Director liable for learning, solving and deciphering market signals. Interviews were conducted in the Greek language to avoid language barriers and then translated verbatim back to English.

The use of small firms allowed us to rethink our main objectives, and to better examine the FMCG context. We ascertained some core reasons for not using small firms for sampling and grounded investigations. To clarify, data collection from small firms was not a straightforward process as companies' respondents were very busy in making business and consequently, due to time limitations, they gave laconic, tightfisted answers. To remedy the problem, we attempted to conduct interviews designed to meet the respondents' convenience. Nevertheless, the small firms were highly influenced by the financial conditions both domestically and globally (Poulis, 2011), and were secretive when it came to sharing important particularities. Similarly, small firms did not have an export department, and were indirectly engaged with exports via market agents, in stark contrast to medium and large enterprises. Hence, following the preliminary investigation, the sampling logic was changed from small and medium businesses to medium and large units of analysis. The aim of our project was to select information rich cases, in order to illuminate our research dimensions (Gerring, 2004).

For our core investigation, we selected several medium and large enterprises from the Hellenic Milk Organisation directory. Initially, thirteen firms agreed to participate in the study, but ultimately only nine provided sample lists of applicants. To prevent bias, the senior management of the participating firms was instructed to select the applicants from the sample lists, aligning with Patton's (1990) concept of purposeful sampling. We conducted interviews with diverse individuals from these firms, including one Owner; eleven Export Managers/Directors; six Export Area Managers; three Export Assistants; and one Marketing Manager. Additionally, three of the key respondents were general managers of subsidiaries in foreign countries (USA, Romania, Bulgaria) who had previously served as export managers in Greece. All interviews yielded valuable personal and anecdotal insights.

A total of twenty-five interviews were conducted at the company premises of the respondents. During most of these sessions, we took handwritten notes, and on two occasions, we shared all written memos with the respondents. The interviews were conducted in the native Greek language to prevent any issues related to language barriers (Krave & Brinkmann, 2008) and lasted between forty to eighty minutes (Bernard, 2000; Patton, 2002). Although subject to the respondents' discretion, all interviews followed an interview protocol guide that covered the main areas of enquiry. We assured the interviewees of their anonymity and guaranteed that no information would be disclosed to other participants within their companies. A list of sample questions was provided to the respondents in advance. In instances where it was challenging to meet the respondents in person due to business commitments or because their subsidiaries were located abroad, interviews were conducted and recorded virtually via Skype. All interviews were recorded, transcribed verbatim, translated, and subsequently analysed.

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Table 1. General Categorisation

Cases	Enterprise category	Company Status	Location of Interview
C1	Medium-sized	Family	Head Office
C2	Large	Corporation	Head Office/Virtually
C3	Medium-sized	Corporation	Head Office/Virtually
C4	Large	Family	Head Office
C5	Large	Corporation	Head Office
C6	Medium-sized	Corporation	Head Office/Virtually
C7	Large	Corporation	Head Office/Virtually
C8	Medium-sized	Family	Head Office
C9	Large	Corporation	Head Office/Virtually

The transcription of the interviews yielded nearly five hundred pages of data. We utilised a software program called Express Scribe for both transcription and the cleaning of erroneous translation elements (Robson, 2011). Subsequently, we employed Computer Assisted Qualitative Data Analysis Software (CAQDAS) for coding, specifically using the NVivo application and Excel for data management (Mason, 2008). Quotes from the transcriptions were selected based on our research criteria to highlight relevant meanings. We developed nodes and family nodes to facilitate pattern matching, employing both open and axial coding techniques (Gerring, 2004; Saldana, 2009). Axial coding involves establishing relationships between concepts or categories, while open coding involves breaking down the collected data into segments and examining its various components. These two coding methods are interconnected, allowing us to identify valuable insights that were not evident at the start of the research (Saldana, 2009).

Throughout our coding process, we leveraged the significant contributions of Miles and Huberman's work on the mega-matrix (1994). They noted that formats can be as varied as the imagination of the analyst, with the mega-matrix technique being crucial for qualitative data analysis (Miles & Huberman, 1994). While matrices can be intensive, this method enabled us to isolate important responses and provided an understanding of the flow, context, and connections of events. Subsequently, we created 'summary tables' for each factor to facilitate the comparison and analysis of our data. Additionally, we utilised multiple sources of evidence to enhance the credibility and validation of our results. Interviews were triangulated with documents and direct observations to ensure a more comprehensive examination (Gibbs, 2007; Yin, 2009). It is important to remember that unobserved events are not necessarily unrelated, nor do they imply an absence of underlying changes (Morgan, 1987). Morgan (1987) emphasises that some relevant behaviour or external conditions are always available for further observation.

We collected administrative documents from two cases and reviewed firm presentations and websites for most of our investigated cases. Direct observations were conducted during interviews held inside offices and, in two instances, within the companies' production facilities. These observations provided additional contextual data on how exports are stored in factory repositories and demonstrated the process of preparing orders for distribution to foreign destinations. The collected data was interpreted through evidence in the form of quotations from the field notes. By employing cross-pattern matching, we established internal coherence within the study and determined how our systematically connected concepts (Riege, 2003) could be generalised to other contexts (Miles & Huberman, 1994). To ensure credibility, we adhered to a rigorous case study protocol. We maintained a case study database according to best practice principles to minimise errors and biases in our research (Yin, 2009).

IV. FINDINGS AND CRITICAL VIEWS

For PDO producers working in the FMCG industry, participants' responses endorsed the fact that raw material was a vital production component, but their responses also exhibited a few other issues and inconsistencies. It was apparent that raw material advanced payments and the maturation period of product inventories, increases firms' production cost while causing relationship disturbance between producers and farmers. Risk adversity creates malpractice conditions, where many FMCG producers deploy practices outside the realms of PDO regulations by using alternative raw material to minimise production costs and improve their export competitiveness

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against national rivals. According to one respondent, these practices are:

"A PDO product is determined by EU international standard, namely the addition of cow's milk in the product feta is prohibited. And yet there are firms using cow's milk" (USA Market Director)

On the other hand, raw material liquidity and financial hardships lead farmers to abandon their profession and similarly reduces production:

"…if we will not open product's pathway abroad, raw material will tend to decrease […] We should not have expectations for sheep and goat's milk to be for free" (General Director/ Export Consultant)

"… the current year, the sheep and goat's milk price fall 20% when at the same time production coefficients have increased 30%. What does this mean? Final product will be reduced final product's quantity volume" (General Director/Export Consultant)

In recent years, firms have delayed payments to farmers for raw materials, citing suppressed borrowing of capital due to constraints from foreign key accounts, market payments, and financial institutions. The export prices and payments of PDO firms are largely determined by key account stakeholders. As a result, producers approach banks to cover time lags, ensuring the protection of pre-negotiated contracts and other price-influencing factors. These producers operate within a production window of just four months each year, during which they must also store and sell their products for the remaining months. During this four-month period, raw material contracts must be settled as well. However, our findings revealed the existence of alternative and varied practices beyond this approach:

This moment there are unpaid milk producers from July, from the month July, and today is December […] Product produced for four months has to be paid. You pay, store the product and you wait to sell. It's obvious, without financial support you cannot stand in this arena" (General Director/Export Consultant).

"…a firm should be economically viable to have good cash and to produce feta needs to become slightly a 'bank' because the milk you use for production must be pre-paid to farmers in advance" (Export Manager).

Logistic costs for firms are on the rise, while a reduction in both domestic and international consumption impacts cash flow, necessitating a longer time for recovery. Firms typically store their products in repositories while waiting for sales to liquidate stock and renew cash flow to pay farmers for the upcoming season. However, without international expansion, the availability of raw materials tends to diminish, leading to payment insolvency from producers. This reduces employment incentives for farmers, prompting some to leave the profession. As a result, demand decreases and prices increase to unsustainable levels for both producers and farmers. Similarly, the international recognition of PDO (Protected Designation of Origin) products is closely tied to signed contracts and export quantities. Consequently, insufficient raw material availability due to market shortcomings forces firms to sign new trade agreements to secure their position in the market.

V. DISCUSSION REMARKS

Our findings suggest that although the dependency level is higher, due to EU regulation concerning, product specification and origin, this interplay between producers and specialised farmers reveals discrepancies. Issues concerning raw material, production and final product interactions, bring stakeholders into the vortex of inconsistency where a robust relationship between farmers and final producers is sidelined. This insight stems from our findings, as designation of origin producers fall victim not only to host competition but also to home rivalry malpractice.

Designation of origin firms find themselves between Scylla and Charybdis, an inescapable threat to passing firms, as substitute competition rises from both Home and Host markets. According to respondents, certified firms adopt 'half-hearted' production practices, leaving ground for unclear economic and moral consequences (Judge et al., 2011). Market-exchange transactions also impose cost pressures on exports, and since malpractice transactions are also taking place outside legitimate guideline, the challenges of exporting have pushed production firms towards the exploitation of raw material producers (Pinto et al., 2008). On that basis, firms' payment costs to farmers have emerged as a core inhibitory component.

According to transaction cost theory, cost is permanently present (Zaibet et al., 2005) and it plays a prominent role in international business. Firms exist because the cost of organising certain activities is lower in comparison to competitors, and they survive because they are capable of minimising their transaction costs more efficiently (Chen, 2010; Pan et al., 2014). Our goal in this paper is not to conceptualise our study based on transaction cost analysis, although it is a valuable underpinning for the research. From our perspective, we have tried instead to explain comprehensively what lies beneath our findings, and this has influenced our conceptualisation.

For designation of origin firms cost rises as a result of labour intensive production and expensive raw material which, according to scholars, both exhibit negative consequences on financial resources and trade efficacy (Mechemache & Chaaban, 2010). Firms, according to Li et al., (2011), get loans

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to support their trade efficacy. These financial loan resources offer a fundamental reserve and assist in firms' decisions to establish export processes, as recipients may choose or refuse export decisions subject to the expected cost of a loan (Li et al., 2011). Our findings show that firms' production is vulnerable to financial support. Financial institutions, and especially banks, are the recipients of liability, and thereby influence the retention of payments to farmers. Banks increase producers' financial distress, inhibit the export process, and make both parties, farmer and producer victims of retrograde actions.

Our findings also promote the idea that other market effects come to the fore (Gande et al., 2009). These channel a detrimental causality between raw material farmers, and the producers serving as the main recipients. For instance, we have established contradictory insights to RDT conventional wisdom, which states that for firms to survive they need to obtain resources and increase dependence with cooperative players, on a reciprocal level. This research in contrast reveals an odd arrangement for both SMEs and large enterprises that choose to employ vague partnership methods, alongside their traditional expectations to maintain strong ties with certified raw material farmers. Building on RDT, we could expect both parties to benefit from the country's favourable production environment. To clarify, as raw materials are important to the production process, a country with abundant resources has strong export opportunities to other countries, and therefore the success of the country's economy, can be determined by the amount of resources the country has within its own borders. The country studied in this research, Greece, is the biggest producer of raw material in the European Union, and one of the largest in the world (Eurostat, 2012). We could also expect designation of origin firms to perform additional transactions inside the industry. For those firms, there are no alternatives to acquire authentic resources from foreign locations, due to the fact that the product's specific characteristics are linked with the geographical origin and raw material use. Consequently, the tendency of resource exchange and dependence between stakeholders could boost exports, and help to improve the industry's future perspectives. Yet, it seems that while firms are trying to economise and yield positive financial results from the cost of raw material, they are actually contributing to a narrowing of the protected designation of origin stakeholders' export boundaries.

Our findings also highlight additional market effects (Gande et al., 2009). These effects reveal a detrimental causal relationship between raw material farmers and producers, who are the main recipients. Contrary to the conventional wisdom of RDT, which posits that firms must obtain resources and increase their dependence on cooperative partners to survive, this research uncovers an unusual arrangement. Both SMEs and large enterprises tend to employ ambiguous partnership methods, while simultaneously striving to maintain strong relationships with certified raw material farmers. Building on RDT principles, we would expect both parties to benefit from the country's favourable production environment. Raw materials are crucial to the production process, and a country abundant in these resources is well-positioned for export opportunities, which in turn, positively impacts the national economy. Greece, the country studied in this research, is the largest producer of raw materials within the EU and one of the largest globally (Eurostat, 2012). Furthermore, designation of origin firms is likely to engage in additional industry-specific transactions. For these firms, there are no alternatives for acquiring authentic resources from foreign sources, as the product's unique characteristics are inherently tied to its geographical origin and use of local raw materials. Consequently, the reliance on resource exchange and interdependence among stakeholders could enhance exports and bolster the industry's future prospects. Hence, while firms attempt to cut costs and achieve positive financial results by economising on raw materials, we propose that

- *Proposition*

A Protected Designation of Origin firm is not necessarily resource dependent on specialised farmers due to the interplay between resources, main recipients and home rivalry, i.e. a robust relationship between farmers and final producers is sidelined.

VI. CONTRIBUTION AND IMPLICATIONS

This study offers insights in relation to a specific context, and delineates some boundary conditions. More specifically, it contributes to the understanding of PDO firms, a field which is still embryonic despite its considerable value, and which the international business literature has largely neglected to investigate. Our investigation illustrates non-documented outcomes. Although many aspects have been addressed in other contexts, a comprehensive approach has still not been developed. One suggested avenue for contributions in particular is what determining forces can improve export process assessment and export development, and therefore, adjust both parties' incentives accordingly. A comprehensive explanation would contribute to exports and to firms' learning; the context explored here is therefore of great importance. In brief, several empirical implications can be derived from our findings. This study suggests that in the international market environment there are a lot of discrepancies and discontinuities, causing further market modifications. The case of designation of origin firms and the RDT proposes that raw material, production and final product interaction brings stakeholders into the vortex of inconsistency that exists between farmers and final producers.

Our investigation presents several limitations that should be taken into account when interpreting its conclusions. The first limitation pertains to the sample, raising the question of whether the study's outcomes can be generalised to other countries. Future research should consider collecting diverse types of data from both EU and non-EU countries to enhance the generalisability of the findings. Secondly, our study focuses

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on a specific context, making it challenging to address all gaps within the investigated case. Therefore, it was not possible to determine whether the findings are applicable to other types of firms. Further research is necessary to explore the applicability of the findings to different types of firms and various geographical and industrial settings. Additionally, from a methodological perspective, the use of semi-structured, in-depth interviews within a particular industry sector introduces further limitations. Our case study approach, which was grounded in a realism paradigm, provides analytical rather than statistical generalisation. Future research should consider employing an applied deductive approach to improve the validity of the findings and expand the research's overall applicability.

VII. DIRECTION FOR FURTHER RESEARCH

The sector examined within this paper demonstrates a strong regulatory heterogeneity amid European Union and non-EU markets and, therefore, any cross country investigation to consider the flaws or strengths of our presented moderators (resource/institutions) should be confirmed or refuted through a more detailed examination, so as to avoid findings simplification. The experience in similar markets is particularly relevant especially in order to understand the aforementioned dynamics in the context of firms' internationalisation process; this could imply transferability to other markets and contexts. These conclusions raise challenging paths for future research, and will enable us to account for a richer conceptualisation of the export process. If our rationalisation and industry relevance is confirmed within other contextual settings, regardless of their nuanced terminology, this may offer us the capacity to assimilate and outpace flows that have been previously mapped in scholarly studies and finally, it could provide further supplementary insights.

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