



TOURISM MARKETING AND MANAGEMENT CHALLENGES IN SUSTAINING THE APPEAL OF BINONDO RESTAURANTS: PERSPECTIVES OF RESTAURANT OWNERS AND MANAGERS

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ABSTRACT

This study examined the tourism marketing and management challenges encountered by restaurant owners and managers in sustaining the appeal of restaurants in Binondo, Manila, a historic food tourism destination. The research was conducted from February 2025 to January 2026 and analyzed responses from 101 owners, managers, heads, and supervisors of various restaurants in the area. The study pursued two objectives: to describe the demographic profile of respondents, and to assess the challenges they face in terms of cultural, historical, commercial, and service quality dimensions. A structured survey questionnaire using a five-point Likert scale served as the main instrument, and descriptive statistics such as frequency, percentage, mean, and standard deviation were employed in analyzing the data. Results showed that respondents were mostly young to mid-career individuals who actively manage their establishments. Findings revealed that all four dimensions were perceived as highly evident challenges, with service quality and cultural concerns emerging as the most prominent issues affecting the sustainability of Binondo restaurants. Guided by the Destination Competitiveness and Sustainability Model, the study concludes that sustaining Binondo's tourism appeal requires the effective management of its cultural and historical assets, supported by competitive business practices, destination management, and continuous service quality improvement.

Keywords: *Binondo restaurants, tourism appeal, cultural challenges, service quality, destination competitiveness.*

INTRODUCTION

Binondo, Manila, recognized as the oldest Chinatown in the world – serves not only as a cultural and economic hub but also as a dynamic food tourism destination where restaurants play a central role in shaping visitor experiences. As tourism continues to evolve, understanding who manages these establishments and what challenges they encounter has become essential in examining how Binondo sustains its long-standing appeal to both local and international tourists. In this context, the present study aims to determine the demographic profile of restaurant owners and/or managers in Binondo, Manila, and to assess the cultural, historical, commercial, and service quality challenges they face in sustaining the tourism appeal of their restaurants.

Binondo is home to museums that celebrate Sino-Philippine heritage, showcasing the historical contributions of the Chinese community from 1850 to 1950. The area has also undergone transformation due to recent migrations from mainland China, influencing its cultural landscape and local identity (Guéguen, 2022). The preservation and transmission of Chinese traditional music in Binondo further highlight its role in cultural exchange, functioning as a bridge between generations and strengthening community bonds among Chinese Filipinos (Bai, 2022).

Moreover, the district's contemporary identity reflects complex layers of ethnicity and perception shaped by the dual construction of identity among new migrants and third-generation Chinese Filipinos (Yap, 2018). Literature also portrays Binondo as a site of ethnic anxieties and socio-political tensions, particularly amid modernization and globalization pressures that challenge its heritage and community cohesion (Tope, 2022). These contextual dynamics underscore the need to understand the operational realities and management challenges faced by restaurants that contribute to Binondo's standing as a unique heritage tourism destination.

Restaurants in Binondo, Manila, reflect a rich culinary heritage influenced by various cultures, particularly Chinese and Filipino. The dining scene is characterized by a blend of traditional and modern food offerings, catering to diverse consumer preferences. The trend of eating out has significantly increased among Filipino households, with many opting for food away from home (FAFH) due to improved purchasing power and changing lifestyles (Chakraborty et al., 2016; Rufino, 2015). This shift indicates a growing demand for diverse dining options, including fast food and traditional eateries, which are prevalent in Binondo. Binondo's restaurants showcase a fusion of culinary traditions, where Filipino tastes are adapted from Chinese and Spanish cuisines, creating a unique dining experience that resonates with local identity (Bullinger et al., 2012). The presence of cultural institutions, such as museums, further emphasizes the historical significance of the area and its culinary offerings (Guéguen, 2022). While the vibrant restaurant scene in Binondo thrives on innovation and cultural heritage, it also faces challenges such as competition from modern dining establishments and the need to maintain authenticity amidst globalizations.

Cultural Challenges

Cultural challenges in restaurants revolve around the preservation and presentation of cultural identity, food heritage, and authenticity, particularly within the context of tourism marketing and restaurant management. As gastronomy tourism grows, the need for authentic culinary experiences that reflect local culture becomes paramount.

Authenticity is crucial for attracting tourists who seek genuine experiences, moving away from chain establishments to local offerings (Kaufman, 2018). Restaurants must balance traditional culinary practices with the evolving tastes of global travelers, ensuring that local flavors are preserved while still appealing to a broader audience (Putri & Wijoyo, 2023).

Integrating storytelling into dining experiences enhances tourist engagement, providing a narrative that connects food to local culture and history. This approach not only enriches the dining experience but also fosters a sense of place attachment and supports local economies (Garcês, 2024).

Over commercialization and cultural appropriation threaten the authenticity of local cuisines, leading to a dilution of cultural identity. Restaurants face logistical challenges, such as supply chain issues and inadequate infrastructure, which can hinder the preservation of food heritage (Zoirova, 2023).

While the emphasis on cultural authenticity and heritage in gastronomy tourism is vital, it is also essential to recognize the potential for cultural homogenization. As global influences permeate local cuisines, the challenge lies in maintaining a unique cultural identity amidst these changes.

Historical Challenges

The heritage district of Binondo faces significant challenges in maintaining its historical identity while adapting to modern demands, particularly in the restaurant sector. The balance between preserving cultural heritage and catering to tourism is complex, as restaurants must navigate the dual pressures of historical authenticity and contemporary consumer expectations.

The conflict between heritage preservation and commercialization is prominent, as restaurants often prioritize profit over conservation, leading to a diluted historical narrative (Nasser, 2003). Adaptive reuse of historical buildings for restaurant purposes can preserve architectural integrity while providing modern amenities, creating a unique tourist experience (Lukashevych, 2025).

Effective heritage management requires collaboration among various stakeholders, including government, businesses, and the community, to ensure that tourism development does not compromise historical values. Clear roles and

responsibilities among stakeholders are essential to mitigate the risks of overexploitation and mismanagement of heritage sites (Nguyen et al., 2025).

Restaurants play a crucial role in representing culinary heritage, acting as cultural ambassadors that reflect local traditions and history. The challenge lies in ensuring that these establishments authentically convey the cultural narratives of the area while remaining economically viable (Beriss, 2025).

Conversely, some argue that the commercialization of heritage can lead to a richer cultural tapestry, where diverse interpretations of history foster innovation and engagement among tourists. This perspective suggests that a dynamic approach to heritage can coexist with traditional values, potentially enriching the overall cultural experience.

Commercial Challenges

The commercial challenges faced by the tourism industry, including costs, competition, infrastructure limitations, and the business environment, significantly impact on its sustained appeal to tourists. These challenges are multifaceted and require strategic management to ensure long-term viability and attractiveness of destinations. Rising operational costs, including labor and resource expenses, strain tourism businesses (Arica, 2021). Tour operators must navigate fluctuating market demands and pricing pressures, which can affect profitability (Lohmann & Bergner, 2013).

The tourism sector is increasingly competitive, with destinations vying for the same tourist demographics (Burne et al., 2022). Innovative marketing strategies are essential to differentiate offerings and attract visitors (Fyall & Leask, 2006).

Inadequate infrastructure, such as transportation and accommodation, hampers tourist access and experience ("Exploring the hurdles of albanian touris...", 2023). Investment in sustainable infrastructure is crucial for enhancing the overall appeal of destinations (Arica, 2021).

Regulatory constraints can limit operational flexibility for tourism businesses, impacting their ability to adapt to market changes (Lohmann & Bergner, 2013). Collaboration among stakeholders is necessary to address these regulatory challenges and promote sustainable practices (Arica, 2021).

Conversely, some argue that despite these challenges, the tourism industry can thrive through innovation and adaptability. By leveraging technology and sustainable practices, businesses can enhance their resilience and appeal, potentially overcoming the obstacles presented by costs and competition.

Service Quality Challenges

Service quality is a pivotal element in restaurant management, significantly influencing tourist satisfaction and their likelihood of returning. High service quality not only enhances the dining experience but also fosters loyalty and positive word-of-mouth, which are crucial for tourism marketing.

Quality service directly correlates with tourist satisfaction, as it meets or exceeds customer expectations (Khan et al., 2025; Tauoatsoala et al., 2015). Satisfied tourists are more likely to return and recommend the restaurant, enhancing its reputation and customer base (Amissah et al., 2022; Zhou, 2023).

Variability in service quality can arise from staff training and management practices, leading to inconsistent customer experiences (Tauoatsoala et al., 2015). In emerging economies, competition and resource limitations can hinder the ability to maintain high service standards (Amissah et al., 2022).

Continuous training programs can enhance service delivery, ensuring staff are equipped to meet customer needs effectively (Zhou, 2023). Implementing robust feedback systems allows restaurants to adapt and improve service quality based on customer insights (Park & Jeong, 2019).

While the focus on service quality is essential, it is also important to recognize that other factors, such as pricing and food quality, play significant roles in overall tourist satisfaction and should not be overlooked in strategic planning.

Destination Competitiveness and Sustainability Model (Ritchie & Crouch, 2003)

This study is anchored on the Destination Competitiveness and Sustainability Model by Ritchie and Crouch (2003), which posits that a destination's long-term appeal depends on the effective management of its core resources and supporting factors. In the context of Binondo as a food tourism destination, its core strengths—cultural identity, historical heritage, and distinctive Chinese Filipino cuisine—serve as primary drivers of tourist interest. However, the model emphasizes that these core resources must be complemented by strong supporting elements such as quality service, competitive business practices, marketing effectiveness, and operational efficiency. The challenges identified in this study align with the model's dimensions, revealing that restaurant owners and managers face cultural pressures to maintain authenticity, historical constraints related to heritage compliance, commercial difficulties stemming from competition and operational costs, and service quality demands driven by tourist expectations. Thus, the model supports the argument that sustaining Binondo's tourist appeal requires balanced management across cultural, historical, commercial, and service-related domains to remain competitive and sustainable.

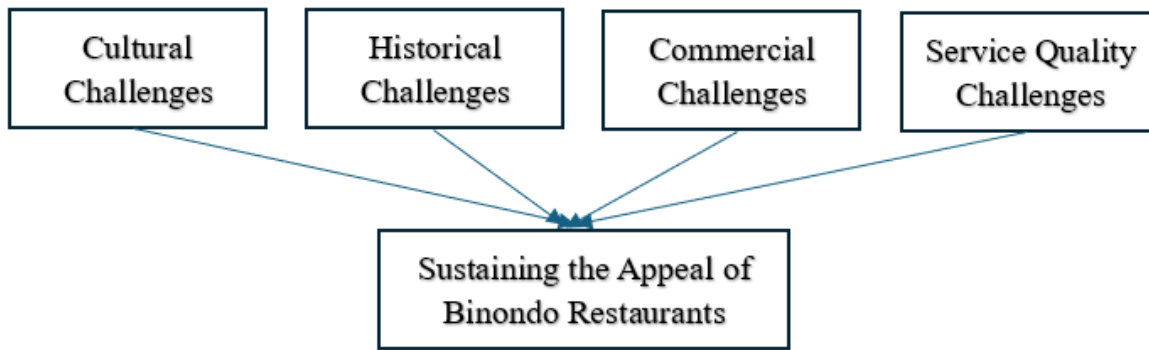


Figure 1. Conceptual Framework of Tourism Marketing and Management Challenges Affecting the Appeal of Binondo Restaurants

Research Objectives

This study aimed to examine the tourism marketing and management challenges encountered by restaurant owners and managers in sustaining the appeal of restaurants in Binondo, Manila. Specifically, the study sought to:

1. Describe the demographic profile of restaurant owners and managers in Binondo, Manila.
2. Assess the tourism marketing and management challenges encountered by restaurant owners and managers in terms of:
 - 2.1 Cultural Challenges;
 - 2.2 Historical Challenges;
 - 2.3 Commercial Challenges; and
 - 2.4 Service Quality Challenges.

METHODOLOGY

This study employed a descriptive quantitative research design to examine the tourism marketing and management challenges encountered by restaurant owners and managers in sustaining the appeal of restaurants in Binondo, Manila. The descriptive approach was deemed appropriate as it allowed the researcher to systematically describe and assess the perceived challenges across cultural, historical, commercial, and service quality dimensions without establishing causal relationships among variables.

The study utilized a total of 101 respondents consisting of restaurant owners, managers, supervisors, and department heads from selected restaurants in Binondo, Manila. Respondents were selected using purposive sampling, wherein only individuals directly involved in restaurant management and decision-making processes were included in the study. The sample size reflects the number of qualified respondents who

met the inclusion criteria and were available during the data-gathering period. Given the limited population of managerial personnel within the district, the sample was considered adequate for generating meaningful descriptive insights regarding the challenges encountered in sustaining the tourist appeal of Binondo restaurants.

The study utilized a structured survey questionnaire adapted from an unpublished research instrument focusing on tourism marketing and management challenges in restaurant operations. The instrument consisted of two sections. The first section gathered the demographic profile of the respondents, including age, sex, marital status, educational attainment, position in the restaurant, and years of experience. The second section measured the perceived challenges encountered by restaurant owners and managers in four dimensions: cultural challenges, historical challenges, commercial challenges, and service quality challenges. Responses were measured using a five-point Likert scale, where 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree. Higher mean scores indicated greater perceived challenges in sustaining the tourism appeal of restaurants in Binondo.

Prior to the conduct of the study, the questionnaire underwent pilot testing with 30 respondents who shared characteristics like those of the target population. The pilot test facilitated the refinement of several items based on reliability assessment and respondent feedback, resulting in improvements to the clarity and suitability of the instrument before its final administration.

The data was analyzed using descriptive statistical tools. Frequency and percentage distributions were used to describe the demographic profile of the respondents, while weighted mean and standard deviation were employed to determine the level of tourism marketing and management challenges experienced by restaurant owners and managers across the identified dimensions.

The raw data used in this study were adapted from unpublished research involving restaurant owners and managers in Binondo, Manila. Formal permission was obtained from the original researchers to use and adapt the dataset, which consisted of demographic information and Likert-scale responses. All analyses, interpretations, tables, and discussions were conducted independently by the present researcher.

RESULTS AND DISCUSSION

Table 1 presents the demographic profile of the respondents. Most restaurant owners and managers were between 31–40 years old (47.52%), followed by those aged 21–30 years old (36.61%), indicating that the restaurant industry in Binondo is largely led by young to mid-career professionals. Slightly more than half of the respondents were male (53.47%), while 45.54% were female. In terms of marital status, respondents were almost equally distributed between single (48.51%) and married (47.52%). Most respondents reported being undergraduate (60.40%), while 33.66% had earned a bachelor's degree. A significant majority (90.10%) identified themselves as both owner

and manager, reflecting the hands-on management style common among restaurants in Binondo. In terms of industry experience, more than half (50.50%) had been involved in the restaurant business for 6–10 years, while 45.54% had 1–5 years of experience.

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Age	21–30 Years Old	39	36.61
	31–40 Years Old	48	47.52
	41–50 Years Old	13	12.87
	51–60 Years Old	1	0.99
Gender	Male	54	53.47
	Female	46	45.54
	Prefer not to Say	1	0.99
Marital Status	Single	49	48.51
	Married	48	47.52
	Separated	2	1.98
	Widowed	2	1.98
Educational Attainment	Undergraduate	61	60.40
	Bachelor's Degree	34	33.66
	High School or Below	5	4.95
	Other	1	0.99
Role in the Restaurant	Owner	4	3.96
	Manager and/or	6	5.94
	Supervisor		
	Both Owner and Manager	91	90.10
Years in Restaurant Business	1–5 Years	46	45.54
	6–10 Years	51	50.50
	11–15 Years	4	3.96

Overall, the findings depict a predominantly young, educated, and actively involved group of owner-managers who play a direct role in the daily operations and strategic direction of their establishments. These characteristics suggest that the responses reflect the perspectives of individuals who are closely engaged in addressing the operational and managerial challenges associated with sustaining Binondo's tourism appeal.

Table 2. Level of Specific Cultural Challenges

Cultural Challenges	Mean	Standard Deviation	Verbal Interpretation
It is challenging to keep traditional Chinese Filipino food authentic while also appealing to tourists with different tastes.	4.97	0.17	Strongly Agree

Blending modern food trends with cultural traditions takes constant effort and investment.	4.87	0.34	Strongly Agree
It is getting harder to stand out in Binondo because of the growing number of cultural restaurants.	4.90	0.33	Strongly Agree
Tourists want a full cultural dining experience, which requires extra effort in décor, storytelling, and service.	4.81	0.39	Strongly Agree
Some customers have raised concerns about cultural insensitivity in the service or food preparation.	4.67	0.51	Strongly Agree
Grand Mean	4.84	0.35	Strongly Agree

The results reveal that restaurant owners and managers strongly agree that cultural factors pose significant challenges in sustaining tourist appeal in Binondo. The highest mean ($M = 4.97$) concerns the difficulty of balancing authenticity with diverse tourist preferences. The lowest yet still strong challenge ($M = 4.67$) relates to concerns over cultural insensitivity. Overall, the grand mean of 4.84 indicates a consistently high level of agreement across all cultural challenge indicators.

Table 3. Level of Specific Historical Challenges

Historical Challenges	Mean	Standard Deviation	Verbal Interpretation
Binondo's history draws tourists, but keeping traditional elements in restaurant branding and design is expensive.	4.83	0.38	Strongly Agree
Government rules and heritage laws limit restaurant changes, affecting business flexibility.	4.66	0.50	Strongly Agree
Tourists want historical stories with their meals, but training staff to share them takes extra resources.	4.78	0.48	Strongly Agree
Keeping old restaurant designs while ensuring they function well with modern needs is challenging.	4.85	0.38	Strongly Agree

Joining local cultural tourism efforts increases visibility but requires more investment and time.	4.69	0.46	Strongly Agree
Grand Mean	4.76	0.44	Strongly Agree

The findings show a grand mean of 4.76, indicating that respondents strongly agree that historical factors pose significant challenges in sustaining the tourist appeal of their restaurants. The highest-rated item ($M = 4.85$) highlights that maintaining old restaurant designs while ensuring they meet modern operational needs is particularly difficult. Respondents also strongly agree that preserving traditional design and branding elements is costly ($M = 4.83$), showing the financial burden of aligning with Binondo's heritage identity.

Additionally, the need to share historical stories with tourists ($M = 4.78$) and the limitations imposed by heritage laws ($M = 4.66$) further illustrate how historical expectations and regulations impact restaurant management. Participation in cultural tourism initiatives, though beneficial, requires additional investment ($M = 4.69$).

Overall, the results demonstrate that historical factors present consistently high challenges, reinforcing their effect on restaurants' efforts to maintain Binondo's tourism appeal.

Table 4. Level of Specific Commercial Challenges

Commercial Challenges	Mean	Standard Deviation	Verbal Interpretation
The strong competition in Binondo makes it hard to stand out and draw steady tourist traffic.	4.86	0.35	Strongly Agree
Balancing operational costs with affordable prices for both tourists and locals is a big challenge.	4.88	0.33	Strongly Agree
Good digital marketing and social media are key to attracting tourists, but they need expertise and constant updates.	4.83	0.40	Strongly Agree
Seasonal changes in tourist numbers have a big impact on restaurant revenue and profits.	4.73	0.47	Strongly Agree

The restaurant has difficulty hiring and keeping qualified staff.	4.74	0.46	Strongly Agree
Grand Mean	4.81	0.40	Strongly Agree

Table 4 presents the level of commercial challenges faced by restaurant owners and managers in Binondo, which seeks to assess the different challenges affecting the sustainability of tourist appeal. The results reflect a grand mean of 4.81, showing that respondents strongly agree that commercial factors present substantial difficulties.

The highest-rated item ($M = 4.88$) indicates that balancing operational costs with maintaining prices affordable for both tourists and locals is the most pressing issue. This demonstrates how financial demands and market expectations create constant strain on restaurant management.

Similarly, the strong agreement regarding competition ($M = 4.86$) shows that the saturated food environment in Binondo heightens the struggle to attract steady tourist traffic. Respondents also emphasized the importance of digital marketing ($M = 4.83$), noting that while essential, it requires continuous skills and updates—adding to operational complexity. Seasonal variations in tourist arrivals ($M = 4.73$) and difficulty in hiring and retaining qualified staff ($M = 4.74$) further contribute to business instability.

Overall, the data indicate that commercial pressures significantly impact restaurants' efforts to sustain and enhance their tourist appeal, reinforcing the relevance of the commercial dimension in the broader context of tourism marketing and management challenges.

Table 5. Level of Specific Service Quality Challenges

Service Quality Challenges	Mean	Standard Deviation	Verbal Interpretation
Meeting tourists' high expectations for food, service, and cleanliness is getting harder.	4.87	0.34	Strongly Agree
Hiring and keeping skilled staff who provide great customer service is still a challenge.	4.81	0.39	Strongly Agree
Maintaining consistent food and service quality during busy tourist seasons is tough.	4.88	0.33	Strongly Agree

Offering multilingual menus and staff support for international tourists adds operational challenges.	4.83	0.40	Strongly Agree
Handling customer complaints and keeping good online ratings is important but difficult because of social media reviews.	4.95	0.22	Strongly Agree
Grand Mean	4.87	0.34	Strongly Agree

Table 5 presents the level of service quality challenges experienced by restaurant owners and managers in Binondo, which focuses on identifying the challenges that affect the sustainability of tourist appeal. With a grand mean of 4.87, the results show that respondents strongly agree that service quality concerns form a critical component of the difficulties they encounter.

The highest-rated item ($M = 4.95$) reflects that managing customer complaints and maintaining strong online ratings is increasingly challenging due to the influence of social media reviews. This highlights how digital platforms significantly shape tourist perceptions and restaurant reputations. Similarly, maintaining consistent food and service quality during peak tourist seasons ($M = 4.88$) also emerged as a major challenge, emphasizing the strain on operations during high-demand periods.

Respondents reported strong agreement that meeting tourists' high expectations for food, cleanliness, and service ($M = 4.87$) is becoming more difficult, which further demonstrates the pressure tourist standards impose on daily operations. Challenges related to hiring and retaining skilled service staff ($M = 4.81$) and providing multilingual menus and communication support ($M = 4.83$) also contribute to operational complexity.

Overall, the results show that service quality issues are among the most significant challenges faced by restaurants, reinforcing their crucial role in sustaining Binondo's tourism appeal and completing the four-dimensional assessment outlined in the objectives.

Across the four dimensions, service quality challenges obtained the highest grand mean ($M = 4.87$), followed by cultural challenges ($M = 4.84$), commercial challenges ($M = 4.81$), and historical challenges ($M = 4.76$). While all dimensions were perceived as highly evident, the findings suggest that service quality and cultural authenticity are the most prominent concern among restaurant owners and managers in sustaining the appeal of Binondo restaurants. The findings further reinforce the Destination Competitiveness and Sustainability Model (Ritchie & Crouch, 2003), suggesting that the sustainability of Binondo as a food tourism destination depends not only on its cultural and historical assets but also on the ability of restaurant operators to maintain competitive business practices and high-quality service experiences.

Conclusions

The study revealed that restaurant owners and managers in Binondo perceive tourism marketing and management challenges as highly evident in sustaining the appeal of their establishments. Among the four dimensions examined, service quality and cultural challenges emerged as the most prominent concerns, highlighting the importance of maintaining consistent service standards while preserving the authenticity of the Binondo dining experience. Commercial challenges related to competition, operational costs, staffing, and marketing, as well as historical challenges associated with heritage preservation and adaptation to modern business requirements, were likewise perceived as significant factors affecting restaurant operations.

Overall, the findings suggest that sustaining the appeal of Binondo restaurants requires continuous efforts to balance cultural authenticity, heritage preservation, business competitiveness, and service excellence. As a recognized food tourism destination, Binondo's long-term attractiveness depends largely on the ability of restaurant operators to maintain service excellence while preserving the cultural authenticity that distinguishes the district from other dining destinations.

Managerial Implications

The results emphasize the need for restaurant owners and managers in Binondo to adopt strategic and adaptive measures to sustain their tourism appeal. Managers should invest in culturally sensitive training, reinforce branding that highlights authenticity, and creatively integrate heritage elements into the dining experience. Strengthening commercial operations through improved digital marketing, effective cost management, and better staff recruitment and retention will help restaurants remain competitive. Equally important is elevating service quality by ensuring consistent performance, providing multilingual support, and managing online reviews proactively. Local government units and tourism stakeholders may likewise support restaurants through heritage promotion initiatives, destination marketing programs, and capacity-building activities aimed at strengthening service quality and cultural preservation. Collectively, these actions can enhance tourist satisfaction, reinforce the district's food tourism identity, and support long-term business sustainability.

Limitations of the Study

This study is limited to the perceptions of restaurant owners and managers in Binondo, Manila. The findings do not reflect the perspectives of tourists or customers, whose experiences may differ from those of restaurant operators.

Future Research Directions

Future research may explore the specific strategies restaurant owners and managers employ to address the identified challenges, particularly in relation to cultural preservation, heritage integration, commercial competitiveness, and service quality.

enhancement. Qualitative approaches such as interviews or case studies would provide deeper insights into managerial decision-making, innovation, and adaptation. Comparative studies between Binondo and other heritage food districts may also reveal patterns and best practices. Future studies may examine tourists' perceptions of authenticity, heritage experience, service quality, and revisit intention to determine whether visitor experiences correspond with the challenges perceived by restaurant owners and managers

Compliance with Ethical Standards

Ethical standards were observed by ensuring the responsible use of secondary data, maintaining respondent confidentiality, and safeguarding all information from unauthorized disclosure. No identifying information was included in the analysis or reporting of findings. The author also acknowledges the use of artificial intelligence (AI)-assisted tools, including ChatGPT, SciSpace, Google Scholar, and QuillBot, to support literature searching, language refinement, grammar checking, paraphrasing, and academic writing enhancement. These tools were utilized solely as research and writing aids, while all critical analysis, interpretation of findings, conclusions, and final manuscript decisions remained the responsibility of the author.

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