

## **Understanding and Overcoming the Limitations to Strategy Execution in Hotels within the Small and Medium Enterprises Sector**

### **Abstract**

This paper underscores the challenges and significance of strategy formulation and execution, especially in the Small and Medium Enterprises (SMEs) hospitality sector. Despite decades of research and professional scrutiny, strategy implementation remains daunting in strategic management. The research is paramount to small hotels, especially in a rapidly changing and pandemic-stricken environment and the broader tourism sector. It equips managers in the hospitality and tourism sectors with insights to navigate implementation challenges and adopt innovative methods to bridge the gap between strategy formulation and its successful execution. The research findings, aimed at enhancing decision-making, productivity, and competitive edge, will benefit various stakeholders, including organizational managers, academic scholars, policymakers, regulators, and the general public. These findings will be disseminated through academic and professional channels to serve the public interest and contribute substantially to existing knowledge. Notably, while this study provides valuable insights, it does present limitations, mainly its focus on top management and its restricted observational scope due to the pandemic. Future research might consider broadening the participant pool and studying larger hotels across different regions to enhance generalizability.

**Keywords:** Strategy, SME, hospitality, strategic management, pandemic implications, tourism, decision-making, productivity, competitive advantage, policymakers.

## Introduction

The strategy and policy formulation process safeguard against hasty and erroneous decision-making. Strategy is essential, and execution is critical. Once we have a strategy, the big challenge is execution, and if we cannot execute our strategy, then we may not have a strategy (Dee, 2014). The formulation and execution or implementation of strategy are both central parts of a strategic planning process. In an ideal world, managers could formulate a long-term strategy, methodically implement it, and sustain the resulting competitive advantage (Sull, 2007). Unfortunately, this is not the case.

Organizations spend much time and funds planning strategies, but leaders successfully implement very little. Merkus et al. (2019) agree with this assertion, stating that there is often a gap between the planned strategy to be executed and the actual implementation. Twase et al. (2019) also support this notion that, far too often, firms develop grand plans for strategic change but experience a shortfall in execution once teams walk out of the boardroom. Vernizzi et al. (2019) further state that although researchers and professionals have been investigating the significance and operational significance of strategy execution for decades, strategy implementation continues to be considered one of the most significant challenges in strategic management.

The business setting of hotels is a dynamic one. It may be a revised law, technological changes, or new Customer and stakeholder demands. Hotels often find themselves in changing settings and need to respond to the change consequently. The response can bring about a modification or change of strategy. This modification or change of plan is significant because it helps retain or gain a competitive advantage in a continually changing business atmosphere. Strategy formulation and successful implementation have some objectives, including increased

competitive edge and higher organizational performance (Twase & Tabesh, 2020). However, strategy formulation's biggest challenge is the phase after planning, the successful implementation of the strategy. Therefore, the researchers' interest stems from the understanding that effective strategy implementation is a critical component of organizational success and a potential source of competitive advantage (Twase & Tabesh, 2020). The researchers' further interest lies in the results that the failure rate found in scientific studies for strategy execution ranges from as low as 7% to as high as 90%, with an average of about 50% (Candido & Santos, 2015).

The overall goal is to conduct a study to identify and understand factors limiting strategy implementation success in small hotels and recommend remedies. The study aims to pinpoint small hotels' challenges when executing their strategies. Recognizing these issues can elucidate why strategies fail, which will aid in proposing solutions that could boost competitive advantage. Additionally, the study seeks to comprehend the relationships between various factors influencing strategy implementation in small hotels, identify new areas and challenges for subsequent research, and expand upon or introduce new questions.

To understand and overcome limitations to strategy execution in hotels within the SME sector, two questions are explored: - which factors influence strategy execution, and how can gaps between strategy formulation and implementation in SME sector hotels be bridged? This study aims to comprehend the limitations of strategy execution and the impacts of these limitations, with a specific focus on hotels within the small and medium enterprises (SME) sector. Hotels are emphasized because they are one of the fastest-growing segments of the tourism industry, boasting 700,000 rooms worldwide and contributing \$3.41 trillion to the global economy (IBISWorld, 2021). Moreover, attention is directed towards hotels in the SME sector

due to SMEs' significant role in economic growth. These enterprises are pivotal in fostering economic development by generating employment opportunities for a growing rural and urban workforce and promoting sustainability and innovation.

### **Literature Review**

The key themes in the literature related to this topic are strategy planning or formulation, strategy implementation, and strategy evaluation or control. These three elements fit together in that they happen in sequence. A strategy is formed, implemented, and then evaluated.

Strategy formulation has to do with the mechanisms used by the firm in formulating its strategy. As the name implies, strategy formulation topics deal with articulating a strategy or forming a strategy (Koseoglu et al., 2020). According to Mintzberg and Waters (1985), strategy formulation is developing the strategy where we are now. Where do we want to be? It includes internal and external analysis of the organization and the industry, the definition of objectives, planning, and decision-making involved in developing an organization's strategic goals and plans. Strategy formulation has also been shown to effectively coordinate organizational efforts and decentralize decision-making (Jarzabkowski & Balogun, 2009).

On the other hand, many authors have also defined strategy implementation differently. For instance, Barrick et al. (2015) define strategy implementation as the top management team members' willingness to specify and pursue strategic objectives. Noble (1999) described strategy implementation as the communication, interpretation, adoption, and enactment of strategic plans. Therefore, the conservative strategic planning method is that organizational management treats formulation and implementation in a sequence (the strategy is formulated and executed).

Another critical consideration for managers is measuring and evaluating performance during and after strategy implementation (Altin et al., 2018). Evaluation estimates the variation

between an organization's actual and standard performance. Strategy evaluation carries tremendous importance for processing feedback and developing timely and appropriate responses to the implementation process. It further lets organizations know how much a strategy can achieve its objectives.

This background is essential because the concepts are interconnected. In the conventional approach to strategic management, managers treat formulation, implementation, and evaluation in a sequence. Formulation of a consistent strategy is a challenging job for every organization. Still, effective implementation will likely bring the intended benefits (Koseoglu et al., 2019). Besides, of the three separate but interconnected processes that make up strategic management (strategy planning, strategy implementation, and strategy evaluation), research companies show that strategy implementation is the most important and most underestimated (Misankova & Kocisova, 2014).

Researchers have carried out prior work on strategy formulation and implementation in various contexts (business organizations, government agencies, hierarchies, geographies, sizes, and languages). Examples include the public sector (Olivier & Schwella, 2017), electricity distribution companies in Iran (Nazemi et al., 2015), Italian mid-sized companies (Vernizzi et al., 2019), Latin American companies (Brenes et al., 2007), and more specifically, the hospitality and tourism industry (Koseoglu et al., 2020).

The hotel industry, especially within the SME sector, faces distinct challenges in strategy execution. Delving into related literature, Olaniyi et al. (2023) highlight the significance of enterprise risk management in the contemporary business milieu, emphasizing the need for effective risk navigation strategies in the face of potential adversities (Olaniyi & Olaniyi, 2023). These insights are critical for hoteliers to ensure strategy execution aligns with an ever-changing

risk landscape. Furthermore, in this era of rapid technological advancement, Big Data Analytics and Business Intelligence are emerging as paramount tools. Olaniyi et al. (2023) underscore their utility in fostering improved decision-making, notably within top-tier companies (Olaniyi et al., 2023). Such decision-making tools can be instrumental for hotels to evaluate and recalibrate strategies in real time.

Another relevant perspective is the advancement of data-driven decision-making in urban settings, with Olaniyi et al. highlighting the role of Big Data Analytics in optimizing operations within smart cities (Olaniyi & Omubo, 2023; Olagbaju et al., 2023). By extension, hotels in urban locales can benefit from integrating such data-centric approaches to enhance operational efficiency and guest satisfaction. Interestingly, while several references touch upon diverse topics ranging from education (Olaniyi, 2022) to technological landscapes (Olaniyi et al., 2023), their underlying themes of adaptability, innovation, and data reliance are universally applicable. Thus, for hotels within the SME bracket, the literature points towards an integrated approach that amalgamates risk management, data-driven insights, and continuous adaptability to execute strategies in a dynamic environment effectively.

### **Context**

Context envelops and completes the whole. Without attention to and inclusion of context, qualitative findings are like a fine painting without a frame (Patton, 2015). This research study was conducted on a small hotel, a member of a group of hotels in the mid-west United States. The hotel is strategically located in an urban area close to the airport. It has fifteen employees of different nationalities, 110 rooms, and two suites on four floors, and has 3.9 out of 5 ratings (Marriot.com). The hotel also houses offices for employees, a coffee shop, a restaurant, a

swimming pool, a gymnasium, and several conference rooms. It provides paid lodging on a short-term basis.

Relationships and roles within the context are essential in gathering the data needed for this study. In this study, the role taken was that of a spectator or non-participant observer, representing an outsider perspective (the etic approach). The etic approach involves "standing far enough away from or outside of a particular culture to see its separate events, primarily about their similarities and their differences, compared to events in other cultures" (Patton, 2015, p. 509). During observations and interviews with research participants, frank discussions about experiences and perceptions of strategy formulation and implementation in the organization were held. This outsider position was expected to facilitate connections with participants, especially since confidentiality and anonymous reporting were assured. Nonetheless, the results of the etic approach could be misinterpreted and appear overly descriptive.

### **Methods**

The underlying reason for this qualitative research is to gain a richly detailed understanding of why there is a gap between strategy on paper and in practice, based on first-hand experience. The researchers adopted applied research to understand the nature of strategy execution failures and provide insights into how to bridge the gaps between strategy formulation and execution in hotels in the SME sector. The research adopted a naturalistic inquiry and purposeful sampling approach. As Patton (2015) described, the qualitative design is naturalistic to the extent that the study takes place in real-world settings. The researchers do not attempt to affect, control, or manipulate what is unfolding naturally. In this situation, participants are in their familiar environment where they are comfortable and free to express themselves.

The paradigm for this research is the systems theory. The aim is to understand how and why the hotel functions as it does and how the various units and departments in the hotel (front office, housekeeping, food and beverage, engineering and maintenance, accounts and credits, security, human resources department, sales and marketing, purchase, and information technology) function. The study seeks to comprehend departmental boundaries and interrelationships and how the teams and departments interconnect in formulating and implementing the hotel's strategies. The study also adopted a pragmatic approach. Pragmatism seeks practical and valuable answers to solve problems concretely (Patton, 2015). For instance, the intent is to use the qualitative data collected and analyzed to interpret and identify solutions for hotels that bridge the gaps between formulating and implementing their strategies. Pragmatism utilizes qualitative inquiry to understand or test theory and improve the world (Patton, 2015).

### **Positionality**

The role of researchers in this study mandates a rigorous self-assessment of personal values, assumptions, and inherent biases at the study's inception. The concept of positionality underscores how our personal identities and cumulative experiences can shape, and possibly skew, our interpretation of the world around us. The researchers must note that his perspectives are not absolute and are subject to influences from his positional standpoint. Patton (2015, p. 381) elucidates this notion: "Reflexivity prompts the qualitative researchers to self-observe, being keenly aware of the cultural, political, social, linguistic, and ideological roots of one's viewpoint and voice. This contrasts and often clashes with the perspectives and voices of those engaged during fieldwork." While every effort has been made to uphold objectivity, it is acknowledged that the researchers's innate biases might color both the perception and

interpretation of the gathered data. A conscious commitment has been made to be receptive to diverse perspectives, prioritizing the experiences of study participants over personal experience. In this study, the role of researchers mandates a rigorous self-assessment of personal values, assumptions, and inherent biases at the outset. The concept of positionality underscores how personal identities and cumulative experiences can shape and possibly skew one's interpretation of the world. Researchers must acknowledge that their perspectives are not absolute and can be influenced by their positional standpoints. Patton (2015, p. 381) elucidates this notion:

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### **Research Participants**

In selecting participants for the study, a purposeful sampling strategy and a single significant case approach were adopted, focusing on experiences in one hotel due to the unique expertise of participants in their respective fields. Patton (2015) defines purposeful sampling as the strategic selection of information-rich cases for examination that inherently and substantively shed light on the inquiry question. Investigating information-rich cases provides a deep understanding of the phenomenon, offering insights into the questions being examined (Patton, 2015). Participants in the study consisted of purposefully selected employees, two general managers, and an operations director. These participants can describe their experiences as they

pertain to the phenomena under investigation – the implementation of the organization’s strategy.

### **Data Collection**

Qualitative inquiry collects data from in-depth interviews, focus groups, open-ended survey questions, social media postings, direct field observations, and document analysis (Patton, 2015). The researchers collected the study's verbal (interview responses, documents, and field notes) and non-verbal (drawings, photographs, videotapes, and artifacts) data. These data include recorded interviews, the hotel’s vision and mission statement, strategic plan, annual reports, meeting minutes, PR documents, social media posts, field notes, and reflections. Also, the researchers collected the study participants' demographic data and their position in their organization.

The researchers adopted a direct personal experience and engagement approach to collect data. The researchers got very close to the people and the organization and their activities to capture what is happening, seeing what there is to see, and hearing what there is to listen. There was, however, only a little activity to observe, as there was a slowdown in customer activity due to the covid 19 pandemic. “Going into the field means having direct personal contact with the people under study in their environments—getting close to the people and situations being studied to understand the realities and minutiae of daily life personally” (Patton, 2015, p. 55). Patton (2015) further emphasizes that actively participating in the observed participants’ lives means going where the action is, getting one’s hands dirty, participating where possible in actual program activities, and getting to know program staff and participants personally—in other words, getting personally engaged in using all of one’s senses and capacities, including experiencing emotion no less than cognition.

The research used the single significant case approach to study the participants in one hotel. Gathering data consisted of in-depth face-to-face interviews using a semi-structured interview approach that lasted between thirty minutes and one hour, participant observations, and document analysis. By so doing, the researchers gained a richly detailed understanding of the topic based on first-hand experience.

The researchers focused on and took account of what was said and done, how something was spoken or carried out by the participants, taking note that mannerisms can hold answers to questions in themselves. The body language and tone of voice displayed by respondents were vital considerations. The researchers used a more open range of experiences from fewer people (3 participants) within the organization due to the study's limited time (3 weeks).

### **Data Analysis**

After data collection, the data were organized and presented using an analytical framework approach, refined to a single significant case approach for data management and presentation. This approach was selected because, as Patton (2015) described, it assists in managing and mapping data from interviews, fieldwork, observation, and documents. The data were organized based on themes from interview responses and were arranged question by question to highlight critical issues. This method was employed to identify recurring words, themes, and patterns across the data.

When organizing and presenting the data, analysis ensued. Before data analysis, all interviews, observations, documents, journal entries, and field notes were transcribed. A content analysis approach was used in analyzing the data. Patton (2015) describes content analysis as any qualitative data reduction and sense-making effort that takes a volume of qualitative material and

seeks to identify core consistencies and meanings. Integration and triangulation of various data sources, such as interviews, observations, and documents, were done to construct a coherent justification for the themes and ensure credibility. Consistency of findings in the data sources augments confidence in the confirmed patterns and themes (Patton, 2015). Comparisons were consistently made among data derived from different sources. Patton (2015) highlights the importance of comparing data that align or diverge from a pattern or theme and examining alternative explanations, conclusions, and chains of evidence.

## **Results**

In presenting the research outcomes, the study employs an analytical framework based on the interview questions. From the findings, four primary themes emerged:

1. Participants' comprehension of strategy.
2. Considerations for strategy formulation.
3. Considerations for strategy implementation.
4. A comparison between strategy formulation and implementation.

### **The meaning and importance/role of strategy**

Question 1 relates to the participant's understanding of strategy. The research findings reveal participants' understanding of strategy as plans to meet their organization's goals and objectives. Participant 1 (Emma) described strategy as "a plan of how we want the business to operate to achieve our goals and objectives." Participant 2 (Thomas) described strategy as "plans we can put in place to improve the overall productivity and efficiency of the organization." Participant 3 (Dexter) described strategy as "processes, procedures, and policies put in place that are well thought out to push the property best forward to meet my goals as a manager and leadership and organizational goals." Even though these findings show that their understanding

of strategy is limited to plan, Vernizzi et al. (2019) support this understanding, stating that strategy is about designing which development path to take and target to reach. Also, the three participants were of the same view that strategy is essential to a business. Participant 3 stated thus, “The importance of strategy is order. "If there is no proper strategy in place, even the best intentions of managers and leaders can lead to chaos, especially when customers enter the scene. It is essential to have a strategy that ensures order and efficiency. Participant 1 emphasized that a strategy is crucial as it guides business leaders in the right direction.”

### **Factors considered in the formulation of the strategy**

The participants identified internal and external factors as considerations when formulating their strategy. When asked the question, what factors do we consider when developing strategies? Their answers centered around revenue, customer reviews, employee inputs, and competitors' actions. Participant 1, for example, responded, “Revenue, what is going to make us money and has the easiest operational output.” Participant 3, on the other hand, replied, “Customer first. As general manager, I constantly speak with and listen to what my customers say. How was your stay? What do you expect out of this stay? Are they happy or upset with our services? Do they feel like we are not paying enough attention? I listen to what our customers say about us and to us through online reviews, by way of asking, such as what they say about our rates, cleanliness, and breakfast. I also listen to my staff because if they are happy, they will make our customers happy. Always listening for feedback from staff and building policy that works around them is important. Also, what our competitors are doing and how they operate are vital.” Results from several strategic management research (e.g., Nazeni et al. 2015 and Vernizzi et al. 2019) support the results from this research that organizational

leaders need to consider factors from both inside and outside their organizations when formulating their strategies.

### **Factors that affect strategy implementation**

The research findings revealed standard views from all three participants. The research identified funding, communication, employee motivation, buy-in, feedback, and teamwork/collaboration as the primary factors for successful strategy implementation. According to Participant 1, “incentivizing and motivating the employees, making them part of the process enable them to remain focused and work towards achieving our organizational goals.” Participant 2 also stated that “from my experience, several factors determine how successful our strategy implementation can be. A proper definition of employee roles, sufficient funding, teamwork, collaboration, employee buy-in, adequate communication of the plan, and taking feedback from employees and acting on them are all keys to successfully implementing our strategy. Suppose employees provide feedback and their suggestions are ignored. In that case, it takes the steam off them.” For Participant 3, “effective strategy communication is the strongest driving force, breaking down the plan into baby steps so the employees understand it. If your employees understand 100% what your strategy is and they understand the why, you will be a lot more successful if you provide a context and a why a lot of the time.”

Previous research identifies an unclear strategy, poor communication, inadequate funding, resistance to change, and lack of teamwork as significant barriers to strategy execution (Koseoglu et al., 2019). Also, Engert & Baumgartner (2016) agree that “a strategy cannot be implemented successfully without motivated employees.” (p. 10)

### **Comparison between formulation and Implementation**

Two participants agree that implementation is more critical than strategy formulation from the research findings. According to Participant 1, “Definitely implementation, you can formulate whatever you want and say whatever you want; if it does not get implemented at the end of the day, it does not matter.” Participant 3 also said, “Implementation. It is easy to sit behind the desk and say this will work, and that will work. It is different from this; now we are in the process of doing it and understanding that your initial planning was not perfect; it needs to be tweaked. While strategy formulation is important, we should talk about these things, and implementation is more important because that allows you to see what works and does not work and fix it. I, as an individual, have been hands-on. I go out there to interact with the customers to see if they like or do not like what we have.” Twase et al. (2018) support this by saying that “in contrast to strategy formulation, strategy implementation takes more cognitive effort and is more emotionally draining and psychologically tasking” (p.3).

Participant 2 is, however, of the opinion that formulation and implementation are equally important. “Formulation and execution are equally important because change must always happen, or we get stuck in the same old routine. If strategies are not formed, there is nothing to execute, and if strategies are formed and not executed, we are still stuck in the same position.”

From the discussion with the research participants, the research found that they understand strategy as a plan to move their hotels toward a specific goal. They also agreed that strategy is essential for order in the organization and to point them in the right direction. Secondly, the participants identified revenue, customer reviews, employee inputs, and competitors' actions when formulating strategies. Thirdly, they identified funding, communication, employee motivation, buy-in, feedback, and teamwork/collaboration as factors

determining their strategies' success. Finally, 2/3 of the participants agreed that implementation is more critical than formulation.

### **Discussion**

Due to the uncertain and dynamic operating business environment in all sectors of the world economy, particularly the hospitality industry, the need to develop initiatives to establish and maintain a competitive advantage and superior performance is the desire of organizational managers. Over the past few years, corporate managers and academics have been involved in debates, and several studies have been carried out on the significance of closing the gaps between formulation and execution of strategy (Sull et al., 2015). This study reveals that practitioners agree with the importance of strategy execution. However, the Economist: Intelligence Unit (2013) points to the fact that managers have articulated their frustration with the effectiveness of the strategy implementation process.

This research explores and attempts to understand the factors necessary to close the gap between the formulation and execution of strategy in small hotels. The results of this research and existing research show that strategy execution can be a challenging endeavor for small hotel managers. Evidence from this study confirms factors indicated by research in small hotels that identified funding, effective communication, employee motivation, employee buy-in, and teamwork as dominant factors necessary for successful strategy implementation. When these findings are applied in practice, it will raise awareness among managers and employees as they plan and implement their strategy to help reduce the overall complexity of the challenging task of implementing strategy.

Participant's understanding of strategy is limited to "plans" to reach their goals. It reveals the need for an enhanced experience of strategy. For instance, Mintzberg and Waters (1985)

described strategy as understanding where we are and knowing where we want to be. They, however, did indicate a good understanding of the role and importance of strategy as pointing them in the right direction and creating order in the work environment. Also, this research agrees with previous research that both internal and external factors are considered in formulating their strategies (Nazeni et al., 2015; Vernizzi et al., 2019). Participants identified revenue, customers' words, employee inputs, and competitor actions as motivating factors in strategy formulation. Further, this research confirmed the results of previous research (Koseoglu et al., 2020) on small hotels, that funding, communication, employee motivation, buy-in and feedback, and teamwork/collaboration are vital factors in strategy implementation. Finally, 2/3 of the research participants recognized implementation as more critical than formulation compared to other researchers, for instance, Koseoglu et al. (2020).

One expectation of the researchers needing to improve in our discussions was the effect of leadership on strategy formulation and implementation; this was probably because the research participants held leadership positions in their organizations. When middle and lower-level managers and other employees are included as participants, the issue of leadership and its effect on strategy will be discussed.

### **Conclusions**

Although researchers and professionals have been investigating the significance and operational implications of strategy execution for decades, strategy implementation continues to be considered one of the most significant challenges in strategic management (Vernizzi et al., 2019). The results of this research will serve the interests and benefit different groups. These groups include practitioners (organizational managers), scholars and researchers (the academic community), policymakers, regulators, family members, and the general public. Strategy

execution poses an immense leadership challenge (Delcher, 2018); therefore, managers in organizations, especially in the hospitality and tourism business, will benefit from the study. They will be able to explore and adopt new and appropriate ways to overcome obstacles to implementing their strategies. According to Sull et al. (2015), academic research has attempted to address strategy implementation for decades. Therefore, this study will also contribute to knowledge in the academic community.

This study will be of immense significance to small hotels. They do business in a progressively active, uncertain, and competitive environment, especially during a pandemic. Therefore, central concerns are developing initiatives to establish and sustain superior productivity and performance, improving decision-making, and enhancing competitive advantage. To gain enhanced productivity and competitive advantage, they must reach their goals. To achieve their goals, they must effectively implement their strategies.

Similarly, this study is of great significance to the tourism industry. Due to the pandemic, the tourism industry has faced challenging and uncertain times. They, therefore, need to understand what the challenges are and how to go about executing their strategies.

At the basic level, research studies serve the public interest. Research is done chiefly to solve societal issues and challenges. "If your research adds an important piece to what the human race knows and understands about the world, then you will, we hope, want to share your findings with a larger audience" (Leedy & Ormrod, 2015, p. 31). The researchers would share these findings with the research participants and their organizations, the academic community, other organizations in the tourism industry, and conferences. Also, he would consider publishing the final report in professional journals where it can be peer-reviewed in addition to open-access journals.

## Consent

The researchers obtained their informed consent once the research participants had been selected. The researchers are responsible for respecting the participants' rights, needs, values, and desires. The researchers anticipated ethical issues such as confidentiality and informed consent in the research process. For this study, the researchers presented an informed consent form to the participants containing vital elements of the research and their participation.

## Limitations and Future Study

The limitations of this study are primarily centered on its exclusive emphasis on top-tier management for data collection. Future research should consider incorporating perspectives from middle and lower-level managers and other staff members for a more comprehensive understanding of the subject. This broader approach could provide richer insights into the topic at hand. Secondly, this research study was conducted in a small hotel. A study of more prominent hotels in different regions in future studies will likely throw more light on the factors that affect strategy formulation and implementation, which can aid the generalizability of the study. Thirdly, due to the Coronavirus pandemic and a lull in business, there was little to observe in the hotel studied. There will likely be more to observe in future research as business picks up.

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