

The Influence of Airline Marketing Strategies on Passenger Satisfaction

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Abstract: In this paper the purpose is to explore the relationship between the marketing mix and passenger satisfaction by analyzing the influence of marketing mix components on Airlines. The study aims to identify which marketing strategies have the greatest impact on passenger satisfaction and how this knowledge can be used to improve the passenger experience. The study also aims to establish a system for identifying factors that contribute to passenger satisfaction for airlines. A group of 100 frequent passengers was randomly selected to participate in the study, there is a response rate of 66.6% and been analyzed the relationship between the proposed model's constructs using structural equation modeling (PLS- SEM). The results indicated that, with the exception of physical evidence, people, and process, the marketing mix had a limited impact on passenger satisfaction. The study also revealed that various factors influenced the marketing mix elements of Airlines, which significantly affected passenger satisfaction.

Keywords: Airline Services, Passenger Satisfaction, Marketing, Marketing Mix.

1 Introduction

Airlines that promote experiences recognize that passengers purchase far more than just services. In order to feel satisfied, they acquire what those offerings will accomplish for them and the feelings they receive by acquiring and devouring these services [1]. Satisfaction refers to the general client mood toward a service provider or an adverse feeling toward the mismatch between what passengers anticipate and what they get in connection to the satisfaction of any necessity, objective, or wish [2]. Today, passengers place a greater emphasis on their satisfaction, and they seek out airlines that can meet their needs. As a result of their service marketing mix, airlines appear to be the best option for these passengers. Most airlines employ a price-cutting strategy, advertising, and promotions to obtain an advantage over their rivals. This technique provides benefits to passengers while airlines' profits drop; consequently, airlines begin to minimize expenses, such as the quality of services and equipment, and hire untrained employees. Passengers are dissatisfied with price reductions, and it is difficult to maintain their loyalty. Some airlines attempt to differentiate themselves by focusing on niche markets rather than price reductions by specializing in specific sorts of services; however, it is difficult to keep passengers returning. Numerous studies have demonstrated that a service's marketing goals have a significant beneficial effect on passenger satisfaction [3-4-5]. Therefore, the purpose of this study is to examine the impact of the service marketing principles (7 Ps) on Airlines passengers' satisfaction.

2 Literature Review

Airline is recognized as an industry that greatly contributes to leisure's pleasure and delight, intercultural dialogue, resource mobilization, and the expansion of a number of other factors [6-7]. The growth of the airline business fosters economic diversification as well as the long-term expansion of the airline sector as a whole [8]. Advertising plays a particularly vital role in airline nowadays [9]. Without advertisements, the airline sector would have been in shambles [10]. Marketing is essential to the airline sector. In addition, marketing facilitates access to practically all segments of the airline sector [11-12]. In reality, for a business to thrive, it should engage in substantial marketing and provide customers with a product that meets their demands [13-14]. It is general knowledge that marketing, and passenger satisfaction are positively correlated [3].

2.1 Marketing

Marketing refers to the activity a firm engages in to advertise its goods and services. The purpose of marketing is to

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increase brand recognition and persuade prospective passengers to opt for a firm's product or service over its competitors' in order to create contention [15]. Numerous scholars have offered a variety of definitions of marketing. The American Marketing Association defines marketing as the organizing and carrying out of the creation, pricing, marketing, and dissemination of ideas, goods, and services in order to generate exchanges that satisfy both personal and business objectives [16]. Marketing comprises anticipating and meeting consumer needs through mutually beneficial trading practices while doing so more profitably and effectively than counterparts via efficient managerial processes. Thus, marketing can be regarded as involving discussions, conversations, and initiatives to improve the quality of goods and services and obtain specific advantages to satisfy passengers' needs and aspirations [17]. Increased market competitiveness, more demanding and insistent passengers, and rapid technological improvement have drastically altered and made the marketing environment exceedingly unpredictable. To be successful in their sector, airlines must have a marketing mix plan that is competitive [18]. It streamlines marketing administration, enables the separation of marketing operations from other business activities, and permits the outsourcing of marketing tasks to specialists [19].

Services marketing is described as a process that revolves around the customer, and in order to suit the customer's needs, marketers develop the marketing mix, often known as the 7 Ps. The service marketing mix is regarded as an essential instrument for measuring passenger satisfaction [14]. This refers to the seven primary areas of decision-making (7Ps) in the marketing process that are blended to meet the needs and desires of passengers [20]. Marketing managers can regulate the variables of product, pricing, price, promotion, process, people, and physical evidence to satisfy passengers' demands most effectively [20].

2.2 Elements of the Marketing Mix

Commodity is a producer's intuitive understanding of the items or services given to fulfill organizational goals and satisfy passengers by addressing consumer demands and engaging in activities proportional to consumer purchasing power and organizational capabilities [21]. The item's design, qualities, and overall brand reputation set it apart. The quality of goods that are immensely popular among buyers is likely influenced by a variety of factors, such as price and the benefits received by consumers. Notable is that product quality will affect consumer satisfaction and enhance revenue for manufacturers [22]. When setting the price of a product, airline businesses must consider a variety of factors. These include private or public ownership of the institution, the number of competitors, service quality, placement, reputation, and brand of the institution, facilities provided, and distance [23]. According to Nonthapota & Thomyya [48], the marketing mix that passengers paid the most attention to was product and service. Consequently, products and services with intangible characteristics that offer value to visitors. The true characteristics of a product can be evaluated from a physical standpoint.

Price determines where a product will be made available to passengers [24]. In an ideal situation, the motel should employ placement decisions that increase utility for guests. Pricing is indeed the aggregate amount that customers swap for the advantages of owning as well as utilizing the product or service. Pricing strategy is crucial for providing consumers with value and affecting product image and consumer decisions [25]. Pricing is also tied to earnings and determines demand and channels in marketing. The most crucial mechanism is that pricing decisions must be compatible with the overall strategy of adjustment. Objectives must be considered while determining a pricing strategy. In choosing the price, there are multiple objectives, including maximization of profits, maximization of sales, survival, the rate of return on investment, prestige, and prestige [26].

The place is comprised of all firm operations that make products and services accessible to an estimated number of passengers [27]. In the airline sector, a distribution channel is a system of relationships between actual and prospective passengers and producers, both directly and indirectly via intermediaries [28-29]. In addition, place provides information on destinations, such as visiting times, distance between destinations, differences in travel routes, and the selection of attractions and supporting services along the various routes [30].

Promotion entails a variety of activities to inform the market about the products and services being marketed, where, and when. Promotion is the process of informing and convincing consumers to purchase a particular product. Through this method, marketers provide persuasive messages and facts to prospective passengers [31]. The primary purpose of promotion is to attract buyers' attention to the product in order to pique their interest in it. Thus, the communication is convincing and serves as a reminder. Advertising, Public relations, personal selling, and sales promotion are the different promotional tools utilized by a business. These are also known as the components of a promotion mix [32].

Advertising is used to develop a product's long-term image, reach a geographically diverse group of purchasers at a lesser cost, and push sales more quickly, as with weekend promotions for discounted rates. Among the advertising-related decisions are the determination of the format of news advertisements and the selection of such media (newspapers, magazines, television, radio, the internet, and so on). Occasionally, advertising is accompanied by flyers or booklets sent to people or through direct mail [33-34]. Sales promotion refers to the employment of numerous methods to achieve marketing objectives, including the effectiveness of different sales tools, their impact on customer behavior, the costs

involved, and the promotion mix. [35]. Sales promotion is the introduction of a product by means of an exhibition, demonstration, sample demonstration, etc. Sales promotion comprises a variety of short-term incentive techniques designed to stimulate the speedier and greater purchase of a specific product or service. Sales promotions can include in-store demos, coupons, lavish presents, and celebrity visits. [36]. Public relations or marketing tactic are the management function that identifies, builds, and maintains mutually beneficial relationships between a company and the many members of the public whose support is essential to its success [37]. The role of public relations in the evolution of airline marketing, including how to get public relations specialists in the airline industry to employ social networks in public relations campaigns, as well as how to increase the training of employees in the field of public relations and encourage them to work on developing advertising messages for passengers [38-39-40-41]. Direct marketing is utilized to establish and sustain partner ties with present and potential consumers by providing them with gratification and organizational benefits. Through direct marketing, firms can bypass marketing middlemen and engage directly with their passengers [42].

The people element of the marketing mix includes all personnel of the service firm who interact with prospective passengers and actual passengers after they are enrolled. This could include both employees and support personnel. On the administrative support front, considerable front-line and behind-the-scenes contributions are made to the delivery of services, which does influence passenger perceptions of the quality of service [43]. In addition, airline requires a lot of labor, so a passenger's experience in a place depends on his or her engagement with the local community and well-trained employees [18]. Therefore, people are a crucial component of the product and service. In addition, providing workers with greater training, communication, and learning opportunities would help to demonstrate the value of the cheap airline [44-45].

The elements of the process comprise travel to the destination, trip planning, anticipation, recall, and trip planning packages. In the airline industry, the four most crucial operations are as follows: 1) airline technology; 2) providing the resources necessary; 3) passenger satisfaction; and 4) catering production and service. The process is generally defined as the execution of action and function that raises the value of low-cost, high-benefit items for passengers, and it is more relevant for services than for goods. The trip planning packages contain maps, information about local attractions, lodging, food, souvenirs of high quality, and mementos. Method entails the real processes, activity flow, and procedures of operational systems, inclusive of the rendering of services. Airline firms are facilitated by procedures that facilitate passenger access to services in the simplest manner possible [21].

Physical evidence refers to the appearance of facilities, landscaping, infrastructure, interior furnishing, staff personnel, uniforms, signage, printed materials, and other apparent cues that demonstrate the service quality of a business [46]. Physical evidence can have a significant impact on passenger satisfaction, so service providers must handle it with care [47]. Due to the intangible character of service, prospective passengers are unable to evaluate a service prior to consumption. Nonetheless, it is important to provide physical proof of the kind of service [46].

2.3 The Relationship Between the Marketing Mix and Passenger Satisfaction

Companies with expanding revenues seem to be more likely to prioritize passenger success versus those that have flat or declining revenues. To achieve client satisfaction, service providers must be aware of the marketing mix components they must employ to attract passengers based on their buying behavior in particular [48]. Consequently, the advertiser should explore the relationship between promotion mix and passenger pleasure to understand the connection between marketing strategy and passenger satisfaction [49-50]. Marketing mix consisting of interrelated and interdependent aspects; hence, it is necessary to establish a marketing policy that leads to successful service and delighted passengers. In the marketing mix, the corporation combines elements that mutually support one another to achieve the desired response from the target market [43]. With such characteristics, a business can influence product demand. Therefore, a corporation that knows passenger demand will be able to meet passengers' needs.

Passenger satisfaction is a simple indicator that indicates how effectively a company's products or services satisfy passenger standards [3-51-52]. It is one of the most significant markers of passenger purchasing intentions and loyalty [4]. As a result, it facilitates growth and revenue forecasting. Kim and Kim [2] demonstrate that passenger satisfaction influences passenger retention, lifetime value, and brand reputation. When passengers are more satisfied with an item they purchase, they are more inclined to buy it again [53]. Passengers may recall a series of marketing efforts that provide value, establish a relationship with passengers, and bring company benefits. Thus, when a corporation employs a marketing mix, it will enhance their sales and profits [54]; consequently, their marketing level will influence passenger satisfaction. A thorough comprehension of the ideals of the marketing mix will aid marketers in persuading prospective and present passengers to continue doing business. In this situation, the airline industry can employ aspects of the marketing mix to identify the characteristics that will motivate passengers to book airline tickets.

2.4 Conceptual Framework and Hypotheses

The study suggested that Figure 1 represents the conceptual framework behind this investigation. Based on research examining the relationship between passenger satisfaction and marketing mix in the airline industry [30-33-43-3-48-21-24-31-55], the model comprised a total of eight constructions. Four factors were operationalized to measure passenger satisfaction: overall passenger pleasure, attitude, impression, and fast service delivery. The marketing mix has been operationalized by the 7 Ps, or product, price, place, promotion, process, people, and physical evidence. Through empirical research, the researcher has generated eight hypotheses and linkages related to the model. These hypotheses examine the connections between the marketing mix and passenger satisfaction. In the model, arrows show causal directions.

H1: The product will positively affect passenger satisfaction.

H2: The pricing will positively affect passenger satisfaction.

H2: The place will positively affect passenger satisfaction.

H3: The promotion will positively affect passenger satisfaction.

H4: The people will positively affect passenger satisfaction.

H6: The process will positively affect passenger satisfaction.

H7: The physical evidence will positively affect passenger satisfaction.

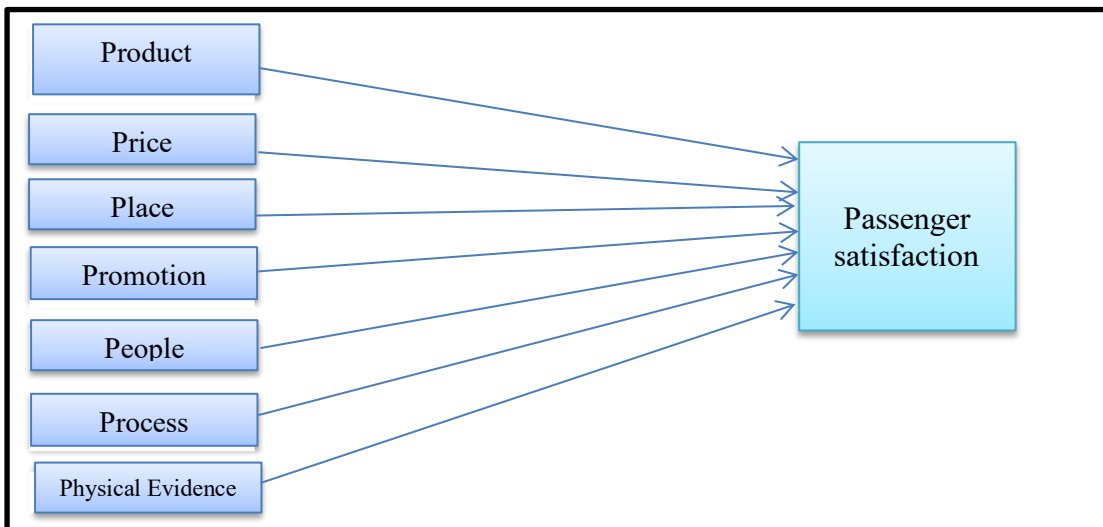


Fig. 1: Conceptual framework

3. Methodology

3.1 Research Instruments

The preceding research demonstrates the connections between passenger satisfaction and the marketing mix. In an effort to contribute, this study examines the effect of the marketing mix on passenger satisfaction. The research done was quantitative in nature. This study's key data provide evidence for the hypotheses mentioned in questionnaires distributed to airline passengers in 2022. The study was intended for frequent passengers from various locations and cultures visiting Jordan, with a focus on airline passengers. The participation was positive, and English-language questions were posed. The empirical portion focuses on determining how passengers evaluate the marketing features incorporated into their airline experience and how they perceive the influence of these aspects on their satisfaction. The conceptual framework consists of marketing mix factors and passenger satisfaction. This research seeks to develop and implement a system enabling airlines to identify passenger-satisfying qualities.

The survey included questions regarding passenger satisfaction and parts of the marketing mix. This study's survey consists of eight parts: passenger satisfaction and aspects of the marketing mix. It was built based on earlier research and has been reviewed and amended (product, price, place, promotion, process, people, and physical evidence). In the passenger satisfaction survey (2017), respondents were asked four questions about their degree of satisfaction with their airline experience. Five questions were developed for the product based on the research of Nonthapota and Thomyaa [48],

Intan [21], and Jahmani [3-4]. Based on Zhao's [24] research, three questions were developed for the fee (2021). Based on the research of Mgica and Berné, the following section consists of questions posed to respondents about the place (2020). Based on the research of Astarý and Kodrat [31], six questions were chosen for promotion in 2021. On the basis of the research conducted by Salman [43] and Jahmani [3]. According to the research of Intan [21], Untu, and Tielung [33], three variables were chosen for Process (2021). Based on the findings of Abon and Adebayo [46], Three pieces of physical evidence were utilized. Each topic was measured using a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree, with neutral (neither agree nor disagree) serving as the midway point. A few open-ended questions were added to the survey's conclusion to capture more individual data from respondents, like their age, sexuality, education, citizenship, and reason for travel.

This study gathered data using a random sampling method. 150 surveys were mailed to participants, and 100 questionnaires were gathered from survey participants who were selected at random to travel with an airline. There is a response rate of 66.6% among those willing to answer. This study analyzes the relationship between the proposed model's constructs using structural equation modeling (PLS- SEM).

4. Results and Discussion

4.1 Characteristics of Respondents

42% (42) of the total 100 respondents were female, while 58% (58) were male. The bulk of respondents were between the ages of 35 and 44, 36 (36%), 25–34 (24%), 45 and over (22%), and less than 24 years old (18%). The majority of participants (68 percent) acquired a bachelor's degree, followed by a diploma (18 percent) and a postgraduate degree (2 percent) (12 percent). Europeans constituted the majority of respondents (36 percent). The remainder consisted mostly of 27 percent Asians, 15 percent Arabs, 10 percent Americans, 7 percent Australians, and 5 percent Africans. The objective of the trip for 38% of respondents was airline, while 34% was business. Comparatively, 26% are for visiting friends and family, and the remainder are for other passengers (2 recent). Table 1 displays descriptive statistical data. The majority of respondents were passengers, as indicated by their characteristics in Table 1.

Table 1: Distribution of the Sample Based on the Characteristics of the Sample

	Description	Frequency	Percentage
Gender	Male	58	58%
	Female	42	42%
Age	24- lees	18	18%
	25-34	24	24%
	35-44	36	36%
	45 and moor	22	22%
Education	Diploma	18	18%
	Higher Diploma	2	2%
	Bachelor Degree	68	68%
	Post graduate degree	12	12%
Nationality	Arabian	15	15%
	Asian	27	27%
	European	36	36%
	American	10	10%
	African	5	5%
	Australian	7	7%
Reason of travel	Business	34	34%
	Airline	38	38%
	Visiting relatives and friends	26	26%
	Other	2	2%

The mean scores and standard deviations for both marketing and passenger satisfaction are presented in Table 1. According to the findings of the study, airline passengers viewed product (which obtained the highest mean scores, M = 3.624, SD = 1.012) as the most significant and obvious element of the marketing mix for services. This was followed by process (M = 3.463, SD = 0.997), physical evidence (M = 3.46, SD = 0.978), price (M = 3.367, SD = 1.054), and people (M = 3.207). It may be deduced from this that the influence of the service marketing mix on the level of contentment felt by passengers follows a pattern that is about normal. This also suggests that the respondents were close to being happy (the mean was 3.65, while the standard deviation was 1.06).

Table 2: Marketing Mix and Customer Satisfaction Components

<i>Scale</i>	<i>Mean</i>	<i>Standard deviation</i>
<i>Product</i>	3.624	1.012
<i>Price</i>	3.367	1.054
<i>Place</i>	3.123	0.895
<i>Promotion</i>	3.154	0.894
<i>Process</i>	3.463	0.997
<i>People</i>	3.207	0.877
<i>Physical Evidence</i>	3.46	0.978
<i>Passengers Satisfaction</i>	3.65	1.06

4.2 PLS-SEM Partial Least Square

In order to investigate the proposed model, partial least squares structural equation modeling (PLS-SEM) was utilized to predict the construct and interactions between constructs. PLS-SEM was utilized to analyze the hypotheses in the current investigation. This study's primary purpose is to predict relationships; hence, PLS-SEM was applied. Measurement model tests and structural model tests are further PLS-SEM functionalities [56]. The measurement model evaluation includes the determination of the Cronbach's alpha and composite reliability of the instruments, as well as an evaluation of the factor loadings, convergent and discriminant validity, and construct reliability. The hypotheses were investigated for the structural model test. Never previously has the merging of the study's models into a single model been investigated.

4.3 Assessment of Measurement Model

The structural model evaluates the links between constructs, whereas the measurement model evaluates validity and reliability. When evaluating the structures in the current study, composite reliability and reliability coefficients are considered. Table 3 reveals that the composite reliability for all latent variables was greater than 0.70 [57]. As a result, the measurement model is accurate and internally consistent. Table 3 illustrates further that, according to the convergent validity measurement, all standardized loading values were greater than the cut-off value of 0.5 [58].

Table 3: Results of the measurement model for first-order constructs

<i>Construct</i>	<i>Factor Loading Range</i>	<i>Cronbach's alpha</i>	<i>Average variance extracted (AVE ^a)</i>	<i>Composite Reliability (CR ^b)</i>
<i>Product</i>	0.84-0.97	0.956	0.836	0.962
<i>Physical</i>	0.86-0.95	0.915	0.855	0.947
<i>Place</i>	0.70-0.88	0.786	0.695	0.872
<i>Price</i>	0.85-0.95	0.913	0.852	0.945
<i>Process</i>	0.84-0.95	0.897	0.830	0.936
<i>Promotion</i>	0.71-0.94	0.921	0.703	0.933
<i>People</i>	0.80-0.93	0.882	0.805	0.925
<i>Satisfaction</i>	0.82-0.95	0.925	0.817	0.947

Reflective models are convergent and discriminant [56-59]. Latent variable AVEs should be above 0.5 for adequate convergent validity [60]. Table 3 shows AVE values for model constructs.

To examine discriminant validity, it is necessary to compare two measurements. Each construct's AVE should exceed its highest squared correlation with every other latent variable (LV) in the model. Furthermore, an indicator's loading with its associated LV should be greater than its loading with other LVs [57-61]. In addition, table 4 displays the square root of the AVE for each build along with the correlation with the other construct.

Table 4: Discriminant Validity Based on Fornell Larcker Criterion

<i>Constructs</i>	<i>People</i>	<i>Physical</i>	<i>Place</i>	<i>Price</i>	<i>Process</i>	<i>Product</i>	<i>Promotion</i>	<i>Satisfaction</i>
<i>People</i>	0.897							
<i>Physical</i>	0.267	0.925						
<i>Place</i>	0.418	0.232	0.833					
<i>Price</i>	0.267	0.181	0.694	0.923				
<i>Process</i>	0.437	0.802	0.123	0.183	0.911			
<i>Product</i>	0.319	0.116	0.455	0.740	0.212	0.915		
<i>Promotion</i>	0.861	0.173	0.594	0.390	0.320	0.294	0.838	

Satisfaction	0.427	0.761	0.126	0.157	0.846	0.176	0.270	0.904
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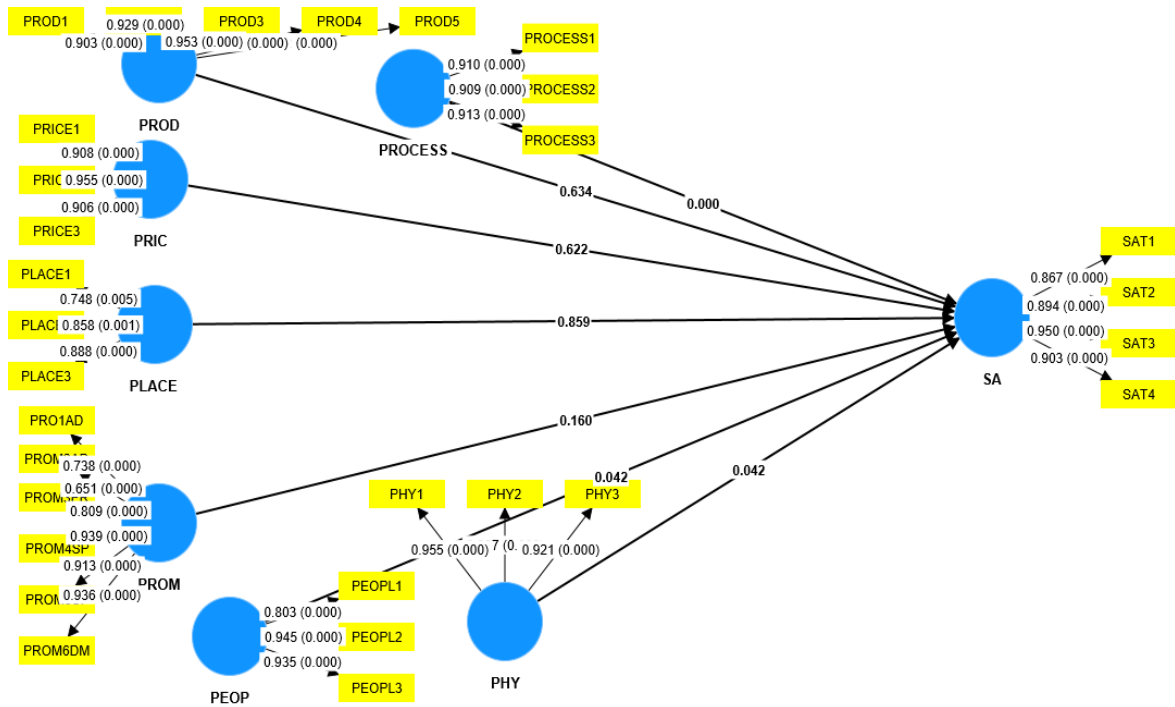


Fig. 2: Standardized parameter estimates

4.4 Assessment of Structural Model

The links between the marketing mix and customer satisfaction were evaluated based on the current study objectives. For an evaluation of the structural model (inner model), two criteria must be evaluated: R-square (R²) is a measure of endogenous constructs, and the path coefficients and effect size (f²) are the path coefficients and effect size [57-61]. Path coefficients must be statistically significant, and R² is strongly dependent on the research domain. Chin [57] suggested that R² values of 0.67, 0.33, and 0.19 are substantial, moderate, and weak, respectively. In the present study, the R² value of the endogenous construct (satisfaction) is 0.752%. Therefore, the value is realistic as well as substantial. Several path coefficients are likewise marginally significant, with the exception of the 0.80 path coefficient for the physical construct. (Refer to Table 5). Table 5 demonstrates that the majority of model correlations have a substantial link.

Table 5: Summary Results of the PLS Regression.

Relationships	Path coefficients	t-value	p-value	Result
Product -> Satisfaction	-0.036	0.476	0.634	H1: Not Supported
Price -> Satisfaction	0.046	0.494	0.622	H2: Not Supported
Place -> Satisfaction	-0.017	0.178	0.859	H3: Not Supported
Promotion -> Satisfaction	-0.206	1.407	0.160	H4: Not Supported
People -> Satisfaction	0.286	2.037	0.042	H5: Supported
Process -> Satisfaction	0.591	4.651	0.000	H6: Supported
Physical -> Satisfaction	0.245	2.030	0.042	H7: Supported

A bootstrapping approach was employed to calculate the model's t-values; t-values greater than 2,240 indicated a significance threshold of 0.05 for the claimed connection. With the exception of physical evidence (t = 2.030, p 0.042), individuals (t = 2.037, p 0.042), and processes (t = 4.651, p 0.000), the analysis of the complete sample of 100 respondents revealed that the majority of the associations are non-significant with regard to pleasure. Therefore, hypotheses 5, 6, and 7 were validated.

5. Conclusions

The Airline industry is in a difficult situation that requires an efficient marketing approach. Given that passenger satisfaction is essential to increasing an airline's profits, the marketing mix and its components should be understood by the service provider to understand the variables when a passenger seeks out and purchases a service. The search

methodology, which is supported by a literature review and an empirical investigation, is used to test and confirm the hypothesis. The purpose of this study was to assess the impact of the marketing mix of a service on passenger satisfaction, determine which aspects of the marketing mix had the greatest impact on passenger satisfaction, and determine how it could be used to improve passenger satisfaction.

Based on the results of this study, all components of the marketing mix elements used by airline have been insignificant except physical evidence ($t = 2.030$, $p 0.042$), people ($t = 2.037$, $p 0.042$), and processes ($t = 4.651$, $p 0.000$). The result is marked passenger satisfaction with the quality of physical evidence, people, and processes. Each part of the marketing mix can have a unique impact on passenger satisfaction and what makes them content with Airline's services. Overall satisfaction in this context refers to "the passenger's well-being response, or the degree to which satisfaction is pleasant or unpleasant." According to Anderson and Lehmann [27], customer satisfaction is critical to the long-term relationship between a company and its customers.

The marketing mix is a key factor influencing passenger satisfaction. According to Jahmani [3], the marketing mix plays an important role in determining passenger satisfaction. Specifically, there are seven factors in the service marketing mix that can be used to significantly influence and predict passenger satisfaction. According to the findings of this study, Airline marketing efforts are not effectively managed or fully coordinated, and the various elements of the marketing mix are not effectively integrated. Certain factors (price, place, promotion, products) get less attention, while others (people, processes, physical evidence) are less effective than expected. The research highlights the importance of prioritizing seven elements of the service marketing mix. This study serves as a case study to showcase the level of Airline marketing efforts and makes suggestions on how the company can improve its marketing strategy to improve passenger satisfaction. In addition, recommendations are being made to improve services and maintain passenger satisfaction, and further research will be conducted to develop marketing mix variables and better indicators of service quality in a more comprehensive manner. It has been suggested that it is possible.

Conflicts of Interest Statement

The authors certify that they have NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

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