

Analysis of Dell's Marketing Strategy

Zhongyu Jiang¹, Haotian Lin², Mingzhi Jiang³ & Wu Ling⁴

¹ School of Foreign Languages, Jimei University, Xiamen, Fujian, China

² School of Marine Information Engineering, Jimei University, Xiamen, Fujian, China

³ School of Navigation, Jimei University, Xiamen, Fujian, China

⁴ Jimei University, Xiamen, Fujian, China

Correspondence: Wu Ling, Jimei University, Xiamen, Fujian, China.

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Abstract

This paper analyzes Dell's unique marketing mode based on marketing SWOT theory and 4Cs theory and points out that Dell's supply management is the core of the marketing mode. In addition, further segmentation of the Dell market and understanding of how Dell divides customers and products confirm the success of Dell's direct marketing model in the IT industry. Some problems of Dell Co. are analyzed in detail, and relevant optimization suggestions are put forward.

Keywords: marketing model, customer, SWOT analysis, 4Cs analysis

1. Introduction

Today's epoch is known as the "leapfrog epoch". The laptop business has been concerned by the rapid rise of the Internet. With the Internet's entry into China and rapid development, enormous development potential for laptop computers has emerged, followed by the market's further maturation.

This paper analyzes the marketing strategy of Dell's computer company by using the 4Cs theory. We can see the success of the Dell computer company in using a marketing strategy. According to the viewpoint of level comparison theory, enterprises can compete with companies with leading positions in the same industry by improving their products or services to improve their product quality and management level. Enterprises in the same industry can also learn from the success of Dell's marketing strategy according to the level comparison method. However, there are many problems in Dell's current marketing, which expose the shortcomings of the 4Cs application. Finally, the article puts forward some suggestions for the Dell computer company's current issues. "Research on the marketing strategy of Dell Computer Company" belongs to the field of marketing. This paper involves Dell Computer Company's market environment analysis, market segmentation, market positioning, target market selection, marketing mix strategy, etc.

2. Literature Review

Founded in 1984, the company has embraced the concept of "listening to customers' personalization and providing technologies and services that customers believe and care about." Because of its unique business model, its authenticity is higher than any other computer manufacturer, which is a mistake, taking it to the top 25 or Fortune 500. Today, Dell lives directly in Austin, Texas, with about 7,500 employees worldwide. Of course, Michael Dell is currently the server CEO of the computer industry. Success is straightforward and stems from his idea: "make computers according to customers' pressure and deliver them directly to customers, so that Dell can survive more effectively, understand customers and follow-up customers can respond quickly" (GRINNELL J, MUISE C., 2011). This direct business model eliminates the mill in real life, reduces the cost and time required, and enables Dell to tell me what I need. By understanding its existence, Dell does not understand the Chinese market. At large

enterprises, government agencies, educational institutions, and small enterprises smaller than Dell's, about 6,000 entrepreneurs should serve Dell's customers.

2.1 Multi-Channel Marketing Model

In the face of a more complex market environment and more difficulty in serving consumers, if you want to reach all target groups through one promotion channel, you can no longer meet the changing market demand. More and more people do pay attention to multi-channel promotion. Providing users with a consistent brand experience through Omni-directional and multi-channel marketing strategies can improve users' preference for the brand, optimize the user experience, improve the professionalism of the brand, and unify the public image, which plays a vital role in enhancing the marketing transformation.

2.2 Related Basic Theoretical Analysis

Marketing is not *just* distributing goods from the manufacturer to the final customer. It is a combination of diverse activities, processes, and systems. In this special activity, stakeholders will create, transmit, disseminate and deliver customer value for the benefit of benefit, and bring considerable economic benefits to customers, enterprises, partners, and the whole society. Marketing marketers are primarily familiar with business processes and sales practices.

2.2.1 4Cs Marketing Analysis

The 4Cs marketing theory was put forward by Robert, an American marketing expert, in 1990. Guided by customer demand, it redefines the four essential elements of the marketing mix: customer, cost, convenience, and communication. Among them, customers mainly refer to the needs of customers. Enterprises must first understand and study customers and provide products or services that meet their needs; The term "cost" includes not only the production cost of the enterprise but also the purchase cost of customers; Convenience refers to the fact that enterprises must consider the "total cost" customers are willing to pay (monetary cost, time cost, spiritual cost, physical cost, etc.), and strive to reduce the total cost of customers' purchase from all aspects; Communication refers to the active and effective two-way communication between enterprises and customers to establish a new enterprise-customer relationship based on common interests.

2.2.2 SWOT Strategic Analysis Model

SWOT analysis combines the competition theory proposed by Michael Brooke and the enterprise competitiveness theory proposed by the capability school. These two value chain structure theories combine the analysis of internal resources and the external environment of enterprises and help enterprises formulate corresponding combination strategies by analyzing their competitive advantages, competitive disadvantages, market opportunities, and external threats. Through SWOT analysis to establish a matrix model, enterprises can formulate their development strategy according to the current situation.

3. Research on Dell's Marketing Model

Dell's cooperation seems to be extensive. The top management team consists of 16 senior executives who meet regularly. They discuss everything related to the company's strategy and new product plan. Michael Dale says communication helps in any form of organization. They have achieved great success in these new initiatives in integrated communications. But for large customers who often buy, what they need is limited services, but the support they need is customized and high value-added (DISSANAYAKE D., 2012).

The key to Dell's great success lies in the innovation of its marketing model. The essence of Dell's direct selling model is to "simplify distribution channels and eliminate middlemen". Its uniqueness lies in "on-demand customization", that is, making timely and appropriate procurement according to demand configuration, arranging production according to order, focusing on market segmentation, and cooperative marketing. Its model has the advantages of low-cost expansion, reducing sales cost, paying attention to after-sale service, and realizing inventory transfer more accurately, but it also has the disadvantages of lack of middlemen, imperfect localization strategy in China.

3.1 Market Background Analysis of Dell's Marketing Model

Dell has always adhered to the business model of direct selling. Dell's direct selling is like creating a way to communicate directly with customers. Customers can request and send orders directly to Dell over the network. The customer needs to specify the configuration requirements of the required goods in the order, and Then Dell will "produce according to the order, customize according to the demand", and finally reach a deal with the customer. The essence of the so-called "Dell direct sales" is the sales model of "simplifying distribution channels and eliminating middlemen". What is Dell direct, Dell said: "Other businesses must maintain high inventories to ensure supply in distribution and retail channels. Because we only produce what our customers need when they need it, we don't have a lot of inventory to take up space and capital, so we can provide customers with higher value and rapid expansion. For each customer, we can gather more information about our products and services.

“Dell’s direct sales model is as follows:

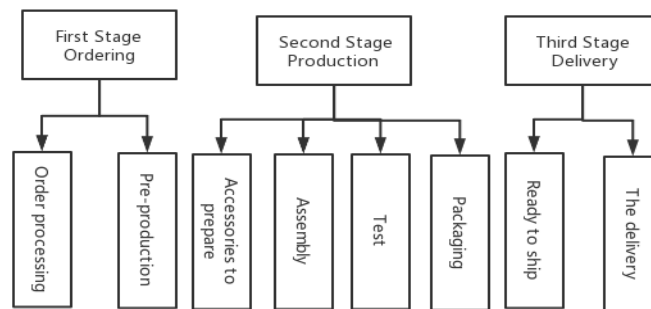


Figure 1. Dell direct selling model

3.2 Analysis of Dell's Multi-Channel Marketing Strategy

Dell mainly focuses on direct selling. From different perspectives, it can also analyze the advantages of Dell's multi-channel marketing in the current market by analyzing the price, promotion, and the core concept of serving customers of Dell products.

Many people attribute Dell's success to its low costs, high efficiency, and better customer service. The authors think this is not convincing enough. If this is all Dell's success, others should be able to copy it. The fact that the rest of the PC industry, not just the rest of the industry, has been unable to replicate Dell's success for long suggests there must be something hidden. Dell's return to traditional stores gives us more reason to take a closer look at the logic of its success and re-examine the impact of direct sales on the PC industry over the past decade (CHEN Z., 2018).

3.2.1 Dell Product Price Analysis

The foothold of the low-cost leading strategy is to expand market share and earn profits at low prices. With the rapid development of information technology, product functions change with each passing day, and the product life cycle is getting shorter and shorter. A low price penetration strategy is more difficult to implement, because no matter how low, the low price should be higher than the cost, otherwise it will lose the significance of enterprise operation (CHEN Z., 2018).

The reason why Dell dares to adopt the low price strategy stems from Dell's three golden rules: “adhere to direct sales, give up inventory and form an alliance with customers”. Dell's competitors and employees know that you will never know Dell's low price. Dell has a way to surprise its competitors and customers. Its price is surprisingly low. When negotiating with key customers, it was Dell's excellent quality and ultra-low price that won Dell a large number of orders and a good reputation. In addition, Dell's price flexibility makes it difficult for competitors to reach Dell's bottom line, which may cause a fatal blow to competitors at a critical moment.

3.2.2 Analysis of Dell Product Promotion Strategy

Dell's promotion can be said to be the industry leader. You may never see Dell's promotional ads on TV or outdoor ads, but most people know the Dell brand. Dell's promotion is mainly carried out in two ways. One is media publicity, mainly in various popular magazines. The other is to send promotional materials, which Dell has done very well. Almost every large enterprise in China has received promotional materials from Dell. Many customers know Dell from the beginning of the publicity materials. The third is the time limit promotion on the Internet. Dell often launches fixed-configuration machines with special prices and discounts on the website every once in a while, which is very attractive. However, these promotions usually last only a week.

Dell's promotion is to establish its unique promotion method continuously and stably so that customers can feel the price discount of Dell products under the premise of quality assurance. Dell uses media promotion, rarely through TV, radio, outdoor advertising, and other well-known means of publicity, but mostly through a variety of best-selling magazines, such as “Reader”, “Youth Digest”, and “Beijing Evening News” and other mainstream best-selling newspapers and magazines. In addition, Dell's web page is the main front of Dell publicity.

Dell's customer contact center will take the initiative to promote by telephone sales and regular mail Dell's product information to customers. On the one hand, the company's product information can be timely informed to

customers, so that customers understand the latest trends of the company's products, leaving a good impression on customers; On the other hand, by sending promotional materials, we can maintain the connection between the company and customers and cultivate customer loyalty.

3.2.3 Analysis of Dell's Service-Oriented Core Concept

Dell's outstanding performance has triggered a discussion on the secret of its success. People pay more attention to Dell's unique direct selling model, but the real highlight of Dell's model is the core strategic idea of "customer first, customer satisfaction" and the details of the model supporting this strategy.

Dell divides customers into "transaction type" and "relationship type". Most customers are large enterprises, most customers are small enterprises, most customers are transactional customers, and the rest are a mixture of the two.

Relationship customers focus on the total cost of the transaction, and the price is only a part of it. Most of these customers include medium-sized companies, governments, or education departments. These customers focus on the characteristics of service, reputation, supplier reputation, and product standards. These market segments of "knowing customers better than customers" enable Dell to maintain stable and sustained growth while gradually expanding.

In addition, Dell has also developed a customer satisfaction strategy, referred to as the CS strategy, which is rooted in the simple fact that the business of satisfying customers is invincible. Dell has been able to become a leader in the personal computer market in just over a decade because it has successfully applied its strategy and gradually formed a system of product satisfaction, service satisfaction, production satisfaction, and organizational structure satisfaction, thus showing an advantage in the competition.

Nowadays, people often discuss a variety of Dell models, most of which are limited to model level. Each model has its clear objectives and scope of application. Strategically speaking, it will include all these models, whether it is big problems such as direct selling and process improvement, or small problems such as establishing a team. This is a service strategy.

3.3 4Cs Analysis of Dell's Marketing Model

In a highly competitive computer market, Dell certainly pays close attention to what its competitors are doing, but the real focus for Dell is on its customers—current, potential, and future—as well as its current service quality and customer satisfaction. Making sure that the company is selling the products that customers want the most is the core of Dell.

Focusing on the complete customer experience of customer needs and services is now the focus of the business. "You can see this trend now," says Dell. "In addition to winning and satisfying customers, you also need to understand their needs and please them over and over again. Marketing thought originated in the United States in the last century. It is a marginal discipline with the rapid development of socialized production and the economy. The marketing concept has experienced production orientation, market orientation, and consumer orientation, from production concept, product concept, marketing concept to marketing concept, and then to the social marketing concept. With the increasingly fierce market competition and the homogenization of products, prices, and marketing means, it is difficult to achieve the purpose of seeking differentiated advantages under the original marketing theoretical framework.

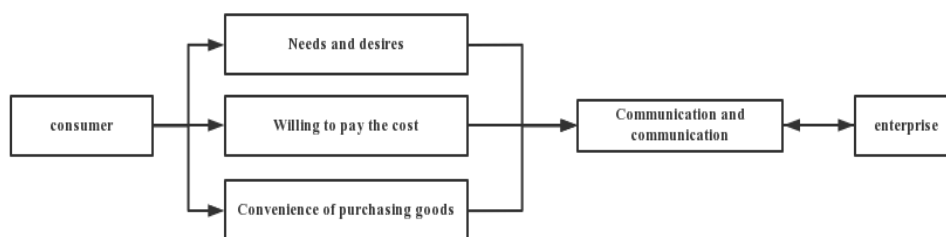


Figure 2. Marketing 4Cs

3.3.1 Customer

Michael Dell said, "No matter what business you're in, remember that customers are different and they have different needs, concerns, and expectations. Segmentation is our main strategy for identifying what differentiates them."

Dell has been focusing on customer segmentation. Fragmentation not only brings them closer to their customers

but also gives the company a better understanding of their needs and operating environment, leading to greater strategic understanding. The more detailed the segmentation, the clearer the focus and characteristics, and the better able to provide different products, services, and technical support for each market segment. The average consumer, since most have only one computer, cares about different things. Dell has achieved remarkable success by putting the customer service system into practice and connecting some of the most praised practical models through this overall strategy. This provides an idea for Chinese enterprises on how to combine the seemingly ethereal and far-fetched strategy with realistic business performance to serve the enterprise.

Dell promotes its products and services to small and medium-sized enterprises and consumers through television, the Internet, and various print media, and mails various direct marketing publications, such as promotional products, catalogs, and customer newsletters (U.S. Securities and Exchange Commission, 2004). Most of the sales to small and medium-sized enterprises and consumers are carried out through the Internet www.dell.com. Dell also operates Dell stores in certain states and non-U.S. locations (SCHMID J, VOGL D., 2003).

3.3.2 Cost

Dell uses direct sales, most notably through Internet marketing, to create stronger relationships with customers. The Internet will replace telephone, fax, and face-to-face contact to provide customers with the information they need in a faster, more economical, and more efficient way. In addition to researching products, assembly, inquiry, and order, customers can also use the network to track the progress of production. If they have any questions, they can go to the technical support page and find all the information that the technical support team can provide.

Dell uses this supply chain management and production control system to drive down costs and increase profits. It is understood that zero inventory keeps Dell's costs 10% to 15% lower than those of its competitors. The low-cost strategy of zero inventory has undoubtedly attracted a large number of customers and brought benefits to Dell.

3.3.3 Communication

Dell believes that every employee must listen carefully to customers, including some problems when using Dell. Understand each customer's different needs, concerns, and obstacles. Large groups of customers can be grouped to create higher added value and gain popularity among different categories of customers. In the process of customer research, you can generate or have new ideas. In addition to pointing out where their products should be improved, Dell customers also offer suggestions for new products and features.

For some of the world's large customers, Dell's personalized needs to meet the degree of meticulousness. Through the professional and high-quality service of the customer service department, most of the customers' dissatisfaction has been compensated, and the compensation intensity even exceeds the customers' expectations, thus transforming the customers from an unsatisfied state to a satisfying state.

3.3.4 Convenience

Dell must provide customers with multiple ways to access the information and services they need. Here are four ways Dell did this:

- a) From customers to computer systems. Because Dell labels everything it makes, all customers have to do is provide their service tag number when they call or ask for help online. Dell then responds to their questions with the most relevant and accurate information to their satisfaction.
- b) From customer to knowledge base. Dell has a search engine that allows customers to type a question in plain English to find specific information and reports of customers ordering online.
- c) From customer to customer. Customers can chat online with other customers about the same product features, needs, and interests.
- d) From customers to Dell. Behind the scenes are real people who can use E-mail or even phone calls to solve problems for those willing to engage directly with Dell employees. Even as Dell pushes more and more into the web, the service won't stop. "Direct is Dell. Without direct sales, without direct contact with customers, Dell will not be Dell."

4. SWOT Analysis of Dell's Marketing Model

SWOT analysis is a comprehensive analysis of the dynamic opportunities and threats, analyzing the advantages and disadvantages of enterprises and the external environment of the enterprise, whether it is a big economic environment, industry competition environment, or the opportunity of the supply chain environment, we should give full play to their advantages, strengthen their weaknesses, seize the opportunity to evade risk, then determine the survival and development of the corresponding strategy, helping companies achieve sustainable development goals.

Table 1. SWOT analysis of Dell

Strengthens 1. International brand and promotion of international awareness. 2. Perfect financial management model. 3. Direct sales model, direct contact with customers.	Weaknesses 1. Lack of innovative ideas. 2. The direct sales model is not suited to emerging markets, not as good as distribution retailers.
Opportunities 1. Increase advertising and media publicity. 2. IT industry market development trend is superior 3. Large group share.	Threats 1. More competitors and fierce competition. 2. Technology develops rapidly and is being replaced too quickly. 3. Competitors shorten the supply chain, reducing the advantage of the direct model in inventory.

4.1 Strengths

In SWOT, S stands for strengths, mainly from within the organization. The specific content is manifested in the strong technical support, good corporate image, excellent product quality, cost advantage, and advertising media publicity. The marketing advantages of Dell include that Dell is a well-known fortune 500 enterprises with high international visibility, a long history, and a certain influence. Secondly, Dell has its own special personalized customization service, which can select the relative configuration according to the needs of customers, to achieve the products that consumers are satisfied with. Finally, Dell's direct sales mode directly contacts customers to reduce suppliers' overbidding for products.

4.2 Weaknesses

In SWOT, W is a weakness and mainly comes from within the organization. It is manifested in insufficient innovation ability, excessive dependence on products supplied by suppliers, high cost, low profit, and unclear product positioning. Dell's direct selling model is not as fast to be accepted in the market as the distributors distribute products, and the management and control of service in the later period are not perfect. Moreover, the propaganda ability of advertising media is insufficient, the page of the website is too single, and the product is simple and not systematic enough, which can not reflect the complete advantages of Dell.

4.3 Opportunities

In SWOT, O stands for opportunities, mainly from outside the enterprise. The specific content includes the new era and the new market to promote the product based on, the emergence of new consumption modes, and political, scientific, and technological environment changes that brought new opportunities. The marketing opportunities for Dell are as follows: Due to the upsurge of information technology and the favorable trend in the IT industry, the demand for computers is increasing and the group share is also increasing. With the rapid propagation of Internet media, creative advertising can increase publicity efforts to achieve publicity effects.

4.4 Threats

In SWOT, T stands for threat, also mainly from external factors of the enterprise. The specific contents include the emergence of new competitors, the reduction of product differentiation, the replacement of new products, the decline of industry profits, and the compression of market share. The threats to Dell include: new competitors constantly emerging, fierce competition, occupying a certain market share, the product update frequency being too high, and the emergence of smartphones and tablet computers having a certain impact on the notebook industry.

5. Dell's Marketing Strategy Optimization Measures

Dell has applied the Internet to every aspect of customer relations, from sales and marketing to order entry to technical support. In part, it did this to support existing channels, such as direct salespeople and call centers, by providing them with better information and automating their daily tasks. It also provides customers with self-service tools so they can order online, track order status, or solve technical problems over the Internet or Extranet. These applications make Dell's sales and call center employees more efficient and reduce the staffing required to support its growing customer base (DEER L, SONG L., 2013).

5.1 System Architecture Assurance

Dell notebook computer must have an excellent organization as the guarantee in the process of implementing the marketing strategy, and a series of reasonable operation work can ensure the success of the marketing strategy.

Data processing is an indispensable small organization responsible for sorting, analyzing, and using customer information at its core. Its Dell system structure in the Chinese market is shown in the figure:

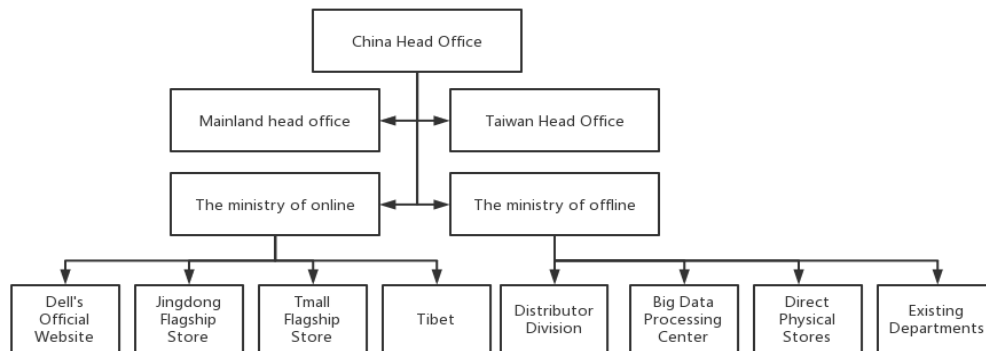


Figure 3. Dell organization chart

5.1.1 Pre-Sale Service

Product sales staff should have a good mental outlook, decent manners, certain professional knowledge, actively and enthusiastically treat customers, seriously meet customer needs, answer customer confusion, and put forward relevant suggestions. The importance of a working plan should be emphasized when developing or implementing a marketing strategy. Develop work plans to ensure that marketing strategies and products at all stages of the company are complementary and complementary as a whole, to ensure the alignment of the company's long-term interests and short-term goals, and to promote business development and user development on the premise of adding value. Ensure the implementation process of specific strategies. Task breakdown, schedule arrangement, work evaluation, and effectiveness assurance.

5.1.2 After-Sales Service

Dell's direct sales model of pre-sales communication enables Dell to better understand customers' needs, provide products and services to meet customers' needs, and improve customers' satisfaction with Dell. However, due to Dell's excessive pursuit of cost, the production line runs at a high load, which makes Dell pay less attention to after-sales service and technical support and ignore the after-sales service needs of consumers. Computers are high-tech products. Once consumers buy a computer, the problem is difficult to solve, which makes them have to seek technical support from computer suppliers to help customers solve problems in use. The daily maintenance of computers, such as dust removal, coating, software upgrading, system reinstallation, etc., also requires the services of professional technicians provided by enterprises.

5.2 Human Resource Assurance

Dell's operations depend on the simultaneous flow of information needed to convert customer orders into service records for field use within 3.5 days. In addition to recording, computers should be assembled and tested. When the flow of information is accurate and available when needed, many other issues are simplified. Dell designs assemble, tests computers, and installs software packages. It does not produce components or write major software, so it does not compete with vendors. Dell's R&D department works with suppliers to provide the best available technology for each new product and its options. To avoid obsolete parts, Dell's engineering and materials systems must be coordinated with suppliers to avoid adverse effects (BYRNES J., 2003).

Talented people are recruited to ensure that the company runs smoothly and efficiently, and sophisticated marketing strategies are used. Talent is vital to the development of an enterprise. To retain talents, human resources should be built in the following aspects:

5.2.1 Increase Compensation and Treatment for Talents

Enterprises are encouraged to participate in the distribution of technology, skills, and other production factors according to their contribution according to market demand and business conditions, establish a salary distribution system based on post value, ability quality, and performance contribution, and strengthen the incentive guidance of skill value in salary and income distribution.

5.2.2 Strengthening Incentives

Arouse the enthusiasm and initiative of marketing personnel, and further develop their ability and consciousness

of innovative work. In the concrete implementation, we should adopt the way of combining material incentives with spirit incentives. In terms of rewarding employees, the company must work hard, develop more, and gain a lot. Fully understand the work of on-the-job, diligent, and excellent workers, and provide development space and training opportunities for encouraging marketing personnel. Members' sense of belonging helps them to set clear development goals and become more actively involved in their daily sales work (KRAEMER K, DEDRICK J., 2001).

5.2.3 Regular Training of Managers

Adding distributors requires the company's resistance thinking and strategic planning to bring physical stores online in real-time and synchronize. This requires dealers to regularly grasp the company's strategic development direction and marketing policies. At the same time, the headquarters also needs to obtain first-hand real-time information about consumers from regional dealers, including product problems and product feedback, which is conducive to the formulation and implementation of the company's development strategy in the next step (SCHONBERGER R., 2007). At the same time, the training work should be systematic, that is, in addition to the self-organization of each department. In addition to business training, municipal companies should also regularly organize marketing skills and comprehensive quality training, so that sales personnel, especially young employees, can grow through the company's training, that is, to cultivate reserve talents for the company, increase the company's attraction to marketing experts and avoid the problem of brain drain.

6. Conclusion

This paper systematically analyzes the market competition environment of Dell Computer Company, expounds on its competitive position, existence, and the possibility of sustainable development, and explores its strengths, weaknesses, opportunities, and threats by using the SWOT analysis method. The marketing strategy of Dell Computer Company is analyzed in detail by using the 4Cs theory.

In analyzing consumer demand and desire, this paper first analyzes how Dell recognizes the value of customer demand, then takes the concept of customer demand as one of the "three golden laws," and finally formulates a complete set of customer strategies to meet customer demand. In the analysis of consumer willingness to pay, this paper first analyzes the reason for Dell's price advantage and then explores the way of Dell's cost reduction. As Michael Dell, the company's founder, said to employees, "direct selling is a revolution, not a religion."

Another problem is that if Dell wants to succeed in the Chinese computer market, it must pay attention to the changes in localization strategy in the Chinese market. After all, it is unreasonable and impossible for a large market like China to adapt to Dell, so Dell's localization strategy is crucial. The road is tortuous, and the future is bright. Nothing can be achieved overnight, let alone a large enterprise like Dell. As long as Dell can actively improve its strategy and make ongoing changes, it can stand the test of the market at any time. After all, the market is unpredictable. I believe that with Dell's strong foundation, excellent technical and management team, and increasingly perfect direct sales model, Dell will take off again and create more brilliant achievements.

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