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A Managerial-Oriented Narrative Review Of Artificial Intelligence (AI) Integration In The Tourism And Travel Industry

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Abstract

The study explores a managerial- oriented narrative review of the previous studies on AI integration in the Tourism and travel industry. The purpose of the study is to examine and integrate the previous studies towards the challenges of synthesizing Artificial Intelligence into the tourism and travel industry from a managerial perspective.

By reviewing secondary data from academic periodicals, industry insights and reliable sources, the study attempts to identify key managerial challenges, analyze their implications, and indicate directions for future study. Such a detailed analysis is needed to furnish management literature by providing methodical insights into AI integration challenges and offering valuable suggestions for tourism managers and policy-makers.

The review also integrates previous investigations to study how AI promotes managerial functions, impacts strategic decision-making, and generates operational values. Besides, constitutes managerial challenges, associated with ethics, skills, and operational capabilities.

This narrative review also investigates the managerial implications of AI integration in this sector, analyzing current developments, technology adoption, and difficulties. The present study synthesizes literary texts from 2015 to 2025, to find the major advantages and bottlenecks linked to AI acceptance, comprising operating efficiencies, consumer satisfaction, ethically- challenged and strategic long-term processes. Findings suggest that whereas AI increases the level of services and corporate earnings, leadership governance remains critical to ensure ethical practices and human-centric service.

The findings show that AI plays the role of a supportive guidance technique preferably replacing managerial opinion. Hence, the study highlights insights for tourism and travel managers seeking to leverage integrating AI while maintaining human-centric

service(i.e., "Atihi Devo Bhava") and identifies gaps for future research.

Keywords: Artificial intelligence(AI), eCustomer experience, Managerial decision- making, Narative review, eOperational efficiency , Tourism and travel industry.

1. Introduction

The tourism and travel industry is a very powerful and informative automated industry of the international economy. Managers within sectors operating ecosystem attended to varying needs, fierce rivalry, and evolving global needs of their customers. "Travelers growing demands customized, seamlessly and technologically advanced skills supporting industry to embrace technology applications which increase client experience and managerial judgement (Liu, sihombing,A., Jamalulel, I., & Pahrudin, p.(2025)". Recently, artificial intelligence(AI) has importance like a technical result has the potential to solve such managerial challenges through allowing computer-controlled – decision -making and personalized attention. "Tourism and travel are within the rapidly expanding worldwide businesses providing considerably to national economy, recruitment and cultural exchanges (Airlanggu, Harijadri & Sinaga; 2023)"

Artificial intelligence(AI) applications in tourism contrast with tour guide to its budgetary policy and predictive modeling mechanisms. Most of the previous studies emphasizes towards- technical skills and customer understanding, with little consideration provided to the managerial- orientation of AI acceptance. Awareness of AI Integration with a managerial understanding is necessary because managers take the initiative in the selection, implementation and governance of AI mechanisms. This narrative review aims to address the gaps by combining literature works that investigate AI integration in the tourism and travel industry through a managerial mindset.

Although, the previous reviews have analyzed AI applications in tourism from digital outlooks and client experience there's little consolidated research that needs a comprehensive assessment of the managerial challenges actively engaged in AI integration. Current investigations are frequently disintegrated, emphasizing particular applications and case contexts which lack of providing a systematic review of challenges confronted by tourism managers throughout the tourism and travel sectors. This shortage underlines the necessity of a management-oriented review which integrates insights from the various secondary data to offer a comprehensive framework of AI- based challenges in the industry. Hence, the present study aims to review and synthesizes existing literature to identify the experiential challenges involved in integrating AI into the tourism and travel industry.

2. Literature Review

The acceptance of AI into the tourism and travel industry has considerably faster substantially enhanced recently, especially subsequent to the year of resilience/pandemic derived from digitalization, preparedness necessities, and growing demands for personal attention and support. Recent literature is (2020-2025) increasingly focusing on the managerial implications of AI acceptance preferably thoroughly out-and-out technical results.

Gretzil et al.,(2022),- focused on " after the covid-19 crisis, travel re-improvement depends to a large extend towards technological assistant business resilience and experiential- based- judgement." Correspondingly, Mariani and Perez-Vega (2023).,- pointed out " how artificial intelligence reinforces goal-layer-level organizational strategy through allowing information management co-ordination between concerned parties." In recent years, Koo, Shin, Gretzel and Hunter (2022).,- disclosed that " AI- driven data analysis and processing considerably strengthened managerial estimation exact in tourism industry." Mariani, Baggio, Fuchs, and Hoepken, (2023).,- figure out that "AI- based machine learning system increase tactical intelligence among tourism managers. " Gursoy et al., (2024).,- also claimed that " AI enhances managerial insights, preferably changing individual opinion, strengthening the significance of managerial stewardship." Tung and Au (2018) and Lu et al.,(2019).,- pointed out previous managerial challenges in integrating AI and personal services.

Current research shows more-in-depth discussions. According to Ivanov, Webster, and Seyyedi, (2022).,-who analyzed AI and robotics in the tourism and travel sector and observed that managerial adoption as well as managerial- orientation have a considerable impact on the performance of those services. Huang and Rust(2021).,- hypothesized that " AI being service augmentation equipment, a standpoint strengthening from Xiang, Du, and Fan (2023).,- stressed that " managerial accountability in presenting techno- organic being automation structures." Dwivedi et al., (2024).,- also pointed out that tour guides should be firmly manage AI- powered customer services and prevent integrity and real-world threats.

Sigala (2020).,- emphasized " AI- driven data analysis assistant, managerial adaptability and retrieval strategy in tourism and travel sectors." Mariani, and Borghi (2021).,- explained " AI's worth in budgetary policy, whereas Buhalis, Lin and Leung (2023).,-

determined "AI boosts managerial governance across powerful pricing and variations in customer demands. Currently, Zhang, Qiu, and Li-(2024).,- found that " AI- powered business analysis increases leadership effectiveness and profitability in the tourism industry." AI has arisen like a key enabler of all-embracing expert systems, human language technology, neural network and machine learning model (Dwivedi, Ivanov, Kim & Law;-2024)." Such automation enables businesses to operate details data analysis, forecast future trends, streamline repetitive tasks and offer online customized service- offer. Despite that, powerful AI integration needs managerial strategy, career-transition as well as integrity-based leadership (Sakyte- Statnickle et al., 2024)."

The integration of artificial intelligence into the tourism and travel sector has achieved significant scholarly focus during the past ten years, mainly with the advancement of

digitalization, business intelligence and smart- tourism ecosystems. Contemporary literature is increasingly highlighting- the managerial implications of AI acceptance, focusing on its responsibility- in adopting decisions, operation of services, operating efficiencies and competitive initiative. Previous investigations on smart tourism visualized AI as an essential facilitator of an integrated tourism system. Gretzel et al.,- (2015) presented the notion of " smart tourism, focusing the responsibility of automated systems in increasing data interchange and managerial leadership."- Buhalis and Leung (2018).,- also claimed that " AI-powered interoperability allows destination managers to improve overall functioning for every applications, enhancing agility and organizational strategy.

Such research is found that AI a strategic model, preferably an exclusive technology. The latest findings focus on sustainability level expertise. Buhalis and Sinarta (2019).,- claim that "AI- powered smart tourism needs dynamic managerial adaptation and leadership."

AI has been commonly accepted as a model for the decision-making process for destination managers. Xiang et al.,- (2017) showed how " AI-driven analytics support managers figuring out in a significant amount of digital data analysis to develop tactical arrangements." Ivanov and Webster (2019).,- analyzed "AI acceptance in tourism sector and determined that managers utilize AI framework to maximize costing, demand prediction, and underlined strategy." Koo et al.,- (2022) also underlined the role of AI and business intelligence analysis and processing in increasing accurate predictions and minimizing unpredictability in management decisions/ strategic planning. Tung and Au (2018),- examined "- client satisfaction by AI- driven services focusing on the managerial responsibilities to stabilize robotics from inter-personal relationships." Lu et al., (2019).,-analyzed in hospitality, pointing out that managerial adoption and staff preparedness affect the importantly performance of those services. Huang and Rust (2021).,- envisioned "AI as a tool which enhancing customer service demands, necessitating managers to remodel or adopt servicing procedures, preferably simple replacement work of the employees.

Various studies in the have observed A I's engagement effectivene operations in the tourism sector. "Mariani and Borghi (2021) .,-emphasized "- the utilization of AI- powered analytics for price optimization, resource mobilization, and strategic governance." Sigala, (2020).,- addressed "- how AI technological advice to destination managers in emergencies allows prompt action and adopt intelligence decision support." This research jointly suggests that AI can strengthen managerial effectiveness by digitally performing everyday functions and liberating managerial responsibilities for strategic decisions. In spite of its importance, AI integration has put forward managerial issues and challenges associated with costing, skills, and management style. Ivanov and Webster (2019)., -" determined resistance to AI embracing managers as a result of potential threat and absence of technological skill." Buhalis and Leung (2018).,- " focused on the significance of managerial governance in adjusting AI programs by enterprise planning." Sigala (2020)., - also alleged that advantageous AI relies acceptance upon managerial training and development as well as technical preparedness.

Ethical leadership became a serious managerial issues in AI integration. Tung and Au (2018)., - escalated previous issues concerning trusts, openness and reliability. Present day literature greatly enhances these issues. Dwivedi et al., (2023)., - highlighted that managers

should tackle neural networks, confidentiality of data, and responsibility while executing AI framework. Buhalis and Leung (2023) stated that"- Ethical AI leadership is today a tactical accountability of destination managers, preferably a technological issues. Gretzel and Scarpino- Johns (2025)., - pointed out that adopting AI in sustainable business tourism relies upon managerial governance, moral integrity and continuing training and development. Huang and Rust (2021)., - focused "leadership responsibility when assessing self-serving algorithmic bias and confidentiality of the data."

Hence, this research implies that lawful leadership is a key responsibility of managers in the automated tourism industry.

3. Research Methodology And Research Design

3.1 Research Design

In the present study, a non- quantifiable methodological review study is adopted to analyze the integration of artificial intelligence (AI) in the tourism and travel industry with a managerial- oriented standpoint. A qualitative synthesis design is adapted whenever the purpose is to integrate various streams of current evidence, identifying key issues and challenges, managerial implications and meta- strategic knowledge or critical analysis, preferably to collective data analysis findings. Considering the accelerated growth of artificial intelligence technology and its manifold applications in tourism, a literature framework enables expressive possibilities and is related to managerial adoption of decisions.

3.2 Nature of the Study

The current review is detailed and investigative in nature, depending particularly on second- hand information sources. This doesn't include first-hand information gathering, for instance, investigation and consultations. Alternatively, this careful of Al analysis previous scholarly work, industry insights and documentation of policies examines recent patterns, industry practices, advantages, issues and challenges and managerial implications of AI acceptance in the tourism and travel industry.

3.3 Sources of the Data

Information for analysis was gathered from authoritative sources and expert review, second-hand witnesses with academic periodicals, updated publications, deliberations of conferences and reports of su by mmits released accredited global Institutions. Key scholarly information systems like Emerald, Google Scholar, ScienceDirect, Scopus and Web of Science insights were examined to confirm the broader scope of pertinent publications. Not only that, industry insights by organizations like UN World tourism organization, WEF (World Economic Forum) and consultancy groups were analyzed to integrate practicable and managerial oversights.

3.4 Literature Selection Criteria

The literature works have been chosen on the basis of well- specified inclusion and exclusion criteria. Analysis highlighting artificial intelligence (AI), expert systems, automated customer service chatbots, machine learning, robotics, business intelligence, data integration, and connected virtual technology within the tourism and travel framework has been incorporated.

Most important presented assigned to journals by 2015 to take modern technical innovations, whereas previous innovative research was integrated wherein analytically linked. Journals with no direct connection to tourism and travel, inadequate managerial importance and published in non- academic journals were eliminated.

3.5 Data Analytics Method

The assembled literature was examined utilizing thematically subject- matter interpretation method. Main topics, for instance, AI-powered customer satisfaction, effectiveness of operational activities, fiscal policy, customization, expert system and ethically challengedwere specified by reanalysis and comparative reviews. The interpretation focused paradigm/model, resemblances and inconsistencies through the academic journey, allowing a comprehensive integration of previous information, preferably irrelevant data.

3.6 Managerial- Orientation Of the Review

A special characteristic of this research is its own managerial orientation. The literary analysis was identified with a highlight towards strategical and operational implications for managers in the tourism and travel sectors. Priority was based on how artificial intelligence can encourage and promote managerial decision-making, increase the quality of the services, maximiz the utilization of e resources and improve the competitiveness of the industry.

The study interprets academic understanding into practicalities significant for tourism and travel managers, policy-making/leaders and industrial experts.

4. Objectives of the Study

1. To examine previously published works on AI integration and to combine recent literature from 2015 to 2025 on AI applications in the tourism and travel industry.
2. To analyze AI acceptance from a managerial- oriented perspective.
3. To identify key managerial challenges confronted by tourism managers in AI implementation.
4. To analyze the implications of managerial challenges for management practices and decision- makings process.
5. To provide action-oriented recommendations for managers on powerful AI Integration and to specify future developments and gaps in the study for AI integration into the - tourism and travel industry.

6. Research Gaps

Although comprehensive investigation towards AI applications in tourism depends upon the majority of research embracing technology and customer -driven approaches. Restricted analysis clearly reviews AI integration derived from a managerial- orientation, specifically concerning managerial roles, ethical governance and organizational strategy. Additionally, there's an absence of extensive literature reviews combining managerial understanding throughout these studies.

Despite careful investigation of AI tools remaining space in synthesizing customer- and managerial outlooks completely. The majority of research emphasize on particularized technological and areas instead of providing integrated managerial instructions. This space justifies the current literature review, which integrates applications, challenges, and managerial suggestions in a separate form.

7. Review Of Major Managerial Challenges In AI Integration

This section reviews the major managerial challenges related to integrating AI into the tourism and travel industry, as specified- by the analysis of second- hand information.

7.1 Leadership and Strategic Challenges

The major problem confronted by tourism managers is the lack of a transparent future-oriented Outlook for AI acceptance. Several undertakings embrace technology AI in a disintegrated or innovative approach lacking assimilate into sustained organizational strategy. Studies indicate that unsuccessful leadership help and absence of business synergy frequently lead- to harnessing of AI automation and without acknowledging potential advantage. Managers should harmonize innovation with strategic integration while providing AI initiatives that promote the organization's purposes.

7.2 Operational and Implementation Challenges

Real – world implementation or functional utilization of AI poses great challenges to tourism regulatory agencies, notably because of technological innovations and disrupted technological architectures.

Research suggested that integrating- digital automation with the present system of reservations, customer engagement applications, and real-time transaction processing is always complicated and expensive. In terms of strategic planning, integrating multi-disciplinary groups and coordinating the implementation readiness are pivotal, even so challenging tasks, particularly for the small and compact tourism industry with limited technical opportunities.

7.3 People Management and Organizational Leadership Challenges

People management-associated difficulties are especially noticeable in the tourism and travel industry, viewed in light of its trust in customer service representatives. Literature emphasizes workforce disagreement to AI acceptance arising from anxiety of unemployment and lessen inter- personal relationships. Managers are necessitated to tackle such issues by powerful strategic organizational leadership together with learning and training strategies, capacity building programs and open discussions. Incapable of handling the management of humanoid parameters of AI integration may result in little involvement of employees and mitigate maintenance of care.

7.4 Financial Difficulties and Resource Limitation

AI integration always includes important capital costs comprising expenditures associated with process of software adoption, infrastructure of production facilities and information processing, and onboarding.

A study shows that several tourism sectors assess the profitability rates or ROI of AI projects. At the administrative level, good managerial skills and supporting AI- based outlay endures a big issues specifically in greatly competitiveness and pricing sensible travel industry.

7.5 Ethical Issue, Legitimate Claim and Database Management

Ethical issues and legitimate challenges associated with AI acceptance are progressively focused in tourism literature. Manager's responsibility is to act according to privacy policies and practices, while safeguarding accountability in technological adoption of decisions and procedures. Problems like customer confidentiality of the information, unfair algorithms, and insufficient transparency indicate major hazards to industry reputation, ethics and compliance regulations and rules of conduct are consequently crucial for managerial competencies and responsibility in AI- integration of tourism operating.

8. Findings and Discussions

8.1 AI Applications in the Tourism and Travel Industry

The analyzed literature shows that -AI became a game- changer in the tourism and travel industry, impacting both customer- oriented services and internal managerial procedures. AI applications are for broader deployment in sectors like customer engagement, demand trend analysis, price strategy, customized services and automated operations.

Technologies comprising AI assistants or chatbots decision support systems, deep learning models, predictive and analysis algorithms, information decision systems are progressively more integrated into tourism operations to improve the effectiveness and the quality of the services provided. Customer–centric applications, especially AI-driven

chatbots and online chat programs, are among the most specifically embraced technologies. Such tools and applications allow instant feedback to customer requirements, automated reservation procedures, and offer individualized suggestions, as a result, enhancing customer satisfaction and engagement.

In terms of managerial standpoint, these applications and tools minimize reliance on human resources for day-to-day operational tasks and enable employees to emphasize on value- added services.

8.2 Managerial Advantages of AI Integration

Among the most important findings of the analysis is the positively influences of AI on managerial decision–making. Technology allows managers to handle a significant amount of structured as well as unstructured data helping analytical decision–making associated with costing/pricing, prom otional drives, strategic resource planning and innovative business strategies and prediction analysis in particularly, promote managers in forecasting variation in demand, maximizing employment rates and minimizing infrastrural and communication barriers.

Artificial intelligence as well improve management of revenues by value-based pricing method that accommodates prices in real- time on the basis of price- demand curves, seasonal variations and rivalry nature. The literature systematically notified that industry accepting AI- driven- revenue management applications and tools experiences enhanced cost- effectiveness and optimized resource management. These findings focus on artificial intelligence's as a strategic advantage, preferably solely as software tools.

8.3 Artificial Intelligence (AI) and Customer- Experience Enhancement

An alternative key topic arising from the literature is the role of AI in increasing customer experience, customized services, allowed through AI algorithmic which examine customer behavior surfing online search record and journey pattern became a major factor in competitiveness of tourism and travel market, decision support systems, recommend customized travel packages, lodgings, and activities, creating most valuable and enjoyable involvement for tourists. In terms of managerial viewpoint, enhanced customer experience transforms into greater customer engagement, positively grapevine and customer satisfaction. The literature recommends that industry in a position to aligning AI- based automation with interpersonal relationships - are better in sustaining quality of the services whereas utilizing information technological effectiveness.

8.4 Operational Efficiency and Cost Optimization

Artificial intelligence provides a major contribution to operating efficiencies throughout tourism and travel industry. Automatically system for checking AI- driven programming and material- handling equipment minimize time for processing and reduce operational

fault. Manager advantages by improving the monitoring in relating to operation, enhanced services regularity, and minimized operating expenditures.

The findings further highlight that AI assists for improving coordination throughout businesses through incorporating information from multi-operator services into centralizing expert systems. This integration enabled managers to control performance metrics dashboard into online and quick response to practical issues and challenging.

8.5 e-Challenges and Managerial Issues

Although AI has benefits, the literature focuses on various issues related to artificial intelligence acceptance in the tourism and travel industry. Confidentiality of data and security breach and risk are between the most persistently mentioned challenges, especially taking into account the emotional character of customer data. Tourism managers must ensuring the compatibility along privacy policies/or practices and opening database management systems, human resources challenges are also important. AI acceptance always needs re- skilling and up- skilling workforce, where by confront resilience because of fearing under employment. The literature focuses the significance of organizational leadership strategy and continuing instructional strategies to ensuring effectively AI integration.

Furthermore, superior implementation prices and integrate complications possibly place roadblock for small and mid-sized tourism industry.

Such challenges require implement progressively strategy and detailed examination of profitability rates from managerial viewpoint.

8.6 Strategic and Managerial Implications

The findings jointly accept that AI acceptance to be ought attempted as a managerial strategic decision-making instead of a complete technology upgrading. Effectively implement needs coordination among automated intelligence projects and business purposes, total quality management, continuous improvement and a collaborative workplace atmosphere.

Managers are motivated to accept multi-cultural technologies, integrating AI- powered technical knowledge with HR strategies/practices services delivery. This process optimized effectiveness whereas maintaining the psychologicaland practical approaches of tourism services which technological in get itself doesn't simulated.

9. Limitations of the Study

Although providing a extensive managerial-oriented narrative review of artificial intelligence integration in the tourism and travel industry, the study is dependent on many - drawbacks which must be recognized for content- dependent transparency and scholarly integrity.

Firstly, the study is dependent on a narrative review on secondary data sources by current previous studies, industry insights and theoretical analysis. Although this method

enables for common topic incorporate and managerial analysis. It doesn't traditionally used quantitative synthesis method. As a result, the findings possibly derived from the limit of adopted literature and perhaps not include every emergent observational and experimental data in this speedily progressing areas.

Secondly, the analysis mainly emphasize towards scholarly journals, articles and reliable second-hand sources, whichever perhaps cause to scientific biases. Research showing effectively AI implementing have higher chances to be released than those docudrama collapse and adverse consequences, possibly redundancy advantages of AI Integration from managerial outlook.

Thirdly, the study accept a universal approach on AI acceptance in tourism which possibly neglect geographical challenges and circumstances variations. Determinants like technological framework, legal framework, stages of organization and culturally preparedness differ considerably nationwide and promotion travel industry advertising. Hence, the managerial implications highlighted possibly not consistently appropriate to every geographic framework especially in emerging and less developed regions and less advanced societies.

Fourthly, the study doesn't involve scientific evidence and experimental verification like interviewing along tourism managers and case-related database management. Although the theoretical findings are grounded in present literature, the lack of primary data and managerial viewpoint restricts the opportunity to evaluate uninterrupted implementing challenges and organizational preparedness in practice.

Finally, provided the accelerating rate, the technological developments, a few artificial intelligence applications and tools reviewed in the literature possibly develop and turn into outdated period. This dynamism of AI possibly impact the eternal significance of some findings and highlight the requirement for ongoing studies notifies. These limitations show that whereas this study provide invaluable managerial insights, their findings need to be indicated as theoretical guidelines instead of final empirical findings.

10. Future Directions for Further Research

Upcoming analysis need to be empirical investigation for managerial mindset on AI acceptance into tourism and development industry. Longitudinal research should be examined how managerial role arise with artificial intelligence integration. Comparative research in all areas and tourism industry become an economic heighten intelligence.

11. Conclusion and Managerial Implications

Artificial intelligence in the tourism and travel industry pose considerable managerial possibilities, given it is executed tactically and accountability. The study provides to the previous research by providing a extensive managerial viewpoint towards AI's acceptance and functions as a theoretical basis of future observational study. More comprehensive

analysis combining first- hand data and cade-related investigation are suggested to confirm and expand the understanding provided in this analysis.

This management-oriented narrative review explored the challenges related to AI Integration in the tourism and travel industry utilizing secondary data from previous studies. This study indicates that though AI provides considerable scope to increase the effectiveness, customer satisfaction and long-term planning process, strategic decision-making, their effectively integrating is based on many strategic plan, tactical usage, people management, capital expenditure, and integrity control.

The findings show that AI' integration in tourism and travel industry need to be taken for a extensive structural renovation, preferably a entirely digital utilization strategy. The fragmentary nature of current investigation emphasizes the significance of accepting a resilience – based- management viewpoint which incorporates various aspects of AI acceptance through integrating secondary evidence. The study provides to management literature with providing a documented knowledge of the challenges confronted by tourism managers in AI-based ecosystems.

11.1 Managerial Implications

In operational terms, the study provides various significant managerial implications for tourism and travel managers. Firstly, managers need to be developing clearly AI acceptance strategy aligning with corporate objectives to ensuring effectively use of AI technologies. Customer focus and strategical transparency are vital for directing AI-driven projects.

Secondly, tourism Industry need to invest in onboarding and organizational transformation programs to minimize resistance and increase employability. Motivating involvement of employees and encouraging a data-driven culture which promote smoothly AI integration.

Thirdly, managers should through assessment the relative cost- effectiveness of AI initiatives, profits and enduring profitably efficient utilization of funds and stages of implementation action techniques possibly support to alleviate financial risks.

Finally, moral dimensions and integrated data management also need to be emphasized to maintaining corporate reputation and meeting the standards. Setting up crystal-clear directives and code of conduct for responsible artificial intelligence utilization possibly grow industry reputation and resilience.

Conflict of Interest Statement:

The author(s) declare that there is no conflict of interest regarding the publication of this article, "**A Managerial-Oriented Narrative Review Of Artificial Intelligence (AI) Integration In The Tourism And Travel Industry**". The research has been conducted independently, without any financial or personal relationships that could have influenced the interpretations or conclusions presented in this study.

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