

CORPORATE SOCIAL RESPONSIBILITY OF MITSIS HOTEL CHAIN

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Abstract:

The actions of companies have a mayor impact on the lives of citizens. In the modern age, where society and the environment are at the center of attention, businesses must become socially responsible by incorporating social, ethical and environmental elements into their Corporate Social Responsibility (CSR) strategy. The purpose of this study is to investigate the basic CSR principles applied by Mitsis Hotels as the largest hotel chain in Greece being a model of the sustainable tourism development in the country. The Mitsis Group implements many actions to address the contemporary challenges of the tourism industry, in accordance with the three dimensions of the CSR strategy which are legal, ethical and social responsibility. In 2021, Mitsis Hotels implemented the program "A story of change", based on the following 5 pillars of CSR strategy: *1. Committed to the environment, 2. Enchanted with Greek History, 3. Enriched by everyone, 4. Amazing with new opportunities and 5. Concern for the planet.* Successful integration of these elements will lead to a more responsible and sustainable company, creating for it a distinct competitive advantage.

Resumo:

As ações das empresas têm grande impacto na vida dos cidadãos. Na era moderna, onde a sociedade e o meio ambiente estão no centro das atenções, as empresas devem se tornar socialmente responsáveis, incorporando elementos sociais, éticos e ambientais em sua estratégia de Responsabilidade Social Corporativa (RSE). O objetivo deste estudo é investigar os princípios básicos de RSC aplicados pela Mitsis Hotels como a maior rede hoteleira da Grécia, sendo um modelo de desenvolvimento sustentável do turismo no país. O Grupo Mitsis implementa muitas ações para enfrentar os desafios contemporâneos da indústria do turismo, de acordo com as três dimensões da estratégia de RSE que são legal, ética e responsabilidade social. Em 2021, a Mitsis Hotels implementou o programa "Uma história de mudança", baseado nos seguintes 5 pilares da estratégia de RSE: 1. Comprometido com o meio ambiente, 2. Encantado com a História Grega, 3. Enriquecido por todos, 4. Surpreendente com o novo oportunidades e 5. Preocupação com o planeta. A integração bem-sucedida desses elementos levará a uma empresa mais responsável e sustentável, criando para ela uma vantagem competitiva distinta.

1. INTRODUCTION

In recent years, due to unexpected and recurring challenges (coronavirus pandemic, globalization, new technologies, etc.) the attitude of businesses and organizations towards society and the environment has changed significantly (Bachnik et al., 2022). According to the European Commission, Corporate Social Responsibility (CSR) has been defined as "the responsibility of businesses for their impact on society and the environment".

In 2011, the Commission change its strategy for CSR, compounding horizontal perspectives to support CSR with more specific approaches for separate sectors and policy areas (SWD, 2019). Enterprises are possible to become socially responsible by integrating social, environmental, ethical, consumer and human rights into their business strategy in accordance with the law. Further, the role of public authorities is to support the companies through voluntary policy measures and supplementary regulation (European Commission, 2021).

According to the Sustainable Development Goals Report 2022 to recover from the COVID-19 pandemic, provide global sustainability and to achieve the 2030 Agenda, it is necessary for all nations to implement the "Global Goals". Based on the 17 Sustainable Development Goals (SDGs), there is a universal call for action by all countries and called for global partnership. These targets are defined as the end of poverty, through improving health and quality of education, restrict

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inequality e.c., and thereby enhancing the worldwide economic growth (United Nations, 2021).

In this case, the present study emphasizes at the corporate social responsibility and sustainability of Mitsis hotel chain in Greece, which is an exemplar of the country's sustainable tourism development and implements a multitude of actions (such as the new Corporate Social Responsibility program it implements entitled "A story of change") to address the modern challenges of the industry (Mitsis Hotel Group, 2021).

Konstantinos Mitsis was the founder of the largest hotel chain in Greece. He moved to Athens from Epirus at a young age and at 17 he opened a small textile business with 30 workers, which within ten years had 170 employees. Eventually, he got involved in the hospitality industry and in 1976 he opened his first hotel, the Ramira, on the Greek island of Kos (Mitsis Hotels Official_Site, 2022).

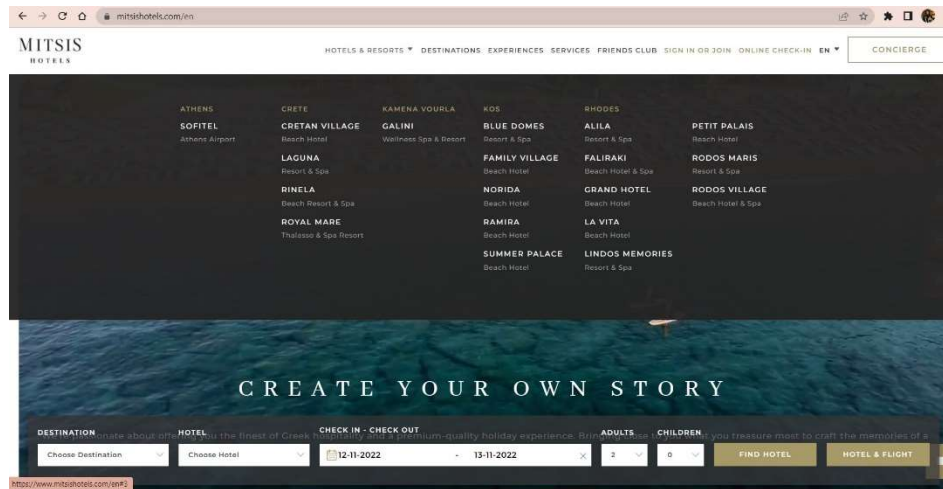
Mitsis Hotels is the largest privately owned hotel company in Greece, with 17 hotels and resorts in 5 different destinations (Athens, Kos, Rhodes, Crete, Kamena Vourla). Through the specific case study, not only its sustainable behavior in the tourism industry is distinguished, but also its innovation, as it founded the first all-inclusive hotel in Greece. Since 1976 it continues to offer a unique experience to every visitor.

The mission of this company is to support the preferred portfolio of hotels and resorts in Greece that offer excellent service, great locations, impeccable facilities, sophisticated dining and a wide range of choices for their guests, all in a sustainable manner. As for its vision, is to transform every visitor into a special guest through their 45 years of experience in the greek hospitality industry.

The values Mitsis Hotels adopt are empathy, adaptability and surprise, which its adhere to through the following 10 principles (Mitsis_Annual_Report_2021):

1. Professional Behaviour
2. Respect, Diversity & Fair Treatment
3. Professional Development & Support
4. Anti-corruption & Anti-bribery
5. Social Responsibility
6. Confidentiality & Privacy
7. Data Protection
8. Respect for Company Assets & Opportunities
9. Occupational Health and Safety (OHS)
10. Compliance with Laws, Rules & Regulations

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Figure 1. Initial screen from the official website of MITSIS HOTEL®

Source: [https://www.mitsishotels.com/en], as available at 11/11/2022.

2. CASE DEVELOPMENT

2.1. A 45-year hospitality story

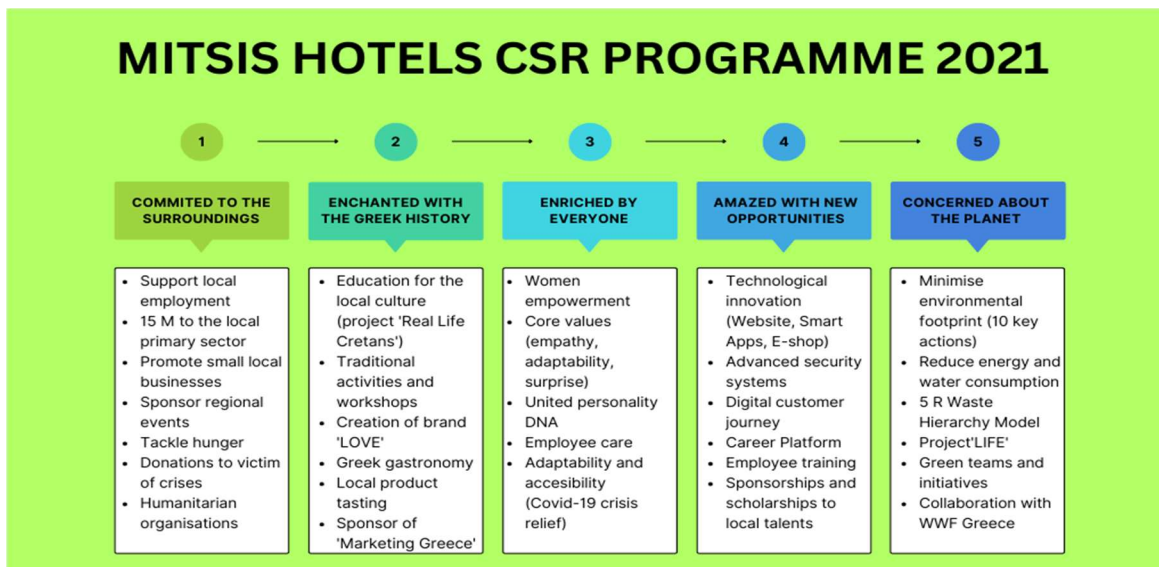
Mitsis hotel begun its story in a small Greek island, Kos, before forty-five years, with the vision of being an innovator in tourism industry. The idea was to build an all-inclusive experience, based on Greek hospitality and core values, such as social responsibility and sustainability. During the Covid-19 outbreak in 2021, the hotel designed a contemporary action plan to provide a safe environment to its employees and customers, which was a key element of the 2021 CSR report.

2.2. CSR practices at Mitsis Hotels

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A CSR strategy should contain three dimensions, legal, ethical and social responsibility (Kotler & Keller, 2016). The CSR holistic programme of 2021 at Mitsis Hotels: 'A story of change', aimed to excel in all these together. Its' values and ambition to become a role model for the Greek society are found in the 5 pillars of this programme (**Figure 2**).

Figure 2. Mitsis Hotels Corporate Social Responsibility Report 2021



Committed to the surroundings

The specific hotel chain is committed to help the local community in every possible way, by offering the opportunity for local citizens to work in their facilities. A remarkable percentage of local employees of 68% has already been reached and by 2025 the goal is to increase this percentage to 75%. In addition, Mitsis Hotels invest in the local primary sector (almost 15M each year) and support regional events and organizations including the Acropolis Rally, the Rhodes International Marathon, the Internation Rhodes Grand Prix and the Rhodes Bike Festival. As we see in this case study, local empowerment is supported in this twofold, employees are educated to intensify the local communities and at the same time, guests are urged to consume preferably from small local businesses. The philanthropic profile of the resort is shown by its participation in the UN Sustainable Development Program, SDG 2 "Zero Hunger". and its contribution to the Holy Metropoles and Municipalities' initiatives to tackle hunger. In 2021 the company managed to offer 2,500 grocery shopping vouchers to the employees. During difficult times in Greece, Mitsis Hotels tried to relieve the locals by adopting public spaces and donating to victims

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of crises and natural disasters such as the intense wildfires at 2021 in Greece and the earthquakes in Crete and Thessaly. Moreover, the hotel chain's offer to Red Cross and Hellenic air force should not be forgotten. Last but not least, many local humanitarian organizations like Ark of the world, Eliza, Floga, HOPEgenesis, Make-A-Wish Greece are supported, and its staff and guests are inspired to become future blood donors by participating in voluntary blood donations, organised by Mitsis Hotels.

Enchanted with the Greek History

This case study seeks to achieve the creation of a unique customer experience, through various events in all 5 destinations: Crete, Kos, Rhodes, Athens, Kamena Vourla. First of all, Mitsis Hotels help guests to live the full experience of each unique destination, by educating them for the local history, tradition and cultural heritage. Particularly, in Crete, guests have the opportunity to experience the Cretan life by participating in the program: 'Real Life Cretans', which allows them to get involved in sheep milking, visit a Cretan family, try the local flavors of their garden and discover the orthodox religion. Trying to enrich the local culture, traditional activities, such as Greek dance and music events and also, pottery workshops in Crete, are often provided. Furthermore, this hotel unit is taking pride in sponsoring the 'Rhodes International Festival' and creating the brand 'LOVE', which promotes the destinations' uniqueness, by offering exclusive products in collaboration with local businesses. Greek gastronomy is promoted continuously throughout guests' accommodation. Not only it is offered a unique traditional menu and Mediterranean cuisine, but also, a rich recreation program with local product tasting and cooking lessons, which makes guests feel the Greek mindset of people bonding around the table. In conclusion, in order to promote the Greek culture, the company supports Greek marketing campaigns about tourism, by being a part of the non profit initiative 'Marketing Greece'.

Enriched by everyone

The important aspect of the hotel's personality is exclusion and diversion. This is why efforts to enhance and support diversity among their employees are vital. In particular, the company has set a goal to increase the percentage of women in middle and top management to 40% by the year 2025, proving once again its concern for female empowerment. Overall, the right working conditions are created, so that every employee feels like a unique part of the organization. All 4000 employees embrace the three core values of Mitsis Hotels, empathy, adaptability and surprise. Therefore, Mitsis Hotels are motivated to turn each guest's visit into a special experience. This is achieved by creating a personality DNA, based on 12 key personality characteristics (such as teamwork, communication, adaptability and willingness to grow), to achieve a unified operations of the staff. Employees are the heart of this hotel chain, which is reflected in the HR practices. People are treated equally, receiving the same

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opportunities, regardless of their background, following the Universal Declaration of Human Rights. In 2021 employee care was enhanced by implementing a reward strategy, providing free housing to 1,109 employees and offering discounted or free accommodation, by commencing the programme 'Enjoy our hotels as a guest'. Likewise, the enterprise offers a healthy and safe environment for all visitors and employees, adhering to Health and Safety regulations, being adaptable and accessible to all. Practically, Mitsis Hotels provide a safe environment for both employees' children and guests, accessible facilities for people with disabilities and special meal options for people with dietary restrictions.

Amazed with new opportunities

This hotel chain has always aimed for innovation and progress in all areas of its operation. In its CSR program for 2021, Mitsis Hotels embraced technological development more than any other year, being GDPR compliant and optimizing the advanced security systems. Company's commitment to create an innovative digital customer journey before, during and after the guests' visit, led to an increased percentage of visits to the website (70.34%) compared to 2020. In particular, the website was reinforced with the programme loyalty MFC, Mitsis LOVE e-shop, a blog for all unique destinations and innovative smart applications such as the Mitsis Concierge Platform, Table Reservation Platform and Online Check-In. Apart from the technological change, the employee journey has been enhanced at the stage of recruitment, with new talent acquisition and deploying the Career Platform. Similarly, employee training was enhanced by motivating, rewarding and regularly training staff throughout their employment. Feeling the desire to increase their tenure, Mitsis Hotels set a goal to increase the percentage of employees who work in its group for more than 2 seasons, from 48,8% in 2021 to 75% by 2025. Finally, sponsorships are offered to local sports teams and athletes, as well as scholarships and internship opportunities to students in the areas that own the hotel units.

Concerned about the planet

In this case study, sustainable hospitality is vital. Due to the global climate change, Mitsis Hotels adopted a green philosophy to minimize its environmental footprint. The hotel chain's efforts to protect the environment are oriented around 10 key actions, such as sustainable development, waste management and energy conservation. Focusing on the latter, the company aimed to reduce energy consumption by 1,5% per year (2019 base year), through business-friendly environmental policies. Notably, the single-use plastic was subtracted and LED lamps took the place of conventional lamps. The main goal was to manage the

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waste, based on the 5 R Waste Hierarchy Model (Reduce, Reuse, Recycle, Recover, Residuals Management), focusing on a detailed recycling plan of a variety of waste products.

In addition, the environmental program 'LIFE' was launched, green teams were formed among the employees and green initiatives like beach clean-ups and tree planting were organised, to inform visitors and educate employees to adopt a sustainable mindset. In conclusion, in 2021, Mitsis Hotels collaborated for the first time with WWF Greece for the programs: "Adopt a Beach" and "Hotel Kitchen".

2.3. Mitsis Hotels through Covid-19

The global Covid-19 crisis has had a serious impact on national economies. Since Greek tourism is the main source of revenue for the Greek economy, a mismanagement would be an economic disaster. To address this situation, Mitsis Hotels designed an innovative health and safety plan, following the legal regulations. The company focused on a holistic detailed protection plan, investing in protective equipment an amount over than 890,000€ during the period 2020-2021, making it a priority to keep both its staff and visitors safe and satisfied.

With this in mind, Mitsis Hotels decided to rely on some basic hygienic guidelines. First of all, the company started operating at low occupancy to implement the proper social distancing rules. Moreover, cleaning and disinfection was increased in all areas and a full welcome safety pack was provided at guests' arrival. While following food safety protocols, the hotel chain has ensured a safe and comfortable environment for its people.

2.4. Awards

The vision of Mitsis Hotels is a sustainable and socially responsible future in luxury tourism in Greece. In 2021, the hotel gained many awards and certifications from national and international travel organizations and tour operators.

Specifically, they were recognized at:

- “31 Most Sustainable Companies in Greece” (2022) by QualityNet foundation.
- “Bravo Sustainability Dialogue & Awards 2022” by QualityNet foundation.

Top rating awards in various websites by online reviewers:

- Booking.com, Traveller Review Award '21
- Holiday Check Special Award '21
- Holiday Check Recommended '21

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- Hotels.com, Loved by Guests, Most Wanted Award '21
- Hotels.com, Loved by Guests, Award Winner '21
- Hotels.com, Loved by Guests, All-Inclusive Winner '21
- Travelmyth '21 TripAdvisor, Travellers' Choice '21
- World Luxury Hotel Awards '21, Luxury Beachfront Resort
- World Luxury Hotel Awards '21, Luxury Family All-Inclusive Hotel
- World Luxury Restaurant Awards '21, Italian à la carte Restaurant - Italian Cuisine

Other certifications:

- ❖ Bike Friendly
- ❖ Blue Flag
- ❖ Greek Breakfast
- ❖ Green Key
- ❖ Health & Safety
- ❖ Health First Protocol
- ❖ ISO 14001
- ❖ ISO 22000
- ❖ Safe Operation of Playground
- ❖ Safe Operation of Water Slides
- ❖ Safe Restart
- ❖ Travelife Gold

As demonstrated by this case study, social responsibility and sustainability have a significant impact on the tourism sector. Companies like Mitsis Hotels, which implement worthy CSR practices, achieve a long-term profitable and sustainable existence, without harming the people and the environment around them. Every organization in tourism or any other sector, should strengthen sustainable operation in order to expand social responsibility worldwide.

3. QUESTIONS FOR DISCUSSION

Question 1.

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What are the main reasons that lead a customer nowadays to choose a socially and environmentally conscious hotel? Do ethical issues affect customer choices or not?

The modern consumer is more socially and environmentally conscious than ever and therefore chooses a more sustainable lifestyle. Consumers' changing lifestyles have an impact on most of their purchasing habits, including their preferences when choosing a hotel. CSR practices can help a hotel achieve better reputation and brand image, increasing revenue and customer loyalty, creating better visibility for stakeholders, while improving its public image (Guzzo et al., 2020). Based on the high guest ratings and multiple awards received by Mitsis Hotels from travel agents, it seems that consumers prefer hotels with CSR policies. However, some studies reported no significant correlation between CSR activities and customers' purchase decision, as a consequence of customers' lack of attention to CSR (Boccia et al., 2019; Carrigan & Attalla, 2001). Especially in the tourism sector, some other studies have shown that people tend not to consider CSR when evaluating their hotel experiences (D'Acunto, Tuan, Dalli, Viglia, & Okumus, 2020), (Randle, Kemperman & Dolnicar (2019). Customers make these choices mainly for ethical reasons, while at the same time enjoying a sense of fulfillment. Consequently, these controversial results create the need for additional research regarding CSR policies and customer decision-making.

Question 2.

What are the five pillars of the CSR program implemented by Mitsis hotels?

According to Kotler and Keller (2016), legal, ethical and social responsibility are the three dimensions that should be included in a CSR strategy. The motivations behind choosing CSR practices are complex. The overall goal is to improve efficiency and productivity and achieve business goals. (Abaeian, V., Khong, K. W., Yeoh, K. K., & McCabe, S. (2019). According to Maas, S. and Reniers, G. (2014), companies in order to design a successful CSR strategy must emphasize a broad set of interconnected sectors. Mitsis Hotels Group, following the same pattern, attempts to integrate sustainability goals into its long-term strategy. By breaking down its CSR strategy into five pillars—it creates strong relationships with local communities, promotes cultural heritage, embraces diversity, exploits new possibilities and protects the environment—is able to develop a comprehensive CSR plan.

Question 3.

How has the global pandemic affected the CSR of Mitsis Hotels?

The global pandemic has significantly affected the way our society operates and changed health and safety rules. The government implemented strict health

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regulations urging the tourism industry in particular to reshape its business practices in order to comply with the new regulations and reduce potential customer concerns. (Le, D., & Phi, G. (2021). Further studies in the tourism industry show that the following policies are in place (Manuel, T. & Herron, T.L. (2020) :

- Charitable donations to healthcare workers.
- Support local producers.
- Increase in health policies.

In accordance with the above, Mitsis Hotel has implemented a holistic approach to corporate social responsibility, designing an innovative health and safety plan making the health of guests, employees and the community of utmost importance.

4. CONCLUSIONS

Committed to corporate social responsibility and aiming to achieve sustainable hospitality, it is clear that the Mitsis Group strives to combine economic progress, social equality and care for the environment.

Mitsis Hotel, underlines the importance of a holistic CSR policy, as it cares about people (both employees and guests), but also about its footprint on the environment. In addition, it strengthens the local community by offering jobs, supporting victims that have been suffering the consequences of natural disasters and enhancing humanitarian organisations.

Moreover, its mayor aim is to promote the rich local history, traditions and gastronomy through educational and interactive workshops. What is more, Mitsis Hotels keeps pace with rapid technological changes by investing in employee experience connexed with innovation and growth. Last but not least, it empowers vulnerable social groups while supporting diversity and at the same time, complying with established laws and regulations concerning not only the environmental but also the humanitarian approach.

The purchasing activities of modern consumers are significantly influenced by the actions of companies towards society and the environment. A competitive advantage for a hotel chain, such as the Mitsis group, is that it is fully aligned with the principles arising from the Corporate Social Responsibility strategy, as defined by the European Commission and even implement the "Global Goals" (according to Agenda 2030).

In the future, more annual reports of the specific hotel could be investigated in order to create a comprehensive understanding of Mitsis Group's CSR. Finally, a comparative study could be conducted between the Mitsis hotels and corresponding hotels, in order to identify their similarities and differences, as well

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as to present overall the best CSR strategies of the tourism industry in Greece. Thus, the Mitsis hotels could set an example for hotel industry to act accordingly.

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