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Shaping Strategic Marketing Performance: A Quantitative Evaluation Model Based on the 7P Framework

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Abstract

Given the significant shift toward a digital-driven ecosystem, the traditional marketing evaluation framework faces limitations in capturing the complexity of modern organizational performance. This study develops an integrated performance evaluation model based on the expanded 7P framework. By using Multi-Criteria Decision-Making (MCDM), the proposed model standardized 21 key performance indicators and applies a mathematical weight mechanism to prioritize strategic marketing activities. The model was also validated by marketing experts to ensure its practical relevance and adaptability to dynamic market environments. The study demonstrates the possibility of integrating qualitative and quantitative approaches and outlines a simplified methodology that supports the practical application of the 7P model using an MCDM-inspired approach.

Keywords: *7P Marketing Mix, Key Performance Indicators (KPIs), Multi-Criteria Decision-Making (MCDM), Strategic Marketing Performance*

Introduction

In the recent global economy in different fields specially in digital driven environment, it's necessary to use a more advanced approach to marketing strategy and performance evaluation. While the traditional 4P marketing is limited to cover the complexities of customer experience and organizational efficiency, it's crucial to introduce proper framework with more comprehensive lens for strategic alignment and implementation.

Marketing managers already have models like the 7P framework, so the problem isn't that they don't know which elements matter. The real problem is that they don't have a clear, objective, numbers-based way to measure how well each of those seven elements is performing. Existing evaluation models often

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rely on static assumptions and struggle to quantify intangible assets related to processes and people, for example.

This study focuses on these limitations and introduces a structured KPI-based performance and evaluation Model. By integrating Multi-Criteria Decision-Making (MCDM) logic, the proposed approach provides a mathematical mechanism for prioritizing marketing activities, enabling the organization to allocate resources properly to areas with the highest strategic impact. A systematic validation phase involving marketing experts is also included to assess the practical applicability of the proposed 7P–KPI Matrix, thereby bridging the gap between theory and practice.

Despite the extensive literature on the 7P marketing framework, there remains a shortage of practical, effective, and transparent tools that support its systematic use in performance evaluation. This creates a gap between theoretical marketing models and the expectations of managers who need measurable instruments for decision-making.

Therefore, the aim of this study is to develop a simplified 7P–KPI evaluation model that supports strategic marketing performance assessment through measurable indicators and MCDM-inspired prioritization. The main contribution of the paper is the integration of the 7P framework, KPI-based measurement, expert validation, and visual interpretation into one practical evaluation approach.

Multi-Criteria Decision-Making (MCDM) approaches are particularly useful for evaluating complex marketing systems such as the 7P framework, as marketing decisions often involve trade-offs between quantitative performance indicators and qualitative customer-experience factors. MCDM provides a structured, logic-based methodology for prioritizing and weighting Key Performance Indicators (KPIs), enabling more transparent and systematic decision-making. Its flexibility and clarity make it a valuable decision-support approach in multi-dimensional strategic context [16, 32].

Literature review

This section will provide an overview of the theoretical foundations of the 7P marketing model and its evaluation as a strategic tool for shaping comprehensive marketing strategies. In addition, this review will demonstrate the role of key performance indicators (KPI's) in strategic marketing, as well as their impact on organizational alignment and the decision-making process.

The 7P Marketing Framework as a Tool for Strategic Alignment

The concept of marketing mix was first introduced by McCarthy [23], he presented the 4Ps model consisting of product, price, place, and promotion. The applicability and simplicity of this model in the field of marketing, especially in relation to physical goods, has made it widely popular.

However, As the share of services in the global economy has increased, researchers have realized that the traditional 4P model is not sufficient to explain the specific characteristics of services, such as intangibility, differentiation, and the simultaneity of production and consumption [36]. To address these limitations, Booms [5] added three new components to the marketing mix: people, process, and physical evidence.

"People" includes all those involved in providing services, such as employees and customers. "Process" refers to the steps through which services are delivered and consumed. "Physical evidence" means tangible things like facilities, brochures, and digital environments that support service delivery.

The addition of these three sections made the framework more compatible with different industries and gained more strategic value. For this reason, the 7P model is a complete structure for analysing, planning, and implementing marketing strategies. Each of the 7Ps has a specific role: 'Product' relates to design and features; 'Price' determines market position and perceived value; 'Place' refers to distribution and access; 'Promotion' involves communication and introduction; 'People' shapes the customer experience; 'Process' provides order and efficiency; and 'Physical Evidence' supports customer trust and perception of the brand [21].

This model has become a cornerstone of marketing education and practice because it is both flexible and comprehensive. It is still evolving in today's digital and global world and is commonly used as a basis for marketing analysis and coordination [20].

Application of the 7Ps in Strategic Planning

The 7P model helps companies align their marketing with their core business goals. Each part of the model acts as a guide for making decisions and measuring the work, the market, and the value they offer. Marketers use the 7Ps for both campaign design and long-term planning, customer experience management, and brand differentiation [14].

For example, product strategies are not limited to innovation and quality, but must also align with different customer segments and changing market needs [3]. Pricing is often tied to competitive positioning and perceived customer value, impacting profits and customer sentiment. Positioning decisions, especially in multichannel environments, also impact an organization's success in reaching its target market [1].

Promotion planning is part of a larger communication strategy that helps build brand and market awareness. Also, proper people and process management guarantees consistent service, engaged employees, and quality work—all of which directly impact customer satisfaction and loyalty. Finally, physical evidence is used to demonstrate brand identity and trust, especially in services and digital environments.

Organizations use the 7P model in strategic reviews, business model design, and annual planning to ensure that internal capabilities are aligned with market needs. By examining these seven areas, companies can identify gaps, focus on improvements, and better allocate marketing resources to achieve key objectives. The 7P model is a broad and flexible tool that covers both the internal operations of the company and customer relations. With this model, managers can examine marketing more closely [17].

Each element has a way to be measured; for example, a product can be measured by its quality or performance, advertising by the number of people who see the message or their reactions, and elements such as process and people can be measured by customer satisfaction, speed of service, or employee efficiency [35]. This flexibility allows for tailored key performance indicators (KPI's) depending on industry, strategy, and company goals.

The 7P model aligns a company's day-to-day activities with its larger business goals, which is crucial for measuring performance. When used in a structured way, it becomes a tool for a balanced assessment, a combination of short-term indicators and long-term goals. As a result, the 7Ps serve as a bridge between strategic marketing plans and day-to-day practical implementation, helping companies identify weaknesses and improve marketing effectiveness over time.

Researchers and experts emphasize that the 7P model is compatible with digital marketing and service-oriented strategies that are increasingly playing a important role in global business. The continued use of this model in marketing evaluation and analysis tools also shows that it remains valid and applicable, both in academia and in management [15].

Strategic Relevance of Marketing Performance Measurement

As companies operate in a competitive, data-driven environment, measuring marketing performance has become an essential part of strategic management. It helps translate broad goals into actionable insights and guides decision-making across all marketing departments. It enables companies to assess whether their marketing investments generate value and support long-term objectives such as customer acquisition, retention, and brand equity development.

Performance measurement is important because it maintains the connection between marketing activities and the organization's results. Without regular evaluation, marketing is likely to drift away from business goals, resources are not spent properly, and valuable opportunities are missed [2]. Instead, when marketing metrics are designed properly, they align daily operations with core goals while fostering transparency, accountability, and continuous improvement [18].

Marketing performance measurement acts as a common language within the organization. By doing so, the marketing team can clarify the reason for the budget, demonstrate the value of its activities, and gain the trust of executives. This helps marketing better align with other departments such as finance, operations, and innovation [25]. So, performance evaluation is no longer an optional task, but an integral part of strategic marketing in today's organizations.

Key Performance Indicators (KPI's) are the important tools for translating marketing strategies into action and tracking their impact on business goals. KPI's are measurable metrics that show how well marketing activities support strategic goals, helping companies monitor performance and make early action if needed [22]. They are indicators that are directly related to strategic priorities and change depending on the market, industry, and business model of the company [27].

Marketing KPI's have both numerical and qualitative indicators. Numerical indicators include things like customer acquisition cost (CAC), return on marketing investment (ROMI), conversion rate, and customer lifetime value (CLV). Qualitative indicators typically relate to brand awareness, customer satisfaction, and engagement [29].

To have the right mix of KPI's, they need to be aligned with both short-term operational goals and long-term strategic outcomes. When KPI's are defined within the right framework, marketing managers can be flexible without losing strategic vision. For example, online dashboards and real-time data analytics allow campaigns to be tracked in real time and adapt to the changes. Also, indicators related to customer behaviour, such as Net Promoter Score (NPS) or churn rate, provide important information about the role of marketing in retaining and building customer loyalty [19]. The important thing is that KPI's are not just measurement tools but also help in coordination and transparency between different departments. When these indicators are shared between units, joint planning becomes easier and decisions are made faster and more effectively [24].

Tools and Systems for Strategic Marketing Evaluation

As decision-making becomes more data-driven, a variety of tools and systems have been developed to monitor strategic marketing performance. These frameworks transform marketing data into actionable information to both improve daily operations and align the organization's direction with long-term goals.

One common approach is to use marketing performance management (MPM) systems, which bring together planning, budgeting, and analysis to better track and optimize marketing results [26]. Digital dashboards are a key part of today's performance measurement systems, providing real-time visibility into key metrics, trends, and forecasts. These tools help managers quickly assess the situation, respond to changes, and operate faster and more flexibly in today's market [30].

Software like Salesforce, HubSpot, and Google Analytics help companies track campaign success, customer journeys, and conversion rates. These tools allow companies to adjust their tactics with situation and changes. The Balanced Scorecard (BSC) is another important tool in the marketing field from organizational management. This approach helps translate strategic marketing goals into measurable indicators in the areas of finance, customer, internal processes, and innovation. With this approach, marketers learn to focus on both short-term gains and long-term capabilities to ensure sustainable values.

New technologies like artificial intelligence and machine learning are changing the way to measure marketing metrics; they can be used to predict return on investment, segment customers more accurately, and create personalized campaigns. They can also impact on customized strategies [4]. These systems have great power, but their results depend on careful implementation and coordination within the organization. Companies must choose tools that match their level of strategy, data, and marketing goals; otherwise, they will just generate volumes of data without providing useful insights.

Identifying Gaps in Current 7P Evaluation Models

Despite the widespread adoption of the 7P marketing mix framework across various industries, several limitations persist in its application for performance evaluation. Recent studies have highlighted these gaps, emphasizing the need for more comprehensive and adaptable models.

1. Lack of Standardized Metrics Across Industries While the 7P framework provides a holistic view of marketing strategies, there's a noticeable absence of standardized metrics for evaluating each component across different sectors. For instance, a study focusing on the healthcare sector emphasized the significance of 'process' and 'people' in influencing customer satisfaction but did not provide a standardized measurement approach applicable to other industries [12].

2. Limited Integration with Advanced Analytical Tools The traditional application of the 7P model often lacks integration with modern analytical tools and technologies. This limitation hampers the ability to derive actionable insights from vast datasets, especially in the digital age where customer interactions generate significant data points [10].

3. Insufficient Consideration of Dynamic Market Environments Current 7P evaluation models often operate under static assumptions, failing to account for the dynamic nature of markets. Factors such as changing consumer behaviours, technological advancements, and competitive actions require models that can adapt and provide real-time insights.

4. Overemphasis on Quantitative Metrics There's a tendency to focus predominantly on quantitative metrics, potentially overlooking qualitative aspects such as brand perception and customer loyalty. A balanced approach that incorporates both quantitative and qualitative measures is essential for a comprehensive evaluation [11].

5. Challenges in Measuring 'People' and 'Physical Evidence' Among the 7Ps, 'people' and 'physical evidence' are particularly challenging to quantify. These elements are inherently qualitative, and current models often struggle to incorporate them effectively into performance evaluations [8].

6. Need for Customization in Diverse Cultural Contexts The global application of the 7P framework necessitates customization to accommodate diverse cultural contexts. However, existing models often lack the flexibility to adapt to different cultural nuances, potentially leading to inaccurate assessments [28].

7. Inadequate Feedback Mechanisms for Continuous Improvement Effective performance evaluation models should facilitate continuous improvement through feedback mechanisms. Current 7P models often lack structured processes for incorporating feedback, limiting their effectiveness in dynamic business environments [33].

Methodology

This study adopts a conceptual model-building approach, using qualitative research methods supported by quantitative elements for model design and demonstration. The goal is to develop a structured, KPI-based performance evaluation framework grounded in the 7P marketing mix. The research process combines thematic literature synthesis, qualitative content analysis, and a structured conceptual demonstration.

The scope of this study does not allow for a comprehensive implementation of all advanced methodological approaches to multi-criteria evaluation. The authors are fully aware of this limitation and therefore adopt a simplified, conceptually grounded approach suitable for model development. Consequently, in order to demonstrate the applicability of the MCDM-inspired framework supported by KPIs within the 7P model, the study employs a simplified example based on subjective priority assessments provided by a limited group of interdisciplinary experts. In the authors' view, this approach fulfills the research objective while maintaining the credibility and practical relevance of the results.

A review of the relevant literature indicates that it contains detailed descriptions of various Multi-Criteria Decision-Making (MCDM) methods, including AHP (Analytic Hierarchy Process), SAW (Simple Additive Weighting), TOPSIS, ELECTRE, PROMETHEE, and MAUT/SMART. Therefore, rather than implementing a single method in full, this study adopts a generalized and hybrid MCDM-inspired approach, based on an overall assessment of the usefulness of these methods for conceptual model development and practical applicability.

Research Design

The research follows a qualitative-conceptual design involving the following stages:

Literature-Driven KPI Identification: Key Performance Indicators (KPI's) were extracted from scholarly articles (2020–2025), focusing on studies applying or analysing the 7Ps in various industries.

Data Sorting and KPI Structuring: KPI's were organized according to the 7Ps framework (Product, Price, Place, Promotion, People, Process, Physical Evidence). A qualitative thematic analysis [6] was used to categorize KPI's under relevant Ps, ensuring conceptual consistency and practical measurability.

Indicator Prioritization and Weighting: To enhance decision-making utility, indicators were logically prioritized using principles from Multi-Criteria Decision-Making (MCDM) approaches [16, 32] specifically inspired by the Analytic Hierarchy Process (AHP). Weights were assigned to KPI's based on their relative strategic importance, derived from literature and expert reasoning.

Expert Validation: After the KPI matrix was developed, the study employed an expert validation phase to assess the model's relevance, clarity, and practical usefulness. A panel of 3 to 5 experts — comprising academic scholars specializing in marketing and strategic management, as well as marketing professionals from relevant industries — was consulted.

Data Collection and Sources

Rather than traditional surveys, this study focused on secondary data collection through, systematic literature reviews using databases such as Scopus, Web of Science, industry reports and whitepapers from consulting firms (e.g., Deloitte, Salesforce) and available benchmark studies on marketing performance metrics.

The search included terms like "7P marketing evaluation," "marketing KPIs," "strategic marketing metrics," and "performance measurement in marketing," covered articles from 2020 to 2025. In total, over 35 academic and industry sources were reviewed, including, for example, [7, 9, 13, 31].

To examine the KPI's within the 7P framework, Rayyan.ai was used. Articles were exported from EndNote and reviewed based on topics such as marketing performance measurement, application of the 7P model, and priority of KPI's. This screening provided a solid scientific basis for further refinement and validation.

Results

The finalized 7P-KPI Matrix consists of selected Key Performance Indicators (KPI's) under each element of the marketing mix. Each KPI is designed to be measurable, and applicable across industries.

Source: Own elaboration. This matrix offers a systematic, practical tool for measuring and benchmarking marketing performance within the strategic management context.

Application of Multi-Criteria Decision-Making (MCDM) Logic

In this study, Multi-Criteria Decision-Making (MCDM) logic is applied to guide the structured development and potential future prioritization of Key Performance Indicators (KPI's) within the proposed 7P-based performance evaluation framework. MCDM techniques, widely used in strategic decision-making, provide a systematic approach to evaluate and compare multiple, often conflicting criteria [16, 32]. In the context of this research, MCDM serves as a conceptual foundation for organizing KPI's under each marketing mix element and preparing for their future prioritization.

Table 2 presents the results of the Multi-Criteria Decision-Making (MCDM) process applied to the 7P-based performance measurement framework. Each Key Performance Indicator (KPI) under the 7Ps was assigned a priority score ranging from 1 to 5 based on its strategic importance, determined through

Table 1. Marketing Mix-KPI's

Marketing Mix Element (7Ps)	Key Performance Indicators (KPI's)	Brief Description
Product	Product Quality Index	Measures product defect rates, returns, and customer satisfaction.
	Innovation Score	Tracks the number of new product features or innovations introduced.
	Customer Perceived Value	Reflects customers' assessment of value relative to competitors.
Price	Price Competitiveness Index	Compares prices with competitors across markets.
	Profit Margin	Measures profitability per product or service.
	Customer Price Sensitivity Score	Indicates customer responsiveness to price changes.
Place (Distribution)	Delivery Time Performance	Tracks on-time delivery and distribution speed.
	Distribution Coverage Rate	Measures the breadth of markets or locations served.
	Digital Accessibility Score	Assesses website/app ease of use and digital reach.
Promotion	Marketing Campaign ROI	Calculates returns on marketing investments.
	Social Media Engagement Rate	Tracks audience interaction on social platforms.
	Lead Conversion Rate	Measures the success of promotional efforts in generating sales.
People	Customer Service Satisfaction	Captures customer ratings of service experiences.
	Employee Competence Index	Reflects staff qualifications and training levels.
	Staff Responsiveness Time	Measures average time taken to respond to customer inquiries.
Process	Operational Efficiency Index	Evaluates cost-efficiency and process effectiveness.
	Customer Journey Satisfaction Score	Assesses satisfaction throughout the customer experience.
	Service Consistency Rate	Measures adherence to service standards and protocols.
Physical Evidence	Physical Environment Quality Rating	Evaluates the quality of physical spaces and facilities.
	Brand Visibility Score	Assesses brand presence in physical and digital environments.
	Online Review Ratings	Tracks average customer ratings on digital review platforms.

logical reasoning and existing literature. Following this, a normalized weight was calculated for each KPI using a simple mathematical formula [34]:

$$w_{i,j} = \frac{s_{i,j}}{\sum_{k=1}^{n_j} s_{k,j}} \tag{1}$$

where:

- $w_{i,j}$ = normalized weight of KPI i under element P_j,
- $s_{i,j}$ = priority score of KPI i under P_j,

- n_j = number of KPI's under element P_j.

This normalization ensures that the weights within each of the 7Ps sum to 100%, allowing for a clear comparison of the relative importance of indicators within each marketing mix element.

Table 2. 7P KPI prioritization

Marketing Mix Element (7Ps)	Key Performance Indicators (KPI's)	Priority Score	Normalized weight (%)
Product	Product Quality Index	5	41.7
	Innovation Score	4	33.3
	Customer Perceived Value	3	25.0
Price	Price Competitiveness Index	4	33.3
	Profit Margin	5	41.7
	Customer Price Sensitivity Score	3	25.0
Place (Distribution)	Delivery Time Performance	5	41.7
	Distribution Coverage Rate	4	33.3
	Digital Accessibility Score	3	25.0
Promotion	Marketing Campaign ROI	5	41.7
	Social Media Engagement Rate	4	33.3
	Lead Conversion Rate	3	25.0
People	Customer Service Satisfaction	5	41.7
	Employee Competence Index	4	33.3
	Staff Responsiveness Time	3	25.0
Process	Operational Efficiency Index	5	41.7
	Customer Journey Satisfaction Score	4	33.3
	Service Consistency Rate	3	25.0
Physical Evidence	Physical Environment Quality Rating	5	41.7
	Brand Visibility Score	4	33.3
	Online Review Ratings	3	25.0

Source: Own elaboration. Within every "P," the most strategically significant KPI received the highest weight. The model ensures balanced prioritization without over-representing any particular dimension at this stage.

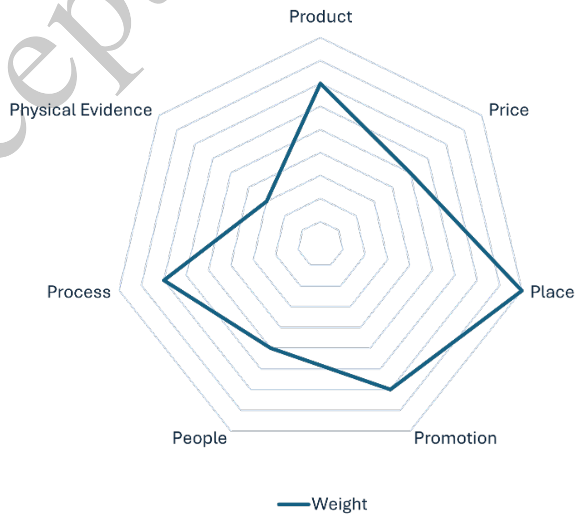

Figure 1. Highest KPI weight distribution across 7Ps

Source: own elaboration. This radar chart highlights the top Key Performance Indicator (KPI) with the highest priority score for each element of the Marketing Mix (7Ps), showing their normalized weight.

It visually compares the most critical KPI under each "P," such as Product Quality Index for Product and Profit Margin for Price, emphasizing their relative importance. The chart demonstrates that all selected top KPIs hold the same highest normalized weight (41.7%), indicating equal strategic focus across these areas.

Expert Validation

To ensure the validity of the 7P-KPI Matrix and its practical utility, a structured validation process conducted by marketing experts has been carried out. The model was refined and covered the gab between marketing theories and organizational performance.

Expert Feedback and Weighting Adjustment

The validation stage to evaluate the KPI and its strategic importance was considered by marketing experts as following:

Prioritization Logic: Experts confirmed that Multi-Criteria Decision-Making (MCDM) logic provides a robust mathematical foundation for distributing strategic focus.

Shift to Dynamic Weighting: They suggested that while the initial weights provide a baseline, these must remain adaptable to market turbulence and the organizational lifecycle.

Qualitative Quantification: The "People" and "Physical Evidence" elements of the 7P marketing mix are usually hard to measure because they involve intangible factors. Therefore, it's important to select specific indicators that can be analysed and easily interpreted in the decision-making process.

The Final 7P-MCDM Strategic Framework

So, the model is not just a list of metrics, but also a coherent system that helps connect daily marketing activities to achieve long-term strategic goals. Table 3 shows the final version of the model, that included selected and ranked KPI's based on expert insight.

Table 3. Validated strategic matrix

Marketing Mix Element (7Ps)	Verified Key Performance Indicator (KPI)	Strategic Significance	Normalized weight (%)
Product	Product Quality Index	High	41.7
Price	Profit Margin	High	41.7
Place	Delivery Time Performance	High	41.7
Promotion	Marketing Campaign ROI	High	41.7
People	Customer Service Satisfaction	High	41.7
Process	Operational Efficiency Index	High	41.7
Physical evidence	Physical Environment Quality Rating	High	41.7

Source: Own elaboration. To support continued improvement, the framework should be dynamic rather than static, with an effective feedback mechanism. The feedback loop enables management to translate data into strategic adjustments. It means, data needs to be collected continuously for all important marketing indicators (21 KPI's from Table 2) and they need be tracked, this is the measuring stage.

as second stage, which is re-prioritizing stage, those KPI's importance should be regularly re-checked and with applying Multi-Criteria Decision Making MCDM method, KPI weights can be adjusted. The weights need to reflect market changes, strategic priorities and customer behaviour changes. In the alignment stage, the organizations aim to share transparency, result with different department to make sure, everyone understand the performance data. And finally in action and improvement stage, the feedback and insight will be used to make better decision and improve the performance.

Conclusion and Recommendation

The proposed 7P–MCDM integrated evaluation model represents an attempt to bridge the gap between theory and practice in the field of marketing management. The framework addresses the complexity of the digital economy by providing a structured approach to performance evaluation. The use of Multi-Criteria Decision-Making (MCDM) offers a structured and logic-based foundation for moving from subjective assessments toward more systematic strategic decision-making.

The 7P marketing model, although widely accepted in theory, lacks prioritization mechanisms. The integration of MCDM-inspired logic addresses this limitation by enabling the balancing of quantitative and qualitative performance indicators. The model includes 21 KPIs applicable across different industries, allowing organizations to align operational activities with long-term strategic objectives. Furthermore, the proposed matrix facilitates the quantification of both tangible and intangible marketing elements, supporting more comprehensive performance evaluation.

From a managerial perspective, organizations may adapt the prioritization of KPIs based on their specific strategic goals and market conditions. It is also recommended that KPI evaluations be conducted periodically to ensure responsiveness to dynamic external factors such as technological changes and competitive pressures.

Despite its contributions, the study has several limitations. The proposed model is conceptual in nature and is based on a simplified MCDM-inspired approach rather than a fully implemented multi-criteria decision-making method. The prioritization of KPIs relies on subjective expert assessments, which may introduce bias and limit generalizability. Additionally, the absence of empirical validation or real-world application restricts the ability to fully assess the model's effectiveness in practice.

The authors are aware that the adopted methodology prioritizes simplicity, reliability, and practical applicability. The intention was not to develop a fully formalized decision model, but rather to propose a structured and accessible framework that can support marketing practitioners in performance evaluation. This approach allows for flexibility and adaptation to different organizational contexts.

Future research should focus on empirical validation of the proposed model in real organizational settings, as well as the application of more advanced MCDM techniques such as AHP, TOPSIS, or PROMETHEE. Further studies may also explore industry-specific adaptations of the model and compare its performance with existing evaluation frameworks.

Ultimately, the practical value of the proposed model will be determined by its application in real-world contexts. Time and further implementation will serve as the most reliable indicators of its usefulness and effectiveness.

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