

The Historical Achievement of the South Korean Music Industry

Woo-Jun JANG1

1. First & Corresponding Author Lecturer, Department of New Media Music, Sangmyung University, Korea. Email: weareseoulmafia@naver.com

Received: May 27, 2024. Revised: May 31, 2024. Accepted: June 30, 2024.

Abstract

The study aims to examine the development of the South Korean music industry over time in order to capture the evolution process of the industry from its initial stages to its current state as one of the world's leading music markets. Based on the above consideration, a systematic literature review was conducted in order to provide an overview of the achievements of the South Korean music industry with the help of PRISMA method. The reason for doing this is to ensure that the process of selecting, filtering and collecting literature from different sources is not only efficient and time-saving but also rigid and coherent. This paper will explore the various elements that have defined the industry, including culture, technology, marketing and government policies and regulations (Jang & Song, 2017). Furthermore, it will inquire the effects of the K-pop cultural export on other industries, whether it be tourism, fashion, consumer goods, and more, thereby illustrating its vast significance. In more detail, this study aims to give an adequate idea about the historical accomplishments of the South Korean music industry in the global music map, identify factors that facilitated the enhancement of the industry and examine the significance of the findings and their applications for the industry's progression and development in the future.

Keywords: Korean Music History, Music Industry, Music Technology.

Major classifications: Korean Music History

1. Introduction

The K-pop, music of South Korea, has come a long way in the last few decades and has now grown to become an international sensation which fans across the globe love (Koo & Koo, 2022). Over the years, this culture has not only received massive reception but also boosted a portion of the nation's income and even a portion of its culture. K-pop formula for success may be attributed to innovative marketing methods, distinctive approaches to music production, and an organized training system for performers (Lee et al., 2021).

^{*} This study was supported by the research grant of the KODISA Scholarship Foundation in 2024.

[©] Copyright: The Author(s)

This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (http://Creativecommons.org/licenses/by-nc/4.0/) which permits unrestricted noncommercial use, distribution, and reproduction in any medium, provided the original work is properly cited.

This study's relevance relies on its capacity to give a broader analysis of the historic milestones that have transformed the South Korean music industry into a world-class industry. Thus, this research focuses on the analysis of the industry's development and tries to identify the factors that helped to achieve successes, and the problems the industry had to solve on the way. These pieces of information can be of much use to other countries and businesses that aim to follow the success of the K-pop model or simply use the model as a benchmark.

Furthermore, the study has implications for policymakers, industry stakeholders, and scholars. It helps the policymakers to understand the regulatory and economic factors through which K-pop industry has evolved and therefore try to implement suitable strategies to enhance the cultural industries of the respective countries (Kim & Hee, 2021). Understanding K-pop's innovative strategies and business models may resonate with personnel in the entertainment industry or inspire new strategies in talent management, branding or globalization strategies (Kim & Kwon, 2022). In addition, scholars can build on the results of the present study to expand the current understanding of the sociocultural and economic effect of K-pop phenomenon as part of the global processes in the sphere of cultural globalization and soft power.

The objectives of this research are twofold: first, to define and evaluate special historical breakthroughs that formed the basis for the South Korean music industry and determined its position in the contemporary world and second, to consider possibilities of using all the intended achievements for the enhancement of the company's future evolution. Therefore, in an effort to uncover the factors that have led to the success of the industry, and understand the problems it has faced and overcome, this research proposes a literature review and analysis of the industry.

The study aims to examine the development of the South Korean music industry over time in order to capture the evolution process of the industry from its initial stages to its current state as one of the world's leading music markets. This paper will explore the various elements that have defined the industry that includes: culture, technology, marketing and government policies and regulations (Jang & Song, 2017). Furthermore, it will inquire the effects of the K-pop cultural export on other industries, whether it be tourism, fashion, consumer goods, and more, thereby illustrating its vast significance. In more detail, this study aims to give an adequate idea about the historical accomplishments of the South Korean music industry in the global music map, identify factors that facilitated the enhancement of the industry and examine the significance of the findings and their applications for the industry's progression and development in the future.

2. Literature Review

K-pop which is the abbreviation for Korean pop is the music industry from South Korea and it has proved to have a remarkable growth from being just a small market to now being a cultural icon. The literature related to this topic is helpful in understanding the history of the industry, competitive forces that played a role in shaping the industry, and the different issues that the industry has encountered on its growth path.

2.1 Overview of the South Korean Music Industry's Development

The birth of K-pop dates back to 1990s when the South Korean government realized that entertainment business was an effective way of exporting the South Korean culture and boost the economy (Ryang, 2023). Definite governmental support, development of new talented artists, and successful attempts of utilizing unconventional marketing approaches contributed to the subsequent development of the industry (Kim & Kwon, 2022; Romadhoni, 2023). Over the decade, K-pop rose in popularity, and current boy bands BTS, EXO, and girl bands BLACKPINK became mega-popular globally (Faster Capital, 2024). Social network and online platforms were critically instrumental in breaking the barriers to the industry's internationalization, as people from all the corners of the globe could communicate with favorite performers (TMJ, 2024)

2.2. Key Factors Contributing to Growth and Success

It is interesting to mention the following factors that contributed to such astounding rates of the South Korean music industry advancement: A major influence is the system of preparing them for performance through special arts training programs that may take several years to complete, with concentration on voice skills, choreography, and acting. It has raised highly trained professional dancers and performers who can entertain international audiences. Also, the promotional techniques have been great in making the industry popular all over the world. Many k-pop organizations involved in producing pop music have applied the use of social networks, fan participations, and partnerships in ensuring that it has many fans all over the world (Trinh, 2023). K-pop has continued to evolve over time through the addition of new elements of; music videos,

showfulness of reality programs, and merchandise to make the general fan experience even better (Yoo et al., 2021). It has also been seen that versatility in the application of western and eastern music influence along with the eye-catching choreography, and fashion styles have also helped this industry to gain more attention (Hajji ouahi, El, 2021). This combination of elements has worked well with viewers from all over the world and this has contributed to the expansion of the industry.

2.3. Challenges and Obstacles Faced by the Industry

Nonetheless, the bunch of challenges and obstacles have been met by the South Korean music industry throughout the years of its successful endeavor. The major problem is that competition is rife as many agencies and artists seek to claim the attention of clients and fans. This is because contributors, especially artists have been said to be exploited include during training and performance, as well as endure immense pressure to remain popular. Also, it has been criticized for showcasing pieces of work that depict physical appearance and enforcing the beauty standards to the artists which has been seen to cause more damage to their psychological well-being (Kim, 2020). There have also been concerns about cultural appropriation and the potential for perpetuating stereotype or presenting Korean cultures in an inaccurate manner (Hong et al., 2023).

2.4. Research Gap and Justification

Despite the abundance of research carried out on the role of factors that have contributed to the successful establishment of South Korean music industry, there is limited knowledge and understanding of the industry's overall history and past successes and how they may assist in defining its future successes. Previous literature involves numerous studies concentrating on certain aspects of the industry including marketing factors, with the focus on culture, or the impact of governmental measures (Kim et al., 2022; Ganghariya & Kanozia, 2020). Nonetheless, it is high time to provide an overall outlook of these components, as this analysis shows how the industry has evolved, revealing its most impressive transformation.

Based on the presented chronological overview of historical milestones, which have led to the creation of the South Korean music scene, this work is geared toward developing key insights into factors that have facilitated its success. Moreover, based on the future implications and future applications of these achievements, the research intends to propose some contribution and suggestion for the industry professionals, policy makers, and academicians, which will help to improve and solidify the development and position of this industry in the future (Lee & Nornes, 2024; Parc & Kim, 2020; Sun, 2022).

In contrast with other works, this research is systematic in nature, as it integrates information about what we know about the industry, how this information has been developed and what role the various factors played in the industry growth and performance, and how these data are related. In sum, by filling this gap in the existing body of knowledge in the field, the current research can enlighten the future direction of the SK music industry and offer a scholarly insight into how the role of the music industry in SK has matured historically to shape its cultural soft power image globally today.

3. Methodology

Based on the above consideration, a systematic literature review was conducted in order to provide an overview of the achievements of the South Korean music industry with the help of PRISMA method (Moher et al., 2009). The reason for doing this is to ensure that the process of selecting, filtering and collecting literature from different sources is not only efficient and time-saving but also rigid and coherent.

The first procedure involved a familiarization process with at least a stipulated number of databases such as the Scopus, Web of Science, and Google Scholar by typing some conspicuous keywords such as the South Korean music industry, K-pop, historical successes, success factors, and world impact. This was done with very specific focus on the peer-reviewed articles only, and the articles of this search were gathered only from the journals which are freely accessible from year 2019 to 2023 in order to highlight the recent literature on the topic.

While using the particular films and criteria towards the selection, it is possible to distinguish two phases. First, the titles and the abstracts of the articles that were identified while conducting the literature review were evaluated to select those that did not fit the subject of research (Waffenschmidt et al., 2019). By the same token, research papers that failed to relate the findings to the historical achievement or general success of the South Korean music industry or its contributions to the global setting were omitted whenever a paper suggested (Lee et al. 2024). In the second case, the actual full text articles were scanned through prior to identifying and including only those articles of relevance to the current study.

The inclusion criteria for the literature review were as follows: The criteria provided were as follows: (1) The sort of articles selected must be peer-reviewed journal articles, (2) The articles must be published between 2019 and 2024, (3) The articles should be on the achievements in history that led to the success of South Korean music industry or its effects on the global community, and (4) The articles were to be written in English Language. Any pieces that failed to fulfill these requirements were excluded from the subsequent study. PRISMA approach was used because of its basic principle of being a reporting entity that enhances the likelihood of the literature review being more reliable and more reproducible alongside being concise and comprehensive (Moher et al., 2009). This approach ensures that the selection of the studies done in the research and review are comprehensive and unbiased to ensure that there is no omission of research kinds of literature that are needed for the review process (D'Amico et al., 2012). Additionally, the PRISMA approach can also be used as a checklist for reports when presenting the findings, making the authors to convey the results in simple plain language and effectively (Page et al., 2021; Kang, 2023; Nantharath et al., 2016).

This study will therefore follow the PRISMA guidelines in an attempt to offer a systematic and coherent synthesis of the relevant literature in the context of analyzing the historical accomplishments of the South Korean music industry. The process of elimination and inclusion criteria coupled with the clear highlight of the details of the process by which the study arrived at its conclusions makes the study less prone to bias and hence increasing the validity of the research.

4. Results

Based on the literature review analysis of this study, the four distinctive historical advancement that has placed the South Korean music industry also referred to as K-pop in its current position globally are thus highlighted as follows. Below are the accomplishments that have attributed to the current success story in the industry:

Achievement 1: Establishment of a Comprehensive Training System

The recognized result of the South Korean music industry is the systematic education of emerging singers (Kim, 2020). This is referred to as the idol trainee system, which means that the trainees undergo several training programs lasting for several years. The categories for training include voice, dancing, languages, and performance (Huth, 2021). The training process usually starts at the childhood when talented individuals are searched and enrolled in corresponding agencies that train them rigorously with the help of experienced trainers. Such strategy has raised very competent and all round persons in the performing arts who have the ability to perform for any audiences in the global world with professionalism. This explains how the idol trainee system has enabled the overall improvement of the quality and standard of the K-pop artists as compared to artists from other parts of the world thus giving the K-pop industry a different brand (Lee & Nornes, 2024; Kim, 2020).

Achievement 2: Innovative Marketing Strategies and Fan Engagement

The South Korean music industry has been particularly effective in creating and adapting new marketing approaches, and in nurturing a rich and intimate connection with its audience, which is another crucial factor that has led to its success on an international level. The K-pop agencies have also incorporated the uses of social media, partnerships and activities that capture fan engagements to foster and sustain its devoted followership around the globe (Braun 2022; Choi 2023). The use of subtitles in music videos and reality shows, as well as merchandise has expanded fans' engagement with K-pop and made their relationships with the artists more meaningful (Kim et al., 2021; Trinh, 2023). Employers have therefore used the social media in accessibility to enhance customer awareness, transparency and direct communicate through considerate and loyal friendly fan base (Tuten, 2023).

Furthermore, Korean pop companies have been at the forefront in tapping new methods of fan relationship management through official autograph signing sessions, performances, concert tours, and establishment of fan clubs that enhance the relationship between artistes and their fans across the globe (Putri & Dilia, 2023). These endeavours have not only created a base of brand supporters but, have played a significant role in one of the few popular industries that has been able to cross geographical barriers and appeal to different people around the world. The results show that the Korean music industry has developed unique strategies for its marketing and has been devoted to connect with the fans, proving that the K-Pop industry has become one cultural phenomenon that enjoys a faithful and global following and this has continued to fuel its growth.

Achievement 3: Fusion of Western and Eastern Musical Influences

The South Korean music industry has achieved remarkable success in fusing Western and Eastern musical influences to create a unique and captivating sound (Gardner, 2019). This fusion referring to the use of elements linked to pop, hip-hop, and electronic music and traditional Korean music, has appealed to the audience irrespective of their geographical location. In incorporating traits from several genres, K-pop has successfully integrated aspects like irresistible beats, fancy movements, and appealing fashion trends to make it engaging as the artists perform, and visually pleasing for viewers from around the world (Shakir, 2024). Such a mixture of influences has facilitated the industry's evasion of cultural reprisals and the formation of a unique personality within the international arena. Furthermore, the incorporation of Korean language and cultural elements has contributed to the preservation and promotion of Korean culture, while simultaneously introducing it to a wider international audience.

Achievement 4: Strategic Government Support and Cultural Promotion

The Korean music industry's influence has been greatly admired for blending both the Eastern and western styles in producing good music (Gardner, 2019). This fusion which is a combination of pop, hip hop, electronic and traditional K-pop has been received well in global markets. Funky-pop musicians have successfully introduced the components from different music styles, compelling musical rhythms, and stunning dance moves, flavorful and glamorous fashion trends, which offer a viewership feast (Shakir, 2024). The integration of these differentiating influences has enabled the industry of fashion to leap over cultural boundaries and create an exclusive identity for itself in the global space. Moreover, by using Korean language and elements of Korean culture in a positive manner, the company has helped to educate people about Korean culture, as well as helping to maintain it and help it grow.

5. Implications

The findings of this research where the major signpost of the history of music industry in South Korea has been documented have the following implications for the betterment and long-run growth and dominion of the music industry. Thus, building on these successes and by managing the problems described, the industry can keep growing and ensure the presence of leading positions in the international arena. First of all, it is necessary to mention that the width and depth training system for artists, which has been one of the vital fundamentals of such industry, require additional enhancement and refinement. Even though the intense regime of training and rehearsals has trained exceptional performers, there is need to revisit the psychological issues prevalent among trainees. This can be done by putting systems that would lessen pressure, exploitation and other unwholesome things that may be practiced against people. Furthermore, it is also suggested that curriculum grows beyond and includes the areas of concern including but not limited to mental health services, business savvy and self- improvement, so as to prepare artistic individuals for the various twists in the industry.

Secondly, it is worthy of note that the specific areas of marketing adopted by K-pop agencies include novel strategies and the method of engaging fans in particular should be properly adjusted and modified from time to time due to the advancement in technology. With the constant focus on the changes of social networks and the growth of consumer demands, agencies have to actively adapt and seek new ways of interacting with fans and creating entertaining content. Also, they ought to utilize related technologies like the virtual/augmented reality for the purpose of improving fan experiences and interactions.

Third, it is necessary to state that the differentiation and synthesis of the Eastern and the Western music that K-pop artists have been showcasing should be continued. Everyone who is involved in producing and creating the music tracks should keep exploring different tunes and ethnic influences which would allow the artists create a unique and appealing sound for masses of people all across the globe. At the same time, the effect should be made to preserve and to develop the Korean cultural values which will allow the industry not to lose its cultural ground.

Moreover, the government's endorsement and advocacy of the music business has been vital in the performance and therefore such support should continue and indeed be intensified. More enhancement of training centers, cultural exchange, and international cooperation will make the industry even stronger in the future. Thus, the government may consider measures to encourage the new talents as well as providing favorable conditions for creative professionals in the sphere. Consequently, the following recommendations can be made with regard to the challenges affecting the progress of the industry: Companies ought to pay attention to artists' emotional and physical health needs by announcing the availability of counseling services alongside legal assistance and reasonable working terms for artists. The industry needs to enforce a diverse cast in regard to gender, ethnicity, and body image, which would move away from conventional beauty standards that are pervasive in today's society. Despite a solid representation worldwide, the industry should continue actively searching for micro-markets for

entering and equally build sustainable partnerships with artists and industries of various cultural backgrounds. In the same respect, sustainable practices should be embraced by the industry and organizations should maintain higher standards of ethical business, corporate governance, and accountability.

Possible directions for further research include analysis of the effects that K-pop has had on society and culture of the audience, including implications for identity development, cultural globalization, and culturally informed cross-cultural communication. Also, taking into account key issues such as technological forecasts and possible impacts of future technologies that may include AI, Virtual Reality, or Block chain, for the future of the K-pop industry might be insightful. An analysis of economic contributions and indirect impacts could also be made, particularly in relation to other industries like tourism, fashion, and consumer products linked to the K-pop industry. Finally, benchmarking with other effective music industry could reveal potential strategies and favorable collaboration and knowledge exchange between the music industries. Thus, furthering these implications, adopting of the presented recommendations, as well as considering the new avenues for research, the South Korean music industry may not only sustain further advancement, but also, more importantly, retain the status of its significant impact in the international music scene.

References

- D'Amico, S., Bodin, P., Delpech, M., & Noteborn, R. (2012). PRISMA. Springer EBooks, 144(2012), 599-637.
- Dincer, S. D. (2023). From cultural phenomenon to state strategy: South Korea's "Hallyu policy." Www.aa.com.tr. https://www.aa.com.tr/en/asia-pacific/from-cultural-phenomenon-to-state-strategy-south-koreas-hallyu-policy/2973735
- El Ouahi Hajji, Y. (2021). Analysis of the global-local-global strategy in K-pop music videos. Diposit.ub.edu.
- Faster Capital. (2024). The Evolution of Ppop: From Boyband Sensations to Global Stars. FasterCapital. https://fastercapital.com/content/The-Evolution-of-Ppop--From-Boyband-Sensations-to-Global-Stars.html
- Ganghariya, G., & Kanozia, R. (2020). Proliferation of Hallyu Wave and Korean Popular Culture Across the World: A Systematic Literature Review from 2000-2019. *Journal of Content, Community and Communication*, 11(10), 177–207.
- Gardner, H. (2019). The Impact of African-American Musicianship on South Korean Popular Music: Adoption, Appropriation, Hybridization, Integration, or Other? Dash.harvard.edu. https://dash.harvard.edu/handle/1/42004187
- Hong, C., Cho, H., & Kinney, D. (2023). K-pop and Cultural Appropriation: Influences from the West and Within South Korean Society. *Journal of Student Research*, 11(1).
- Huth, T. (2021). South Korean Popular Music Industry: Globalization of Identity and Exploitation Presented to the faculty of Lycoming College in partial fulfillment of the requirements for Departmental Honors in Anthropology. https://www.lycoming.edu/library/archives/honorspdfs/huth_taylor-2021.pdf
- Jang, W., & Song, J. E. (2017). The Influences of K-pop Fandom on Increasing Cultural Contact. https://barnettcenter.osu.edu/sites/default/files/2019-08/the_influences_of_k-pop_fandom.pdf
- Jeong, M., & Kim, S. (2023). What makes "aespa", the first metaverse girl group in the K-pop universe, succeed in the global entertainment industry? Www.econstor.eu; Calgary: International Telecommunications Society (ITS).
- Kang, E. (2023). Prior Literature Investigation of the Human Resource Management (HRM) in the Fourth Industrial Revolution (4IR). *Fourth Industrial Review*, *3*(2), 27-35.
- Kim, G. (2020). From Factory Girls to K-Pop Idol Girls: Cultural Politics of Developmentalism, Patriarchy, and Neoliberalism in South Korea's Popular Music Industry. In Google Books. Rowman & Littlefield.
- Kim, J., Kim, K., Park, B., & Choi, H. (2022). The Phenomenon and Development of K-Pop: The Relationship between Success Factors of K-Pop and the National Image, Social Network Service Citizenship Behavior, and Tourist Behavioral Intention. *Sustainability*, 14(6), 3200.
- Kim, J., & Kwon, S.-H. (2022). K-Pop's Global Success and Its Innovative Production System. Sustainability, 14(17), 11101.Kim, S., Hwang, S., & Kim, J. (2021). Factors influencing K-pop artists' success on V live online video platform. Telecommunications Policy, 45(3), 102090.
- Kim, T., & Hee, K. (2021). The State's Roles in the Development of Cultural Industries: Korean Cultural Industry Policies from 1993 to 2021. https://summit.sfu.ca/_flysystem/fedora/2022-08/input_data/21538/etd21400.pdf
- Kim, Y. D. (2020). The pursuit of modernity: The evolution of Korean popular music in the age of globalization. University of Washington.
- Koo, J. M., & Koo, H. M. (2022). K-pop from Local to Global. The Columbia Journal of Asia, 1(1), 175–187.

- Lee, S. H., Choi, S., & Kim, H. W. (2021). Unveiling the success factors of BTS: a mixed-methods approach. *Internet Research*, 31(5), 1518-1540.
- Lee, S., & Nornes, A. M. (2024). Hallyu 2.0. In press.umich.edu. University of Michigan Press.
- Machado Pereira, S. (2022, September 11). Fan engagement strategies in the K-pop industry. Tesi.supsi.ch. https://tesi.supsi.ch/4578/
- Moher, D., Liberati, A., Tetzlaff, J., & Altman, D. G. (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: the PRISMA Statement. *PLoS Medicine*, *6*(7), *151*(4), 264-269.
- Nantharath, P., Kang, E. G., & Hwang, H. J. (2016). Investment Analysis in the Hydroelectric Power Sector of the Lao People's Democratic Republic (Lao PDR). *Journal of Distribution Science*, *14*(8), 5-8.
- Page, M. J., Moher, D., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., Shamseer, L., Tetzlaff, J. M., Akl, E. A., Brennan, S. E., Chou, R., Glanville, J., Grimshaw, J. M., Hróbjartsson, A., Lalu, M. M., Li, T., Loder, E. W., Mayo-Wilson, E., McDonald, S., & McGuinness, L. A. (2021). PRISMA 2020 Explanation and elaboration: Updated Guidance and Exemplars for Reporting Systematic Reviews. *BMJ*, *372*(160). NCBI.
- Parc, J., & Kim, S. D. (2020). The Digital Transformation of the Korean Music Industry and the Global Emergence of K-Pop. *Sustainability*, 12(18), 7790.
- Park, J. (2023). From Cultural Export to Economic Engine: Examining the Role of K-Pop in the Growth of the South Korean Economy. *Open Journal of Business and Management*, 11(5), 2198–2214. https://doi.org/10.4236/ojbm.2023.115121
- Putri, N. W. L. M., & Dilia, D. (2023). Analyzing Social Media Strategy in Korean Music Industries. *PERSPEKTIF*, 12(4), 1206–1214.
- Romadhoni, F. (2023, April 13). How Kpop is Driving South Korea's Economic Growth and Job Creation. Writers' Blokke. https://medium.com/writers-blokke/how-kpop-is-driving-south-koreas-economic-growth-and-job-creation-6a1879f49c63
- Shakir, H. (2024, March 8). How K-Pop Incorporates Fashion to Create Visual Identity. Condé Nast College. https://www.condenastcollege.ac.uk/news-events/the-power-of-fashion-how-k-pop-incorporates-fashion-to-create-visual-identity/
- Sun, Y. (2022, November 19). Identifying the Factors Leading to the Globalization of K-Pop. Www.atlantis-Press.com; Atlantis Press.
- TMJ. (2024, March 13). "Understanding Hallyu: The Impact of Korean Pop Culture" by Sanya Anand and David Seyheon Baek. *The Marketing Journal*. Trinh, H. K. V. (2023).
- Trinh, H. K. V. (2023). Global marketing of the Korean music industry turns into global marketing of Korea: Case study: K-pop group BTS. Www.theseus.fi.
- Trisni, S. -. (2019). South Korean Government's Role in Public Diplomacy: A Case Study of the Korean Wave Boom. Andalas *Journal of International Studies (AJIS)*, 8(1), 31.
- Tuten, T. L. (2023). Social Media Marketing. In Google Books. SAGE Publications.
- Waffenschmidt, S., Knelangen, M., Sieben, W., Bühn, S., & Pieper, D. (2019). Single Screening versus Conventional Double Screening for Study Selection in Systematic reviews: a Methodological Systematic Review. *BMC Medical Research Methodology*, 19(1), 336-341.