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***BUSINESS STRATEGY FOR TOUR AND TRAVEL BUSINESS DEVELOPMENT POST  
COVID 19 IN BALI INDONESIA: MARKETING AND SWOT ANALYSIS APPROACH***

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**KEYWORDS**

Marketing Mix Strategy,  
SWOT Analysis, IFAS &  
EFAS.

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**ABSTRACT**

This research aims to find out and analyze the marketing strategies implemented by PT. ICS Travel Bali in increasing sales of post-COVID-19 tour packages. The data analysis technique was carried out in a qualitative descriptive manner starting with identifying influencing factors. The identified factors are grouped into IFAS which are internal factors (strengths and weaknesses) and EFAS which are external factors (opportunities and threats). Then the results of the grouping are calculated by calculating the weight and ranking of each factor to determine the company's quadrant position through the SWOT analysis diagram and then explaining the appropriate strategy using the SWOT matrix. From the research results it can be concluded that PT. ICS Travel Bali uses a marketing mix strategy including product, price, place and promotion strategies and to determine the impact of the marketing mix strategy on sales, it is necessary to apply a SWOT analysis with the Strengths-Opportunities (SO) strategy. ) with the formulation of an aggressive grand development strategy (growth oriented strategy) with strategy implementation in the form of a program to expand market segmentation, product diversification, improve service quality and price flexibility.

**INTRODUCTION**

Indonesia's top priority for economic development is the sustainable tourism sector. The tourism sector is considered capable of being the locomotive of the nation's economic movement and can solve the fundamental problems of the Indonesian economy, namely the inequality of business, income and economic growth in Indonesia between sectors and regions is increasingly widening and difficult to overcome. In 2018, Indonesia's tourism sector became the sector with the highest growth, namely 9th in the world, 3rd in Asia, and 1st in the Southeast Asia region according to The World Travel & Tourism Council (WTTC) (Travel.kompas.com.2021). Until the end of 2019, the world was shaken by the outbreak of the Covid-19 virus, which has now become a pandemic and has hit the tourism industry and economy in Indonesia (Kotler & Armstrong, 2001).

The COVID-19 virus is a pandemic caused by the corona virus which was first identified in December 2019 in Wuhan, China. The virus showed a very significant rapid spread and caused many deaths. The virus has infected China and other countries, so WHO confirmed the virus on January 30 2020. The Corona virus is an epidemic that is disturbing public health and is of concern to the government in dealing with it. This situation continued to increase rapidly every day until

March 11 2020. WHO declared the current outbreak a global pandemic. (Communication For Healthcare (WHO), 2020. COVID-19 spread widely, resulting in a global pandemic that continues to this day (cnnindonesia.com. 2021). Therefore, the current global COVID-19 pandemic has directly impacted various sectors economic, social, political and security (Lumanauw, 2020).

Bali, as the epicenter of Indonesian tourism, is one of the regions that has experienced a significant impact from the pandemic. This situation and condition is caused by the majority of Balinese people living in the tourism sector and other tourism supporting sectors. This results in mass layoffs, increasing unemployment, decreasing people's purchasing power and accumulating in a decline in the quality of life for many families in Bali (Nasution et al., 2017). However, various community initiatives to support central and regional government policies to revive the economic sector of Balinese society have succeeded in growing market positivism and domestic and international consumer confidence (Priangani, 2023). One of the government policy breakthroughs is the policy of a number of institutional leaders to work and have offices in Bali (Work From Bali), which was initiated by the Ministry of Tourism and Creative Economy. Cooperation between the Central and Bali Provincial Governments in re-developing the tourism sector after the pandemic continues with the holding of G20 activities in Bali.

**Table 1**  
**Number of visits by foreign tourists (Wisman) and Indonesian tourists (Wisnus) to Bali in 2021 and 2022**

NO	MONTH	2021			T2022		
		WISMAN	WISNUS	TOTAL	WISMAN	WISNUS	TOTAL
1	January	66	282.248	282.314	237	527.447	527.684
2	February	98	240.608	240.706	2.058	389.690	391.748
3	March	199	305.579	305.778	19.104	547.726	566.830
4	April	71	330.593	330.664	66.752	500.740	567.492
5	May	296	363.959	364.255	127.736	960.692	1.088.428
6	June	346	498.852	499.198	194.698	753.907	948.605
7	July	176	166.718	166.894	267.871	784.205	1.052.076
8	August	177	202.187	202.364	290.524	659.567	950.091
9	September	267	298.950	299.217	308.514	622.068	930.582
10	October	209	468.826	469.035	327.713	718.066	1.045.779
11	November	151	513.482	513.633	311.854	657.949	969.803
12	Desember	538	629.590	630.128	429.933	930.917	1.360.850
<b>TOTAL</b>		<b>2.594</b>	<b>4.301.592</b>	<b>4.304.186</b>	<b>2.346.994</b>	<b>8.052.974</b>	<b>10.399.968</b>

Source : Bali Provincial Culture and Tourism Office, 2023

In 2022, there will be 10,399,968 tourist visits to Bali. When compared with 2021, the number of tourists was recorded to have increased by 241.62%. The G20 event has had a positive impact on the development of the tourism sector in Bali. Starting from increasing occupancy rates, reducing unemployment, and increasing the number of flights to Bali. The domino effect of the

G20 should be well maintained by the Bali Provincial government, because with the success of the G20 event in Bali it will increase the confidence of potential tourists that Bali is safe to visit so that then the government just needs to redevelop the tourism products it already has and explore market opportunities. new to the tourism sector (Rangkuti, 1998).

Bali, as one of the main tourist destinations in Indonesia, has a lot of tourism potential that can be developed and improved so that many entrepreneurs are interested in building a tourism industry in Bali. According to Law of the Republic of Indonesia no. 10 of 2009 concerning Tourism (Camilleri, 2018).

The tourism industry can be interpreted as a collection of business fields that produce various services and goods needed by tourists going on tour. The tour and travel business is one of the tourism industries that provides travel services to various cities within the country and abroad. Where the tour and travel business also provides various types of products according to people's needs when going on tour, such as local and international plane tickets, visas and accommodation or hotels. Tour and travel business development will be successful if the company is able to innovate related to products, prices, service quality and marketing information system support (Sanggili et al., 2003).

PT. Indochina Service Travel Bali or PT. ICS Travel Bali is a tour and travel company that provides product services in the tourism sector. Also provides travel services in Indonesia. PT marketing strategy . ICS Travel Bali is very important to attract tourists and consumers, especially in post-Covid-19 where all tourism processes have restrictions and conditions that apply, plus some people have considerations when traveling long distances after this pandemic. Competition between other tour and travel businesses will also definitely increase, where each business will think about and use its own strategies in order to attract consumers and win the competition (Puji, 2015). The development of information technology has a direct impact and threat to the continuity of the tour and travel business. Many similar new businesses have grown using and are based on information technology, namely online e-commerce such as Traveloka, Booking.com (Pradisa, 2021).

**Table 2**  
**Data on Sales of Tour Packages for International Tourists in 2021 and 2022 at PT. ICS Travel Bali**

NO	MONTH	2021	2022
1	January	0	0
2	February	IDR 83.673.700	0
3	March	IDR 138.366.250	0
4	April	0	IDR 2.189.500.000
5	May	IDR 809.781.500	IDR 2.224.300.000
6	June	IDR 117.392.000	IDR 1.489.150.000
7	July	IDR 20.623.350	IDR 2.440.350.000
8	August	IDR 136.276.800	IDR 2.809.375.000
9	September	IDR 181.750.250	IDR 4.608.100.000
10	October	IDR 1.804.694.650	IDR 3.872.950.000
11	November	IDR 459.902.300	IDR 6.493.100.000
12	Desember	0	IDR 7.392.245.000
<b>TOTAL</b>		<b>IDR 3.752.460.800</b>	<b>IDR 33.519.070.000</b>

Source : PT. Tour Package Sales Data. ICS Travel Bali , 2023

In 2022, PT. PT. ICS Travel Bali. When compared with 2021, the number of tour package sales was recorded to have increased by 88.80%. However, for certain periods the tour packages offered by PT. ICS Travel Bali does not sell well to potential tourists. For this reason PT. ICS Travel Bali will create a strategy where they will attract consumers again, such as providing interesting content and price discounts as well as providing excellent quality service to consumers or tourists who use the tour and travel services (Wirawan, 2016).

Based on the problems mentioned above, this research aims: (1) To find out and analyze the internal environmental factors/IFAS and external environment/EFAS influencing the sales of tour packages at PT. ICS Travel Bali. (2) To find out, analyze, formulate and implement the marketing strategies implemented by PT. ICS Travel Bali in an effort to increase sales of post-covid-19 tour packages (Wijyanthi et al., 2018).

## METHODS

This research is a type of case study research. The object of this research is the business strategy for developing tour and travel business packages after Covid-19 based on a marketing mix approach and SWOT analysis. The subject of this research is the company PT. ICS Travel Bali is led directly by Mr. Herman Hoven. The type of data used is qualitative data, namely data in the form of a PT profile. ICS Travel Bali as well as descriptions of information related to the problems studied. Quantitative data is data in the form of numbers from EFAS and IFAS analysis (Suharsaputra, 2012). The data analysis technique was carried out in a qualitative descriptive manner starting with identifying factors influencing post-Covid-19 tour package sales at PT. ICS Travel Bali. The identified factors are grouped into Internal Factor Analysis Summary/IFAS which are internal factors (strengths and weaknesses) and External Factor Analysis Summary/EFAS

which are external factors (opportunities and threats). Then the results of the grouping are calculated by calculating the weight and ranking of each factor to determine the company's quadrant position through the SWOT analysis diagram and then formulating and implementing strategies using the SWOT matrix (Udiyana et al., 2017).

## RESULTS

### **Marketing Mix Strategy**

The strategy is carried out to increase sales of PT tour packages. ICS Travel Bali is a marketing mix strategy carried out, among others;

#### ***Product***

PT. ICS Travel Bali has several products offered to consumers consisting of: Tour Package Sales Services, where PT. ICS Travel Bali has several tour package products predominantly in Bali and various tourist destinations outside Bali. PT. ICS Travel Bali always creates tour packages that are expected or in accordance with tourists' needs and desires. PT. ICS Travel Bali shares two ways to make tour packages as follows: Ready Made Tour, this package is a package that has been made by the tour planner at PT. ICS Travel Bali and prospective participants just have to choose the tour package offered. Tailor Made Tour, this package is different from using the ready made tour method. Tailor Made tour is a tour made by potential guests based on their needs, such as Honeymoon and Adventure.

Transportation Services, the role of transportation in the tourism industry is very vital, because this is the mobilization of tourists from one place to another. At PT. ICS Travel Bali does not have its own cars and tour buses but instead collaborates with transportation companies. The transportation company provides the best cars and buses with complete facilities such as AC, Audio, TV from 2011 – 2012 and with tourism standards.

Accommodation services are one component of a tour package. Accommodation in tour packages is usually if tourists travel for more than 12 hours and travel long distances, it is not possible if the trip is taken only in a vehicle. Therefore, accommodation service companies are very helpful in organizing a trip. Many consumers use accommodation services at PT. ICS Travel Bali from budget hotels to star hotels.

Ticket services (fast boat/airplane), PT. ICS Travel Bali provides ticket booking services such as fast boat and plane tickets. But in collaboration with fast boat companies and ticketing bureaus in Bali. Ticket orders can be made via email or come directly to PT. ICS Travel Bali and tickets will be sent via email to prospective buyers or consumers.

#### **Place**

PT. ICS Travel Bali carries out a distribution strategy through the website: [www.icstravelgroup.com](http://www.icstravelgroup.com) and E-mail: [sales@icstravelgroup.com](mailto:sales@icstravelgroup.com), as well as by distributing brochures in hotel lobbies and airports. The hotels chosen as counters have criteria, including: lots of tourists and lots of visitors.

## Price

The pricing strategy offered by PT. ICS Travel Bali is a standard price or fixed price, usually especially in Bali, prices for tour packages, hotels or other products are valid from April 1 – March 31 of the following year. Prices for tour packages in the post-covid-19 pandemic have been heavily discounted, dominated by hotels, plane tickets and other suppliers to attract tourists to visit Bali.

## Promotion

Promotion is a process by which a company conveys information to the target market about matters relating to the product, price, place where the product is sold by persuading the target market to want to make a purchase. Several things were done by PT. ICS Travel Bali in increasing sales of tour packages after the Covid-19 pandemic as follows: Advertising, PT. ICS Travel Bali, in promoting its products, uses social media which is always published on Instagram and LinkedIn. Sales calls are a very efficient way for companies to market their products. PT. ICS Travel Bali uses this strategy by introducing and selling its tour package products directly to consumers with brochures or tour package presentations. Participating in the Travel Fair Event is a promotional activity apart from social media, door to door and personal selling. PT. ICS Travel Bali uses this strategy to introduce and present new products.

## Internal Environmental Analysis / IFAS

**Tabel 3**  
**Matrix Internal Strategic Factor Analysis Summary (IFAS)**

	Internal Factors	Weight	Rating	Weighted Score
<b>STRENGTHS</b>				
1	Indonesia's natural and cultural wealth is beautiful and exotic.	0,17	4	0,68
2	Holidays have become a habit and in various countries they travel during holidays.	0,17	4	0,68
3	The company already has a business license	0,17	4	0,68
4	Has a variety of products that can be offered to guests, ranging from tour packages, hotels, cruises, transportation and tickets.	0,15	4	0,60
5	Building/Office facilities are in line with expectations.	0,13	3	0,39
Total Strength		0,79		3,03
<b>WEAKNESS</b>				
1	Prices are relatively high compared to other travel agents	0,07	2	0,14
2	Doesn't have many target markets, especially Europe and domestic.	0,06	1	0,06
3	Lack of quality of service	0,08	2	0,16
Total Weakness		0,21		0,36
Total Strength & Weakness		1,00		3,39

Source: Data Processing Results, 2023

### Strengths of PT. ICS Travel Bali

To make it easier to determine the strengths and weaknesses of PT. ICS Travel Bali. An explanation of this matter will be presented as follows: (1) Indonesia's beautiful and exotic natural and cultural wealth. This supports PT. ICS Travel Bali remains to compete with other competitors. The beautiful and exotic natural and cultural riches of Bali and Indonesia will attract customers to go on holiday in Bali and create PT. ICS Travel Bali is confident in selling its products to customers. (2) Holidays have become a habit and people from various countries travel during holidays, so all industrial companies operating in the tourism services industry are optimistic that they will get customers. (3) The company already has a business license. Having a business permit owned by the company will not hinder PT's business process. ICS Travel Bali to operate in the tourism services industry. (4) Has a variety of products that can be offered to guests, starting from tour packages, hotels, transportation and flight tickets. (5) Building/Office facilities are in line with expectations.

### Weaknesses of PT. ICS Travel Bali

Prices are relatively high compared to other travel agents with relatively high product prices PT. ICS Travel Bali has a bit of difficulty competing with other service companies that sell their products at low prices or below PT. ICS Travel Bali. This is because ICS Travel Bali does not have a preferred hotel so there is no negotiating power to get a cheap price. Apart from that, transportation still collaborates with transportation companies in Bali, while other companies already have their own transportation, which can reduce the price of tour packages. (2) Not having a large target market. ICS Travel Bali only has a market for foreign tourists, namely the USA, Canada, Europe and India. The European market does not have as many variations as France and Russia which can increase the number of tourist visits to Bali. Apart from that, ICS Travel Group does not have a domestic market which is very helpful in increasing income during the post-covid 19 pandemic. (3) Lack of Quality of Service ICS Travel Bali does not have customer service to deal with complaints when guests are on holiday in Bali. Customer service is very helpful in providing solutions to guests so that guests are happy and satisfied while on holiday in Bali.

### External Environmental Analysis/EFAS

**Table 4**  
**Matrix External Strategic Factor Analysis Summary (EFAS)**

	Internal Factors	Weight	Rating	Weighted Score
<b>OPPORTUNITY</b>				
1	Indonesia's natural and cultural wealth is beautiful and exotic.	0,17	4	0,68
2	The number of tourist visits to Indonesia is increasing after the Covid-19 pandemic.	0,17	4	0,68
3	The government's commitment to continue to increase the number of tourist visits after the Covid-19 pandemic	0,17	4	0,68



	Opportunities for increasing market share			
4	because more and more people want to go on holiday	0,15	4	0,60
5	Human resources involved in tourism activities	0,13	3	0,39
	<b>Total Opportunity</b>	<b>0,79</b>		<b>3,03</b>
<b>THREATS</b>				
1	Prices are relatively high compared to other travel agents	0,07	2	0,14
2	Doesn't have many target markets, especially Europe and domestic.	0,06	1	0,06
3	Lack of quality of service	0,08	2	0,16
	<b>Total Threat</b>	<b>0,21</b>		<b>0,36</b>
	<b>Total Opportunity &amp; Threat</b>	<b>1,00</b>		<b>3,39</b>

Sumber: Hasil Olah Data, 2023

### Opportunities at PT. ICS Travel Bali

The increasingly rapid development of information technology. (2) The increasing number of tourist visits to Bali after the Covid-19 pandemic. (3) The government's commitment to continue to increase the number of tourist visits after the Covid-19 pandemic. (4) Opportunities for increasing market share due to the increasing number of people who want to go on holiday. The beautiful and exotic views of Bali will attract tourists to go on holiday in Bali, and services will also increase to serve the large number of tourists. (5) Human resources involved in tourism activities.

### Threats at PT. ICS Travel Bali

Other tour destinations have extraordinary promotional activities. (2) PT competition. ICS Travel Bali with other agents that are not legal and online e-commerce, by selling arbitrary prices. There are other companies that do not yet have business permits and online e-commerce such as Traveloka, Booking.com, etc. This creates competition with PT. ICS Travel Bali is a threat of great concern. (3) The opportunity for local guides to sell their services directly on social media to customers such as Facebook or Instagram, giving rise to very tight price competition.

### SWOT Matrix

**Table 5**  
**ICS Travel Bali SWOT Matrix.**

	<i>STRENGTHS – S</i>	<i>WEAKNESSES – W</i>
<b>INTERNAL</b>	1. Indonesia's beautiful and exotic natural and cultural wealth. 2. Holidays have become a habit in various countries to travel during holidays	1. Prices are relatively high compared to other travel agents 2. Doesn't have many target markets,



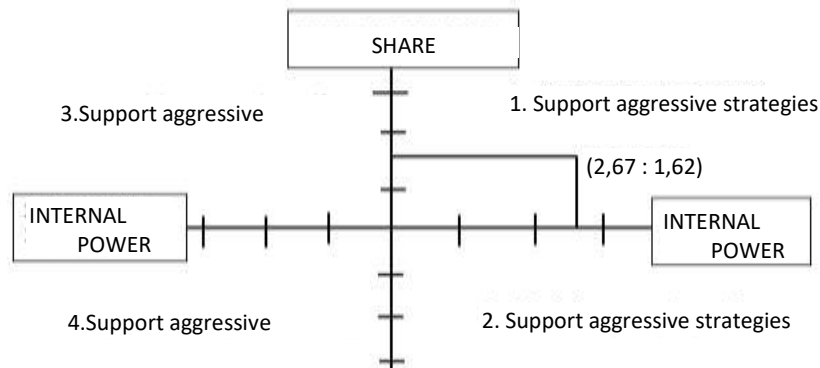
<p><b>EXTERNAL</b></p>	<ol style="list-style-type: none"> <li>3. The company already has a business license</li> <li>4. Has a variety of products that can be offered to guests, starting from tour packages, hotels, cruises, transportation and flight/train tickets.</li> <li>5. Building/Office facilities are in line with expectations.</li> </ol>	<p>especially Europe and domestic.</p> <ol style="list-style-type: none"> <li>3. Lack of quality of service.</li> </ol>
<p><b>OPPORTUNITIES - P</b></p>	<p><b>STRATEGY USES STRENGTHS TO TAKE ADVANTAGE OF OPPORTUNITIES</b></p>	<p><b>STRATEGY TO OVERCOME WEAKNESSES BY UTILIZING OPPORTUNITIES</b></p>
<ol style="list-style-type: none"> <li>1. The development of information technology is increasingly rapid.</li> <li>2. The number of tourist visits to Indonesia is increasing after the Covid-19 pandemic.</li> <li>3. The government's commitment to continue to increase the number of tourist visits after the Covid-19 pandemic</li> <li>4. Opportunities for increasing market share because more and more people want to go on holiday</li> <li>5. Human resources involved in tourism activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase promotional activities by showcasing the natural beauty and culture of Indonesia.</li> <li>2. Coordinate with other Travel Agent companies that have permission to create a Travel Agent Association</li> <li>3. Develop regular HR training to further increase insight, especially in the tourism sector.</li> <li>4. Give appreciation to employees who excel.</li> </ol>	<ol style="list-style-type: none"> <li>1. By slightly reducing the selling price without having to reduce the quality of service.</li> <li>2. Create your own service standards that employees can use as a reference.</li> <li>3. Carrying out comprehensive promotional activities to the target market so that potential consumers know and understand the products offered.</li> </ol>
<p><b>THREATS – T</b></p>	<p><b>STRATEGIES USING POWER TO OVERCOME THREATS</b></p>	<p><b>STRATEGIES TO MINIMIZE WEAKNESSES AND OVERCOME THREATS</b></p>
<ol style="list-style-type: none"> <li>1. Other tour destinations have extraordinary promotional activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase marketing activities to win the market</li> </ol>	<ol style="list-style-type: none"> <li>1. Create new pricing policies that can win the competition.</li> </ol>

- |  |   |                        |
|--|---|------------------------|
| 2. PT competition. ICS Travel Bali with other agents that are not legal and e-commerce.  | 2. Varying products and collaborating with agents who have online business or e-commerce permits. | 2. Increase promotion. |
| 3. The opportunity for local guides to sell their services directly on social media to customers such as Facebook or Instagram, giving rise to very tight price competition. | 3. Socialize and organize schedules in creating order guides to bring guests evenly.              |                        |

Source: 2023 data processing results

### SWOT Analysis Diagram

Next, to select and provide the most appropriate strategy, use a SWOT analysis diagram. Where the X axis is obtained from the total strength score minus the total weakness score, and the Y axis is obtained from the total opportunity score minus the total threat score.



**Figure 1**  
**ICS Travel Bali SWOT Analysis Diagram**

Based on the IFAS and EFAS calculation results as in tables V.1 and V.2 on the previous page, the X axis is 2.67 (3.03 - 0.36) and the Y axis is 1.62 (2.12 - 0.50). These difference values can form a coordinate point, namely (2.67 : 1.62), so that the position of PT is obtained. ICS Travel Bali in increasing sales of post-covid-19 tour packages is in quadrant 1 which is a very profitable situation because it has opportunities and strengths so it is able to take advantage of existing opportunities.

### Strategy Formulation and Implementation

The strategy that must be applied in this condition is to apply the Strengths-Opportunities (SO) strategy with an aggressive strategy formulation (growth-oriented strategy). The strategy implementation is in an effort to increase the number of tourists using the company's services by implementing the following strategies: (1) Increasing promotional activities, expanding market segmentation by expanding markets from several potential countries and maintaining the market

share of tourists from countries that have long used the company's services. (2) Indonesia has natural beauty and cultural riches that can be used to create tour packages and carry out promotions across existing and unowned market shares, such as several parts of European and domestic countries. This will increase the number of tourists coming to Bali and Indonesia. (3) Increasing the variety of tourism product packages, coordinating with other Travel Agent companies that have permission to create a Travel Agent Association (Lubis & Fauzi, 2016). Collaborating with travel agents and several vendors outside Bali to add tour package products so that a diversity of tour package products can be offered to tourists. (4) Providing excellent quality service to tourists through regular human resource training development to further increase insight, especially in the tourism sector. With the opening of greater opportunities for tourist visits, of course it is necessary to prepare quality human resources by conducting training and inspections in other areas so that employees get qualified product knowledge and understand how to sell tour package products to consumers. (5) Give appreciation to employees who excel. PT. ICS Travel Bali must give appreciation to outstanding employees as a form of appreciation for the hard work carried out by employees to obtain higher income for the company. In this way, employees will provide loyalty and higher work morale for the company.

## CONCLUSION

Strategy formulation implemented by PT. ICS Travel Bali is a marketing mix strategy, which includes: (1) Product, (2) Place (3) Price (price) and (4) Promotion (promotion). To get the impact of implementing a marketing mix strategy on sales of tourism services at PT. ICS Travel Bali needs to carry out a SWOT analysis so that the tour package products sold become more widely known as seen from the level of tourist visits using PT tourism services. ICS Travel Bali.

SWOT analysis with a weighted value of PT's Internal Strategic Factor Analysis Summary (IFAS) matrix. ICS Travel Bali is 3.39, meaning that the company's condition internally in increasing sales of tour packages is in a very strong position. Meanwhile, the weighted value of the External Strategic Factor Analysis Summary (EFAS) is 2.62, meaning that the business conditions to increase sales of tour packages are in a good position to capture or respond to opportunities and are able to avoid existing threats from competitors.

Condition of PT. ICS Travel Bali in increasing sales of tour packages in the first quadrant, this shows that the company is in a very profitable condition because it has the strength to take advantage of existing opportunities so that it can expand, increase growth and achieve maximum progress. The strategy must be implemented by PT. ICS Travel Bali in increasing sales of post-covid-19 tour packages is implementing a Strengths-Opportunities (SO) strategy with the formulation of an aggressive development strategy (growth oriented strategy). Strategy implementation with the program includes: (1) Expanding market segmentation by expanding market share from various potential countries. (2) Increasing the variety of tourism product packages in coordination with other travel agent companies that have permits to create travel agent associations. (3) Providing excellent quality service to tourists through regular human resource training development. (4) Give appreciation to employees who excel.

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