

# Marketing Strategy Planning: Positioning to Improve the Number of Students in a Visual Communication Design Faculty

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One important factor in achieving marketing success is the implementation of a strategy that is right on target regarding positioning. This study aims to determine the position of the Faculty of Visual Communication Design, University Widyatama compared with five other private universities that also have similar faculties, based on the perceptions of high school students. It proposes a marketing strategy for the Faculty of Visual Communication Design, University Widyatama to increase its intake of students. The method used is descriptive, comparing the five universities in Bandung based on the results of the search 'Believes salient capital'. The author uses seven dimensions to measure the perception of high school students in Bandung taken under the search results. Respondents used were as many as 100 students in Grade 3 scattered across various high schools in Bandung. The results showed that University Widyatama was positioned similarly to the National Institute of Technology. Both are quite close together so they compete for new students. Based on the value Euclidean distance, the Faculty of Visual Communication Design, University Widyatama should improve the quality of its education, facilities, faculty and graduate outcomes. The expected marketing communication for the Visual Design Faculty, University Widyatama can be designed to be more targeted and effective.

**Key words:** *Positioning, multidimensional scaling, perceptual map.*

## Introduction

Visual communication design (VCD) is a science that develops the form of visual communication language in the form of processing messages for social or commercial purposes, from individuals or groups aimed at other individuals or groups. The message can be in the form of information on products, services or ideas submitted to the target audience,



to increase sales efforts, image enhancement and publication. In principle, visual communication design conveys the mindset of the delivery of messages to the recipient of the message, in the form of communicative, effective, efficient, precise, patterned and integrated and aesthetic forms, through certain media, so it can change the positive attitude of the target (<http://www.itb.ac.id>).

VCD is an important part of everyday life, and as time goes by it develops according to needs. The need arises to promote and inform someone from the public. Many people want to be able to design well, but of course they must study in an institution that can provide good knowledge and education. They need to learn not only how to use software as a tool but also about history, world culture, graphic semiotics and many other things to deepen the knowledge of VCD.

In line with the increasing public demand for VCD education services, there are many new institutions of higher education, both government-owned and those built and managed by the private sector. The development of educational service providers is becoming increasingly evident in large cities.

One higher education institution that provides VCD education services in Bandung City is the Faculty of Visual Communication Design, University of Widyatama (FDKV UTAMA). FDKV UTAMA was originally called the Widyatama School of Visual Communication Design (STDKV Widyatama). It was established in 1999, and became the Faculty of Visual Communication Design in 2001 with the establishment of Widyatama University, which combines the Bandung College of Economics (STIEB), now the Faculty of Economics, and the Faculty of Business & Management. Bandung College of Language Sciences (STIBB) is now the Faculty of Language, while Bandung Widyatama College of Engineering (STTBW) is now a Faculty of Engineering (<http://www.widyatama.ac.id>).

The Faculty of Art and Design (FSRD), the National Institute of Technology (ITENAS) is one of the main competitors of FDKV UTAMA. In 1998, ITENAS opened the Visual Communication Design Department. Interior design, product design and VCD were later merged into the Faculty of Fine Arts and Design (FSRD), which was founded in 2000. Another strong competitor is the Faculty of Design, Indonesian Computer University (UNIKOM), which was established in 2000 along with the opening of the Department of Visual Communication Design under the supervision of the Faculty of Design. Maranatha Christian University (UKM) became a competitor in 2005 with the opening of the Department of Visual Communication Design within the Faculty of Art and Design. Yet with all its advantages and through the course of several strategic policies in the field of marketing, FDKV UTAMA has not been able to attract sufficient public attention to compete effectively.

According to Professor Akhmaloka, Dipl.Biotech., Ph.D, Rector of ITB, (Kompas 04/28/2014), the interest of prospective students in the ITB Faculty of Art and Design (FSRD ITB) in 2014 increased by about 40 per cent. In 2013, the FSRD ITB enthusiasts at SNMPTN totalled around 1,300 people. This year, enthusiasts increased by 1,500–1,900 people. Of the 250 seats provided at the ITB FSRD, only 50 people or 20 percent of students were taken from the SNMPTN, while 80 per cent are taken from the SBMPTN or via a written test. All students who are accepted at the FSRD ITB will be included in one of a number of study programs, such as Fine Arts, DKV, Craft, Interior Design, and Product Design. For DKV, the capacity reaches 50–60 students. (Kompas 04/28/2014).

Based on this information, it can be seen that the numbers of interested students in the VCD field is very high, but the students who enrol in FDKV UTAMA are very few. Judging from the year of its establishment, FDKV UTAMA has been established for 16 years but is still unable to compete with the VCD majors of other private universities that are newer. This phenomenon raises further questions: Is the lack of students in FDKV UTAMA related to the positioning of FDKV UTAMA compared with other DKV faculties in Bandung?

In connection with the problems faced by FDKV UTAMA, it is necessary to conduct research into this problem. The study covers 11 private universities in Bandung, but only five private universities that will be studied are taken from *modal salient believes*, the results from phase I research with aim of focusing more on testing and discussion at private universities that provide VCD science education services; these five private universities are the most frequently chosen by high school students in Bandung.

Tight competition between educational institutions requires FDKV UTAMA to be more vigilant in determining marketing strategies, especially in terms of positioning, which is a very important element of a marketing strategy.

### **Study of Theory and Development of Hypotheses**

The literature review in this study includes marketing strategy, market segmentation strategy, market targeting, market positioning and descriptive statistics using multidimensional scaling (MDS).

### ***Marketing Strategy***

According to Bennett, cited in Fandy Tjiptono (2001: 7), marketing strategy is a statement (both implicitly and explicitly) about how a brand or product line reaches its objectives. Meanwhile, Tull and Kahle, also cited in Fandy Tjiptono (2001: 7), define marketing strategy as a

fundamental tool to achieve corporate goals by developing sustainable competitive advantage through the market entered and marketing programs used to serve the target market.

From some understanding of the marketing strategy put forward by the above scholars, it can be concluded that the marketing strategy is essentially a series of efforts to achieve certain goals. Marketing strategy determines the approach that the company will use to ensure that each product carries out its role. It can be said that a marketing strategy is a basic statement about the impact to be achieved at the request of a particular market that is targeted.

Logical marketing is a tool for achieving the marketing objectives that have been established. Marketing strategies are made on the basis of the target market, positioning and marketing mix. Marketing strategy is part of a marketing plan that explains how marketing strategies respond to the threats, opportunities and critical issues that will be faced by the company.

### ***Market Segmentation, Targeting, Positioning***

Market segmentation is a marketing strategy that divides a broad target market into groups of consumers who have the same general needs by grouping markets into homogeneous consumer groups, where each group can be chosen as the target market for marketing a product.

After grouping or dividing the entire market into homogeneous market segments, the company needs to establish a target market. Market segmentation basically shows the market opportunities faced by the company; the company then needs to evaluate the various segments that exist to decide how many and which segments will be targeted. In evaluating different market segments, companies must pay attention to the profit potential of each segment, attract the long-term profit of a segment and establish the long-term goals of the company. Market objectives determine the group of buyers determined by the company. Market target decisions form the basis for determining goals and development in positioning a product (Cravens, Lamb & Crittenden, 2002).

After conducting market segmentation and market targeting, the company needs to determine its bid position. To gain a competitive advantage, companies need to develop a product-positioning strategy for the target market. According to Kotler (2003), the definition of product positioning is as follows: 'Positioning is an action to design the company's image and the value offered so that customers in a segment understand and value the company's position in relation to competitors.'

Kotler and Armstrong (2006) explain that product positioning is a conclusion of a product that is defined by consumers through an attribute – or, in other words, the position of a

product in the minds of consumers that distinguishes it from other similar products. Positioning is done by embedding the unique advantages of a different product compared with other products into the customer's mind. Positioning strategy is a combination of a product, distribution channel, price and the company's promotion strategy, used to position the firm to fight existing competitors in the face of the wants and needs of the target market (Cravens, Lamb & Crittenden, 2002).

### ***Descriptive Statistics Using Multidimensional Scaling (MDS)***

Descriptive statistics are part of statistical science that only processes and presents data without making decisions for the population. In other words, only general description of the data is obtained. Iqbal Hasan (2001: 7) describes descriptive statistics as part of statistics that learn how to collect data and present data so that they are easy to understand. Descriptive statistics relate to describing or providing information about data, a situation or a phenomenon. In other words, descriptive statistics function to explain the state of symptoms or problems. Based on the scope of the discussion, descriptive statistics include frequency distribution along with its parts, such as distribution graphs (histograms, frequency polygons, and ogifs), measures of central values (mean, median, mode, quartile, etc.), dispersion size (range, deviation average, variation, standard deviation, etc.) and curvature.

MDS or multidimensional scale determination is a procedure to represent respondents' perceptions and spatial preferences using a visual display (Malhotra, 2004: 349). MDS is also known as perception mapping, which is related to creating a map to describe the position of an object with another object based on the similarity of the objects. MDS can also be applied to the subjective rating in differences (dissimilarity) between objects or concepts. Furthermore, this technique can process different data from various sources and respondents. MDS techniques can be used to identify dimensions that describe consumer perceptions.

Multidimensional scaling analysis (MDA) is a procedure that presents customer perceptions and spatial preferences by using commonly seen impressions (Supranto, 2004: 177). Multidimensional scaling analysis is used in marketing to identify:

- the number of dimensions and characteristics used to perceive different brands in the market
- the positioning of the brands examined in this dimension
- placement of ideal brands from customers in this dimension.

Information that has been used for various marketing applications as a result of MDS scaling analysis includes the following:

- image measurement – comparing perceptions of customers and not customers of the company with the company's own perception
- market segmentation
- new product development – seeing a gap in the spatial map that shows the opportunity for new product placement
- assessing advertising effectiveness – using spatial maps to determine whether advertising has succeeded in achieving the desired brand placement
- price analysis – the development of spatial maps with and without price information can be compared to determine the impact of prices
- channel decisions – the consideration of the suitability of a store brand for different retail outlets can lead to a spatial map that is useful for channel decisions
- attitude scale construction – the use of MDS techniques to develop suitable dimensions and setting the attitude space.

### **Research Methods**

The study was conducted in the Bandung area using survey methods. The subjects were third grade high school students able to distinguish universities with VCD majors in Bandung. Questionnaires self-administered and participants were chosen using a convenience sampling method. Convenience sampling is a sampling process whereby each element of the population does not have the same opportunity to be chosen as a respondent (Sekaran & Bougie 2010: 279).

### ***Operationalization of Research Variables***

According to Sugiyono (2001: 31), the research variable is something in the form of what is determined by the researcher to be studied so that information is obtained about it, and conclusions can be drawn from it. Positioning is a very important element in a marketing strategy because it is directly related to the company's marketing strategy. The perception of high school students towards universities in Bandung will help in determining the positioning of the faculty of visual communication design.

Based on the results of the research to find salient capital believes, the variables used in this study are as follows:

- quality of education (lecture program, accreditation)
- facilities (supporting facilities)
- price (pricing)
- place (college location)
- graduates (students who have graduated)

- lecturer (teaching staff)
- promotion (promotional activities).

### ***Sampling Techniques***

The population is an area of generalisation consisting of objects/subjects with certain qualities and characteristics, studied by researchers, who then draw conclusions (Sugiyono, 2004: 72). The population is the whole object of research while the sample is part of the population, (Sugiyono, 2004: 73). The population in this study comprised high school or vocational high school students who in the third grade in Bandung.

The sample is a small part of a population. In this study, the population is not known exactly to determine the sample. Nargendher (2003: 385) and Garson (2011) state that there is no minimum sample size requirement for MDS. Roscoe, cited in Sugiyono (2004: 102), suggests that a decent sample size in such a study is 30 to 500 respondents, and in multivariate research, the sample size is at least 10 times the number of variables studied. According to Freankel and Waller, cited in Ariani et al. (2004), the minimum sample size for descriptive research is 100 people.

Based on the above approach and technical considerations in the field, the sample size was determined as 100 respondents. The sampling method used in this study is the convenience sampling method. According to Santoso and Tjiptono (2001: 89–90), convenience sampling is a sampling procedure that selects samples from people or units that are most easily found or accessed. According to Sugiyono (2004: 77), convenience sampling is taking respondents as samples based on chance: anyone who happens to meet with a researcher can be used as a sample they happen to be found suitable as a data source, with the main criteria being that the person is a high school student or SMK.

### ***Analysis Method***

One method used to determine the positioning of a product is the Multi-Dimensional Scaling (MDS) method. MDS analysis can show the position of universities based on consumer perceptions in the city of Bandung. According to Rangkuti (2005), an MDS analysis is used to determine the position or placement of the brands under study and also to know the placement of an ideal brand based on consumer perceptions. Zikmund et al. (2010: 599) state that multidimensional scaling is a procedure in which researchers can determine an image that matches a set of objects. MDS analysis aims to change the assessment of similarity or preference of consumers in the form of distance displayed in a multidimensional space. According to Hair et al. (2009: 478), MDS (also known as perceptual mapping) is a

procedure that assists researchers to determine relative perceptions of an image (company, product, service).

The goal of MDS is to change the consumer's assessment of a preference (brand, product) into a display of distance represented by a multidimensional space. This technique is used to analyse or determine the position of Widyatama University compared with its competitors.

MDS is a multiple variable technique that can be used to determine the position of another object based on its similarity assessment. It is used to determine the relationship of interdependence or interdependence between variables or data. MDS is divided into metric-scale MDS and non-metric scale MDS. According to Timm (2002), MDS:

- is a collection of statistical techniques for analysing similarities and differences between objects.
- provides results in the form of plot points so that the distance between points illustrates the level of similarity or similarity
- provides instructions for identifying unknown variables or factors that influence the appearance of similarities or differences.

Jawoiska and Anastasova (2009) explain that the purpose of multidimensional scaling is to find a configuration where the distance between points corresponds to the similarity between objects.

## **Results and Discussion**

### ***Research Results***

This study was conducted to determine the positioning of FDKV UTAMA in the perception of high school students and the positioning of FDKV UTAMA compared to DKV Faculties in other universities. Positioning can change in line with respondents' perceptions or changes in competitors' preferences and strategies. To determine the position of a product, a positioning analysis needs to be done. Positioning analysis helps marketers to evaluate market response (Hasan, 2008: 207). Therefore, to achieve the research objectives, it is important to know the respondents' perceptions of FDKV UTAMA in Bandung.

### ***Validity Test***

Validity is tested by looking at R-square ( $R^2$ ). Multidimensional scaling measurement methods will be accepted if  $R^2 > 60.6$  (Hair et al., 2013: 477). The higher the  $R^2$  value, the better this model will be. The calculation results show that  $R^2$  is equal to 0.99736, which means it can be accepted. The  $R^2$  value is getting closer to 1, meaning that the data are being

mapped perfectly. The results of the stress measure were 0.01974, or 1.9 per cent. The 1.9 per cent value is between the excellent and perfect categories, so that the existing MDS model can be said to be good and can thus be used.

### ***Research Phase I***

The purpose of the research in stage I is to look for trusting salient capital, which is a small part of attributes or objects believed to determine the attitude of a person in a certain time (Fishbein & Ajzen, 1975: 218). The research in the first part presents high school students' perceptions of the VCD major at private universities they may choose.

Based on the data sources, five private colleges were chosen by the respondents. These colleges are the University of TELKOM, the National Institute of Technology, Widyatama University, Maranatha Christian University and the Indonesian Design College.

The research results in phase I also obtained the perceptions of high school students about what important factors are taken into consideration when choosing private universities. These results show that the seven dimensions revealed in this phase I study are not much different from the general concept of service hierarchy and product dimensions, namely product, price, place, promotion, people, physical evidence and process. This shows that high school students have perceptions that are quite similar to consumer perceptions elsewhere in the world.

### ***Research Phase II***

Phase II research aims to find the positioning of FDKV UTAMA compared with other private universities. This study uses seven variables based on the results of salient capital, and is believed to measure the position of the five private universities chosen by respondents in the phase I research.

The method used is MDS, assisted by the SPSS version 18 program. This study generated a ranking for each private university based on the variables used.

### ***Scores of Private Universities***

To see attribute preferences for FDKV positioning of private universities based on the perception of high school students, the scores of each private tertiary institution are first calculated on the basis of important factors taken into consideration for choosing private universities (Table 1).

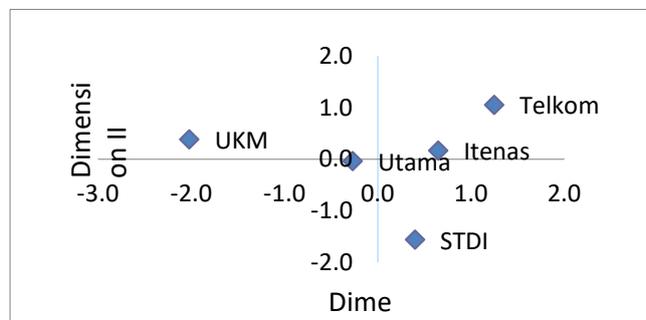
**Table 1:** Scores of private universities based on important factors that are considered when choosing private universities

No.	Atribut	ITENAS	TELKOM	UTAMA	UKM	STDI
1	Education quality	2,99	3,66	2,73	3,65	1,97
2	Facilities	2,7	3,7	2,79	3,93	1,88
3	Lecturer	2,78	3,4	2,86	3,88	2,08
4	Price	3,13	3,49	3,28	3,8	2,15
5	Place	2,74	3,18	3,05	3,86	2,23
6	Graduates	2,89	3,62	2,73	3,86	1,9
7	Promotion	2,88	3,71	3,19	3,33	1,89

**Source:** results of data processed by Questionnaire II.

### *FDKV Utama Positioning Maps*

The next discussion is about the position of FDKV UTAMA compared with other private universities. The fifth position on the list of private universities was obtained from the results of data processing based on the perceptions of respondents who were third grade high school students in Bandung. Figure 1 shows the position of private universities resulting from data processing.



**Source:** results of data processed by Questionnaire II.

**Figure 1:** Position of five private universities

Figure 1 shows that the position of private universities is seen to be in one of the four quadrants. Private universities in the same quadrant have similarities, the implication being that private universities will compete with each other. Conversely, private universities in different quadrants mean they do not have similarities, so there is no competition. The further apart the positions, the more different the private universities are. From mapping the five positions of the VCD majors, the position of each private university can be seen based on its proximity to each dimension. The following explains why.

- Maranatha Christian University (UKM) is located in quadrant I with negative dimension 1 and positive dimension 2. UKM is perceived by respondents to have significant differences compared with other private universities because they are located relatively far apart.
- The University of TELKOM (TELKOM) and the National Institute of Technology (ITENAS) are located in quadrant II with positive dimensions 1 and dimensions 2. TELKOM and ITENAS are perceived by respondents to have similarities or not have significant differences compared with other private universities.
- The Indonesian Design College (STDI) is located in quadrant III, where dimension 1 is positive and dimension 2 is negative. Thus STDI has similarities or does not have significant differences compared with other private universities.
- Universitas Widyatama (UTAMA) is in quadrant IV with dimensions 1 and 2 negative. Thus UTAMA has similarities or does not have significant differences compared with other private universities. Similarities between private universities can also be seen from the distance between the five private universities. The smaller the distance, the more similar the five private universities are. Of all private universities that may be in the plot, one pair of private universities has a small distance: UTAMA and ITENAS.

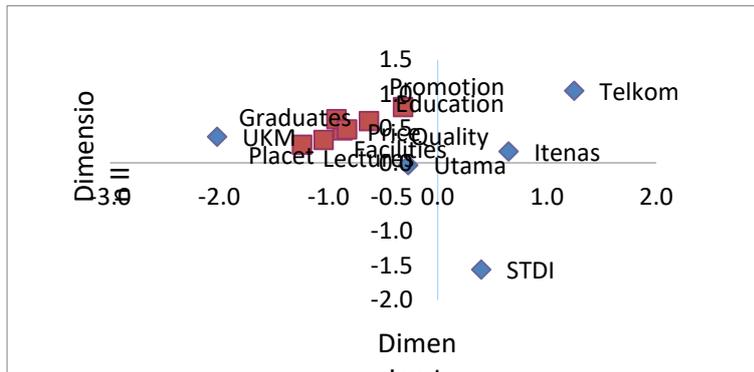
#### *PTS Positioning Map and Attributes in Bandung*

Overall, respondents' answers about the assessment of the positioning of private universities and FDKV attributes reflect their perceptions. The position of FDKV according to respondents' perceptions can be seen in the coordinates of Table 2.

**Table 2:** Attribute coordinates for UTAMA

No.	Atribut	Dim 1	Dim 2
1	Education quality	-0,6296	0,6061
2	Facilities	-0,8708	0,4711
3	Lecturer	-1,0459	0,3333
4	Price	-0,9268	0,6335
5	Place	-1,2423	0,2641
6	Graduates	-0,8309	0,4849
7	Promotion	-0,3181	0,8092

Based on the coordinates in Table 2 plotted together on the FDKV positioning map in Bandung City in Figure 1, a positioning map with a configuration can be produced (Figure 2).



**Figure 2:** PTS Positioning Map and FDKV Attributes in Bandung City

### ***Implications of Research Results***

#### *Important Factors Considered for Choosing Private Universities*

The visible benefits for the FDKV UTAMA are shown in Table 1. The score of private colleges based on the important factors that are considered when choosing private colleges indicates that high school students rank prices first. That is, the prices offered by UTAMA are in line with the expectations of high school students so that this is an advantage for prospective students.

When viewed from the score value in Table 1, it appears that the level of quality of education is considered the most important factor by high school students when choosing private universities. The second factor that is considered important is facilities, followed by a third factor, which is the quality of lecturers. UTAMA must be able to strengthen and relate its position based on these three main factors so prospective new students will rate UTAMA as able to meet their teaching and learning needs in the future.

When referring to the factors that are considered most important by high school students when choosing a private university, UTAMA should not focus on traditional marketing models. The right strategy is to develop marketing based on strengthening aspects of the quality of education. The following is an alternative marketing strategy for FDKV UTAMA, which optimises three important factors in choosing private universities:

1. *Quality of education.* Currently, FDKV UTAMA still has the advantage of considering accreditation point B for its Graphic Design Study Program and B accreditation for its Multimedia Study Program. Considering that students consider this factor to be important, FDKV UTAMA can further increase the level of accreditation in its marketing strategy. The element of accreditation should always be highlighted. This is essential, considering that not all prospective students and parents understand what accreditation is, and are aware of its relationship with the quality of a college.

2. *Facilities*. Facilities at FDKV UTAMA should always be updated so they can keep up with technological progress in order to support teaching and learning activities.
3. *Lecturer quality*. Lecturer quality should be improved. This refers to several indicators of lecturer quality, such as education level (formal requirements), suitability of experience in the fields being taught, flexibility in establishing interaction with students, integrity and commitment to the development of education and human resources.

The discussion on alternative marketing strategies does not refer to the general marketing concept. The author considers that the marketing activities currently carried out are relatively good; however, marketing aimed at attracting new students will have more strength if supported by good internal conditions as well. FDKV UTAMA should maintain and improve the factors that are considered important for prospective students when choosing private universities. Based on this study, the authors conclude that improvements in the quality of education, facilities and lecturers must be the focus for FDKV UTAMA.

### *Euclidean Distance Value*

Euclidean distance value is the value from the calculation of the distance from two points in Euclidean space – in this case, the distance between attributes and private universities. Table 3 shows the distance calculation values.

**Table 3:** Euclidean distance values

	<b>ITENAS</b>	<b>TELKOM</b>	<b>UTAMA</b>	<b>UKM</b>	<b>STDI</b>
Education quality	1,3267	1,2512	1,2580	2,7003	2,3146
Facilities	1,4261	1,3562	1,3624	2,7505	2,3730
Lecturer	1,4613	1,3931	1,3992	2,7689	2,3943
Price	1,6333	1,5726	0,6759	2,8634	2,5030
Place	1,5819	2,4698	1,5247	2,8344	2,4698
Graduates	1,4016	1,3304	1,3367	2,7379	2,3584
Promotion	1,2264	1,1273	1,1517	2,6525	2,2586

**Source:** results of data processed by Questionnaire II.

Table 3 shows choices of respondents through the proximity of each product attribute with the private university/FDKV in Bandung:

- *Quality of education*. The closest distance is TELKOM followed by UTAMA, ITENAS, STDI and finally UKM.
- *Facilities*. The closest distance is TELKOM, followed by UTAMA, ITENAS, STDI and UKM.

- *Lecturer quality.* The closest distance is TELKOM, followed by UTAMA, ITENAS, UKM and STDI.
- *Price.* The closest distance is UTAMA, followed by TELKOM, ITENAS, STDI and UKM.
- *Place.* The closest distance is UTAMA, followed by TELKOM, ITENAS and STDI, then UKM.
- *Graduates' results.* The closest distance is TELKOM, followed by UTAMA, ITENAS, STDI and UKM.
- *Promotion.* The closest distance is UTAMA, followed by TELKOM, ITENAS and STDI, then UKM.

These results show that the attributes of quality of education, facilities, lecturers, price, place, graduates' results and promotion affect the positioning of FDKV private universities in Bandung. This is consistent with research conducted by Vigar-Ellis (2013), who states that 'universities must have competencies and competitive advantages in each private university'.

The Euclidean distance value shows FDKV UTAMA has advantages in terms of price, place and promotion, so these should be consistently promoted. However, based on the Euclidean distance value, it is clear that respondents feel FDKV UTAMA still has deficiencies in terms of the quality of education, facilities, lecturers and graduate outcomes. These aspects should therefore be improved.

## **Conclusions and Suggestions**

### ***Conclusions***

From the results of the research, it seems that the most suitable marketing strategy would involve market segmentation and positioning. In market segmentation, FDKV UTAMA divides the market into groups of buyers/consumers who are distinguished on the basis of needs, characteristics or behaviours that may require different products. Whereas positioning is a real product characteristic and differentiation that makes it easy for consumers to differentiate service products between one institution and another, in this case it must have characteristics that can differentiate FDKV UTAMA from other universities, which are competitors.

### ***Suggestions***

As an institution that provides education services, FDKV UTAMA should maintain and improve the factors that are considered important for prospective students when choosing private universities. Based on this study, the authors conclude that improvements in quality of education, facilities and lecturers must be the focus for FDKV UTAMA.

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