

Making Digital Marketing Strategies in the Hotel Industry: Case Study of Implementation of New Wave Marketing on Budget Hotel

Indra Perdana Wibisono
Universitas Jember
indrawibisono@unej.ac.id

ABSTRACT

The marketing strategy carried out in the era of new wave marketing will cause the old paradigm related to marketing to be abandoned. Marketing strategies through New Wave Marketing are currently being used and developing rapidly. New Wave Marketing connects producers with customers on a human-to-human basis supported by machine-to-machine described through 12C. This study aims to determine the New Wave Marketing at a Budget Hotel. This research uses descriptive research with a qualitative approach. The informants of this research are the Hotel Capsule Owners and Managers. The data analysis techniques used in this study are domain and taxonomic analysis. The results showed that there were eleven components of the New Wave Marketing Strategy in Capsule Hotels. Online and offline strategies are also carried out by Capsule Hotels.

Keywords: Marketing Strategies, Digital Marketing, New Wave Marketing and Hotel Marketing.

JEL Classification: M31

INTRODUCTION

Hotel is an industry that provides services in the field of services and has the main function as a means of accommodation for temporary accommodation, for domestic and foreign tourists. Utilization of technology and information for services is marked by the increasing number of hotels that have emerged with supporting facilities such as the internet, in addition to that also coupled with the management of airlines and travel in collaboration with hotels. Hotel management supported by the internet can increase the number of consumers or customers both from within and outside the country. The internet is not only a facility at the hotel but also needs to be used for marketing.

Kartajaya and Darwin (2010: 20) and Kotler et al., (2017) argue, the notion of marketing is a strategic business concept with the aim of creating sustainable satisfaction and not a moment, to the three main stakeholders of the company namely customers, employees and shareholders.

In its management, a marketing strategy consisting of segmentation, targeting, positioning, differentiation, marketing mix, selling, brand, service and process, then developed into 12C consisting of communitization, confirmation, clarification, codification, co-creation, currency, communal activation, conversation, commercialization, character, care, and collaboration. So that companies can compete and survive in the market, the strategy is considered as a tool to obtain competitive advantage Kartajaya and Darwin (2010: 20) and Kotler et al., (2017).

A hotel must also adjust itself to market conditions. Digital marketing strategies and tactics affect both the volume and valence of online reviews and, indirectly, hotel performance (Pelsmacker et al., 2018). This makes the Hotel must change its strategy by connecting with its customers. In an effort to increase the number of consumers in an increasingly horizontal marketing era, the application of marketing strategy 3.0 has expanded into a 4.0 marketing strategy that is

explored through 12C, which is done online and offline.

In its management, the strategy of marketing 4.0 can be reviewed through 12C and its activities can be disseminated through online activities so as to make the company's brand as it develops. In the increasingly fierce business competition, hotel marketing activities are not only done online but also offset through offline activities. Therefore, this article looks at the implementation of marketing 4.0 conducted by one of the budget hotels in Jember.

LITERATURE REVIEW

Kartajaya (2017: 314) argues that, "Changes in the business landscape continue to occur with the development of technology and information, the business landscape moves towards a digital economy that creates a variety of conveniences". The ease of accessing information through the internet can be done by anyone. The concept of marketing 4.0 combines online with offline between companies and customers. Although in the era of the digital economy, digital interaction alone is not enough.

According to Kartajaya (2017: 315), although the online world is developing, it has also been offset by offline to become stronger. Technology is useful for building machine-to-machine relations, but that is not enough and human-to-human relations need to be built. Marketing 4.0 also holds that there must be integration between style and substance. Kotler et al., (2017: 53) say, "The essence of Marketing 4.0 is to recognize the shifting roles of traditional and digital marketing in building customer engagement and advocacy".

Private (2008: 5) argues, understanding marketing strategy is an overall system of business activities through planning, pricing, promoting and distributing goods and services that satisfy and meet the needs of buyers. While Assauri (2013: 15) said that marketing strategy is a set of goals and policies for marketers' businesses in facing the ever-changing environment and competition.

According to Rufaidah (in Nurhayati & Wulandari, 2017: 559) marketing strategy is the development of markets, companies or business units with the aim of capturing greater market opportunities from existing markets through current products.

Marketing has nine core elements consisting of segmentation, targeting, positioning, differentiation, marketing, selling, brand, service and process (Kartajaya, 2017: 284). The core elements of marketing began to experience changes in various aspects. This marketing change is known as new wave marketing. Kartajaya and Darwin (2010: 82) argue that new wave marketing is marked by a change in the nine core marketing elements to 12C. According to Kartajaya and Darwin (2010) new wave marketing is divided into three pillars, namely the new wave strategy consisting of communitization, confirmation, clarification. New wave tactics consist of codification, co-creation, currency, communal activation, conversation, commercialization. New wave value consists of character, care, and collaboration. All components are called 12C.

L. Foster (in Kusumawardani and Wardati, 2014: 27) expresses the understanding of the hotel in a broad sense, referring to all types of lodging. While in the narrow sense of the hotel is a building that was built specifically to provide lodging for travelers with food and beverage services. Richard (in Rusdyanto et al., 2014: 118) argues, hotel is a type of accommodation that provides lodging, eating and drinking facilities and services, as well as other services for the public who live temporarily and are professionally managed. Based on the Decree of the Minister of Culture and Tourism No. KM.3 / HK.001 / MKP.02 (in Larasati, 2016: 9) concerning the classification of star-class hotels and class of jasmine classes. The classification of hotels is marked with stars, which are arranged starting from one-star hotels to the highest five-star hotels. In Indonesia, budget hotels are classified as jasmine hotels "*hotel melati*".

METHOD, DATA, AND ANALYSIS

The main emphasis of this research is to describe the implementation of new wave marketing which was put forward in the theories of Kartajaya and Darwin (2010: 20) and Kotler et al., (2017) in one of the budget hotels in Jember with qualitative research designs. The hotel selected based on uniqueness and the products offered do not yet have competitors in Jember City. The hotel is in the form of Capsule Hotel or Box Hotel.

The data needed in this study are secondary data and primary data. Secondary data were obtained from searching related documents while primary data were obtained from interviews with informants. The determination of key informants is based on a purposive technique which means the researcher chooses informants according to certain criteria that have been determined. According to the key informant researchers are the Manager and Owner of the hotel.

Data collection techniques by interview, observation, documentation, and categories. Data analysis methods used in this study are domain and taxonomic analysis (Moleong, 2011).

RESULT AND DISCUSSION

1. Communitization

Budget Hotel itself does not yet have a community. Efforts are made so that the community is formed, Budget Hotel also strives that in the future it will create its own website to provide a forum for consumers and a variety of information can be openly available to visitors. The information can be in the form of information about the activities carried out and can also be a place to comment or leave other information conveyed by other consumers. This can provide an opportunity to bring the brand and its customers closer. With the closeness between consumers, hotels can get the opportunity to build their own community.

2. Confirmation

The hotel informs the general public that a capsule hotel has been opened in Jember. The hotel informs them via Online Travel Agents (OTA) such as traveloka, Tiket.com, pegipegi.com, booking.com, hostelworld.com, agoda.com. Social media is also used as a channel through Instagram and Facebook.

3. Clarification

Clarification is interpreted as meaning to clarify the Capsule Hotel brand in the minds of consumers online and offline. Online concept that is done is to reply to prospective customer questions sent via Google Maps and also reply to short messages that are asked via Whatsapp numbers that are available. Whereas offline activities are carried out face-to-face at the hotel. To clarify the concept of stay adopted by the company, the company explained to consumers that, the concept offered is sleeping in a box and a bed of male and female initiates sets separately.

In clarifying the concept applied by Capsule Hotel, it does not always run smoothly. Hotels have faced potential customers who did not accept the concept from the hotel. The prospective customers feel that they don't fit the concept and the hotel continues to explain the concept to consumers who don't accept the hotel concept. One concept that is not accepted by prospective customers is removing footwear while in a hotel. Prospective customers still refuse to stay at the hotel and the hotel accepts the existence of the refusal.

4. Codification

Capsule Hotel features its differentiation which can be seen through the concept offered, namely sleeping in a box, self service, guests taking off their footwear, and Capsule Hotel has a "short break" program.

The idea of building this hotel stems from Japan provided with capsule-shaped bedrooms, then modified by Capsule Hotels with box-shaped rooms, because Capsule Hotels feel that Indonesians have a new experience

with the concept of sleeping in a room appropriate to its function, so the hotel does not design it too mini like a capsule bed in Japan. For single bed box size of 1x2 m², while double bed of 1.4x2 m² then for rooms that are not shaped box (family) of 1.6x2 m². The measure comes from the personal research of owners and managers who are sought through Google. The company also provides a personal locker located under the room box so that guests' luggage is kept safe. In addition to offering sleep in a box, Capsule Hotel uses a self service service.

5. Co-creation

Co-creation can be interpreted as a product development process that is no longer done privately by the company but, is carried out jointly with consumers. When Capsule Hotel was founded, the company only provided box-shaped beds. Over time, on the basis of several consumers conveying the same suggestion repeatedly that the hotel should make rooms that are not box-shaped, the company finally considered and agreed. Capsule Hotel began to be creative with its customers, namely providing non-boxed rooms or normal sized rooms as usual. Rooms that are not box shaped are named "family" room types. Capsule Hotel provides opportunities for consumers to actively participate in developing company products and the company does not turn a blind eye to the suggestions expressed by consumers. With the advice expressed by consumers, it can be considered by Capsule Hotel to grow even better. Products are no longer carried out individually by the Hotel but begin to be creative with customers.

6. Currency

The existence of the phenomenon Hotel Capsule puts a more affordable price than its competitors. With the concept offered to sleep in a box, the price offered is affordable. If consumers want to compare their own company prices with competitor prices, it can be seen directly through the

Online Travel Agent (OTA) which can be accessed through the application. The price that Capsule Hotels take from renting the room itself. For services, it does not reduce the hotel cash too much because the service uses self-service to reduce costs. With the self-service, housekeeping becomes simpler, so expenses can be reduced to pay employees. The concept of the atmosphere offered is made as comfortable as possible, sharing places such as bathrooms, lounge and prayer rooms are kept clean so that consumers stay at home to stay. Although hotel prices are pegged at a low price, and using the concept of sharing rooms, consumers feel in accordance with the facilities that are offered, according to consumers the cheap prices are comparable to where to stay offered.

7. Communal activation

Communal activation is defined as a channel for selling or offering products to customers, both online and offline. the company offers its products online which can be accessed by anyone and anywhere, consumers of Capsule Hotel Hotels not only from within the country but abroad. Capsule Hotels also joins several national and international Online Travel Agents (OTA) namely agoda.com, booking.com, hostelworld.com, pegipegi.com, traveloka.com, and tiket.com. These applications are beneficial because it makes it easy for consumers to rent rooms anytime and anywhere. Hotels choose Online Travel Agent because with the rapid development of the internet and easily accessible so that it can facilitate consumers in booking residential rooms. Capsule Hotels believe that if a company joins an online travel agent application, sales will increase. As time has progressed, researchers have found that Capsule Hotels add to the Online Travel Agent (OTA) marketing channel through tripadvisor. In addition to marketing through online travel agents, Capsule Hotels also market it through social media. Facebook and Instagram are some of the strategies adopted to

spread the product. Offline marketing is carried out by Capsule Hotels by making brochures, then distributed in several places such as areas around the campus, airports in Jember and Banyuwangi. Marketing distributed through company brochures does not fully feel the loss because offline marketing still has a role, but not as much as marketing that is done online. Capsule Hotel hopes that the public will know about box-shaped lodgings at affordable prices.

8. *Conversation*

Currently, Capsule Hotel provides a platform (platform) so that consumers can directly contact or talk with the company. Hotel Capsule has a conversation via Whatsapp message. Capsule Hotel doesn't have a website yet so open discussion isn't available. Hotels are still a product that needs to be developed, so the company accommodates criticism and suggestions conveyed by consumers. By accommodating criticism and suggestions, consumers can be more satisfied with what is offered by Capsule Hotels. Direct criticism and suggestions are often raised by consumers when they want to check out. This will be immediately followed up by the Owner and manager. Social media currently has a very strong power. By clicking and sharing things can make promotional activities easy. Marketing done by activating social media is felt to be effective because consumers no longer bother coming to the place just to ask something that consumers do not understand or express criticism and suggestions. The current era of digital development, to do product marketing can be done instantly and can also save costs. In the future, the hotel is better to provide a platform for conversation between consumers or consumers and companies.

9. *Commercialization*

In commercialization, the role of a recommendation is getting stronger for Capsule Hotels which are explored through traveloka.com, booking.com,

and Instagram. The role of Capsule Hotel recommendations can be seen in the level of reviews available through the Online Travel Agent. Capsule Hotel gets a rating through Traveloka.com of 8.8 out of 10 with 476 reviews, when viewed through Booking.com, Capsule Hotel gets 9.0 out of 10 with 42 reviews, while through Tripadvisor online travel agent, Capsule Hotel gets 4 reviews, 5 out of 5.0 with 10 reviews. The role of these recommendations is not only uploaded through the Online Travel Agent, the researchers found that the role of other recommendations was uploaded by Capsule Hotel consumers via Instagram. The business is done by the hotel so that consumers voluntarily recommend its brand that is making artistic photo spots. The first and second-floor area of the Capsule Hotel is very instagenic and suitable for OOTD (Outfit of the Day) and selfies to be uploaded on social media such as Instagram, and also the Capsule Hotel makes consumers feel comfortable to stay, by room bathing and relaxing rooms are kept clean and the company keeps the room temperature cool. Capsule Hotel tries to maintain customer loyalty so that they always remember the company's brand. The method used by Capsule Hotels is to provide souvenirs for consumers who make reservations seven times. The souvenirs given are in the form of mugs or t-shirts. The reason Capsule Hotels provide souvenirs is so that customers always remember the Capsule Hotel when the items are used, so that customers are interested again to stay at the hotel while in Jember. With customers who already feel loyal to the company, the hotel hopes that the customer will continue to recommend its brand to those closest to it so that more people will know the company's brand.

10. *Character*

The character of the Capsule Hotel is evident from the product label followed by the word Capsule. The company makes its products use the

word "capsule" to provide identity or character to potential customers to immediately know that the rooms offered by the company are in the form of capsules. Where the capsule-shaped hotel offers a bed with a space that is suitable for function and low prices, it becomes an advantage of capsule hotels so it is easily accessible by anyone, especially for young people and backpackers. In addition, Capsule Hotel also carries the concept of Sharing room, which the company intends to use, namely various rooms with other guests. The lounge and dining room become one function room, as well as the bathroom alternating with other guests. Capsule Hotel has two floors to stay and has two bathrooms on each floor. To reduce consumers' boredom in queuing for bathrooms, the company provides a special bathroom floor located on the third floor, so that consumers remain comfortable using public facilities available. In addition to utilizing limited space, researchers found the meaning of sharing rooms shared by Capsule Hotels, that is, getting to know each other with other room occupants and being able to make friends from out of town, inside cities or abroad.

11. *Care*

In the new wave era, care can be interpreted as the company cares for consumers related to the needs and desires of consumers. The company's focus is to provide the most relevant services according to the needs and desires of consumers. The hotel provides a wake-up call service so guests can wake up on time the next day. The way that Capsule Hotel does is that the receptionist wakes the consumer according to the desired time by calling him via Whatsapp number or wanting to be woken up directly. Capsule Hotels provide prayer rooms for consumers to make it easier to carry out worship. If consumers do not bring worship equipment, the company provides

gloves and prayers for consumers so that worship can continue. Capsule Hotel also provides ironing equipment for consumers because the Capsule Hotel market share is a backpacker, so the company took the initiative to provide an ironing room that can be used by consumers to tidy up tangled clothes while in a bag, in addition to that the company also provides laundry services for consumers who need washing services fast. Laundry services provided by the company rarely use, because consumers stay within an average period of one to two days, but the company still accepts laundry services if there are consumers who need them. Capsule Hotel also provides parking for consumers who bring private vehicles, there is vacant land next to the hotel to accommodate approximately eight (8) cars and for motorbike capacities of approximately twenty-five (25) motorcycles, while to accommodate buses or the like are not yet available because the road entering the hotel cannot be passed by the bus. The hotel also brings parking guards in maintaining the security of vehicles belonging to consumers. Consumers who do not bring private vehicles but want to travel privately, consumers can use motorbikes provided by the company, but the company does not lend them for free, there are costs that consumers must pay to rent the motorbike. The motorcycle that the company provided was Vespa bicycle, four-toothed bicycle, and automatic bicycle. The price offered is also different, depending on the motorbike that the consumer rents, for a Vespa motorbike is pegged at Rp 100,000, a 4-toothed bicycle costs Rp 50,000, and automatic bicycles are rented at a price of Rp 75,000. consumers can put a KTP as collateral to rent it. This motorcycle can be rented with a duration of time per 12 hours.

Researchers found a video uploaded through the company's Instagram that, Capsule Hotel gives a surprise to

consumers who have a birthday while staying at the Capsule Hotel. Capsule Hotel will wish you a happy birthday and while giving a small cake so that consumers feel privileged and cared for. With this small cake, it can provide an interesting experience for consumers and hope consumers will make a reservation again at the Capsule Hotel. The tag line of the Capsule Hotel service itself is enjoy staycations. Starting from the word enjoy, Capsule Hotel provides a comfortable atmosphere for its guests, and the word staycations, is a combination of the word stay and vacation. Stay means to stay for a while, while vacation is a vacation, vacation. Staycations if interpreted, the hotel makes guests stay temporarily to plan their vacation back. So enjoy a staycation means, the hotel makes guests as comfortable as possible to stay a while and plan a vacation back. Consumers who are interested in traveling, the company also offers guide tour services for its customers. Consumers can immediately inform them through the receptionist if they want to travel. Health services in hotels, such as first aid, have not been provided by the company. Capsule Hotel has not yet provided because, in its experience in setting up a hotel, Capsule Hotel customers have never suffered from an illness that requires first aid kit. Based on the experience of researchers at the hotel, there are guests who feel unwell, because the air conditioner is not in the room, then the consumer

contacts the receptionist to reduce the temperature of the air conditioner, the receptionist readily responds to the wishes of the consumer and immediately lowers the room temperature so it is not too cold for consumers who feel unwell.

12. *Collaboration*

Capsule Hotel in running its business is no longer done independently, but began cooperating with several other business companies and utilizing various existing sources. The concept created by Capsule Hotels is to assume that all of them are partners, grow together and move forward together. Collaboration is carried out to both raise their respective brands. The Capsule Hotel's strategy is to establish relationships with Warna Indonesia Travel to strengthen the business market. If there are Capsule Hotel guests who are interested in going on a tour, the company receives a guest request and the company will bring a tour guide from Warna Indonesia Travel in planning a vacation with consumers. This cooperation is carried out formally and there are black and white letters so that the collaboration runs smoothly.

From the above explanation, the new Capsule Hotel uses 11C components. Only 1C has not been used. The table below presents the taxonomy of primary data related to the implementation of marketing strategies in the context of new wave marketing conducted by Capsule Hotels in Jember.

Table 1. The Taxonomy of New Wave Marketing Implementation Matrices

Component	Description	Result
Confirmation	Spread information that capsule hotels have opened in Jember	By spreading information through the internet, the existence of Capsule Hotels will easily spread.
Clarification	Capsule Hotel Business explains the concept of capsule hotels to consumers, especially Capsule Hotels	By activating online and offline marketing, Capsule Hotels strives to provide knowledge to the public regarding the concept of capsule hotels. If consumers don't know everything about Capsule Hotels, the company will explain them in detail.
Codification	Capsule Hotels strives to make different products	Capsule Hotel offers a variety of products offered, namely a box-shaped bed, self-service, take off footwear when entering the hotel and have a stay program called a short break.
Co-creation	Capsule Hotels provide opportunities to develop products with customers	Capsule Hotel overrides the company label that is identical to a box-shaped room and makes a non-box-shaped bed on the advice of the customer.
Currency	Determine the price of the product being marketed	Capsule Hotel puts prices as attractive as possible and markets its products via the internet, namely Online Travel Agents (OTA), Instagram and Facebook, which can be accessed by consumers and competitors and can be compared by consumers themselves. By offering a price that can be compared alone, consumers will look for the best deals from various brands provided.
Communal Activation	Activities offer products through online and offline	Capsule Hotel offers its products in two ways, which are to spread brochures and through Online Travel Agents, Facebook, Instagram. The marketing impact felt by Capsule Hotels through Online Travel Agents (OTA) and Instagram.
Conversation	Capsule Hotel Business has two-way conversation with consumers	With the existence of online activities, consumers now easily contact companies directly through the available platforms, Instagram and Whatsapp. And also, given that Capsule Hotel products still need to develop, the Capsule Hotel receives criticism and suggestions from consumers. By accepting criticisms and suggestions Capsule Hotel can grow better in the future.
Commercialization	Capsule Hotels establish relationships with consumers	Hotel Capsule strives to establish close relationships with its customers. Capsule Hotels serve customers with all their heart and make consumers stay comfortable to stay, the impact of making consumers comfortable is that consumers will recommend it in the form of reviews that can be accessed online by anyone. Capsule Hotels also provide mugs or t-shirts for customers who make reservations seven times, so that customers always remember the Capsule Hotel when using these items and will continue to recommend Capsule Hotels to those closest to them.
Character	Build company character	Capsule Hotel builds its character by offering affordable prices for young people, especially backpackers. Besides that Capsule Hotel also uses the concept of sharing rooms such as the use of bathrooms and sharing lounge with other guests. It aims to make guests know each other and can make friends.
Care	Creating the best service for consumers	Capsule Hotels provide the most relevant services according to the needs and desires of consumers. The hotel also gives guests a birthday surprise while staying at the Capsule Hotel. Capsule Hotel also has a tagline, namely enjoy staycation, meaning the hotel makes its guests as comfortable as possible to stay and plan their vacation back.
Collaboration	Capsule Hotel business to strengthen the market	The Capsule Hotel's strategy is to establish relationships with Warna Indonesia Travel to strengthen the business market. Capsule Hotels utilize existing resources to grow and advance together with other companies.

CONCLUSION

InnBox Capsule Hotel has a strategy in developing its business. InnBox Capsule optimizes it through confirmation, clarification, codification, co-creation, currency, communal activation, conversation, commercialization, character, care, and collaboration. Online and offline strategies are carried out by Capsule Hotels in maintaining service quality to customer loyalty. All the components above are carried out simultaneously and improved based on input and advice from consumers. The horizontal process is carried out so that the products offered by the hotel can be accepted by the public.

IMPLICATION/LIMITATION AND SUGGESTION

Limitation in research lies in the object of research. Researchers realize that in a study there must be many obstacles and obstacles. One of the factors that become obstacles and obstacles in this research is the object of research. The research object used is only in one budget hotel in Jember. In addition, a five-star hotel is also interesting to be analyzed with a concept like this. Research suggestions may be a marketing strategy with a horizontal process (new wave marketing) in various types of accommodation that needs to be examined because this might be a reference for various business actors in implementing existing strategies.

REFERENCE

- Assauri, S. (2013). *Manajemen Pemasaran*. Jakarta: Rajawali Pers.
- Kartajaya, H., & Darwin, W. (2010). *Connect! Surfing New Wave*

Marketing. Jakarta: PT Gramedia Pustaka Utama.

- Kartajaya, H. (2017). *Citizen 4.0*. Jakarta: PT Gramedia Pustaka Utama
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0*. New Jersey: John Wiley & sons, Inc.
- Kusumawardani, L., & Wardati, I. U. (2014). Analisis Dan Perancangan Sistem Informasi Hotel Graha Prima Pacitan. *Journal Speed - Sentra Penelitian Engineering dan Edukasi*, Vol. 6 No. 3.
- Larasati, S. (2016). *Excellent Hotel Operation*. Yogyakarta: Ekuilibria.
- Moleong, L. J. (2011). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Nurhayati, R., & Wulandari, A. (2017). *Penerapan Strategi Pemasaran Pada Kamojang Green Hotel & Resort Garut Pada Tahun 2017*. E-Proceeding of Applied Science : Vol. 3 No. 2.
- Pelsmacker, P. D., Tilburg, S. V., & Holthof, C. (2018). Digital marketing strategies, online reviews and hotel performance. *International Journal of Hospitality Management*. 72(2018), 47-55. <https://doi.org/10.1016/j.ijhm.2018.01.003>
- Rusdyanto, F., Suprayogi, A., & Hani'ah. 2014. Aplikasi WebGIS Hotel Di Kota Surakarta Memanfaatkan Google Maps API. *Jurnal Geodesi Undip*. Vol 3 No. 1.
- Swasta, B. (2008). *Manajemen Pemasaran Modern*. Yogyakarta: Liberty.