

Strategic Formulation to Improve the Ticket Sales (Study Case at P.T. Citilink Indonesia, HLP – YIA Routes)

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Abstract. PT. Citilink Indonesia is a low cost carrier (LCC) airline owned by BUMN that has a new flight route - Halim Perdanakusuma (HLP) - Yogyakarta International Airport (YIA). The problem discussed in this study is the strategy implemented by PT. Citilink Indonesia to increase the ticket sales on that route. The data in this study were gathered from field research, interviews, observation and questionnaires. The result of the study shows that based on the IE Matrix, the company is in cell II position, which means growth and build. The SWOT Analysis using IFE and EFE tables shows that the position is in quadrant I in which the company uses market development strategies, market penetration, product development, forward integration, backward integration, horizontal integration and related diversification. Where as in the QSPM analysis, PT. Citilink Indonesia also applies alternative strategies that is a strategy to expand promotions on various social media to enhance the company's brand image.

1. Introduction

Transportation is the activity of moving goods and passengers from one place to another. In transportation, there are 2 (two) important elements, the movement and physically change of the place of goods/commodities and passengers to other places [1]. At present, the most popular transportation for the public is air transportation. Through air transportation, the community can get to any destination as far as possible in a shorter time compared to other types of transportation with more guarantee of security (safety first). Along with the development of increasingly sophisticated technology [2], air transportation services can also be easily accessed by the public. Many places of interest destinations both in Indonesia and abroad are in demand by the people of Indonesia. One of the destinations that attract people to vacation is Yogyakarta, besides Bali, of course, which still becomes the most popular tourist area in Indonesia. Yogyakarta comes with a variety of cheap and tasty culinary tours that are highly accessible for travelers, especially for backpackers.

In mid-2019, PT. Angkasa Pura I has opened a new airport in the Kulon Progo area, Yogyakarta International Airport (YIA). The government hopes that the new airport can improve the economy and tourism fields in southern Yogyakarta and Central Java. Various airlines in Indonesia will open flight routes to and from YIA, one of which is Citilink Indonesia. However, to open the new flight route, Citilink must have several strategies to increase the number of passenger ticket sales on the HLP-YIA route. One strategy [3] that can be done by Citilink is to carry out promoting activities [4]. Based on the identification of problems, the authors limit the scope of the problem only to the internal and external factors expressed in the IE Matrix [5],[4], 4K SWOT Diagram, SWOT or TOWS Matrix and QSPM Matrix in finding the right strategy formulation for Citilink Indonesia to increase [6] its sales on the Halim Perdanakusuma (HLP) - Yogyakarta International Airport (YIA) route.

2. Research Method

In this study, researchers used the SWOT analysis method (strength, weakness, opportunity, and threats) to analyze the data obtained [3],[4]. The results analysis of the external environment in the work environment produce a list of opportunities and threats. While the results of the analysis of the company's internal situation will produce a list of strengths and weaknesses. The application and some form of strategy formulation models are compiled based on the analysis obtained from the implementation of SWOT include:

- Internal Factor Evaluation (IFE) Matrix and External Factor Evaluation (EFE) Matrix, Phase 1 and 2: the first and second stages are compiled based on internal factors in strengths and weaknesses and opportunities and threats.
- IE Matrix, Phase 3 is to enter the IE Matrix which is based on two key dimensions, the total IFE value that is weighted on the x-axis and the total EFE value which is weighted on the y-axis. on the x-axis of the IE Matrix, the total IFE weighting score of 1.0 to 1.99 shows a weak internal position; scores of 2.0 to 2.99 are considered moderate, and a score of 3.0 to 4.0 is strong. Similar to the y-axis, the total EFE weighting score of 1.0 to 1.99 is seen as low, scores of 2.0 to 2.99 are considered moderate and a score of 3.0 to 4.0 is high. The IE matrix explains that cells I, II, IV can be described as Growth and Build.
- 4K SWOT Diagram, the position of the company in the quadrant is determined by the weighted difference between the strengths and weaknesses of the company on the one hand and the weighted difference between the opportunities and business threats faced by the company.
- TOWS Matrix, TOWS matrix determines what strategy is used by the company following the position of the quadrant in the company obtained from the analysis of the 4K SWOT diagram between SO, WO, ST, and WT.
- Quantitative Strategy Planning Matrix (QSPM), the strategy obtained after the results of calculations from the IE Matrix, 4K SWOT Diagram and TOWS Matrix after conclusions are drawn, the company can determine the relative market share position and growth rate of the company.

3. Result and Discussion

To determine the strategies to be designed and carried out, the company needs to analyze the internal factors of PT. Citilink Indonesia. Internal analysis is an analysis carried out to identify strengths, and weaknesses of the company [5]. PT Citilink possess a number of strengths, they are: (a) "Pay as needed" that assures passengers of value for money provided by Citilink. This slogan aims to increasingly convince consumers about prices, services, and so on. (b) With the motto "Enjoy Simplicity" Citilink makes it easy for prospective passengers to make seat bookings and payments through the website www.citilink.co.id and convenience stores (department stores) such as Indomaret, Alfamart, Carrefour, and others. After that, prospective passengers just check-in at the airport and enjoy flights with Citilink. (c) Low cost reliable, where they can focus on high-quality safety standards and on-time performance. (d) On-Time Performance, where they can always carry out and complete their assigned tasks promptly with the best results. Citilink strives to ensure the quality of work, products, and services provided to customers and stakeholders. (e) Adaptability, Citilink can adapt effectively to changes in the environment including changes in corporate strategy, technological change and so on [2].

Some of the weakness possessed by this company are: (a) There is an additional cost if the passenger wants to change the flight date (reschedule). (b) Not having a specific culture, Citilink does not yet have a characteristic that shows the brand image to consumers [7]. (c) There are still debts that must be paid by PT. Citilink Indonesia, causing an increase in corporate liabilities. (d) The high level of employee turnover has resulted in low performance in human resources. (e) Crew Fulfillment, meeting the needs of pilot and flight crew because they are still considered to be lacking and are still not following the number of passengers that continue to increase [8].

The following aspects are some opportunities that can be utilized by company, (a) The demand for a new aircraft type rises, that is Type of aircraft Boeing B737 - 400 which has a seating capacity of 156 so that it can increase Citilink's revenue. (b) There is an opportunity for immediate implementation of the use of technology in the way of reservation or check-in. (c) Cooperation with ticket sales agents. Not only through online, but Citilink also cooperates with ticket sales agents who will help increase sales, especially the HLP-YIA route. (d) The same price as the train causes passengers to prefer to use aircraft [9].

3.1. IFE and EFE Matrix

Table 1. IFE Matrix PT. Citilink Indonesia

No	Indicators	Weight	Ranking	Balanced
1	Strengths			
a.	"Pay as needed" assures passengers of value for money provided by Citilink	0.15	3	0.45
b.	Ease for prospective passengers to place a seat and pay through the website	0.16	3	0.48
c.	Low cost reliable, where they can focus on high-quality safety standards and on-time performance.	0.13	4	0.52
d.	On-Time Performance, where they can always carry out and complete their assigned tasks promptly with the best results.	0.1	4	0.4
e.	Adaptability, Citilink can adapt effectively to changes in the environment including changes in corporate strategy, technological change and so on.	0.14	4	0.56
	Subtotal	0.68		2.41
2	Weaknesses			
a.	There is an additional fee if the passenger wants to change the flight date (reschedule).	0.07	2	0.14
b.	not yet have a characteristic that shows the brand image to consumers.	0.08	2	0.16
c.	There are still debts that must be paid by PT. Citilink Indonesia, causing an increase in corporate liabilities	0.06	1	0.06
d.	The high level of employee turnover has resulted in low performance in human resources.	0.05	1	0.05
e.	Crew Fulfillment, meeting the needs of pilot and flight crew because they are still considered to be lacking and are still not following the number of passengers that continue to increase.	0.06	1	0.06
	Subtotal	0.32		0.47
	Total	1.00		2.88

Based on the data in the table above, it can be seen the total results of evaluating the internal factors of PT. Citilink Indonesia is 2.88 which is obtained from the accumulation of the total strength of 2.41 and the weakness of 0.47 so that a temporary conclusion is obtained, that is PT. Citilink Indonesia has greater strength than the weakness of the company.

Table 2. EFE Matrix

No	Indicators	Weight	Ranking	Balanced
3	Opportunities			
a.	The demand for a new aircraft type rises	0.18	3	0.54
b.	Use of technology on how to reserve or check-in	0.16	4	0.64
c.	Cooperation with ticket sales agents	0.15	4	0.6
d.	The same price as the train causes passengers to prefer to use aircraft. This greatly benefited Citilink in increasing ticket sales, especially on the HLP - YIA route.	0.17	4	0.68
	Subtotal	0.66		2.46
4	Threats			

a.	Sustainable crisis in Indonesia	0.08	3	0.24
b.	Customers do not understand the procedures for reserving by using computers (technology literate)	0.07	3	0.21
c.	High technology is developing rapidly	0.08	3	0.24
d.	The entry of new competitors	0.09	3	0.27
	Subtotal	0.32		0.96
	Total	1.00		3.42

From the above data, it can be concluded that external factors have a total score of 3.42. So that it can be concluded that the opportunities owned by the company can overcome the threat factors from outside the company. Based on the total score on each factor, the location of the strategy of PT. Citilink Indonesia on the Internal Matrix - Externals based on the SWOT analysis are as follows:

			IFE Matrix		
			Strong	Average	Weak
			3,0 - 4,0	2,0 - 2,99	1,0 - 1,99
EFE Matrix	High	3,0-4,0			III
	Middle	2,0-2,99	IV	V	VI
	Low	1,0-1,99	VII	VIII	IX

Figure 1. IE Matrix

The position of PT. Citilink Indonesia based on the SWOT analysis according to the IE Matrix analysis is in cell II, which is growth and build (growth and build). With a total score of (2.88) and the external total score (3.42), it can be said that the company's position is in the area of market determination and product development.

3.2.4 K SWOT

4K SWOT analysis has 4 (four) quadrants formed by one company/organization. Half the horizontal axis is a symbol of the strength of the company and the other half is a negative value axis, that is the representation of the weaknesses and threats of the company/organization. Half the axis is positive. that is a business opportunity, while the other half is worth business threats. In the analysis of the 4K SWOT diagram according to [5], it is the opposite of [4] in calculating weaknesses and threats. The rank 1 is very weak, 2 is weak, 3 is strong and 4 is very strong [4]. The following is a table that will explain this:

Table 3. Total Weighted Value of PT. Citilink Indonesia

No	Indicators	Weight	Ranking	Balanced
1	Strengths			
a.	"Pay as needed" assures passengers of value for money provided by Citilink	0,17	3	0.51
b.	Ease for prospective passengers to place a seat and pay through the website	0,11	4	0.44
c.	Low cost reliable, where they can focus on high-quality safety standards and on-time performance.	0,21	4	0.84
d.	On-Time Performance, where they can always carry out and complete their assigned tasks promptly with the best results.	0,18	3	0.54
e.	Adaptability, Citilink can adapt effectively to changes in the environment including changes in corporate strategy, technological change and so on.	0,21	3	0.63
	Subtotal	1,00		2.96
2	Weaknesses			
a.	There is an additional fee if the passenger wants to change the flight date (reschedule).	0,10	3	0.30
b.	Not yet have a characteristic that shows the brand image to consumers.	0,10	4	0,40
c.	There are still debts that must be paid by PT. Citilink Indonesia, causing an increase in corporate liabilities	0,09	3	0,27
d.	The high level of employee turnover has resulted in low performance in human resources.	0,10	3	0,30
e.	Crew Fulfillment, meeting the needs of pilot and flight crew because they are still considered to be lacking and are still not following the number of passengers that continue to increase.	0,09	3	0,27
	Subtotal	1,00		1,54
	Subtotal Deviation			1,42
3	Opportunities			
a.	The demand for a new aircraft type rises	0,23	3	0,69
b.	Use of technology on how to reserve or check-in	0,28	4	1,12
c.	Cooperation with ticket sales agents	0,24	3	0,72
d.	The same price as the train causes passengers to prefer to use aircraft. This greatly benefited Citilink in increasing ticket sales, especially on the HLP - YIA route.	0,25	4	1
	Subtotal	1,00		3,53
4	Threats			
a.	Sustainable crisis in Indonesia	0,23	1	0,23
b.	Customers do not understand the procedures for reserving by using computers (technology literate)	0,25	1	0,25
c.	High technology is developing rapidly	0,28	2	0,56
d.	The entry of new competitors	0,24	2	0,48
	Subtotal	1,00		1,52
	Subtotal Deviation			2,01

From the results of the weighted difference between internal and external values at PT Citilink, as seen in the table above, PT Citilink shows that the value of the company that is on the horizontal axis (x) of (1.42) and the weighted opportunity is greater than the business threat in the company which is on the vertical axis (y) of (2.01) so that the position of the company when depicted in a diagram is at the coordination point (1.42 and 2.01). As in the picture below:

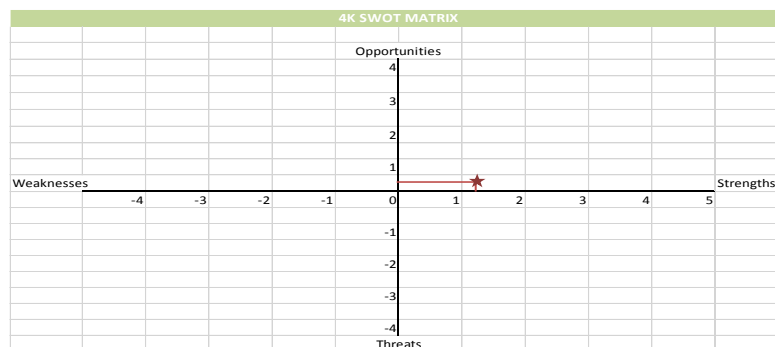


Figure 2. 4K SWOT Matrix

Based on the calculation of the weighted value difference above by using the 4K SWOT Matrix, the position of PT. Citilink Indonesia is in quadrant I because of the difference in the value of internal and external factors as the horizontal axis of 1.42 and external factors as the vertical

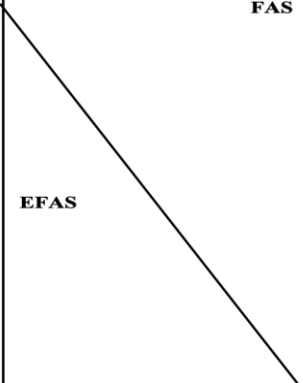
axis of 2.01. So based on the results obtained from the 4K SWOT Matrix in question, according to Suwarsono's view the strategy that must be applied by PT. Citilink Indonesia in increasing the number of passengers on the HLP – YIA route is market penetration, market development, and product development [10].

3.3. SWOT Matrix

Based on the SWOT matrix, four main strategies can be drawn up, namely the S-O strategy which is compiled by utilizing the strength of the company and the competitive advantage possessed to exploit available business opportunities [11]. W-O strategies are designed to enhance internal weaknesses by utilizing existing external opportunities. The S-T strategy is structured to avoid and or reduce external impacts by using the strength of the company. The W-T strategy is structured as a defensive tactic or method by the company to reduce internal weaknesses and avoid external threats [12].

Based on this research, the strategy produced is Strength - Opportunities, because the strategy is very suitable to be applied and used by PT. Citilink Indonesia in determining the possibilities - possible strategies generated based on the calculation of the 4K SWOT analysis. The strategy is structured by utilizing the strength of the company and the competitive advantage that the company has to exploit available business opportunities.

Table 4. SWOT Matrix PT. Citilink Indonesia

FAS  EFAS	Strength (S)	Weakness (W)
	"Pay as needed" assures passengers of value for money provided by Citilink - Ease for prospective passengers to place a seat and pay through the website - Low cost reliable, where they can focus on high-quality safety standards and on-time performance. - On-Time Performance, where they can always carry out and complete their assigned tasks promptly with the best results. - Adaptability, Citilink can adapt effectively to changes in the environment including changes in corporate strategy, technological change and so on.	- There is an additional fee if the passenger wants to change the flight date (reschedule). - not yet have a characteristic that shows the brand image to consumers. - There are still debts that must be paid by PT. Citilink Indonesia, causing an increase in corporate liabilities - The high level of employee turnover has resulted in low performance in human resources. - Crew Fulfillment, meeting the needs of pilot and flight crew because they are still considered to be lacking and are still not following the number of passengers that continue to increase.
Opportunities (O)	S-O Strategies	W-O Strategies
- The demand for a new aircraft type rises - Use of technology on how to reserve or check-in - Cooperation with ticket sales agents - The same price as the train causes passengers to prefer to use aircraft. This greatly benefited Citilink in increasing ticket sales, especially on the HLP - YIA route.	- Improve ticket sales services through online, making it easier for people to make reservations and even check-in (S2, O2, O3) - Hold a new type of aircraft to improve performance in-flight travel (S3, O1) - Maintain cooperative relations with ticket sales agents so that service to passengers is getting better (S2, O3)	- Expand promotion in various media to enhance the company's brand image (W2, S2) - Strengthen cooperation with ticket sales agents so that when passengers want to buy HLP - YIA tickets, PT. The first Citilink Indonesia is offered to passengers (W1, O3)
Threats (T)	S-T Strategies	W-T Strategies
- Sustainable crisis in Indonesia - Customers do not understand the procedures for reserving by using computers (technology literate) - High technology is developing rapidly - The entry of new competitors	- To socialize the use of the website to make it easier for passengers to access the website wherever they are (S2, T2) - Developing technology such as making special applications for reservation and check-in (S2, T3) - Maintain prices so you don't have to worry about the entry of new competitors (S1, T3) - Updating the reservation system to maintain the company's on-time performance (S4, O2)	- Receive employees who are experts in the field of technology to create a qualified application for passengers (W2, T3) - Developing the company's website so that when passengers access can know many things about the company such as informing the advantages possessed by the company (W2, T4)

3.4. QSPM Analysis

The final stage of strategy analysis is the selection of strategies that are appropriate and can be implemented by the company. The choice of a suitable strategy is to use the QSPM analysis tool. Alternative strategies are obtained from the SWOT matrix in which the matrix produces several alternative strategies through the company's internal and external factors [13], [14].

Table 5. QSPM Analysis

No	IFE and EFE	Weight	Discounts		Promotion via Social Media	
			AS	TAS	AS	TAS
Opportunities						
1	The demand for a new aircraft type rises	0.18	3	0.54	4	0.72
2	Use of technology on how to reserve or check-in	0.16	4	0.64	4	0.64
3	Cooperation with ticket sales agents	0.15	3	0.45	3	0.45
4	The same price as the train causes passengers to prefer to use aircraft. This greatly benefited Citilink in increasing ticket sales, especially on the HLP - YIA route.	0.17	3	0.51	4	0.68
Threats						
1	Sustainable crisis in Indonesia	0.08	2	0.16	1	0.08
2	Customers do not understand the procedures for reserving by using computers (technology literate)	0.07	2	0.14	1	0.07
3	High technology is developing rapidly	0.08	3	0.24	2	0.16
4	The entry of new competitors	0.09	2	0.18	3	0.27
	Subtotal	1.00				
Strengths						
1	"Pay as needed" assures passengers of value for money provided by Citilink	0.15	4	0.6	3	0.45
2	Ease for prospective passengers to place a seat and pay through the website	0.16	3	0.48	3	0.48
3	Low cost reliable, where they can focus on high-quality safety standards and on-time performance.	0.13	4	0.52	4	0.52
4	On-Time Performance, where they can always carry out and complete their assigned tasks promptly with the best results.	0.1	3	0.3	4	0.4
5	Adaptability, Citilink can adapt effectively to changes in the environment including changes in corporate strategy, technological change and so on.	0.14	3	0.42	4	0.56
Weaknesses						
1	There is an additional fee if the passenger wants to change the flight date (reschedule).	0.07	1	0.07	0	0
2	Not yet have a characteristic that shows the brand image to consumers.	0.08	1	0.08	2	0.16
3	There are still debts that must be paid by PT. Citilink Indonesia, causing an increase in corporate liabilities	0.06	0	0	0	0
4	The high level of employee turnover has resulted in low performance in human resources.	0.05	1	0.05	1	0.05
5	Crew Fulfillment, meeting the needs of pilot and flight crew because they are still considered to be lacking and are still not following the number of passengers that continue to increase.	0.06	1	0.06	1	0.06
	Subtotal	1.00				
TOTAL				5.44		5.75

The choice of alternative strategies with the QSPM method uses value attraction (Attractiveness Scores or (US)) and the total value of attraction (Total Attractiveness Scores or (TAS)). Based on the results of the questionnaire about the selection of alternative strategies [15], the result shows the most preferred alternative strategies by respondents. Alternative strategies with the highest TAS value are strategies that need to be implemented first by the company. The results show that the highest TAS value is a strategy to expand promotion in various social media to increase the company's brand image. So that the company can master the market share of these flight routes. Although later there will be new airlines / new competitors who will run the route [16], [17].

4. Conclusion

Based on the IE matrix described by the author, the position of PT. Citilink Indonesia is in cell II, growth and build. They are Intensive strategies (market penetration, market development, and product development) and integration (backward integration, forward

integration, and horizontal integration). In the 4K SWOT diagram, the company's position is in quadrant I, where it can use market development strategies, market penetration, product development, forward integration, backward integration, horizontal integration, and related diversification. Whereas in the QSPM analysis, it is found alternative strategies that can be done by PT. Citilink Indonesia, that is a strategy to expand promotions in various media to enhance the company's brand image. If PT. Citilink Indonesia can promote the advantages possessed by the company, especially on the HLP - YIA flight route, it will provide an increasingly good image for PT. Citilink Indonesia so that later it can control the market share of these flight routes [9], [18].

PT. Citilink Indonesia can promote by marketing [8], [19] its products through social media such as Facebook, Twitter, Instagram, advertisements on YouTube, print media, official Citilink Indonesia websites and participating in events such as travel fairs organized by other companies such as the Garuda Indonesia Travel Fair held every year.

The promotion can focus on former consumers and new consumers, those who do not yet know that PT. Citilink Indonesia has opened a new route, that is the HLP - YIA flight route. Besides increasing the brand image of PT. Citilink Indonesia to increase the market share in the new route, the promotional activities carried out also aim to increase company revenue so that the company can continue to grow and provide the best service to passengers [20], though Citilink Indonesia is a low-cost carrier (LCC) airline.

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