

The Effectiveness of Franchise Strategy in Marketing Mixue Products

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Abstract

The marketing strategy used by each company is different, this depends on the policy taken by the owner or leader of the company. This article will discuss the franchise strategy used by Mixue in marketing their products so that it can become one of the well-known ice cream and tea companies in Indonesia. Using a literature review, we assessed whether the franchise strategy implemented by Mixue was effective in marketing their products. SWOT analysis is also applied so that the results of the analysis are really concrete so that the franchise strategy can be implemented by local Indonesian entrepreneurs.

Mixue has not only succeeded in attracting franchisees to participate in their business development, but they also provide training, operational guidelines and appropriate strategies so that each outlet built succeeds in bringing profits to the brand. In addition, Mixue also continues to innovate with their products so that the products sold remain relevant in the market and in accordance with consumer demand.

Not only maintaining quality and continuing to develop innovation, Mixue also conducts slick marketing through social media. Their collaborations with influencers are mostly successful in bringing new consumers to try the products offered.

In addition, this article also discusses the weaknesses of the franchise strategy carried out by Mixue so that it can be considered by other entrepreneurs who want to adopt the same system. In conclusion, the franchise strategy carried out by Mixue has succeeded in keeping this company alive in the market. They also succeeded in proving that this business is not only profitable for franchisors but also franchisees, so that more and more business partners are involved in the development of Mixue products in the future.

Keywords: Franchise, Mixue, Marketing Strategy, SWOT Analysis

INTRODUCTION

In the increasingly competitive world of food and beverage (FNB), making the right decisions is the key to success for a company. One of the strategies often used by companies to expand the market and increase sales is through a franchise system. The franchise system provides an opportunity for franchise owners to expand their market reach by leveraging capital and resources from other parties, while the holding company can develop its brand more quickly and efficiently. The success of a franchise strategy depends not only on the quality of the product, but also on the decisions taken in the selection of partners, locations, and operational management.

Mixue products, which are famous for ice cream drinks and other variants. Mixue has also utilized the franchise strategy as a way to expand its distribution network in various regions. By implementing a franchise, Mixue can reach more consumers and introduce their products to a wider market. However, the effectiveness of using this franchise strategy needs to be analyzed more deeply, especially regarding decision-making about the selection of franchise partners, product quality management, and meeting the needs of the local market. Therefore, the study of decision-making

theory in the context of using franchise strategies to market Mixue products is important to provide insight into how these strategies can be optimized in improving the company's business performance.

METHOD

This study uses a qualitative approach with an analytical descriptive method. This approach was chosen because it allows to explore and understand the phenomena related to franchise strategy in marketing Mixue products in depth.

The qualitative approach was chosen because it is well suited to explore aspects that cannot be quantitatively measured, such as perceptions, motivations, and attitudes. Through this approach, researchers can gain richer insights into how franchise strategies are applied in the marketing context of Mixue products.

Once all the data is collected, analytical descriptive methods are used to describe and analyze the data obtained from the collection of documents and other important information. This method aims to provide a factual and accurate picture of the phenomenon being studied without generalizing. Using this method, researchers can identify key elements in decision-making related to the effectiveness of marketing strategies through franchises.

By using analytical descriptive qualitative methods, this study is expected to provide an in-depth understanding of how franchise strategy affects Mixue product marketing. In addition, this research also aims to make a significant contribution to the development of decision-making theory in the context of international business, especially in the food and beverage industry. Through this approach, researchers hope to identify the challenges and opportunities faced by business people in implementing franchise strategies effectively.

RESULT AND DISCUSSIONS

Mixue Company Profile

In June 1997, Zhang Hongchao founded mixue in the city of Henan in the Republic of China. Mixue Ice Cream & Tea is a franchise business that sells soft serve ice cream and refreshing tea drinks. Mixue Ice Cream & Tea's mission is to "Bring affordable and high-quality products to people all over the world". After more than a decade of ups and downs during his long journey to bring fresh ice cream & tea to the younger generation, Zhang Hongchao has successfully led Mixuers to set up its own factory and supply chain. Now Mixue can produce core materials independently. Mixue's business focus on ice cream products began with the mushrooming of soft serve ice cream cone products in Zhengzhou since 2006. The increase in ice cream prices due to the popularity of this type of ice cream made Zhang reformulate ice cream recipes that can be sold at a price of less than 20 percent of similar products.

Mixue has been expanding massively in Indonesia in line with the soaring demand for its affordable ice cream and tea. This Chinese company has a footprint in many Southeast Asian countries. Currently, Mixue Ice Cream & Tea has more than 20,000 outlets in China and more than 500 international outlets, including in Indonesia. The company, which is headquartered in Zhengzhou, Henan, China, began to expand its reach to Southeast Asia in 2018. In addition to Indonesia, these outlets are spread across the Philippines, Malaysia, Singapore, and Vietnam. In Indonesia, Mixue Ice Cream & Tea began to set up its store in 2020 at the Cihampelas Walk (Ciwalk) shopping center in Bandung, West Java.

Mixue plans to continue to expand its reach to new areas in Indonesia. Based on its Instagram page, this Chinese company opens opportunities for investors to open outlets in Padang, Pangkal

Pinang, Binjai, Deli Serdang, Kampar, and Bengkalis in Sumatra. There are 692 Mixue branches spread throughout Indonesia with West Java as the province that dominates as many as 189 units. Then followed by East Java with 114 Mixue branch units, and Central Java with 113 Mixue branches.

History of Mixue Company

2018: This year is the first year that mixue has expanded its business overseas by opening its first store in Hanoi.

2019: After having experience in overseas markets, MIXUE decided to officially enter the Indonesian market and began to prepare for the opening of stores in the Indonesian market.

2020: After a long time of preparation and research, in 2020, stores in Indonesia began to open, and MIXUE officially began to market its products in the Indonesian market. In the same year, the number of MIXUE global stores has exceeded 10,000 units.

2021: Due to the impact of the epidemic, MIXUE strengthened its overseas foundation and continued to develop and improve the quality of its stores.

2022: With the end of the epidemic, MIXUE began to open stores in Singapore, Malaysia, Laos, Cambodia, Thailand, the Philippines, and South Korea. In the same year, the number of MIXUE global stores exceeded 20,000 stores.

2023: MIXUE's overseas marketing area continues to expand. As of April 18, the number of overseas stores signed has exceeded 3,500 store units.

Mixue's Vision and Mission

Vision: Keep it simple and stay focused on building a respectable brand that lasts for centuries.

Mission: Make our brand stronger, our partners more successful, and enable everyone around the world to enjoy high-quality delicious products at affordable prices.

Definition of Franchise

Franchise is a synonym for the franchise name which was first published by the Institute for Management Education and Development (LPPM). Franchise is a type of business that is done to get more or special profits. It is called special because it has a right by the government to do something to individuals or companies, and this right is not owned by all residents in general. A privilege is given or sold as if to use a name or sell a product or service. The right is granted by the parent company or licensor to the retail seller to utilize the product and its name based on mutually agreed terms and conditions.

In simple terms, a franchise is the granting of a license by the owner of a trademark or trade name that allows other sellers to sell products or services under the name or brand. In other words, that franchise has evolved into a broader and more detailed agreement, the trademark recipient conducts a business or sells products or services according to the methods and procedures specified by the brand provider, and the brand provider is willing to help promote the brand recipient through advertising, promotion and other consulting services.

According to the Great Dictionary of the Indonesian Language (KBBI), Franchising is a form of cooperation in the field of business with profit sharing in accordance with agreements, management rights; marketing rights. Franchises have several types, namely product and trade franchises, as well as business franchise formats. A product and trade franchise is when the parent company or trademark owner grants a license to the franchisee (brand recipient) to sell products owned by the brand owner, such as car dealers and gas stations. The business franchise format is when the trademark owner shares his entire business concept in the form of marketing strategies,

procedures, and business operational standards and franchise operation assistance, but the franchise identity cannot be separated from the brand owner. The franchisor is the party that submits the franchise. The franchisor has the authority to determine the terms and standards that must be followed by the franchisee, the franchisor also has the right to cancel the agreement if the franchisor knows that there is an irregularity committed by the franchisee to its obligations, such as failing to meet the number of sales, failing to meet operating standards and so on.

In the franchise system, the trademark recipient has the right to use the intellectual property rights and the operational activity system of the brand provider, either in the form of the use of trademarks, service marks, copyright to logos, industrial designs, patents or trade secrets. The trademark giver receives royalties for the use of intellectual property rights and operational activity systems by the trademark recipient. Therefore, the trademark recipient runs his own business using the methods and procedures or procedures that have been established by the trademark grantor, but the system has the consequence that the independent business must not be combined with other business activities, so the trademark must be exclusive, even prohibiting trade competition for the trademark recipient until the expiration of the trademark agreement contract.

Study Casae of Franchise Strategy Drivers in Mixue Sales

Mixue as a brand that has become a phenomenon in the ice cream and beverage industry in Indonesia, shows how an effective franchise strategy can generate significant growth. With more than 1000 outlets spread across different cities, Mixue has managed to create a strong presence in the market. An analysis of some of the key strategies implemented by Mixue was carried out to find out how these strategies contributed to the success of this brand.

a. Contemporary Products

In the midst of changing market dynamics, Mixue has succeeded in developing various contemporary products. Mixue actively follows market trends and strives to present products that suit consumer tastes, especially among the younger generation. Boba ice cream and drinks, which are flagship products from Mixue, have become favorites among consumers looking for a new and refreshing experience. By continuing to innovate and introduce interesting product variants, Mixue is not only able to attract new customers, but also be able to maintain the loyalty of existing customers. This shows that a deep understanding of consumer preferences is essential in creating relevant and engaging products.

b. Low Price Strategy

The low price strategy implemented by Mixue is also an important factor in attracting more customers. By offering competitive prices, Mixue manages to reach a wider market segment, especially among price-sensitive consumers. In fluctuating economic conditions, many consumers are looking for quality products at affordable prices. Mixue, with its smart pricing approach, is able to meet these needs and create a strong appeal in the market. This strategy can not only increase the frequency of sales, but it can also help MIXue build a positive brand image among consumers.

c. FOMO (Fear of Missing Out) Strategy

To increase sales and attention from consumers, Mixue also implements a FOMO (Fear of Missing Out) strategy. By creating a sense of urgency, Mixue encourages consumers to try products before they run out. Marketing campaigns involving limited promotions and special offers managed to create buzz on social media and attract more customers. This strategy can not only increase sales, but it can also create greater customer loyalty to the

brand. By leveraging the power of social media and digital marketing, Mixue has managed to reach a wider audience and create greater engagement.

d. Local Cultural Adaptation

Mixue's success in marketing its products is also supported by its ability to adapt to local culture. Mixue always strives to adapt its service products to the tastes of people in various regions, so that the products offered feel more relevant and familiar to consumers. For example, Mixue often presents flavors inspired by local cuisine, which not only increases the appeal of the product, but also creates an emotional connection between the brand and the customer. This approach shows that an understanding of local culture and consumer preferences is essential in creating products that are well received in the market.

e. Legality Support and Franchise Associations

Mixue's success in running this franchise system is not only supported by an effective marketing strategy, but also by clear legality and support from franchise associations in Indonesia. Legal certainty for investors is very important in creating an environment conducive to the growth of a business. However, with clear regulations and support from associations, Mixue can provide franchisors with assurance that they are investing in a solid and sustainable business model. This can create trust among investors and help Mixue to continue to grow.

SWOT Analysis on the Effectiveness of Franchise Strategy

In the face of increasingly fierce competition and rapid changes in consumer preferences. It is important for Mixue to evaluate the effectiveness of the franchise strategy. One way that can be used is through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis is needed to provide in-depth insight into Mixue's position in the market. This analysis not only helps Mixue to understand its internal strengths and weaknesses, but also to identify opportunities that can be leveraged and threats that need to be watched out for.

a. Strengths

Strength is a valuable asset that a company owns, providing a competitive edge in the market. This could be uni resources, innovative capabilities, or a strong brand reputation. For example, Mixue may have a highly skilled team, advanced technology, or an extensive distribution network. Mixue can make good use of this power to help the company to stand out more among competitors and can attract more customers.

● Brand Recognition

Mixue has successfully built a strong brand recognition in Indonesia. With more than 1000 outlets spread across different cities, the brand has become synonymous with ice cream and boba drinks. This high brand recognition can not only attract new customers, but also help retain existing customers. When consumers see a Mixue outlet, they tend to feel more confident to try out the products, which in turn can increase sales. In addition, strong brand recognition allows Mixue to conduct more effective marketing, as consumers already have awareness and trust in the products offered. Mixue has become active in creative marketing campaigns, including promotions on social media and collaborations with influencers, which further strengthens the brand's image among the younger generation. With a good reputation and extensive brand recognition, Mixue has a significant competitive advantage in an increasingly crowded market.

● Contemporary Products

One of Mixue's key strengths is its ability to continue to innovate with products that match market trends. Mixue offers a variety of variants of ice cream and boba drinks that are not only delicious but also visually appealing, which is in great demand by consumers, especially among young people. These products are designed to provide a new and refreshing experience, which is a major attraction for customers. Mixue is also active in listening to feedback from customers, which allows them to tailor product offerings to suit consumer desires. By focusing on product innovation, Mixue can maintain its brand relevance in a dynamic market. In addition, Mixue often launches seasonal or limited-edition products that create a sense of urgency among consumers, encouraging consumers to want to try new products before they run out. This approach not only increases sales but can also create buzz on social media, further strengthening Mixue's position in the market.

- **Competitive Pricing**

The low price strategy implemented by Mixue allows them to compete with other brands that offer similar products at higher prices. By providing more value to consumers, Mixue has managed to attract price-sensitive market segments, which is an important factor in increasing sales volume. This approach not only improves product accessibility, but also helps Mixue build a positive brand image in the eyes of consumers. In fluctuating economic conditions, many consumers are looking for quality products at affordable prices. In addition, Mixue also often creates a strong appeal in the market. In addition, Mixue also often holds attractive promotions and discounts, which further increases its appeal among consumers. With a competitive pricing strategy, Mixue is not only able to attract new customers but also maintain the loyalty of existing customers.

- b. **Weaknesses**

Weaknesses are areas where the company may be less competitive or have shortcomings that need to be fixed. This can include limitations in resources, inefficient processes, or a lack of innovation. Identifying these weaknesses is an important step for improvement. By understanding where the shortcomings lie, Mixue can take action to improve and optimize its performance.

- **Dependence on Franchises**

One of the weaknesses that Mixue faces is its reliance on franchises. The quality of services and products can vary depending on the capabilities and commitment of each franchisee. If any franchisee does not meet the standards, this can damage the overall reputation of the brand. Variations in the quality of products and services can lead to an inconsistent customer experience, which in turn can affect customer loyalty. To address this issue, Mixue needs to develop a comprehensive training program and a strict supervision system to ensure that all outlets meet the set quality standards. In addition, Mixue must also conduct periodic evaluations of franchisees' performance and provide the necessary support to help them improve the quality of service. With a proactive approach, Mixue was able to minimize the risks associated with relying on franchisees and ensure that all outlets provide a satisfactory customer experience.

- **Limited Innovation**

Although Mixue has a focus on contemporary products, there is a risk of stagnation if it does not continue to innovate. In a fast-changing industry, the inability to present new products or update existing offerings can make Mixue lose traction in

the eyes of consumers. If Mixue is unable to keep up with changing consumer trends and preferences, they risk losing market share. Therefore, it is important for Mixue to continue to conduct market research and invest in the development of new products that can attract the attention of consumers. In addition, Mixue also needs to pay attention to feedback from customers to understand what they want and how they can improve their product offerings. By involving customers in the innovation process, Mixue can create more relevant and engaging products. Additionally, Mixue should consider partnering with other suppliers or manufacturers to create unique collaborative products. In this way, Mixue can not only expand the variety of products but also create a buzz in the market that can attract the attention of more consumers. Continuous innovation will be key for Mixue to remain competitive and relevant in an ever-evolving industry.

c. Opportunities

Opportunities are external factors that a company can leverage for growth and development. This could include favorable market trends, supportive regulatory changes, or unmet consumer needs. By taking advantage of these opportunities, Mixue can expand its market reach, increase sales, and create new products or services that are relevant to customer needs.

- Market Growth

The boba and ice cream beverage market in Indonesia is showing significant growth, providing a great opportunity for Mixue to expand its reach and increase sales. With more and more consumers looking for new experiences in enjoying food and beverages, Mixue can capitalize on this trend by launching new products that suit local tastes. In addition, Mixue can consider opening outlets in strategic locations such as shopping centers, campus areas, and tourist attractions that are crowded. By expanding its network of outlets, Mixue was able to reach more customers and increase brand visibility. In addition, Mixue can also explore international markets, especially in countries with large populations that have an interest in boba ice cream and beverage products. With the right expansion strategy, Mixue can take advantage of this market growth to increase market share and profitability.

- Strategic Partnerships

Mixue has the opportunity to establish strategic partnerships with various other businesses, such as restaurants, cafes, or e-commerce platforms. This partnership can help Mixue to expand its market reach and improve product offerings. For example, Mixue can work with restaurants to offer special menus that incorporate their products, or establish partnerships with e-commerce platforms to sell products online. By leveraging different distribution channels, Mixue can reach a wider range of consumers and increase sales. In addition, partnerships with influencers or brand ambassadors can also help Mixue in promoting products and increasing brand awareness among young consumers. With the right partnership strategy, Mixue can strengthen its position in the market and create profitable synergies.

- Digital Marketing

In today's digital era, digital marketing is one of the most effective tools to reach consumers. Mixue can leverage social media, online advertising, and creative content to increase engagement with customers and strengthen brand positioning. By creating engaging and relevant content, Mixue can capture consumers' attention

and encourage them to try out the product. Additionally, Mixue can also use analytics data to understand consumer behavior and adjust their marketing strategies. With a data-driven approach, Mixue can improve the effectiveness of marketing campaigns and achieve better results. Effective digital marketing can not only increase sales but also help Mixue build a loyal community around their brand.

d. Threats

Threats are external factors that can threaten a company's performance. This could include increasingly fierce competition, changes in government policies, or shifts in consumer preferences. Being aware of these threats allows Mixue to prepare and develop more effective strategies, so as to reduce the negative impact that may occur.

- Fierce Competition

One of the main threats facing Mixue is the increasingly fierce competition from other brands offering similar products. With many new players entering the market, Mixue must continue to innovate and improve the quality of products and services to remain attractive to consumers. If Mixue is unable to differentiate itself from competitors, they risk losing market share. Therefore, it is important for Mixue to conduct competitive analysis regularly and understand the strategies implemented by competitors. In this way, Mixue can identify areas where they can improve themselves and create a sustainable competitive advantage.

- Changing Consumer Preferences

Rapid changes in consumer preferences can be a threat to Mixue. Consumer tastes and needs can change over time, and if Mixue is not able to adapt to these changes, they risk losing customers. Therefore, Mixue needs to continue to monitor market trends and conduct research to understand what consumers want. By listening to customer feedback and adapting to changes, Mixue can maintain brand relevance and ensure their products remain attractive. In addition, Mixue should also consider introducing healthier or environmentally friendly product options, considering that more and more consumers are concerned about health and sustainability. By adapting to these changing preferences, Mixue can strengthen its position in the market and attract a wider segment of consumers.

- Economic Crisis

Another threat that needs to be considered is the potential for an economic crisis that can affect consumer purchasing power. In difficult economic situations, consumers tend to reduce spending on non-essential products, including food and beverages. Mixue must be prepared for this possibility by formulating a strategy that can attract consumers despite challenging economic conditions. For example, they may offer promotional packages or discounts to attract customers who are more price-sensitive. In addition, Mixue also needs to consider product diversification to include more affordable options, so that it can still meet the needs of consumers in various market segments. With the right strategy, Mixue can mitigate the negative impact of the economic crisis and still maintain customer loyalty.

Results of Analysis of the Influence of Franchise Strategy on Mixue Sales

We know that Mixue uses a franchise system to market their products. This system has not only succeeded in creating a mix of more than 21,000 stores around the world, but also succeeded in

making the products they sell successful and in demand by the public. This happens because the franchise business model they choose has the main strength, namely the ease for business owners to expand the market at a lower cost because the franchisees themselves must provide funds for their franchise business development. In addition, business owners can focus more on developing their brands and products, such as Mixue which can always follow market trends so that consumers are not easily bored. However, of course, franchises have weaknesses, such as the difficulty of business owners to monitor each existing outlet because if there is one outlet that has different quality, of course the brand name will be damaged. This can certainly be circumvented with an agreement made between the franchisee and the franchisor regarding authentication, and monitoring can also be carried out through feedback from consumers.

A good relationship between franchisors and franchisees must indeed be maintained properly in running this business model. Not only to monitor the authentication of the 'recipe', but also to monitor the effectiveness of the marketing strategy in each outlet. Like business in general, Mixue also targets profits and although the losses in each outlet are borne by the franchisees, but in terms of profits Mixue will take part so it is important to align the vision and strategy for future business development.

So far, Mixue has always paid attention to the convenience of its consumers. They continue to innovate on new products by offering low prices and attractive discounts. Also they have friendly service and clean and comfortable places at every outlet. (UTAMI, 2023). This is one of the factors for Mixue's success in executing a franchise strategy so that their name will remain good in the eyes of old consumers and they will easily attract new consumers through their innovation.

Finally, of course, the success of the franchise strategy implemented by Mixue cannot be separated from external factors, such as economic conditions, government policies and market dynamics greatly affect consumer buying interest. These factors are very unpredictable, especially now that the market movement is accelerating, fortunately Mixue can continue to adapt by presenting new innovations. The digital promotion strategy that they continue to develop has also succeeded in attracting the interest of consumers well.

CONCLUSION

Mixue uses a franchise strategy model, making it easier for Mixue to penetrate the market. It can be seen that there are more than 21,000 Mixue stores around the world, this is clear proof that the franchise strategy makes it easier for business owners to expand their market reach. In addition, this business model makes it easier for franchisors to develop their products and trademarks, because the operational affairs of the children are borne by the franchisee. Another advantage, with a franchise strategy, franchisors no longer need to think about production raw materials because of course all of that will be the responsibility of the franchisee.

However, while the franchise strategy can bring many positive influences, Mixue's excellence does not only depend on that, but also depends on the innovations they continue to develop, whether by adopting local culture or following the trends that are happening in the market. Another thing to highlight is the price they offer and the discounts they provide, of course it will attract new customers and maintain the loyalty of old customers.

It can be seen that the franchise strategy brings many benefits to business owners, but it must be accompanied by the skill of the business owner in managing strategies and developing innovations so that the business can still exist in the market, as is the case with Mixue in marketing their products.

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