# swot analysis on subway

**swot analysis on subway** provides a comprehensive evaluation of one of the world's leading fast-food restaurant chains specializing in submarine sandwiches. This analysis delves into Subway's internal strengths and weaknesses as well as external opportunities and threats in the competitive fast-food industry. Understanding these factors is crucial for assessing Subway's current market position and future growth potential. The following article explores Subway's brand reputation, operational efficiency, product innovation, and marketing strategies as strengths. It also examines challenges such as market saturation, health trends, and competitive pressures. Opportunities for expansion and adaptation to consumer preferences are discussed alongside threats from rivals and changing regulatory landscapes. This detailed SWOT analysis on Subway serves as a valuable resource for stakeholders, investors, and industry observers seeking in-depth insight into the company's strategic outlook.

- Strengths of Subway
- Weaknesses of Subway
- Opportunities for Subway
- Threats Facing Subway

## Strengths of Subway

Subway boasts several strengths that have contributed to its status as a dominant player in the fast-food sandwich market. These strengths enhance Subway's competitive advantage and enable it to maintain a strong presence globally.

#### **Strong Brand Recognition and Global Presence**

As one of the largest fast-food franchises worldwide, Subway has established a powerful brand recognized for offering customizable and healthier sandwich options. Its footprint spans over 100 countries with tens of thousands of locations, providing extensive market penetration and accessibility.

#### **Customizable Menu and Health-Conscious Offerings**

Subway's emphasis on fresh ingredients and the ability to customize sandwiches appeals to health-conscious consumers. The brand's commitment to offering low-fat, low-calorie, and nutrient-rich options aligns well with growing consumer demand for healthier fast-food alternatives.

#### **Efficient Franchise Model**

The franchise-based business model allows Subway to expand rapidly with relatively low capital expenditure. Franchisees benefit from established operational procedures, marketing support, and supply chain logistics, ensuring consistency and quality across locations.

### **Innovative Marketing and Promotions**

Subway employs targeted marketing campaigns and frequent promotions, such as value meal deals and limited-time offers, to attract diverse customer segments. This marketing agility helps maintain customer interest and drives repeat business.

- Extensive global footprint with thousands of outlets
- Health-focused menu with fresh ingredients
- Flexible and scalable franchise system
- Strong brand equity and customer loyalty
- Effective promotional strategies and advertising

## Weaknesses of Subway

Despite its strengths, Subway faces several internal challenges that could impede its long-term growth and market position. These weaknesses highlight areas where the company may require strategic improvements.

#### **Market Saturation and Store Performance Variability**

Subway has experienced market saturation in key regions, leading to cannibalization of sales among closely located outlets. Additionally, not all franchise locations perform uniformly, causing inconsistent customer experiences and profitability issues.

## **Brand Perception and Quality Concerns**

There have been instances of negative publicity related to food quality, service standards, and hygiene practices at certain Subway outlets. Such incidents can erode consumer trust and damage brand reputation, especially in an era where food safety is paramount.

#### **Limited Menu Diversity Compared to Competitors**

While Subway focuses on sandwiches, its menu lacks the diversity offered by many competitors who provide a broader range of fast-food items, including hot meals, snacks, and beverages. This limitation may reduce appeal among customers seeking variety.

## **Dependency on Franchisees**

Subway's business heavily relies on franchisees for daily operations, which can lead to variations in service quality and operational efficiency. Managing a large franchise network poses challenges in enforcing consistent standards and innovation adoption.

- Market saturation leading to internal competition
- Inconsistent quality and service across locations
- Narrow menu offerings compared to rivals
- Franchisee management and control difficulties
- Vulnerabilities to negative publicity impacting brand

# **Opportunities for Subway**

The fast-food industry continues to evolve, presenting Subway with several growth opportunities that can enhance its market share and customer base if leveraged effectively.

### **Expansion into Emerging Markets**

Emerging economies with growing urban populations and rising disposable incomes offer vast potential for Subway's expansion. Penetrating these markets can diversify revenue streams and reduce dependency on saturated regions.

#### **Menu Innovation and Health Trend Alignment**

Introducing new product lines such as plant-based sandwiches, gluten-free options, and organic ingredients can attract health-conscious and environmentally aware consumers. Aligning with food trends enhances Subway's appeal and competitive edge.

#### **Digital Transformation and Delivery Services**

Investing in digital ordering platforms, mobile apps, and partnerships with food delivery services can improve customer convenience and increase sales. The growing popularity of online food delivery is a significant opportunity for revenue growth.

## **Sustainability Initiatives**

Implementing sustainable sourcing, waste reduction, and eco-friendly packaging can strengthen Subway's corporate social responsibility profile. Consumers increasingly favor brands demonstrating environmental responsibility, which can boost brand loyalty.

- Growth opportunities in emerging international markets
- Expansion of healthier and diverse menu offerings
- · Enhancement of digital and delivery capabilities
- Adoption of sustainability and eco-friendly practices
- Collaborations and strategic partnerships for innovation

# **Threats Facing Subway**

Subway operates in a highly competitive and dynamic environment, exposing it to various external threats that could negatively impact business performance.

#### **Intense Competition from Fast-Food Chains**

Competitors such as McDonald's, Chipotle, and Panera Bread continuously innovate and expand, intensifying competition. These rivals offer diverse menus and aggressive marketing, challenging Subway's market share.

#### **Changing Consumer Preferences**

Shifts in consumer behavior toward plant-based diets, local sourcing, and gourmet fast-casual dining may reduce demand for traditional sandwich offerings. Failing to adapt to these trends could result in loss of relevance.

### **Economic Fluctuations and Rising Costs**

Economic downturns, inflation, and increasing costs of raw materials and labor can squeeze profit margins. Price sensitivity among consumers may limit Subway's ability to pass on cost increases.

#### **Regulatory and Health Compliance Risks**

Stricter food safety regulations, labeling requirements, and health-related legislations require continuous compliance efforts. Violations or changes in regulations could result in penalties and operational disruptions.

- Strong rivalry from established fast-food brands
- Rapidly evolving dietary trends and consumer expectations
- Economic instability affecting consumer spending
- Rising operational and supply chain costs
- Compliance with stringent food safety and health laws

## **Frequently Asked Questions**

#### What is SWOT analysis in the context of Subway?

SWOT analysis for Subway involves evaluating its internal Strengths and Weaknesses, as well as external Opportunities and Threats to understand its market position and strategic planning.

# What are some key strengths of Subway identified in a SWOT analysis?

Key strengths of Subway include its global brand recognition, customizable menu options, healthy food perceptions, extensive franchise network, and affordable pricing.

# What weaknesses does Subway face according to SWOT analysis?

Weaknesses include inconsistent quality across franchises, dependence on the franchise model, limited menu innovation, and past negative publicity impacting brand image.

## What opportunities can Subway capitalize on based on SWOT

### analysis?

Opportunities for Subway include expanding into emerging markets, introducing plant-based or healthier menu options, leveraging digital ordering and delivery services, and enhancing sustainability initiatives.

### What threats are highlighted in a SWOT analysis for Subway?

Threats include intense competition from other fast-food chains, changing consumer preferences towards fresh and organic foods, economic downturns affecting discretionary spending, and supply chain disruptions.

# How can Subway use its strengths to overcome its weaknesses?

Subway can leverage its strong brand and global presence to implement standardized quality controls and invest in menu innovation, thereby addressing inconsistencies and enhancing customer satisfaction.

# Why is conducting a SWOT analysis important for Subway's strategic planning?

Conducting a SWOT analysis helps Subway identify internal and external factors affecting its business, enabling informed decision-making, strategic growth, risk mitigation, and maintaining competitive advantage.

#### **Additional Resources**

1. Mastering SWOT Analysis for Subway Success

This book provides an in-depth exploration of SWOT analysis specifically tailored for Subway franchises. It covers the strengths, weaknesses, opportunities, and threats faced by Subway in the competitive fast-food industry. Readers will learn strategic approaches to leverage Subway's brand assets while addressing market challenges effectively.

- 2. Strategic Planning for Subway: A SWOT Perspective
- Focused on strategic planning, this book uses SWOT analysis as a core tool to evaluate Subway's market position. It offers case studies and practical frameworks to help franchise owners and managers optimize operations and marketing strategies. The book also discusses how to anticipate and respond to external threats in the quick-service restaurant sector.
- 3. Competitive Advantage Through SWOT: Subway's Market Dynamics
  This title delves into how Subway can build and sustain a competitive advantage by using SWOT analysis. It examines internal capabilities and market opportunities, providing insights into consumer trends and competitor strategies. The book is ideal for marketing professionals and business analysts interested in the fast-casual dining market.
- 4. SWOT Analysis and Growth Strategies for Subway
  A comprehensive guide to identifying growth opportunities for Subway through detailed SWOT

assessments. The book highlights both global and local market factors influencing Subway's expansion plans. It also includes actionable recommendations for improving product offerings and customer engagement.

#### 5. Subway's SWOT Challenges in a Changing Food Industry

This book addresses the evolving challenges Subway faces by applying SWOT analysis to current food industry trends. Topics include health-conscious consumer behavior, supply chain issues, and emerging competitors. Readers will gain a clear understanding of how Subway can adapt and innovate to maintain relevance.

#### 6. Implementing SWOT Analysis for Subway Franchise Success

Designed for franchise owners and managers, this practical guide explains how to conduct and implement SWOT analysis at the store level. It provides templates and checklists to identify key internal and external factors affecting Subway franchises. The book emphasizes continuous improvement and strategic decision-making.

#### 7. The Role of SWOT in Subway's Marketing Innovation

This book explores the connection between SWOT analysis and marketing innovation within Subway. It covers how to use SWOT findings to develop creative campaigns, new menu items, and customer loyalty programs. Marketing professionals will find valuable insights for driving Subway's brand growth.

#### 8. Global SWOT Analysis of Subway: Opportunities and Risks

A detailed examination of Subway's global operations through the lens of SWOT analysis. The book discusses international market expansions, cultural adaptations, and geopolitical risks. It provides a balanced view of the opportunities and challenges Subway encounters worldwide.

#### 9. SWOT Analysis Case Studies: Subway in the Fast Food Industry

This collection of case studies offers real-world applications of SWOT analysis focused on Subway's business strategies. Each chapter presents different scenarios, including market entry, competitive response, and crisis management. The book is a valuable resource for students and professionals studying business strategy in the food sector.

#### **Swot Analysis On Subway**

Find other PDF articles:

 $\underline{https://test.murphyjewelers.com/archive-library-603/Book?docid=IMw76-7885\&title=porsche-944-library-603/Book?docid=IMw76-7885\&title=porsche-944-library-603/Book?docid=IMw76-7885\&title=porsche-944-library-603/Book?docid=IMw76-7885&title=porsche-944-library-603/Book.docid=IMw76-7885&title=porsche-944-library-603/Book.docid=IMw76-7885&title=porsche-944-library-603/Book.docid=IMw76-7885&title=porsche-944-library-603/Book.docid=IMw76-7880&title=porsche-944-library-603/Book.docid=IMw76-7880&title=porsche-944-library-603/Book.docid=IMw$ 

**swot analysis on subway:** *A Guide to Assessing Needs* Ryan Watkins, Maurya West Meiers, Yusra Visser, 2012-01-06 Making informed decisions is the essential beginning to any successful development project. Before the project even begins, you can use needs assessment approaches to guide your decisions. This book is filled with practical strategies that can help you define the desired results and select the most appropriate activities for achieving them.

**swot analysis on subway:** EBOOK: Principles and Practice of Marketing, 9e David Jobber, Fiona Ellis-Chadwick, 2019-08-01 EBOOK: Principles and Practice of Marketing, 9e

**swot analysis on subway: EBOOK: Principles and Practice of Marketing** JOBBER, DAVID/E, 2016-03-16 EBOOK: Principles and Practice of Marketing

swot analysis on subway: A Strategy for Using Multicriteria Analysis in Decision-Making Nolberto Munier, 2011-07-10 This book develops a whole strategy for decision-making, with the full participation of the decision-maker and utilizing continuous feedback. It introduces the use of the very well-known and proven methodology, linear programming, but specially adapted for this purpose. For this, it incorporates a method to include subjective concepts, as well as the possibility of working with many different and even contradictory objectives. The book is liberally populated with diverse case studies to illustrate the concepts. This practical guide will be of interest to anyone undertaking analysis and decision-making, on both simple and complex projects, and who is looking for a strategy to organize, classify, and evaluate the large amount of information required to make an informed decision. The strategy includes methods to analyze the results and extract conclusions from them.

**swot analysis on subway: Strategic Management** Prof S. Chand Basha, Dasari.Pandurangarao,

swot analysis on subway: Proceedings of 2023 Chinese Intelligent Automation Conference Zhidong Deng, 2023-09-22 The book presents selected research papers from the 2023 Chinese Intelligent Automation Conference (CIAC2023), held in Nanjing, China, on October 2-5, 2023. It covers a wide range of topics including intelligent control, robotics, artificial intelligence, pattern recognition, unmanned systems, IoT, and machine learning. It includes original research and the latest advances in the field of intelligent automation. Engineers and researchers from academia, industry, and government can gain valuable insights into solutions combining ideas from multiple disciplines in this field.

**swot analysis on subway: Strategic Marketing** Douglas C. West, John Battice Ford, Essam Ibrahim, 2015 This text discusses how companies create competitive advantage through strategic marketing. Using established frameworks and concepts, it examines aspects of marketing strategy and thinking. It provides examples to facilitate the understanding of theoretical concepts.

swot analysis on subway: Corporate leadership Skills Devarajappa S, Dr. Harisha H, swot analysis on subway: Why Smart Companies Do Dumb Things Calvin L. Hodock, 2010-09-09 Innovation is the lifeblood of American business. Without the creativity to find the next must-have product or service, companies quickly lose their competitive edge. Knowing this, corporate leaders invest heavily in research and development. Notwithstanding the dollars spent on R & D, the fact remains that better than 90 percent of innovation initiatives fail to achieve their return-on-investment targets. Poor management decisions and lack of marketplace savvy often undermine even huge research efforts. Can America continue to be a formidable global competitor with this kind of failure rate? Taking a case history approach, Calvin Hodock examines eight typical innovation blunders that continually doom new product development. From misjudging the market and dead-on-arrival products to fatal frugality and timetable tyranny, he discusses not only why such mistakes occur but also the dire consequences to both investors and employees. When Polaroid declared bankruptcy, because it missed the digital imaging trend, the company's employees lost their retirement and pension benefits. Now the failure of the American automobile industry to create gotta have cars threatens to wreak long-term havoc in a large segment of American workers. Among the problems Hodock points to are breakdowns in the marketing research process, marketing dishonesty, lack of real-world preparation among newly graduated MBAs, CEOs under pressure to deliver unrealistic earning targets, clueless boards of directors, and the general absence of accountability. After analyzing each problem, Hodock emphasizes the lesson learned and concludes with a list of best practices for successful innovation. He shows how even modest improvements in the innovation process can double the bottom line for any company while making their shareholders more prosperous and happier. Hodock's incisive analysis and illuminating new approaches to successful development and marketing are must reading for students of business, seasoned corporate executives, and anyone interested in the future of American business. Calvin L. Hodock

(Skillman, NJ) is professor of marketing at Berkeley College, Garret Mountain and Middlesex Campuses, an adjunct professor at New York University's Stern School of Business, and a guest lecturer at the University of Pennsylvania's Wharton School of Business. He is the former chairman of the board of the American Marketing Association, the world's largest professional marketing society. He is also on the board of directors for NuVim, Inc. He has previously published for the American Marketing Association, McGraw-Hill, and the Advertising Research Foundation.

swot analysis on subway: The Proceedings of the 11th International Conference on Traffic and Transportation Studies Lingyun Meng, Yongsheng Qian, Yun Bai, Bin Lv, Yuanjie Tang, 2024-11-13 This book reflects the latest research trends, methods and experimental results in the field of traffic and transport, covering a wealth of state-of-the-art research theories and ideas. As a vital field of research, highly relevant to current developments in a number of technological areas, the topics covered include traffic data analysis, transport planning, multimodal and integrated transport, modelling and analysis of passenger behaviour, etc. The aim of the proceedings is to provide a major interdisciplinary forum for researchers, engineers, academics and industry professionals to present the most innovative research and development in the field of traffic and transportation. Engineers and researchers from academia, industry and government will also explore the solutions that combine ideas from different disciplines in the field. The volumes serve as an excellent reference for researchers and graduate students working in the field of traffic and transportation.

swot analysis on subway: *Proceedings of EECE 2019* Borodinecs Anatolijs, Vatin Nikolai, Sergeev Vitalii, 2020-04-29 This book gathers the latest advances, innovations, and applications in the field of energy, environmental and construction engineering, as presented by international researchers and engineers at the International Scientific Conference Energy, Environmental and Construction Engineering, held in St. Petersburg, Russia on November 19-20, 2019. It covers highly diverse topics, including BIM; bridges, roads and tunnels; building materials; energy efficient and green buildings; structural mechanics; fluid mechanics; measuring technologies; environmental management; power consumption management; renewable energy; smart cities; and waste management. The contributions, which were selected by means of a rigorous international peer-review process, highlight numerous exciting ideas that will spur novel research directions and foster multidisciplinary collaborations.

swot analysis on subway: Creating Competitive Advantage Kevin Uphill, 2016-02-03 The economic environment is global, highly sophisticated and in continuous fast flux. The challenge for business leaders, executives and strategists is to read and respond agilely to trends and underlying movements to stay ahead of dynamic market flow and change. Creating Competitive Advantage sets out a compelling case for the business benefits of better market anticipation, and provides tools and approaches to develop a forward-looking strategy that will deliver these. Through theory, case studies and practical insights, the book demonstrates how better analysis of market trends and scanning of the environment combined with business model change and confident leadership can gain and maintain competitive advantage. With the right approach, game-changing strategy can be highly accessible for all business strategists and owners, rather than as today, the almost exclusive reserve of a few brave and instinctive entrepreneurs. With tools, assessments and models to get more value out of the business data you already have and take your strategy to the next level through analytically-supported intuition, Creating Competitive Advantage gives business leaders and strategists the toolkit to move from a responsive mindset to a leading one. Online supporting resources for this book include downloadable figures and tables from the book.

**swot analysis on subway:** <u>Strategic Management</u> Allen Amason, 2011-03-17 Leadership, adaptability, value creation. These are the skills necessary for tomorrow's managers. This book is designed to help students think critically and understand fully how to strategically manage their future firms.

swot analysis on subway: Services Marketing K. Rama Moahana Rao, 2011 swot analysis on subway: Services Marketing: Rao, 2011 The second edition of Services Marketing, with an enhanced conceptual foundation, meets this requirement of students, managers

and marketing professionals. The enhanced pedagogy and coverage in this edition in conjunction with the lucid and pithy style of the author make this book perfect for students of business administration, commerce and management.

swot analysis on subway: Edexcel A-level Business Student Guide: Theme 3: Business decisions and strategy Mark Hage, 2017-05-30 Exam Board: Edexcel Level: AS/A-level Subject: Business Written by experienced author Mark Hage, this Student Guide for Business focuses on the key topics of business objectives and strategy, growth and managing change. The first section, Content Guidance, summarises content needed for the exams, with knowledge-check questions throughout. The second section, Questions and Answers, provides samples of different questions and student answers with examples of how many marks are available for each question. Students can: - Identify key content for the exams with our concise summary of topics - Find out what examiners are looking for with our Questions and Answers section - Test their knowledge with rapid-fire questions and answers - Avoid common pitfalls with clear definitions and exam tips throughout - Reinforce their learning with bullet-list summaries at the end of each section

**swot analysis on subway: Getting It Right** Viva Bartkus, Ed Conlon, 2008-07-23 To be a successful business leader, executives need to make values-based problem solving a habit of mind, argue management experts and Notre Dame professors Viva Bartkus and Ed Conlon. In Getting It Right, Bartkus and Conlon draw on insights from consulting, management, and academia to deliver a powerful message: no matter how chaotic the marketplace, leaders can still address even the most staggering challenges in a calm and confident manner.

swot analysis on subway: Deep Dive Rich Horwath, 2009-08 Get competitive by learning to think strategically. The inability to set good strategy can sink a company and a leader is career. A recent Wall Street Journal study revealed that the most sought-after executive skill is strategic thinking, but only three out of ten managers have this skill set. Horwath explains the three keys to strategic thinking, breaks them down into simple, attainable skills, and gives you practical tools to apply them every day, providing managers with a clear path to mastery of the three disciplines: 1. Acumenagenerate critical insights through a step-by-step evaluation of your business and its environment2. Allocation¿focus your limited resources through strategic trade-offs 3. Action¿implement a system to guarantee effective execution of strategy at all levels of your organization Based on new research with senior executives from 150 companies and the authoris experience as a thought-leading strategist, Deep Dive is the first book to focus on the most important level of strategycyou. Armed with this knowledge and dozens of effective tools, you can become a truly strategic leader for your organization.--Rich Horwath is the president of the Strategic Thinking Institute, a former chief strategy officer, and professor of strategy at the Lake Forest Graduate School of Management. As a thought-leading strategist, he has worked with such giants as Adidas, Amgen, and Pfizer. He is the author of four books and more than fifty articles on strategic thinking and has been profiled in business publications around the world, including Investoris Business Daily.

swot analysis on subway: LISS 2014 Zhenji Zhang, Zuojun Max Shen, Juliang Zhang, Runtong Zhang, 2015-04-20 The proceedings of the 2014 International Conference on Logistics, Informatics and Services Sciences (LISS'2014) gather 259 papers on the latest fundamental advances in the state of the art and practice of logistics, informatics, service operations and service science. The books is divided into four main sections focusing on different aspects: Service Management, Logistics Management, Information Management, and Engineering Management. It also covers ten special sessions: Advanced Management Decision Making Techniques and Application; Freight Transportation and Information Technology; Free Trade Zone (FTZ) and Supply Chain Management; Innovation in Service Science; Comprehensive Service; International Trade and Investment of Service Industries Theories and Practices, Trends and Strategies; Supply Chain Management, Industrial Economy and Urban Logistics; Management Process Optimization Modeling & Data Analysis; Logistics Management & IOT Technology Application; and Digital Publishing & Media. The papers in each section describe state-of-art research works that are often oriented towards

real-world applications and highlight the benefits of related methods and techniques for developing the emerging field of service science, logistics and informatics.

swot analysis on subway: Forecasting and Management of Technology Alan L. Porter, Scott W. Cunningham, Jerry Banks, A. Thomas Roper, Thomas W. Mason, Frederick A. Rossini, 2011-07-12 Published in 1991, the first edition of Forecasting and Management of Technology was one of the leading handful of books to deal with the topic of forecasting of technology and technology management as this discipline was emerging. The new, revised edition of this book will build on this knowledge in the context of business organizations that now place a greater emphasis on technology to stay on the cutting edge of development. The scope of this edition has broadened to include management of technology content that is relevant to now to executives in organizations while updating and strengthening the technology forecasting and analysis content that the first edition is reputed for. Updated by the original author team, plus new author Scott Cunningham, the book takes into account what the authors see as the innovations to technology management in the last 17 years: the Internet; the greater focus on group decision-making including process management and mechanism design; and desktop software that has transformed the analytical capabilities of technology managers. Included in this book will be 5 case studies from various industries that show how technology management is applied in the real world.

### Related to swot analysis on subway

yyyyyyyyy-
001 SWOT0000 - 00 01 SWOT0000 SWOT000000000000000000000000000000000000
□□□□ <b>SWOT</b> □□□ - □□ SWOT analysis is a process where the management team identifies the internal
and external factors that will affect the company's future performance. It helps us to identify of what
is
swot
DDDDDS DstrengthsDDDDW
swot SWOT SWOT
00000000000 <b>SWOT</b> 000 - 00 3000000 00000000SWOT0000000000000000000000000000
DDSwotDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDD
swot[][][PPT][][] - [] SWOT[][][][][][PPT][][][][][][][][][][][][]
swot[][][][1971[][][R.[][][][][][][][][][][][][][][][][
<b></b>
01 SWOT000 - 00 01 SWOT0000 SWOT000000000000000000000000000000000000
□□□□ <b>SWOT</b> □□□ - □□ SWOT analysis is a process where the management team identifies the internal
and external factors that will affect the company's future performance. It helps us to identify of what
is
swot
DDDDDS DstrengthsDDDDW
<b>swot</b> SWOT

DDD <b>swot</b> DDDDD <b>swot</b> DDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDDD
<b>swotPPT</b> SWOTPPT,,PPT27
<b>swot1971R</b> swotswotswot1971R
DOODDOONS <b>WOT</b> DDOODDOODDOODD SWOTDDOODDOODDOODDOODDOODDOODDOODDOODDOOD

Back to Home:  $\underline{\text{https://test.murphyjewelers.com}}$