

## **A Survey on Subway's Competitiveness in Macau**

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### **Abstract**

An investigation of the competitiveness of SUBWAY was undertaken in Macau, a Special Administrative Region (S.A.R.) of the People's Republic of China. Analyzes of the key stakeholders' interests on the firm's value creation and extraction was reviewed with reference to the relevant literature on franchising. The survey found SUBWAY, a late mover in Macau, as moderately competitive in the market with a positive position in the stakeholders' view on its brand. SUBWAY's sources of competitive advantages were derived from its reputation, human capital, and its training and support capabilities to obtain customer satisfaction. Food taste, store location, and value for money, were found as significant predictors of customer view of the value offerings of SUBWAY stores in Macau. Even if 78% of the respondents to the survey knew that SUBWAY was in Macau, only 37% had been to their restaurant. Therefore, being in more strategic locations in Macau is one of the most important factors for future SUBWAY spaces in Macau when deciding future expansion.

**Key words:** Macau, Fast foods, SUBWAY, Competition, Satisfaction