



## AN ANALYSIS OF THE DEVELOPMENT OF THE CHINESE FAST FOOD INDUSTRY



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### ABSTRACT

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The Chinese food culture is worldwide well-known, yet the Chinese catering industry has not gained its due attention in its past two decades' development. Western fast food has launched a forceful marketing campaign to the Chinese fast food industry. This paper therefore aims to analyze the existing problems of the Chinese fast food industry from the two main aspects of culture difference and market factors. Combining analysis of the current status and the prospective future trends, this paper provides some strategies from the brand effect, cultural characteristics, chain management and personnel training, which expects to update the concept for the Chinese fast food industry and then promote the scientific development of Chinese fast food industry.

### 1. INTRODUCTION

Since ancient times Chinese food culture is profound and world-famous and many people around the world show unique love and esteem to Chinese cuisine with great look and taste. However, the Chinese Catering Industry has not got the due operating results in the two decades of development. Western fast food has produced a strong marketing campaign to Chinese one.

According to Commerce Department statistics in Fast-food Industry — the gold industry in the 21st Century (Parker-Pope, 2007), the turnover of catering market in 2007 has reached 1.2352 trillion RMB of which 45% is from fast food industry, exceeding 555.8 billion RMB. Among them however, there are quite a number of Western-style fast-food industry's contribution. It has been only 20 years after Western fast food entered Chinese market, but the pace of development is unstoppable. According to KFC official data in Guangzhou Daily, more than 1800 chain stores have been established in 402 cities in China by the second season of 2007, while McDonald's has over 900. In contrast, the Chinese fast food is currently small in scale. Very few Chinese fast food brands have more than 100 stores. Despite MaLan Ramen (Malan Lamian), The Daniang Dumpling

(Daniang Shuijiao) and some other brand have gain a firm foothold in the market after years of hard work, more are eliminated from competition. Although more than 90% of the domestic fast-food share is occupied by Chinese, but this market is shared with tens of thousands of enterprises. While the business entities and competitors have dominated Chinese fast food, but when talking of fast food, most customers still think of Western ones. Dining in Western fast food restaurant has become a fashion and longing among young people and children. Chinese fast food industry is showing an embarrassing situation of “strong product and weak brand”. This situation is thought-provoking, encouraging people to explore the root causes of their problems.

In more than 50 years’ development of fast food, because of its rapid development and extensive influence, people begin to attempt to determine a scientific definition and explanation of fast food. But so far, there is not a generally accepted definition yet. Xuesen Qian, the famous scientist defined the meaning of the fast food industry as “fast food is industrialization of cuisine” (Jin, 2002). And according to “The Outline of Development of Chinese Fast Food” issued by former domestic department in 1997, fast food is to provide consumers with the daily needs of a popular diet, and has features such as quick selling, easy to eat, quality standardization and low prices. It is in line with the fast-paced life and the rapid development of the food industry Popular. But Jun Feng proposed in his compiled book that fast food is a catering form of quick returns and small margins, and a fast food restaurant is a puerile food retail location (Feng, 2001). In China, the fast food can be divided into two kinds, Chinese and Western, both clearly reflect the culinary culture and traditions of their humanities characteristics. Whether Chinese or Western style fast food is becoming an integral part of people’s lives. At the beginning of 1990s, Chinese fast food first appeared and developed rapidly so that became the focus of news. But after several years of rapid expansion, Chinese fast food caught up in a loss. For only focusing on the superficiality instead of the essence of Western fast food chain, Chinese fast food chain began to shrink. And now Chinese fast food has entered the period of recreation. After a few years of reflection, Chinese fast food has developed rapidly in the number and set a trendlike ten thousand horses galloping. Nevertheless there are still only a few well-known modern fast food brands.

Understanding the characteristics of Chinese fast food formed by the difference between Chinese and Western culture and exploring the problems of the phenomenon is vital for the people involved. To let people in Chinese fast food terms obtain the maximum benefit, at the same time retain and develop cultural advantages, the strategy used to improve Chinese fast food chain during the recreation should be cautious. The research intends to provide a solution by exploring the following research questions:

1. Why the Chinese fast food industry is lagging behind?
2. What are the factors restricting the development of Chinese fast food?
3. What is the influence of Chinese and Western culture on the development of food culture?
4. How to strengthen the development of Chinese fast food?

The present study employs a survey design and an experimental design to examine 100 people who are having meals in Chinese and Western fast food restaurant which kind of fast food they like best, what they regard as the lack of Chinese fast food and in the choice of the fast food restaurants what aspects they will pay more attention to. The author also would like to use a marketing strategy such as SWOT model to analyze the problem. The instrument used in this study consisted of the Background Questionnaire (conducted at the beginning of the research), Survey of factors restricting the development of Chinese fast food (conducted during the research) and informal interviews (conducted at the end of the research). The purpose of this paper is to attract more attention to the Fast food chain nowadays and find the shortage of Chinese fast food in different ways. Through the analysis of difference between Chinese and Western culture, the author wants to find out factors restricting the development of Chinese fast food and hope that the Chinese fast food industry is not only in pursuit of the superficiality but also the essence of Western fast food chain so that let the Chinese fast food industry really take off.

The research paper is divided into five chapters. Chapter One introduces the background, research purposes and the organization of the paper. Chapter Two is a literature review which deals with the definitions of main concepts in the present study and the relevant theories. Chapter Three and Chapter Four present four core research questions and a specific description of the analysis. Chapter Five reports the findings of the research and comes to a conclusion.

### *1.1. Western fast food chain and Chinese fast food chain*

#### *1.1.1. Fast food*

In more than 50 years' development of fast food, because of its rapid development and extensive influence, people begin to attempt to determine a scientific definition and explanation of fast food. But so far, there is not a generally accepted definition yet.

Xuesen Qian, the famous scientist defined the meaning of the fast food industry as "fast food is industrialization of cuisine" (Jin, 2002). And according to "The Outline of Development of Chinese Fast Food" issued by the former domestic department in 1997, fast food is to provide consumers with the daily needs of a popular diet, and has features such as quick selling, easy to eat, quality standardization and low prices (Jin, 2002). It is in line with the fast-paced life and the rapid development of the food industry Popular. But Jun Feng proposed in his compiled book that fast food is a catering form of quick returns and small margins, and a fast food restaurant is a puerile food retail location (Feng, 2001).

Xiao Chongjun, comparing the similarities and differences among fast food, convenience food, refreshments, snack foods and Instant foods, believes that the English name of fast food that we usually say is "Food Fast". "Fast" should be understood as fast and effective food service (Xiao 2006). In Western, Outlets may be stands or kiosks, which may provide no shelter or seating, or fast food restaurants (also known as quick service restaurants) (Peter, 1999). Talwar Jennifer believes that Franchise operations that are part of restaurant chains have standardized foodstuffs shipped to each restaurant from central locations (Talwar, 2003). In the author's analysis, she combines the former definition and believes that fast food is a type of food that is prepared and served very quickly. While any meal with low preparation time can be considered fast food, typically the term refers to food sold in a restaurant store with preheated or precooked ingredients, and served to the customer in a packaged form for take-away. Fast food restaurants are traditionally separated by their ability to serve food via a drive-through.

### *1.2. Western fast food chain*

#### *1.2.1. The present situation of Western fast food chain*

America is a more prominent and typical country of the development of fast-food industry. American fast-food industry has gone through a half-century initial development from the late 1800s to the 1950s, which laid a solid foundation for the formation and the comprehensive development of the new fast-food market later. To the 1960s, the growing consumer service driven by state's economic prosperity made fast-food industry entered a rapid development period. McDonald as the representative rapidly expanded from the one store in 1955 to 280 stores in 1960. Profited \$ 56 million just in 1960, along with the production and marketing systems continued to improve. To 1974, US fast food industry turnover accounted 14% of the whole consumption of eating out, and increased by 26.5% in 1984. In 1985, McDonald's overseas turnover counted \$ 2.1 billion that is 24% of \$ 11 billion global turnover. By the end of 2006, McDonald's has more than 30,000 stores around the world in 121 countries on six continents and regions, with more than 267,000 employees, the worldwide turnover is \$ 40.63 billion, daily service over 4,600 million customers and became the most successful model of fast-food industry in the world (Yu, 2012).

## **2. THE SUCCESS OF WESTERN FAST FOOD CHAIN**

Modern fast-food industry is the product of socio-economic and productivity development, and it is one of the important indicators of a region or a city's economic development and people's

consumption structure. As a result of the accelerated pace of modern society, time becomes more precious and labor of family kitchen becomes more and more socialized, which on the one hand, saving raw materials and energy, on the other hand it makes fast food increasingly welcomed by the community, promoting the development of fast-food industry (Yu, 2012).

### 3. THE UNIQUENESS OF WESTERN FAST FOOD

The difference between Chinese and Western food culture is the difference between the concept of food and the value orientation (Ma and Li, 2004). Western fast food regards the nutrition of food as the highest criterion and the pursuit of individual physiological needs, which is a rational diet concept. Secondly, the nature of the diet can be divided into cultural and scientific. Chinese food gives priority to the happiness when eating and cooking food with experience. However, Western diet focuses on the scientific nutrition collocation by using intuitive, unified standards to collocate ingredients, type and content of food to achieve the purpose of nutrition. Its taste and nutritional value are standardized.

Moreover, the way of eating is different. Chinese people like having dinner around table together so that can have a jolly time. But Western food pursues independent dining style that they order according to their own tastes.

In addition, there is a difference between Chinese and Western cooking process. Western food can be rapidly produced in large numbers by mechanical means because of its standardization, which reflects its technical nature (Lin, 2004). Western fast food brings the exotic culture, including the value of 100% customer satisfaction, quality, service, cleanliness standards, the pursuit of speed and efficiency, the hourly employment system, the success of the staff training, good corporate image design and so on. It has attracted more and more Chinese people while it has cultivated consumer market for its own. In addition to the exotic culture, Western fast food also brings the industry operation, group development, regional business model of profit (Geng, 2003). These are the key to win the advantages for Western fast food. Western fast food not only successfully expanded the Chinese fast food market, but also developed children and young people of the strategic height so that the western fast food will still have a stable market share.

#### 3.1. Chinese fast food chain

Fast food industry in our country started late. In April 1987, KFC enter the Beijing market as an opportunity and begin the development of the modern fast food mileage. After 90 years of the 30th century, Chinese fast food industry developed rapidly with 20% of annual growth. Industry profit margins between 15% to 25%. Fast food became an important force and a new economic growth point of sustainable development of catering. By the end of 1996, there were about 800 national professional fast food companies, over 4000 chain enterprises, nearly 400,000 outlets, and the turnover reached 40 billion yuan, accounting for 20% of catering turnover. In 1999 number increased to 28%, and 45% by the end of 2007 (Yu, 2012).

The current development in the fast food industry is still in the draw, imitation and accumulation stage, there is no system and scale. The fast food consumer market and supply the market has been basically formed. In some of the larger coastal and inland cities, tourist cities and economically developed areas, Fast food has become an indispensable need of many people.

#### 3.2. The evolution of Chinese fast food chain

The modern Chinese fast food started late, but in only 20 years, the fast food industry market structure presents the competition and coexistence of traditional and modern, Chinese and Western, high-grade and low-grade fast food. Overall, the Chinese fast food industry has experienced three stages in the past 20 years' growth: contraction and re-starts (Yu, 2002).

### *3.2.1. The growth period*

In early 1990s, under support of the former Ministry of Domestic Trade, the first Chinese fast food restaurant — Shanghai RongHua Chicken opened on December 28, 1989. On April 15, 1995, the first Red Sorghum fast food restaurant opened in Henan. By the end of 1996, Red Sorghum has spread to Beijing, Zhengzhou and Shijiazhuang. Meanwhile, Beijing Quanjude roast duck, Tianjin Goubuli and Shanghai Ronghua Chicken were recognized as three modern Chinese fast foods by the former Ministry of Domestic Trade. This group of emerging modern fast-food chain mostly refers to McDonald's and KFC in standardization, industrialization, trying with international standards with a strong national sentiment to compete with western fast food. Their rapid development was once headlines of news.

### *3.2.2. The contraction period*

After three years of rapid expansion, Red Sorghum went into a financial loss. Almost all of the Chinese fast food restaurants once claimed to challenge McDonald's and KFC were defeated. This was undoubtedly an alarm to the development of modern Chinese fast food. Later, with KFC matchmaking, modern Chinese fast food began to hire foreign coaches and resolve foreign fast food from outside to the inside. People realized that the development of Chinese fast food was not a national symbol of emotion, but a real market behavior, and only by base on reality may modern Chinese fast food have real development. But at this stage, due to blindly learning the franchising of western fast food industry instead of its nature of standardization and mechanization, those fast food groups went into overall contraction.

### *3.2.3. The re-start period*

In the 21st century, after several years of reflection, Chinese fast food industry began re-entrepreneurship. Today, a large number of excellent modern Chinese fast-food companies and brands emerged. It is quite a bit "full steam ahead" in number (Wen, 2006). Not many are famous however.

## *3.3. The characteristics of Chinese fast food chain*

In addition to the Chinese and Western culture, the characteristics of Chinese fast food chain such as the economic model and the domestic market have also played a certain role in the development.

### *3.3.1. Low investment*

Chinese fast food investment is generally no more than 1000000 yuan per store, within 100000 yuan can open thirty to fifty square meters of snack bar; Investment from 30 to 50 million per store is the main force of Chinese fast food chain, an area of about 100 square meters. The brand with a certain scale and larger effect pay more attention to corporate image, these stores investment is between 50 to 100 million yuan, in the area of 200 to 400 square meters (Jin, 2002).

### *3.3.2. Direct and franchise model*

Chinese style fast food chooses more of "direct + franchise" mode of development. But management bottlenecks are meeting with the development of Chinese fast food industry. A survey shows that in recent years, Chinese fast food brand enterprise direct stores developed faster than the franchisees. Enterprises pay more attention to the development of direct business. On the one hand, the direct business can bring direct profit and cash flow to the enterprise. On the other hand, the enterprise hopes to strengthen the construction of the chain system through strengthening the development of the business, strengthen the management, and lay a solid foundation for the healthy development of the franchise (Wen, 2006).

### *3.3.3. Strong competitors*

Statistics of the China Cuisine Association show that Chinese fast food has the absolute advantage in Chinese fast food market, about 78.9% is Chinese fast food restaurant, and 21.1% is the western fast food store. However, Chinese fast food is still using price advantage as the main competitive weapon. It is rare that Chinese fast food brand form great impact in the country, their Scales are also unable to compete with McDonald's, Kentucky Fried Chicken. The year 2006, in the top 20 fast

food industries, McDonald's and KFC's turnover is 3 times the sum of the turnover of the 18 companies (Ma, 2005). At present, the development of modern fast food industry has been able to face the society, provide a wider range of supply services and the business methods continue to expand, Chinese fast food is still the main business of the fast food market. Although western fast food is popular, Chinese fast food still occupies most of the domestic fast food market with its price advantage and the main consumption levels of taste advantage. But the difference between Chinese and Western fast food is still very large.

#### *3.4. Cultural factors affecting Chinese fast food chain*

Different historical background and different lifestyles can result in a very great difference between Chinese and Western. To understand different Chinese and Western fast food cultures, and understand what restrict Chinese fast food development, we must first understand the differences between Chinese and Western culture. The following five points are the most effective information from a number of data in order to sort out the impact of the fast food culture.

##### *3.4.1. Difference of thinking models*

Chinese people like to pay attention to the thinking of life, out of reality. They have profound thinking of the relationship between person and person, person and nature and people's spirit and matter. Western people focus on logical thinking or rational thinking, but Chinese belongs to the abstract thinking or perceptual thinking (Zhao,2007). Therefore, Western people pay more attention to the material world and they like to explore and verify the origin of the problem. As a result, Chinese food pays great attention to delicacy, while Western food focuses more on the nutrition collocation.

##### *3.4.2. Difference in social communication*

Chinese people are usually reserved and like to reflect on themselves three times one day, which conforms to the kingly way. They emphasize the importance of the cultivation of physical and mental and praise highly of the doctrine of the mean, leading to the conservative thought and the lack of innovation and pioneering spirit. On the contrary, the Western is more eager to the public welfare and regards the service of the community as their own responsibilities (Liu and James,1997).

##### *3.4.3. Attitude to individual interests, collective interests and national interests*

Chinese people pay more attention to the collective interests, including family interests and national interests. They think that people should control their own desires. As opposed to extreme individualism and heroism, they always tend to integrate individual and collective interests with national interests, full of patriotism and dedication (Liu and James, 1997). While the Western pay more attention to the individual interests, the pursuit of human rights and advocate freedom. So what often can be seen is that Chinese people like to eat around a table together while the Western often divide food for each one.

##### *3.4.4. Disparate morality*

There are some different characteristics of Chinese and Western Ethical system and moral standard according to the disparate morality (Zhao, 2007). The Western focuses more on contract spirit instead of ethics which the Chinese pay more attention to. At the same time, the Western think highly of mind and competition while the Chinese take human feelings, middlebrow and harmony seriously. From the table, Chinese people often urge the guest to eat or drink more and more. However, the Western show respect for the individual rights and interests of the guests so that they do not urge or insist.

##### *3.4.5. Difference of scientific view*

Chinese people believe ancestors' experience and authority, even more than people today. They make a fetish of authority, resulting in the lack of innovation and the spirit of exploration (James, 2008). While the Western pay more attention to practice and theory, and abound with the spirit of adventure, at the same time, they also promote the rational thinking. According to the

popularization and promotion of scientific achievements by the regular college education, they have greatly promoted the development of science and finally have established a complete system of science. Therefore, the Western fast food adopts standardized technology management most so as to ensure both speed and quality.

### *3.5. The market factors restricting the development of Chinese fast food*

In addition to the impact of difference between Chinese and Western culture and the characteristics of the Chinese fast food itself, the following marketing restrictions should be also taken seriously during the development of Chinese fast food.

#### *3.5.1. The low standardization level, unguaranteed speed and quality*

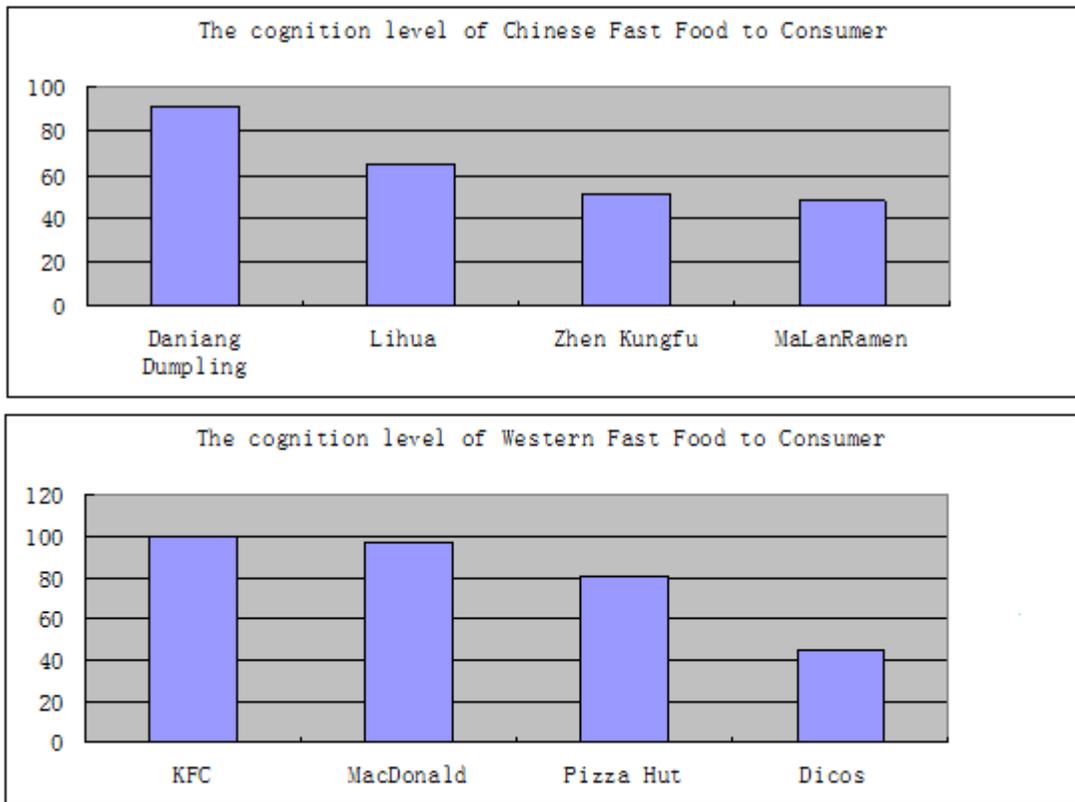
Because of the lack of innovation and exploration in the culture, the Chinese fast food has not established a complete set of scientific so that the quality of Chinese food and drinks can hardly be standardized. Currently, most of Chinese fast-food industry exerts manual operation with relatively low degree of mechanization, standardization and industrialization. What's more, most of the enterprises don't formulate standardized handbooks of their own. The heat control and taste of the food, even if by the same person, are quite different. Due to the lack of long-term effective standardized supporting system generally, it's difficult for Chinese fast food to achieve its economies of scale, which leads to its lagging development. For instance, quite a large number of merchants sell Goubuli stuffed buns in Tianjin and we have no idea if they are real or not. Nearly the stuffed buns of each store have their own standards, so we seldom find several stores using the same stuffing. However, whatever you are in Washington, San Francisco, Japan or China, the quality of hamburgers sold in the McDonald's are absolutely standardized. This kind of standardized production is the most remarkable difference between Chinese fast food and Western fast food. The standardization of products is the most critical basis of chain-store operations, which requires the unification and stabilization for choices of raw materials, manufacturing technique and service process, etc. In spite of the well-known Chinese food, very few of them known to the world of large scale. The basic reason lies in the unrealized standardized management and service. If the stability of food quality can't be ensured or the quantitative standard is lacked, the inheritance and development of traditional cooking arts will be negatively influenced and Chinese fast food won't realize modernization under that kind of bad influence.

#### *3.5.2. Complicated varieties of products and no featured products*

Many Chinese fast foods have a pile of dishes and multifarious flavors. Dozens or hundreds of varieties yet have no features, so it's difficult to produce by machines. As well, it's hard to exceed the old mode that completely depends on the manual operation by the cooks. Therefore, the uncertainties in the process of production operating result in the instability of the food quality and difficulty in forming unique styles of food. It's more difficult for chain-store businesses to conduct stable businesses than for single restaurants (Feng, 2001).

#### *3.5.3. Low awareness of product brand*

Brand is the commodity trademark and enterprise name, which represents the quality of the products of enterprise, the quality of service, the prestige of the enterprise and the basic promises of enterprise to its consumers (Gui,2006). The better the brand is, the higher the visibility and reputation of the brand, and the greater the value of the brand. Consumer awareness of KFC has reached 100%, and that of Pizza Hut with less storefront has reached 81%. In contrast, Chinese fast food, among which only the Daniang Dumpling awareness is relatively higher which has reached 91%. Other Zhen Kungfu and MaLanRamen awareness are not entirely satisfactory, which has merely reached 52% and 48%. The afterward questionnaire result also shows that Chinese fast food restaurant has loose management, untidy tables and grounds and unenthusiastic serving attitude, which are to the disadvantage of the establishment of Chinese fast food brand image. It also has certain relation to the Chinese cultural which emphasizes on moderation and harmony instead of the pursuit of competition and the contract.



#### 3.5.4. Low service level and poor eating surroundings

Chinese food and drinks, especially those can eat quickly such as pancakes, fried bread sticks, buns and wontons, are basically “guerrilla fighters” and most of them are the “leading roles” belong to tables on the road, which even don’t have plumbing, much less sanitation (Xie,2002). Even the environment in the stores is poor so that it can’t be comparable with the western fast food restaurants in which the windows are bright and clean, the tables and the tableware are shiny and luminous. In addition, Chinese food and drinks are also unhygienic in dietetic styles, most of which are dinners because Chinese culture is biased towards collectivism and human feelings. People sitting around the table and eating the same dishes on the same table and drink the same bowl of soup. What’s more, many people use their own chopsticks to pick up foods for others to show their warmth and thoughtfulness, which will embarrass others. However, western fast food practices a separate eating in which each set meal includes one big plate and people eat their own food which is more beneficial to health.

## 4. POSSIBLE STRATEGIES FOR IMPROVING CHINESE FAST FOOD CHAIN

### 4.1. Brand strategy

With the social and economic development, the difference of the quality and technology of commodities people selected is increasingly becoming narrow. To win customers, people should establish their own brands so that they can be in pursuit of survival and development. In the Chinese fast food market which KFC, McDonald's and other Western fast food giants occupied half of, traditional Chinese fast food enterprises must develop their own brands through the positioning of the image value of brand, exploitation of special product and innovation of marketing, taking the road of brand development (Shan, 2010).

Excellent quality is the core of brand value in competition. Successful brands can give consumers value beyond the satisfaction on products and services. The development of Chinese fast food will eventually go the way of chain operations with the core brand. Characteristic of this market expansion approach is that distribution of each chain store is dispersive and it is difficult to manage uniformly. Ensuring the consistent quality is one of the key factors to expand its market. In addition to product quality, it also includes long-term and stable quality of service quality. Chinese fast food service should give prominence to the hospitality of Oriental Culture and inject emotional service in a standardized service.

#### *4.2. Cultural strategy*

Competition between the modern fast food chains, as a matter of fact, is the competition of culture between Chinese and Western fast food chain as well as the competition of corporate culture among Chinese fast food chain. To win the competition of cooking culture, even to get win-win result, it is necessary to implement the cultural strategy (Xie, 2002).

From a cultural point of view, the goal and mission of business development is just to integrate the corporate resources, to develop cultural products, to build a competitive core cultural values, to shape a penetrative and amiable brand and brand culture. Cultural Strategy of Chinese fast food chain, in fact, is to actively carry out cultural infiltration in the course of a series of marketing activities in order to improve the product, and to establish a new community of interests with the impact of culture media, customers and the public. In the life of accelerated pace of the times, material goods become more affluent, people's needs have changed from the demand for the physical attributes of product to the demand for the cultural connotation and characteristics of product. Therefore, Chinese fast food chain should first convert ideas of product development. In other words, the development of high cultural fast food products should be regarded as a priority development strategy.

#### *4.3.Chain business strategy*

Chain operation is the most effective way to exert the scale effect so fast food is closely related to chain operation. The greatest success of American fast food business lies in its creation and development of a set of perfect management form--chain operation. According to the experience of the McDonald's, a crucial aspect to the successful chain businesses is to maintain a remarkable quantity of franchise chains. In the whole enterprise of the McDonald's, direct-sale stores always account for 25% and franchise chains 75% (Ni, 2004).

To lay emphasis on the unity of quality and quantity and ensure the "quality" of chain operation, the essence of chain operation should be emphasized. At the same time, the enterprises should concentrate their efforts on decision, organization, coordination and management and develop normalized chains. Four unities that reflecting the essential requirements of chain operations, including unified purchases, unified distribution, unified decision and unified management, which are used to realize the large-scale, specialization, standardization and centralization of catering operations and to decrease circulation costs and increase economic benefits. "Quantity" refers to the necessary scale, amount, degree and speed required by the acquisition of economic benefits of chain operations. Chain operation makes it possible for enterprises to rapidly expand operations so that the sales can increase without limitation. Enterprises should be periodically, gradually and prepensely expanded according to their own advantages and characteristics in the process of developing chains (Lin, 2004).

#### *4.4.Talent strategy*

In addition to train people who have a talent of food science and technology, we should strengthen the training of management personnel. The standardized production and chain operations of fast food industry have a large demand for management personnel (Shan,2010). In contrast, Chinese fast food is a new industry which developing in the exploration so that the business model, service, food types, production technology, machinery and equipment which adapt to the development are not

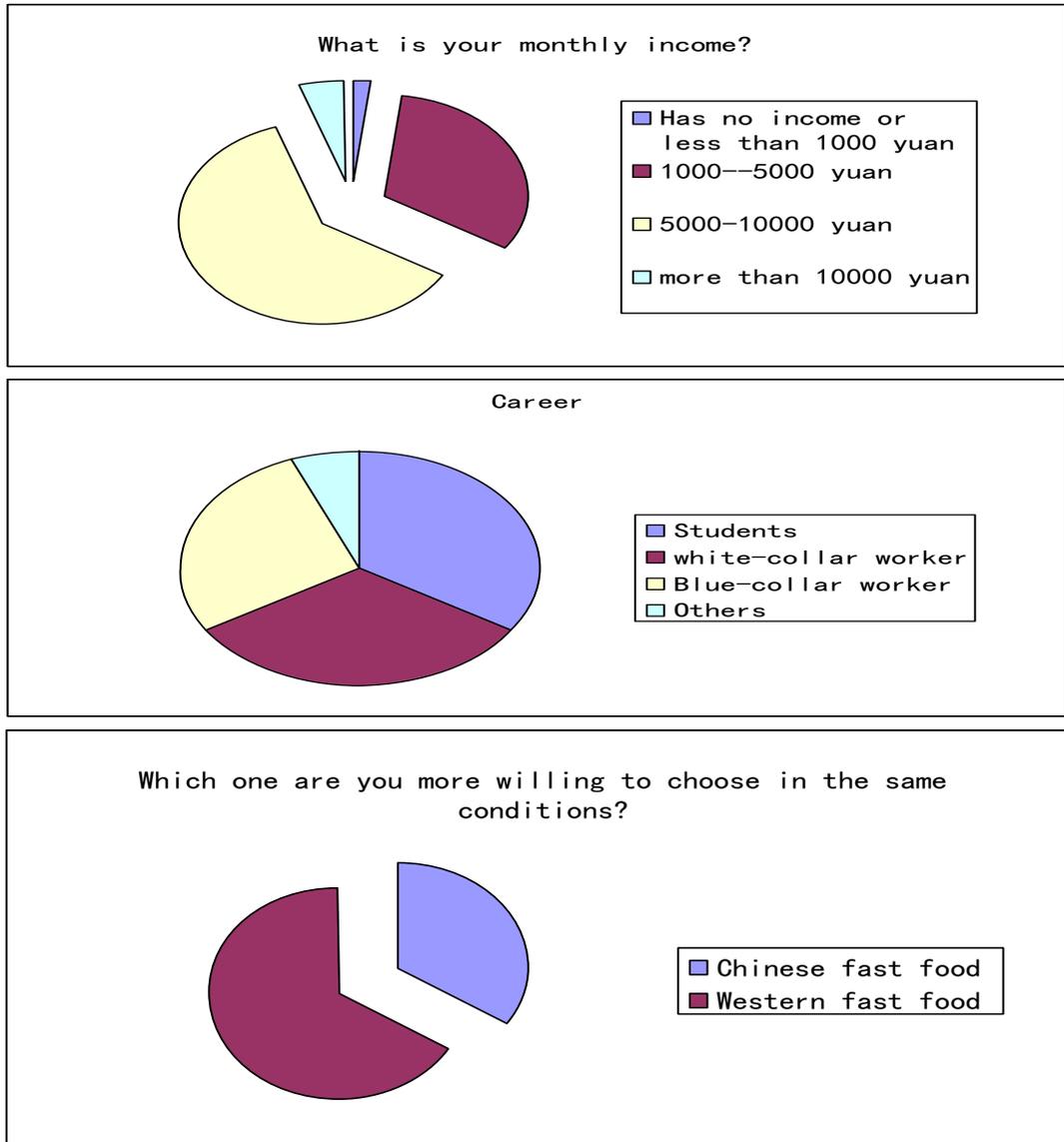
readily available. All of these need to create, innovate and explore so the required talent can only be gradually trained too.

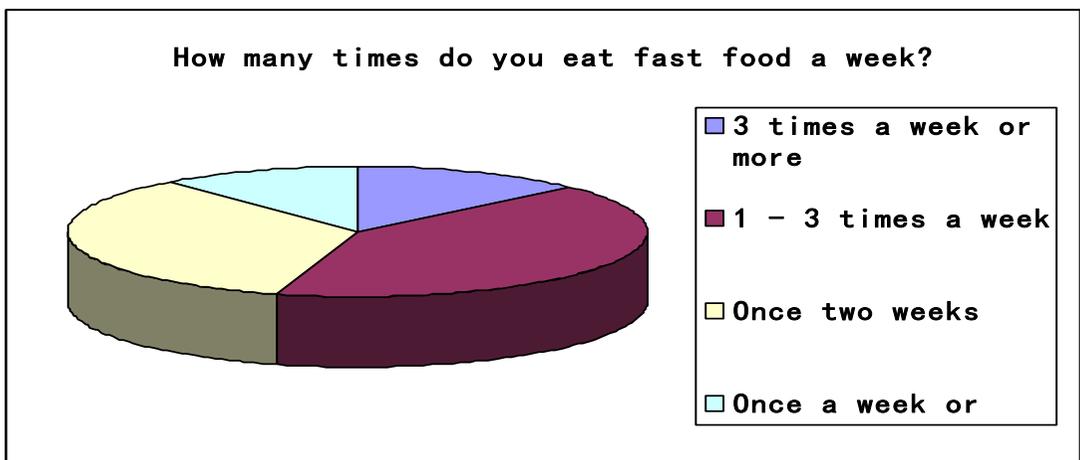
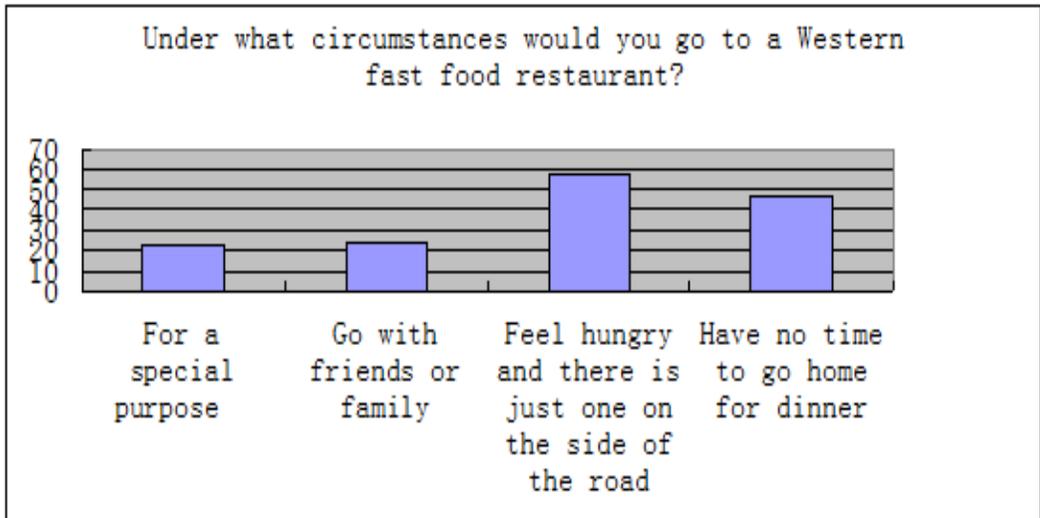
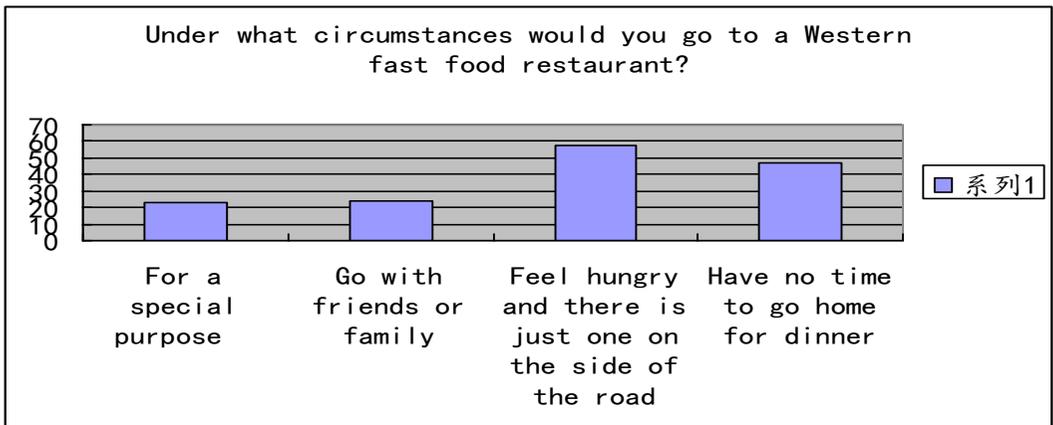
## 5. SURVEY AND INTERVIEW

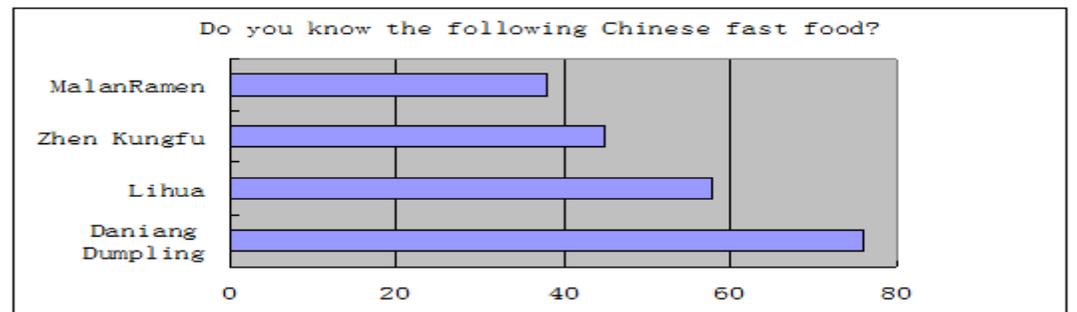
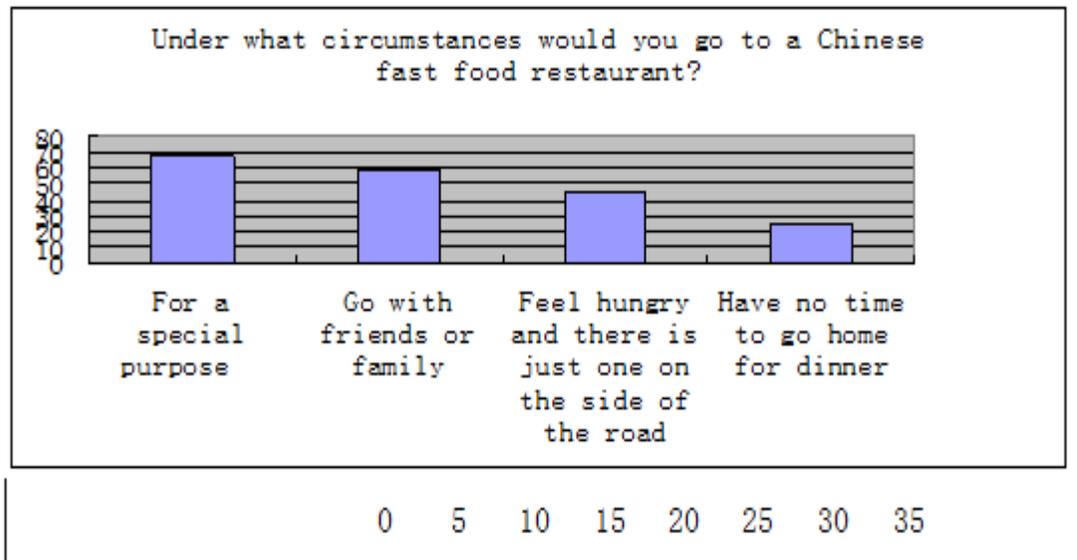
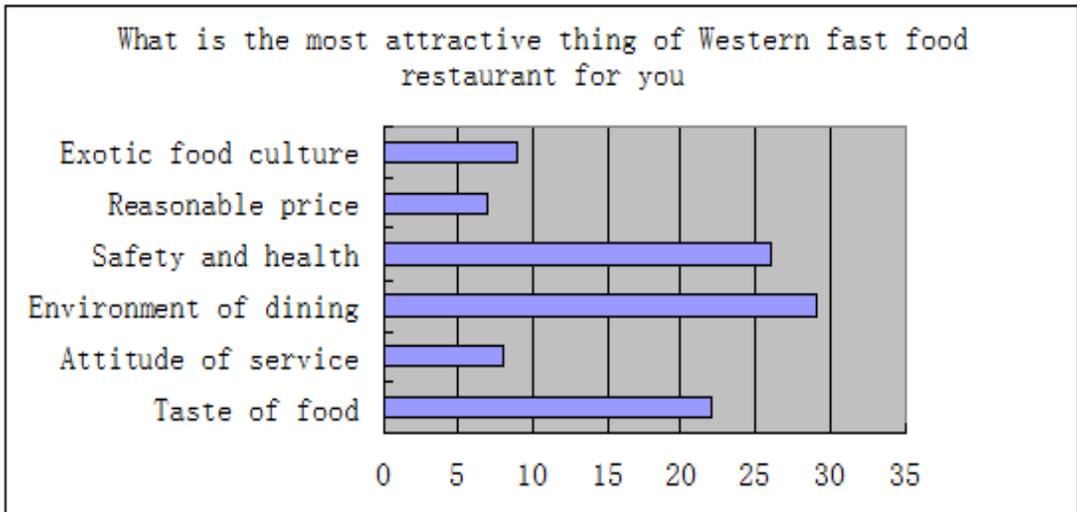
### 5.1. Survey on Fast food chain

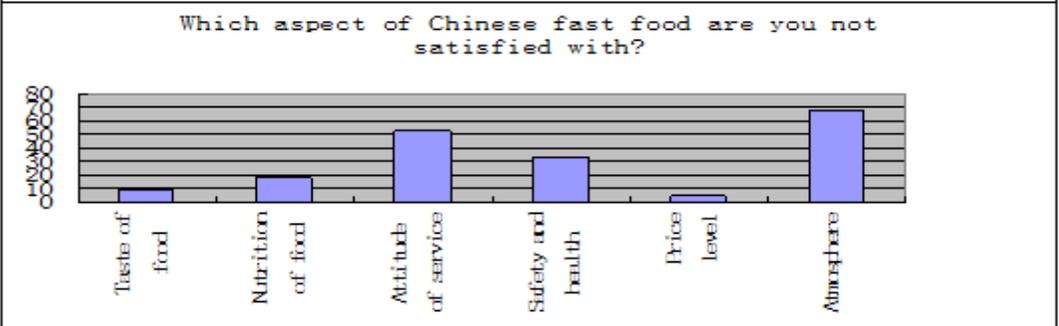
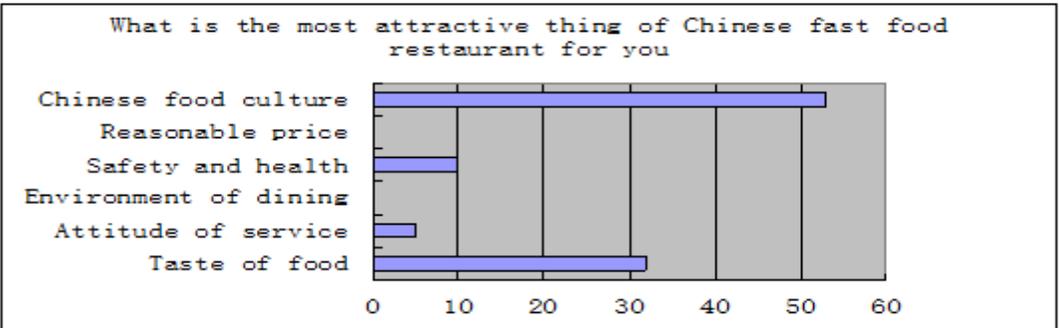
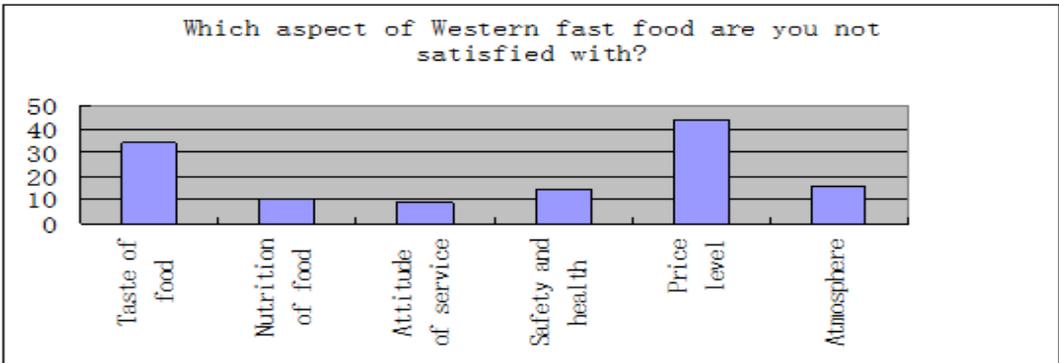
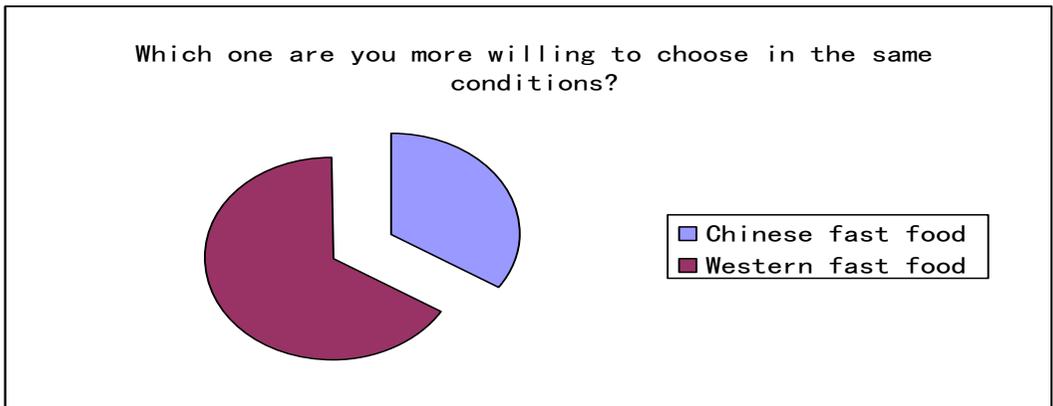
In addition to literature and dissertations dealing with the difference between Chinese and Western fast food, at the same time, the author also conducted a survey to analyze the problems of Chinese fast food industry by comparing Chinese fast food and Western fast food. You can see the detailed questionnaire in the appendix.

According to the valid questionnaire the author received and the summary of all the answers, the following tables was made to facilitate your analysis.









5.2. The interview of some individuals

I also used a marketing strategy such as SWOT model to analyze the problem and the following are some of the results.

1. Strengths (S) a. Rich variety b. Diversified taste c. Moderate cost d. Reasonable nutrition collocation	2. Weakness (W) a. Lack of innovative capacity b. Human mismanagement c. Low service level d. Lack of standardization e. Difficult market positioning
3. Opportunities (O) a. Bright market prospect b. The changing of management concept c. Strong support of policy d. The promotion of status	4. Threats (T) a. Powerful extension of Western fast food b. The changing of food culture c. A solid base of development of Western fast food in China d. A large number of potential entrants

## 6. CONCLUSION

### 6.1. Summary of the whole research

According to the questionnaire survey, the author can realize that Western fast food industry developed rapidly in China and accounted for most of Chinese fast food market. Its economic and cultural impact on China is enormous. Western fast food has been rooted in the hearts of Chinese consumers, especially in the hearts of young people. It cannot easily withdraw from the Chinese market. Chinese food culture has a scientific, artistic, regional and national while these features of the development of Chinese fast food have different degrees of impact. It is the difference between Chinese and Western culture that decided the gap between Chinese and Western fast food.

Chinese fast food industry has experienced 20 years from the start of exploration and has achieved some results, but compared with Western fast food, the current level of development and achievements of Chinese fast food still has a big gap. Chinese fast food enterprises should strive to analyze both the culture and marketing issues in order to enhance the ability to compete with Western fast food. Among the four mentioned strategies, I realized that the Chinese fast food industry should pay more attention to the culture and chain business strategy according to the questionnaire survey and many other studies. From the survey, people think that the most improvement of Chinese fast food is the service and the atmosphere. In fact, it is the complaint about the poor service and the untidy dining environment. In view of these two aspects, the implementation of the culture and chain business strategy can be a good solution.

For culture strategy, Chinese fast food should develop cultural products and build competitive core cultural values in order to shape a penetrative and amiable brand culture. Since the Chinese culture focuses more on human feelings, family products can be launched in some traditional festivals. In addition, we cannot ignore the sense of competition which the Western carries. To stand out, combining the original characteristics with the culture innovation is crucially important. Meanwhile, good service attitude is the basis of cultural strategy. In the view of chain business strategy, the enterprises should concentrate their efforts on decision, organization, coordination and management and develop normalized chains so as to realize the large-scale, specialization, standardization and centralization of catering operations and to decrease circulation costs and increase economic benefits. Only by this way, Chinese fast food can not only achieve a unified taste and tidy dining environment, but also the unified standards in management so that the characteristics of Chinese fast food can be better highlighted, meanwhile, achieving their rapid development.

### 6.2. Limitations of research

Although the paper is written, there is always some regret.

First of all, a lot of important data and information of Chinese fast food was not collected. In the process of collecting information, the statistics of Chinese fast food was not systematic and

comprehensive. To get the data on Chinese fast food, I need to do the classified calculation validly. However, I could not find a credible basis; the data on Chinese fast food can only be got from the news of Ministry of Commerce or national cooking Association.

In the course of the investigation, I realized that it is not easy to get the help of the consumers with no additional charge as well as letting them tell the truth. Because of the investigation of my individual thesis, it can only rely on patient explanation and guidance to complete the choice of all the questions, which increased the difficulty and the time of the investigation.

In the practical application of theory, I still need to work hard. Because I have no experience in this area, the analysis of some phenomena in the food sector is still very superficial. Besides, the foundation of marketing theory and strategic theory are not solid so that inevitably there are omissions and errors in the analyzing process.

For the development of Chinese fast food chain, I tried to put forward my own opinion. About the development strategy, I'm also superficial to a certain degree. I only realize that these strategies are very important, but it is not clear enough to explain how to do that. I need to further study the strategy of Chinese fast food to guide the healthy development of Chinese fast food chain in the future.

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## Appendix

Questionnaire Survey on  
the Attitude towards Chinese fast food and Western fast food

**1. Gender:**Female  Male

**2. Age:**Less than25  25-30  35-50  Over 50

**3. Career:**

Students  white-collar worker  Blue-collar worker  Others

**4. What is your monthly income?**

Has no income or less than 1000 yuan  1000–5000 yuan

5000-10000 yuan  more than 10000 yuan

**5. How many times do you eat fast food a week?**

3 times a week or more  1 - 3 times a week

Once two weeks  Once a week or less

**6. Do you know the following Western fast food?**

KFC  McDonald's  Pizza Hut  Dicos

**7. Under what circumstances would you go to a Western fast food restaurant?**

For a special purpose  Go with friends or family

Feel hungry and there is just one on the side of the road

Have no time to go home for dinner

**8. What is the most attractive thing of Western fast food restaurant for you?**

Taste of food  Attitude of service  Environment of dining

Safety and health  Reasonable price  Exotic food culture

**9. Do you know the following Chinese fast food?**

DaniangDumpling  Lihua  Zhen Kungfu  MalanRamen

**10. Under what circumstances would you go to a Chinese fast food restaurant?**

For a special purpose  Go with friends or family

Feel hungry and there is just one on the side of the road

Have no time to go home for dinner

**11. What is the most attractive thing of Chinese fast food restaurant for you?**

Taste of food  Attitude of service  Environment of dining

Safety and health  Reasonable price

Food culture with Chinese characteristics

**12. Which aspect of Chinese fast food are you not satisfied with?**

Variety and taste of food  Nutrition of food  Attitude of service

Safety and health  Price level  Atmosphere of restaurant

**13. Which aspect of Western fast food are you not satisfied with?**

Variety and taste of food  Nutrition of food  Attitude of service

Safety and health  Price level  Atmosphere of restaurant

**14. Which one are you more willing to choose in the same conditions?**

Chinese fast food  Western fast food

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