


**DETERMINANTS OF CONSUMER PURCHASING DECISIONS
AT SUBWAY**

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ABSTRACT

This quantitative study investigates the complex dynamics of Subway's consumer buying decisions, utilizing the seven Ps of marketing: product, price, place, promotion, people, physical evidence, and process. Data was collected from a sample of 385 Subway customers using a structured survey tool. The study was designed to quantitatively measure customer purchase intentions and opinion levels, assessing key determinants such as product quality, pricing strategies, promotional effectiveness, service staff influence, physical store atmosphere, and ordering processes. Statistical analysis, including regression modeling, is applied to reveal the relationships and patterns in the data. Through multiple linear regression analysis, it is confirmed that price, product, people and physical evidence have a significant positive impact on consumers' purchase decisions. Based on this result, the recommendation of this study is to use a more flexible pricing strategy, focusing on the creation of added value and the combination of physical evidence above and below the line. The study was designed to provide Subway with actionable insights to refine its marketing mix, increase customer satisfaction, and enhance the overall consumer experience.

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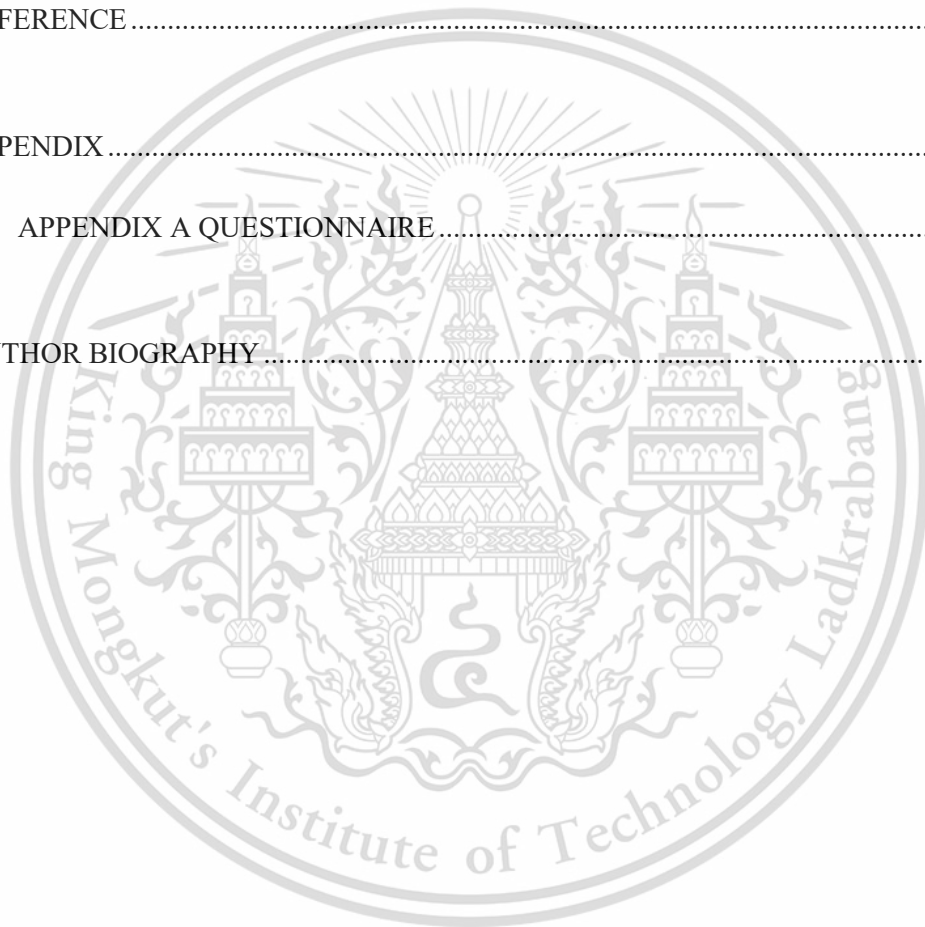
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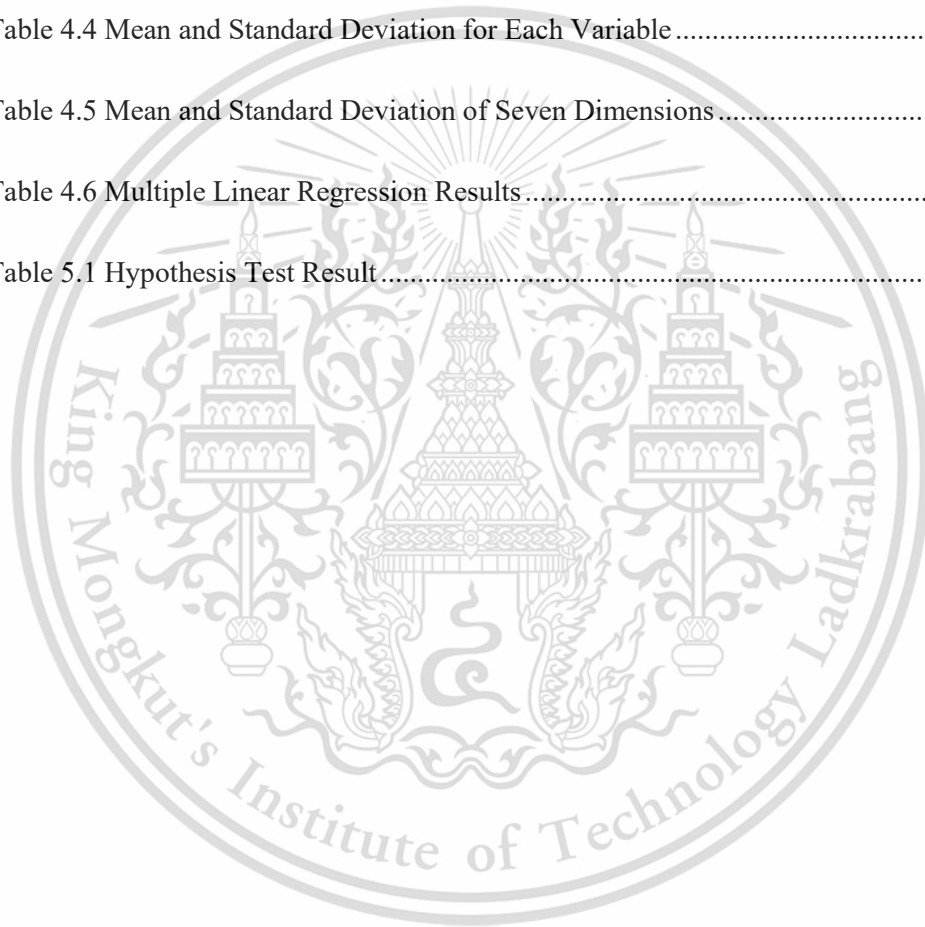


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CHAPTER 1

INTRODUCTION

1.1 Research Background

Subway is a health conscious fast food franchise, which founded in 1965 by Doctor's Associates, Inc. It primarily sells submarine sandwiches (“ Sub ”), salads. Subway is one of the fastest growing franchises in the world. It is the largest single-brand restaurant chain globally and is the second largest restaurant operator globally. (Lam, 2009).

The research on the development strategy of Subway, a prominent sandwich chain, in the Chinese market is pivotal as the country undergoes dynamic socio-economic changes. China's burgeoning middle class, urbanization, and evolving consumer preferences present a lucrative yet challenging landscape for international fast-food chains. As the income level rises, the Chinese middle class begins to pursue higher quality food, and is willing to pay a higher quality premium due to concerns about food quality, which will undoubtedly increase the expenditure on food. (Li, 2014). With Subway seeking to expand its presence in China, understanding the factors influencing Chinese consumers' purchasing decisions is essential for tailoring effective development strategies.

This study delves into the multifaceted aspects of consumer behavior in the context of Subway's offerings. The Chinese market is characterized by a diverse culinary landscape, cultural nuances, and a growing health-conscious demographic. Exploring these aspects provides valuable insight into how Subway is positioning itself among local competitors and adapting its menu to resonate with Chinese tastes and food preferences.

Moreover, the impact of digitalization and e-commerce on consumer choices is an evolving dynamic in China. Analyzing the role of online platforms, social media, and technological trends in shaping Subway's market presence is integral to formulating a comprehensive development strategy. By unraveling the intricacies of consumer decision-making, this research endeavors to equip Subway with data-driven recommendations for enhancing its market share and establishing a sustainable foothold in the rapidly evolving Chinese fast-food industry.

1.2 Research Question

1. What is the level of consumer purchases at Subway?
2. What factors significantly influence consumer purchasing decisions at Subway?

1.3 Research Objectives

1. To assess the level of consumer purchasing decisions at Subway.
2. To analyze the determinants of consumer purchasing decisions at Subway.

1.4 Research Significance

1. Theoretical significance: In terms of theoretical research, this study investigates the factors that influence Chinese consumers' decision-making in the fast food market, which contributes to the development of consumer behavior theory. Then this study designs and issues questionnaires according to research needs, collects and organizes data, and exerts an impact on product sales through statistical analysis of data. It also adds depth to existing models and theories by incorporating China's specific cultural, social, and economic influences, and complements empirical research on consumer behavior and statistical analysis of data.

2. Practical significance: The results of this study can directly inform Subway's growth strategy in China, guiding decisions related to menu adjustments, marketing methods and operational adjustments to align with consumer preferences. At the same time, promoting enterprises to achieve innovative development and increasing the market competitiveness of products is crucial to the sustainable development of enterprises and products. The practical impact could involve streamlining operations, supply chain adjustments, and digital marketing strategies specifically for the Chinese market.

In terms of practical guidance, the research object of this study is a well-known restaurant chain enterprise, and the research conclusions are of practical guidance. Management Revelations and policy recommendations provide theoretical insights into how businesses can adapt their strategies to different cultural preferences and consumer behaviors, and some recommendations for multinational corporations seeking to expand in culturally distinct regions.

1.5 Research Scope

1. Population and sample: This study focuses on Chinese Subway consumers. The group being considered includes individuals who have purchased or come into contact with Subway fast food. The sample was drawn from different demographics, including age, gender, monthly income, and other factors to ensure a representative and comprehensive analysis of the sample.

2. Variables: This study examines various variables to gain a comprehensive understanding of the factors that influence Chinese consumers' purchasing decisions. Independent variables include product, price, place, promotion, people, physical evidence, and process.

3. Region: The geographical scope of the study includes first-tier to third-tier cities in China. Because Subway stores are concentrated in first - to third-tier cities, it has not sunk into lower-tier cities like its competitors KFC or McDonald's. Therefore, this study aims to capture the differences and changes of consumers' purchasing decisions in this specific region.

4. Time frame: The study was conducted for two months from February to March 2024.

1.6 Definition of Terms

1. Product is defined as the perceived quality, variety, taste, innovation, nutritional value, and customization options associated with Subway's menu offerings, as assessed by respondents through a structured survey questionnaire. This includes participants' subjective evaluations of the texture, flavor, and taste customization, as well as their perceptions of Subway's commitment to innovation and nutritional value in comparison to other fast food options.

2. Price is defined as the alignment of Subway's prices with its brand image and product quality, as well as the perceived value of its products in relation to prices. Additionally, it encompasses the affordability of prices within individual budgets, the transparency of communication regarding pricing and associated costs, and a direct comparison of Subway's pricing competitiveness against other fast food brands.

3. Place is defined as the collective assessment of consumers' perceptions and experiences related to the physical locations and channels of Subway. The dimensions covered include the convenience of physical locations, considering factors like proximity and ease of access; the perceived convenience of purchase options, encompassing both in-store

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and online channels; the subjective assessment of store ambiance, focusing on the overall atmosphere and environment; the perceived accessibility of Subway locations, considering public transport and private car options; and the positive contribution of the overall layout and design of Subway stores to the dining experience.

4. Promotion is defined as the consistency of promotional message communication across different channels, the presence of exclusive offers and discounts, the clarity and comprehensibility of promotional information, the perceived frequency of engagement in promotional activities, and the impact of advertising and social media campaigns on increasing awareness and favorability toward the Subway brand.

5. People is defined as customers determining whether the service staff met or exceeded their expectations. It includes customers expressing appreciation for the promptness and efficiency of the service staff, as well as evaluating the professionalism and knowledge exhibited by the service staff in addressing inquiries. Furthermore, it involves the active solicitation and appreciation of customer feedback by Subway employees. The external image of Subway's service staff, encompassing attire and etiquette, plays a crucial role in shaping customers' overall impressions.

6. Process is defined by how Subway streamlines the ordering process for customer convenience, meets expectations for service and delivery speed, emphasizes order accuracy in personalized customization, efficiently resolves customer requests or complaints, and ensures an overall satisfactory experience throughout the consumption process.

7. Physical Evidence is defined by the contribution of the overall atmosphere and ambiance in Subway's stores, aiming to create a positive and enjoyable dining experience. It includes consistently high ratings and perceptions of the cleanliness and maintenance of Subway's physical facilities, spanning both online platforms and offline stores. Additionally, it considers the impact of the unique design and color shaping of Subway stores in attracting customer interest. The unique environmental design and facility layout of offline stores are also evaluated for their role in deepening brand recognition among customers. Moreover, the degree of technological integration, such as the incorporation of innovative technologies like digital menu boards or interactive displays, is assessed for its influence on enhancing the overall customer experience.

8. Purchasing decision is defined as the frequency of product purchases, indicating how regularly individuals engage in buying Subway items. Additionally, it considers the proactive nature of information-seeking, where individuals actively seek relevant information from Subway to stay informed. The variable also encompasses the endorsement and recommendation of Subway products, either through direct recommendations to friends or by sharing positive experiences on social media, reflecting a tendency for advocacy. Moreover, it incorporates high levels of reported satisfaction with purchasing experiences at Subway.

CHAPTER 2

LITERATURE REVIEW

This chapter makes a comprehensive review of relevant literature on product satisfaction, provides relevant concepts, theories and research methods, and introduces the basic situation of Subway in detail, aiming to provide sufficient theoretical support and empirical basis for this study. The literature review is divided into the following parts.

2.1 Current Situation of Subway & Chinese Light Food Market Overview

Subway is a multinational fast food chain founded in 1965 in the United States. At the beginning of its establishment, Subway relied on low-cost, healthy sandwiches and salads and other differentiated products to stand out in the U.S. fast food industry dominated by hamburger fries. It is the fastest expanding and largest single-brand chain in the world. However, since 2014, Subway's performance has been declining. At its peak, Subway had about 45,000 stores in 112 countries, and by November 2022, the number of Subway stores worldwide had fallen to 37,000, a loss of nearly 8,000 stores. So far, Subway's performance in China has been lackluster. Subway officially entered China in 1995, only five years after McDonald's and eight years after KFC, but today Subway is no longer comparable to the two.

According to the "2023 China Restaurant Franchise brand TOP 100 shortlisted brand Publicity" released by the China Chain Management Association, as of January 31, 2023, Subway has 535 stores in China, including 530 franchise stores and only 5 direct stores. Fast-food chains McDonald's and KFC have 6,043 and 9,981 outlets in China, respectively.

In June, Subway announced that it had signed a new master franchise agreement with Shanghai Fury Food Enterprise Development Co. to significantly expand its business in mainland China. Over the next 20 years, it aims to open nearly 4,000 Subway shops in mainland China, expanding its presence in the market seven-fold. On 24 August, Subway's website announced that the company had entered into a definitive agreement to acquire the company from affiliates of private equity investor Roark Capital.

Subway's main products are sandwiches, wraps, salads, such "light fast food" has been popular with consumers in recent years. According to Meituan Takeout's "Big Data Report on Light food Consumption", it is estimated that the domestic light food market will exceed 100

billion yuan in 2022, and gradually account for about 10% of total catering revenue within five years. Many brands have begun to seize the opportunity to adjust their products. At present, the Chinese market "light fast food" consumer group is rising. Data from the China Jing Industrial Research Institute shows that the size of China's light salad market users was only 2 million in 2017, and gradually grew to 11.8 million in 2020. For the overall population of our country, the penetration rate of light food salad is low, and the development space of users is still very broad. Therefore, the future of this market competition will be more intense.

This year, a group of young people who are keen to lose fat have been looking for low-calorie meals from fast food brands. In recent years, more and more consumers pay attention to nutrition and health, and promote the development of "light fast food". Zhang Yi, CEO of IIMedia Consulting, pointed out that "light fast food" not only meets the lifestyle of young people and urban busy people, but also the demand of mass consumers for healthy, convenient and diversified dining choices is increasing, so the Chinese consumer market has a great market space. But Subway, which has been obsessed with rapid store expansion and prides itself on healthy fast food, has lagged in product innovation. The interviewees all said that they ate Subway as a fitness meal. Subway's product is too simple, its main product is the sandwich. Since the beginning of this year, a group of young people who are keen to lose fat have looked for the low calorie diet of fast food brands, setting off a wave of happy fat reduction trend, brands and businesses to take aim at this new opportunity to make a lot of changes. In February, McDonald's launched its fat-reduction meal menus, "de-sauced" hamburgers and labeled calories. In June, KFC Grandpa Farm also launched a new fat reduction "meat and vegetable many roll single meal", the United States called "happy not reduced, balanced double a meal" in addition, there is no shortage of Luckin, Starbucks, Tims and other coffee brands to join the cross-border, new Chinese fast food such as chicken also began to pursue healthy low-fat concept. Industry experts believe that with the pursuit of low-salt and low-oil food and healthy life concept, the future of this kind of catering market competition will be more intense.

Zhang Yi believes that the reason why Subway can develop rapidly in the international market in Europe and the United States is the key reason for low prices, but the current Chinese market does not show price advantages: in addition, its previous good reputation, expanding to thousands of stores is theoretically an opportunity. Zhu Danpeng analyzed that light fast food is favored by the new generation of consumers and specific consumer groups, but the key issue is how to match the overall quality, cuisines and product structure. In the early stage of entering the Chinese market, Subway rarely launched new products or made some local improvements to the preferences of Chinese consumers, and the current transformation should be to embrace the young to make adjustments. On its website, Subway said it will focus on sales growth, menu innovation, restaurant modernization, overall

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customer experience improvement and international expansion. Chinese food industry analyst Zhu Danpeng pointed out that behind the sale of Subway, more should be the adjustment of the entire model, including brand renewal and product matrix changes, and even involve changes in the catering scene.

2.2 Behavioral Theory of Consumer Purchasing Decision

The theory of consumer decision behavior has experienced continuous evolution and enrichment from the past to the present. In the past, hierarchies of needs like McLeod. (2007) emphasized the hierarchical nature of human needs, arguing that consumer behavior is driven by the satisfaction of basic needs. The "cognitive Dissonance theory" proposed by Kim. (2011) focuses on how people seek consistency and tries to explain why consumers adjust their attitudes or behaviors in order to eliminate psychological discomfort. At the same time, "social learning theory" (Rotter, 2021) emphasized the influence of observational learning on behavior, stating that consumers learn and imitate by observing others. Over time, the "planned behavior theory" (Lavuri, 2022) proposed the influence of cognitive and social factors on behavioral intent, including attitudes, subjective norms, and perceived behavioral control.

In addition, with the development of fields such as psychology and neuroscience, theories of consumer decision-making behavior have also evolved. A growing body of research focuses on emotions, reward systems, and cognitive psychology in an attempt to gain insight into the neural mechanisms and emotional factors underlying consumer decision making. At the same time, the advent of the digital age has spawned new areas of research, such as online consumer behavior, the impact of social media on decision making, and personalized marketing. Taking the development of big data as an example, (Zhang, 2020) With the development of large data analysis technology in modern network economy, many online platforms or enterprises participating in e-commerce will collect consumers' personalized behavior information and use big data analysis and processing technology to integrate and extract effective information. Make targeted recommendations to consumers accurately. Under the attraction of this "tailored" promotion model and marketing method, it is easier to stimulate consumers' interest and even change consumers' demand preferences, thus significantly improving the substitution effect of related goods. At the same time, because the era of big data makes product information quantified, transparent and accessible, consumers can also independently collect information about expected products, read relevant big data analysis conclusions, realize rational consumption, and maximize the expected utility

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In general, the theory of consumer decision behavior has developed from the simple demand theory in the past to a more comprehensive and diversified theoretical system today. They provide deep insights that help explain and predict consumer behavior in different contexts, providing important guidance for businesses to develop more targeted and effective marketing strategies.

2.3 Influencing Factors of Consumer Purchase Decision

2.3.1 Cultural, Social and Personal Factors

Kotler, the father of modern marketing, put forward in his Marketing Management book (2005) that the three major factors that have a profound impact on consumer purchasing behavior are cultural factors, social factors and personal factors.

The first is cultural factors, including culture, subculture and social class. Its influence is the most extensive and the most profound, it is the most basic determinant of human desire and behavior. Much of human behavior is learned, and children who grow up in society learn a set of basic values, perceptions, preferences, and overall concepts of behavior through socialization in their families and other institutions. A large number of examples show that due to different cultural backgrounds, consumers in different countries show obvious differences in consumer concepts and consumption behaviors. Cultural factors have an impact on consumer behavior, and consumer behavior will enhance cultural expression.

The second is social. The purchasing behavior of consumers is always influenced by many social factors, including some relevant groups around consumers, families, social roles and social status.

The relevant group refers to the recognition of the group by consumers and the adoption of the values and behaviors of the relevant group members. Relevant groups can serve as reference and information sources for consumers, and the behavior of customers is likely to be the same as that of relevant group members. For example, consumers stop using a brand product or service because they are influenced by members of a related group. Social class refers to an open group of certain people with similar social status. Social class has a certain impact on many aspects of consumers' lives, such as their attitudes, beliefs, entertainment and education.

The third is consumer personal factors, including two aspects of the content: (1) Stability factors: mainly refers to some consumer personal characteristics, such as occupation, age, gender, family income, etc. Stability factors can not only affect the consumers and decision makers involved in household decision-making, but also affect the decision-making speed of

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the consumer's purchase decision-making process. (2) Random factors: Random factors refer to the specific occasions and conditions that consumers have when making purchase decisions. Consumer purchase decisions are sometimes made in unexpected circumstances, or due to certain circumstances that will delay or shorten the process of consumer purchase decisions.

2.3.2 Service Marketing 7Ps

As we all know, 7ps is an extension of 4Ps, 4Ps refers to the four elements of product, price, channel and promotion, which was proposed by Professor Jerome McCarthy in 1960 in his "Basic Marketing". The 7Ps theory has been well supplemented from the aspects of customer relationship, service concept and convenience of consumption. Its application value is still applicable to the vast majority of industries. From the perspective of consumers to contact the consumption process, personal interaction, effective information, communication and interaction feelings, product value experience, and post-consumption service experience, these can not only affect the willingness to consume, but also affect the brand value and enterprise benefits. The following part reviews and summarizes the literature on 7 factors.

Product: Any tradable product defined in marketing as meeting the needs of the market and having its own special attributes or functions as a valuable selling point. In practical applications, it is not only necessary to define, but also to elaborate the scope of coverage, such as service, category, specification, design, color, texture, packaging, as well as brand and trademark, all of which we can control.

Product or service offerings are at the heart of all company marketing efforts. Usually, this is the starting point in the creation of a marketing mix (Darmawan, 2006). The product is more directed at how the organization can comprehensively develop its services so that the needs and desires of customers can be met. These services include new services and competing services (Reichheld & Sasser, 1990). Kotler and Armstrong (2010) define a product or service as everything that is offered to the market to realize the desires or fulfill the needs in the form of goods, services, enrichment of experience, events, places, property, people, organizations, information and ideas. Determining product components in the form of services is a difficult task because service products are intangible and can be seen at various levels. Lovelock and Wirtz (2021) identify two main levels of service products. This is a core service product and offers additional or additional services. The core service product is the general service concept, which the company wants to offer and its reasons for being in the market.

The most important element of a service product is quality. This quality can be checked at the level of core service products as well as at the level of service added. Product quality has strategic considerations because of its important role in customer satisfaction and organizational performance (Chen et al., 2012). Many businesses today recognize that they

can compete more effectively by differentiating themselves in terms of quality of service which means it is produced by quality human resources as well as through the performance of each individual.

Gronroos (2008) states that an organization's competitive advantage is determined by the quality and value of goods and services. Darmawan (2009b) states that service quality is the view of service users towards the accumulation of ways of service that exceeds the expectations of users. According to (Perreault et al., 2011), the customer's point of view is very important to consider in order to better understand what is offered so as to satisfy customer needs. Every service provider should consider providing quality services by understanding their customers.

Price: Price means the pricing done wisely by the organization. Kotler (2015) explain the price determined must be in accordance with the vision, mission, goals of the organization. In addition, the price to be determined by the organization must be considered and adjusted to the demand and competition.

The service pricing should be such as to provide value addition and quality indication to the customers (Ng et al., 2012). Customers see price as a key part of the costs they must incur to obtain wanted benefits (Day & Crask, 2000). To calculate whether a particular service is worth it, they may go beyond just money and also assess the outlays of their time and effort (Zeithaml et al., 2008). Otherwise customers have a lot of alternatives to choose in the market and can easily switch over from one service provider to other who promises to offer better goods/services at lower prices (Bhardwaj, 2007; Valenzuela, 2010; Lees et al., 2007).

Smith (2012) emphasizes the need for pricing decisions influenced by customer orientation. Many customers will refuse to buy a service if the price is too high. The result is that the organization will have to give up market share to its competitors. Likewise, if the price is too low, the organization will release the opportunity to make a profit proportionate to the value it creates for the customer. Pricing decisions taken by any organization must be driven by customer-related pricing objectives, including customer attractions, retention and customer satisfaction. Customers are becoming more price-sensitive and less loyal (Low, 2012). Customer attrition has become a real and pressing concern. Therefore, service marketers must not only set prices that target customers are willing and able to pay as a low cost, but also convey the message that they are getting more in using that particular product or service (Clemes et al., 2010). Many marketing researchers investigated that pricing is an important key driver for different customer related variables such as, attraction, satisfaction, retention and loyalty (Low, 2012; Lees et al., 2007; Mavri & Ioannou, 2008; Manrai & Manrai, 2007; Gupta & Dev, 2012).

Place: Place represents the strategic distribution channels and locations utilized by businesses to make their products or services accessible to the target market. According to

Philip Kotler, a prominent marketing scholar, place encompasses the decisions and activities involved in selecting and managing the most suitable channels, intermediaries, and physical or virtual locations to facilitate the transfer of goods or services from producers to consumers. This includes considerations of logistics, channel management, retailing, and e-commerce strategies.

Place is pivotal in shaping consumer accessibility, convenience, and overall satisfaction. It involves assessing and optimizing the geographical, logistical, and technological aspects of distribution to ensure efficient product availability while minimizing costs (Rainisto, S. K., 2003).

The significance of place within the marketing mix lies in its ability to directly influence consumer purchasing behavior by impacting convenience, availability, and accessibility of products or services. Strategic placement and distribution can enhance brand visibility and market penetration, thereby contributing significantly to a company's competitive advantage within the marketplace.

Promotion: This element is more special, promotion is not only to do sales, has the role of brand publicity, but also has the components of market research and public relations, but also has a close relationship with the price element, and has a relationship with the overall marketing planning several nodes, such as advertising promotion, public relations activities, market research, competitive strategy execution, brand image and market education.

McDaniel et al., (2011) stated promotion related to the means used by marketers to inform, persuade and remind current and potential customers of their products and services in order to influence their opinions or get responses. They further noted that communication can emphasize information, persuasion or reinforcement of various themes. Communication is said to be effective if the organization is able to fulfill what the target market needs and wants. According to Kotler (2015) the communication process consists of identifying who is being targeted, clarifying the response sought, developing the message conveyed, choosing the right media, selecting sources that have specific characteristics and collecting and evaluating feedback. Promotion consists of activities such as advertising, direct promotion, sales promotion, use of salespeople, public relations. Each of these promotional tools has its own advantages and disadvantages. The choice of promotional tools must be adjusted to the budget but still must be aware of the important role of marketing communication.

People: The people involved in the service process are important variables in the service marketing mix. This leads to all human interactions that play a role in service delivery and affect customer perceptions about service quality (Lovelock and Wirtz, 2021). The attitudes and behavior of service providers, their dress codes and their personal appearance influence customer perceptions of services (Zeithaml et al., 2009).

The success of an organization will be achieved if it has a qualified and dedicated service provider because marketing activities cannot be carried out effectively if there is no involvement of service providers who have these criteria. The service provider is a strategic part that represents the institution because it will deal directly with external customers so they must be able to show their professionalism, be polite, feel empathy. Therefore, service management efficiency is needed for operational procedures when identifying and adjusting services. Research on the role of service employees in service quality by Farrell, Souchon & Durden. (2001) as well as studies that explicitly discuss the customer orientation concept of employee service conducted by Gazzoli, Hancer and Kim. (2013) shows that service employee behavior affects customer perceptions about service (Lemmink & Mattsson, 2002).

In the era of network marketing, the staff can directly or indirectly affect the target, but also affect the public's cognition and understanding, and even in many cases, it is due to the staff factors caused by the public relations crisis. For example, for enterprises that do network marketing, all publicity and customer service work is conducted by staff and target consumers in the network communication and interaction, and the "distance" between them is much closer than that between staff and consumers in traditional marketing. These staff who are in close contact with target consumers can be divided into internal staff and external staff. For example, internal staff includes operations, customer service and other staff, while external staff includes spokespersons, Internet celebrity Kols and other hired staff.

The most commonly heard Slogan of enterprises is "customer-centric" or "people-oriented", which is the people-oriented strategy. Customers are the main source of benefits for enterprises, and what many enterprises strive for in market competition is customers. Marketing is to create a sales environment suitable for customer consumption through the nature of human nature. In other words, enterprises and target consumers through "close" interaction and communication to produce a good link and transaction relationship, and through continuous improvement of this relationship, deepen the memory and penetration of the brand concept, and achieve the improvement of brand value.

Physical evidence: Physical evidence leads to the environment where services are delivered and where service providers and customers interact, and any tangible commodities that facilitate service performance or communication (Darmawan, 2009b). The site environment deployed by the staff in the offline store and the products and facilities in it, the environment and equipment deployed for the online product experience display, etc., all the designs designed to enable customers to perceive, and the tangible objects used are covered in this part.

Physical evidence is an interest in creating a customer-friendly atmosphere in the environment and work (Darmawan, 2021). Customers actively create their own individual

meanings from certain service offerings from the physical environment. The physical environment needs to be such that, in the final analysis, customers must regard the service as good quality and must make them want to continue using it. The physical environment is thus an important factor used by customers to evaluate the services offered. Lovelock and Wirtz (2021) argue that service businesses need to manage the physical environment with extreme care because they have a significant impact on customer satisfaction. Koernig (2003) argues that elements of the physical environment encourage emotions, which often have an impact on people and objects in the surrounding area as well as their perceptions and assessments regarding satisfaction, the value of products or services, service quality, prices, and their attitudes towards service providers.

Through physical evidence, so that customers can effectively feel the value of products and services. It is the initial stage of marketing to enable customers to perceive the physical form and information form of a product. When customers initially perceive the value of a product, we need to enable them to enter the marketing environment more quickly and effectively through physical evidence. Therefore, the customer's experience of the product and interaction during this period is an important influence to promote consumers to make purchase decisions.

Process: The service process is used to measure whether the services established by the organization have systematic, customer-oriented procedures so that the services provided can be successful. The service process also determines how the system is connected to make the value proposition promised to customers (Lovelock & Wirtz, 2021).

The coverage of process management is quite extensive, such as the communication process and interaction process before customers obtain products, the experience process of customers in the purchase process, and the service process of customers after consumption and purchase. From a service provider perspective, services are processes that must be designed and managed to create the desired user experience. Without a successful service process, the service provider will not succeed because users may be frustrated with the treatment of it. Actual service steps perceived by the user or service operational flow also provide evidence to the user to assess the service. Poorly designed processes tend to annoy them because they frustrate and frustrate users.

In the planning and construction of marketing environment, we must first plan the process and take it as the main axis to make efficiency control plans for personnel, equipment, sites, etc., and several processes of the plan are to achieve a certain strategic level goal, and the process of achieving this goal is process management.

For example, the process management of personnel will involve the management of relevant service processes such as behavior, etiquette, speech, attitude, etc., so that it will become a process to promote customers to establish a positive relationship in the marketing

environment. The environmental design of the site and equipment also needs corresponding management. How to deploy the equipment with different functions can not cover up the product in the marketing scene, and can form the best foil and support for the product, and make the customer take the initiative to cater to the psychological and behavioral habits.

Summary: In the 4P theory, the product elements mainly focus on the production design and market of the product, while in the 7P theory, the product elements also involve the interactive communication level between the staff and the customer, the display form and method level, as well as the position and interaction relationship of the product in each marketing process.

In the past price, place, promotion elements, it is difficult to accurately control the participants' psychology and behavior effectively. Just as price is a factor of consumer concern, it is even more important at the physical evidence and participant level. The physical evidence and process management required by the channel network are essential key links at the level of enterprise operation. Promotion is not only the accelerated cultivation of corporate image and brand, but also the main method to reach the target consumers directly and quickly, and the interactive communication between the participants, environmental design, process principles, etc., are the key parts to ensure effective reach.

Although only three new elements are added in the 7Ps theory, the content involved in the whole system increases by a geometric multiple, and the previous product marketing is transformed into service marketing. In the process of practice, we have a clearer understanding of the relationship between the participants, the awareness of display design and consumption, and the process management of all links can make the development of enterprises more competitive in the market, and the relationship between customers and brands can achieve the goal of loyalty cultivation by strengthening the marketing elements.

2.4 Measurement and Evaluation of Purchasing Decision Behavior

There are many indicators to measure and evaluate the purchasing decision behavior of consumers, some of the main ones include:

1. Purchase Intention: the degree to which consumers are willing to purchase a product or service in the future. This is an important predictor of actual buying behavior (Wee, 2014).

2. Purchase Frequency: The number of times a consumer purchases a specific product or service within a certain period of time. Frequent purchases may indicate loyalty or a preference for a product (Liu, 2007).

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3. **Purchase Amount:** The amount spent by the consumer in one or more purchases. This can reflect their perception of the value of the brand or product (Koskie & Locander, 2023).

4. **Purchase Decision Process:** The decision-making process of consumers before purchase, including demand identification, information search, evaluation, purchase decision and post-purchase behavior. Understanding the process can help assess buying intentions and behavior (Lăzăroiu, 2020) (Petcharat, 2021) (Morwitz, 2007).

5. **Purchase Satisfaction:** Consumers' satisfaction with the products or services after purchase. High satisfaction can lead to repeat purchases and increased loyalty (Tsiotsou, 2006).

6. **Brand Loyalty:** consumers' preference and degree of loyalty to a particular brand. This can be measured by consumers' repeated purchases of a particular brand or positive reviews of a particular brand (Dawes & Meyer-Waarden, 2015).

7. **Information Search Behavior:** Consumers' behavior of obtaining and referring to information before purchasing. This can reflect the consumer's attention to the product or service and the decision-making process (Peterson & Merino, 2003).

8. **Observational Purchase Behavior:** To observe and record consumers' actual purchase behavior, including their choice, time, place and purchase motivation (Sinha, 2005) (Hui, 2009).

9. **Purchase Channel:** Purchase channel selected by consumers, such as online purchase, physical store purchase, etc. This can reflect consumers' preference for purchasing experience and convenience (Pantano & Priporas, 2016).

These indicators can be used individually or in combination to help analyze and evaluate consumers' purchasing decisions. They provide important information about consumer behavior and attitudes, helping businesses understand market needs, improve products and services, and develop more targeted marketing strategies. According to the empirical studies of Zhou (2023), LIVERONIKA (2021) and Yang (2019), I summarized and extracted five indicators to measure purchase decision from the questionnaires, which are purchase frequency, information search behavior, satisfaction, repurchase intention and recommend intention.

2.5 Summary of Research Status

Throughout the domestic and foreign research literature, the existing research results mainly focus on the qualitative discussion in the study of the purchasing decision-making behavior of consumers in the catering industry, that is, the abstract summary of the factors affecting the consumption behavior of a restaurant, and then put forward relevant solutions.

Among the few papers that have conducted empirical research, they do not systematically start from the influencing factors of marketing, but more from more detailed and specific factors. Research by Utama (2020) show that factors such as Drive Through, Take Away, Delivery, Taste & Quality and Service are statistically proven influence consumer behaviour in choosing fast-food restaurants such as McDonald's. Zhou and Chen (2008) concluded from the empirical analysis of factors affecting the purchase decision of Chinese and Western fast food that the factors that have a great influence on the purchase of Chinese and Western fast food are taste, time and speed, environmental atmosphere, gender and lifestyle.

Empirical studies in the catering industry are more common in the study of factors affecting customer satisfaction. For example, Yuan, Li, Zhong and Gu proposed four factors affecting the perception of dining environment and established the perception model of dining environment in fast food restaurants. After obtaining the data, the spear-man correlation analysis and multiple regression analysis were used for analysis and research. The results show that hygiene, layout, light and music all affect the perception of the dining environment. Hygiene has the greatest impact on the perception of dining environment. ODILE believes that customer satisfaction should be improved through personalized service, that is, chain fast food restaurants should be more predictable, meet customer needs, and give customers appropriate greetings. Tao, Li and Gu established a product-customer satisfaction relationship model for Chinese fast food restaurants, put forward relevant hypotheses, and finally showed that there was a positive correlation between the cost performance, taste and portion size attributes of Chinese fast food products and the overall product satisfaction. However, this kind of empirical research generally tends to analyze a certain type of satisfaction, such as the relationship between restaurant environment and customer satisfaction, the relationship between personalized service and customer satisfaction, and the network between product and customer satisfaction.

Different from the above studies, this study takes Subway as an example and lists seven factors that affect purchasing decisions based on 7ps service marketing theory through literature review. The purpose is to systematically and comprehensively study the factors that affect consumers' purchasing decisions, and draw two main points: First, study which factors can affect purchasing decisions and the degree of influence. Second, the regression model of purchasing decision behavior is obtained through regression analysis

2.6 Theoretical Framework & Hypothesis

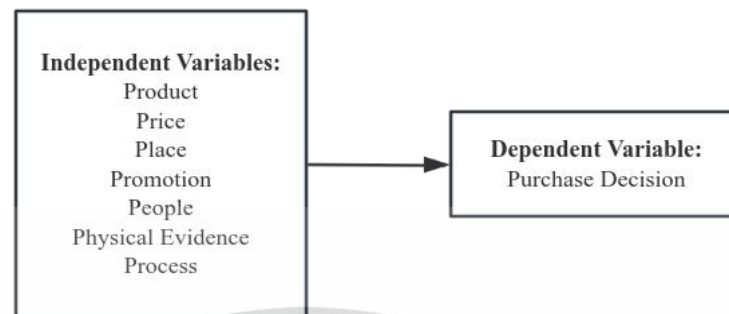


Figure 2.1: Conceptual Framework

Based on the literature review that has been discussed, a research model depicting the seven factors and purchase decision is illustrated in Figure 1:

H1: Product has a significant positive influence on Subway consumers' purchasing decisions.

H2: Price has a significant positive influence on Subway consumers' purchasing decisions.

H3: Place has a significant positive influence on Subway consumers' purchasing decisions.

H4: Promotion has a significant positive influence on Subway consumers' purchasing decisions.

H5: People have a significant positive influence on Subway consumers' purchasing decisions.

H6: Physical evidence has a significant positive influence on Subway consumers' purchasing decisions.

H7: Process has a significant positive influence on Subway consumers' purchasing decisions.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Population and Sample

In order to gain a deeper understanding of the purchasing behavior of Subway consumers and identify tailored promotion strategies, this study focused the survey on Subway's active users. Specifically, the study was aimed at Subway consumers in Tier 1 to Tier 3 cities in China, seeking insights from those who are in close contact with the Subway brand. The target demographic includes an unknown but relevant number of customers who have had contact with the Subway brand. In order to produce meaningful and representative survey results, we selected 385 people to participate in the survey. By focusing on actual users in these specific regions, the study aims to capture nuanced perspectives and feedback that can help develop a more targeted and region-specific approach to increasing Subway's product sales and brand awareness.

The following formula was used in this study to determine sample size:

$$n = \frac{Z^2 \times p \times (1-p)}{E^2}$$

n = required sample size

Z = Z-score corresponding to the desired confidence level (e.g., for a 95% confidence level, the Z-score is approximately 1.96)

p = estimated proportion of the population exhibiting a certain characteristic or outcome (if unknown, 0.5 is often used for maximum variability)

E = margin of error (desired level of precision)

This formula enables the estimation of the minimum required sample size for a given confidence level, margin of error, and an assumed proportion. However, using 'p = 0.5' ensures the maximum required sample size for a given margin of error and confidence level when the population proportion is unknown.

3.2 Research Instrument

The primary research tool for this study was a structured questionnaire designed to gather comprehensive insights on the purchasing decision-making behavior of Subway consumers in China.

The questionnaire is divided into two parts. The first part mainly investigates the personal information of consumers. This part mainly investigates the gender, age, education, monthly income, work, purchase method, and monthly purchase times of consumers. There are 7 questions, all single choice.

The second part mainly investigates the influence of marketing factors on consumers' purchasing decision behavior and purchasing decision behavior. Marketing factors include 7 factors: product, price, place, promotion, participants, physical evidence and process. Purchase decision behavior is measured and evaluated by frequency of purchase, repurchase intention, word-of-mouth communication, satisfaction and information collection. This part uses a five-level Likert scale with a total of 40 questions.

3.3 Data Collection

The data collection process of this study adopts the "Questionnaire star" platform to effectively collect customer information through online questionnaires.

In order to maximize the participation, this study collected online on multiple platforms, such as "Wechat", "email", "Weibo", "Little Red Book" and other platforms to share the link of the questionnaire. After the respondents answered the questionnaire, they clicked the button to submit the questionnaire, and the data would be uploaded to the background of our "Questionnaire Star" platform.

Choose different social media platforms for distribution, and the group audience of each platform is somewhat different. For example, the respondents of wechat platform are relatively diversified in both age and occupation, because wechat media has a high penetration rate in China. Email targets more office workers and tends to be older. Weibo and XiaoHongshu, two emerging social media platforms, are highly interactive and communicative, so the respondents are more diverse and tend to be young at the age level.

This multi-pronged approach aims to obtain a wide range of responses and ensure a representative sample. After completing the data collection phase, a thorough cleaning process will be performed to remove any incomplete or inconsistent responses. Subsequently, statistical analysis was performed to derive meaningful insights.

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This multi-pronged approach aims to obtain a wide range of responses and ensure a representative sample. After completing the data collection phase, a thorough cleaning process is conducted to remove any incomplete or inconsistent responses. Subsequently, statistical analysis was performed to derive meaningful insights.

3.4 Reliability and Validity Analysis

3.4.1 Reliability Analysis

Reliability Analysis serves as a fundamental method to ascertain the consistency and stability of measurements within research or assessments, ensuring the credibility and accuracy of collected data. In order to ensure the reliability and validity of the questionnaire data, it is necessary to test the reliability and calibration of the questionnaire before regression analysis. This paper uses Cronbach's α reliability coefficient method to test the stability. Statistical software was used to analyze the data. Cronbach's α coefficient range $\in [0,1]$. When Cronbach's α coefficient $\in [0.7,1]$, the internal consistency of the scale is good, indicating that the data are highly credible.

The need for measuring reliability in questionnaires stems from the necessity to ensure that the questions or items being used consistently capture the intended concepts or traits. Assessing reliability helps researchers verify that the questionnaire is dependable and yields consistent results over repeated administrations. In essence, it validates the questionnaire's efficacy in measuring what it intends to measure, providing confidence in the data's accuracy and consistency. Reliable instruments ensure that findings or outcomes are trustworthy, contributing to the validity and integrity of research outcomes.

3.4.2 Validity Analysis

Validity testing is usually used to test the validity and authenticity of questionnaire scales. In this questionnaire survey, the purpose is to test whether the respondents express their true intentions in the case of scoring. In the validity test, KMO test is generally used to test the correlation between variables, and Bartlett's spherical test is used to test the independence between variables. In general, exploratory factor analysis needs to judge whether it is suitable for factor analysis according to the KMO value. When the KMO value is between $[0,1]$, the more the value tends to 1, the more suitable for factor analysis, and vice versa. The higher the significance level of Bartlett sphericity test value, the more suitable for factor analysis. In factor analysis, principal component analysis is used to extract the factors

with more prominent features, and then the factor load matrix is obtained by rotating with the maximum variance method.

3.5 Analytical Methods

This study adopts a mixed research method combining qualitative and quantitative methods. It mainly includes three methods: literature research method, questionnaire method and quantitative analysis method, each of which is an indispensable key factor for the smooth progress of this research and will be introduced in detail below.

First, literature research method. Make full use of China National Knowledge Network, Google Academic and other information network resources and books. This paper searches and selects literature on academic websites such as CNKI with keywords such as fast food purchase decision, planned behavior theory, consumer decision making and service marketing, and carefully read them. At the same time, it also understands relevant papers and monographs, understands the current classic research theories and latest research trends in related fields, deepens the understanding of this research topic, and determines the focus and possible innovation points of this research.

Second, questionnaire survey method. Questionnaire method refers to the process of designing questionnaires, collecting questionnaires and screening questionnaire data. The questionnaire design of this study takes the independent variable of model construction as the basic measurement content, and draws on the items of classical scales at home and abroad. The questionnaire collection is divided into two stages: pre-survey and actual survey. Pre-survey refers to the pre-survey of small samples, the collection of suggestions for modification, and the formation of the final questionnaire. The actual survey lasted for one month, and the questionnaire was distributed online through WeChat, QQ, Weibo and other social software, in an effort to expand the coverage of the questionnaire, meet more extensive data and ensure the scientific research of the problem. The main object of the questionnaire survey is Subway consumers and potential consumers, mainly to collect Subway products, prices and other specific information. In the process of questionnaire recovery, the questionnaire was checked, and the invalid questionnaires with obvious missing items, continuous checking of the same answers, too short filling time and other problems were eliminated to ensure the quality of the recovered questionnaires.

Third, quantitative analysis. This study is based on the collected questionnaire data for quantitative analysis, mainly using SPSS24 for analysis. The quantitative analysis is divided into two parts: In the first part, SPSS24 is used to complete the operation. Firstly, the reliability and validity test of the data is completed, and then descriptive statistical analysis

and ANOVA based on control variables are carried out on the data to understand the demographic characteristics of Chinese consumers of Subway and understand the differences in the perception of different groups of factors affecting the purchase decision. In the second part, SPSS24 is used to conduct regression analysis, complete the verification and correction of the purchase decision equation model, and determine the influencing factors of Subway's Chinese consumers' purchase decision, as well as the influence degree of each factor.

3.6 Regression Analysis

In this paper, there are 7 influencing factors, which are defined as independent variables, and consumer purchasing decision-making behavior is the dependent variable. The 7 independent variables are represented by X1-X7 and the dependent variables are represented by Y by the mathematical model. The representation of each variable is as follows. The multiple linear regression model is established as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7$$

In order to test hypothesis H1 to hypothesis H7, this paper adopts multiple linear regression analysis to empirically test the influence of various variables on Subway consumers' purchasing decisions. SPSS software was used for statistical analysis of the model.

In multiple linear regression analysis conducted through SPSS, a comprehensive understanding of key indicators significantly contributes to deriving meaningful conclusions.

R-squared (R^2) acts as a cornerstone, indicating the proportion of variance in the dependent variable that the model explains. Ranging between 0 and 1, higher values suggest a better fit between the model and the actual data. However, a high R^2 might also signal overfitting, necessitating caution in interpretation.

Coefficients play a pivotal role, showcasing the impact and direction of each independent variable on the dependent variable. Positive coefficients imply a positive relationship, while negative coefficients denote an inverse association. These values quantify the change in the dependent variable for a unit change in the independent variable.

Standardized coefficients are instrumental in comparing the relative importance of different independent variables, especially when the variables operate on varying scales. They represent the effect size of each predictor on the dependent variable after standardization, enabling a fairer comparison of their influences.

T-values and p-values serve to evaluate the significance of coefficients. A low p-value (typically < 0.05) indicates that the coefficient significantly differs from zero, suggesting a substantial impact of the independent variable on the dependent variable. The t-value assesses

the ratio of the estimated coefficient to its standard error, with larger t-values implying greater significance.

Residuals, the differences between observed and predicted values, are critical for evaluating model accuracy. A random distribution of residuals indicates a well-fitted model, whereas non-random patterns might highlight issues that need further exploration or model refinement.

Collinearity diagnostics, notably the Variance Inflation Factor (VIF), scrutinize multicollinearity among independent variables. VIF values exceeding 10 signify stronger correlations between predictors, potentially affecting the reliability of individual coefficient estimates. High collinearity demands careful interpretation and sometimes necessitates variable adjustments or alternative modeling strategies.

While each metric holds significance, emphasizing R-squared for model fit, coefficients for variable influence, p-values for significance testing, and residuals for model accuracy provides a holistic approach to interpreting multiple linear regression analyses in SPSS. The above indicators and values play an important role in multiple linear regression analysis, helping to understand the degree of fit of the model, the influence of independent variables on dependent variables, and possible problems, so they need to be focused on. Through comprehensive analysis of these indicators, we can draw meaningful conclusions and explanations for the research problem.

CHAPTER 4

ANALYSIS RESULT

In this chapter, we present the analysis results that form the core of this study. The analysis begins with the reliability analysis, ensuring the consistency and dependability of the data collected. Following this, we conduct the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity to assess the suitability of the data for factor analysis. We then provide a detailed overview of the demographic information of the respondents, offering insights into the characteristics of the sample population. This is followed by the presentation of the means and standard deviations for each variable, which help to summarize the central tendencies and variability in the data. The chapter culminates with the results of the multiple linear regression analysis, which examines the relationships between the independent variables and the dependent variable. Through this comprehensive analysis, we identify the significant factors influencing consumer purchasing decisions at Subway in China, based on the 7Ps marketing framework. This systematic approach ensures a thorough understanding of the data, enabling us to draw meaningful conclusions and provide valuable recommendations based on the findings.

4.1 Reliability Analysis

Table 4.1 Reliability Analysis of Each Variable

Variable	Cronbach's Alpha	N of Items
Product	0.873	5
Price	0.903	5
Place	0.904	5
Promotion	0.903	5
People	0.891	5
Physical Evidence	0.906	5
Process	0.904	5
Purchase Decision	0.895	5
Total	0.960	40

Cronbach's Alpha coefficient is used to test the validity of the data. The Cronbach's Alpha coefficient of this questionnaire is 0.96, and the Cronbach's Alpha coefficient of each

item is greater than 0.8, indicating that the internal reliability of this questionnaire item is acceptable.

4.2 KMO and Bartlett's Test

Table 4.2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.953
Approx. Chi-Square		10337.837
Bartlett's Test of Sphericity	df	780
	Sig.	.000

According to the results of the above exploratory factor analysis, it can be seen that the coefficient of KMO test is 0.953, and the coefficient of KMO test ranges from 0 to 1. The closer the coefficient is to 1, the better the validity of the questionnaire. According to the significance of Sphericity test, it can be seen that the significance of this test is infinitely close to 0, and the null hypothesis is rejected. Therefore, the questionnaire has good validity.

4.3 Demographic Information

Table 4.3 Demographic Information

Variable	Option	Frequency	Percent
Gender	Male	169	43.9
	Female	216	56.1
Age	<20 years old	59	15.3
	21-30 years old	157	40.8
	31-40 years old	74	19.2
	41-50 years old	58	15.1
	>50 years old	37	9.6
Educational Level	High School or lower	36	9.4
	Vocational School	120	31.2
	Bachelor's Degree	201	52.2
	Master's Degree	27	7.0
Work	Doctoral Degree	1	0.3
	Civil Servant	33	8.6
	Employee of Enterprise	117	30.4
	Individual Private Business	24	6.2

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Table 4.3 (Continue)

Variable	Option	Frequency	Percent
	Freelancer	74	19.2
	Service Staff	18	4.7
	Teacher	38	9.9
	Student	75	19.5
	Others	6	1.6
Monthly Income	<3000 CNY	74	19.2
	3001-5000 CNY	101	26.2
	5001-10000 CNY	120	31.2
	10001-20000 CNY	62	16.1
	>20000 CNY	28	7.3
Means of Purchase	Offline store	100	26.0
	Takeaway platform	174	45.2
	WeChat Mini Program	64	16.6
	Others	47	12.2
	None	4	1.0
Number of Purchases in the Past Month	1-4 times	139	36.1
	5-8 times	156	40.5
	9-12 times	55	14.3
	>12 times	31	8.1

According to the above analysis results, it can be seen that the numerical characteristics of the demographic variables reflect the distribution of the survey objects. The results of the gender survey show that the proportion of men is 43.9% and that of women is 56.1%. In terms of age, 21-30 years old accounted for 40.8%. In terms of academic qualifications, the sample is mostly college and undergraduate, accounting for 83.4% of the total number of subjects. In terms of occupation, most of the subjects were enterprise employees (30.4%), freelancers (19.2%) and students (19.5%). In terms of monthly income, the sample size ranged from large to small: 5001-10000CNY (31.2%), 3001-5000CNY (26.2%), and < 3000CNY (19.2%). The majority purchased through delivery platforms (45.2 percent). Most people in the sample purchased 1-8 times in the past month, accounting for 76.6% in total.

4.4 Mean and Standard Deviation for Each Variable

Table 4.4 Mean and Standard Deviation for Each Variable

Product	Mean	S.D.	Level
Subway offers a wide variety of products, providing me with ample choices.	3.70	1.09	High
The texture and flavor of Subway products align well with my taste preferences.	3.69	1.12	High

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Table 4.4 (Continue)

Product	Mean	S.D.	Level
I perceive Subway as consistently innovating and surprising customers with its product offerings.	3.62	1.12	High
Compared to other fast-food products, Subway's offerings are perceived to have higher nutritional value.	3.71	1.16	High
I appreciate the ability to customize the taste of Subway products according to my preferences.	3.78	1.07	High
Price	Mean	S.D.	Level
Subway's prices align well with its brand image and the quality of its products.	3.46	1.21	High
Subway's products offer good value for the prices charged.	3.52	1.16	High
I find Subway's prices to be within my budget.	3.55	1.17	High
Subway is transparent in communicating its pricing and any associated costs	3.49	1.20	High
Compared to other fast food brands, Subway's pricing is competitive.	3.46	1.22	High
Place	Mean	S.D.	Level
Subway's location is highly convenient for me.	3.46	1.16	High
Subway's purchase options, whether in-store or online, are convenient for me.	3.48	1.16	High
Subway stores have a good ambiance.	3.46	1.22	High
The accessibility of Subway's locations, whether by public transport or car, is convenient for me.	3.48	1.18	High
The overall layout and design of Subway stores contribute positively to my dining experience.	3.56	1.18	High
Promotion	Mean	S.D.	Level
Subway consistently communicates its promotional messages across different channels.	3.50	1.13	High
Subway offers exclusive discounts and promotions.	3.50	1.17	High
Subway's promotional information, including offers and discounts, is presented in a clear and easy-to-understand manner.	3.56	1.18	High
Subway is perceived to frequently engage in promotional activities, such as special offers and discounts.	3.55	1.20	High
Subway's advertising and social media campaigns have significantly increased my awareness and favorability toward the brand.	3.49	1.18	High
People	Mean	S.D.	Level
Subway's service staff met or exceeded my expectations.	3.49	1.15	High
I appreciate the promptness and efficiency exhibited by the staff at Subway.	3.52	1.19	High
The professionalism and knowledge of Subway's staff in effectively addressing my inquiries are noteworthy.	3.59	1.12	High
In my experience, Subway employees actively seek and appreciate customer feedback, making me feel valued and heard.	3.58	1.15	High
I am impressed with the external image of Subway's service staff, including attire and etiquette.	3.65	1.14	High
Physical Evidence	Mean	S.D.	Level
The overall atmosphere of Subway's stores significantly contribute to a positive and enjoyable dining experience.	3.51	1.21	High
The cleanliness and maintenance of Subway's physical facilities are consistently rated high.	3.58	1.19	High

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Table 4.4 (Continue)

Physical Evidence	Mean	S.D.	Level
The unique design and color shaping of Subway stores attracted my interest.	3.48	1.22	High
The unique environmental design and facility layout of offline stores have deepened my brand recognition.	3.55	1.18	High
Subway stores integrate innovative technologies, such as digital menu boards, to enhance the overall customer experience.	3.51	1.19	High
Process	Mean	S.D.	Level
Subway facilitates an easy ordering process.	3.45	1.25	High
The speed of service and delivery at Subway met my expectations.	3.52	1.21	High
At Subway, emphasizing the assurance of order accuracy is integral to the personalized customization process	3.51	1.16	High
Subway efficiently resolves customer requests or complaints.	3.45	1.15	High
The entire experience of Subway's consumption process is highly satisfactory.	3.53	1.16	High
Purchase decision	Mean	S.D.	Level
I frequently purchase Subway products.	3.49	1.16	High
I proactively seek out relevant information from Subway.	3.53	1.17	High
I endorse Subway products, either through recommendations to friends or by sharing my positive experiences on social media.	3.43	1.17	High
My purchasing experiences at Subway consistently result in high satisfaction.	3.46	1.17	High
I eagerly anticipate making future purchases, looking forward to the buyback.	3.50	1.16	High

The above table shows consumers' overall evaluation of Subway's products, services and other aspects, showing a high level, with an average score of 3.53 points. In the product dimension, the average score of consumers' overall evaluation of Subway products is 3.70, which belongs to a high level. In the price dimension, the core of the evaluation is the rationality and perceived value of Subway's price, and the average score is 3.50, indicating that the perceived value is significantly higher. In the place dimension, consumers have a higher evaluation of Subway's channel design and layout, with an average score of 3.49. In the promotion dimension, it can be seen that consumers have a high degree of perception of promotional information, and the average score is 3.52. In the dimension of people, the evaluation of consumers on the overall service of Subway personnel is mainly investigated. The average score is 3.57, indicating a high level. The process dimension mainly investigated the rationality and scientificity of Subway's process design, and the average score was 3.49, indicating a high level. In the dimension of physical evidence, the author focuses on evaluating the sense of value brought by Subway stores and the layout and design of the brand to customers, and the average score is 3.53, indicating a high level. In the dimension of purchasing decision, the purchasing intention of consumers is mainly investigated, and the average score is 3.48, indicating a high level.

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Table 4.5 Mean and Standard Deviation of Seven Dimensions

Variable	Mean	Std. Deviation	Level
Product	3.701	0.907	High
Price	3.495	1.012	High
Place	3.490	1.003	High
Promotion	3.520	0.995	High
People	3.567	0.960	High
Physical Evidence	3.526	1.024	High
Process	3.491	1.005	High
Purchase Decision	3.481	0.979	High

Descriptive statistical analysis of variables can not only grasp the questionnaire data as a whole, but also better grasp the distribution of variables to judge whether each indicator meets expectations. As shown in Table 4.5, The mean of the variables is around 3.5, indicating that the respondents have a certain degree of certainty about the content of the questionnaire, and the standard deviation of each variable is around 1, indicating that the respondents have little fluctuation on the items of the questionnaire content. Taken together, such a characterization of the data shows an overall tendency for the sample data to be moderate and relatively stable. This analysis is helpful to preliminarily understand the overall trend of the data.

4.5 Multiple Linear Regression Results

Table 4.6 Multiple Linear Regression Results

Variable	Symbol	B	SE	Beta	t	p	VIF
(Constant)		.478	0.188		2.542	0.011*	
Product	X ₁	0.073	0.055	0.068	1.322	0.187	1.760
Price	X ₂	0.126	0.049	0.130	2.581	0.010*	1.708
Place	X ₃	-0.014	0.050	-0.014	-0.272	0.786	1.748
Promotion	X ₄	0.118	0.048	0.120	2.465	0.014*	1.587
People	X ₅	0.239	0.051	0.234	4.643	0.000***	1.715
Physical Evidence	X ₆	0.245	0.050	0.256	4.878	0.000***	1.850
Process	X ₇	0.060	0.051	0.062	1.188	0.236	1.819

R-square = 0.439 ; F = 42.228 ; sig = .000***

* p<0.05 ; ** p<0.01; ***p<0.001

R-square, also known as the coefficient of determination, measures the proportion of variance in the dependent variable that is predictable from the independent variables. R² ranges from 0 to 1. R² value of 0.439 indicates that 43.9% of the variance in the dependent variable (consumer purchasing decisions) is explained by the regression model. This suggests that the independent variables included in the model collectively account for nearly half of the

variance in consumer purchasing decisions. In social sciences, an R^2 value between 0.2 and 0.4 is often considered a good result due to the complexity of human behavior and social phenomena. R^2 of 0.439 indicates a reasonably good fit for the model, but it also suggests room for improvement.

F value: $F=42.228$ indicates that the combined explanatory power of all independent variables in this regression model is significantly higher than that of a model without any independent variables. The larger the F value, the stronger the joint explanatory power of the independent variable to the dependent variable. In multiple linear regression, a high F-value indicates the overall significance of the independent variable, that is, the independent variable has a significant effect on the dependent variable. This high F-value combined with a very low p-value (sig =.000***) indicates that the model as a whole is highly significant. In practical applications, the significance test of the F-value can help researchers confirm whether the model is statistically significant. Especially when dealing with multiple independent variables, the F-test provides an evaluation of the overall validity of the model.

P-value: Significance level is used to judge the significance of statistical results. The P-value represents the probability of observing data or more extreme data if the null hypothesis is true. In general, a P-value of less than 0.05 indicates that the result is significant at a 95% confidence level. $P<0.001$ indicates that the regression model is significant at very high confidence levels. A low P-value indicates that the results did not occur by chance, but were statistically significant. In scientific research and statistical analysis, significance level is an important criterion to judge whether the results are reliable. A very low P-value, such as 0.000, means that the results of the study are very reliable and can strongly support the research hypothesis.

In this study, 7 influencing factors are defined as independent variables, and consumers' purchasing decisions are dependent variables. The 7 independent variables are represented by X_1 - X_7 , and the dependent variables are represented by Y . The variables X_1 , X_3 and X_7 are excluded from the model because they were not found to be statistically significant predictors of Y . The multiple linear regression model is established as follows:

$$Y=0.478+0.126*X_2+0.118*X_4+0.239***X_5+0.245***X_6$$

As can be seen from Table 3, VIF values are all less than 10, indicating that there is no multicollinearity problem between independent variables. According to the regression coefficient Beta, the influence degree of each influencing factor is physical evidence (0.256)>people (0.234)>promotion (0.12)>price (0.089).

Price (Beta=0.089, $P=0.010^*$) has a significant positive impact on the purchasing decision of Chinese Subway consumers. Although the impact is relatively small, it shows that price is still an important consideration for consumers when choosing Subway. In China, with the improvement of residents' living standards and consumption power, consumers pay more

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attention to cost performance in fast food consumption. Reasonable and competitive prices can attract more consumers. By offering discounts, package offers and other pricing strategies, Subway can not only increase consumers' desire to buy, but also increase their satisfaction and loyalty.

Promotion (Beta=0.12, P=0.014*) has a significant positive impact on the purchasing decision of Chinese Subway consumers. Promotional activities play an important role in stimulating consumer purchase behavior. Promotions, such as limited-time offers, member discounts, buy one get free, etc., can provide short-term purchase incentives to capture consumers' attention. With the development of digital marketing and social media, Subway has increased brand exposure and attracted potential consumers through a combination of online and offline promotions. Effective promotion not only leads to direct sales enhancement, but also enhances brand awareness and reputation, thus promoting long-term consumer loyalty.

People (Beta=0.234, P=0.000*) has a significant positive impact on the purchasing decision of Chinese Subway consumers, indicating that the service quality of employees is the key factor affecting the consumer experience. In the service industry, especially the fast food industry, the service attitude, professionalism and efficiency of employees directly affect the satisfaction of consumers. Subway through the systematic training of employees, improve the level of service, so that customers can feel the cordial and professional service every time they visit, which improves the customer's purchasing experience. Excellent service can not only enhance customer satisfaction, but also attract more new customers and increase return rate through positive word-of-mouth communication.

Physical evidence (Beta=0.256, P=0.000*) have a significant positive impact on Chinese Subway consumers' purchase decisions, indicating that store environment and physical display have an important impact on consumers' purchase intention. By providing a clean, comfortable and modern dining environment, Subway can significantly enhance the customer experience. Clear menu design, product presentation and high standards of hygiene enhance consumer trust and goodwill towards the brand. A good physical environment not only draws consumers into the store, but also encourages them to make purchases and come back again through visual and experiential pleasure.

CHAPTER 5

CONCLUSION AND DISCUSSION

In this chapter, we delve into the discussion of the research findings, providing a comprehensive interpretation of the results in relation to the hypotheses proposed in the study. We begin by summarizing the conclusions drawn from the hypothesis testing, highlighting which hypotheses were supported and which were not. Following this, we engage in a detailed discussion of the results, examining the implications of the significant factors identified through the multiple linear regression analysis. This discussion is framed within the context of the 7Ps marketing framework, offering insights into how each factor price, promotion, people, and physical evidence affects consumer purchasing decisions at Subway in China. Based on the findings, we propose actionable recommendations for Subway to enhance their marketing strategies and improve consumer satisfaction and loyalty. We outline the potential benefits and expected returns from implementing these recommendations, emphasizing how they can contribute to the company's competitive advantage in the market.

The chapter also addresses the limitations of the current study, acknowledging the constraints and potential biases that may have influenced the results. This research suggest avenues for future research to build on this study, exploring additional factors or different contexts to provide a more holistic understanding of consumer behavior in the fast-food industry.

5.1 Conclusion

Table 5.1 Hypothesis Test Result

	Hypothesis	Results
H1	Product has a significant positive influence on Subway consumers' purchasing decisions.	Rejected
H2	Price has a significant positive influence on Subway consumers' purchasing decisions.	Accepted
H3	Place has a significant positive influence on Subway consumers' purchasing decisions.	Rejected
H4	Promotion has a significant positive influence on Subway consumers' purchasing decisions.	Accepted

Table 5.1 (Continue)

	Hypothetical	Results
H5	People have a significant positive influence on Subway consumers' purchasing decisions.	Accepted
H6	Physical evidence has a significant positive influence on Subway consumers' purchasing decisions.	Accepted
H7	Process has a significant positive influence on Subway consumers' purchasing decisions.	Rejected

According to the results of multiple linear regression analysis, it can be seen that price, promotion, people and physical evidence have a significant positive impact on consumers' purchasing decisions. The three independent variables, product, place and process, do not have significant predictive or explanatory power.

According to Beta value of regression coefficient, the influence degree of each influencing factor is as follows: Physical evidence (0.256) > Person (0.234) > Price (0.13) > Promotion (0.12).

This shows that Subway Chinese consumers pay more attention to the performance of Subway in terms of physical evidence, people, prices and promotions, and improving the performance of these aspects can greatly positively affect consumers' purchasing decisions. In addition, the positive influence of physical evidence and people means that today's Subway consumers are not only eating to solve physical needs such as hunger, but also pursuing psychological needs and social belonging. For Subway, the values and cultural feelings conveyed by physical evidence and people make consumers feel a unique experience. The positive impact of price and promotion means that high price may become a major barrier to Subway's consumer experience, and in the price sensitive mass consumer market, price factors have an important influence on purchasing decisions. In this regard, good promotion can help Subway reduce customer price sensitivity and attract buybacks, thus enhancing customer brand loyalty, forming a long-term stable customer base, and enabling Subway to occupy a certain competitive advantage in the market.

5.2 Discussion

Product: Focusing first on the product as a factor, in cases where the product factor does not have a significant positive effect on purchase decision behavior, it is usually because of some problems or deficiencies in the product itself or in its market fit, competitive

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environment, marketing strategy, cultural factors, or service quality. Products can be viewed as hierarchical, with each level adding a different type of value to the product (Kotler, 1972). This idea of hierarchy helps us to understand that product value is not just about the product itself, but also about the elements it adds and the services it provides. Each level, from basic product functionality (core product) to external added value (actual product) to services and guarantees (enhanced product), adds additional value to the product. Consumers consider not only the basic functionality of the product, but also the external features and services offered when making a purchase decision. This hierarchy allows consumers to evaluate the value of a product more fully, which in turn influences their final purchase decision. Consumers may be more inclined to purchase products that provide value at multiple levels and fulfill a wider range of their needs and expectations. Based on this Subway can examine what are the shortcomings of their products at these three levels and improve them.

Price: The significant positive influence of the price factor on the purchasing decisions of Chinese consumers of Subway may be due to Subway's ability to flexibly adjust its prices and develop appropriate pricing strategies based on factors such as market demand, competition, and consumer feedback, and Subway's ability to offer products and services at prices that are commensurate with the value of its products. This statement emphasizes the uniqueness and importance of service pricing in the service marketing mix. In services marketing, price is the only factor that directly generates revenue for the company. Other marketing mix elements such as product features, promotions, and channels are designed to provide services, attract customers, and improve the quality of services, but they do not directly generate revenues; instead, they are costs to the firm (Darmawan, 2006). According to the market environment, competitive conditions, target customer groups and other factors, choose and adjust different pricing strategies. Three common pricing strategies are: cost-oriented, customer-oriented and competitor-oriented. Kotler et al. (2001) proposed seven price adjustment strategies, such as discounts and subsidies, pricing subsidies, regional pricing, psychological pricing, etc. Marketing agents often use prices to Marketing agents often use prices to compensate for the weaknesses of other variables in the marketing mix. To realize the fairness perception of a market offer is possible if the price is determined based on consideration of all the weaknesses.

Place: Subway's distribution channels are not flexible enough in the PRC market to adapt to consumers' buying habits or preferences and may not be effective in influencing their purchasing decisions. Moreover, Subway faces intense competition from established fast food and new light food products, and other competitors may be more successful in utilizing channel advantages to influence consumers' purchasing decisions. These factors may lead to a relatively weak or insignificant influence of the Place factor in Subway's purchasing decision

behavior among Chinese consumers. To increase the influence of the Place factor, Subway could consider optimizing its distribution channels, increasing brand awareness, or better adapting to local market demands and consumer habits. The rise of the Internet has changed the business environment, making location relatively less important to companies. Through the Internet, customers can easily access goods and services from all over the world, regardless of geographic location. Although location is no longer a determining factor, there is still availability and accessibility of products or services (Krishna et al., 2010). Consumers tend to choose products or services that are more convenient and accessible. Therefore, even through the Internet, the availability and accessibility of a product or service is still an important consideration in a consumer's purchasing decision.

Promotion: Chinese consumers tend to be more price sensitive and tend to look for products with better value for money, which is one of the competitive advantages of McDonald's and KFC over Subway. Therefore, Subway conducts promotions or offers price discounts to stimulate consumers' price sensitivity, get their attention, and prompt them to make purchasing decisions. Kotler et al. (2000) suggests a variety of tactics and methods that can be used by firms in marketing. These tools and methods include promotion, advertising, public relations, etc. These promotional mix tools not only help to increase the visibility and attractiveness of a product or service, but more importantly, they are important means to establish and maintain a good relationship between a firm and its customers. Through these tools, companies can better meet customer needs and enhance customer satisfaction, thus promoting business development. So Subway can influence consumers' purchasing decisions through well-designed promotional strategies in terms of price, attractiveness, brand perception, market assessment and psychological impact to produce a positive and positive impact.

People: The characteristics of Subway's products determine the need for good communication and interaction between customers and service personnel. Friendly, professional personnel can effectively communicate, solve problems, increase consumer trust in the brand, and then influence the purchase behavior. At the same time, service personnel can provide personalized service, provide customized advice according to customer needs, enhance the consumer buying experience and increase satisfaction. Therefore, the personnel factor in the service industry has an important impact on consumers' purchasing decisions. Firms can draw on the seven criteria proposed by Gronroos (2000), which are key elements in measuring good service quality. These criteria include attitude and behavior, professionalism and skills, reliability and trustworthiness, accessibility and flexibility, service environment, service recovery, reputation and credibility. Standardized management of service quality can meet customer needs and improve the quality of one's own services. These standards provide

a framework to help firms identify key aspects of service quality and improve them in service delivery.

Physical evidence: Subway provides a clean and professional environment and facilities with brand identity, such as professional coolers, neat displays, all of which can convey the quality of service and credibility, which helps consumers to be more inclined to choose the product or service. It also sets the brand image of Subway and distinguishes it from other fast food brands. Boom and Bitner (1981) emphasized the role of Physical Evidence. Physical evidence includes the company's facilities, environment, layout and other visible or tangible elements. These elements are not merely for display, but are designed to create a friendly and pleasant atmosphere for customers. A favorable physical environment can offer customers positive experiences and emotional resonance, leading them to derive personal significance from it, thus being inclined to repeatedly use the product or service. Therefore, the physical environment is one of the key factors influencing customers' purchasing decisions and willingness to use services.

Process: Involves all the systems and processes used by the company to deliver the service, which need to be designed and run well to ensure the efficiency and consistency of the service, which includes all the steps involved from the idea of a purchase to the final purchasing decision. By ensuring that every little detail of the service is up to standard, the company is able to maintain customer satisfaction and trust. (Kumar, J., 2010). Subway's business model in China is mostly franchised, and the service process is not stable or consistent from store to store, which may reduce consumers' trust. Also, if the service process is inefficient, the service staff is not professional and has a bad attitude, or the consumers have to wait for a long time for the service, this may have a negative impact on the purchasing decision. Service process factors did not have a significant positive impact on Subway's Chinese consumers' purchasing decisions, which may be related to Subway's way of operating the service in the market, market positioning or market competitive environment. Subway may need to delve deeper into the reasons for this phenomenon.

5.3 Recommendation

5.3.1 Flexible Pricing Based on Price and Promotion Factors

The research shows that the price of Subway products has a significant positive impact on consumers' purchasing decisions. This reflects consumers' sensitivity to price in their purchasing decisions. Because the ingredients of light food doctrine use fresh and healthy ingredients, the high cost of food materials leads to the overall price of light food is high, and

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some people with decent income and advanced concepts have such consumer demand, which is not a necessity for life, so the consumption flexibility is large. However, blind price reduction is not advisable, although it will attract customers in the short term, it will devalue the brand value in the long run, so the focus should be on how to make customers feel cost-effective and value for money is the key.

First of all, Subway should adopt a reasonable pricing strategy based on factors such as the types of food ingredients and the season of consumption, and try to ensure that the quality of products and services matches the price, so that consumers feel that they are worth it or even better value for money. For example, Subway can adjust its prices based on the cost of ingredients, which can vary with the season. For instance, avocados may be cheaper in summer when they are in season, allowing Subway to offer avocado-based sandwiches at a lower price during this time. So Subway Conduct regular market analysis to monitor the prices of key ingredients and adjust the menu prices accordingly. This approach ensures that the product price reflects the ingredient cost, maintaining a balance between affordability and quality.

Secondly, Subway should pay attention to the size of dishes, the size is also one of the key indicators for consumers to measure the cost of the price, should take into account the cost of dishes, quality, to ensure that the amount of dishes is sufficient. Since Subway already offers different portions for different customer needs, it may not change much at this point, but it can design from the packaging method and the packaging box, and make its products look bigger by changing the appearance. Another example, participating in Overlord meal activities, issuing vouchers and coupons, discount when spending enough, Share activities for discounts, group buying and other preferential promotion methods can improve customer transfer costs. To guide customers to repeat consumption and increase the consumption frequency of target groups by blurring customers' requirements for cost performance. This can also be called flexible pricing, for different market environments and changes in market demand, you can adopt flexible pricing strategies. This means that at different points in time or in different situations, the price of the service is adjusted to adapt to changes in the market, such as in response to seasonal demand, special events or the actions of competitors. Develop a calendar of promotional events throughout the year, including seasonal discounts, holiday specials, and loyalty rewards programs. Use data analytics to track the effectiveness of these promotions and adjust strategies as needed.

For more flexible pricing, Subway can also Implement dynamic pricing where prices are adjusted based on demand. For instance, offer lunchtime discounts to attract office workers or special weekend prices to draw in family customers. Use a pricing algorithm that takes into account factors like time of day, day of the week, and local events to adjust prices in real-time.

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Monitor competitors' pricing strategies and adjust Subway's prices accordingly to stay competitive.

5.3.2 Add Value to Products Based on People and Physical Evidence Factors

Subject value and added value are the key points Subway should consider, especially the creation of added value, which is independent of the subject value of meeting basic needs, can add value to the overall value of Subway and bring economic benefits to customers and operators, and then stimulate customers' consumption desire, consumption behavior and operators' enthusiasm for production and marketing. For Subway, the creation of service and environmental added value is what sets it apart from ordinary dining. Compared to product pricing, service pricing is more complex because services are intangible and often have more variables and factors. Whether it is staff or environmental facilities, various elements are designed to provide services, attract customers and improve the quality of services. The goal of service pricing is to maximize profitability while maintaining competitiveness, and to keep consumers' perception of the value of the service consistent.

In the service to reflect the specialization and characteristic. To achieve the strategic goal of light food culture marketing, Subway need to rely on the high quality of employees, who must have good professional ethics, noble dedication and profound cultural accomplishment. Therefore, Subway should pay attention to staff training, improve staff literacy, so that they have professional knowledge in nutrition. For instance, training staff on how to suggest healthy meal combinations to customers based on their dietary preferences or nutritional needs. Subway could develop a comprehensive training program that includes nutrition education, customer service skills, and product knowledge. Use role-playing scenarios to help employees practice interacting with customers and make personalized recommendations.

Secondly, when facing customers, staff should show a positive and enthusiastic service attitude, actively anticipate and respond to customer needs in time, and maintain a friendly and enthusiastic service appearance to improve consumers' dining experience and ensure service quality. Finally, pay attention to the improvement of service efficiency, the improvement of service efficiency not only saves the time of customers, but also increases the economic benefits of the restaurant, for example, the guidance of customers when they enter the door, the speed of cooking, the turn over the table after the meal and the customer checkout. Subway can encourage a customer-first culture by recognizing and rewarding employees for outstanding service. Use customer feedback to continuously improve service levels.

In the environment, Subway should pay attention to the space design and decoration, highlighting the clean and simple characteristics of Subway. The added value of the environment should be reflected in Subway's hardware facilities, but also in Subway's human

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environment. Subway's environment should be different from ordinary fast food restaurants, and it should present unique cultural atmosphere through space layout and decoration art, render a unique theme atmosphere, and create a simple, relaxed and leisurely light food space. Minimalist design principles can be used, with an emphasis on cleanliness and functionality. For example, use light colors, natural light and open Spaces to create a welcoming environment. Hire a professional interior designer to create a cohesive and aesthetically pleasing dining area. Regular maintenance and cleaning is carried out to ensure that the space remains beautiful and hygienic.

In a humane environment, Subway pays attention to the combination of service, polite service staff and well-trained restaurant staff to create additional added value for the restaurant.

5.3.3 Physical Evidence Combining Online and Offline

Physical evidence is not only a simple display and layout, physical evidence is a kind of service, but also a marketing of brand culture. What consumers consume is not only light food, but also the pursuit of healthy, natural and green food culture. The choice and loyalty to the brand is not directly based on the product, but on the brand culture and spiritual connotation. So it's important to integrate these brand cultures that customers value into Subway's store and brand image design.

In addition to the above, by strengthening the physical evidence of green health, Subway could also go the other way, expanding or changing its brand positioning. Subway could consider whether its position as a fresh, green, healthy fast food is no longer in line with changes in the market. Customers may be tired of brand positioning and can conduct market research to understand the new needs and preferences of consumers. Use digital technology to analyze online and offline data to understand consumer behavior and trends to better design store images and change in-store facilities.

In today's digital development, the rise of e-commerce, kol groups, and fan economy makes enterprises must grasp both online and offline. Secondly, Internet celebrity brands are gradually prevailing, and the homogenization of light food industry and fast food industry tends to be serious, resulting in homogenized dining experience unable to attract consumers to return frequently. Therefore, it is particularly important to identify brand positioning and provide differentiated dining experience. Based on this, Subway should first pay attention to category positioning, use digital technology to integrate online and offline information resources, fully and accurately understand consumer needs, create more high-profile products, and establish a unique market positioning and brand image.

Then online brand culture dissemination, the establishment of an official brand store on the e-commerce platform, through the page design, product display and description and other

ways to convey Subway's brand culture and core values. The social function and live broadcast function of the e-commerce platform are used to show the production process, brand story and cultural connotation of Subway products, interact with consumers in real time, enhance brand attraction and recognition, and enhance the emotional connection between brands and consumers. Subway also can invest in professional product photography and descriptions that showcase Subway's unique product and brand story.

After the development of online, it will promote the integrated experience of online and offline, promote the activities and characteristics of offline physical stores online, and attract consumers to experience the brand culture offline. Subway can implement a seamless omnichannel strategy that enables customers to transition seamlessly between online and offline channels. Train staff to assist customers with online orders and inquiries, bridging the gap between physical and digital experiences. Set up electronic screens or display cabinets in physical stores to display online products and activities, and guide consumers to shop online or participate in online activities. By combining physical display with e-commerce, Subway can expand a broader consumer base, enhance the spread and awareness of brand culture, and enhance the competitiveness and market share of the brand.

5.4 Expected Benefits

The expected income is proposed based on the research background, research object, research method and research results of this paper, so the basic situation of all aspects is briefly introduced first. The research background of this paper is that under the economic development of China, people's lifestyle and diet structure have changed, and the light food market has expanded. Secondly, Subway has actively promoted sales growth, reform and innovation after being acquired. In terms of research objects, the sample size of this study is limited, and the age characteristics are younger. Through multiple linear regression analysis, this study found that price, promotion, personnel and visible display have significant positive effects on Chinese Subway consumers' purchasing decision-making behavior. These findings provide important information reference for Subway's marketing strategy in the Chinese market. Based on this background and results, this study forecasted the expected revenue from two aspects: marketing mode and operation adjustment.

5.4.1 Expected Benefits of Marketing Strategy

1. Price strategy optimization. In the literature review, it is mentioned that Subway has a price advantage in the European and American markets, but it does not have one in China. The expected benefit of the price strategy adjustment is that through accurate price

positioning and strategy optimization, Subway can attract more price-sensitive consumers and increase sales and market share. For example, the introduction of diversified price combination packages, exclusive offers for members, etc., can not only increase the frequency of customer consumption, but also enhance customer brand loyalty.

2. Promotion innovation. Through diversified and innovative promotional activities, consumers' purchase intention and brand stickiness will be significantly improved. Through the combination of online and offline promotion channels, promotion and interaction with social media and e-commerce platforms, Subway can expand the coverage and influence of promotional activities, attract more potential customers, and improve brand awareness and market penetration.

3. Service quality improvement. Carry out regular staff training, improve service skills and communication skills, establish a sound customer feedback mechanism, solve customer problems in time, and improve the overall service level. By improving service quality and employee professionalism, Subway can significantly improve customer satisfaction and loyalty, and increase customer re-purchase rates and recommendation intentions.

5.4.2 Expected Benefits of Operational Adjustments

1. Optimize the store environment. Redesign the store layout, optimize the moving line design, enhance the beauty and functionality of the store decoration, and ensure the clarity and attractiveness of the product display. By optimizing the store layout and decoration style, and improving the tangible display effect of the store, Subway can create a comfortable and pleasant shopping environment, attract more consumers to the store, and increase customer traffic and sales. Not only can improve the customer dining experience, but also a very significant benefit is to promote the formation of brand positioning and brand culture update.

2. Improve product presentation. By improving the way products are displayed, making them more attractive and convenient, designing high-quality packaging, improving the visual appeal of products and brand image. Beautiful and functional product display and packaging can not only increase the added value of products, but also enhance the shopping experience of customers.

3. Staff management and motivation. Establishing a sound performance appraisal and reward system, providing career development and promotion opportunities, and creating a positive corporate culture and working atmosphere can enhance employees' work enthusiasm and service quality, thus improving overall operational efficiency and customer satisfaction.

4. Optimize organizational structure and functions. For example, to help establish a price management team, the functions of which include the establishment of a market segment evaluation index system, and the tracking and price adjustment of the market segment.

Therefore, it is expected that the results of this study can provide information and data reference for the organizational structure and functional adjustment of enterprises.

In summary, the results of this study provide a scientific basis and practical guidance for Subway's optimization of marketing strategy and operation adjustment in the Chinese market. Through reasonable pricing, innovative promotions, improved service quality and optimized physical display measures, Subway can not only increase sales and market share, but also enhance brand competitiveness and customer loyalty.

5.5 Future Research Direction

In the whole research process, this paper adheres to the principles of scientificity and rigor both theoretically and methodologically, and strives to make the research results close to the truth. However, due to the limited level of the researchers themselves and other factors restricting the research process, this paper inevitably has some deficiencies in methods and operations. For example, in the collection of questionnaire samples, more than 385 questionnaires are a small sample for the entire industry, which may not objectively and fairly represent the basic situation of the entire sharing economy industry. Secondly, this study mainly studies the catering industry from the micro perspective of consumers, and gives suggestions to Subway enterprises or similar enterprises. The vision is limited, and the theoretical contribution value may also be limited. This study conducts a detailed study on the purchasing decisions of Chinese Subway consumers from the micro level, and also provides concrete and feasible plans for the operation of Subway enterprises. In future studies, this study can be used as the basis to study the issues affecting consumers' purchase decisions in catering from a macro perspective, as well as the integration of fast food and even catering industry with other industries.

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APPENDIX A

QUESTIONNAIRE

《Determinants of Consumer Purchasing Decisions at Subway》

Part I. Demographic Information

1. Gender

- Male Female

2. Age

- 20 years old or younger 21-30 years old
 31-40 years old 41-50 years old
 More than 50 years old

3. Education

- High School or lower Vocational School
 Bachelor's Degree Master's Degree
 Doctoral Degree

4. Occupation

- Civil Servant Employee of Enterprise
 Individual Private Business Owner Freelancer
 Service Staff Teacher
 Student Others

5. Monthly income

- 3,000 CNY or lower 3,001 to 5,000 CNY
 5,001 to 10,000 CNY 10,001 to 20,000 CNY
 More than 20,000 CNY

6. Purchasing Method

- Offline store Takeaway platform

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- WeChat Mini Program Others

7. Purchase Frequency in the Past Month

- None 1-4 times
- 5-8 times 9-12 times
- More than 12 times

Part II Determinants of purchasing decision and level of purchasing decision

Please complete the questionnaire honestly based on your genuine thoughts and opinions. Indicate your level of agreement by marking a check (√) in the corresponding column. Please provide responses for all the questions to ensure completion of the questionnaire. The options provided represent the degree to which you agree with your actual experiences and attitudes, using a scale of 1 to 5, with 1 indicating "strongly disagree," 2 indicating "disagree," 3 indicating "neutral," 4 indicating "agree," and 5 indicating "strongly agree."

Variable	Opinion Level				
	1	2	3	4	5
Product					
Subway offers a wide variety of products, providing me with ample choices.					
The texture and flavor of Subway products align well with my taste preferences.					
I perceive Subway as consistently innovating and surprising customers with its product offerings.					
Compared to other fast-food products, Subway's offerings are perceived to have higher nutritional value.					
I appreciate the ability to customize the taste of Subway products according to my preferences.					
Price					
Subway's prices align well with its brand image and the quality of its products.					
Subway's products offer good value for the prices charged.					
I find Subway's prices to be within my budget.					
Subway is transparent in communicating its pricing and any associated costs					
Compared to other fast food brands, Subway's pricing is competitive.					
Place					

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Subway's location is highly convenient for me.					
Subway's purchase options, whether in-store or online, are convenient for me.					
Subway stores have a good ambiance.					
The accessibility of Subway's locations, whether by public transport or car, is convenient for me.					
The overall layout and design of Subway stores contribute positively to my dining experience.					
Promotion					
Subway consistently communicates its promotional messages across different channels.					
Subway offers exclusive discounts and promotions.					
Subway's promotional information, including offers and discounts, is presented in a clear and easy-to-understand manner.					
Subway is perceived to frequently engage in promotional activities, such as special offers and discounts.					
Subway's advertising and social media campaigns have significantly increased my awareness and favorability toward the brand.					
People					
Subway's service staff met or exceeded my expectations.					
I appreciate the promptness and efficiency exhibited by the staff at Subway.					
The professionalism and knowledge of Subway's staff in effectively addressing my inquiries are noteworthy.					
In my experience, Subway employees actively seek and appreciate customer feedback, making me feel valued and heard.					
I am impressed with the external image of Subway's service staff, including attire and etiquette.					
Physical Evidence					
The overall atmosphere and ambiance of Subway's stores significantly contribute to a positive and enjoyable dining experience.					
The cleanliness and maintenance of Subway's physical facilities are consistently rated high.					
The unique design and color shaping of Subway stores attracted my					

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interest.					
The unique environmental design and facility layout of offline stores have deepened my brand recognition.					
Subway stores integrate innovative technologies, such as digital menu boards or interactive displays, to enhance the overall customer experience.					
Process					
Subway facilitates an easy ordering process.					
The speed of service and delivery at Subway met my expectations.					
At Subway, emphasizing the assurance of order accuracy is integral to the personalized customization process					
Subway efficiently resolves customer requests or complaints.					
The entire experience of Subway's consumption process is highly satisfactory.					
Purchase decision					
I frequently purchase Subway products.					
I proactively seek out relevant information from Subway.					
I endorse Subway products, either through recommendations to friends or by sharing my positive experiences on social media.					
My purchasing experiences at Subway consistently result in high satisfaction.					
I eagerly anticipate making future purchases, looking forward to the buyback.					

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