
Review

A Study of Competitive Strategy with Case Study: KFC and McDonald's in CHINA

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Abstract: In this article, we will briefly talk about the company, its mission statement, its vision statement and product value, and the company's strategies, combined with its unique resources and capabilities, are the basis of its potentiality and will provide a competitive advantage. The specific objective of this study is to understand KFC's strategy to achieve and maintain competitive advantage in the Chinese market over its main competitor McDonald's through strategic application of its capabilities as well as efficient utilization of both tangible and intangible resources within the company. The results of this study should let us know how KFC is using its strategies and the challenges it faces in China to defeat its competitor McDonald's, and the investigation will be through some questionnaire that includes questions that we also judge just and normal to reach our conclusion. KFC in China is faced with fierce competition from other fast-food restaurants and its main competitor is McDonald's. This is due to the similarity between two companies, because both are originally American restaurants that have spread their wings around the world. Therefore, it is necessary to find this study; therefore current research tries to answer the following questions. What are the challenges of competition in front of KFC that comes from McDonald's Chinese market? What competitive strategies does KFC have developed to meet these challenges and use them against their rival McDonald's? As we have seen the competitive strategy used by McDonald's and KFC in China, we obtained the result that KFC is a success and leading in the Chinese market in terms of speed, quality, performance, and reputation. The main reason for the data collected and the work prior to our study is that KFC is focusing on how to integrate into the Chinese market and work on a development strategy with strong Chinese characteristics.

Keywords: Competitive strategy, KFC, McDonalds, China

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Introduction

1.1 Background of Study

Before we enter the organizational profiles of KFC and McDonald's, it will be beneficial for us to realize that these two fast food restaurants are playing an important role in China, so how about trying to understand what is implicit through fast food restaurants. The fast-food industry began in China at the end of April 1987. The store of the fast-food chain KFC came to Beijing and presented the current Chinese fast food, which is quickly created. The GNP of the Chinese fast food industry in the 1990s of the last century grew at an annual rate of 10%, which is annual to 20% with an industry global turnover continuously means 10%-20%, with this, KFC and McDonald's in China step by step to a compelling power that supports and maintains development and progress in the food and beverage industry and also becomes a new growth point for the economy of China. By the end of 1996, nearly 800 fast food organizations in China had risen with unprecedented speed, with nearly 400,000 fast-food stores contributing to annual fast-food sales of 40 billion *yuan*, or about 50 percent of the food and refreshment industry. National fast-food efforts and businesses have achieved more than 800 thousand since 1999, allowing the fast-food industry to reach 75 billion *yuan*, one third of the total supply and refreshment activity. If you look at its turnover across the years, it has risen to 20%, well above the normal increase of 7% in the food and beverage industry. In 1999, the rapid improvement and development of the social needs of the fast food industry in China could not be reconciled, mainly due to the moderate development of Chinese fast food ranges, which was reversed and, moreover, did not have a good innovation, industrialization and association, which was weak; this is not conceivable, since the improvement of Chinese fast food activity, which is still in the learning phase, is still ongoing. In addition, they did not yet have a shaped scaffold and ladder that could copy and develop the experience. Since the beginning of the 21st century, China's fast-food industry has developed rapidly. According to exploration, China's fast-food industry has an annual turnover of more than 200 billion *yuan*, after 2000 chain stores more than 1 million, the rapid rate of increase of 20% per year. In 2004, China's fast-food industry will restore the industry as the basic framework, scale, buyer's market, and supply market, with unlimited vitality and quality. McDonald's fast food and KFC's strength has stimulated the Chinese market. Unlike western fast-food styles, China's fast-food industry has no way out of its aggression and competitiveness. According to a survey of the fast-food industry in Guangdong, the Ministry of Commerce shows that the supply rate of fast food in Guangdong is as high as 90%, while the supply of fast food in coastal areas, such as Jiangsu, Shanghai, Liaoning, Beijing, Shijiazhuang, Yunnan (Kunming) and Shandong, is more than half. Nevertheless, China's fast-food industry has made great strides due to strong market demand and attractive business advantages. Guangdong regional fast-food restaurant, Real Kung Fu (Beijing New World) The global Chinese restaurant chain officially opened in the capital in early November 2006, one of the sixth stores of the Beijing fast-food chain, already centered on the southern market. Mr. Cai Dabiao, the head of True Kung Fu, once said that "Real Kung Fu will open 35 stores in Beijing in 2008 and as many as 1,000 stores across the country in 2010." The national macroeconomic strategy has also promoted the rapid development of fast food.

As China's economy continues to grow and grow, the demands of the fast-food market have expanded, and fierce competition between McDonald's and KFC has helped China's fast-food industry reach many open doors. Other difficulties, one of the questions we are asking ourselves here is: How is the Chinese fast-food market ready for changing patterns, and how can it continue and evolve? Through a comparative study of the business and competitive strategies of McDonald's and KFC, we can see that Chinese fast food can receive a significant amount of food from these two Western fast foods and put them on their Apply Neighborhood to get them quickly. The Chinese fast-food industry can also use its relative points of interest and change these priorities as soon as possible, in this capacity they will use this intensity feasible and use it to protect themselves from McDonald's and KFC are their competitors, and soon, they will use this to improve and change their leading position in the fast-food industry in China.

2 Research Methodologies

2.1 Methodology

In this section, we will study the methods used to generate empirical data on research topics. Briefly describe the composition of the study area. This article presents the design of the research. Sampling techniques and procedures are then described, including target population determination, sample selection and sample size, data collection tools, data collection methods and data sources. This section also includes data processing procedures and ethical issues to consider.

2.2 Porters Five Forces Analysis between KFC and Mcdonald's in China

As part of an improvement in the industrial and commercial strategy the analysis of five forces to carry is very appropriate. This tool is very effective in understanding where power lies in a business environment. This is valuable because it encourages you to understand both the strength and quality of your current competitive position and the strength of a position you want to have.

- SUPPLIER POWER:

KFC caters to many suppliers for their main product--chicken. This allows the restaurant to adapt to work with the best suppliers. This gives KFC a high common ground on MCDONALD's in China, where supplier bargain power is low because the materials given by suppliers to fast food companies, such as flour, are mostly standard products with many suppliers.

- BUYER POWER:

Buyers of KFC products in China approach many comparative products at outlets such as McDonald's, Subway and Pizza Hut. As a result, it is difficult for KFC to raise prices on the grounds that there is strong competition from other

- COMPETITIVE RIVALRY:

The fast-food market is very competitive in China. There is certainly extreme competition as KFC is always exposed to other fast-food chains, especially McDonald's: which makes the rivalry appear.

- THREAT OF SUBSTITUTION:

There are many other fast-food restaurants in China that offer comparison products as KFC, and this gives the dog food fast opportunity to run for their money. For example, McDonald's, which has been one of the best negative product markets for KFC. The fast-food restaurant offers side dishes like rice and offers the mild consumers with spicy chicken alternatives. This made the fast-food restaurant very important. On the other hand, KFC has expanded its games by providing Wi-Fi services and introducing morning services.

- THREAT OF NEW ENTRY:

Although marketers in fast food chains are difficult to infiltrate CHINA because of their many competitors. Unlike McDonald's, another RAIL brand has proven to be very popular because it offers a fresh menu, and it has appealed to many customers. Despite this, KFC has the advantage of being a well-established and easily recognizable household name and this has made it very popular in China. It is easier for customers to choose KFC compared to other new fast-food restaurants.

3 Data Analysis and Discussion of Results

3.1 Data Analysis and Interpretation

3.1.1 Presentation and Analysis

Responses to major questions are presented in tabular form and in pictorial using graphs. Further explanations are offered to avoid ambiguities for clearer understanding.

Table 1 Demographic Data

Table 1 Sex Distribution of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	50	62.5	62.5	62.5
	female	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

In terms of the above figures, women are represented by 37.5%. However, there are 62.5% of men. This is the case because most of the respondents were men. This shows that there are more men than women in this university.

3.1.3 Age of Respondents

Table 2 Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	31	38.75	38.75	38.75
	26-35	19	23.75	23.75	62.5
	36-45	17	21.25	21.25	83.75
	46 and above	13	16.25	16.25	100.0
	Total	80	100.0	100.0	

According to the figure above: 38.75% of people are at the ages of 18 to 25 who were mostly students, and this forms the highest percentage of our study. 23.75% are between the ages of 26 and 35, including students and lecturers. 21.25% are between the ages of 36 and 45 and 16.25% are over 46, which mainly includes speakers. So, we see that most of our study has been formed because young people are less busy and will like to visit these restaurants and their mentalities differ from those of the old ones. KFC, rather than targeting families and adults, is looking for teenagers who are willing to accept new cultures and ideas. They give many discounts to high school and middle school students, hoping to acquire such a group of young adults with a lot of money from their parents to spend as their primary customers and McDonald's on the other hand focuses mainly on children and young parents, spend a lot of money in building playgrounds in restaurants for children and give toys with children's meals, using the same strategy as in the United States.

3.1.4 Marital Status

Table 3 status distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	50	62,5	62.5	62.5
	Married	30	37.5	37.5	37.5
	Total	80	100.0	100.0	100.0

As seen above, 62.5 % are single forming most of our study while 37.5 % are married.

3.1.5 How Often Do You Go To KFC Or Mcdonald's?

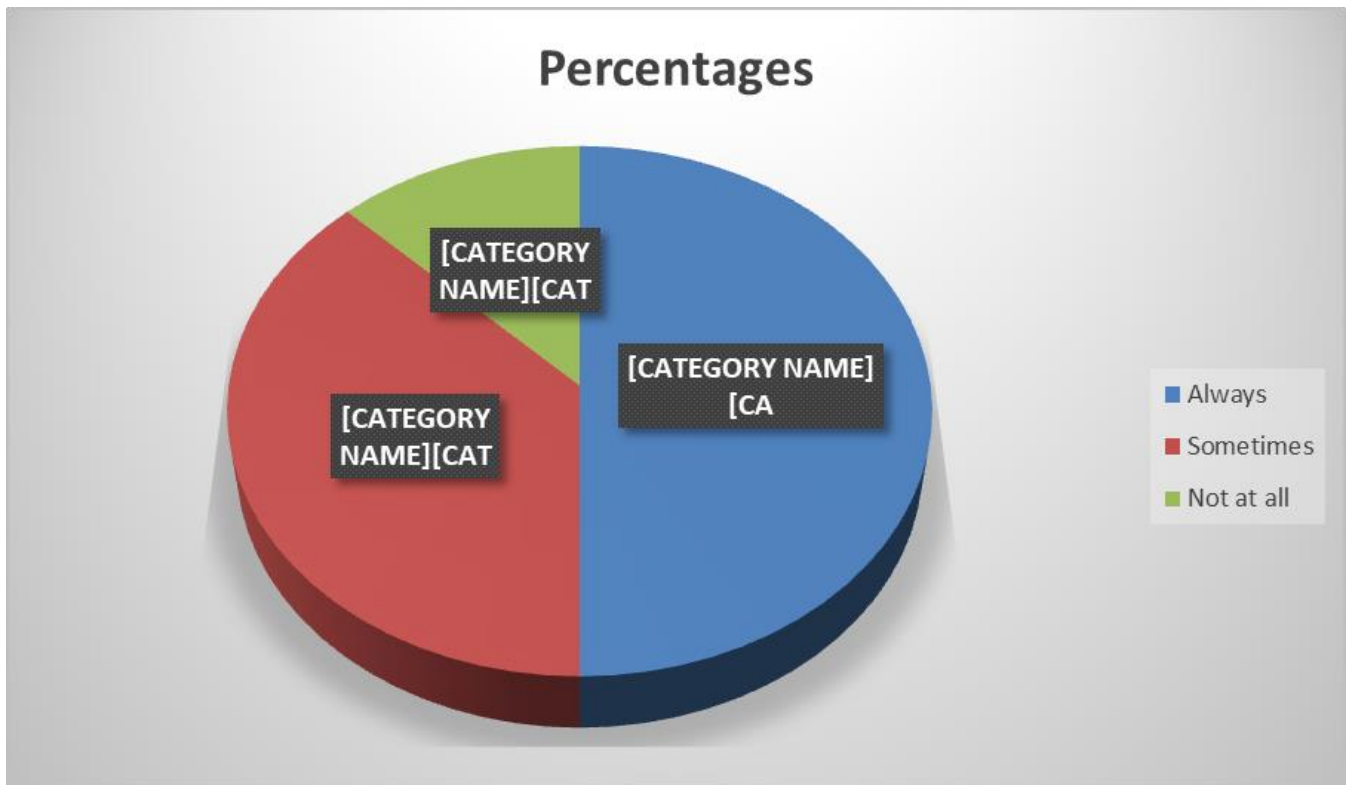


Figure 1 pie chart showing how people are going to KFC or McDonald's

From the analysis above, we see that 48% still go to these two fast food restaurants forming the majority. 30% sometimes visit these restaurants while 22% do not go at all. Those that always go, is since KFC and McDonald's are the two main entities operating in the Chinese market in the Western fast-food industry because of this, I believe it somehow represents "cool," "fashionable" in the minds of the Chinese people. At the same time, because KFC and McDonald's are delicious and fast, busy people can have their meals quickly. In addition, it is always located in the prosperous region, so the flow of customers can be guaranteed. These are just some of the many reasons why people will always visit these two western fast-food restaurants.

3.1.6 Under What Circumstances Will You Go To KFC Or McDonald's?

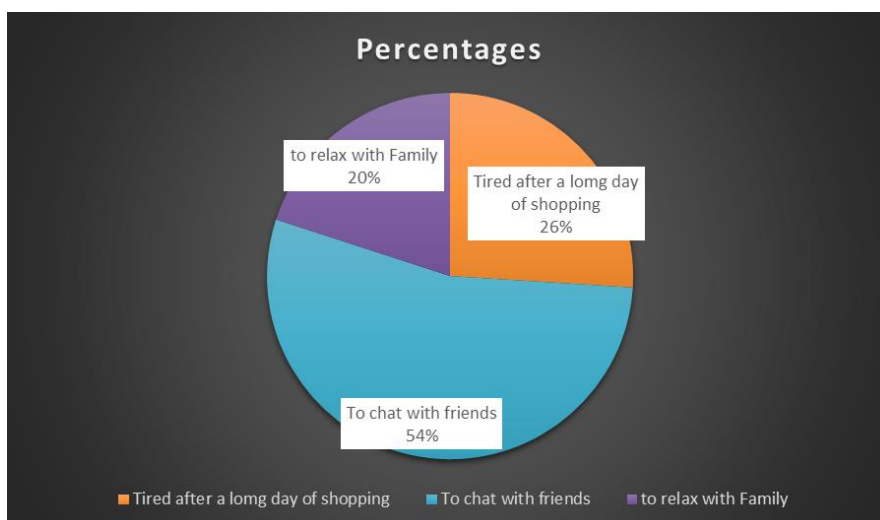


Figure 2 pie chart explaining what circumstances people are going to KFC or McDonald's

According to the table above, 26% said they visited these fast-food restaurants when they were tired after a long day of shopping, probably since they are spacious and located in easily accessible areas. 54% go there to chat and have

a good time with friends and this, as seen above, constituted most of our study and we can assume that it brings together many old and lost friends long and here while having a bite or two, they can catch up the time they could not have each and so on. In addition, the remaining 20% go there to relax as a family; it acts as a kind of picnic for parents and children.

3.1.7 comparing the Price

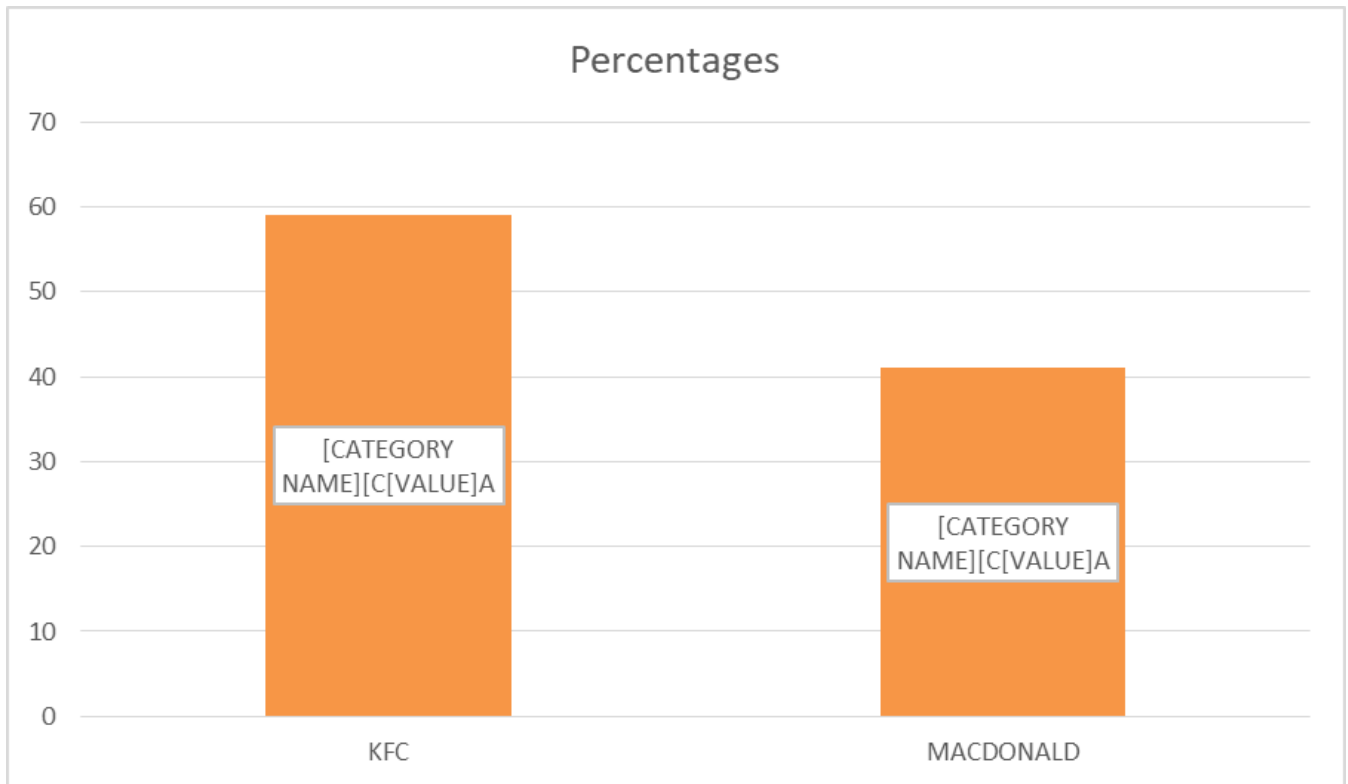


Figure 3 diagram of comparing price for KFC and McDonald's

According to the above figure, we see that 59% think that the price of KFC is more affordable compared to that of McDonald's whose prices are supposed to be higher than that of KFC which has 41%. This is because KFC has set their prices at an average level which is considered very affordable by Chinese customers. With this, KFC makes sure that people can eat something no matter how small at their restaurant because in China it is easy to get food at 10 RMB. They also give a discount offer or gifts on special days such as Chinese New Year, lantern festival, festive dragon boat, etc. For cartoon fans pay only RMB 9.90 for each unit of Dore Amon plus toys when you buy one of them. KFC also gives the Chewy Cheese Combo at RMB 9.95 where they hire famous singers and stars to attract and keep young adult customers.

3.1.8 Convenience of the Dining Environment

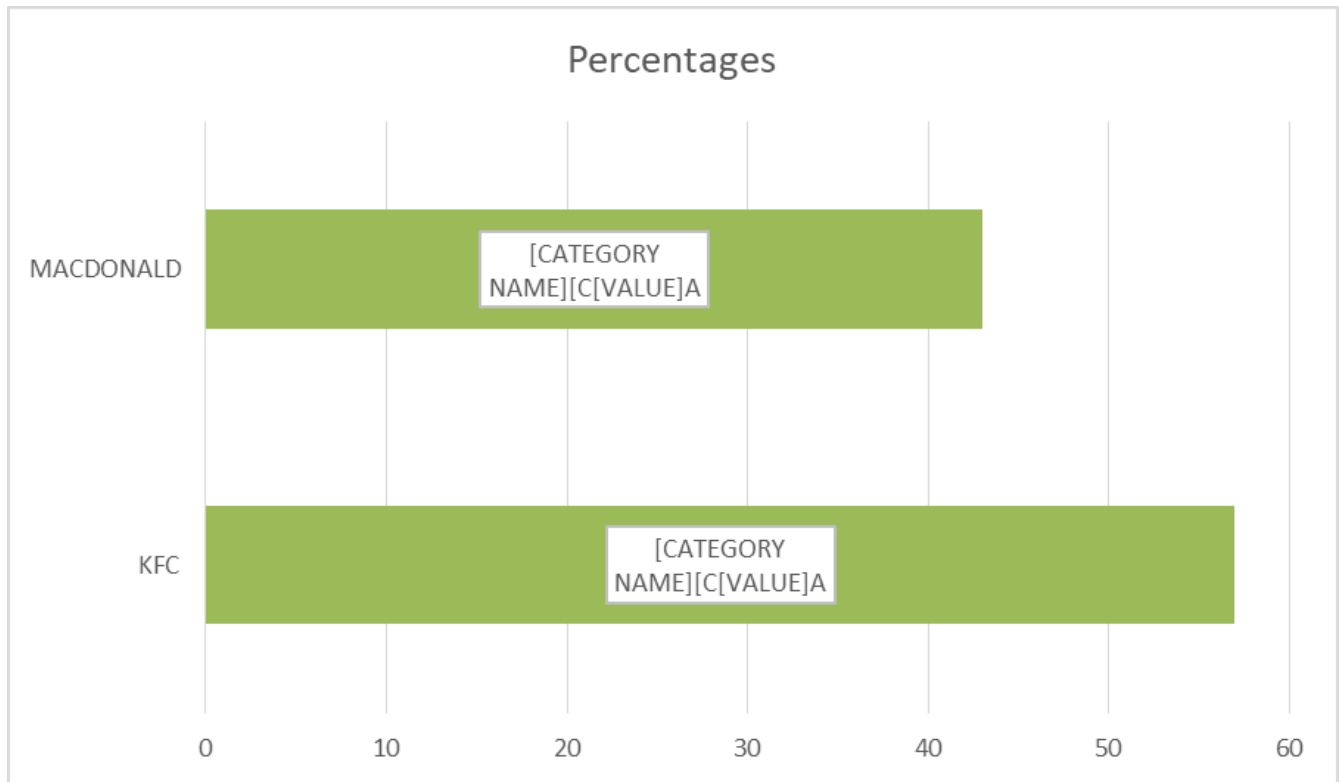


Figure 4 diagram of comparing dining environment for KFC and McDonald's

From the figure above, most people opted for KFC which had 57% because they believed that KFC was more practical than McDonald's 43%. Most people believe that all KFC restaurants have a special area for children and the decorations in these areas are cheerful and colorful and they have larger kitchens and more floor space where customers can linger. In some festivals, KFC prepared toys and gifts for family customers and they changed their menu to suit the Chinese taste, making the environment and food very convenient for the Chinese unlike McDonald's who thinks that customers who come to McDonald's will enjoy Western style fast food, so he has no plans to change their basic product to suit Chinese taste. These two restaurants represented a new and unknown conception of the dining environment, a novelty associated with the consumption of Western culture. In fact, diners found the novelty and surroundings of these two restaurants very attractive, and convenience became the main attraction of something associated with the fast-food chains back to their origins. But, over time, as most of our informants indicate, restaurants have incorporated Chinese food into their menus. KFC has done very well as the above explanations show.

3.1.9 Which Service is More Preferable?

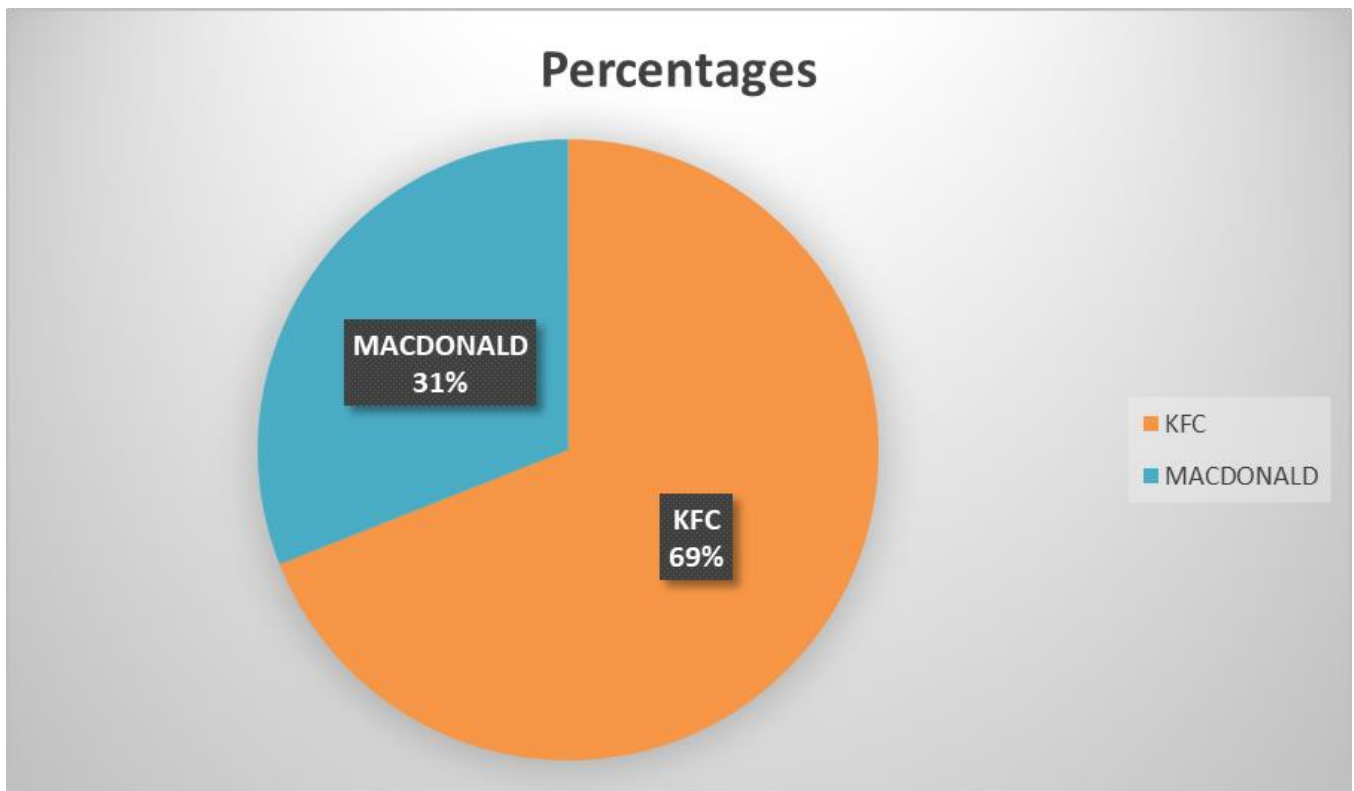


Figure 5 pie chart of comparing service for KFC and McDonald's

From the above chart, we see that most people prefer the services of KFC with 69% to that of McDonald's with 31%. This is because KFC has high standards that guarantee service, quality, and reliability to its customers. The acronym CHAMPS, which stands for "cleanliness," "hospitality," "accuracy," "maintenance," "product quality," and "speed," are the goals that KFC has accomplished. KFC's employees, both management and storefront, must undergo strict training and pass inspections to work for the restaurants, and the management level holds impromptu employee activities to facilitate store-to-store communication and relations, and where they could learn from each other, therefore improving overall quality. Not only do these establish a good reputation for KFC and its customers, but they also set a standard in the eyes of the Chinese population that competitors like McDonald's whose service philosophy is QSCV as Quality: Accurately selected raw materials; Time is the money. Service: 100% customer satisfaction; the service request is to facilitate fast, friendly, attentive; Cleanness: Serve the customers safely meals. Clean for stores Value: Understand customers' needs and wants. Provide nutrition products which have similar characteristics are expected to reach.

3.1.10 Which restaurant is cleaner?

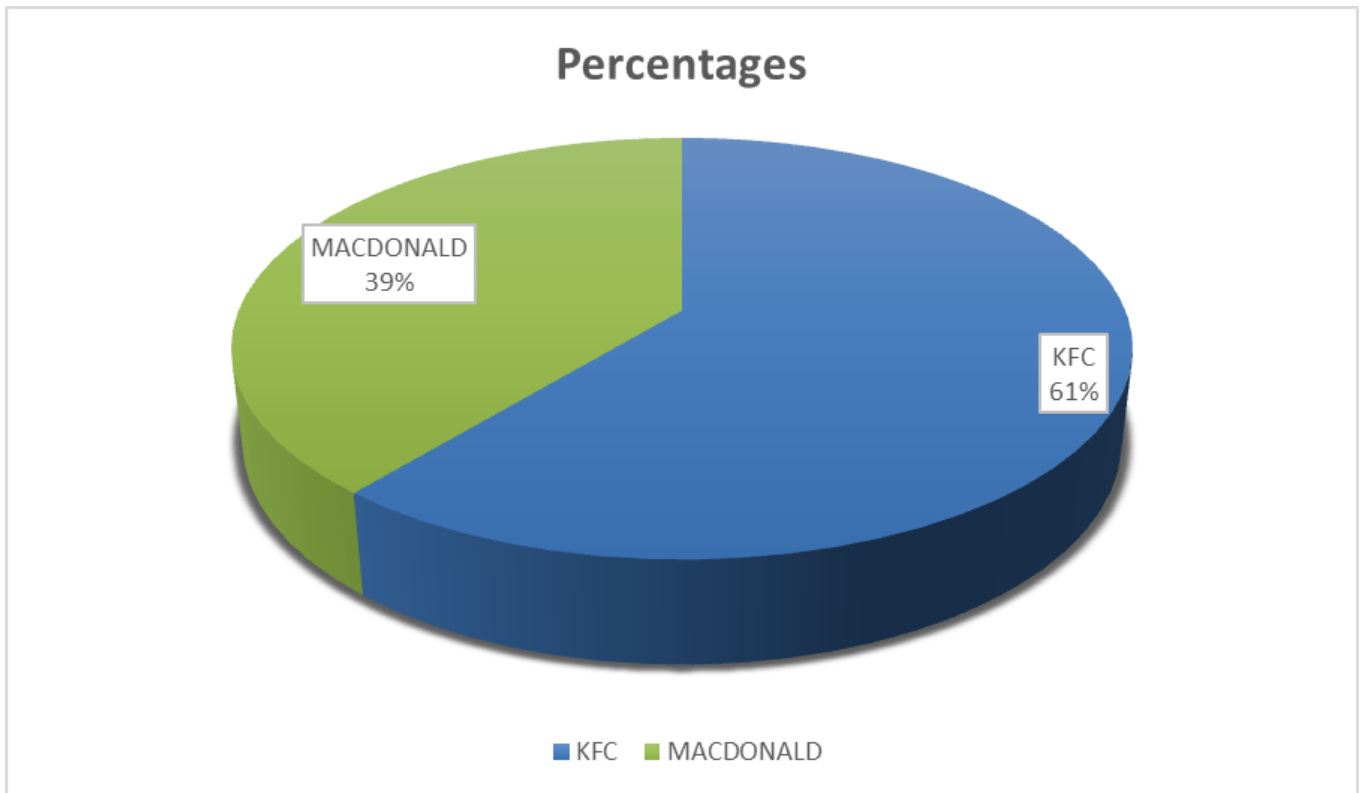


Figure 6 pie chart showing the cleanest restaurant

According to the above figure, KFC with 61% dominates McDonald's with 31%. Foreign fast-food brands such as McDonald's and Yum's KFC have long enjoyed a reputation for cleanliness, quality, and safety. According to the analysis in 4.2.10, most people preferred the services of KFC to those of McDonald's, this includes cleanliness. In their acronym CHAMPS, which means "cleanliness", "hospitality", "precision", "Maintenance," "Product quality" and "speed" we can see. Even though both have a reputation for cleanliness, our study has shown that KFC is cleaner according to the percentage we got.

3.1.11 Advertising

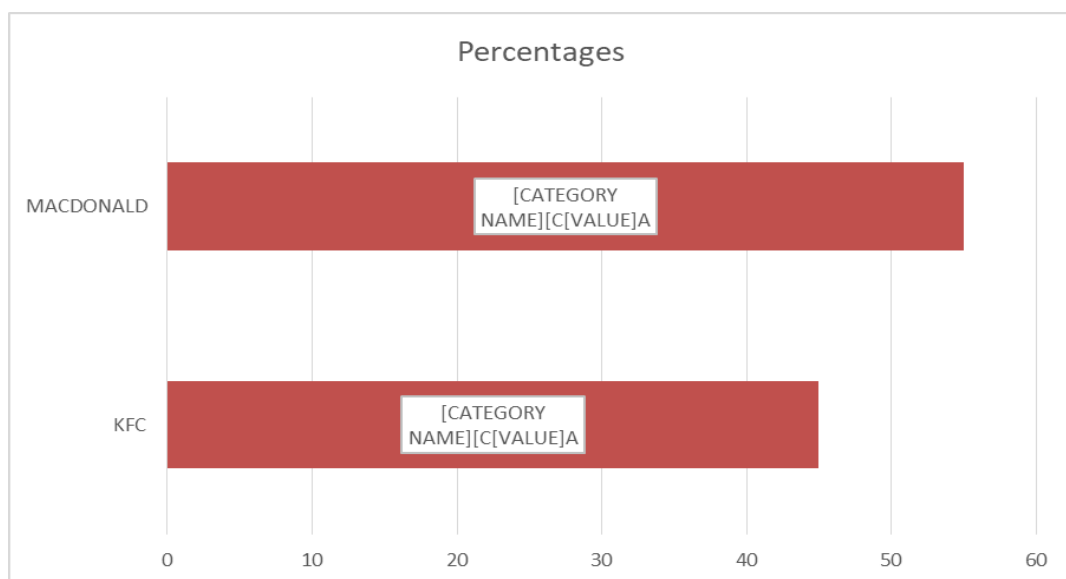


Figure 7 diagram showing who has the most advertising

As seen above, McDonald's with 55% was chosen on KFC with 45%. McDonald's ties its products closely to what was popular at the time. His slogan, "I'm Lovin' It," includes more than food, but everything else. He hired popular Chinese and American singers, such as Wang Lee Hom and Destiny's Child, who advertise for them and provide engaging images for his brand. McDonald's is also trying to make customers more personal by offering a daily "open door" event, where the kitchen is open to the public and where customers can ask employees about menu items. KFC on the other hand mainly focuses on its food. Its slogan is "well lick your fingers" and it lacks connections with what is common and popular in teenage society and does not grasp already accepted things as popular as their marketing tools.

3.1.12 Fast Food Restaurants People Visit Asides KFC and Mcdonald's

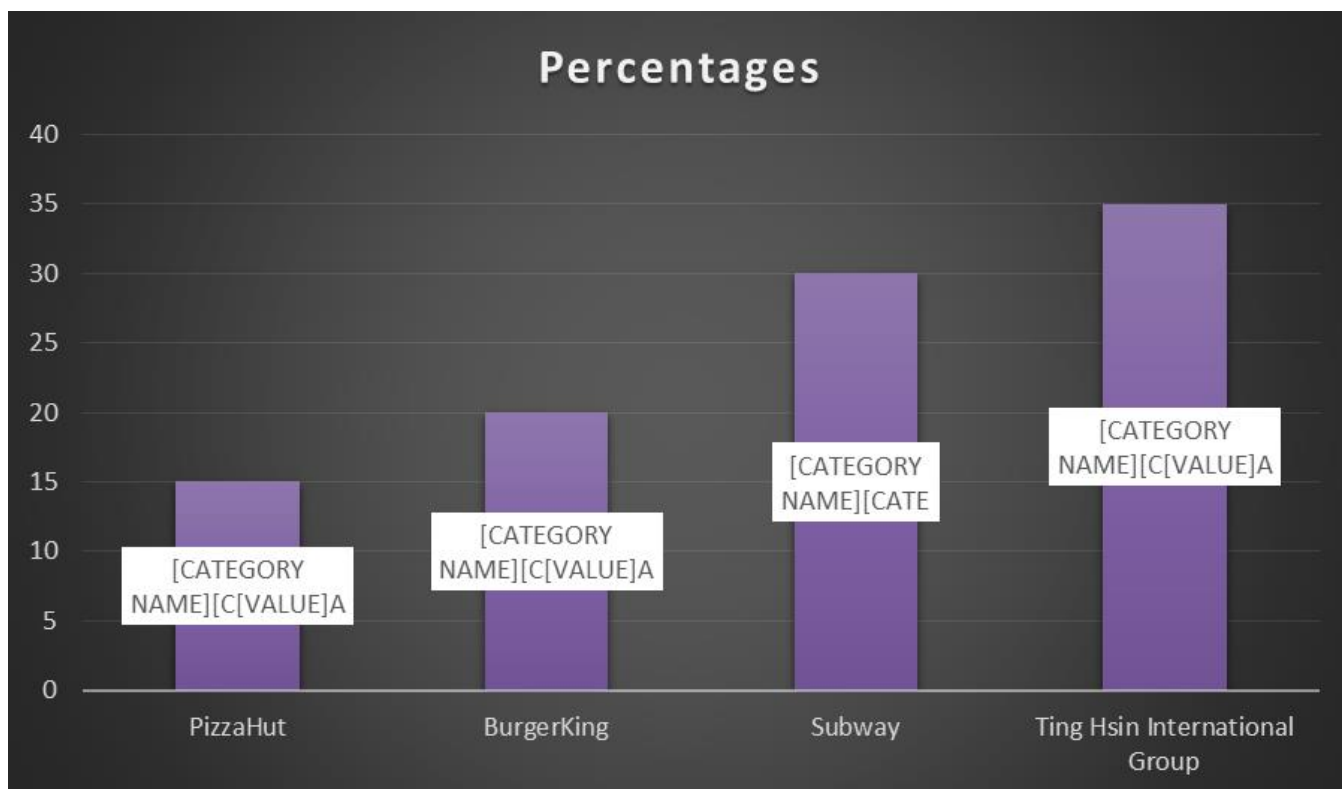


Figure 8 Diagram showing fast food restaurants that people visit asides KFC and McDONALD's in China.

From the above, we can see that the majority with an average of 35% opted for the fast-food restaurant Ting Hsin International Groups commonly called Dicos, which ranks third among the three main fast-food companies in China. This majority shows that in addition to going to KFC and McDonald's, they will prefer Dicos to all the other fast-food restaurants as seen above Pizza Hut with 15%, Burger King with 20% and Subway with 30%. This is since most people believe that Dicos goes to great lengths to meet consumer demands by trying to provide fast and safe food with assurance without blindly following Western trends. Dicos not only presents new products on an ongoing basis, but also changes the style of its decor to meet the expectations of consumers in general. There are also purple yam taiyaki and Japanese curry chicken rice that are missing from KFC and McDonald's menus but have attracted an extremely high order rate at Dicos outlets. And we see here that even though KFC and McDonald's are the most popular Western fast-food restaurants in China, they will still face challenges from local Chinese fast-food restaurants like Dicos.

3.1.13 Which one does you think has more negative news

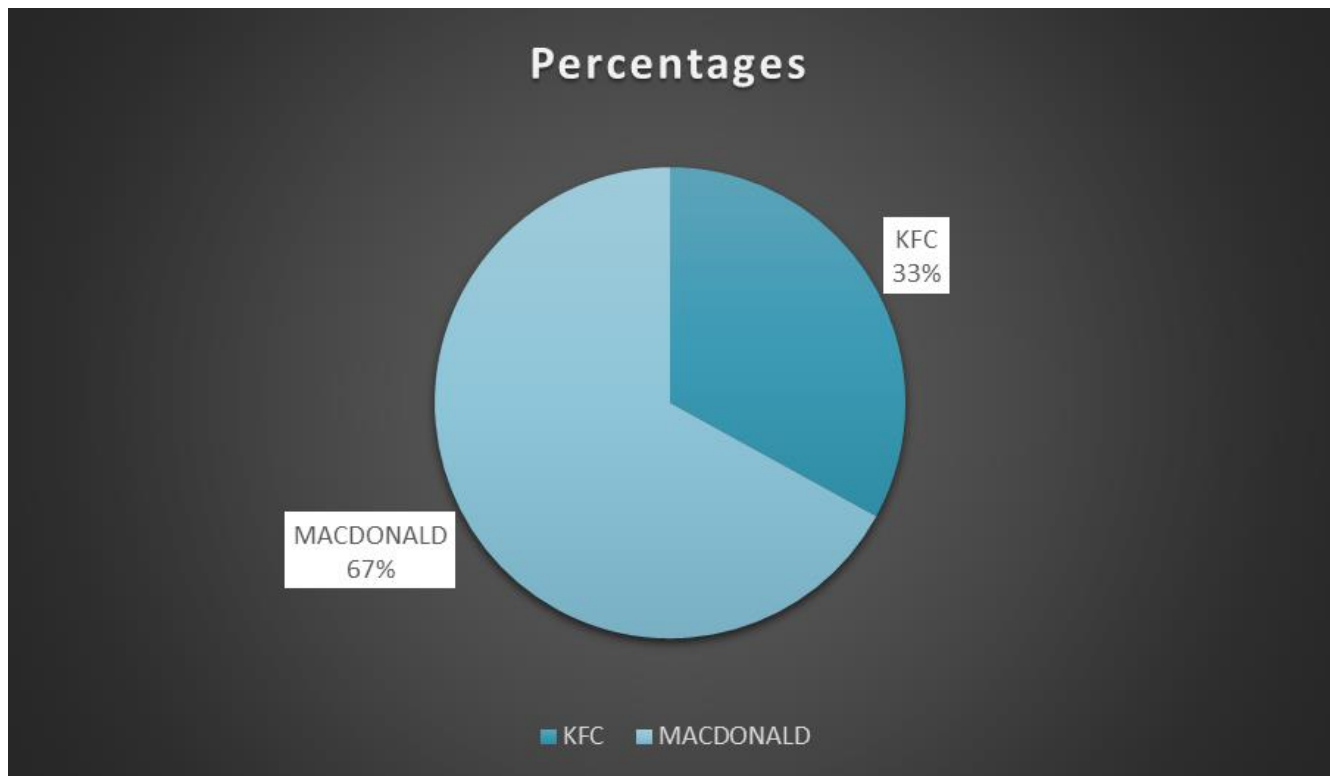


Figure 9 pie chart showing the company who has more negative news

As seen above, McDonald's with 67% is believed to have more negative news than KFC with 33%. In July 2014, a local reporter from Shanghai secretly captured images of contaminated meat being processed in a factory - Shanghai Husi Food - a subsidiary of the American group OSI. Besides the bad meat being processed, the video also captures workers using expired meat products. The video went viral in the country, forcing the Shanghai Municipal Food and Drug Administration to investigate the treatment unit. After investigation, authorities found that expired meat products (chicken and beef) were repackaged and processed with new expiration dates, with approximately 3,000 cases of contaminated beef already sold. This affected all McDonald's restaurants in China because the news went viral, and Shijiazhuang was no exception. The scandal has built a negative reputation since then to date among Chinese customers, resulting in a drastic drop in the number of customers. In addition, several critics have emerged regarding McDonald's employment practices, which, coupled with the health problems that fast food can cause, has led to a negative public image of the business in China. This shows that McDonald's has more negative news than KFC.

3.1s.14 Which One Do You Like? 'KFC or Mcdonald's'

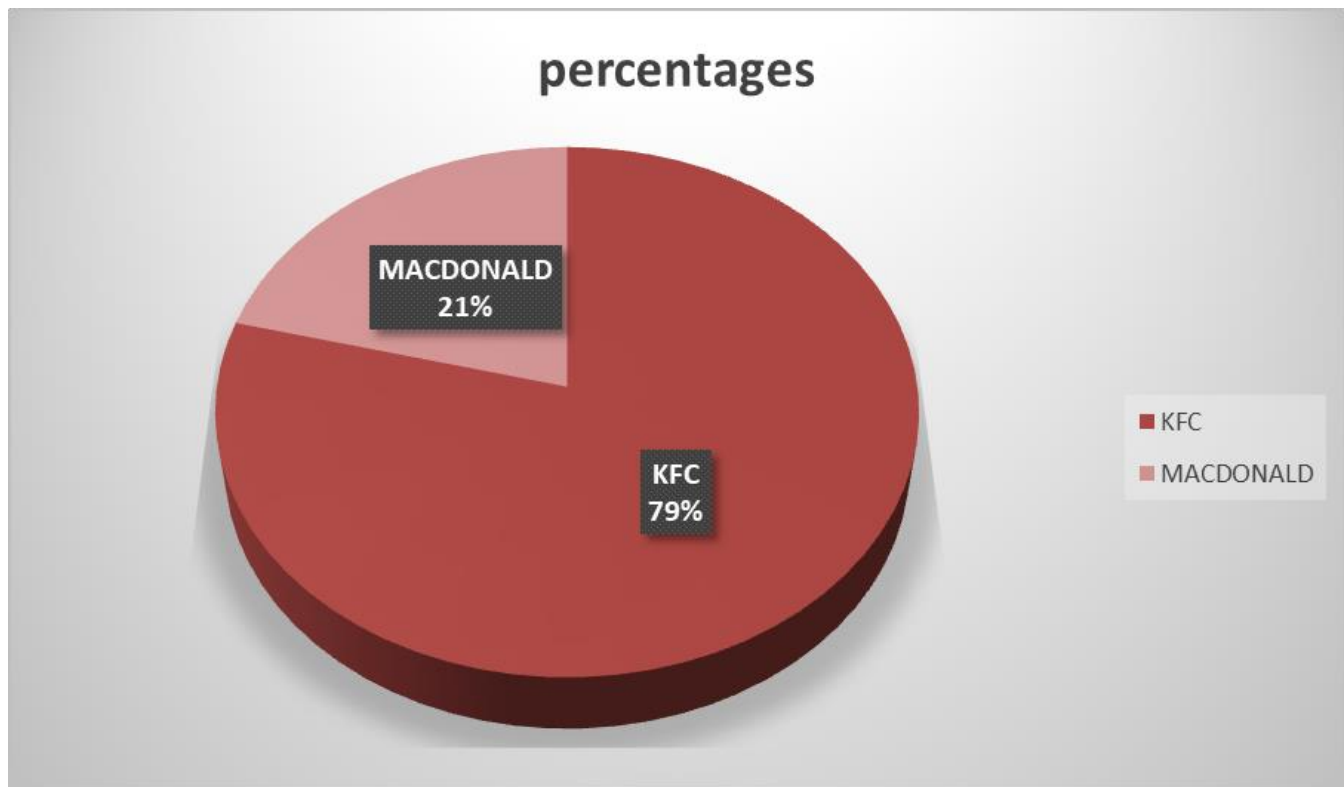


Figure 10 pie chart showing the most company people like

From the figure above, many people liked KFC with 79% than McDonald's with 21%. This is because they believed that, as Chinese living not only in China but also around the world, they love fried food - and this is the main method of cooking used by KFC. In addition, they prefer chicken over beef. For years, the two most popular products sold by KFC China included hot chicken wings and hot and spicy chicken sandwiches made from boneless and fried drumsticks which were then placed in hamburger buns. Local consumers were able to find a wide variety of dishes suited to local tastes, such as Chinese-style porridge for breakfast, spicy diced chicken for lunch, and Chinese-style chicken rolls with green onions and seafood sauce for dinner, corn, vegetables (salads) and deserts. KFC China continued to launch new products. All were designed with local Chinese characteristics in mind, content and taste in appearance and name. Products such as golden butterfly shrimp, flavored mushroom rice, four-season fresh vegetable salad, tomato and egg soup, Sichuan pickle and sliced pork soup, chicken congee with mushrooms, etc. have been part of KFC China's menus ever since. Adding to the above reasons, most people argue that the price of KFC is more moderate and affordable compared to that of McDonald's whose prices are still high compared to some other local Chinese fast-food restaurants in China. Not only was food and price given to explain why most people preferred KFC over McDonald's, but others included their services because people liked KFC's services more.

4 Summaries of Findings

4.1 Summary of Findings

The data collected and analyzed indicated that most of the people who visited KFC and McDonald's, were young and they will go here to chat with friends and this link to the target consumers of both restaurants as KFC will focus on family-based children because China's one-child policy also makes parents more attentive to their children, and they will also target because it is teenagers who are willing to accept new cultures and new ideas. Chinese families also visit fast food restaurants to please their children. Although they target teens and families, older adults also like KFC rather than other restaurant-restaurants that show their level of preference. In addition, we see that McDonald's,

on the other hand, is primarily focused on children and young parents, spending more money on building playgrounds inside youth restaurants and sharing toys with children's meals, using the same identical strategy as it does in the United States. This shows that both restaurants target almost the same customers and do their best to meet the demands of their different customers.

5 Conclusions and Recommendation

5.1 Conclusion

As we've seen above on the competitive strategy used by McDonald and KFC in China, we've tried to figure out why KFC is successful and how KFC is leading the Chinese market in terms of speed, quality, performance, and reputation. The main reason for the data collected and the work before our study is that KFC is focused on how to integrate into the Chinese market and work on a development strategy with strong Chinese characteristics. They have just established their brands all over China. McDonald's, on the other hand, focuses more on the Western way of doing things. If we look at both, then we can see that KFC in China has achieved a great revolution in the years after they started their business and haven't looked back since. So, we can conclude by saying that the differences in the competitive strategy between KFC and McDonald's in China are clear: KFC's multidimensional policies to take care of Chinese consumers have helped China's fast-food industry to become the winner; McDonald's ideas using unification and globalization policies have also helped them ensure high consistency and quality that has helped them maintain a good image. McDonald's unified production has shown a steady taste, excellent service, and has also brought in American cultures for Chinese customers. The objectives of both companies are very clear, and this is clearly what makes them competitors as expected of them all to build their brand loyalty and expand their market share in China. But at every stage of this study, we see that KFC has captured Chinese taste and this has given KFC a market leader in recent years in China.

5.2 Recommendation

Through our study based on a comparative analysis of the development of McDonald's and KFC in China focused on a competitive strategy, we would like to offer some suggestions for other restaurants abroad that would like to expand their activities in the Chinese market, but it would be good for us to note that cultural adaptation is an important issue that needs to be paid close attention to.

Competitive strategy: It should provide good services and more health products, should set high standards in each process so that they can achieve great achievement in service areas, and should try to create a brand image that penetrates people's culture and also language adaptation is another important factor that includes brand name and products in order to maintain communication and good understanding between employees and consumers, they should identify a target market for which to identify clear personal positions and cut off the entire age of older or young advertising and public communications that will be designed to attract the attention of the target market and respond to the attention of consumers. Improve the services provided daily by well-trained local staff, as well as create new product models that meet the taste of market trends.

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