

SUBWAY®

Subway is the quick service takeaway industry and one of the leaders in the industry of fast food.



Founded in 1965 by Fred DeLuca in Connecticut, USA, there are now more than 38,000 SUBWAY® stores in almost 100 countries.

We decided to chose Subway because:

Subway sandwiches are a **healthy alternative to fat food**, which cooked on the semis.

Subway **is much healthier than other fast food restaurants.**

Wide choice **of great tasting food.**

Subway stores offer **freshly baked bread and fresh ingredients.**

Whole process of preparing food passes **right in front of you!**

Quality of products are **strictly regulated and standardized** worldwide.

Food safety and food quality are their top priorities.

Main products:

SUBWAY is a place where you could see and choose from a variety of ingredients and types of bread for your sandwich



SUBS



DRINKS



SALADS



SNACKING

You can add a fresh delicious Subway muffin or cookie to your usual Subway meal. Yummy!

Characteristics of property

Subway is a service business.

Because it uses service labor to complete a task (make you a sandwich.) They make the subs not pre-made so it cant be a marketer business. And manufacturing businesses mass produce goods.

Majority of customers are students.

Lots of stores of Subway are located in supermarkets, different shops, in the streets.

It is the largest single-brand restaurant chain and the largest restaurant operator globally.

Expected results

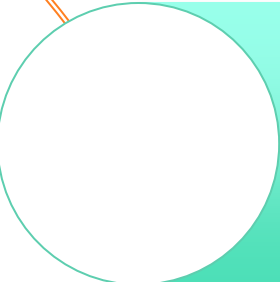
We want to improve service in this chain of restaurants by making it faster

We also want to include products of subway in universities



The Subway logo, featuring the word "SUBWAY" in a bold, yellow, italicized font with a green outline. The letter "Y" is stylized with a green arrow pointing upwards and to the right.

Analysis of questionnaire



We use the ServQual methodology to create our questionnaire



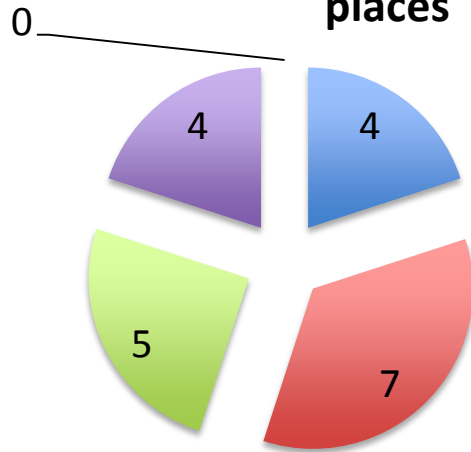
We interviewed 20 persons



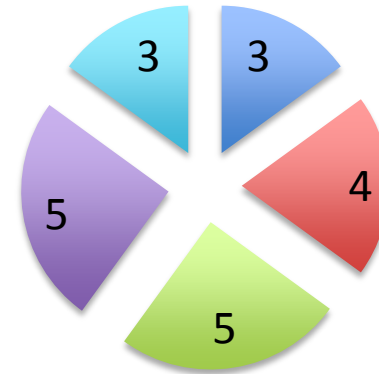
There are open questions for customer's attitude

Analysis of the data

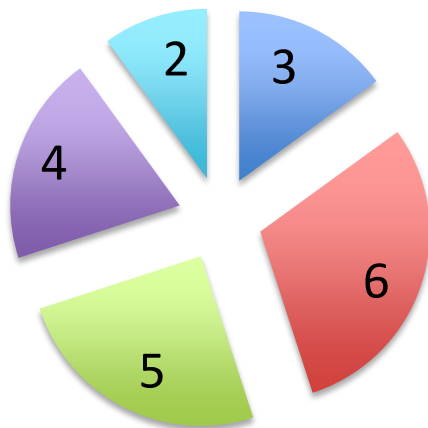
There are always enough seat places



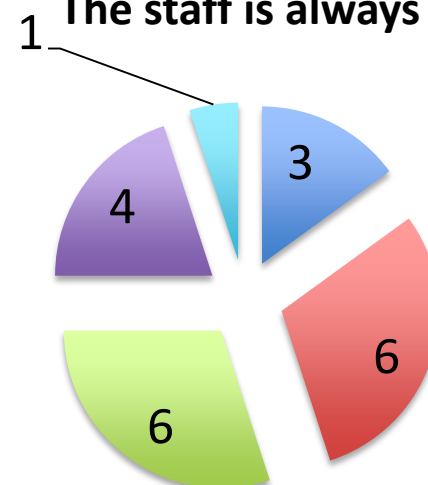
I have to queue for a long time



The staff is always helpful



The staff is always polite



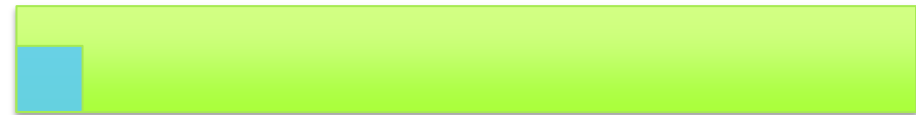
Analysis of the data

Problems



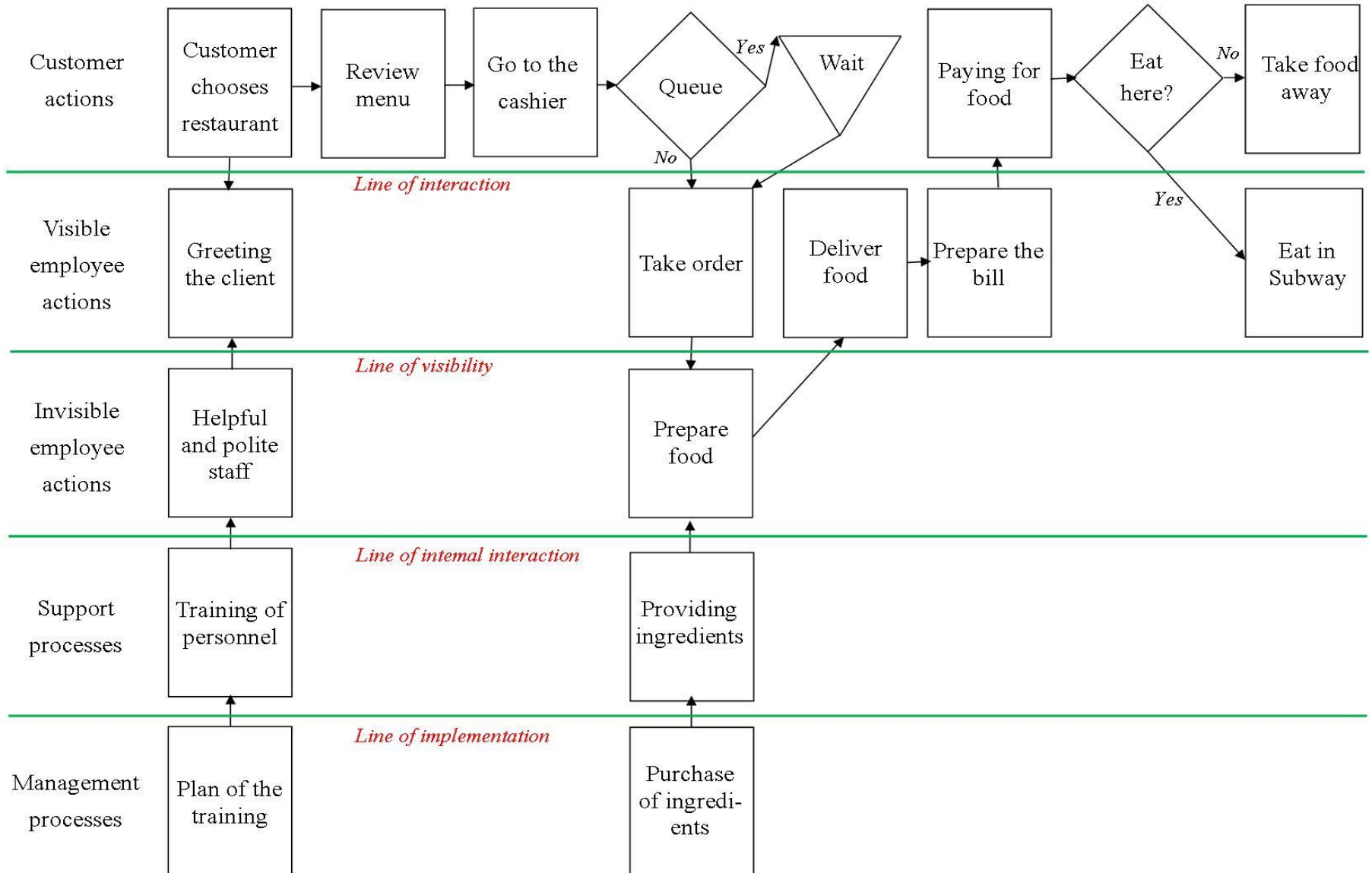
- Not enough seat places
- Queue during lunch-brake
- Staff

Advantages



- Customizing
- Fresh meal
- Fast service

Flow-chart of the processes



Waiting-time management



Waiting-time management

Practical part

Time of making a sub		
Work Content for the Average Customer		
Action	Average Minutes	Percentage of making
Choosing a sub	1	0,3
Choosing a bread	0,5	0,08
Choosing a cheese	0,3	0,06
Put a Sub in an oven	2	0,06
Choosing meat	1	0,06
Choosing vegetables	2	0,06
Choosing a souce	0,5	0,06
Choosing a drink	1	0,06
Prepare a drink	3	0,06
Counting an order	2	0,2
Average action: 1,01 min		
Actions performed in an hour by one employee: $60/1,01=59,41$		
The average amount of subs in an hour by one employee: 5,9		



Waiting-time management

Practical part


Customer Arrivals at Subway			
Time	March 6	March 9	Average Number of subs
10:30-11:00 A.M.	7	10	8,5
11:00-11:30 A.M.	8	6	7
11:30-12:00 A.M.	7	9	8
12:00-12:30 A.M.	20	19	19,5
12:30-13:00 A.M.	10	10	10
13:00-13:30 A.M.	12	14	13
13:30-14:00 A.M.	22	19	20,5
	86	87	86,5
Total: 86,5 actions*1,01 min/transaction= 87,37 min/3.5 hours = 1,46 hours			

Real total cooking time of all ordered subs from 10:30 to 14:00 A.M. (3,5 hours!)

Waiting-time management

Practical part

Variance of Customer Arrivals During the Day		
Time	Number of actions	Workers Needed
8:00-9:00 A.M.	8	2
9:00-10:00 A.M.	7	2
10:00-11:00 A.M.	7	2
11:00-12:00 A.M.	8	2
12:00-1:00 P.M.	14	3
1:00-2:00 P.M.	20	4
2:00-3:00 P.M.	19	4
3:00-4:00 P.M.	15	4
4:00-5:00 P.M.	15	4
5:00-6:00 P.M.	19	4
6:00-7:00 P.M.	20	4
7:00-8:00 P.M.	14	3



According to
the data
from our
experience

Waiting time management.

Theoretical part

Average Minutes Waiting in a queue				
	Number of employees			
Time	1	2	3	4
8:00-9:00 A.M.	-0,666666667	0,166667	0,0444444	0,020833
9:00-10:00 A.M.	-1,166666667	0,116667	0,035354	0,017157
10:00-11:00 A.M.	-1,166666667	0,116667	0,035354	0,017157
11:00-12:00 A.M.	-0,666666667	0,166667	0,0444444	0,020833
12:00-1:00 P.M.	-0,291666667	-0,58333	0,194444	0,058333
1:00-2:00 P.M.	-0,238095238	-0,20833	-0,55556	0,208333
2:00-3:00 P.M.	-0,243589744	-0,22619	-1,05556	0,158333
3:00-4:00 P.M.	-0,277777778	-0,41667	0,277778	0,069444
4:00-5:00 P.M.	-0,277777778	-0,41667	0,277778	0,069444
5:00-6:00 P.M.	-0,243589744	-0,22619	-1,05556	0,158333
6:00-7:00 P.M.	-0,238095238	-0,20833	-0,55556	0,208333
7:00-8:00 P.M.	-0,291666667	-0,58333	0,194444	0,058333

The amount of employees corresponds to our practical date

Decreasing psychological effect

Involvement in the preparation process of your Sub

You always see at what stage of cooking your order

Energizing music while waiting



Pricing



Discount offers for students
(segmentation)



Daily/Weekly offers
(tactic to manage demand)



Special offers



Inventory management

1

- **How to use most effectively the limited space?**

2

- **How to make a good logistic chain?**

Allocation capacity

Changeable capacity (change as needed)

Workshift scheduling

Sharing capacity between Subways

Strong customer participation

Service gaps



Consumer expectation-management perception

Service delivery-external communication

Expected service-perceived service gap

Our Recommendations

Develop trainee programs to improve staff

to Conduct more rigorous HR policy

To Implement Waiting-time management

To investigate the optimum number of seats if the area allows