

# *Chick-fil-A*



## *Brand Audit Final Report*

*Dr. Chan-Olmsted*

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## **Introduction**

### **Chick-fil-A History**

Chick-fil-A Inc. has been a family-owned and privately held company since its start by Truett Cathy (pictured below) in 1960 with the first restaurant located in a mall in Atlanta, Georgia. Chick-fil-A has grown to be the second-largest quick-service chicken restaurant in the United States. The company has 1,615 locations in 39 states and Washington, D.C. Chick-fil-A reported more than \$4.1 billion in annual sales in 2011. Their mission statement is “Be America’s Best Quick-Service Restaurant.” The company is open from Monday to Saturday and is closed on Sunday in relation to its Christian values. (“Company fact sheet,” 2012)



Source: Chick-fil-A.com

### **Brand Product Category**

According to the National Institute of Food and Agriculture, one-in-four Americans eat fast food every day, and the majority of fast-food consumers are young black and white males – in fact, men in general are more likely to eat fast food than women. Fast-food consumption peaks in Americans ages 10 to 39 and declines in older individuals. Households with four or more members, higher income and mid-level education (high school and some college) consume more fast food than others. Because fast-food businesses often target children in marketing and advertising efforts, children are among the top consumers of fast food.

### **Consumer Information**

Most Chick-fil-A customers are poultry consumers who are looking for alternatives to beef and pork products. Other possible customers are people who want a healthier choice when it comes to eating out at fast-food restaurants. Many customers are Christians who support the restaurant because of its Christian-based values. Young men and children are the popular consumers for quick-service restaurants. This is evident by the prevalence of marketing and advertising efforts that are targeted toward them. Many of the consumers have families of four or more (usually with young children), live in the South or Midwest and come from middle- or high-income households. Common hobbies among these consumers include bowling, family life like parenting, and home improvement projects. Convenience and quality are also important to these busy, hard working, educated consumers.

## **Market Analysis**

### **Trends in the Product Market**

According to *TIME Magazine's* article "Big Chain Restaurant Trends: Hot Menu Items, Hot Marketing Strategies," the rise of fast-food restaurants and casual dining chains are putting the pressure on sit-down restaurants. The article explains that fast-food consumers are motivated by, upscale locations, multi-course meal deals, "stealing the competition's playbook," hot sandwiches, free Wi-Fi and drive-thru options. Simply changing the names of menu items or adding in words, such as Domino's signature "artisan," and redecorating the sit-down areas to look more sleek and upscale are just a few ways that fast-food restaurants are competing with traditional restaurants. Multi-course meal deals are the promotions and specials that the restaurants advertise to consumers. These deals help to attract consumers who might have had their meal at a different establishment.

In terms of "stealing the competitions playbooks," companies have been expanding their menus to include items that they could find at other establishments in hopes of stealing the competition. For example, McDonald's came out with its line of gourmet coffees a few years ago in hopes of taking some of Dunkin Donut's customers. The most recent Sandwich Consumer Trend Report states that 49 percent of consumers purchase their sandwiches away from home, so companies are stepping up to include more sandwiches to their menus. Wi-Fi in restaurants is becoming a standard. Panera Bread was one of the first restaurants to implement free Wi-Fi to customers eight years ago, which increased its sales by 15 percent. Because American society is always on the go, drive-thru restaurants are the most convenient way to purchase food. Restaurants with drive thru options are working to make them faster and more efficient by including multiple lanes, as well as containers and wrappers that make eating in the car easier.

### **Main Competitors and Their Competition Strategies in the Product Market**

Chick-fil-A's top competitors are McDonald's, Burger King and KFC. Some of Chick-fil-A's innovative concepts include mall/in-line restaurants, stand-alone restaurants, drive-thru only outlets, Dwarf House, Truett's Grill, and satellite/"lunch-counters."

Chick-fil-A was among the first to make quick-service mall food available to shoppers. Today there are more than 320 mall locations open. Drive-thru only outlets provide fast service to the customers, and there are currently 32 drive-thru-only locations across the nation. Dwarf House is a full-service restaurant that allows customers a variety of choices including table service, walk-up counter service and drive-thru service. Truett's Grill is also a full service restaurant that follows a '50s diner theme. It provides customers with the full Chick-fil-A menu in addition to select items from the Dwarf House restaurant. The satellite or "lunch-counter" offers customers extremely fast service by providing them with services in office buildings and other high-traffic areas during the peak lunch hours.

Chick-fil-A's healthier options are something most companies cannot compete with. The company only uses peanut oil and strives to give customers a healthier alternative to hamburgers by providing chicken sandwiches, chicken nuggets and strips, and even grilled chicken options.

## Segmentation Angles and Attributions/Benefits for Differentiation in this Market

The benefit that Chick-fil-A has over its competitors is the fact that they sell only chicken, while other competitors sell hamburgers and beef products. Chick-fil-A offers customers a healthier alternative to fast food dining and drive thru experiences. According to OneSource's company profile on Chick-fil-A, options like fruit cups, chicken soup, grilled chicken choices, wraps and salads are all examples of how Chick-fil-A is providing healthy options for their customers. To keep competitive with other fast-food chains, the company serves one-of-a-kind waffle fries and hand-spun milkshakes. These options help Chick-fil-A compete with Steak-N-Shake, Checkers, McDonalds, Wendy's and Burger King.

## Motivators for this Product from the Consumer Perspective

From the consumer's perspective, Chick-fil-A ranks very high. Chick-fil-A was recently awarded the most first-place rankings in the 2010 U.S. Restaurant Satisfaction Survey, which evaluates all aspects of consumer satisfaction. This includes price, meals, environment and service. Houston, Atlanta, and Washington D.C. were among the markets to give Chick-fil-A first-place rankings, while Los Angeles rated the chain second. Customers gave some of the country's largest fast food restaurants lower satisfaction scores in comparison to the high scores they gave to the "local heroes" like Chick-fil-A.

## Brand Element and Marketing Program Analysis

### Logo

Chick-fil-A's logo makes it clear as to what they serve. It is a "simple, one-color logo, in script writing, with the head of a chicken interposed into the 'C'." According to The Dogg Blogg, fast-food restaurants should have logos that make what the restaurant serves clear.



Source: Chick-fil-A.com

### Mission

Chick-fil-A's mission statement is "Be America's Best Quick-Service Restaurant." By sticking to its "core menu items" (McLellan) and adding more restaurants nationwide, Chick-fil-A has managed to grow its fan base and create revenue. Also, by focusing on its mission to be the "Best Quick-Service Restaurant," they maintain good customer service. They have extensive training programs and each restaurant is inspected thoroughly, both for cleanliness and customer service.

### "Eat Mor Chikin" (Eat More Chicken)

The "Eat Mor Chikin" campaign has been used since 1995 by this company. "Using cows as the face for a fast-food chicken restaurant is incredibly creative," according to The Dogg Blogg. Despite not using many television campaigns, everyone knows the Chick-fil-A's cows.

The campaign began in 1995 with two rebellious cows sneaking up to a billboard and painting it crudely. In 1997, the cows made



Source: Chick-fil-A.com

their first TV appearance. The company also releases a yearly calendar featuring the chickens, begun in 1998. In 2009, the company launched eatmorchikin.com, a website dedicated to the famous cows and their campaign to encourage consumers to eat chicken instead of beef.

Theresa Howard of *Nation's Restaurant News* said, "If you haven't seen the spotted, big-eyed animals pleading for mercy at the expense of a chicken's life, you are missing out. From concept to execution the campaign is a visually whimsical one that positions Chick-fil-A as a restaurant concept that has a witty personality and knows its core product well" (Howard).

## **Previous Marketing Campaigns**

Although the company entered the breakfast market in 1986, Chick-fil-A chose to really build awareness of their breakfast menu in 2006 and 2011. In 2006, the company paired up with radio stations around the country. These stations used their morning shows to create an association between mornings and Chick-fil-A (Stafford). For the week of Labor Day in 2011, Chick-fil-A allowed patrons to go to [www.chick-fil-aforbreakfast.com](http://www.chick-fil-aforbreakfast.com) to reserve one free breakfast per customer, per restaurant during the five-day period. According to an article in *Marketing Weekly*, the restaurant had recently added Multigrain Oatmeal to the breakfast menu so this campaign also successfully allowed them to market their new option.

## **Current Brand Situation**

The company is recovering from a scandal that occurred this summer with Chick-fil-A's President, Dan Cathy. According to *Techrockies.com*, the company began a contract with Envysion to "improve operations, training and customer service... Envysion's services combine video with point of sale data, and is being used by restaurant operators, convenience store operators, and other national chains to be able to better manage their operations, including loss prevention, marketing, and more."

## **Competition**

The chain faces competition from national fast-food giants specializing in chicken and other fast-food restaurants, KFC, McDonald's and Burger King among them. According to an article in *USA Today*, Chick-fil-A is "on the cusp of replacing KFC as the nation's largest chicken chain". This is proved by KFC's parent company taking an international approach to branding. Because of the lower sales and poorer reputation in the United States, Yum! Brands has been focusing their gains in profits overseas (Brady). "According to CNN, 60% of Yum's profits come from overseas operations. Not surprisingly, China is the largest piece of its overseas business" ("Salty, Greasy, Delicious Investments").

Another trend in fast food has been Bacon. McDonald's current marketing campaign is a Twitter-based bacon campaign called, "Your Daily Bacon." The company has been posting bacon-themed images on their Twitter page in honor of the chain's new sandwich, the Cheddar Bacon Onion burger. Burger King also introduced a bacon sundae this year after Jack-in-the-Box introduced their Bacon Sundae last year (Tepper). However, Chick-fil-A has not bought into this bacon-fad.

Despite the anti-gay views made clear by the company's president and the threat of other fast-food giants, Chick-fil-A does not intend to alienate its consumers. "Our intent is not to support political or social agendas," said Steve Robinson, the executive vice president of marketing. The company's policy is "to treat every person with honor, dignity and respect." However, the company will continue to struggle against the allegations that they do not support gay rights. According to an article on *HuffingtonPost.com*, the beloved KFC mascot, Colonel Sanders, "LOVES the gays."

## **Target Segment Profiles**

### **Demographic Analysis**

Chick-fil-A restaurants are located across the United States in all but 12 of the states. The majority of Chick-fil-A locations are found in the South and Midwest regions of the country, where fast-food consumption is significantly higher than in other areas. (Kliff, 2011) As a fast-food business, it can be inferred that Chick-fil-A's consumers have similar characteristics with the country's average fast-food consumers.

According to the National Institute of Food and Agriculture, one-in-four Americans eat fast food every day, and the majority of fast-food consumers are young black and white males – in fact, men in general are more likely to eat fast food than women. Fast-food consumption peaks in Americans aged 10 to 39 and declines in older individuals. Households with four or more members, higher income and mid-level education (high school and some college) consume more fast food than others. Because fast-food businesses often target children in marketing and advertising efforts, children are among the top consumers of fast food.

Therefore, in compliance with the NIFA's statistics and the chain's distribution of locations, Chick-fil-A's consumer demographics can be broken down as follows:

- Consumers across the country (mostly in the South and Midwest)
- Men and women aged 10 to 39
- Families with four or more members (most likely with young children)
- Middle- and higher-income households
- Consumers with mid-level education

More specifically, Chick-fil-A consumer demographics for 2011 were gathered by GfK Mediamark Research & Intelligence, LLC. (Please note that this data does not account for consumers under the age of 18.) The majority of Chick-fil-A consumers (59.6 percent) had at least some college education, while 33.1 percent with a high school diploma had no college experience. Men and women were almost evenly split, at 43 percent men and 57 percent women. Adults aged 25 to 54 made up 60.2 percent of Chick-fil-A's consumers, and 74 percent were located in the U.S. census's "south" region. Fifty-nine percent of consumers were married, and 82.3 percent had children between the ages of 6 and 17. White consumers dominated the race category at 78.4 percent, and half of Chick-fil-A's consumers had an average household income of \$60,000 to \$150,000.

### **Psychographic Analysis**

As middle to upper class Americans with families and mid-level education, these consumers share many psychographic characteristics. According to the Percept Group, their involvement with faith matches the national average. These consumers donate to charities and other causes at a higher rate than the national average. Common hobbies include home improvement and bowling, and family life (including parenting, school choice and marriage situations) is important to these consumers. Because of the description of these fast-food consumers as busy, working and educated Americans, it can be concluded that convenience and quality are also important to them.

Because Chick-fil-A is a Christianity-based organization, it can be inferred that at least some of its consumers are Christians. These consumers value faith, family and companionship, and are most likely to donate money to religious organizations, according to the Percept Group.

## **Product Needs and Usage of Target Segments**

People eat fast food for many reasons: convenience, speed and taste. The busy lifestyles of higher-earning working Americans who have families (Chick-fil-A's main consumers) often mean there is less time for cooking. These people eat fast food for its speed and convenience. Similarly, young men are less likely to cook for themselves and are attracted to the taste and convenience fast-food restaurants provide.

Chick-fil-A provides the convenience, speed and taste these consumers need. However, competitors like McDonald's, Burger King and KFC also provide these benefits for consumers. One service Chick-fil-A provides that its competitors do not is catering – another form of convenient service for its consumers.

## **Core Benefit to Target Segment**

The key benefit Chick-fil-A provides consumers is high-quality service. In October 2012, Chick-fil-A “dominated” the service category of a QSR Magazine survey of fast-food chains. Servers were voted as more friendly, polite, likeable and accurate when taking orders than in any other fast-food restaurant in the country. Similarly, in a 2010 study conducted by J.D. Power and Associates, Chick-fil-A received more first-place market rankings than any competitor. These rankings were based on the following categories: price, environment, meal and service.

## **Brand Benefit/Differentiation Analysis**

### **Main POD**

Chick-fil-A boasts several points-of-difference from its competitors. As a Christianity-based organization, Chick-fil-A is closed on Sundays to allow its employees the freedom to attend church. Unlike many fast-food restaurants, Chick-fil-A is heavily involved in the local community surrounding its locations, often sponsoring events and holding family nights. Customers often find that Chick-fil-A employees are especially polite and attentive – they even provide some tableside service. Chick-fil-A has two major PODs: its famous waffle fries (rather than the common straight or curly fries) and the fact that the only meat sold at the restaurants is chicken. In fact, the absence of hamburgers on the menu is a POD itself in today's fast-food industry. The chain's final POD is the use of the “silly” cow characters, an image that is almost immediately associated with the brand. (Dougherty)



Source: Chick-fil-A.com

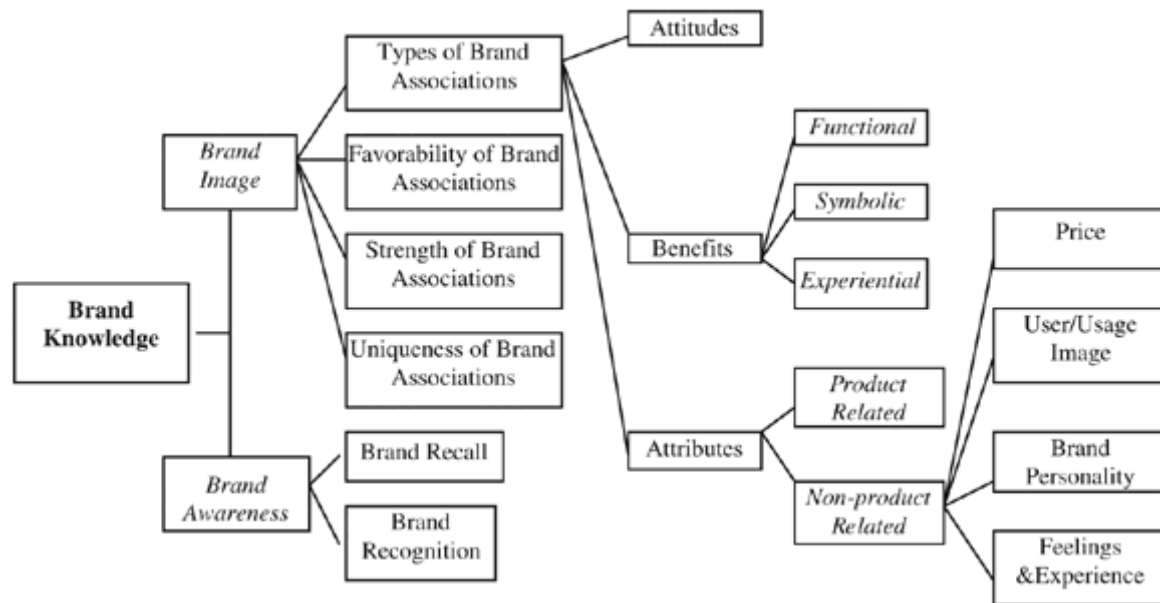
### **Main POP**

Chick-fil-A shares many points-of-parity with its competitors. Most fast-food chains sell chicken (fried and grilled), French fries and soda. Many of these fast-food chains also serve breakfast, milkshakes and ice cream, desserts, and salads like Chick-fil-A. Fast service and drive-thru windows are shared qualities among competitors, and in-store playgrounds are common.

# Research Design and Plan

## Consumer Research Questions

1. What motivates consumers to choose Chick-fil-A over other fast food restaurants?
2. What do consumers associate with the Chick-fil-A brand?
3. What effect did the CEO gay marriage comment have on consumer perception of the brand?
4. How does the recent scandal affect your decision to support the company?
5. What types of locations do consumers prefer to purchase chick-fil-a?
6. How do consumers perceive the Chick-fil-A brand elements?
7. How do consumers perceive Chick-fil-A marketing efforts?



### Brand Knowledge

#### A. Brand Image

**1. Types of Brand Associations-** What do consumers associate with the Chick-fil-A brand?

-Attitudes

-Benefits

-symbolic

-functional- What types of locations do consumers prefer to purchase chick-fil-a?

-experiential

-Attributes

-product related

-non-product related

-price

-user/usage image

-brand personality- How do consumers perceive the Chick-fil-A brand elements?

-feelings & experience- What effect did the CEO gay marriage comment have on consumer perception of the brand? How does the recent scandal affect your decision to support the company?

**2. Favorability of Brand Associations-** What motivates consumers to choose Chick-fil-A over other fast food restaurants?



### **3. Strength of Brand Associations-**

### **4. Uniqueness of Brand Associations-**

**B. Brand Awareness-** How do consumers perceive Chick-fil-A marketing efforts?

#### **1. Brand Recall-**

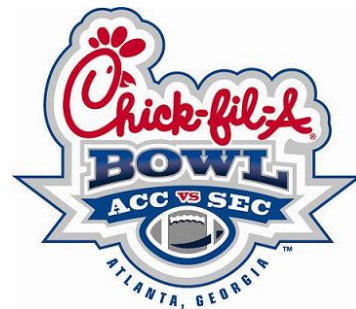
#### **2. Brand Recognition-**

## **Research Design**

### ***Data Collection Method and Justification***

We created a consumer survey created with the Qualtrics program. The target audience for this survey was university students who fall into the average fast-food consumer demographic profile, as described above. The survey was distributed via social networking websites, such as Facebook and Twitter, as well as email.

It is valid to conduct research about the Chick-fil-A brand in this way with this demographic because the brand is relevant and resonates with university students. Chick-fil-A not only engages university students in many ways – the Chick-fil-A bowl, college game day tailgating, locations on campuses – but it is also socially relevant because of the recent controversy regarding the CEO’s comments about gay marriage. We wanted to assess what damage, if any, this situation has caused the brand’s image for this demographic.



Source: Chick-fil-A.com

### ***Participant Recruitment Plan***

Survey participants were recruited via social media, email and word-of-mouth. Team members provided links in posts and they personally recruit participants on the University of Florida campus.

### ***Timeline of the Primary Research***

Nov. 22 – Deadline for completion of survey creation

Nov. 26 – Deadline for survey submissions

Dec. 3 – Complete survey results analysis

Dec. 5 – Complete final audit report

## Major Findings

### *Survey Results*

Survey Questions	Percentage of Respondent Answers
Have eaten at Chick-fil-A	92%
Have eaten at Chick-fil-A less than once a Month	43%
Have eaten at Chick-fil-A 2-3 time a month	32%

- 89% of our respondents are women while 11% were men.
- 91% of our respondents are between the ages of 18-22.
- 96% of our respondents are straight.
- 75% have a religious affiliation.

*What do consumers associate with the Chick-fil-A brand?*

- 44% of the respondents thought that Chick-fil-A met their goal to “Be America’s Best Quick-Service Restaurant.”

*How do consumers perceive Chick-fil-A marketing efforts?*

- 56% of the respondents thought that the “Eat more Chicken” campaign graphic was funny and 49% thought it was favorable.
- 63% of respondents thought that the Chick-fil-A logo was favorable and 59% thought it was appropriate.

Survey Questions	Percentage of Respondent Answers
Have not visited the Chick-fil-A website	73%

*What effect did the CEO gay marriage comment have on consumer perception of the brand?  
How does the recent scandal affect your decision to support the company?*

In July 2012 when asked about his personal views on marriage, Chick-fil-A President Dan Cathy made the following comment; “we’re inviting God’s judgment on our nation when we shake our fist at him and say we know better than you as to what constitutes a marriage. And I pray God’s mercy on our generation that has such a prideful, arrogant attitude that thinks we have the audacity to redefine what marriage is all about.”

This statement caused a media controversy and inspired a Chick-fil-A Appreciation day held on August 1<sup>st</sup> in which both supporters and protesters gathered at Chick-fil-A locations across the nation.

- Based on the above controversy, 83% of respondents said they were very aware of the situation and 72% said that it did not affect their frequency in visits to Chick-fil-A. 100% said that it will not affect their frequency visits to Chick-fil-A in the future.

*What motivates consumers to choose Chick-fil-A over other fast food restaurants?*

<b>Ranked Taste #1 in the order of importance when deciding on fast food restaurants to eat at</b>	<b>78%</b>
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*How do consumers perceive the Chick-fil-A brand elements?*

<b>Ranked Chick-fil-A as excellent on taste against their competitors McDonald's and KFC</b>	<b>64%</b>
<b>Ranked Chick-fil-A as average on price against their competitors McDonald's and KFC</b>	<b>54%</b>
<b>Ranked Chick-fil-A as excellent on service against their competitors McDonald's and KFC</b>	<b>60%</b>

*What types of locations do consumers prefer to purchase chick-fil-a?*

<b>Ranked Chick-fil-A as average on location against their competitors McDonald's and KFC</b>	<b>55%</b>
<b>Ranked Chick-fil-A as excellent on environment/location against their competitors McDonald's and KFC</b>	<b>55%</b>

## **Proposed Brand Positioning/Identity**

After reviewing the brand exploratory results, we found that Chick-fil-A has a very strong brand identity and position in the marketplace. It is clear that, despite the gay rights scandal in July 2012, the brand has managed to maintain its strong brand identity.

This was supported by questions #15-17 of our research survey. We asked respondents to read a blurb about the event in which Dan Cathy, president of Chick-fil-A, voiced his opinions on gay marriage. The majority of respondents were unaffected by the situation and continue to eat at Chick-fil-A establishments. Out of the 39 people who were aware of the situation, 72% were unaffected.

The brand, despite this controversy, has been strong enough to maintain its share of the fast food market because it has a strong, unique, and positive brand identity and image. We believe that the correct branding strategy for the company is to reinforce this position.

We recommend the brand position itself on the basis of taste. Our primary research showed us that people look for the best taste when choosing their fast food restaurants and 90.2% of respondents ranked Chick-fil-A as Above Average or Excellent compared to McDonald's and KFC on the basis of taste.

When asked to recall the first three words about Chick-fil-A that came to mind, most respondents mentioned food or taste in some way. We were given words like "chicken," "yummy," "biscuit," "fries," and "delicious." This is proof that the brand is known for the taste, yet the marketing programs have not focused enough on that aspect.



Source: Google.com

“Chicken” was a word given to us 27 times when asked what comes to mind when consumers think of Chick-fil-A. This is one of the restaurant's major points-of-difference in comparison to other fast-food restaurants. The only meat sold in Chick-fil-A restaurants is chicken. This has been the basis of the majority of marketing campaigns done by the restaurant. The “Eat Mor Chikin” campaign should be continued with a stronger emphasis on taste to ensure the brand stays on top.

## **Branding Recommendations**

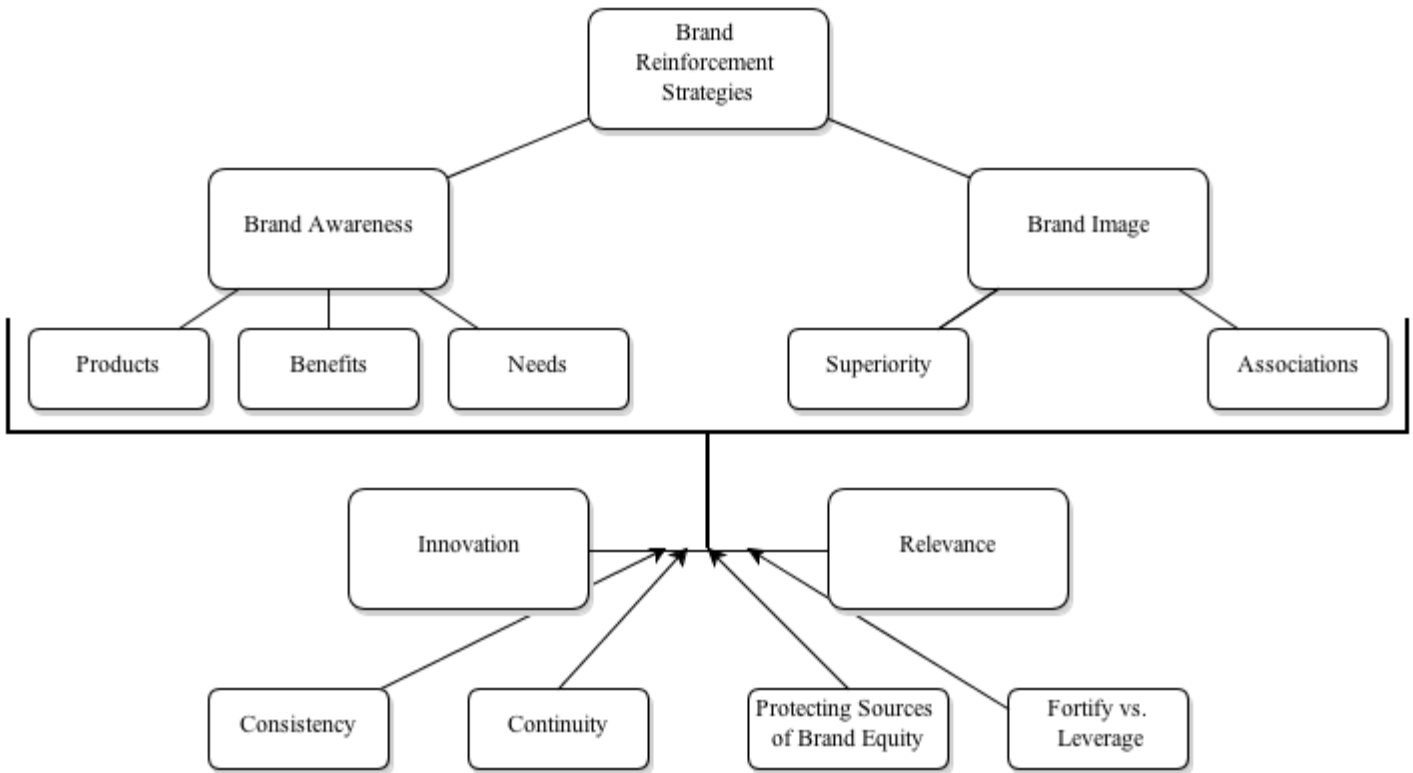
### **Brand Reinforcement**

#### ***Maintain Brand Consistency***

The overarching strategy we recommend for the Chick-fil-A brand is brand reinforcement. Based on the brand inventory and exploratory results, we have concluded that consumers have common associations with the brands that are strong, favorable and unique. The success of the brand's marketing programs was supported by the results of the survey we conducted. Top-of-mind associations recounted in the survey were overwhelmingly positive and favorable. Therefore, Chick-fil-A's brand managers should devise tactics that reinforce the brand's current associations, image and awareness level. According to Keller, brand equity can be reinforced by marketing efforts that **consistently** convey the brand's meaning to consumers in terms of brand awareness and image.

Some of the implications this strategy may have for brand managers include:

- ***Consistency of marketing:*** The amount and nature of marketing support must remain consistent.
- ***Consistency of change:*** The brand must continuously change as society, consumers and culture changes to remain relevant and consistent without becoming outdated.
- ***Consistency of care:*** Brand managers must be constantly aware of consumer, competition and positioning changes in order to protect brand equity.



## Strengthen Product-Related Associations

### *Focus on “Taste”*

According to the results from the brand exploratory survey, the most important factor consumers consider when choosing a fast-food restaurant is taste. Chick-fil-A received the most “Excellent” ratings for taste among the tested competitors (McDonald’s and KFC), but the brand has never produced marketing efforts solely focused on taste, according to the brand inventory research. Therefore, we suggest a “taste”-based marketing program as a tactic, which will reinforce the brand’s superiority in this category.

**5. Rank these factors in order of importance when deciding which fast food restaurant to eat at:**

Table Options							X
#	Answer	1	2	3	4	5	Responses, Total Responses
1	<a href="#">Price</a>	3	16	11	7	3	40
2	<a href="#">Taste</a>	32	5	3	0	0	40
3	<a href="#">Service</a>	0	7	8	16	9	40
4	<a href="#">Location</a>	4	11	13	5	7	40
5	<a href="#">Environment/Atmosphere</a>	1	1	5	12	21	40
	Total	40	40	40	40	40	-

### ***Utilize Existing Marketing Programs***

We also recommend that brand managers conduct this marketing effort by leveraging the success, awareness and favorability of Chick-fil-A's current marketing programs. The results from the survey indicate that not only are the Chick-fil-A cows and "Eat Mor Chikin" campaign highly favored and enjoyed by consumers, but they are also strong top-of-mind associations. Several responses to the "first three words" question in the survey were "Eat Mor Chikin." Consequently, we believe it would be more effective and cost-efficient for the brand's marketers to continue using the cows when implementing other campaign, both the suggested "taste" campaign and efforts for other product-related associations, such as price and service.



Sample "taste"-based marketing effort using existing brand imagery. Original image from <http://getmorequal.tumblr.com/templates>.

### **Expand Locations**

One discovery from the brand exploratory we did not expect was the significance of restaurant location in consumers' decision of where to eat. Location ranked third of the five criteria and nearly ranked second. This suggests that convenience is even more important to consumers than our brand inventory research implied. The survey also revealed that of the five criteria tested, "location" was the category in which Chick-fil-A fared worst. This was further supported by the fact that less than five percent of people surveyed eat at Chick-fil-A once a week or more. In fact, 90 percent of the survey participants admitted to only eating Chick-fil-A less than once a month, once a month or two to three times a month.

These findings lead us to believe it would greatly benefit the brand to expand the number of its locations. For the purposes of this goal, we do not mean for the brand to expand into new areas, but instead to more densely populate the areas in which it is already present. This would make patronizing the brand more convenient for consumers, thus strengthening brand equity.

## Convert Responses to Create Loyalty

According to Keller, the fourth and final step in successfully building a brand is converting consumer responses to create loyalty. After analyzing the results of our research, especially that of the brand exploratory, we have concluded that this should be the principal goal for Chick-fil-A's brand managers in the following years. It is clear that they have already effectively and thoroughly established the identity and meaning of this brand, and they have also facilitated desired responses from consumers (the first three steps to brand building). But the lack of consumer loyalty is also evident by the infrequent numbers of visits to Chick-fil-A locations. We believe that the other suggestions we have made will help to achieve this goal, but another tactic that would be useful could be to create a customer loyalty program.



[www.sundriesshack.com](http://www.sundriesshack.com)

## Appendices

### Survey Questions

1) Have you ever visited Chick-fil-A?  
Y/N

2) Frequency:  
-Less than once a month  
-1-4 times a month  
-5-10 times a month  
-More than 10 times a month

3) Have you visited Chick-fil-A's website?  
Y/N

4) What are the first 3 words that come to mind when you think of Chick-fil-A?  
3 separate boxes

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5) Rank these factors in order of importance when deciding which fast food restaurant to eat at:  
-Taste  
-Price  
-Service  
-Location  
-Environment/Atmosphere

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6) Rank each of the following restaurants on a score of 1-5 based on taste:

Chick-fil-A	1	2	3	4	5
McDonalds	1	2	3	4	5
KFC	1	2	3	4	5

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7) Rank each of the following restaurants on a score of 1-5 based on price:

Chick-fil-A	1	2	3	4	5
McDonalds	1	2	3	4	5
KFC	1	2	3	4	5

(PAGE BREAK)

8) Rank each of the following restaurants on a score of 1-5 based on service:

Chick-fil-A	1	2	3	4	5
McDonalds	1	2	3	4	5
KFC	1	2	3	4	5

(PAGE BREAK)



9) Rank each of the following restaurants on a score of 1-5 based on location:

Chick-fil-A	1	2	3	4	5
McDonalds	1	2	3	4	5
KFC	1	2	3	4	5

(PAGE BREAK)

10) Rank each of the following restaurants on a score of 1-5 based on environment/atmosphere:

Chick-fil-A	1	2	3	4	5
McDonalds	1	2	3	4	5
KFC	1	2	3	4	5

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11) Chick-fil-A's mission statement is "Be America's Best Quick-Service Restaurant." Do you think that they have met this goal?

Y/N

(PAGE BREAK)

12) (EAT MOR CHKN PICTURE)

Warm	Cold
Favorable	Unfavorable
Funny	Not Funny
Serious	Not Serious
Appropriate	Inappropriate

(PAGE BREAK)

13) (LOGO)

Warm	Cold
Favorable	Unfavorable
Funny	Not Funny
Serious	Not Serious
Appropriate	Inappropriate

(PAGE BREAK)

14) (BILLBOARD)

Warm	Cold
Favorable	Unfavorable
Funny	Not Funny
Serious	Not Serious
Appropriate	Inappropriate

(PAGE BREAK)

- 15) In July 2012 when asked about his personal views on marriage, Chick-fil-A President Dan Cathy made the following comment; “we’re inviting God’s judgment on our nation when we shake our fist at him and say we know better than you as to what constitutes a marriage. And I pray God’s mercy on our generation that has such a prideful, arrogant attitude that thinks we have the audacity to redefine what marriage is all about.”  
This statement caused a media controversy and inspired a Chick-fil-A Appreciation day held on August 1<sup>st</sup> in which both supporters and protesters gathered at Chick-fil-A locations across the nation.

Were you aware of this situation when it happened?

Y/N

\*if yes, please answer question #16 and skip question #17

\*if no, please answer question #17 and skip question #16

- 16) How did this affect your frequencies of visits to Chick-fil-A  
I no longer eat at Chick-fil-A  
I eat there less  
I eat there more  
It did not affect me
- 17) How will this affect your frequencies of visits to Chick-fil-A  
I will no longer eat at Chick-fil-A  
I will eat there less  
I will eat there more  
It will not affect me

(PAGE BREAK)

- 18) Gender  
Male/Female
- 19) Age  
Fill in
- 20) Sexual Orientation  
Strait  
Bisexual  
Gay/Lesbian  
Transgender  
I prefer not to answer
- 21) Religion  
Fill in  
I prefer not to answer

## Resources by Section

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