

Chick-fil-A

Serving Stark County with Excellence

GEORGE ROSCHE | 4 MARCH 2025

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Our Crew...

Janine	Author, Marketing Director Chick-fil-A
Will (19)	Sophomore at THE Ohio State University
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Jay (15.8)	Sophomore, GlenOak, Lacrosse, Young Life
Corynn (11.9)	6 th , Glenwood, AAU Basketball, Travel Soccer





The Purpose of this Discussion

Excellence!

Being the best we can be with God's grace. Pursuing, doing, and being the best we can with the gifts and abilities God has given us.

“Why not your best?” – Truett Cathy

“Whatever you do in word or deed, do it all in the name of the Lord Jesus.” – Col 3:17

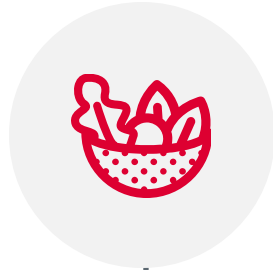
“So whether you eat or drink or whatever you do, do it all for the glory of God.” 1 Cor 10:31

“Whatever you do, work at it with all your heart, as working for the Lord, not for human masters.” Col 3:23

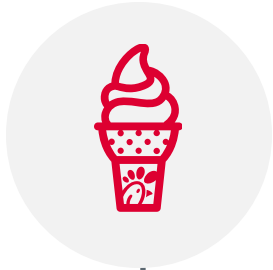
Q4 2022



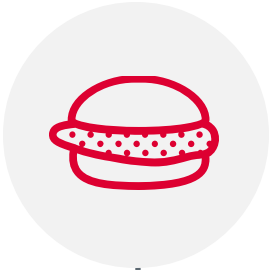
1H 2023



2H 2023



1H 2024



2H 2024



2025



New Operator

How do you spell Chick-fil-A?

Food Safety

Resetting Food Safety performance and expectations

Hospitality

Embracing WHED, Core 4, Raving Fans

Leadership

Recruiting and retaining top leaders

Operations

Operational excellence, throughput consultants, operations systems

Business Performance

IPO, Labor productivity, food cost, MRO readiness, growing occasions to care

Success vs. Excellence

Performance vs.
Competition

Success

Chick-fil-A named America's favorite restaurant chain for fourth year running


By Michael Holcomb | Fox News | June 25, 2019 | 3:41 PM



A New Survey Found That Chick-fil-A Is Teens' Favorite Restaurant Chain

Make that teens' + me!

by KAY MCDOWELL | APR 9, 2019



The sky is falling for fast food, but not for Chick-fil-A. Here's why.

Experts cite careful growth, strong customer service and an embrace of new technologies for the chicken chain's surge

Chick-fil-A is now the 3rd-largest restaurant chain in America, and McDonald's and Starbucks should be terrified

Kate Taylor | Jun. 18, 2019, 1:07 PM

Every chain from McDonald's to Buffalo Wild Wings wants to be Chick-fil-A

Kate Taylor | Jul. 11, 2019, 12:06 PM

Chick-fil-A ranked first in customer satisfaction: report

By Elizabeth Zwirz | Published June 25, 2019 | Chick-fil-A | FOXBusiness

Vox recode

What Retailers Can Learn From Chick-fil-A's 'Secret Sauce'

Pamela N. Danziger | Contributor @ Retail | I study the world's most powerful consumers -- The American Affluent

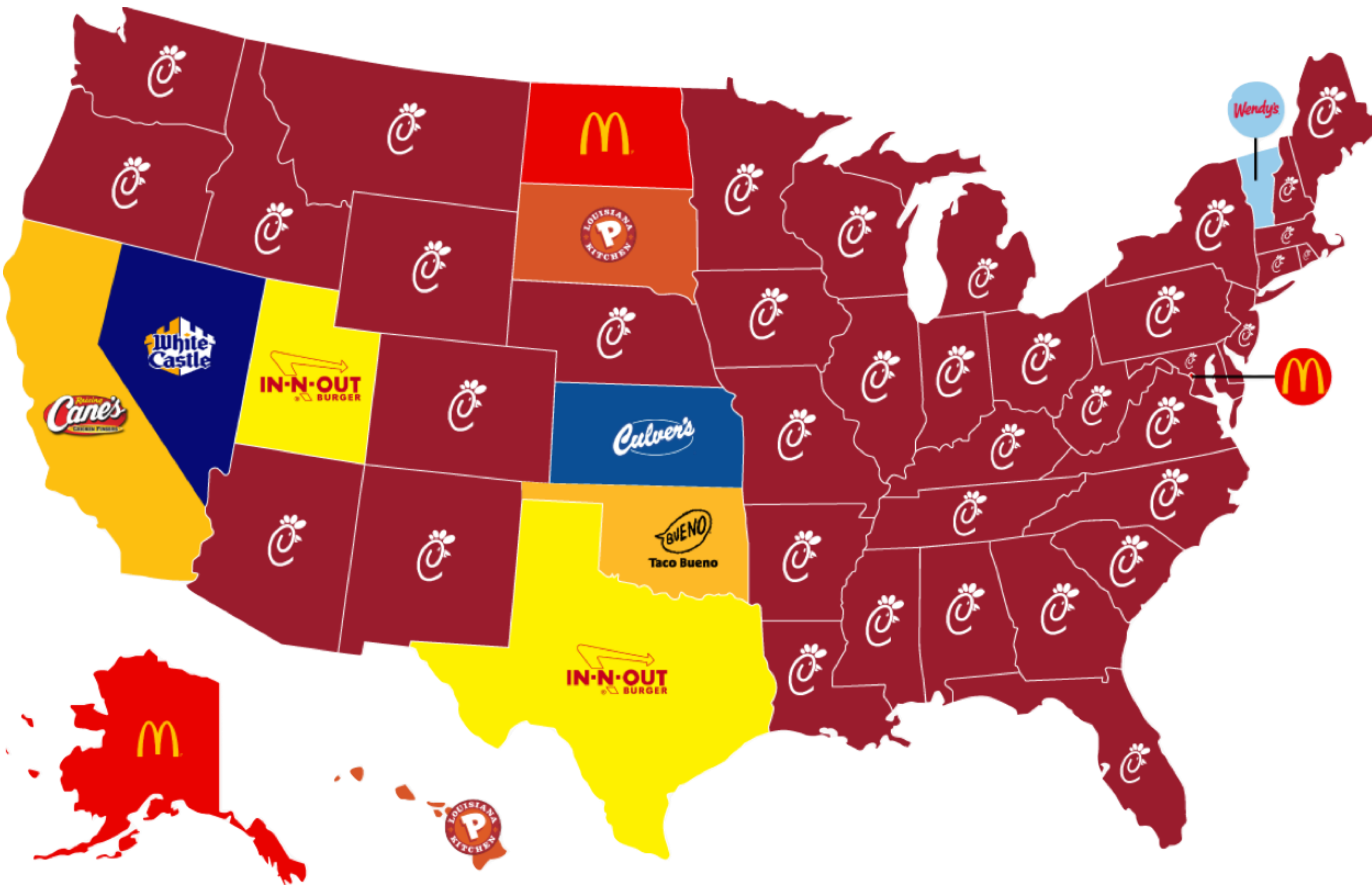
Chick-fil-A is cooler than Vice among teens, according to a new Google report titled 'It's Lit'

Google has a new "guide to what teens think is cool."



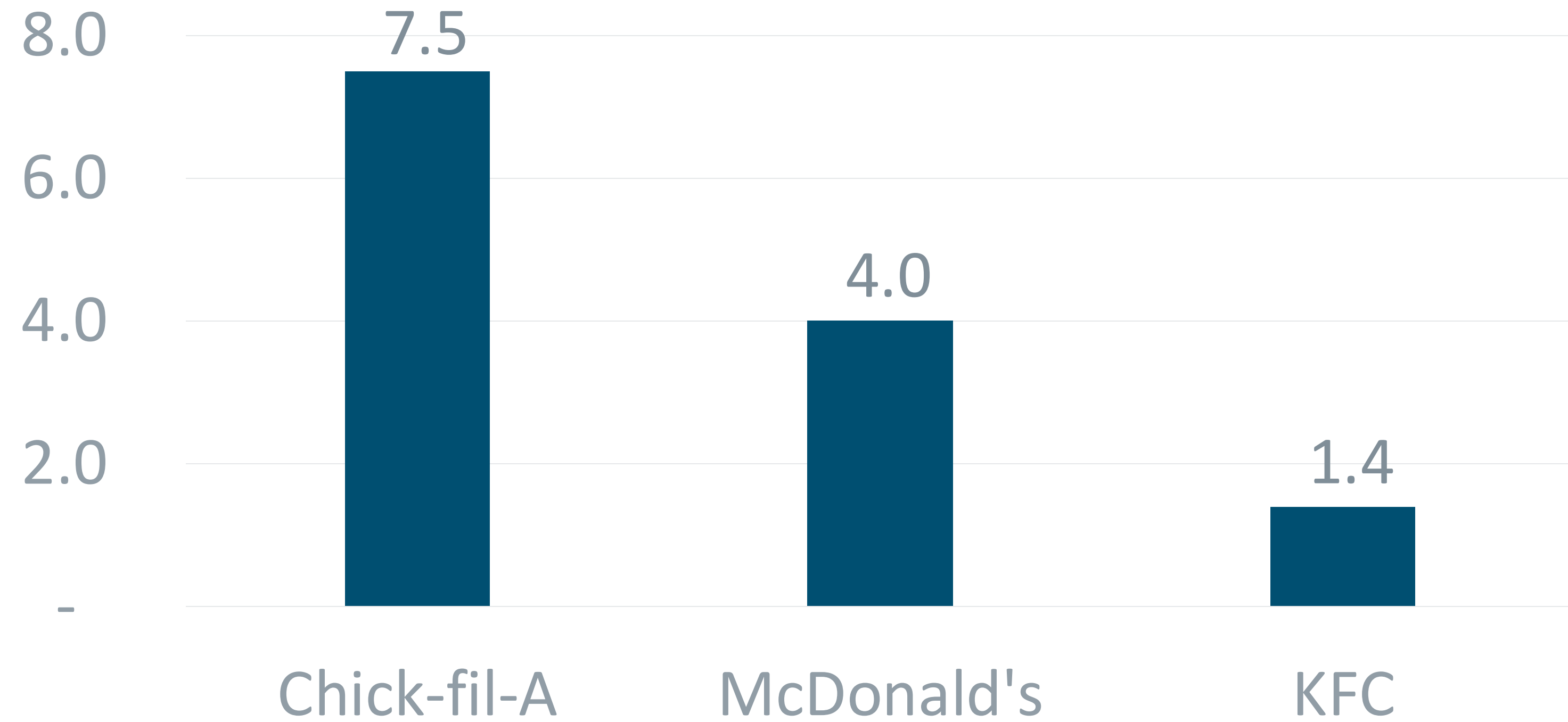
Business Insider – America’s Favorite Fast Food by State

Success



Success

Average Unit Volume 2023 (\$MM)- QSR



**The greatest
predictor of future
failure is past
success.**

So now what?

We just fail?

No. We move from success to excellence

Excellence – performance vs. potential



Chick-fil-A's Corporate Purpose

To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.

John 13:14-15



We Win Hearts

Operational Excellence

Craveable Food

Make it safe and follow procedures

Fast & Accurate Service

Be quick and confirm orders

Welcoming Environment

Keep it clean, safe, and refreshing

WINNING HEARTS

EVERY DAY

WIN MOMENTS . WIN HEARTS .

2nd Mile Service

Personal

Use names and share a warm welcome and fond farewell

Proactive

Check in and anticipate needs

Generous

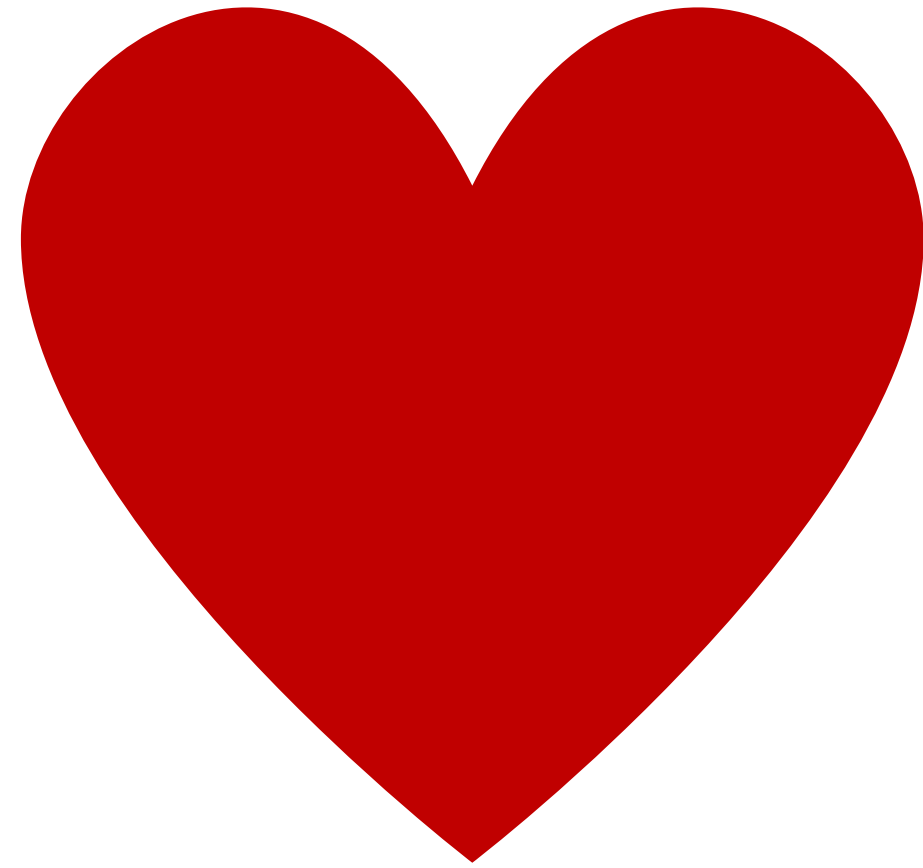
Surprise and delight with food, fun, and more

Attentive & Friendly Team Members

Pay attention to details, deliver Core 4 and recover quickly

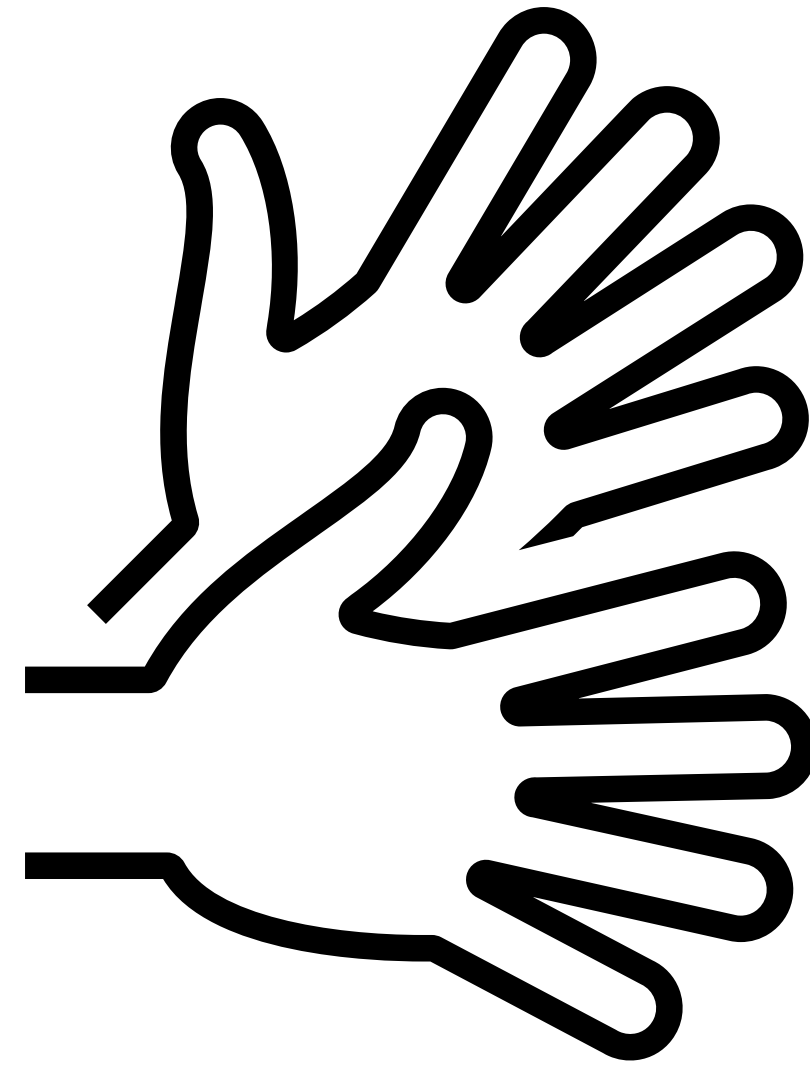


GROW OUR OCCASIONS TO CARE



Hearts Matter.

Aim for their hearts and you will get their hands.



Hands Matter.

Aim for their hands and you will get neither.



Excellence takes both.

Engage both and you're unstoppable.

What do you Expect from a Fast Food Restaurant?



Great Food

- ✔ Food Safety Performance
 - ✔ Taste of Food
- ✔ Food Temperature



Fast & Accurate Service

- ✔ Speed of Service
- ✔ Ease of Receiving Order
- ✔ Order Accuracy



Genuine Hospitality

- ✔ Attentive & Courteous
- ✔ Problem Resolution
- ✔ Cares About Me

COMMIT TO HOSPITALITY





ENGAGE TO RECOVER

1st Mile

2nd Mile

Recovery

CORE 4

-  Create eye contact
-  Share a smile
-  Speak with a friendly tone
-  Always say "My Pleasure"

+

CREATE A MOMENT

As appropriate:

- Offer a warm welcome & fond farewell
- Personalize with Guest's name
- Check-in with Guest
- Find the "little things" to spread joy

+

HEARD

- H**ear to understand
- E**mpathize to feel their concern
- A**pologize with "I'm sorry"
- R**esolve the issue
- D**elight the Guest

Treat all with honor, dignity & respect

If a soldier demands that you carry his gear for a mile, carry it two miles. Matthew 5:41



OUR VALUES

-  **SERVICE**
WE SELFLESSLY & HUMBL Y SERVE GUESTS AND EACH OTHER
-  **TEAMWORK**
WE HELP EACH OTHER OUT, AND WE UNITE AS ONE
-  **PERFORMANCE**
WE STRIVE TO IMPROVE RESULTS EVERY DAY
-  **COMMUNITY**
WE POSITIVELY IMPACT THOSE WE SERVE TOGETHER



OUR MISSION

TO GLORIFY GOD BY BEING A FAITHFUL STEWARD OF ALL THAT IS ENTRUSTED TO US, AND TO HAVE A POSITIVE INFLUENCE ON ALL WHO COME IN CONTACT WITH CHICK-FIL-A DRESSLER ROAD

OUR STRATEGY

WE RECRUIT AND HIRE THE BEST TEAM

WE WIN THE HEARTS OF OUR TEAM

WE WIN THE HEARTS OF OUR LEADERS

WE WIN THE HEARTS OF OUR GUESTS

OUR REPUTATION: WE ARE CANTON'S MOST TRUSTED AND MOST CARING RESTAURANT

WE HIRE HUMBLE, HUNGRY, HUSTLE

COMPETITIVE PAY, BENEFITS, AND PROMOTIONS

INSTILL CONFIDENCE THROUGH COACHING AND FEEDBACK

CLEAN AND SAFE ENVIRONMENT

WE SAY "NO" A LOT TO PROTECT OUR CULTURE

BUILDING **COMMUNITY** AND FRIENDSHIPS (EVENTS)

INDIVIDUAL LEADERSHIP DEVELOPMENT PLANS

FAST AND ACCURATE **SERVICE**

TEAM PLAYERS - **TEAMWORK** MAKES THE DREAM WORK

CHALLENGING WORK THAT IMPROVES **PERFORMANCE**

DEVELOPING PASSION, URGENCY, INITIATIVE, OWNERSHIP, AND CHARACTER

GREAT FOOD

ONCE YOU'RE HERE, YOU'RE FAMILY

SERVE EACH OTHER WITH HUMILITY

CASTING VISION AND EMBRACING **VALUES**

GENUINE **HOSPITALITY**





Culture Matters

The culture in your company is a function of what you promote, and what you permit.

Your leadership, your organization are perfectly designed to get the results you're getting.

If you want different results, you have to commit to closing this culture gap.

Why not your best? Why not excellence?

TAKE
GOOD
CARE

