

Chick-fil-a



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# SITUATION ANALYSIS







## COMPANY HISTORY



With over 2,000 locations across the country, Chick-fil-A is one of the largest fast-food restaurant chains in the United States. With a menu primarily focused on chicken (as evidenced by its name – rooted in the pronunciation of “fillet”), the restaurant is largely known for its quality chicken fillet sandwich, as well as its maintenance of its private roots and deeply-held, traditional values.

The company’s founding dates back to 1946 when the restaurant’s enterprising founder, Truett Cathy, opened his original diner, Dwarf Grill, in a suburb outside of Atlanta, Georgia. Following Cathy and his brother’s involvement in World War II, Cathy sold his car and took out loans in order to amass enough funds to open a restaurant. Reminiscing on childhood times when his mother would cook guests fried chicken – a staple of Southern cuisine - Cathy chose to center his new restaurant’s menu around the dish. One early challenge the restaurant faced was of cooking chicken in an affordable and rapid manner. As Cathy experimented with hundreds of recipes and techniques, he eventually settled on a style in 1964 that became a signature aspect of the restaurant’s formula and left customers eager for more: a fried chicken breast fillet served on a toasted, buttered bun and topped with two pickles. Cooked with a pressure-fryer, the sandwich cooked in the same amount of time as a fast-food hamburger – a revolutionary development. Now equipped with a distinct chicken sandwich recipe, the company Chick-fil-A (as we know it today), was founded that same year, with the first Chick-fil-A restaurant opening in 1967 in a shopping mall food-court in suburban Atlanta.

Through the early years of the company’s existence, Chick-fil-A grew rapidly – expanding its presence by opening locations in shopping malls across the South. In 1986, the company opened its first freestanding restaurant. In the years that followed, Chick-fil-A’s number of restaurants of this style had grown, and the company had even launched locations in universities, hospitals and airports. Over the years, Chick-fil-A has expanded its menu to fit consumer preferences, with new salad, milkshake and breakfast offerings, as well as new chicken varieties. Through its use of distinct advertising campaigns such as its long-lasting “Eat Mor Chikin” campaign and its national partnerships with the college football Peach Bowl game – as well as its serving as a primary sponsor of SEC and ACC college athletics – Chick-fil-A’s presence as a staple of American society has grown in the minds of consumers.

For over 70 years, Chick-fil-A has grown tremendously and appears set to develop more in the future. Headquartered in Atlanta, Georgia, today the company’s revenue totals \$9 billion and the company operates over 2,000 locations across 46 states – including an increasing number of international locations. Chick-fil-A has the highest sales of any quick-service chicken restaurant chain in the United States, and leads the fast food industry in average sales per restaurant. In effect, Chick-fil-A is becoming a signature aspect of communities across the world. The company remains committed to expanding while preserving its traditional values and people-first focus. While chickens may be unable to fly, it appears that Chick-fil-A’s future will continue to soar.



1. <https://www.chick-fil-a.com/Locations/Browse>
2. <https://www.chick-fil-a.com/About/Who-We-Are>
3. <https://www.chick-fil-a.com/About/History>



## INDUSTRY TRENDS

Looking ahead, industry trends indicate that rising health consciousness among American consumers will lead to increased chicken consumption, providing a net gain to the fast-food chicken industry. In this industry, patrons generally pay prior to eating, and purchases are consumed on-site, taken out or delivered. Other economic factors contributing to this expected boost in industry success include increased job creation and employment (which leads to greater disposable income and higher consumer spending), a slight increase in per-capita poultry consumption as Americans seek more protein-rich diets, a projected rise in domestic travel leading to a greater need for quick and convenient dining options, and a growth in the number of Americans whose diet aligns with the dietary guidelines set forth by the U.S. government.

Currently, fast-food chicken is a \$29.1 billion industry, with expected growth of 6.5 percent over the next five years. It is projected that industry revenue will increase at a rate of approximately 6.5 percent to \$39.9 billion over the next five years. While the Southeast currently has the highest concentration of business locations, it is projected that restaurants will expand their locations into new regions such as the Midwest, New England and California to grow market share and appeal to new customers.

It is projected that companies will expand their offerings of healthy alternatives, appealing to consumers' desire for healthier lifestyles. This has been particularly aided by recent studies that have demonstrated a connection between red meat consumption and heart disease, leading a growing number of consumers to switch to chicken – a leaner and healthier meat.<sup>9</sup> It is expected that industry competition will rise as new menu options are introduced, as companies expand to new regions and attempt to gain customers, and as more companies enter the market. As customers seek a more quick and convenient ordering experience, it is expected that companies will incorporate self-service kiosks and allow customers to pre-order their meal using a mobile app. While Chick-fil-A has not yet begun doing this, the company may utilize these services in the future to appeal to consumer preferences.

Chick-fil-A's financial performance over the past five years provides a glimpse into future company and industry trends. Chick-fil-A has shown a consistent increase in revenue over the past five years, largely coinciding with the company's expansion into newer regions and the growing number of franchise locations.

## COMPETITIVE ANALYSIS

The fast-food chicken industry is becoming an increasingly concentrated market, with the four largest companies occupying over 71 percent of industry revenue. Since menu offerings between competitors are often similar, smaller competitors generally are restricted to the regions they were founded in. In order to grow in this competitive environment, competitors are largely turning to franchising to expand.

4. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/default.aspx?entid=5544>
5. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/bed/default.aspx?bedid=363>
6. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/bed/default.aspx?bedid=42>
7. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/bed/default.aspx?bedid=3672>
8. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/bed/default.aspx?bedid=64>
9. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/atag glance.aspx?entid=5544>
10. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/atag glance.aspx?entid=5544>
11. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/competitivelandscape.aspx?entid=5544>





As other fast-food franchises begin to offer more chicken alternatives, it is expected that industry competition will increase at a rate of 2.5 percent.<sup>11</sup> Additionally, internal competition poses a threat to existing industry leaders as current players develop new menu options and expand into new regions (including internationally) to gain market share.

Chick-fil-A possesses the greatest market share of any major company in the industry with 31.6 percent. 9 Competitors include Yum! Brands (primarily KFC, in this market) with 19.2 percent, Popeyes Louisiana Kitchen with 13.9 percent and Zaxby's with 6.7 percent. In this industry, the majority of meals are prepared for immediate consumption on site. The industry is highly concentrated, meaning that much of industry market share resides with a few companies.

As consumers increasingly look for healthier alternatives and seek more protein-rich diets, it would be useful to examine the distinguishing nutritional characteristics between the signature menu options of competitors in the fast-food chicken restaurant industry.

Menu Item	Calories	Protein	Customer Service Ranking <sup>12</sup>	Price
Chick-fil-A Chicken Sandwich (Chick-fil-A) <sup>13</sup>	440	28g	1	\$3.79
Colonel's Crispy Sandwich (KFC) <sup>14</sup>	460	24g	12	\$3.99
Classic Chicken Sandwich (McDonald's)	510	25g	18	\$3.00
Chicken Po'Boy (Popeyes) <sup>15</sup>	600	25g	Unranked	\$3.99
Kicken Chicken Sandwich (Zaxby's) <sup>16</sup>	760	42g	Unranked	\$3.99

One important metric to consumers is the protein : calorie ratio, determined from the data above. Protein, an essential nutrient and fuel source for the human body, is valued by consumers; generally speaking, higher quantities of protein is beneficial for the body. Calories are units of energy in food. It is recommended by medical experts that adults consume 2,000 calories per day, as an excess of this can contribute to obesity and other health concerns. Thus, a ratio with more protein and fewer calories is viewed as preferable by consumers.

In interpreting this data (in which companies are listed vertically from highest market share to lowest market share), it becomes apparent why Chick-fil-A is the leader in this highly-competitive industry. Compared to its rivals, Chick-fil-A's sandwich presents itself as the healthiest option while also being one of the most affordable. Chick-fil-A also consistently ranks higher than competitors on measures of customer service and restaurant atmosphere.

The remainder of this section will compare and analyze the brands of the largest competitors in the fast-food chicken industry, as well as why consumers would choose to buy one company's product over others.

Despite its wide expansion through franchising, Chick-fil-A has maintained its privately-held status, traditional values and customer-centered focus. In this market, Chick-fil-A largely appeals to those who enjoy healthier fast-food chicken options, as well as those who prefer a cheaper alternative to competitors. The company is also highly active with local and national charities and through numerous sponsorships, making it a good option for customers who value a company's community involvement. Even as

12. <https://www.theacsi.org/news-and-resources/customer-satisfaction-reports/reports-2018/acsi-restaurant-report-2018/acsi-restaurant-report-2018-download>

13. <https://www.chick-fil-a.com/Menu-Items/Chick-fil-A-Chicken-Sandwich>

14. <https://www.kfc.com/nutrition>

15. <https://popeyes.com/menu/nutrition-information/>

16. <https://www.zaxbys.com/zaxbys-nutritional-information/>

17. <https://webmd.com/fitness-exercise/guide/good-protein-sources>

18. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/majorcompanies.aspx?entid=5544>



consumer tastes have adjusted, Chick-fil-A has a notable history of supporting traditional values (restaurants are closed on Sundays, it has donated to anti-LGBTQ organizations, etc.), so customers who have deeply-held Christian ideals or are politically-conservative may be more inclined to dine at Chick-fil-A relative to other brands. Chick-fil-A's outspoken support of these values has led to many public controversies. In recent years, the company's CEO has made controversial comments on divisive issues, leading to temporary boycotts by groups including many in the LGBTQ community.

Yum! Brands (KFC, in this industry) also focuses on a franchise model in order to expand its growth. While KFC was originally family-founded, the company has since been sold to PepsiCo. Operating over 4,000 locations, KFC has rapidly expanded internationally in China. While the company continues to make over \$5 billion in revenue, it has experienced a decline in revenue over the past five years due to shifting attitudes about fast food. One challenge KFC has experienced in recent years is a shift in consumer preferences towards healthier chicken options. KFC has largely maintained its cuisine focus on fried chicken and did not begin offering healthier alternatives until most of its competitors already had.

Research shows that KFC largely appeals to customers who still prefer a relatively-healthy fast-food chicken option, but do not prioritize healthiness as their highest priority. Since KFC also is not the cheapest option, KFC appeals to customers who do not care exceedingly about the cost of their fast-food chicken meal. KFC still places fried chicken as a centerpiece of its menu, making it a good option for customers who enjoy fried chicken above other chicken options. KFC has the highest number of locations amongst its competitors, so it appears a good option for customers who value convenience.

McDonald's was founded in 1948 in San Bernardino, California. Today, the restaurant operates more than 37,000 locations across over 100 countries, with over 90 percent of locations run as independent franchises. The company offers a menu consisting of burgers, chicken sandwiches, fries and shakes, as well as salads and breakfast options. The company has generated nearly \$23 billion in total revenue.

A large proportion of McDonald's customers value convenience and affordability over nutritional value and customer service. McDonald's appeals to customers who seek a comparatively-healthy menu for a very inexpensive cost and desire a wide range of menu options.

Popeye's Louisiana Kitchen (Popeyes) was developed in 1972 in New Orleans, Louisiana. The restaurant serves New Orleans-style chicken in over 2,800 locations across the country and has amassed more than \$3.5 billion in total revenue. Popeyes has started offering cuisine options that expand beyond its traditional chicken offerings. The company has expanded beyond the southern United States and has even introduced itself to international markets. The company has demonstrated consistent growth over the past five years.

Popeyes appeals to customers who do not highly value healthy-eating or cost when selecting their fast-food chicken meal, as it is less healthy than most other options and more expensive than the cheapest option. Popeyes prides itself on its unique "New Orleans, Louisiana style" flavors of its cooking, making it an excellent option for consumers who enjoy the unique flavors of the Deep South.

Zaxby's was founded in Georgia in 1990 and today operates over 900 locations throughout the southeastern United States, with hopes of expanding to other regions across the country. In order to grow, the company has primarily relied on franchising efforts. In order to promote its brand, the company has sponsored numerous college athletic teams. In recent years, the company has grown significantly – with total revenue now exceeding \$1.9 billion. The company remains privately-held.

19. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/majorcompanies.aspx?entid=5544>

20. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>

21. <http://clients1.ibisworld.com.ezproxy.library.wisc.edu/reports/us/industry/majorcompanies.aspx?entid=5544>





By analyzing data on this market, Zaxby's appears a good option for consumers who are not health-conscious, as Zaxby's signature chicken option offers a worse protein : calorie ratio compared to its competitors. Furthermore, Zaxby's is more expensive than the most affordable option, making it a poor choice for customers who highly consider cost when making dining choices. Zaxby's remains a good option for customers who consider a company's values and background. Its family-owned roots and active community involvement make it a staple of Southern culture.

In order for a restaurant to succeed in this industry and adapt to future industry trends, it is essential that companies have effective cost controls, an ability to franchise operations, access to a multi-skilled and flexible workforce, have a clear market position and are accessible to customers.<sup>11</sup> In order to distinguish themselves from competitors, fast-food chicken restaurants should employ innovative advertising techniques, offer healthy alternatives, expand into uncharted markets, establish more sponsorships to promote branding, offer convenient order/ pickup options for consumers, and expand into public facilities such as hospitals, shopping malls, universities and airports.

## CONSUMER ANALYSIS

Using 2016 data from Simmons OneView it was possible to discover key information about consumer demographic and psychographic patterns for consumers of Chick-fil-A.

The median income of Chick-fil-A consumers is slightly over \$82,000, indicating that Chick-fil-A customers are generally more wealthy than the national average. The majority of Chick-fil-A customers make an annual income of above \$100,000 while the next most common income bracket is that of the middle to upper-middle class – \$50,000 to \$75,000 per year. Chick-fil-A customers appear well-educated; a majority of customers are college graduates.

The overwhelming majority of Chick-fil-A customers are white – nearly 73 percent. Despite this majority, the restaurant does appear to have some popularity with African Americans as well – as they constitute nearly 16 percent of Chick-fil-A customers. Chick-fil-A seems to appeal to customers across age demographics, with a relatively-even distribution of customer base throughout age brackets. However, ages 25 to 44 appear to be the most frequent customers of Chick-fil-A, indicating that the restaurant is more popular with younger customers than older customers. Lastly, while a slight majority of Chick-fil-A customers are women, the ratio is not significant enough to dramatically favor women.

## BRAND ANALYSIS

While Chick-fil-A may not be the only fast-food chicken restaurant in the industry, Chick-fil-A prides itself on its pioneering spirit – even declaring in a social media post that “We Didn't Invent The Chicken, Just The Chicken Sandwich. #StoryOfAClassic.” It is with this spirit that Chick-fil-A has become the fastest-growing large chain in the United States and holds the largest market share of any company in the fast-food chicken market. The Chick-fil-A brand is centered around impeccable customer service, restaurant hospitality and – of course – its famous chicken cuisine.

In addition to chicken, the Chick-fil-A menu features waffle fries, homemade shakes and lemonade, and various dipping sauces. Although the majority of company sales are in fried chicken,

22. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>

23. <https://twitter.com/chickfila/status/426149791324987392?lang=en>



Chick-fil-A has a fairly static menu that, despite its growth, remains smaller than many of its competitors. The company, however, recently began building buzz with the introduction of seasonal items. In May 2017, the company announced the sale of a BBQ chicken sandwich and watermelon mint lemonade that would be available for a limited time during the summer. Chick-fil-A also introduced family-sized dinner packs in 2017 and began offering do-it-yourself meal kits in 2018 in an effort to compete with the popularity of meal kit delivery. By developing new menu items, Chick-fil-A can differentiate itself in the increasingly competitive and concentrated market while appealing to a new group of consumers. Items on the Chick-fil-A menu range from \$1.35 (chocolate chunk cookie) to \$8.39 (salads), demonstrating their efforts to appeal to customers across a range of income brackets and cater to a variety of dietary interests. This shows the brand's recent efforts to appear more inclusive and as an affordable option for people of all incomes and dietary lifestyles.

Chick-fil-A has over 2,000 locations across the country, with a large portion located in high-traffic areas such as airports, universities and shopping malls. The majority of its locations are concentrated in the southern region of the United States, with its largest markets in Georgia, Florida and Texas. While most locations feature a walk-up counter and sit-down eating environment, the brand is continuously looking for new ways to reinvent the dining experience. In 2018, a five-story Chick-fil-A opened in the Financial District of Manhattan, complete with open-air rooftop dining.

Due to the values of the privately-owned company, Chick-fil-A attracts a conservative-leaning audience. The corporate purpose of the company is "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 into contact with Chick-fil-A." Accordingly, all Chick-fil-A locations are closed on Sundays to give employees a time to rest and worship.

Chick-fil-A is focused on high-level customer service, and creating a welcoming, family-friendly atmosphere is a core aspect of the Chick-fil-A brand. The phrase "My pleasure" replaces "You're welcome," a subtle nuance that sets the company apart from competitors. As a result of its stellar customer service, 2018 marks the third year in a row that Chick-fil-A has been rated number one on the American Customer Satisfaction Index. The index is based on guest perception of cleanliness, service, high-quality food and attentiveness of employees. The company seeks to exceed guests' expectations in order to stimulate in-store business.

The Chick-fil-A brand is also built around the renegade cow characters and the tagline "Eat Mor Chikin" that has appeared in television, radio and online advertisements since 1995. Chick-fil-A uses this campaign to promote the consumption of chicken over beef, and has successfully maintained it for the past 23 years.

While Chick-fil-A has received negative press over the past 10 years, the company has strived to maintain its brand image and increase customer loyalty. Chick-fil-A builds customer loyalty through promotions such as the Cow Calendar Card and incentives for downloading the Chick-fil-A app. The company even offers free ice cream cones to customers who enjoy their meal without using their phone, showing the brand's deep belief in both the importance of quality family time and in meals being a relaxing break from the world's stresses.

24. <https://clients1-ibisworld-com.ezproxy.library.wisc.edu/reports/us/industry/majorcompanies.aspx?entid=5544#MP428781>

25. <http://academic.mintel.com.ezproxy.library.wisc.edu/display/885357/?highlight>

26. <http://academic.mintel.com.ezproxy.library.wisc.edu/display/836309/?highlight>

27. <http://academic.mintel.com.ezproxy.library.wisc.edu/display/868079/?highlight#hit1>

28. <https://www.chick-fil-a.com>

29. <https://clients1-ibisworld-com.ezproxy.library.wisc.edu/reports/us/industry/productsandmarkets.aspx?entid=5544#PS>

30. <https://www.chick-fil-a.com/About/Who-We-Are>

31. <https://www.chick-fil-a.com/About/Who-We-Are>

32. <https://www.theacsi.org/news-and-resources/customer-satisfaction-reports/reports-2018/acsi-restaurant-report-2018>





## PRIMARY RESEARCH

In order to develop an understanding of existing consumer perspectives and create a more effective campaign strategy, Meldwin conducted research via an online survey. The survey aimed to understand current public attitudes towards Chick-fil-A and the American South (which Chick-fil-A is often associated with).

Meldwin discovered that conflicting viewpoints exist about perceptions of the South. While the overwhelming majority of respondents view the South as family-oriented (80 percent), having good cuisine (80 percent), hospitable (78 percent), friendly (65 percent), polite (58 percent) and welcoming (57 percent), majorities also view the region as racist (80 percent), homophobic (76 percent), closed-minded (62 percent) and not accepting (55 percent). This data suggests that Chick-fil-A's efforts should focus on emphasizing its highly-regarded customer service, food and friendliness, connecting well to existing positive perceptions of the South. However, Chick-fil-A may be challenged by existing negative attitudes surrounding the South, especially because the company ties itself so closely to its Southern roots. To continue growing, it is essential that Chick-fil-A emphasizes inclusivity and disassociates from negative perceptions of the South such as being unaccepting.

Meldwin's research also helped reveal the underlying reasons behind consumers' decisions to eat or not eat at Chick-fil-A. Approximately 55 percent of respondents claimed that they eat at Chick-fil-A. Among consumers who did not eat Chick-fil-A, it was largely due to the following: disagreement with (perceived) company values (37 percent), no locations nearby/inconvenient (21 percent), its food being perceived as unhealthy or bad quality (18 percent), the menu not matching dietary restrictions (13 percent) and not liking the taste of its food (6 percent). Research found that consumers who eat at Chick-fil-A primarily do so due to the following: liking the food (taste, presentation, etc.) (42 percent), good customer service (21 percent), affordability (17 percent) and locations nearby/convenience (15 percent).

In order to appeal to consumers who do not currently eat at Chick-fil-A, the company should focus on improving public perception of its values and brand, as well as expand into new regions by opening more locations. If Chick-fil-A does not do so, existing perceptions of Chick-fil-A's brand and values may pose a major obstacle to further expansion efforts. Lastly, Chick-fil-A should emphasize its most well-liked attributes, such as its excellent customer service, food taste and convenience.

## MEDIA USAGE ANALYSIS

Chick-fil-A currently uses a variety of mediums to advertise their restaurants and catering services, primarily via social media and television. According to a 2017 report by Statista, Chick-fil-A spent \$72 million on advertising in 2017. Its social media pages display photos of food items and also promote their catering services. Recently, Chick-fil-A began a new TV commercial campaign called "The Little Things," highlighting the connections between restaurant employees and customers. Chick-fil-A's advertising efforts have proved to be a huge success. In fact, a 2016 press release from Chick-fil-A's social media agency, Moxie, reported that Chick-fil-A was the favorite American brand on Facebook, Twitter and Instagram. A recent study by the American Customer Satisfaction Index showed that Chick-fil-A is rated by consumers as their favorite restaurant in the United States.

Chick-fil-A customers tend to view other electronic devices while watching television, according to Simmons data. When considering simultaneous usage of a device while watching TV, 18 percent of Chick-fil-A customers responded that they visit websites on their mobile phone, while 17 percent said that they text on their mobile phone and 16 percent responded that they visit websites on their computer.

33. <https://thechickenwire.chick-fil-a.com/Inside-Chick-fil-A/20-Years-of-Cows>

34. <http://academic.mintel.com.ezproxy.library.wisc.edu/display/848381/?highlight>



This indicates that an effective means of advertising for Chick-fil-A could be internet ads – particularly during times at which TV usage is high.

Additionally, Chick-fil-A customers are active social media users, with the majority of customers visiting social media websites more than three times per day. Additionally, nearly half of respondents – 46 percent – said that they “talk about things they see on social media/networking websites in face-to-face conversations.” In order to better reach potential customers, it could be advisable for Chick-fil-A to increase its social media presence, create distinct online social media campaigns that generate conversation and to arouse greater engagement on its social media pages.

While all major competitors in this market use media to advertise, they differ in their spending habits. According to AdAge, Chick-fil-A spends about \$30 million per year on advertising, while KFC spends nearly \$300 million. This data speaks to the long-standing brand loyalty Chick-fil-A enjoys. While other companies spend enormous sums simply to raise awareness, Chick-fil-A’s engagement relies heavily on existing customers, enabling less advertising spending.

In the mid-1990s, Chick-fil-A focused heavily on three-dimensional billboards because they were cheaper than TV spots. This led to the creation of the “Eat Mor Chikin” cows, dedicated to painting their slogan across the nation. This idea led to the cows being featured in TV, video and social media advertising. The company’s advertising themes and strategies have evolved greatly since the early 2000s and the company now focuses heavily on digital media campaigns and ads during sponsored sporting events. In 2018, Chick-fil-A spent over \$6 million on a “Game Day Rituals” ad that aired during college football games and garnered over 400 million audience impressions.

## CREATIVE & PUBLIC RELATIONS

“Eat Mor Chikin” was Chick-fil-A’s longest-lasting and most famous advertising campaign, presenting the brand in a lighthearted, yet provocative, manner. In this campaign, cows were used as unique brand ambassadors for conveying the company’s message, helping to differentiate Chick-fil-A from other fast-food-chicken restaurants.

More recently, Chick-fil-A has utilized a variety of techniques to generate customer interest and distinguish itself from competitors.

First, while Chick-fil-A is known for their “Eat Mor Chikin” ads, the company ended its relationship in 2016 with Richards Group, a PR agency Chick-fil-A worked with since 1994 and the designer of the entire campaign. “The cows are an integral part of the brand. They’re our mascot, if you will. But they aren’t our brand. The brand is bigger than that,” says Jon Bridges Chief Marketing Officer. Led by Bridges, Chick-fil-A is aiming to reshape the brand and urge the public to see beyond the cows. New campaigns now focus on Chick-fil-A’s commitment to community as well as their devotion to customer service. In a survey conducted by Morning Consult’s Community Impact Rankings, 49 percent of U.S. adults said Chick-fil-A has a positive impact on their community.

35. <https://www.statista.com/statistics/261957/ad-spend-of-selected-restaurants-in-the-us/>

36. <https://www.prnewswire.com/news-releases/chick-fil-a-social-media-ranks-1-ahead-of-amazon-and-netflix-300201788.html>

37. <https://www.theacsi.org/news-and-resources/press-releases/press-2018/press-release-restaurants-2018>

38. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>

39. <https://adage.com/article/cmo-strategy/chick-fil-a-cmo/296699/>

40. <https://www.adweek.com/brand-marketing/chicken-beef-untold-story-chick-fil-cow-campaign-171834/>

41. <https://adage.com/article/hot-spots/watch-newest-tv-ads-from-wendys-allstate-dos-equis-chick-fil-a/314756/>





The company's newer primary messages have been its #TheLittleThings and "Mornings Worth Sharing" campaigns. With its #TheLittleThings campaign, Chick-fil-A highlights employee and customer success stories that it believes are special. Generally, these stories are associated with a Chick-fil-A employee doing something "little" that makes a big difference. With its "Mornings Worth Sharing" campaign, Chick-fil-A seeks to promote its new breakfast menu. To accomplish this, the company shares breakfast moments in which Chick-fil-A brought people closer together. These moments – emotional, touching, relatable, sharable and full of love – brand Chick-fil-A as a positive force for good that can improve lives and bring joy. Additionally, the company has used this campaign in some cases to highlight its new rewards app. To promote these campaigns, Chick-fil-A has largely utilized social media, YouTube and television platforms.

The company regularly makes posts to Instagram, Twitter and Facebook – with a new post appearing about twice per week. The company's Instagram displays a strong focus on family, as the content displays parents, children, larger family-sized portions, recipe tips and other family-oriented themes. On the company's Twitter page, the company utilizes comedic, trendy captions to heavily promote its products. Twitter content also appears family-oriented, with pictures and videos displaying children, families alongside Chick-fil-A meals and joyful customers. The company's Facebook page largely echoes these themes, with a strong focus on promoting the company as family-friendly through its presentation of families and various food options. On this page, the company also highlights its employees, as well as healthy alternatives and the origins of its food. On its YouTube page, Chick-fil-A shares original stories about the company, with a wide variety of content ranging from its #TheLittleThings campaign to recipes to customer testimonials.

Chick-fil-A has targeted millennial moms through its "Mom's Valet" feature. This service enables moms with children to order at the drive-thru and then enter to an already-set table in order to limit the amount of time children are inside the restaurant. This removes stress from the restaurant dining experience and helps ensure a relaxed experience for fellow customers. In promoting this service, Chick-fil-A has continued to emphasize the quality of both its food and customer service to convey that eating at Chick-fil-A is a positive family experience.

Interestingly, Chick-fil-A seems to favor experience and product quality over time and price in its advertisements. In its promotional materials, Chick-fil-A rarely displays prices, discusses bundling options or mentions the time customers save by eating at a fast-food restaurant. Instead, Chick-fil-A has focused on shining a light on the quality of its product, the wholesome and welcoming experiences customers have, and the variety of options offered at the restaurant.

Competitors also utilize social media platforms such as Facebook, Instagram and Twitter to promote and advertise their brand and products. KFC generally posts more graphic material aimed at engaging a younger audience. KFC's ads draw in consumers by prominently focusing on the appearance of their food and emphasizing affordability. KFC's various creative campaigns establish consistency through the presence of Colonel Sanders – its mascot. McDonald's' creative tends to use emotional appeals through humor, human connection and family. Generally, McDonald's emphasizes customer experience and broad product details more than specifics such as ingredients. Popeyes creative highlights their distinct Louisiana-style flavors and ingredients. In addition, their creative often features humor and their ads often have a jingle at the end. Zaxby's Instagram looks strikingly similar to that of Chick-fil-A. TV commercials during football games are a popular form of advertising, as games tend to overlap with meal times (and hungry fans who watch them).

42. <https://adage.com/article/cmo-strategy/chick-fil-a-drops-richards-group-after-22-years/305057/>

43. <https://morningconsult.com/2017/11/20/with-chick-fil-a-consumers-separate-food-from-social-issues/>

44. <https://www.chick-fil-a.com/TheLittleThings>

45. <https://thechickenwire.chick-fil-a.com/Inside-Chick-fil-A/Chick-fil-A-and-MorningsWorthSharing>

46. <https://www.businessinsider.com/chick-fil-a-mom-valet-service-2016-1>



## S.W.O.T. ANALYSIS



- Very loyal customers promote company and help to withstand negative publicity
- High-level customer service and community involvement improve public relations
- Long-held conservative/traditional affiliations ensure consistent customer base and identity



- Company's social media does not specifically target younger audiences – the next generation of potential consumers
- Increasingly health-conscious public could seek to avoid fast-food in future
- Deeply conservative/traditional ties could alienate potential customers



- Rising consumer interest in health-conscious dining options could lead consumers to choose Chick-fil-A over competitors
- Poor customer service at competitor restaurants contrasts service quality of Chick-fil-A, helping Chick-fil-A differentiate itself
- Younger generations' high valuation of work-life balance could favor family-friendly restaurants with high-quality customer service and a relaxed ambiance



- Increasing competition from both current and new rivals
- Scandals surrounding treatment of chicken in fast-food industry pose risk and could alienate consumers
- Increasingly health-conscious public could choose vegetarian/vegan options over meat altogether

47. <https://www.accountingtoday.com/news/work-life-balance-top-priority-for-millennials-global-survey-finds>



## KEY ISSUES & IMPLICATIONS

While Chick-fil-A appears poised to continue growing, key issues could potentially hinder the company's success.

First, Chick-fil-A resides in an increasingly competitive industry as outside companies enter and existing competitors expand. If competitors successfully differentiate themselves from Chick-fil-A and open new locations strategically, they may reduce Chick-fil-A's market share. To prevent this, Chick-fil-A can use distinctive advertising, community engagement and viral social media campaigns, as well as expand into untapped markets such as New England and the Midwest. Looking ahead, it is crucial that Chick-fil-A continue opening restaurants in new locations at a faster pace than its competitors, while also doing more to generate social media buzz that distinguishes itself.

Next, Chick-fil-A must adapt to a changing consumer base. For much of Chick-fil-A's existence, the company's primary target consumer has been white, conservative people of above-average income. As the company ventures into regions with more political, racial and economic diversity than the South, Chick-fil-A must adapt. First, the company should aim for political neutrality in its corporate stances – artfully presenting Chick-fil-A as inclusive and welcoming for new customers while also not alienating its original conservative base. The company should expand its menu to accommodate a wider range of lifestyles and an increasingly health-conscious public by offering more healthy alternatives and vegetarian menu options. The company should also offer a wider range of prices to accommodate potentially lower incomes of residents in these regions.

Lastly, Chick-fil-A must be able to adapt to unforeseen consumer trends, such as a potential lack of interest in traditional fast-food restaurant dining. The company should emphasize the convenience and unparalleled customer service that sets it apart. While the company began its “Mom's Valet” service, Chick-fil-A should expand its delivery and pre-order offerings to appeal to consumers' desire for convenience. To ensure success, Chick-fil-A should retain its roots and values while keeping an open mind towards a variety of consumer preferences.



# **CAMPAIGN STRATEGY**







## CAMPAIGN GOALS

The classic Southern style of Chick-fil-A menu items, such as the famous chicken sandwich, blend with the distinctive style of service that the company boasts. The unique culinary culture of the South connects tradition, such as sharing breakfast with a relative, with favorites such as fried chicken, biscuit sandwiches and homemade sweet tea.

While Chick-fil-A is a go-to location in the South for a quick and tasty meal, consumers in northern regions tend to opt for it only on occasion. A key finding from Simmons data shows that consumers in the South are most likely to go to Chick-fil-A six to nine times in the last 30 days (index of 213) compared to consumers in the North (index of 28), who are most likely to go to Chick-fil-A one to two times in the last 30 days (index of 65). Even the highest percentage of consumers in northern regions going to Chick-fil-A is significantly below the overall, national likelihood of going to a Chick-fil-A at least once within 30 days. A key goal of Meldwin's campaign will be to increase the number of northern consumers who go to Chick-fil-A six to nine times monthly. We want this decision to be made not solely on the deliciousness of a Chick-fil-A signature sandwich, but based on past experiences with Chick-fil-A employees, engagement with Chick-fil-A on social media, and general love for the company, its values and its product.

In addition to increasing overall sales in the northern market, another key goal of Meldwin's campaign is to strengthen the association between Chick-fil-A and the Southern values it was founded on. We understand that a large part of Chick-fil-A's success lies in its strong adherence to fostering a family-friendly and comfortable environment. We hope to build our campaign on these values while accordingly adapting and extending them to include individuals that do not associate closely with the culture of the South. Our campaign will emphasize that values traditionally associated with southern regions, such as hospitality, friendliness and charity, can be understood and experienced by anyone, regardless of geography.

Through our campaign, Meldwin hopes to achieve two key goals that will strengthen the company's following in newer regions and increase overall restaurant traffic.

- 1.** Increase total sales in target regions by 30 percent while increasing return visits by primary audience from eight to ten visits per month.

Over the past five years, Chick-fil-A has grown nearly 75 percent, averaging roughly 10 to 15 percent per year. Meldwin's estimation for total sales growth (30 percent) includes an organic growth rate of 10 percent, estimated from yearly trends in current markets. Through our year-long marketing and PR campaign, Meldwin will drive an additional 20 percent of sales in target markets, resulting in 30 percent total growth in campaign-influenced markets versus 10 percent growth in other non-influenced markets.

Millennials make up the largest consumer base for fast food restaurants, meaning Meldwin needs to increase visits with a target audience that already eats a lot of fast food. Consumers between the ages of 22 and 35 are most likely to eat at a Chick-fil-A six to nine times per month, according to Simmons data. Using a baseline of eight visits, Meldwin plans to increase repeat visits from eight to ten per month. Additionally, consumers who visit more frequently are more likely to spend more per trip, meaning that the more Meldwin is able to increase repeat visits, the more Chick-fil-A total sales will grow.

- 2.** Increase total social media engagement by 7 percent per month (defining engagement by total number of likes, comments, retweets, brand mentions, tagged pictures, etc.)

While total social interactions only increased by about 10 percent between 2016 and 2017, it is estimated that total interactions nearly doubled between 2017 and 2018 and will continue to steadily increase going into 2019. Chick-fil-A responds to nearly 35,000 social media mentions per month and Meldwin plans to increase engagement by an additional 5,000 mentions (an estimated 7 percent per month).

1. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>  
2. <https://www.nrn.com/quick-service/chick-fil-hottest-big-chain-country>  
3. <https://www.nrn.com/top-100-restaurants/2017-top-100-data-rankings>



## CONSUMER TARGETS

### PRIMARY CONSUMER

Meet Jenna Larson!  
Urban Millennial



Following Jenna's graduation from Penn State with her master's degree in political science, she settled in a small apartment near the downtown area of Philadelphia. Having grown up in a small, suburban neighborhood, she is excited to be experiencing life in the city! She enjoys walking her dog in the park, going out with friends on the weekend, and exploring the city's vibrant arts and music scene. Jenna's entry-level position at a downtown law firm keeps her busy during the week, but she often makes time to leave the office for a quick lunch or to grab dinner before going home. After a long commute home on public transportation, Jenna enjoys curling up on her couch to listen to a podcast on Spotify and scroll through Instagram.

As a 27-year-old woman with a \$50,000 per-year income, Jenna lacks the money or time to dine at high-end restaurants or prepare complicated meals at home. She often turns to fast-food restaurants that she passes on her way to the bus stop or prepares a quick meal at home. As she pops a frozen meal into the microwave, Jenna cannot help but feel homesick and long for a warm, home-cooked meal.

Despite her fast-paced lifestyle, Jenna tries her best to maintain a sense of balance between her work and personal life. She is the leader of a local Girl Scout troop and enjoys volunteering at the city's homeless shelter. Jenna has a large, diverse group of friends but is always looking for new ways to meet people in the city. Her friend group frequently engages in debates over political and social issues as well as more frivolous topics such as whether or not country music is acceptable to play when given control of the group's speaker (Jenna unashamedly loves the Zac Brown Band). She appreciates that her friends have a variety of political views, since she identifies as moderate. Raised Catholic, Jenna no longer considers herself very religious, but retains many of the values that she was raised on.

In a recent debate over which fast-food restaurant has the best chicken sandwich, Jenna's friend Josh, who recently moved to Philadelphia from Houston, was adamantly arguing for Chick-fil-A. Josh went so far as to say that "Chick-fil-A invented the chicken sandwich!!" Being from a city in the Northeast, Jenna has never tried Chick-fil-A, despite hearing the hype about it from friends such as Josh and seeing rave reviews on her Twitter feed. She pulls up Google Maps and finds that there is a Chick-fil-A less than a mile from her work; she decides to stop in the next time she is looking for a quick meal.

4. [https://www.huffpost.com/entry/fast-food-poll\\_n\\_3714988](https://www.huffpost.com/entry/fast-food-poll_n_3714988)
5. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>
6. <https://hospitality.getwisely.com/blog/3-reasons-why-visit-not-spend-based-loyalty-programs-perform-better>
7. <https://digiday.com/marketing/chick-fil-uses-data-respond-35k-social-media-mentions-month/>
8. <https://digiday.com/marketing/chick-fil-uses-data-respond-35k-social-media-mentions-month/>





### Why Jenna Larson?

- Jenna is a 27-year-old woman, making her representative of a primary consumer group for Chick-fil-A, which is people of ages 25-34. This group represents the largest age demographic of Chick-fil-A consumers.
- Jenna is college-educated and a young, employed professional. Over 60 percent of Chick-fil-A customers attended college, making Jenna a good target audience.
- Jenna lives a fast-paced life with a limited budget, while also seeking a menu that offers variety. Of five possible categories, this type of food lifestyle is the second most common amongst Chick-fil-A consumers, meaning that Jenna would be an effective primary target.
- Jenna lives in an urban part of Philadelphia in the northwest part of the United States—a region outside of the South which Chick-fil-A seeks to expand. There are 84 locations currently open in Pennsylvania.
- Jenna values convenience, transparency and friendly customer service, all staples of the Chick-fil-A consumer experience.

### What does Jenna need?

- Jenna seeks a fast, affordable dining option that offers exceptional service and quality food. When Jenna has time to leave the office for lunch, she values a place with a calm, comfortable atmosphere to contrast the hurried lifestyle of her office.
- Jenna values a place where her and her friends can meet to share a quick meal or sit for hours discussing the shows they have been bingeing on Hulu.
- Jenna was raised with the values of generosity, loyalty and kindness and wants a restaurant that shares these values and gives back to the communities it serves.

## SECONDARY CONSUMER

Meet The Williams Family!  
Urban Families



Now in their early 30s, Claire and Brett are married with a young son named Lucas and have settled down in a small apartment in the downtown area. They have both advanced significantly in their careers, each with a position as marketing director at medium-sized companies. Their work days are long and busy, but they always make time to spend as a family at night. After putting Lucas to bed, the couple enjoys sitting by the fireplace to stream a documentary on Hulu.

As an upper middle-class young family with a total income of \$200,000, the Williams family has the money to dine out, but finds it hard to bring their energetic, young son to high-end restaurants. Claire is also apprehensive about bringing Lucas to fast-food restaurants because of a documentary she recently watched about the fast-food industry.

9. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>
10. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>
11. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>
12. <https://www.chick-fil-a.com/Locations/Browse/PA>



As an upper middle-class young family with a total income of \$200,000, the Williams family has the money to dine out, but finds it hard to bring their energetic, young son to high-end restaurants. Claire is also apprehensive about bringing Lucas to fast-food restaurants because of a documentary she recently watched about the fast-food industry.

The Williams have noticed dozens of Chick-fil-A locations opening around Ohio and have been encouraged by the rave reviews of friends and family. Knowing little about Chick-fil-A, Claire researched the company and was happy to learn about the quality of Chick-fil-A ingredients and that the company boasts exceptional customer service. Claire and Brett enjoy the chance to let their son eat at a fast-food restaurant without feeling guilty about the food they are giving him. They are eager to explore the restaurant as a quick-yet-comfortable dinner stop and experience the exceptional hospitality they have heard about through friends and social media.

### Why the Williams family?

- Claire and Brett are in their early 30s, making them representative of a primary consumer group for Chick-fil-A, which is people of ages 25-34. This group represents the largest age demographic of Chick-fil-A consumers.
- Claire and Brett have an income of \$200,000, putting them in the bracket with the highest proportion of Chick-fil-A customers. The plurality of Chick-fil-A customers have an income of over \$100,000 per year, meaning that Claire and Brett are both a member of their primary demographic and a good audience to target.
- Chick-fil-A is known for their reputation as a family-friendly restaurant, meaning that the Williams family makes a good target audience to expand their consumer base with this demographic group.

### What does the Williams family need?

- The Williams family wants a dining experience that is convenient and comfortable for them and their son. They often are apprehensive about bringing Lucas to fast-food restaurants because they do not enjoy the atmosphere.
- The Williams would like food from a restaurant that has a reputation for being family-friendly, value-oriented and charitable.

## STRATEGIES

### OBJECTIVES

In order to achieve Meldwin's key goals of increasing total Chick-fil-A sales, repeat visits and number of social media interactions, the objective of our campaign is to brand Chick-fil-A as an authentic Southern experience, complete with warm, friendly service and delicious Southern comfort food. By emphasizing the quality of Chick-fil-A customer service and the uniqueness of the company's Southern style, both in menu and hospitality, we hope to bridge the discrepancy in buying habits between the South and North (outlined in Campaign Goals). In doing so, we hope to create a stronger community of Chick-fil-A fans in newer regions.

Another key objective of our campaign is to break the connection between Chick-fil-A's Southern identity and the negative perceptions that many people have of the South. Through primary research, Meldwin has defined four qualities that are highly associated with the company's Southern identity: 1) family-oriented 2) hospitable 3) closed-minded 4) not accepting. We hope that our campaign will strengthen positive associative ties between Chick-fil-A and company's Southern identity: 1) family-oriented 2) hospitable 3) closed-minded 4) not accepting. We hope that our campaign will strengthen positive associative ties between Chick-fil-A and factors 1 and 2 while distancing the brand from perceptions 3 and 4. We will use this knowledge to strengthen Chick-fil-A's identity as a Southern brand and shape the way that skeptical consumers, or non-consumers, associate with it.

13. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>  
14. <https://oneview-simmonsresearch-com.ezproxy.library.wisc.edu/main/#>





## COMPETITIVE ADVANTAGE

One of the main advantages that Chick-fil-A has over competitors such as McDonald's, Arby's and Wendy's is in overall restaurant atmosphere. Chick-fil-A consistently ranks higher on measures of customer service and consumer experience. The same survey finds that consumers of all three chains record feeling more satisfied and accommodated by the Chick-fil-A drive-through and mobile app services in comparison to competitors. Customers do not need to be dining inside of a Chick-fil-A to experience the high level of service that makes it stand out from its competitors. Because our campaign is focused on urban consumers in newer markets, we want our audience to feel as though Chick-fil-A can be a glimmer of sincerity and kindness in the fast-paced life of urban living.

## UNIQUE SELLING PROPOSITION

The one thing that customers can always expect to experience at Chick-fil-A is Southern hospitality. Meldwin views Southern hospitality as being defined by friendliness, kindness and charity in addition to an overall comfortable and warm restaurant atmosphere. In a recent visit to Chick-fil-A, Meldwin noticed flowers on every table, booths decorated with fall leaves, and holiday sayings on the walls and bathroom stalls. In addition, Chick-fil-A workers visited the table three times to check for drink refills and to ask about the overall experience. We understand that although many things make the company stand out, everything ties back to the strong Southern values the company was founded on. In addition to a hospitable restaurant atmosphere, Chick-fil-A's strong adherence to traditional values are demonstrated by the fact that the chain is closed on Sundays, through the impeccable treatment of its workers and through the passion the company shows towards its giving philosophy.

## POSITION

Chick-fil-A currently positions itself as a low-cost choice for high quality food and impeccable customer service. Chick-fil-A continuously seeks new ways to strengthen their commitment to quality ingredients, leveraging the brand over competitors such as Arby's and McDonald's. In addition to quality ingredients, one of the strongest elements of Chick-fil-A's positioning strategy is the company's commitment to excellence in customer service. Outlined in Chick-fil-A's employee handbook, the brand "strives to provide 2nd Mile Service to all guests...showing honor, dignity and respect to all customers, so that they will feel cared for and special". The atmosphere that a customer can expect in a Chick-fil-A is distinctive from the atmosphere of other fast-food chains.

Meldwin plans to position Chick-fil-A as the better option in the fast-food market. When the Williams family wants a cheap meal on a Thursday night, they will consistently choose the option that offers a more family-friendly experience. While Chick-fil-A is a strong competitor in the fast-food market, it transcends many of the typical characteristics of fast-food chains; these characteristics include rude and disinterested employees, uncomfortable lighting and seating, and low quality food. While distancing itself from many of the negative associations with fast-food chains, Chick-fil-A excels in speed, efficiency and convenience, making it stand out as the best option in the fast-food market. Our consumers will choose Chick-fil-A when they want an affordable, convenient meal without having to sacrifice a comfortable restaurant experience.

## PERSONALITY AND BRANDING

Meldwin plans to brand the chain as being a comfortable, stress-free escape from life in the city. After a long day at her entry-level job, Jenna Larson is sick of completing menial tasks for a boss that does not recognize her hard work. The weight of Jenna's busy day slips away the minute she enters a Chick-fil-A. She is greeted by a friendly worker who respects her as a valued customer. We want Jenna's decision to eat at Chick-fil-A to be made not solely on the deliciousness of the food, but based on past experiences with Chick-fil-A employees, enjoyment of restaurant atmosphere and general love for the brand. While consumers in the South tend to have deeper emotional connections to the Chick-fil-A brand, Northern consumers are not tied to it as strongly.

15. <https://www.nytimes.com/2012/07/26/us/gay-rights-uproar-over-chick-fil-a-widens.html>

16. <https://www.chick-fil-a.com/About/Who-We-Are>

17. <https://www.chick-fil-a.com/About/Great-Food>

18. <http://documents.tempe.gov/sirepub/cache/1207/jfa5ab2ypkr1nwpzhftem5am/1642977610292018062244512.PDF>



## THE BIG IDEA

### **SPREADING SOUTHERN HOSPITALITY FROM COAST TO COAST**

Our audiences in newer franchise locations are excited about the new fast-food chain in town! They have heard the hype, and now they have the chance to try the classic chicken sandwich, waffle-cut fries and fresh-squeezed lemonade they have always been a plane ride away from. Aside from the excitement for the delicious, Southern-inspired food, they have heard about the company's amazing customer service from the loyal online fanbase. They are bored by their current options and excited to choose a new go-to for a quality, quick meal with quality, quick service.

The key insight that we have on our consumers is that once a consumer begins to like Chick-fil-A, they love Chick-fil-A. If we can get customers in northern regions (regions outside of Simmons definition of the South) to come into Chick-fil-A at least two times a month, they are likely to return to Chick-fil-A on a more consistent basis in consecutive months. We have the potential to create a loyal consumer base in newer markets, similar to brand engagement in the South.

In order to build this fanbase, Meldwin will develop a creative campaign that has a light-hearted and nostalgic tone. Our messages will evoke feelings of warmth and happiness and make our consumers excited about the Chick-fil-A brand. While more faster-paced lifestyles are associated with the North, the South is seen as being more relaxed and slower-paced, according to a survey conducted by Meldwin.

For consumers who have grown up in the North, the feelings evoked by our campaign may remind them of a time in their youth when they were unburdened by the stresses of their adult lives. A study by the Journal of Consumer Research shows that nostalgia is an extremely powerful agent in advertising and that millennial audiences are one of the most effective targets for this type of advertising. By incorporating these at-home, warm feelings through our creative messages, we will effectively reach our target market and create powerful associations between Chick-fil-A and its hospitable, Southern nature.

Whether it be in rural Georgia or the heart of New York City, customers know they can receive the same consistent Chick-fil-A experience.



**CREATIVE  
PLAN**







All of our creative designs were drafted to garner fast but meaningful attention with minimal yet effective copy. Our copy was specifically crafted with commonly used Southern phrases that align with our Big Idea of Bringing Southern Hospitality Coast to Coast. The campaign slogan, Welcome y'ALL, was used repeatedly across all of our advertisement mediums to show a synonymous campaign associated with the brand. We developed designs for interactive media such as native advertisements, billboard signs, bus stop incorporations, magazine advertisements, a bus wrap around, a storyboard for commercial series, and company social media drafts.

Our target markets will interact and relate to our ads as they are modern and humorous attracting not only millennials but also young families. The creative goal is to draw the attention

of new customers while appealing to our already loyal consumers. The simple copy gives context to any one that visually glances upon our advertisements while improving our brand awareness in these new locations. Our creative emulates the idea that everyone's a little Southern and that Chick-fil-A provides an unequivocal unique experience.

## THE BIG IDEA

Our large idea is focused on spreading Southern hospitality coast to coast with our new Chick-fil-A locations. The campaign idea draws from the already established unique customer experience that Chick-fil-A is impeccably known for.

## UNIFYING ELEMENTS

Our slogan, "Welcome y'ALL" encapsulates our big idea of southern hospitality with a warm and inviting phrase that reaches almost every demographic. The slogan also draws a hashtag, #welcomeyall, which allows us to reach more millennial and younger audiences across multiple media platforms.

## APPEAL TO CUSTOMERS

As previously mentioned in the situation analysis, a trend among Chick-fil-A customers is that they repeatedly return and become frequent or loyal consumers. Our advertisements and creative messages aim to draw attention of new consumers that have the potential to become loyal customers in new markets. Our creative is meant to be attention-grabbing with humor elements that strive to capture small are representations of Southern culture.

## BRAND EMPHASIS

Chick-fil-A's brand strongly associates themselves with apparent Southern values. For example, remaining closed on Sundays as a practice established by the founder, Truett Cathy, to allow employees a day of rest and worship. Our creative draws from the company's ties to a Southern grounding while providing humorous light-hearted messages that will attract the intended audiences.

## ALTERING BRAND

The "Welcome y'ALL" campaign takes away stigmas about a singular customer base, allowing everyone seeing the campaign to feel included and welcome.



PRINT ADVERTISEMENT  
MAGAZINE ADS



Our magazine advertisements were designed to capture the readers attention through subtle Southern humor and cultural ties. Magazines are frequently flipped through in a relatively quick manner. We decided to use the Chick-fil-A simple color scheme of white and red making it a visually appealing advertisement. The copy is straight forward and humorous allowing magazine consumers to read the message almost as fast as they would flip through the pages. The first draft of the magazine advertisement drew from our “stolen recipe” idea presented in the billboard advertisement below. Synonymously using similar messages across mediums allows us to create a memorable campaign and give readers senses of Deja Vu.

Our second magazine advertisement idea drew directly from McDonald’s advertisements as they are one of our largest competitors. The deep red background creates similarity between McDonald’s franchise and ours. We crafted the message to indicate that we are the best competitor while incorporating our ultimate campaign idea of Southern values with the hierarchy claim of Chick-fil-A as a Sheriff position.



## PRINT ADVERTISEMENT

### BILLBOARD ADS



The billboard copy and design serve the same purpose of spreading awareness and brand recognition of the campaign however, they do so in a more concise manner. Drivers are mindlessly focused on the road and turn their attention to billboards as a nice distraction from morning commutes or long weekend drives. Both of these billboards present different tactics of our advertisements throughout the campaign.

The first billboard was crafted to provide awareness to new Chick-fil-A locations with a welcoming invitation to our “new stompin’ grounds”. This copy containing all upper-case lettering captures the drivers attention long enough to read the short sentence copy and visually process the ad.

The second combination of billboards outwardly expounds as one of our most humorous advertisements. This first billboard in the combination reflects the previous magazine advertisement incorporating a “stolen recipe” that was shown above. We crafted the second billboard to additionally explicate and emphasize the humor of the campaign further capturing a drivers visual attention. After being visually attracted, the copy gives Chick-fil-A food an underlying compliment with vivid hints of Southern relevance.



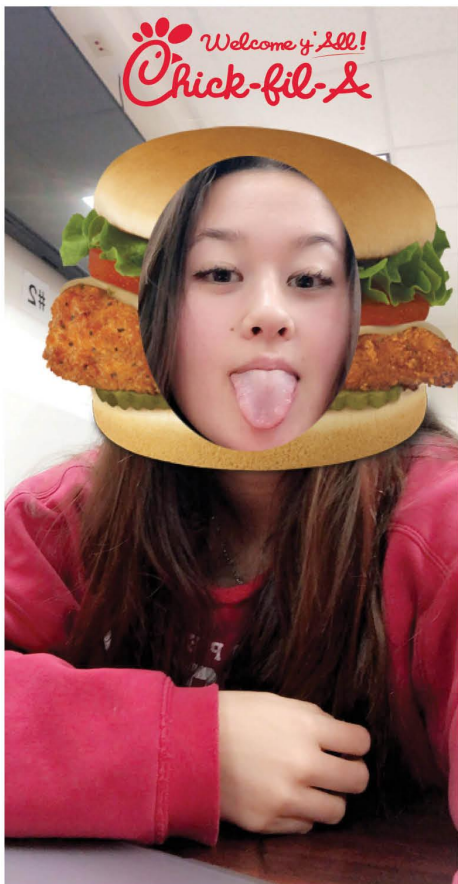
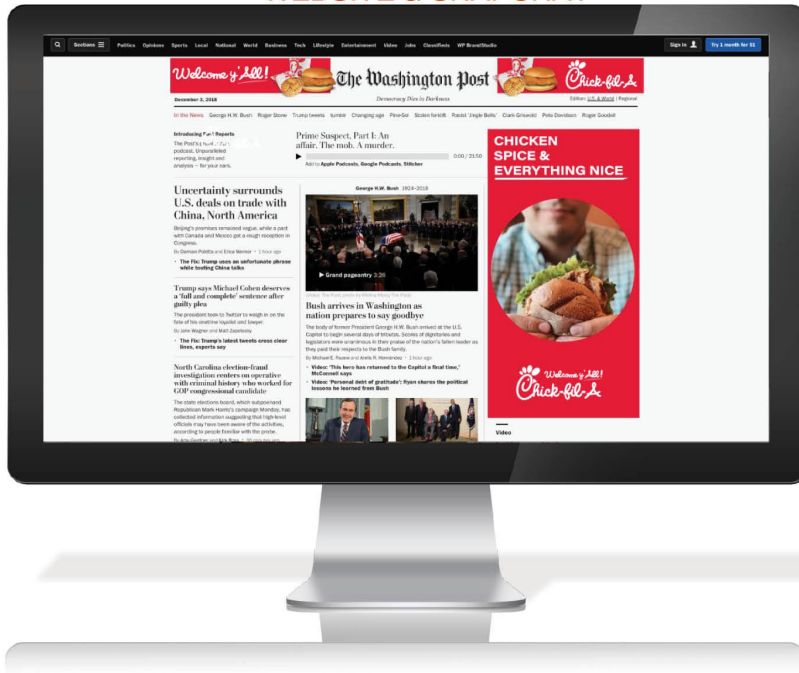


**PRINT ADVERTISEMENT**  
BUS AND BUS STOP ADS



The bus-stop advertisements were designed to target both of our intended consumer base. The simple color scheme draws the attention of bus users and bystanders as they patiently wait for the next transit to arrive. The minimal amount of copy and unique pictures draw visual attention to busy city people and give an alternative to staring at a mobile device when waiting. The red bus wrap around is largely attention grabbing with the red background and same copy as one of the bus stop advertisements. This homogeneity re-emphasizes the Southern humorous phrases and captures the ultimate goal of our campaign.

## INTERACTIVE ADS WEBSITE & SNAPCHAT

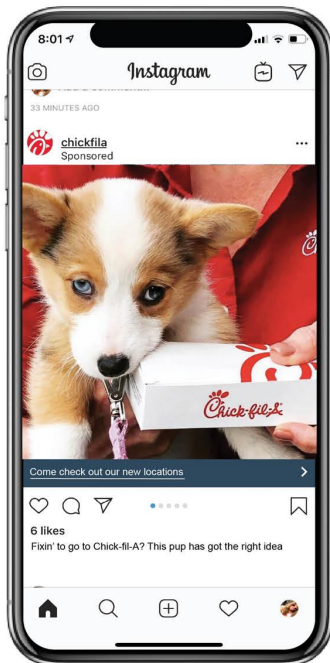


Our interactive ads were simply designed to target both categories of our target consumers. Our filter, which turns the snapchat user into a Chick-fil-A sandwich, was designed in order to garner attention as one of the primary snap filters available on the right when users click and hold on their faces to receive filter options. The humorous filter is so outrageous that we expect millennials to use the filter as entertainment and children using the snapchat will influence young families to visit the restaurant.

The banner ads were articulately crafted with food at the top visually “hanging off” of the advertisement space to show a modern design as well as just the company name and the campaign slogan. The horizontal advertisement was designed to garner the attention of millennials. The second vertical advertisement was designed to attract young families with a more professional design and an incorporation of a Southern phrase. The slogan is also present and the advertisement highlights Chick-fil-A’s hospitality as well as the food itself.



## INTERACTIVE ADS SOCIAL MEDIA



These social media drafts were crafted to attract attention of millennials that commonly use social media as well as young families that reliably interact on the Facebook medium. Twitter is notoriously known for being a humorous platform therefore, we used a funny Southern phrase with a child stuffing their face with Chick-fil-A food along with a link to a list of the new locations. Instagram is a more official artsy platform and so we used a cute dog and a smaller caption as longer captions are frowned upon within the medium. The sponsored native content will attract the attention of millennials and dog lovers.



## TELEVISION ADVERTISEMENT STREAMING AND TV



**WELCOME y'ALL,  
TO SOUTHERN HOSPITALITY**



Our commercial was designed to captivate our entire campaign into a cohesive story that sheds light onto Chick-fil-A as a company and their unique brand. The commercial's initial scene shows fast pace snapshots from the individual cities and distinguishable landmarks of the multiple cities we are expanding to with the new campaign. As the camera closes in on a female individual stopped in front of Chick-fil-A, the camera narrows in on her face to encapsulate her facial expression and a slight grin appears as she takes the first steps into the shown Chick-fil-A restaurant. The next scene pans her entering the store, being politely greeted, ordering her desired food, and receiving her Chick-fil-A with a smile from the customer service agent. This captures the essence of our campaign further presenting the notorious Southern hospitality experience. Smiles, laughter, and happiness are emulated in these small, intimate documented moments. As she leaves Chick-fil-A with delicious food in hand and enters back into the busy world, a supposed "calmness and happiness" bubble appears around her. As she arrives on the train and begins to enjoy her Chick-fil-A, the busy world around her is muted. as she takes a large bite out of her delicious chicken sandwich and the commercial ends with a highlight of a full mouth and a large smile.



**MEDIA**  
**PLAN**







## OBJECTIVES »

Meldwin's media plan will target our primary audience, millennials in northern urban areas, and our secondary audience, younger families with small children. Our goal is to entice customers in newer markets to dine at Chick-fil-A and experience its unique, Southern style of hospitality and cuisine. Our campaign will maximize reach and frequency, in an effort to expose 75 percent of our target audience to our message at least three times. While most of our media buying will occur during six pulse months, our public relations plan will emphasize events during our advertising hiatuses to maximize reach and keep the campaign relevant throughout the year. We have tailored our media timing, types, locations, allocations and purchases to reach the greatest number of potential customers through media.

## MEDIA APERTURE »

Our campaign will begin in January 2019 and end in December 2019, utilizing two pulse periods of three months each. The first large pulse in media buying will begin immediately in January and continue through the end of March. Buying will be reduced in the summer months from May through August, but will pick up again in October through the end of the year in a second pulse.

We have defined this time range according to the theme of our campaign as well as the market we are targeting. The best time to saturate Northern markets with the Southern comfort of Chick-fil-A is during times of normal work routine in the winter and fall months, as consumers begin to get sick of cold weather and need a pick-me-up. At the beginning of January, much of our target audience will be returning from their holiday breaks and entering back into the grind of daily work and school life. We see this as a key time to launch our campaign, reminding our consumers of a place they can escape to experience the warmth of the South, even on a cold winter day. The first pulse will last from January to March, and when the weather turns colder again in September and October, we will begin a second pulse that will last through the end of the year. From June through August, our public relations team will initiate the "Everything is Sweeter in the South" campaign to ensure Chick-fil-A remains relevant throughout the year. Because we are purchasing mostly spot advertising for specific markets, we are able to spread our buying through six total pulse months.

Media buying will focus on the end of a traditional work week, emphasizing Thursdays, Fridays and Saturdays, and we will place emphasis on ads between 4 and 8 p.m. By placing our ads during this time, we will catch millennials and younger families at the time of the week and day when they would be most likely to go to Chick-fil-A for dinner. This includes the afternoon rush hour, when potential customers will be traveling home for the day or picking up children from school and other activities. We want to target Jenna Larson when she is commuting home from work (using outdoor advertisements such as billboards and bus stop ads) and the Williams family when they have returned from work and are deciding on a place to take their son for dinner (using Search Engine Marketing and Search Engine Optimization). We recognize that by the end of the week, our hard-working target consumers are looking for something quick and easy for dinner. They want a quality meal and warm atmosphere, whether consuming that meal in-store or taking it to-go.

1. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age, Presence of One or More Children and Fast Food Dining for Dinner, Index Numbers 18-24 (128), 25-29 (138), 30-34 (126)
2. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Chick-fil-A and State Codes, Index Numbers AL (213), AR (126), FL (136), GA (236), LA (120)
3. <https://musialmarketing.com/how-to-advertise-using-reach-vs-frequency/>
4. <https://www.forbes.com/sites/petesaunders/2017/01/12/where-educated-millennials-are-moving/#227d7dfcd3cc>
5. <https://news.gallup.com/poll/203204/wyoming-north-dakota-mississippi-conservative.aspx>
6. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Grammy Awards, Golden Globes and Age



## GEOGRAPHIC ALLOCATION

Our campaign will be geared towards larger northern cities and urban areas where Chick-fil-A has recently opened new locations. Based on Simmons data, people who live in the southern U.S. are most likely to visit Chick-fil-A. Our campaign will focus on more northern and eastern regions of the U.S. and attempt to create a new customer base. This will include areas along the East Coast, in the Midwest and along the West Coast. Targeted cities will include New York City, Baltimore, Philadelphia, Cincinnati, Chicago, Indianapolis, Minneapolis, Denver, Washington D.C. and Seattle. Based on media market size data from Simmons, we expect our target audience of millennials and younger families in those 10 cities to be about 15 million people total. To reach 75 percent of this audience, we will need to reach about 11.25 million people, and create about 33 million impressions so that each potential customer sees the message at least three times.

Our 10 targeted cities will have the highest concentration of our target audiences, millennials and families with younger children, and we are most likely to reach the greatest amount of these potential customers in these areas. We recognize that these cities tend to have more liberally-minded consumers who may associate Chick-fil-A with conservative ideals. We will be conscious of the negative perceptions that northern consumers may have about the company when we craft our creative messages. Because we are focusing on 10 specific markets, we will mostly use spot advertising to directly reach our target audiences in these cities.

## MEDIA EXPENDITURE AND BUDGET ALLOCATION

Our total media budget is \$60 million, and after allocating a contingency budget of \$3 million for unexpected costs, we have a budget of \$57 million to use for media buying.

### IMPACT MEDIA

We will spend \$12,824,112 on impact media, including advertising during the Grammy Awards, MTV Music Awards, MLB World Series, outdoor billboards and Golden Globe Awards. According to data from Simmons, people aged 18-34 are likely to watch and stream the Grammy Awards and Golden Globes, and the timing of these events correspond with pulses in our media plan from January through March and again from October through December.

Of the people planning to watch the next MTV Music Video awards, 43.74 percent have one or more children in the household and 24 percent are between the ages of 18 and 24, which correlates to our target audiences of millennials and younger families. We will place three ads during the MTV Music Awards in August to reach these groups.

In addition, we will advertise during the MLB World Series. Based on market research from Simmons, audiences in the Midwest and eastern parts of the U.S. are likely to watch and stream this event.

Finally, we plan to utilize the commutes of millennials and younger families by placing outdoor billboards along major roadways in 10 major cities in the Midwest and East and West Coasts. According to data from Simmons, millennials are extremely likely to utilize public transportation. We will also create bus wraps for all 10 markets for the months of January and February. Placing our message in the minds of potential consumers during their commute will entice them to add a stop at Chick-fil-A when they arrive at their destination. The cities we will place billboards in are New York City, Baltimore, Philadelphia, Cincinnati, Chicago, Indianapolis, Minneapolis, Denver, Washington D.C. and Seattle.

7. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of MTV Music Video Awards and Age
8. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of State Codes and streaming MLB Postseason, Index Numbers IL (171), IN (129), MD (120), MN (162), CO (143), WI (224)
9. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Utilization of Public Transportation "Yes", Index Numbers 18-24 (129), 25-29 (161)
10. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Search Engines and Age, Index Numbers 18-24 (125), 25-29 (129), 30-34 (126), 35-39 (116)
11. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month



## DIGITAL MEDIA

We will spend \$3,126,500 on fixed digital media costs and \$5,670,000 on CPM digital media costs for a total of \$8,935,000 on digital media spending.

For a 12-month period we will use Search Engine Marketing for Google and Bing searches, and utilize Search Engine Optimization as well. Keywords included in the Search Engine Marketing will be “Chick-fil-A,” “Chicken,” “Dinner,” “Lunch,” “Hospitality,” “Catering,” “Sandwich,” “#Welcomer’ALL,” “Convenient” and “Southern.” Based on Simmons OneView data, people aged 18-29 are most likely to use either Google and Bing to search online, so we will utilize SEM on these platforms to reach them. Additionally, we will promote a Twitter trend, “#Welcomer’ALL” for all 12 months of our campaign. The trend will emphasize the welcoming atmosphere Chick-fil-A offers and encourage people to come in and buy food, linking to other social media material and other platforms. According to Simmons research, 95 percent of 25-29 year-olds are social media users. By utilizing a promoted trend on Twitter, we can reach a large percentage of our target audience and entice them to go to a Chick-fil-A. To build on social media outreach, we will also place native advertisements on Facebook and Instagram newsfeeds and create a Snapchat filter. The Snapchat filter will be available 24/7 during our six pulse months, and will encompass an area of 50 million square feet in the downtown areas of our 10 target cities.

According to Simmons, people aged 18-34 are extremely likely to stream video and audio. We will advertise through Hulu and Spotify, and will place unstoppable ads on Youtube as well. Finally, we will place a banner advertisement on ESPN, as our target audience visits this site frequently.

## TRADITIONAL MEDIA

A budget of \$31,990,880 is allocated for traditional media, and we will emphasize advertising on spot cable television primetime, spot television late-night, national radio evening drive and national radio morning drive. These locations and timing of media will be most effective in reaching our target audience. Advertising specifically in these regions will encourage new customers into our locations.

People aged 25-39 are likely to be traveling by car between the hours of 5 and 6 p.m., and will be listening to alternative and contemporary music stations. Additionally, our target audience is likely to be listening to alternative music stations between 6 and 10 a.m., the hours of the morning commute. By placing ads on national radio during the morning and evening drive times, we hope to catch our target audience during their commute twice a day. We will tempt them to change whatever dinner plans they might have had and head to a Chick-fil-A instead.

By using spot television advertising instead of national television advertising, we will specifically reach our 10 target cities. We will place advertisements on spot cable television primetime during ABC Family and Adult Swim shows and also place ads on primetime television. According to Simmons, people aged 25-29 are about 60 percent more likely than average to watch “Family Guy,” 70 percent more likely than average to watch “Bob’s Burgers” and 50 percent more likely than average to watch “American Dad,” making these ideal Adult Swim shows to advertise on.

Next, we will place advertisements on spot television late-night on “The Tonight Show with Jimmy Fallon,” a show that millennials and young adults are likely to watch. Because many of our spot cable television placements target our millennial audience, we will also place print ads in “Parents” magazine which will effectively target younger families, our secondary audience.

12. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Utilization of ESPN.com in the Past 30 Days “Yes,” Index Numbers 25-29 (136), 30-34 (142)

13. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Location between 5 and 5:59 p.m., Index Numbers 25-29 (114), 30-34 (119), 35-39 (134)

14. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Type of Radio Listened to Between 3 and 7 p.m., Index Numbers “Alternative” 18-24 (168), 25-29 (163), 30-34 (171), and “Contemporary” 18-24 (187), 25-29 (192), 30-34 (186)

15. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Type of Radio Listened to Between 6 and 10 a.m., Index Numbers “Alternative” 18-24 (147), 25-29 (166), 30-34 (175)

16. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Watched in Full Television Shows, Index Numbers “Bob’s Burgers,” “American Dad,” “Pretty Little Liars,” and “Cutthroat Kitchen.”

17. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of Age and Watched in Full Television Shows, Index Numbers “The Tonight Show with Jimmy Fallon,” 18-24 (129), 25-29 (143)

18. Simmons OneView Data-Spring 2016 NHCS Adult Study 12-month: Crosstab of One or More Children and Read 4 of 4 Issues, Index Numbers “Parents” 18-24 (205), 25-29 (188), 30-34 (198)



Total Budget	Impact Total	Digital Total	Contingency	Remainder
\$60,000,000.00	\$10,824,112.00	\$14,185,000	\$3,000,000.00	\$31,990,888.00

**IMPACT MEDIA**

MEDIA CATEGORIES	UNIT ALLOC.	COST PER UNIT	\$ ALLOCATION	NOTES
Grammy Awards	50	\$39,610	\$1,980,500	Two ads
MTV Music Awards	75	\$28,888	\$2,166,600	Three ads
World Series	50	\$35,674	\$1,783,700	Two ads
Outdoor Billboard	120	\$35,000	\$4,200,000	10 markets for 12 months
Golden Globe Awards	24	\$28,888	\$693,312	Two ads
<b>SUM TOTAL</b>			<b>\$10,824,112</b>	

**DIGITAL MEDIA - Fixed Cost**

MEDIA CATEGORIES	UNIT ALLOC.	COST PER UNIT	\$ ALLOCATION	NOTES
Google Keyword Search	12	\$50,000	\$600,000	12 months
SEO	1	\$25,000	\$25,000	One-time cost
Twitter Trend	12	\$200,000	\$2,400,000	12 months
Bing Keyword Search	12	\$10,000	\$120,000	12 months
Snapchat Filter	12	\$500,000	\$6,000,000	Two days in each of the 6 pulse months
<b>SUM TOTAL</b>			<b>\$9,145,000</b>	

**DIGITAL MEDIA - CPM Cost**

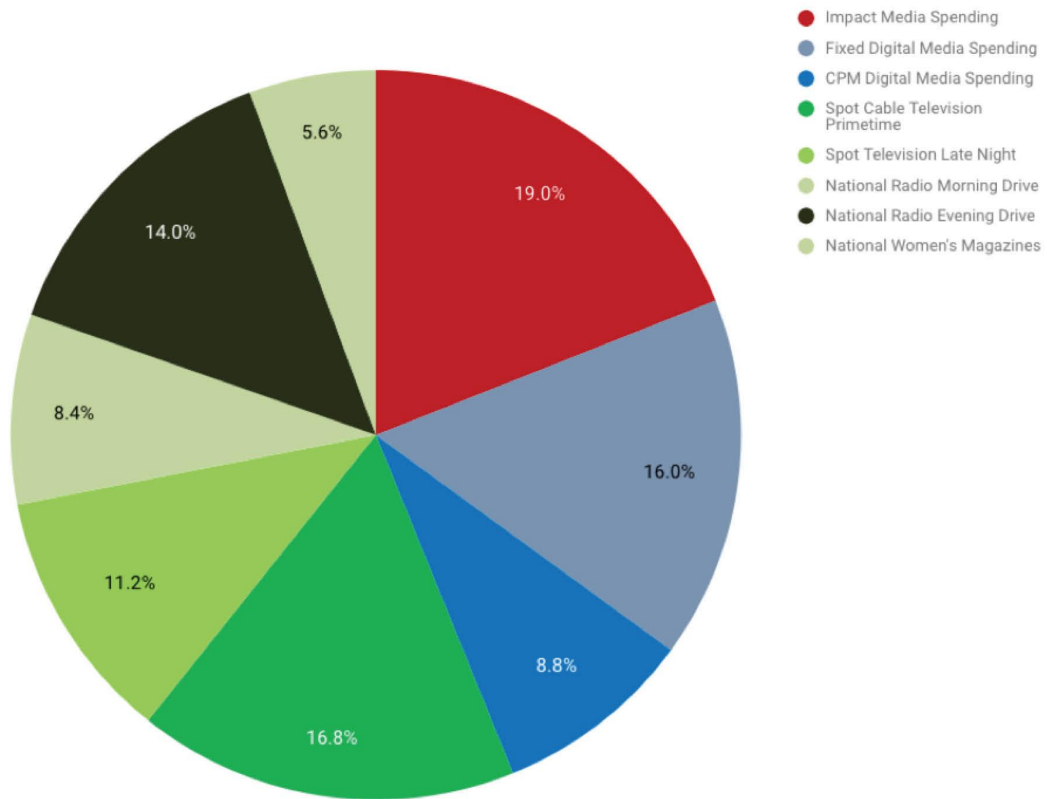
MEDIA CATEGORIES	UNIT ALLOC.	CPM	IMPRESSIONS	\$ ALLOCATION	NOTES
Hulu streaming ad	12	\$30.00	10,000,000	\$3,600,000	12 months
Spotify streaming ad	12	\$10.00	5,000,000	\$600,000	12 months
Youtube unstoppable ad	6	\$20.00	1,000,000	\$120,000	Buy in each of the 6 pulse months
Facebook native mobile ad	6	\$10.00	1,000,000	\$60,000	Buy in each of the 6 pulse months
Instagram native mobile ad	12	\$5.00	10,000,000	\$600,000	12 months
ESPN banner ad	6	\$10.00	1,000,000	\$60,000	Buy in each of the 6 pulse months
<b>SUM TOTAL</b>			28,000,000	\$5,040,000	

**TRADITIONAL MEDIA (Television, Radio, Print)**

MEDIA CATEGORIES	% ALLOCATION	CPP TOTAL	\$ ALLOCATION	GRPS	Notes
National Radio Morning Drive	15%	\$2,913	\$4,798,633.20	1647	
National Radio Evening Drive	25%	\$2,913	\$7,997,722.00	2746	
Spot Cable Television Primetime	30%	\$12,324	\$9,597,266.40	779	
Spot Television Late Night	20%	\$14,688	\$6,398,177.60	436	
National Women's Magazines	10%	\$21,240	\$3,199,088.80	151	
	<b>Must = 100%</b>	\$1		<b>5758</b>	
<b>SUM TOTAL</b>			<b>\$31,990,888.00</b>		



<b>TOTAL MEDIA SPENDING</b>	<b>\$ ALLOCATION</b>	<b>% ALLOCATION</b>
<b>Impact Media Spending</b>	<b>\$10,824,112</b>	<b>18.99%</b>
<b>Fixed Digital Media Spending</b>	<b>\$9,145,000</b>	<b>16.04%</b>
<b>CPM Digital Media Spending</b>	<b>\$5,040,000</b>	<b>8.84%</b>
<b>Spot Cable Television Primetime</b>	<b>\$9,597,266.40</b>	<b>16.84%</b>
<b>Spot Television Late Night</b>	<b>\$6,398,177.60</b>	<b>11.22%</b>
<b>National Radio Morning Drive</b>	<b>\$4,798,633.20</b>	<b>8.42%</b>
<b>National Radio Evening Drive</b>	<b>\$7,997,722.00</b>	<b>14.03%</b>
<b>National Women's Magazines</b>	<b>\$3,199,088.80</b>	<b>5.61%</b>
<b>Total Spending</b>	<b>\$57,000,000</b>	

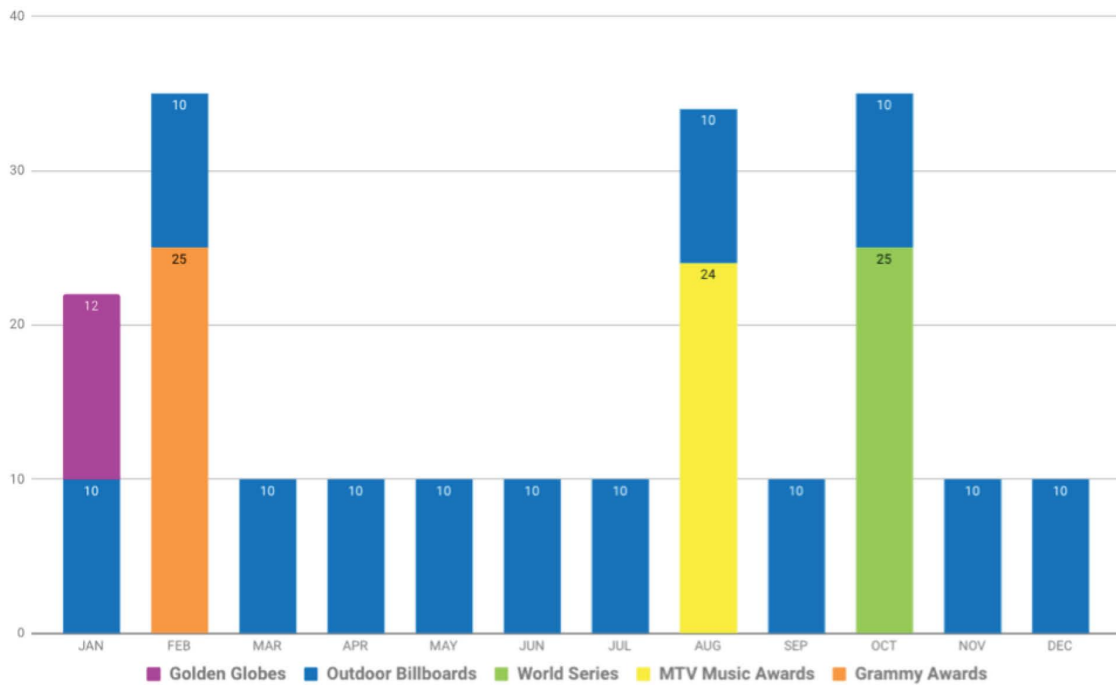






<b>IMPACT MEDIA</b>		<b>(in units)</b>												
<b>MEDIA CATEGORIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>	
<b>Grammy Awards</b>		25											25	
<b>MTV Music Awards</b>								24					24	
<b>World Series</b>										25			25	
<b>Outdoor Billboards</b>	10	10	10	10	10	10	10	10	10	10	10	10	120	
<b>Golden Globes</b>	12												12	
<b>SUM TOTAL</b>	22	35	10	10	10	10	10	34	10	35	10	10	206	

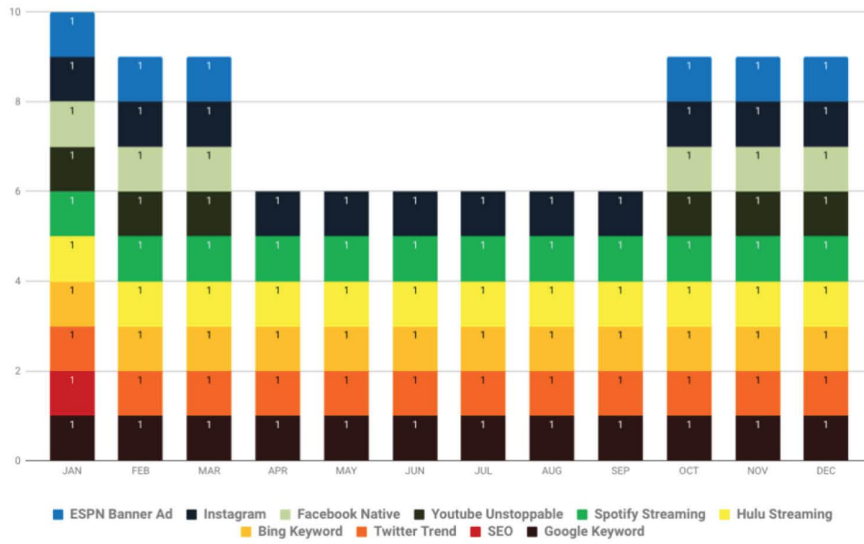
Impact Media Flow Chart





<b>DIGITAL MEDIA</b>		(in units)												
<b>MEDIA CATEGORIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>	
<b>Google Keyword</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>SEO</b>	1												1	
<b>Twitter Trend</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>Bing Keyword</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>Snapchat Filter</b>	2	2	2							2	2	2	12	
<b>Hulu Streaming</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>Spotify Streaming</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>Youtube Unstoppable</b>	1	1	1							1	1	1	6	
<b>Facebook Native</b>	1	1	1							1	1	1	6	
<b>Instagram</b>	1	1	1	1	1	1	1	1	1	1	1	1	12	
<b>ESPN Banner Ad</b>	1	1	1							1	1	1	6	
<b>Fixed Digital Total</b>	6	5	5	3	3	3	3	3	3	5	5	5		
<b>CPM Digital Total</b>	6	6	6	3	3	3	3	3	3	6	6	6		
<b>SUM TOTAL</b>	12	11	11	6	6	6	6	6	6	11	11	11		

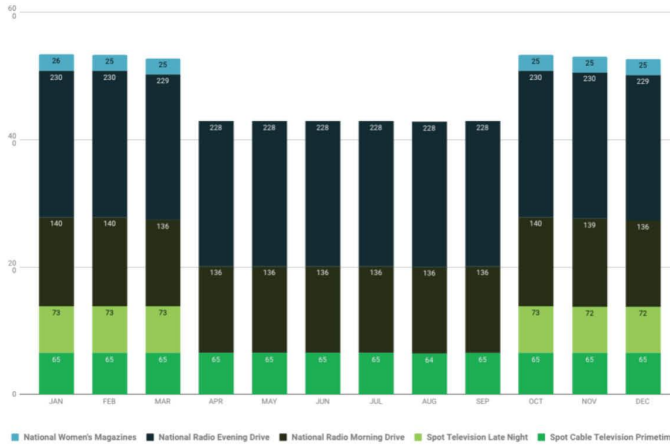
Digital Media Flow Chart





<b>TRADITIONAL MEDIA</b>		(in grps)												
<b>MEDIA CATEGORIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>	
<b>Spot Cable Television Primetime</b>	65	65	65	65	65	65	65	64	65	65	65	65	779	
<b>Spot Television Late Night</b>	73	73	73							73	72	72	436	
<b>National Radio Morning Drive</b>	140	140	136	136	136	136	136	136	136	140	139	136	1647	
<b>National Radio Evening Drive</b>	230	230	229	228	228	228	228	228	228	230	230	229	2746	
<b>National Women's Magazines</b>	26	25	25							25	25	25	151	
<b>SUM TOTAL</b>	534	533	528	429	429	429	429	428	429	533	531	527		

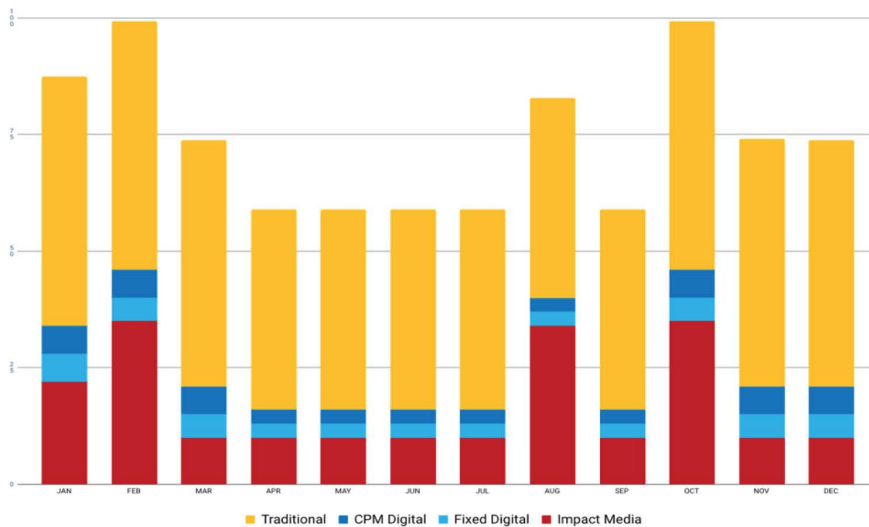
Traditional Media Flow Chart



### Combined Flow Chart

<b>MEDIA CATEGORIES</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>TOTAL</b>
Impact Media	22	35	10	10	10	10	10	34	10	35	10	10	206
Fixed Digital	6	5	5	3	3	3	3	3	3	5	5	5	49
CPM Digital	6	6	6	3	3	3	3	3	3	6	6	6	54
Traditional	53	53	53	43	43	43	43	43	43	53	53	53	576
													(divided by 10)
Sum	87.4	99.3	73.8	58.9	58.9	58.9	58.9	82.8	58.9	99.3	74.1	73.7	

Combined Media Flow Chart





PR & PROMOTIONS  
**PLAN**





## STATEMENT OF PUBLIC OPINION

In order to create a successful campaign, it is imperative to look at the overarching landscape in which Chick-fil-A operates. Chick-fil-A is known for many things, and its iconic waffle fries and chicken sandwiches tell only half the story. Displayed on its website is the company's corporate purpose: "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 into contact with Chick-fil-A." Chick-fil-A has created a notable spot for themselves within cultural and political conversations around the country, largely due to controversial stances the company has taken on key social issues. However, it is clear that the public has been able to separate their own social and political views from their desires for a Chick-fil-A chicken sandwich. In the past few years, the Southern chain has begun expanding into Northern markets, a move originally met with hostility and skepticism. Much of this hostility was due to CEO Dan Cathy telling the Baptist Press in 2012 that he was "guilty as charged" regarding his opposition to marriage equality. In liberal enclaves such as Seattle and New York, the concept of opening up Chick-fil-A franchises was at first met with opposition. However, this negative press has not seemed to impact public opinion within northern markets. In fact, a Manhattan Chick-fil-A sells more than 3,000 sandwiches a day.

Despite Chick-fil-A's growing sales, Cathy has used multiple techniques to attempt to change public opinion about the company and avoid alienating potential liberal customers. For instance, Chick-fil-A stayed open on a Sunday in order to serve food to victims of the shooting at Pulse, a gay nightclub in Orlando. Chick-fil-A now strongly urges its franchisees against linking their personal politics to the brand. This disassociation from politics has not only proved beneficial for the brand and public opinion, but also financially. Sales have grown from \$6.8 billion in 2015 to nearly \$8 billion in 2016, and a typical franchise generates \$4.4 million in sales per unit in 2016, top amongst restaurant chains.

With the support of the public, Chick-fil-A has been able to integrate itself into any market, and has appeared relatively unscathed after the very public opposition faced after revealing and advocating their deeply conservative values. Another trend which has benefitted Chick-fil-A is the high quantity of positive coverage it has received on both news and social media in recent years. Fortunately for the company, the coverage has largely coincided with its efforts to improve its brand image. Chick-fil-A has successfully decreased the chatter about their controversial image, while dramatically increasing sales and growing into new markets. "Most companies that get into trouble never get out of trouble. It requires heroic leadership, and usually that leadership needs to be brand new," said Mark Cohen, a professor at Columbia Business School and former CEO of Sears Canada.

A variety of trends have also impacted public opinion towards Chick-fil-A. In a stable economic environment, Americans are eating out at rapidly increasing rates. In fact, sales at food-service and drinking establishments rose 1.3 percent in July 2018 to \$61.6 billion, according to the United States Department of Commerce. Americans may have more cash in their pockets, but they have less time to spend that cash. According to sociologist and economist Juliet Schor, there has been a 20-year rise in average work hours, and leisure hours have declined to 16.5 hours per week. In today's fast-paced world, consumers are looking for a quick and simple option to grab on the go, making Chick-fil-A a viable option for the public.

1. <https://www.businessinsider.com/chick-fil-a-reinvents-itself-liberal-conservative-2017-5>
2. <https://www.businessinsider.com/chick-fil-a-reinvents-itself-liberal-conservative-2017-5>
3. <https://www.bisnow.com/national/news/retail/how-2020-will-be-the-year-of-the-chick-fil-a-89287>
4. <https://www.bisnow.com/national/news/retail/how-2020-will-be-the-year-of-the-chick-fil-a-89287>
5. <https://morningconsult.com/2017/11/20/with-chick-fil-a-consumers-separate-food-from-social-issues/>
6. <https://www.businessinsider.com/chick-fil-a-reinvents-itself-liberal-conservative-2017-5>



By looking at customer engagement with the brand on Twitter, it is clear that there are two main trends surrounding Chick-fil-A on social media: being closed on Sundays and the remarkable customer service compared to other fast-food competitors such as McDonalds.



Through integrated campaign strategies, Meldwin will stress Chick-fil-A's unique and unmatched Southern hospitality in all franchises throughout the country—from Atlanta, to Seattle, Chicago, New York and beyond. By doing this, Chick-fil-A will maintain the following of their loyal customer base in the South, while simultaneously gaining a new consumer following in Northern markets.

## STAKEHOLDER ANALYSIS

Numerous stakeholders stand to be impacted by the successes or failures of Chick-fil-A. These stakeholders include:

The Cathy Family: Chick-fil-A is a family-owned company founded by Truett Cathy. Dan Cathy, Donald Cathy and Trudy Cathy are current executives related to the company's founder. Several other Cathy family members work in various functions for the company to strengthen its brand. Ultimately, the success of the Cathy family is directly dependent on the success of Chick-fil-A.

Chick-fil-A Franchise Operators: Chick-fil-A is largely run by individual franchise owners or, as Chick-fil-A refers to them, Operators. Prospective Operators must provide an initial investment of \$10,000. Chick-fil-A Operators not only have a financial tie to their restaurants but an investment of their time and emotion. Chick-fil-A requires Operators to have no other business ventures, and those who choose to put forward their own money must go through multi-week training sessions to show commitment to running the restaurant. Operators' entire livelihood can be dependent on the successes of Chick-fil-A.





Chick-fil-A's Current and Future Employees: Chick-fil-A is well-renowned for their customer service, but that would not be possible without the right employees. Chick-fil-A not only provides a flexible schedule, an understanding, positive attitude and wages to employees but also provides the opportunity for employees to earn educational scholarships worth up to \$25,000<sup>9</sup>. These potential employee benefits can continue to be made possible as long as Chick-fil-A is strong enough to support these causes.

Farmers: Chick-fil-A takes pride in the safety and quality of its food, which is created with the assistance of farms across the country that provide produce and poultry for its locations. Chick-fil-A's continued success ensures the longevity of existing farms and certifies that current farmers remain employed, while also allowing the expansion of support and jobs to a greater number of farms across the country via the expansion of more restaurant locations.

Consumers: The contentment of Chick-fil-A's deeply-loyal fanbase is directly intertwined with the success of Chick-fil-A. Because of the company's excellent customer service and personal touch, many consumers feel a close connection to the restaurant. Just as Chick-fil-A depends on their customers to provide their business' survival and growth, Chick-fil-A's customers rely on the continued existence of Chick-fil-A to safeguard their chicken sandwich consumption for years to come.

## MEDIA RELATIONS STRATEGY

No company can operate without transparency with the press. Meldwin will utilize different media outlets to build a bridge of information between Chick-fil-A and our consumers in order to create a culture of full transparency. We want to make sure both our primary and secondary target markets are fully informed in a timely and effective manner. Since Chick-fil-A is looking to further integrate into Northern markets, we will focus on markets in the Northeast, Midwest and the Pacific Northwest, including New York City, Chicago, Baltimore and Philadelphia – cities where a large portion of our target market resides, as well as the cities where a large part of our “Welcome y’ALL” campaign will take place.

Chick-fil-A will plan a media tour to send Chick-fil-A representatives to reporters in New York, Philadelphia, Baltimore and Chicago to develop and cultivate strong relationships with reporters on the ground in those cities. Chick-fil-A media representatives will be matched one-on-one to these reporters to establish trust between the media and the company. Chick-fil-A media representatives will follow up with their reporter after the press releases and media kits are released. We will invest \$100,000 in this media tour to build and maintain these media relationships. Reporters and journalists will be invited to take part in our Communal Tables campaign and be notified about the Goodwill Giving Initiative happening in New York City, Chicago, Baltimore and Philadelphia. Each Chick-fil-A representative will continue to keep their individual reporter updated on all PR and promotional events happening throughout the campaign.



## MEDIA CONTACTS

The New York Times: Julia Moskin, @juliamoskin, Dining section reporter

Edible Manhattan: Carrington Morris, @ccabellmorris, Contributing Editor

The Chicago Tribune: Judy Hevrdejs, jhevrdejs@chicagotribune.com, Food and Dining Editor

The Baltimore Sun: Libby Solomon, asolomon@baltsun.com, Contact Reporter

BillyPenn: Danya Henninger: @phillydesign, Editor

CBS-2 New York: Elle McLogan, @ElleMcLogan

WBAL-TV 11 Baltimore: Jason Newton, @JNNewtWBAL

CBS 3 Philadelphia: Alexandria Hoff, @AlexandriaHoff

ABC News: Lauren Sher, @LSherABC

## SOCIAL MEDIA STRATEGY

Chick-fil-A customers already have a strong presence on social media. We want to continue to build on the loyalty of existing customers in our new target locations. The first step in continuing the social media support of Chick-fil-A starts with customer service within the store and building customers' trust with the brand. When employees maintain Chick-fil-A's standards of service, the company's social media accounts receive consistent praise and support. We want to encourage our social media managers to engage with our target consumers and provide them with an online memory and experience only Chick-fil-A can provide.

While it is easy to share and retweet positive feedback, it is equally important to handle any negative responses our social media team may come across. This is how we build trust with our target and secondary targets. We want our social media managers to respond to as many reasonable complaints as possible in an effort to rectify any wrongdoing that may have been done. Social media is a powerful tool to connect directly with the customer, especially as a tool to course-correct criticisms on social media. We will closely monitor all media to guarantee a response to any displeasure a customer may have with their Chick-fil-A experience. Customer service goes beyond the store and into the depths of the social media. Chick-fil-A will make sure to listen to all of our customers to continue to better our brand as our market and customer base grows and diversifies.

## PR EVENTS & CAMPAIGNS

Starting in January 2019, Meldwin will introduce its "Welcome y'ALL" campaign. Our campaign will work to brand Chick-fil-A as a haven of Southern hospitality, complete with Southern-style service and food. We chose the slogan "Welcome y'ALL" to emphasize our culture of Southern hospitality while highlighting our values of community, service and kindness.





## #Welcomey'ALL Communal Table Campaign

Chick-fil-A views its consumers as family, and we want our campaign to treat them as such. In any community, from the biggest cities, to the smallest towns, Chick-fil-A will use its presence to build bridges and create bonds not only between the company and the consumer, but also from consumer to consumer. Because of this, we have decided to implement communal tables in all Chick-fil-A franchises throughout the country. There will be one communal table at every franchise, seating about 20 people at each table. The restaurants will still offer normal-sized tables for those who do not want to participate in the communal table. Not only will communal tables help maximize all space so we can serve more people, it also offers a unique social experience for both of our target markets: millennials and young families.

Oftentimes, moving to a new place and building a new community for oneself can be virtually impossible, especially in large cities. Communal tables will allow Chick-fil-A to become a place where people from all walks of life can gather and socialize. Communal tables are especially appealing to millennials who are constantly looking to meet new people and engage in a different type of dining experience, especially when eating alone. According to Forbes Magazine, millennials have something called “on-call attachment,” meaning they crave and seek out social engagement. In a study conducted by The Journal of the Society for College and University Planning, they note that a key characteristic of the millennial generation is being “team oriented.” Persis C. Rickes says, “millennials study, socialize, and travel in groups, which lowers the pressure on individuals and raises confidence levels.” Chick-fil-A wants to provide that sense of belonging that millennials crave.

Meldwin hopes to foster dialogue amongst Chick-fil-A consumers, turning strangers into friends and further branding the company as being friendly and hospitable. Whether it be a millennial who just moved to a new city, or a family looking for a place to bring the cast of their child’s school play, communal tables will give Chick-fil-A a comfortable and welcoming atmosphere.

At every communal table there will be small table tent encouraging our customers to take a picture with someone else also sitting at the communal table, urging those at the table to talk and engage with each other. If the customer posts the picture to their Twitter or Instagram with the hashtag #WelcomeyALL, they will receive one dollar off their next Chick-fil-A purchase. This will create free advertising for the company on social media while also creating a greater sense of community amongst Chick-fil-A consumers. Also, customers will be encouraged to return to the restaurant in order to redeem their discount. Chick-fil-A will actively repost and respond to these hashtagged posts, bringing even more attention to this public relations plan.

## The Holiday Heartwarming Initiative

Meldwin believes that Chick-fil-A’s signature Southern hospitality does not have to be contained between four walls. That is why Chick-fil-A will be setting up small “pop-up” shops around the holiday time in cities with high rates of homelessness in our target markets—New York City, Philadelphia, Baltimore and Chicago. We will call this the Holiday Heartwarming Initiative. This campaign will start on #GivingTuesday, the Tuesday following Thanksgiving, and will culminate on Christmas Eve. On #GivingTuesday, Chick-fil-A will rent out indoor space in New York City, Philadelphia, Baltimore and Chicago. Chick-fil-A employees will transform these locations into warm and inviting spaces for all. We will incorporate our communal table initiative in these spaces, encouraging people to sit together. The tables will be decorated with Chick-fil-A’s signature flower vases, adding to the welcoming environment.





After #GivingTuesday and before Christmas Eve, Chick-fil-A will be donating 15 percent of all revenue from franchises in our target markets and the proceeds will be given to charities helping the homeless populations where we had the original pop-up shops. We will be donating to the New York City Rescue Mission, Project H.O.M.E in Philadelphia, Baltimore Outreach Services and Sarah's Circle in Chicago.

At the culmination of the campaign, Chick-fil-A will create a shareable video showing the entire campaign, from the pop-up shops to the customer purchases to the final donations, showing our consumers exactly what causes their donations went to. While Chick-fil-A spreads holiday cheer, a film team will be on site in all four cities to capture all of the magic moments. Chick-fil-A will create a short, two minute video that will circulate on all social media platforms to expand our social reach and engagement using the #WelcomeyALL. By producing a video geared for social media, Chick-fil-A will extend our earned media value and let customers around the country be a part of a memorable and heartwarming experience. We hope this campaign and the video on social media will give the brand a greater identity in new markets. This initiative is a natural extension of the "Welcome y'ALL" campaign; a campaign promoting Southern hospitality in all corners of the country. Southern hospitality will be brought directly into the communities, and then will expand even further into the hands of charities. Even though not all cities in our target market are directly benefiting from the pop-up shops, this initiative will bring Chick-fil-A's brand values to the forefront of our target market's mind. This campaign will capture the hearts of both our primary and secondary target consumers, who care about the social mission of the company's they consume from. Through this campaign, Meldwin will prove that Chick-fil-A is a friend, a partner and a helping hand in all communities, building loyalty, authenticity and a sense of trust in new markets.

The combined costs for the four pop-up shops, as well as the creation of the video will be \$2 million.

### **We're All a Little Southern feat. Jennifer Lawrence**

From June through August, Meldwin will initiate a promotional campaign publicizing Chick-fil-A sweet tea throughout our target regions. We will be adding a trivia game on our app called, "How Southern Are You?" where we will feature 10 multiple choice questions that will test our customers on their knowledge of the South. If the user gets all 10 questions correct, they will receive a digital voucher for a free Chick-fil-A sweet tea. All 10 questions will be asked by the voice of Jennifer Lawrence, an actress who was born and bred in Kentucky. Not only is Lawrence a good fit for this promotional campaign because she is from the South, but she is a public lover of all things fast food, and has even worked in the fast food business before she became an actress. Players will be able to share the results of the quiz to their social media accounts, spreading awareness of the campaign and encouraging more people to download the app and play the game. We're all a little bit Southern and now it's time to prove it.

We want to bring the Southern culture of Chick-fil-A into all aspects of the company's brand in order to create an incredible customer experience. This new trivia game will strengthen the connection Chick-fil-A has with its target markets while also connecting the brand to its Southern identity. Sweet tea is a staple of the South, so it is an obvious choice for Chick-fil-A to promote this product as part of our "Welcome y'ALL" campaign.

This promotion will cost \$1,025,000: \$1,000,000 for Jennifer Lawrence and \$25,000 for the quiz design on the app.



## PR RELEASE

November 17, 2018

Issued By: Chick-fil-A

Contact: Leah Korn, lkorn@wisc.edu, 609-828-9691

Embargoed Until 6 A.M. E.S.T. Wednesday, January 3, 2019

### CHICK-FIL-A LAUNCHES COMMUNAL TABLES THROUGHOUT NATION

ATLANTA, Ga. — Today Chick-fil-A announces their installment of new communal tables in all franchise stores throughout the country. With the addition of communal tables, Chick-fil-A hopes to establish relationships and spark conversation between strangers.

According to Emma Patet, Chief Strategy Officer at Chick-fil-A, communal tables will enhance Chick-fil-A's core value of creating communities and a sense of family within the store.

“We want our customers to have a more social experience coming into any of our franchises,” Patet said. “Whether you just moved to a new city or have lived in your town since birth, we want Chick-fil-A to become a place to forge connections and build bridges from customer to customer no matter where he or she may live.”

Hospitality is always Chick-fil-A's number one priority, so communal tables will allow strangers to become friends, fostering a welcoming community for all. Chick-fil-A is known for more than just its quality food; Chick-fil-A is a community. Communal tables in all stores will give customers a unique opportunity to talk to those around them, thus building social bridges from person to person.

Chick-fil-A will invest \$1 million to build brand new communal tables in all our franchises.

For more information visit: <https://www.chick-fil-a.com>.



## PR RELEASE



November 17, 2018

Issued By: Chick-fil-A

Contact: Leah Korn, lkorn@wisc.edu, 609-828-9691

Embargoed Until 6 A.M. E.S.T. Wednesday, November 29, 2019

### CHICK-FIL-A PARTNERS WITH HOMELESS SHELTERS IN MAJOR CITIES IN HOLIDAY HEARTWARMING INITIATIVE

ATLANTA, Ga. — Chick-fil-A is launching a month-long initiative called “Holiday Heartwarming” to combat homelessness and hunger in four major U.S. cities with high rates of homelessness--Chicago, Philadelphia, New York City and Baltimore. Representatives from Chick-fil-A are in New York City to announce this initiative that will commence on #GivingTuesday, the Tuesday after Thanksgiving, and culminate on Christmas Eve.

Chick-fil-A employees will set up Chick-fil-A “pop-up shops” in the four cities mentioned above on December 3, 2019, and will help lift the financial burden of many families living in those areas by providing free Chick-fil-A food to all those who enter the shop.

Between December 3 and December 24th, Chick-fil-A will be donating 15 percent of all revenue to homeless shelters in these cities. Chick-fil-A will be splitting the donations evenly between the New York City Rescue Mission, Project H.O.M.E in Philadelphia, Baltimore Outreach Services and Sarah’s Circle in Chicago.

According to Project H.O.M.E in Philadelphia, this new initiative is important because it brings nationwide awareness to the problem of homeless and the food insecurity that comes with it.

“For all of us at Chick-fil-A, customer service and the values of Southern hospitality have always been our main priority,” Emma Patet, Chief Strategy Officer at Chick-fil-A says. “Through this initiative we hope to bring that sense of Southern hospitality outside of our stores and serve the communities on the ground, while helping combat homeless and hunger in those communities.”

Chick-fil-A will invest \$2 million into this initiative.

For more information visit: <https://www.chick-fil-a.com>





# TOTAL PR COST

New Communal Tables: \$1 million

Sweet Tea Promotion: \$1,025,000

Pop Up Shops: \$2 million

Media Relations: \$100,000

Press Kits: \$300,000

**Total: \$4,425,000**

## Background

When S. Truett Cathy founded Chick-fil-A in 1946, he was committed to making the best possible chicken sandwich. Now, 72 years later, Chick-fil-A is still making the exact same chicken sandwich with the same commitment to community.

One of our many mottos is "Everyone's job at Chick-fil-A is to serve. No matter our title or job description, our reason for coming to work is to generously share our time and talents. Whether it's treating customers like friends, or serving our communities like neighbors, we believe kindness is a higher calling." We have been committed to helping others since our conception and plan to continue our support for as long as we can.

Our next goal is to focus on supporting homeless shelters in major cities across the country. In allocating \$2 million to this project, we hope to make a significant difference in these cities.

"We should be about more than just selling chicken. We should be a part of our customers' lives and the communities in which we serve." -S. Truett Cathy, 1921-2014

## Fact Sheet

### History

Founded in 1946 in Hapeville, Georgia by S. Truett Cathy  
Originally named "Dwarf House" the company rebranded to "Chick-fil-A" in 1967  
Chick-fil-A's first location opened in Atlanta in 1967

### Fast Facts

Headquarters Address: 5200 Buffington Road, Atlanta, GA 30349  
Industry: Food and Beverage  
Type: Private Company  
Locations: 2,200+  
Located in 47 states and Canada  
Opening a new Chick-fil-A franchise costs \$10,000

### Social Media Reach

Twitter: 950,000 followers  
Instagram: 1.2 million followers  
Facebook: 8 million likes

### Executive Management

Chairman and Chief Executive Officer: Dan T. Cathy  
Executive Vice President and President, Dwarf House: Donald (Bubba) M. Cathy  
Ambassador: Trudy Cathy White

### Awards

Glassdoor Top 100 CEO  
Forbes Best Employers  
National Society of High School Scholars Top Employer

### Locations of Pop-Up Shops

New York City: 73 Eldridge St., New York, New York 10002  
Philadelphia: 1730 Pine St., Philadelphia, PA 19103  
Baltimore: 114 E Montgomery St., Baltimore, MD 21230  
Chicago: 6629 S May St., Chicago, IL 60621

### The Charities we are working with:

#### New York City Rescue Mission

Location: 90 Lafayette St., New York, New York 10013  
Mission: "to provide help and hope to the hungry, homeless and hurting men and women of New York City."  
Contact: (212) 226-6214  
Project H.O.M.E

#### Location: 1515 Fairmount Avenue, Philadelphia, PA 19130

Mission: "empowering individuals to break the cycle of poverty and homelessness through affordable housing, employment, health care, and education."  
Contact: 215-232-7272

#### Baltimore Outreach Services

Location: 701 S. Charles St., Baltimore, MD 21230  
Mission: "to provide comprehensive services and programs to homeless women and their children."  
Contact: 410-752-1285

#### Sarah's Circle

Location: 4838 N Sheridan Rd., Chicago, IL 60640  
Mission: "provide a refuge for women who are homeless or in need of safe space."  
Contact: 773-728-1991

The Chick-fil-a logo is centered on a red background. It features a stylized white chicken head profile on the left, with three white ovals above it representing feathers. To the right of the head, the words "Chick-fil-a" are written in a white, cursive script font.

