

*EITK partners with brands that are providing outstanding customer service experiences. The Brand Spotlight Series showcases innovations and solutions to CX challenges, from many of today's leading brands.*

# BRAND SPOTLIGHT CHICK-FIL-A

Creating a Culture of Excellence & Remarkable Customer Experiences

**Q: Tell us a bit about your background, how you came to be at Chick-fil-A, and a little bit about your current role.**

I came to CFA not long after college. I had a journalism background and did a short stint with an advertising firm before I started working at CFA. I had been trying to get on in the Advertising department but they ended up, fortunately for me, hiring me into Human Resources.

**Q: In your bio, you note that you were selected as Chick-fil-A's first female officer in 2001. What did this mean to you and why have you chosen to stay with the brand since 1985?**

Actually, I was so surprised when it happened, I did not think much about it. I loved my work and simply worked very hard, but enjoyed every minute of it. I was quite surprised to be called to the President's office and be told that I was being promoted to VP. CFA's former President was a huge champion and sponsor for me. That was quite unusual three decades ago for an older man to mentor, sponsor and champion a young woman. I am very grateful to Jimmy Collins for helping me in that way. He taught me so much and he held me very accountable. I think that made all the difference in my focus on excellence. CFA's culture is the primary reason I have stayed all of these years. People genuinely care about one another and the company cares about its people. We are focused on serving one another and guests, working together in a spirit of collaboration, staying true to our purpose and pursuing all the opportunities that the future brings.

**Q: How would you describe Chick-fil-A's culture/values/overall mission? What value(s) do you find most important at Chick-fil-A? What about on a personal level – what values do you live by?**

Chick-fil-A's purpose sums up our culture. "To glorify God by being a faithful steward of all that is entrusted to us. To be a positive influence on all who come in contact with CFA." As an organization and

individuals, we are striving to carefully steward resources – time, talent and treasure and positively impact the world. Selling chicken is just a means to an end – a greater good. Our mission is to "Be REMARKable." We want our food, services and experiences to be so good, that people remark about their interaction with us. We are always looking for ways to go above and beyond – the second mile- for guests and each other. Because I came to CFA at such a young age, I think CFA molded me into a lot of who I am. Their values: excellence, integrity, loyalty and generosity became my values. Alignment with the purpose has been the single most important reason for me staying at CFA.

**Q: How does hiring/training impact culture in an organization?**

We and I believe that people decisions are the most important decisions that a leader makes. Hiring and training are two very important people decisions. We hire people who align with our purpose, mission and values and then we reinforce those behaviors in all that we do and in the decisions we make. We hire for character, competency and chemistry and we are very careful to take the time to ensure we have the right match. We have very little turnover because we are so careful and that also creates a very stable culture.



DEE ANN TURNER  
VP, Sustainability

**Q: Describe the Chick-fil-A customer, the importance of exceeding customer expectations, and how service/experience plays into that.**

As I mentioned, our mission is to “Be Remarkable.” A major focus we have is to create Remarkable Experiences by delivering second mile service. Franchisees have taught their team members what Second Mile Service looks like and then empower them to serve the guest at that level, whether it is simply carrying large orders to the car, changing a tire in the drive through, dumpster diving for a dental appliance or even sending a boat to a guest stranded in a flooding house (yes, this really happened during Hurricane Harvey in Houston).

**Q: Tell us about some of the innovation in the food and beverage industry and what Chick-fil-A has done/has plans for to stay relevant to customers and above the competition?**

Like many restaurant chains, CFA is focused on innovation for food that meets changing tastes by generation, to reducing in-restaurant complexity for team members, to finding new ways of getting food to customers faster.

**Q: Chick-fil-A places emphasis on community involvement and giving back. Why do you feel it has become such an important factor to consumers and what is Chick-fil-A doing in this regard?**

It may be new in the minds of the customer, but since Truett Cathy began his first restaurant in 1946, he has always given back. It’s in our DNA and generosity is one of our core values. One of the earliest examples was Truett paying for a young employee’s college tuition. Now CFA gives away around \$14M a year in college scholarships. Chick-fil-A franchisees and their team members are involved in thousands of projects world-wide and in serving their own communities. Chick-fil-A, Inc, does the same. To whom much is given, much is required and for Chick-fil-A and the Cathy family, it’s the reason we are in business – it’s our very purpose.

**Q: What do you see as an emerging trend in 2018 that you’re either preparing for or know that you need to? This can be for the industry in general or specifically for Chick-fil-A.**

In the restaurant business, THE trend is delivery mechanisms. People want food when and where they want it and that often means not at your restaurant. We are very focused on different delivery opportunities for our guests. Companies like Amazon, Uber and others have changed guests expectations of convenience and immediacy.



**Q: Is there one thing you’re proud of (in relation to customer experience/Chick-fil-A, etc.) that your team or the company achieved last year, or so far in 2018?**

CFA was just named by Forbes #1 Company in Customer Service. Our franchisees and team members did that! Visit <https://www.forbes.com/sites/christopherelliott/2018/07/11/these-companies-have-the-best-customer-service-heres-why/#72d71677b80a> to read the article.



**Execs In The Know**

*Thank you to Dee Ann and the entire Chick-fil-A team for taking part in this EITK Brand Spotlight. Stay tuned for more Spotlights coming your way in 2018!*

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