



Vertical Business Lines

Change Marketing™
at work



The Challenge

Amidst enterprise expansion, Corporate Communication conducted audience research on Chick-fil-A's subsidiary employees at Chick-fil-A Supply and Bay Center Foods to better understand their communication needs for scaling.



Our Audience

A cross-functional collective of leaders and stakeholders from Chick-fil-A Supply, Bay Center Foods, and Corporate Communications within Chick-fil-A Inc.



Key Insight

Channels and communication practices evolved naturally in both business lines. While effective, research revealed opportunities to enhance clarity, consistency, and scalability.



Our Story

Communication builds trust, alignment, and engagement. As the Vertical Business Lines grow, scalable communication channels are essential to keep teams connected and informed.



Creative Craft

A research report identifying key opportunities to ensure the scalability of communications infrastructure, increase the reach of communication, improve day-to-day effectiveness, and increase content engagement.

Researching ways to increase the effectiveness of communication





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CFA VBL Stakeholder Interviews | Discussion Guide

What we're here to do:

As CFA, Inc.'s subsidiaries, Bay Center Foods and Chick-fil-A Supply, continue to grow, Corporate Communications is seeking a better understanding of the communication needs and wants of subsidiary staff.

LOCAL will examine current communication channels to identify gaps and opportunities to inform how channels and communication plans need to evolve to meet the needs of the business.

Audience Segmentation:

#1: CFA Inc. Communications Perspective	4
#2: CFA Supply (Inc.) Leadership Perspective	6
#3: CFA Supply Talent Perspective	7
#4: CFA Supply Distribution Center Leadership (Scott)	8
#5: CFA Supply Distribution Center Leadership (Walter)	9

Executive Summary

Chick-fil-A Supply and Bay Center Foods are well-managed operations and strong cultures.

Channels and communication practices have grown organically in both business lines, with a preference for face-to-face communication as the primary communication channel.

While effective, opportunities exist to improve communications to ensure clarity, consistency, and scalability.

Opportunities

Opportunities are organized based on the risk profile posed to the business and scalability.

1. Business-critical

To ensure scalability, there's opportunity to:

- Evaluate reliance on Slack as the backbone of CFA Supply operational communication
- Integrate and update platforms for better data visibility, fewer manual workarounds, and less risk of data loss

2. Channels

To increase reach, there's opportunity to:

- Update content distribution and access by redefining audience segments around roles, functions, and interests
- Centralize information through a digital hub for each entity to house cultural, operational, and benefits information, as well as job opportunities across the wider CFA network
- Develop a standardized channel playbook for each entity to clarify how to use channels, where to find information, and how to convey information

3. Day-to-Day

To improve effectiveness, there's opportunity to:

- Provide training on communication and collaboration tools, including Slack and MS Teams
- Provide self-service access to real-time performance and scheduling data to drive adoption of a centralized information hub
- Improve verbal communication channels and routines at CFA Supply

4. Content

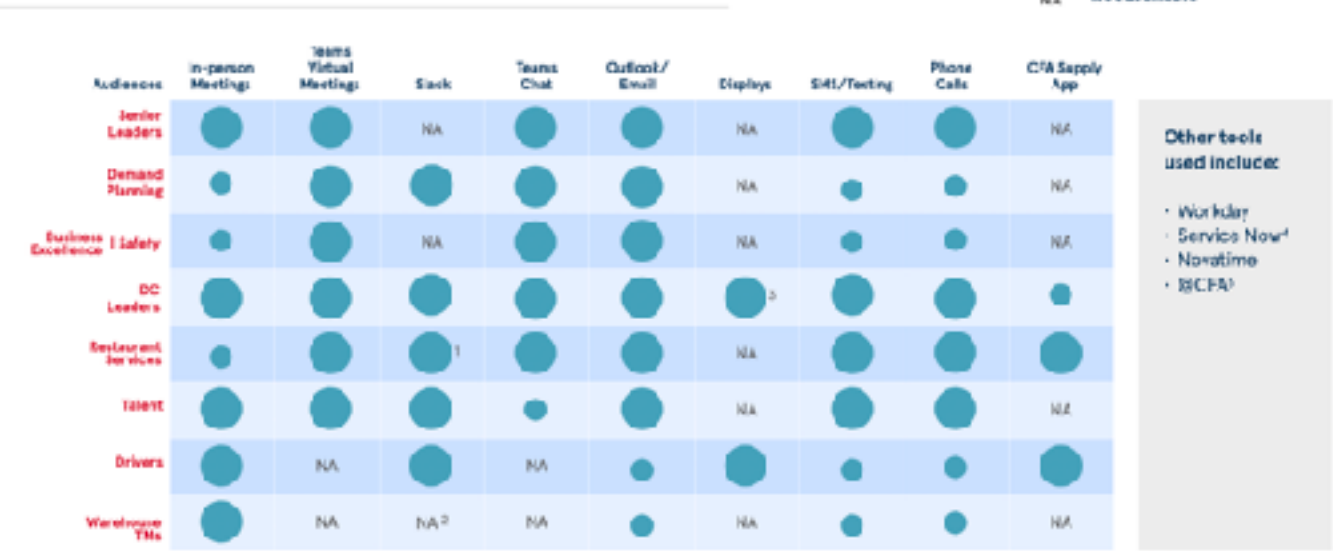
To boost engagement, there's opportunity to:

- Evolve process for customizing and cascading messaging content to increase relevance for VBL audiences
- Create new content with specific appeal to VBL audiences such as business growth and innovation

Focus per audience:

	Business	Date	Who, Role/Department	Core Focus
1	CFA Inc.	7/14 11a	Annie McFarland, Staff Communications Lead, CFA, Inc.	• Understand strategy for VBL Comms • Current approach to comms • What's working/ not working • Best practices • Understand what's been tried • CFFM's vision
2	CFA Supply (Inc.)	7/19 1pm	Jeff Spratlin, Director of Talent, Supply Chain Talent, CFA, Inc.	• Understand strategy for Supply Chain Talent • How hiring responsibilities are divided between CFA Inc. and the VBLs • Comms needs now and as they grow
3	CFA Supply	7/25 3:30p	Adrian Clark, Director, CFA Supply Services Talent Magan Puig, Principal Talent Partner, CFA Supply	• Hiring strategy for CFA Supply • How hiring responsibilities are divided between CFA Inc. and Supply • Current approach to comms • Comms needs — what's working/ not working
4	CFA Supply	7/29 1a	Scott Sangrey, General Manager, Cartersville DC	• Understand day-to-day at DC (who, how many, comms channels)

Chick-fil-A Supply | Platform Usage



¹The Restaurant Services team uses a Slack hub to open ability long to facilitate and spontaneous communication among remote staff.

²The majority of Warehouse YMs do not have access to Slack. But the inbound team does have access to one channel for design grade reporting.

³Slacks are currently not operational on the warehouse floor, but Transportation Leaders use displays for viewing important DC updates and scheduling route information.

⁴Drivers don't interact directly with Service Now. Through the Service Now they report through the CFA Supply App or transfer information to Service Now.

⁵Limited access to BCPA for accessing reports and tools.

CFA Supply | Transportation Team Comms Overview

About this document

In Cartersville, GA on 8/17/22, the CFA Corp Comms and LOCAL teams met with CFA Supply Drivers, Navigators, and Transportation Leaders to talk about how they communicate with one another day-to-day. A virtual interview with the Mebane Transportation Manager held 7/15/22 complemented these discussions. This document is a summary of our learnings.

In-Person Communication

The primary and preferred channel for communications within the DCs

- Transportation Leaders stood up monthly small-group meetings beginning Summer 2022.
 - The meetings cover safety, Restaurant issues, and general updates.
 - They also provide a forum for Drivers to ask questions.
 - Drivers arrive 30 minutes early for their shift on meeting days.
 - Compliance with the 14-hour rule is necessary to avoid a DOT-fineable offense.
 - Cartersville hosts about 15 Drivers per meeting, 5 meetings per month.
 - Mebane hosts about 10 Drivers per meeting.
 - Note: Due to scheduling constraints, Drivers do not attend Quarterly DC Connect meetings with other DC employees.
- As of 8/17/22, there were no formal 1:1s with Supervisors, but they were in the process of being spun up to cover:
 - Field audits
 - Audits on the yard
 - Talking to Drivers about how they are doing and how Supervisors can help
- Drivers have ongoing communication with Maintenance:
 - Walking the truck together before the trip to discuss mechanical issues and repairs
 - Once a quarter, Mechanics cook a big breakfast for Drivers to make dialogue happen in a CFA way.
- Mebane runs a quarterly, unannounced "Safety Lane" meeting.
 - Drivers arrive from 2 am onward, when they return from their route.
 - The meetings allow leaders to talk pre- and post-trip details with Drivers.
 - They serve breakfast.
- Mebane's evening Supervisor will post on a board if they need to talk to Drivers.
 - Supervisors sit at the door and have in-person conversations with Drivers as needed.

Slack

The primary channel when face-to-face communication is not possible

- Slack is used for:
 - Posting Drivers' schedules
 - Communication with Mechanics when something is wrong with the truck
 - Intra-day Driver / Leader comms
 - Note: Slack is not the ONLY channel Drivers and Leaders use to reach each other
 - Since Slack cannot be used while driving, Leaders use phone calls to communicate with Drivers in the cab with a hands-free device.

Stakeholder Interview Guides

Comprehensive discussion guide for stakeholder interviews and leader focus groups across Chick-fil-A Inc., Chick-fil-A Supply, and Bay Center Foods.

Research Report

Analyzed qualitative data from 66 interviews/focus groups and created a comprehensive report capturing findings across both Vertical Business Lines.

Topical Report

Executive-ready concise report presenting key findings and recommendations on the Transportation Team communication at Chick-fil-A Supply