

Drive-Thru

ELITE

How a new, well-formulated process helps one Chick-fil-A® restaurant's numbers soar.

When Operator Michael Walkup of White Rock FSR in Dallas noticed how much of his Restaurant's business was coming through the drive-thru, Team Members Jason Measures and Caleb Riner sprang into action. They created the Drive-Thru Elite (DTE) initiative to manage the drive-thru and inspire the team.

"The DTE team acts as consultants and experts to help guide the drive-thru shift," says Jason. "The members of the team lead the drive-thru business, pushing goals, forecasting vision, working on policy and managing inventory and training." By creating this team, they watched their drive-thru numbers soar over the next year. Here's how they did it:



STEP 1

Define the roles. There are five key roles within the DTE team:

- **Drive-Thru Specialist:** Leads DTE team and is responsible for all of drive-thru functions.
- **Organizer:** Facilitates team communication, organizes meetings and handles project management.
- **Training Coordinator:** Manages drive-thru training for Team Members, identifies training needs and facilitates training for each shift.
- **Officer:** Serves as DTE influencer, managing policy implementation and accountability.
- **Inventory Manager:** Manages drive-thru equipment to ensure Team Members have what they need in operations.

STEP 2

Involve other Team Members when they're working the drive-thru by creating specific roles to help the DTE team reach their goals.

- **Drive-Thru Utility:** Sets up equipment for drive-thru during peak hours and runs Team Member breaks.
- **Drive-Thru Captain:** Leads drive-thru during peak hours, preps team, assigns roles, sets expectations, shares daily goals (car count, sales, etc.) and communicates items to upsell and scenario-based solutions.

STEP 3

Set specific, measurable goals:

- CEM Metrics (measured in 30- and 90-day increments):
 - Order Accuracy: ≥ 99%
 - Attentive and Courteous Employees: ≥ Top 20%
 - Exterior Cleanliness: ≥ Top 20%
 - Overall Satisfaction: ≥ Top 20%
 - Speed of Service: ≥ Top 20%

“The No. 1 thing we did was create consistencies. The DTE initiative created consistent processes for our team, and it built trust in our Customers.”

—Team Leader Jason Measures, White Rock FSR in Dallas.

STEP 4

Hold weekly meetings where all drive-thru Team Members talk about their CEM scores to identify opportunities and bottlenecks. They also discuss the weather and how to handle extreme conditions to best serve Customers and protect Team Members.

STEP 5

Provide significant training. The DTE initiative provides on-site training, @Chick-fil-A Now mobile app training, printed guides, resources and tools to help with a successful rollout.

STEP 6

At the end of every peak lunch or dinner hour, the DTE team checks records to see if they achieved their goals for real-time, in-the-moment celebrations. When they hit or exceed goals, drive-thru Team Members might receive Popsicles, pizzas, ice cream or cake. ■

Drive-Thru Elite Snapshot

In one year, here's how drive-thru sales soared with the DTE initiative:

April 2018:

Averaged **105 cars** in the 12-1 p.m. hour during a typical day.

Car count record:

132 cars

Sales record:

\$1,685

June 2019:

Averaged **158 cars** in the 12-1 p.m. hour during a typical day.

Car count record:

197 cars

Sales record:

\$2,226

