

THIS IS HOW WE SERVE



A campaign brought to you by:

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MEJO 634.002
April 30th, 2021

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MEET THE TEAM



Matt Cannon

Matt is a first year MA student at UNC's Hussman School of Journalism and Media studying strategic communication. He is also obtaining his Carolina Certificate in Innovation for the Public Good where he works on interdisciplinary teams to practice innovative and equitable design thinking and develop modern changemaking skills. In 2017, Matt earned his BA in math and business administration from St. Norbert College in Green Bay, WI. Favorite Chick-fil-A item: Grilled Chicken Sandwich



Claire Revere

Claire is a first year master's student at UNC's Hussman School of Journalism and Media studying strategic communication. In 2018, she earned a bachelor's degree in environmental humanities with a minor in film & media studies from Whitman College in Walla Walla, WA. Claire currently serves as the PR & marketing lead and videographer for the Reese Innovation Lab. Claire aspires to work as a multimedia storyteller at a conservation organization. Favorite Chick-fil-A item: Frosted Lemonade



Logan Harrell

Logan is a senior undergraduate student majoring in advertising and public relations with a focus on sports communication in the Hussman School of Journalism and Media. Her professional experience began with an organization in Virginia that connects businesses with local nonprofits to inspire corporate volunteerism. She also has experience in PR and ad sales. She currently serves as a marketing assistant for UNC Campus Recreation. Favorite Chick-fil-A item: Spicy Chicken Sandwich



Ally Dunavant

Ally is an undergraduate senior majoring in advertising and public relations and music (vocal performance). She has experience working as a development intern for the arts nonprofit Studio Tenn in Middle Tennessee and as a PR intern for the Durham-based nonprofit WiderNet. She was also a PR manager for UNC Media Hub in the fall. Ally plans to earn a master's in music and work in either the performing arts or public relations. Favorite Chick-fil-A item: Chicken Biscuit



Emma James

Emma is a senior undergraduate student majoring in advertising and public relations in the Hussman School of Journalism and Media. She has experience working as a communications and PR intern with nonprofit Tosco Music in her hometown Charlotte, NC. She is also the president of an all female cappella group the UNC Loreleis. Emma is hoping to work for a dynamic full-service agency upon graduation in May 2021. Favorite Chick-fil-A item: Chicken Minis



Tori Horton

Tori is a senior undergraduate student at UNC's Hussman School of Journalism and Media studying advertising and public relations. She is also pursuing a double major in global studies focusing in global health & environment and Africa. Her experience ranges from partnering with local non-profits in Eastern North Carolina as a marketing specialist to working with an international health research institute based in Raleigh-Durham. Favorite Chick-fil-A item: Chick-n-Strips

Client Background

Founded in 1946, Chick-fil-A is a national fast-food restaurant chain specializing in chicken sandwiches with headquarters in Atlanta, Georgia. Chick-fil-A's corporate communications team has tasked us with designing an internal campaign to rally Team Members around the business's fundamentals of care and ensure connection to the larger Chick-fil-A brand. The restaurant is particularly seeking to motivate and engage its primarily Gen-Z workforce.

Target Audiences

Gen Z Team Members

- ★ Gen Z Team Members comprise the majority of the Chick-fil-A staff.
- ★ Gen Z is motivated by competition and appreciation shown by co-workers and customers.
- ★ Building trust and respect among co-workers is a good way to build a sense of community for Gen Z.

Operators

- ★ Communication from corporate is trickled down through Operators to the Team Members at each franchise.
- ★ Relationships between Team Members and Operators are vital to creating a sense of community, increasing productivity and enjoyment, and improving workplace culture.

Campaign Overview

The goals of this campaign are to motivate Gen Z workers and retain their employment, connect with and engage Chick-fil-A's workforce, and promote a sense of community and purpose among Team Members. The title of the campaign, "This Is How We Serve," embodies these goals and ties back to the core values of Chick-fil-A. The strategies we are using to achieve these goals include hosting events for Team Members to create content and serve in their community, providing online and in-person opportunities for recognition and appreciation to take place throughout Chick-fil-A franchises, and using new and existing communications to carry out the tactics of the campaign. Through our research, service, appreciation, and gamification are what is needed to implement a successful internal communications campaign. "This Is How We Serve" uses these three pillars as catalysts to build community and ensure Team Members feel connected to the Chick-fil-A brand.

Aims, Objectives, & Strategies

The overarching aims for this campaign are:

- ★ To build a sense of community among Gen Z Team Members and Operators to encourage long-term employee retention.
- ★ To show appreciation for Chick-fil-A Team Members.
- ★ To rally and motivate Team Members and Operators to continue providing excellent service in life after COVID-19.

The objectives we formulated based on the aforementioned aims are:

- ★ Improve upon the existing sense of community throughout Chick-fil-A locations through the use of gamification and service opportunities.
- ★ Recognize exceptional service achieved at both the individual and franchise levels.
- ★ Provide assets and tools to Operators to motivate and engage Team Members at each franchise location.

To achieve these objectives, we created the following strategy:

- ★ Enable Team Members to create content and serve in their community through structured events.
- ★ Provide in-person and online opportunities for Team Members to be recognized and appreciated at franchise and company-wide levels.
- ★ Use a combination of new interactive platforms and existing internal channels.

Tactics

Mor Rewardz Mobile Application

In today's digitized world, smartphone ownership is nearly ubiquitous and mobile applications present an enduring opportunity to engage the attention of a Gen Z demographic. Further, the digital-forward inclinations of individuals have only become more exaggerated amidst the COVID-19 pandemic. To capitalize on this, we recommend Chick-fil-A develop and adopt a company-specific mobile application. The implementation of the proposed app, Mor Rewardz, will offer Team Members a platform to connect, build camaraderie, and compete with one another. The Mor Rewardz app builds on our campaign themes of appreciation, gamification, and service, incorporating all three components into one straightforward and comprehensive digital interface.

Functionally, through channels, a calendar, contests, rewards, and a user profile, the Mor Rewardz app offers a centralized location to recognize coworkers for outstanding service, promote company-sponsored events and RSVP attendance, submit challenge and contest entries, and redeem starz for incentives. An alternate, simpler solution for Chick-fil-A may be to integrate specific functionalities of the Mor Rewardz app into its existing internal communications channels. Our team designed the features of the mobile app in practicable and pliant segments, such that Chick-fil-A corporate has the option to implement any of the suggested features independently. The recommended uses of the Mor Rewardz feature the following:

Channels - the channels tab serves as the application's communications center. Within this tab, users can send direct messages, comment on message boards specific to the franchise they work at, and view and respond to event invitations.

Calendar - this feature of the Mor Rewardz app allows Team Members to view upcoming events organized by Chick-fil-A corporate, franchise Operators, or fellow workers. The calendar can be viewed in a monthly or weekly layout, and upcoming events are flagged. From within this tab, users can look up event details, RSVP their attendance, and invite friends to events.

Contests - the contests tab lists information on upcoming contests and challenges hosted by Chick-fil-A. Within this section of the application, users can submit entries, fill out nominations, and cast votes.

Rewardz - this feature of the app offers a franchise leaderboard and badges, allows Team Members to check their starz, and provides the opportunity to redeem rewards.

Rationale

- ★ Building off key takeaways from our research of appreciation and gamification being motivators for a Gen Z workforce, the Mor Rewardz application offers a digital platform with fun low-stakes competitions and space for public recognition.
- ★ Ties in the third motivating factor that we discovered in our research, the value that workers place on serving others, by offering community-building events that serve the broader community.
- ★ Provides a hub site and platform that both integrates and supports other tactics from our proposed campaign, “This Is How We Serve.”
- ★ Adoption of a new mobile application such as Mor Rewardz would be seamless for the target audience of Gen Z digital natives.
- ★ Provides an avenue for connection, recognition, and friendly competition, even in times when in-person events outside of work cannot be supported for public health and safety reasons.

Feasibility

- ★ Many companies currently support internal communications through branded mobile applications. Additionally, we prototyped design panels of one possible mobile app solution for Chick-fil-A [see Appendix A].
- ★ Select features of the Mor Rewardz application could also be added to existing Chick-fil-A communications infrastructure if utilizing existing channels would be preferable.
- ★ Digital experiences such as mobile applications are highly flexible and can be customized to company specifications. Given the prevalence of web and app programming, costs could be kept low and competitive in a saturated market.
- ★ Easily implemented in a digital and remote-only capacity.

Logistics

- ★ Chick-fil-A Team Members and Operators are provided the option to download the Mor Rewardz phone app through the internal app marketplace. Team Members are further encouraged by the incentive of a free meal upon creating a profile on the app.
- ★ Once installed, users will utilize an encrypted login to access the app from anywhere, provided they have internet access or cellular data.
- ★ Team Member users sign in to the app to access their portal, which features an inbox, group messaging channels, events calendar, sponsored contests, leaderboard, and tools for reporting volunteering hours worked and submitting nominations.
- ★ Mor Rewardz users can redeem their starz for various incentives. This is explained in the Mor Rewardz redeemable starz one-pager [see Appendix B].
- ★ Operators, and others, as given permission, are provided access to additional features: approving volunteer hours and Team Member-proposed events, reviewing nominations for awards, and creating and posting franchise-specific contests.
- ★ Chick-fil-A IT department responsible for inputting company-wide calendar events and deadlines into the app, removing some of the burdens from Operators and encouraging easy implementation.

Chick-fil-A My Way Recipe Competition

TikTok has presented a space for users to share and create hype around various “food hacks” for fast-food restaurants, and Chick-fil-A is no outlier. These food hacks include combining and adding ingredients to existing menu choices and revealing “secret menu” items. This trend increases excitement, namely of the Gen Z population, towards Chick-fil-A and ultimately brings customers to the restaurant. We recommend expanding on this concept in-house and providing a fun, structured competition for your Team Members. Team Members will have the opportunity to create and submit a short video of a new recipe they think

would be perfect for Chick-fil-A. The videos will include a description and name of the recipe. These will be submitted to respective Operators who will then send their favorite one to the corporate communications team. The team will select 25 videos to put on the Mor Rewardz app where Team Members will vote and ultimately select four winning recipes. Team Members with the top 25 ideas are encouraged to share their videos on TikTok using the hashtags #ChickfilA and #CFAMyWay. The winning recipes will debut one at a time on a quarterly basis throughout Chick-fil-A locations.

Rationale

- ★ Our research showed that gamification is a strong motivator for Gen Z restaurant workers. A recipe competition allows Team Members to express their creativity, support other's ideas, and build excitement around the brand to bring people closer together.
- ★ Our research also showed that Gen Z workers are motivated by the appreciation shown by co-workers. Team Members can vote for their favorite recipes, thus showing appreciation.
- ★ Encouraging Team Members to share their recipe videos on TikTok promotes the brand and creates buzz around potential new and limited-time menu options [see Appendix C for example].
- ★ This employee-centric concept differentiates Chick-fil-A from other fast-food restaurants, leading customers to choose it over other options.

Feasibility

- ★ The details of the competition will promote the use of existing ingredients used at Chick-fil-A and easy to incorporate ingredients not currently used in menu options fostering a low-maintenance addition of winning recipes.
- ★ Setting expectations and limiting the number of recipes shared on Team Members' TikTok accounts will prevent videos from being shared that do not follow the guidelines of the contest. A Chick-fil-A franchise in Georgia currently has a TikTok account where it posts approved "food hacks," (CfaHwy5, n.d.).
- ★ Choosing four recipes to be launched once a quarter will provide ample time to adjust menus across physical locations and online as needed.

Logistics

- ★ A one-pager [see Appendix D] explaining the details of the competition will be posted using existing communication channels - the intranet, email, and messages in the restaurant.
- ★ Team Members will have two weeks to create and submit their recipe video to their Operator who will submit his/her/their favorite to corporate. Videos must be created outside of work hours.
- ★ Corporate communications will select the top 25 videos to submit to the Mor Rewardz app for Team Members to vote for their favorite. Tiebreakers (same recipe) will be given to the more creative recipe name.
- ★ Each Team Member will be given five votes to vote for their favorite recipes within a two-week period.
- ★ The winners will be announced on existing communications channels and the Mor Rewardz app. A poster for store display will be distributed to all participating locations at the start of each new menu item release [see Appendix E].
- ★ Each exclusive menu item will last two and a half months at participating locations.

Cows for a Cause

Because service and community are important to Gen Z Team Members and Operators alike, Cows for a Cause allows Chick-fil-A employees to channel their inner artists for a good cause. Modeled after the "Pigs on Parade" event by the Seattle Pike Place Market Foundation (Pike Place Market Foundation, 2019) and the international CowParade exhibit (CowParade, n.d.) [see Appendix F for visuals], Cows for

a Cause will deliver fiberglass sculptures of cows to the first 100 Chick-fil-A franchises around the country to sign up. Team Members can paint, decorate, and bring their cow to life. The finished products will then be installed around Atlanta, in public centers like parks or important avenues. After the exhibition in each location, which will last several months, the statues will be auctioned off, with proceeds going to a charity of the Team Members' choice.

Rationale

- ★ Our research showed that service is important to Gen Z Team Members. Being able to directly contribute to charities and causes of their choosing will allow them to feel that their work is meaningful and impactful.
- ★ Our research showed that building relationships with coworkers helps Team Members feel valued. Painting a sculpture together presents a team-building opportunity to spend time and bond with coworkers beyond the day-to-day tasks at work.
- ★ Cows for a Cause reflects one of our primary strategies: implementing internal activities that can still have a significant external impact. The public exhibitions of the cow sculptures around Atlanta generate buzz for the brand, providing external as well as internal benefits.

Feasibility

- ★ Chick-fil-A has the supply chain capabilities already in place to allow this idea to come to fruition. The limit of 100 first-come, first-serve cow sculptures will ensure that this venture does not cut into Chick-fil-A's budget too heavily.
- ★ The precedent of similar exhibitions in other cities makes this easy to execute. Cities have seen the significant economic benefits and success of such exhibits (Mendell, 2000) and will thus be eager to accommodate Chick-fil-A in this endeavor.

Logistics

- ★ In March, corporate will deliver one fiberglass cow sculpture to the first 100 franchises to opt-in and sign up.
- ★ Each franchise has a month to complete the design of their sculpture, after which point Team Members and Operators will vote on the charity that will benefit from funds raised.
- ★ Corporate's transportation and logistics partners will transport the sculptures to their installation sites, where they will remain throughout the summer season, from early April till early August. A press release was created to promote this exhibition [see Appendix G].
- ★ Corporate will hire an auction company in August to auction off the sculptures, with the proceeds going to the local charity each franchise voted on. Each franchise will be able to choose from local charities that address one of the Chick-fil-A Foundation goals: hunger, homelessness, and education [see Appendix H for a compiled list of charities in Atlanta].

#ClosedOnSunday Service Opportunities

In addition to Cows for a Cause, #ClosedOnSunday will provide Team Members the opportunity to volunteer with organizations in their community on Sundays. Instead of volunteering during the workweek, or school week for some Team Members, they will have the chance to give back while Chick-fil-A is closed. Since everyone has the day off, Team Members will be able to come together to promote service in their area. Chick-fil-A Operators receive fundraising and donation requests regularly, so instead of just being able to offer in-kind food donations, they can respond to requests with volunteers to serve in person on a Sunday. Team Members may also suggest volunteer events for organizations they support or are involved with outside of work. #ClosedOnSunday will be a feature on the new internal app, Mor Rewardz. They can select which volunteer events they would like to attend on the app. With a messaging and forum feature, Team Members can communicate with others to plan to volunteer together or

recognize one another for their hard work within the community. Starz will also be rewarded for volunteer hours worked.

Rationale

- ★ Our research showed that Gen Z Team Members find motivation in providing acts of service to others. They want to contribute to a bigger purpose in their role as a Chick-fil-A Team Member.
- ★ We also found that the presence of positive relationships among co-workers contributed to a greater sense of community. Volunteering together, outside of a work setting, will allow Team Members to share interests, get to know one another, and ultimately work together to uplift their community.
- ★ When opening the first Chick-fil-A, Truett Cathy decided to close on Sundays to allow his employees to rest and worship. Now, community service has become a part of Chick-fil-A's identity. We recommend encouraging Team Members to serve in their community on Sundays.
- ★ The #ClosedOnSunday volunteer events will also directly benefit the community. By allowing Chick-fil-A Team Members, Team Leaders, and Operators to provide service to local organizations, will only strengthen Chick-fil-A's external reputation that has been built over the years on in-kind food donations.

Feasibility

- ★ Operators can respond to fundraising and donation requests with opportunities for organizations to partner with Chick-fil-A Team Members as in-person volunteers. This will allow franchisees to help more organizations over a longer period rather than just hosting one fundraising event or providing food.
- ★ The service events can be planned for the afternoon to allow Team Members the chance to worship or take time off. They will also have options of when they would like to volunteer, so it can work with their schedule.
- ★ Fundraising and donation requests come in on a rolling basis, so volunteer events can be attended year-round.

Logistics

- ★ Operators will have discretion over which organizations will be included in the opportunities provided to Team Members. It is recommended that the receiving organizations have a community-wide impact and focus on areas of hunger, homelessness, and education. For example, schools, hospitals, or military organizations would be acceptable. This will also include causes related to specific individuals who experience injury, illness, or hardship. A one-sheet with Operator guidelines can be found in [Appendix I].
- ★ Once the Operator agrees to support an organization, it is the responsibility of the community organization to create the event or decide on the service that is needed.
- ★ Operators will have the capability to input volunteer events in the Calendar feature of the Mor Rewardz app and details of the desired service so they are visible to Team Members.
- ★ Team Members will RSVP to volunteer through the Mor Rewardz app, where they will receive starz for attending. The starz will appear in their profile.
- ★ The list of volunteers will be available for all Team Members to see who is volunteering.
- ★ The Channels feature will provide an opportunity for Team Members to plan to volunteer together, carpool, provide encouragement, etc.

COWY Awards (Celebrated Outstanding Workers of the Year)

To build on the recognition events Chick-fil-A currently has in place, the COWY Awards (Celebrated Outstanding Workers of the Year) will be an annual award event that honors exceptional Team Members

across the nation. Throughout the year, Team Members will have opportunities to show their commitment to service, hard work, and the Chick-fil-A brand. Operators will be encouraged to nominate one Team Member from their franchise to be considered in September when the COWY Committee will select 250 individuals to invite to the event. Those selected will be allowed to invite one guest to join them at the event. From our research, we learned how important appreciation was to the Gen Z demographic. The annual COWY Awards provides a space to fulfill this aspect, thus improving ties to the overall brand. The event will be in-person, all-expenses-paid (except additional meals), with the option to attend virtually, as the event will be live-streamed for all Chick-fil-A employees. Vouchers for visits to the World of Coca-Cola, the CNN studios, the Georgia Aquarium, and the Chick-fil-A College Football Hall of Fame will be provided for all attendees so they may sightsee while in Atlanta for the weekend. The breakdown of the awards for the event is listed in [Appendix J].

Rationale

- ★ Our research showed that employee appreciation is valued highly among fast-food service workers. This event provides a culmination of the hard work, service, and engagement shown by Team Members throughout the year.
- ★ This annual event will give Chick-fil-A Team Members an extra incentive to not only succeed in their role but also show support for co-workers.
- ★ Having an in-person experience where Team Members across the company and nation can come together and network lifts the brand especially after operating through COVID-19 for the past year.

Feasibility

- ★ Chick-fil-A already hosts an annual conference for Operators and awards education-based scholarships (\$17 million in 2020) to its Team Members (Chick-fil-A, 2020). The COWY Awards expands on these events within Chick-fil-A's scope and capabilities to recognize outstanding Team Members.
- ★ Limiting but not restricting the scope of the event provides ample opportunity for Team Members to be considered no matter their location and seniority at Chick-fil-A while maintaining the exclusivity of the nominations.
- ★ The event will span over two days including travel time. This accommodates Team Members who have outside responsibilities like school, sports, and other activities.

Logistics

- ★ The COWY'S will be hosted in Atlanta, GA on December 10, 2022, close to Chick-fil-A headquarters to provide a centralized location.
 - We designed this tactic to be in-person, but we understand the importance of preparing for a scenario where that cannot happen. If it is to happen virtually, we recommend the COWY Awards to be hosted through the virtual event platform, [Hubilo](#). Organizations like the United Nations, Purdue University, and Unilever have trusted this platform to meet their virtual event's needs, ensuring confidence that it can meet the standards of Chick-fil-A as well (Hubilo, n.d.). The cost of using Hubilo would be \$800.
- ★ The Awards will be broadcast through a secured livestream so that franchises can tune in and plan watch parties if desired.
- ★ Operators are encouraged to nominate one Team Member from their franchise. The Operator will provide a short explanation of the Team Member's credentials and why they should be chosen to attend the event. Nominations can be submitted through the Mor Rewardz app or existing communication channels in the month of September.

- ★ In October, the COWY Committee will deliberate and make its selection of 250 Team Members to invite to the event. Invitees will receive a digital invitation on the Mor Rewardz app [see Appendix K]. Final nominees will be announced on Mor Rewardz and all existing communication channels. Invitees will have the option to bring one guest to the event.
- ★ On November 1, aggregate data (including sales figures, customer satisfaction ratings, employee retention stats, etc.) will be collected on each franchise and used to select the top franchise in each of the five regions. These will be announced at the event for winning franchises to celebrate virtually.
- ★ Chick-fil-A will cover the travel, lodging, meals, and Atlanta City Pass for the event. Nominees will need to cover any meals outside of the COWY Awards and transportation from the airport to the hotel.
 - Travel: The average round-trip flight from Seattle, WA to Atlanta, GA is currently \$350 (longest distance). Because of this, each invitee will have up to \$350 paid towards his/her/their flight.
 - Lodging: [Fairfield Inn & Suites Atlanta Downtown](#), which is 0.3 miles to the event.
 - Meals: COWY Awards will be catered by [Talk of the Town](#).
 - An [Atlanta City Pass](#) will be offered to each attendee to visit the popular destinations in Atlanta before the event commences or the day after.
- ★ The formal event will feature a cow carpet (like the red carpet, but cow print), greeters from the COWY Committee, a photo booth, a formal sit-down dinner with non-alcoholic drinks, a large stage, and Dan Cathy as host.
- ★ Each COWY Awards winner will receive a cow print cowbell etched with their name, award title, and year won.
 - The winning franchises will receive the same cow print cowbell but etched with the name of their location.
- ★ Venue: [Georgia Freight Depot](#).
 - Location: 65 Martin Luther King Junior Drive Southwest, Atlanta, GA 30303.
 - Pricing: Fri-Sat \$3,500 a night.
 - Seats: 700.

Timescales

The timeframe of “This Is How We Serve” will run as a year-long campaign, with the potential of tactics being extended or repeated into a multi-year campaign. Initially, the Mor Rewardz app will be introduced to Operators and Team Members for download and immediate use. Chick-fil-A My Way, #ClosedOnSunday, and Cows for a Cause will all be announced in the first two months of the campaign and will continue throughout the course of the year. The COWY Awards is an annual event in December, but scheduling and planning will occur throughout the year.

The Chick-fil-A My Way competition will receive submissions until January 14th, and then judges will vote on the winning recipe by February 14th. New menu items will debut over the course of the year at participating Chick-fil-A locations. #ClosedOnSunday events will occur throughout the year with event planning and RSVP access within the Mor Rewardz app. Franchise locations can opt-in to the Cows for a Cause fundraiser until March 1st and sculptures will subsequently be shipped to the first 100 franchise locations. The cows will be featured in public spaces in Atlanta, GA starting in April where they will then be auctioned off in August.

A detailed month-by-month timeframe for the campaign is included in [Appendix L], with instructions for each tactic and how implementation will coincide.

Budget

When building the budget for “This Is How We Serve,” the expansive reach, influence, and success of Chick-fil-A were considered. In [Appendix M], two itemized budgets are compiled, one that fully embodies the imagination of the campaign and a second that is slightly scaled back while still fully addressing each of the tactics we presented so that Chick-fil-A has the flexibility it needs to move forward. The overall budget of the campaign is \$656,139-777,339 depending on which option is chosen. Each tactic is broken down in the detailed budget.

The Mor Rewardz App pricing includes app development costing between \$25,000 to \$170,000 depending on the service provider and development time. The redeemable rewards within the Mor Rewardz App are also budgeted for \$160,650 which includes 151,000 individual prizes under six categories that can be redeemed by Team Members. The Chick-fil-A My Way competition pricing accounts for 10,000 posters advertising the competition which are budgeted at \$2,200 to \$3,400 depending on material type. Cows for a Cause is based on the pricing of 100 fiberglass sculptures, transportation, charity auction, and city art permit costs which are budgeted at \$153,000. Due to #ClosedOnSunday being a service opportunity, this tactic has no cost as long as the Mor Rewardz App is implemented as the volunteer opportunities are hosted and communicated there. The COWY Awards includes pricing for the event and lodging/hospitality for those invited at \$289,789.

Evaluation

This campaign should be evaluated in alignment with the scheduling and implementation of the events and the utilization of the employee app, Mor Rewardz, building up to the COWY Awards.

Mor Rewardz App: Evaluate Weekly

- ★ Track app download by Team Members.
- ★ Track app usage (hours spent on the app, feedback).
 - Measure Team Member response.
- ★ Conduct a survey annually to track Team Member satisfaction and impression of community and recognition among Team Members.

Chick-fil-A My Way: Evaluate Bi-Weekly

- ★ Track the number of submissions to Operators.
 - Ask Operators to send the total number of submissions they received along with their favorite video.
- ★ Measure Team Member voting engagement in Mor Rewardz App.
- ★ The corporate communication team conducts the top 25 selection.
- ★ Use social listening tools to measure the organic response of Team Members to the recipe competition.
- ★ Measure social media mentions regarding competition among Team Members.
- ★ Track #ChickfilAMyWay and #CFAMyWay on social media platforms.

Cows for a Cause: Evaluate Monthly

- ★ Conduct a survey monthly to track Team Member experience of community and cause-related support.

- ★ Track the number of franchise locations participating and the number of Team Members at each location participating.
- ★ Earned Media: Measure media and publicity on Cows for a Cause on social media and local news outlets.
 - Track impact of press release specifically on these metrics.
- ★ Track #CowsForACause on social media platforms.

#ClosedOnSunday Service Opportunities: Evaluate Weekly

- ★ Track #ClosedOnSunday on social media platforms.
- ★ Track number of Team Members participating in #ClosedOnSunday service events.
- ★ Conduct a survey monthly to track Team Member impression of service and community within each franchise location.

COWY Awards: Evaluate Yearly in January

- ★ Earned Media: Measure media and publicity gained from the COWY Awards.
- ★ Conduct feedback surveys with those in attendance at the event.
- ★ Conduct feedback surveys with Operators to understand the impact of the COWY Awards on employee performance.
- ★ Measure social media mentions regarding the event using hashtags #COWYS and #COWYAwards.

Campaign Summary

Chick-fil-A approached Early Bird PR seeking assistance in developing an internal communications campaign that would create opportunities for improving community, engagement, and retention among Operators and Gen Z Team Members. As Chick-fil-A fans, Early Bird PR was ecstatic to have the chance to work with a company that prioritizes employee development and customer service so highly. After completing this campaign, the Early Bird PR team feels more confident in our internal communications campaign development abilities and utilizing our skills to address real-world client-driven opportunities.

We were excited for the opportunity to be creative and develop a campaign that not only Chick-fil-A Team Members would be excited about, but something that our team wanted to be a part of. We developed an integrated campaign that built off of our research findings. These findings highlighted the importance of appreciation, service, and gamification to the Gen Z Team Member demographic at Chick-fil-A. Our campaign provides opportunities for Team Members to be recognized and appreciated at franchise and company-wide levels, enables Team Members to serve in their community through structured events, and utilizes gamification opportunities to build morale among Team Members. Through presenting engaging assets under each tactic and an internal app designed for Team Members, Chick-fil-A will have the tools to seamlessly integrate the campaign into their operations.

We feel that each tactic is necessary within itself, but also thrives when intertwined with the others in creating a cohesive and effective campaign. We are confident that achieving Chick-fil-A's goals of building community and morale among Team Members will result in higher retention rates, increased motivation, and a more developed feeling of brand loyalty. We believe our campaign will allow Chick-fil-A to engage its target demographic through the strategic implementation of creative tactics.

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Executive Summary from Research Report

Chick-fil-A's corporate communications team noticed the pandemic's effects on the morale, motivation, and support of Operators, Team Leaders, Team Members, and customers alike. The team sought to prevent feelings of fatigue or disengagement and better understand the Generation Z (Gen Z) Team Members, as they comprise the majority of the staff. Gen Z is generally defined as ages 6-24, but Chick-fil-A defines the age range as 14-19. In our research, we define Gen Z according to the broader range: ages 14-24, due to the breadth of secondary research available. Seeking to create an internal campaign to promote a sense of community and purpose among hourly employees, our research aimed to understand what motivates employees, how they prefer to communicate, and what they value most in their work environment.

To obtain data relevant to our research questions, we used the following methods: in-depth interviews, focus groups, and a survey. Collectively, we interviewed 14 participants. The in-depth interviews focused on two target audiences: Gen Z restaurant employees and those in managerial roles within the fast-food industry. Additionally, we conducted 3 focus groups, featuring 20 participants in total. The survey was distributed over social media and by direct message and garnered 275 completed responses.

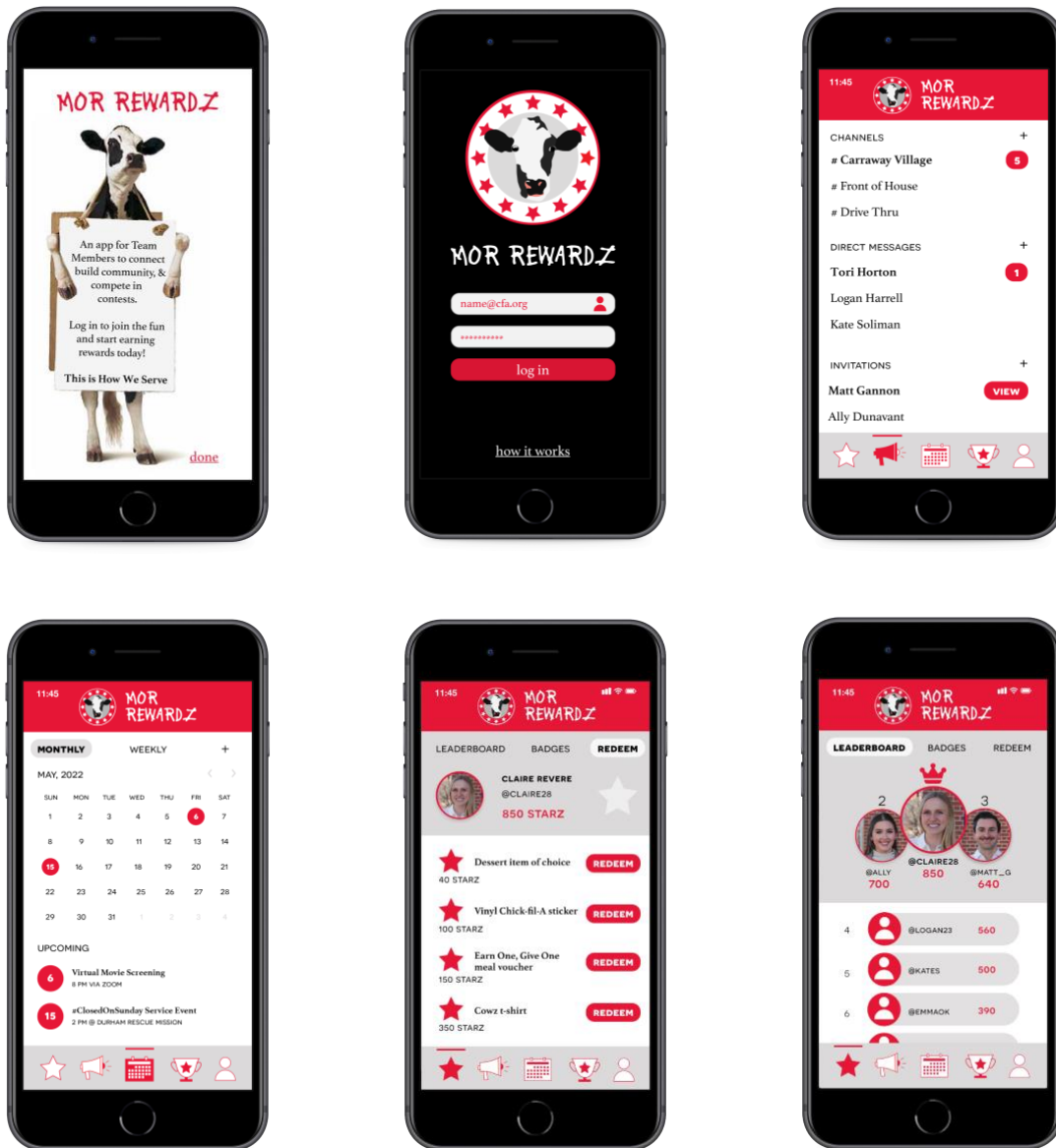
Key Findings

- ★ Relationships between Team Members and managers are vital to creating a sense of community, increasing productivity and enjoyment, and improving workplace culture.
- ★ Gen Z workers are motivated by the appreciation shown by co-workers and customers.
- ★ Competition is a strong motivator for Gen Z restaurant workers and rewards do not need to be monetary.
- ★ Direct and personal feedback is appreciated among quick-service industry workers. Face-to-face interactions are the favored method of receiving feedback, followed by texting and calling.
- ★ Gen Z believes building trust and respect among co-workers is a good way to build a sense of community.
- ★ Taste, quality of product, and proximity are the top factors in people choosing one fast-food option over another.
- ★ Most fast-food workers feel appreciated by management and are provided with important information but do not feel included in important company decisions.

With these key findings, we plan to implement a campaign focused on providing incentives and showing appreciation for Chick-fil-A Team Members who have worked through the pandemic. The positive response to gamification showed us that we should implement challenges for Team Members with rewards such as gift cards, merchandise, food, and employee recognition. We also found that Gen Z employees are motivated by a sense of community that is built on trust in the workplace. With this information, our campaign will include opportunities for co-workers to provide each other with positive support and rewards. Finally, the research showed that providing acts of service is a strong motivator for Gen Z employees. Moving forward, the campaign will give customers a chance to show their appreciation and positively interact with Chick-fil-A Team Members. The Early Bird PR campaign will effectively re-energize Chick-fil-A employees and thank them for their commitment to excellent service.

Campaign Materials/Mock-Ups

Appendix A: Mor Rewardz design panels



[Link to Mor Rewardz app prototype designed in Adobe Xd](#)

Appendix B: Mor Rewardz redeemable starz one-pager

MOR REWARDZ STARZ SYSTEM

EARN STARZ

*10 starz = Received shout-out on Mor Rewardz channel from
Team Member or Operator (starz awarded at Operator
discretion)*

10 starz = Submitted Chick-fil-A My Way contest entry

20 starz = Attended #ClosedOnSunday service event

20 starz = Participated in Cows for a Cause

*30 starz = Organized #ClosedOnSunday service event for
Team Members to attend*

50 starz = Won Chick-fil-A My Way competition

70 starz = Received COWY'S nomination

REDEEM STARZ

40 starz = One dessert item of choice

100 starz = Vinyl Chick-fil-A sticker / decal

150 starz = Earn one, Give One meal voucher

350 starz = Chick-fil-A Cowz t-shirt

400 starz = Chick-fil-A water bottle

750 starz = \$20 donation to charity of choice

Appendix C: Example of top-25 recipe video creation shared to Tik-Tok (double click to watch)



Appendix D: Chick-fil-A My Way one-pager

The poster features a 3D-rendered male Chick-fil-A character with brown hair, wearing an orange long-sleeved shirt and a white apron. He is holding a black frying pan in his right hand, and a perfectly fried egg is floating in the air above the pan. The background is a vibrant red with a pattern of lighter red, wavy, cloud-like shapes. A white rectangular box with a subtle grey cloud pattern is centered at the bottom, containing the competition details in black text.

**Chick-fil-A
My Way
RECIPE COMPETITION**

Team Members!

We want to see what creative recipes you can come up with.

Send a 30 second video of your recipe and explanation to your Operator by Jan. 14 for a chance to be featured on the Chick-fil-A menu!

*must be done outside of your work hours
*must include easy to incorporate ingredients
*25 selected videos will be asked to post to TikTok
*vote for your favorite recipes in the app!

Appendix E: Chick-fil-A My Way winning recipe in-store poster

CHICK - FIL - A

MY WAY

RECIPE COMPETITION



INGREDIENTS	
	Spicy Chicken Sandwich
	Mac & Cheese
WHO CREATED IT?	
Jill Johnson, Team Member - Carraway Village in Chapel Hill	

Appendix F: Pigs on Parade event by the Seattle Pike Place Market Foundation and the international CowParade exhibit



Appendix G: Cows for a Cause sample press release

COWS FOR A CAUSE PRESS RELEASE

CONTACT INFORMATION:

Chick-fil-A, Inc.
(800) 404-7196
cfapressroom@chick-fil-a.com



FOR IMMEDIATE RELEASE

Chick-fil-A Presents Cows for a Cause

April, 2022 – Atlanta, GA – Chick-fil-A is proud to bring Cows for a Cause to Atlanta, GA for the first time. As part of the fast-food restaurant's internal campaign, "This Is How We Serve," Cows for a Cause allowed employees to channel their inner artists for a good cause. Chick-fil-A Team Members from 100 franchise locations had one month to paint, decorate, and bring a fiberglass cow sculpture to life.

The finished products have been installed around Atlanta, in public centers like parks and important avenues where they will reside for the next few months. After this, the sculptures will be auctioned off, with proceeds going to a charity of each franchise's choice.

Cows for a Cause was implemented to offer a service opportunity for Chick-fil-A's largely Gen Z workforce that wants its work to be meaningful and impactful. "Painting and decorating our sculpture brought me closer to my co-workers. I am proud to work for a company that values its employees and the community it serves," said a Chick-fil-A Team Member from Chapel Hill, NC.

For the next few months, the sculptures will be displayed for the public to see throughout popular Atlanta spaces. Check them out and see the creativity Team Members from Chick-fil-A have to offer.

Atlanta-based Chick-fil-A, Inc. is a family-owned and privately-held restaurant company founded in 1967 by S. Truett Cathy. Devoted to serving the local communities in which its franchised restaurants operate, and known for its original chicken sandwich, Chick-fil-A serves freshly prepared food in more than 2,500 restaurants in 47 states, Washington, D.C., and Canada.

###

Appendix H: Compiled list of charities in Atlanta based on Chick-fil-A Foundation goals



CHARITIES LIST

COWS FOR A CAUSE

HUNGER

Atlanta Community Food Bank

Giving Kitchen

Wholesome Wave Georgia

Umi Feeds

HOMELESSNESS

StandUp for Kids

Atlanta Union Mission

Warrick Dunn Charities, Inc.

Buckhead Christian Ministry, Inc.

EDUCATION

drawchange

All 4 Less

Women in Technology

Georgia Partnership for Excellence in Education

Appendix I: #ClosedOnSunday Operator guidelines



#CLOSEDONSUNDAY

OPERATOR GUIDELINES

LET'S EXPAND OUR STELLAR SERVICE

When community organizations approach Chick-fil-A Operators seeking donations or fundraising opportunities, they can now offer volunteers to serve in person. The purpose of this initiative is to allow Team Members and Operators to expand their connections within the community. Excellent service is an integral part of the Chick-fil-A brand, and we want to encourage Operators to promote volunteerism among their Team Members.

CONSIDER THE IMPACT ON HUNGER, HOMELESSNESS AND EDUCATION

When selecting organizations to become involved with, focus on groups that have a community-wide impact. Schools, hospitals and military organizations are a great place to start. Acts of service for individuals suffering from illness, injury or hardship are encouraged as well.

MOR REWARDZ APP

Volunteer events should be input into the Calendar feature of the Mor Rewardz App once they are approved. Team Members may also submit service opportunities to Operators. Team Members will RSVP in the app.

Appendix J: COWY Awards category breakdown (5 awards per category)



COWY AWARDS

CATEGORIES

OUTSTANDING CUSTOMER SERVICE

Recognizes five team members that provided exceptional customer service

OUTSTANDING COMMUNITY SERVICE

Recognizes five team members that were dedicated to improving the community they live in

OUTSTANDING APPRECIATION

Recognizes five team members that improved the morale of their franchise through appreciation of co-workers

OUTSTANDING COMPETITOR

Recognizes five team members that showed great enthusiasm in participating in the campaign's events and exceeding franchise goals

OUTSTANDING COMMITMENT

Recognizes five team members that have the longest tenure with Chick-fil-A

FRANCHISE OF THE YEAR

Recognizes five exceptional franchises based on output, growth, and overcoming challenges (one from each region)

COWY Awards region breakdown



Appendix K: COWY Awards Invitation



Appendix L: Timescales

2022	
January	★ Mor Rewardz: Introduce Mor Rewardz App to Team Members and Operators. ★ Chick-fil-A My Way: Release one-sheet on existing communication platforms on Jan. 1. Team Members will have until Jan. 14 to submit a video to their Operator. ★ Chick-fil-A My Way: Corporate communications team will select the top 25 videos to distribute on Mor Rewardz for Team Members to vote. ★ #ClosedOnSunday: Commence volunteer opportunities. ★ COWY Awards: Book Georgia Freight Depot event space and Talk of the Town catering for December 10.
February	★ Chick-fil-A My Way: On Feb. 14, voting is locked and the top four videos will be announced on existing communications channels and the Mor Rewardz app. ★ Cows for a Cause: On Feb. 21, the program will be announced to franchises. ★ Cows for a Cause: On Feb. 25, the sign-up will be released for Operators to opt-in to participate. ★ COWY Awards: Book 250 double rooms at Fairfield Inn & Suites Atlanta Downtown for December 10.
March	★ Chick-fil-A My Way: The new menu item will be debuted at all participating locations at the beginning of the month. Poster #1 will be distributed for store display highlighting the winning recipe. ★ Cows for a Cause: On March 1st, the cow sculptures will be shipped to the first 100 franchises to sign up.
April	★ Cows for a Cause: April 1st deadline to complete the design of each franchise's cow sculpture. ★ Cows for a Cause: On April 5th, each franchise votes on the Atlanta charity of choice for auction. ★ Cows for a Cause: On April 8th, corporate's transportation and logistics partners will pick up the cow sculptures from each franchise and deliver them to respective public display locations in Atlanta.
May	★ Chick-fil-A My Way: The new menu item will be debuted at all participating locations in the middle of the month. Poster #2 will be distributed for store display highlighting the winning recipe.
June	★ COWY Awards: Order 30 custom cow print cowbell awards. ★ COWY Awards: Order cow carpet.
July	★ COWY Awards: Book photo booth from Majestic Photo Booth.
August	★ Chick-fil-A My Way: The new menu item will be debuted at all participating

	locations at the beginning of the month. Poster #3 will be distributed for store display highlighting the winning recipe. ★ Cows for a Cause: On August 10th, an auction will take place for all 100 cow sculptures. ★ Cows for a Cause: By August 15th, corporate's transportation and logistics partners will remove sculptures from public displays and deliver them to their new homes.
September	★ COWY Awards: Operators will send the COWY Committee their nomination for the event by September 30.
October	★ Chick-fil-A My Way: The new menu item will be debuted at all participating locations in the middle of the month. Poster #4 will be distributed for store display highlighting the winning recipe. ★ COWY Awards: COWY Committee will make its selection of 250 Team Members to invite to the event. Invitees will be announced on Mor Rewardz and all existing communication channels. ★ COWY Awards: Request RSVPs of the invitees through Operators using existing communication channels.
November	★ COWY Awards: Aggregate data will be collected (including sales figures, customer satisfaction ratings, employee retention stats, etc.) on each franchise and used to select the top franchise in each of the five regions. These will be announced at the event and winning franchises can celebrate virtually. ★ COWY Awards: Purchase and distribute Atlanta City Pass to all in-person attendees (up to 500 individuals).
December	★ COWY Awards: COWY Awards event on December 10.

Appendix M: Maximum Budget (click to edit)

MAXIMUM BUDGET

TACTIC	FLAT RATE	QTY	COST PER UNIT	SUBTOTAL	COMMENTS
Mor Rewards App				SUBTOTAL \$ 331,150.00	
Complex Contracted	\$ 170,000.00	9 Months		\$ 170,000.00	https://misdav.com/blog/app-development-cost
Prizes:				\$ -	
Dessert Item		50000	\$ 0.25	\$ 12,500.00	
4x6 Vinyl Sticker/Decal		50000	\$ 0.47	\$ 23,500.00	https://www.makestickers.com/wholesale-bumper-stickers.aspx
Meal Voucher		25000	\$ 2.00	\$ 50,000.00	
Chick-fil-A Cowz Tshirt		15000	\$ 3.15	\$ 47,250.00	https://www.boltpainting.com/productinfo.php?id=BD54-S&e=1&cid=268&sid=1&ompid=12217851549&adpouid
Chick-fil-A Water Bottle		10000	\$ 0.79	\$ 7,900.00	https://www.discoartmugs.com/product/wb23-wb24-20oz-plastic-custom-water
\$20 charity donation		1000	\$ 20.00	\$ 20,000.00	
Chick-fil-A My Way				SUBTOTAL \$ 3,400.00	
Posters for Winning Recipes:				\$ -	
10 pt. Cardstock Matte (18"x24")		10000	\$ 0.34	\$ 3,400.00	https://www.uprinting.com/bulk-poster-printing.html
Cows for a Cause				SUBTOTAL \$ 153,000.00	
Fiberglass Cow Sculptures		100	\$ 1,000.00	\$ 100,000.00	https://behindthefencegallery.com/cow-statues-c-89-87/cow-statue-c-4324.html
Transportation	\$ 50,000.00			\$ 50,000.00	my.flightcenter.com/customer
Permit for Public Display	\$ 2,000.00			\$ 2,000.00	https://www.atlantaga.gov/government/mayors-office/executive-offices/office-of-special-events/outdoor
Auction	\$ 1,000.00			\$ 1,000.00	https://charityauctionatlanta.com/
#ClosedOnSunday				SUBTOTAL \$ -	
No Cost				\$ -	
COWY Awards				SUBTOTAL \$ 289,789.30	
Round-Trip Flight		500	\$ 350.00	\$ 175,000.00	https://www.google.com/travel/flights/search?hl=en&C&wG&h&ppaw&Abill=2bVMGQ5q5q5C&wM&F&M&F&V&D&C&F&v&S&w&https://www.momofit.com/momofit/travel/atlus-fairfield.htm
Hotel Stay		250	\$ 182.86	\$ 45,715.00	https://www.atlanta-downtown.com/
Atlanta City Pass		500	\$ 85.77	\$ 42,885.00	https://www.citypass.com/atlanta?my_source=insidcann&ompid=special-offers-text-center
Georgia Freight Depot Venue	\$ 3,500.00	1 Night		\$ 3,500.00	https://eventup.com/venue/georgia-freight-depot/
Talk of the Town Catering:				\$ -	https://talkofthetownatlanta.com/
Soup		550	\$ 5.50	\$ 3,025.00	
Salad		550	\$ 4.75	\$ 2,612.50	
Entrée		550	\$ 15.00	\$ 8,250.00	
Dessert		550	\$ 6.00	\$ 3,300.00	
Infused Water		550	\$ 3.00	\$ 1,650.00	
Cow print runner	\$ 158.00			\$ 158.00	https://www.wayfair.com/Millwood-Pines--Ainize-Animal-Print-BlackWhite-Area-Rug-1117CML3-L167-K-W000392677.html?refid=FR42-W000392677-2113559455&PIDD%58%5D=2113559455
Majestic Photo Booth	\$ 875.00	5 Hours		\$ 875.00	https://www.majesticphotobooths.com/photo-booth-rental-atlanta
Cow print cowbell award		30	\$ 93.96	\$ 2,818.80	https://www.awardsatlanta.com/product.php?id=SA533
Total				TOTAL \$ 777,339.30	

Appendix M: Minimum Budget (click to edit)

MINIMUM BUDGET

TACTIC	FLAT RATE	QTY	COST PER UNIT	SUBTOTAL	COMMENTS
Mor Rewards App				SUBTOTAL \$ 211,150.00	
Simple Contracted	\$ 50,000.00	5 Months		\$ 50,000.00	https://misdev.com/blog/app-development-cost
Prizes:				\$ -	
Dessert Item		50000	\$ 0.25	\$ 12,500.00	
4x6 Vinyl Sticker/Decal		50000	\$ 0.47	\$ 23,500.00	https://www.makestickers.com/wholesale-bumper-stickers.aspx
Meal Voucher		25000	\$ 2.00	\$ 50,000.00	
Chick-fil-A Cowz Tshirt		15000	\$ 3.15	\$ 47,250.00	https://www.boltprinting.com/productInfo.php?id=BD54-S&oe=1&cid=258&sid=1&com=pointid=12217851549&cd=groupid
Chick-fil-A Water Bottle		10000	\$ 0.79	\$ 7,900.00	https://www.discountrugs.com/product/21620-wb20-206z-plastic-custom-water
\$20 charity donation		1000	\$ 20.00	\$ 20,000.00	
Chick-fil-A My Way				SUBTOTAL \$ 2,200.00	
Posters for Winning Recipes:				\$ -	
100 lb. Paper Matte (18"x24")		10000	\$ 0.22	\$ 2,200.00	https://www.uprinting.com/bulk-poster-printing.html
Cows for a Cause				SUBTOTAL \$ 153,000.00	
Fiberglass Cow Sculptures		100	\$ 1,000.00	\$ 100,000.00	https://behindthefencegallery.com/cow-sculptures-c-89-87/cow-sculpture-4324.html
Transportation	\$ 50,000.00			\$ 50,000.00	myfreightcenter.com/customer
Permit for Public Display	\$ 2,000.00			\$ 2,000.00	https://www.atlantaga.gov/government/mayors-office/executive-offices/office-of-special-events/outdoor
Auction	\$ 1,000.00			\$ 1,000.00	https://charityauctionatlanta.com/
#ClosedOnSunday				SUBTOTAL \$ -	
No Cost				\$ -	
COWY Awards				SUBTOTAL \$ 289,789.30	
Round-Trip Flight		500	\$ 350.00	\$ 175,000.00	https://www.google.com/travel/flights/search?lfs=C8wQAbpocawjAhl1120vMGQ5onISCiWwMfLMIHMTFvDAaC&pcybS8w
Hotel Stay		250	\$ 182.86	\$ 45,715.00	https://www.maimotl.com/hotels/travel/allus-fairfieldinn-and-suites-atlanta-downtown/
Atlanta City Pass		500	\$ 85.77	\$ 42,885.00	https://www.citypass.com/atlanta2my-source=insidecnn&c&campaign=special-offers-text-center
Georgia Freight Depot Venue	\$ 3,500.00	1 Night		\$ 3,500.00	https://eventup.com/venue/georgia-freight-depot/
Talk of the Town Catering:				\$ -	https://talkofthetownatlanta.com/
Soup		550	\$ 5.50	\$ 3,025.00	
Salad		550	\$ 4.75	\$ 2,612.50	
Entrée		550	\$ 15.00	\$ 8,250.00	
Dessert		550	\$ 6.00	\$ 3,300.00	
Infused Water		550	\$ 3.00	\$ 1,650.00	
Cow print runner	\$ 158.00			\$ 158.00	https://www.wayfair.com/MillwoodPines-Adinze-Animal-Print-BlackWhite-Area-Rug-1117CM-3-1-167-K-W000392677.html?refid=FR49-wm0029477-2113559455&pin=58&sp=2113559455
Majestic Photo Booth	\$ 875.00	5 Hours		\$ 875.00	https://www.majesticphotoboos.com/photo-booth-rental-atlanta
Cow print cowbell award		30	\$ 93.96	\$ 2,818.80	https://www.gwarckatlanta.com/product.php?id=SA533
Total				TOTAL \$ 656,139.30	

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