

Benchmarking Report

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Introduction

Benchmarking is essential for organizations looking to enhance their performance by comparing their practices and results against industry standards. Benchmarking evaluates key business metrics and practices by comparing them to internal standards or those of competitors and industry leaders. This helps identify opportunities for improvement and enhances organizational performance. We present the General Manager of Grand Strand Chick-fil-A with a comprehensive benchmarking framework and key metrics on customer satisfaction, employee retention, and operational efficiency to highlight how Chick-fil-A compares to its competitors. A thorough benchmarking and continuous improvement framework can help Grand Strand Chick-fil-A maintain and strengthen its competitive advantage in the fast-food industry.

Benchmarking Framework

We developed a five-step benchmarking framework (see Table 1 below) that provides a structured approach to help Grand Strand Chick-fil-A gain data-driven insights to stay informed about competitors and support continuous improvement and effectively adapt to new processes when necessary. Following the five (5) steps of plan, collect, analyze, implement, monitor, and review, Chick-fil-A can systematically identify performance gaps, apply best practices, and remain agile in responding to evolving customer and employee needs. We have also collected several existing metrics to provide the General Manager with a quick snapshot of current data surrounding customer satisfaction, employee retention, and operational efficiency.

Table 1. Grand Strand Chick-fil-A Benchmarking Framework

Step	Action	Application
1. Plan	Define goals, select a benchmark, and identify competitors	-Goals: Improve customer satisfaction & employee retention -Metrics: NPS, turnover, training -Compare with: McDonald's, Wendy's, Burger King, & QSR industry average
2. Collect	Gather internal and external data	- Internal: Surveys, HR data, customer reviews - External: ACSI, Glassdoor, competitor case studies, QSR Magazine reports
3. Analyze	Compare performance, study best practices, and identify gaps	- Compare NPS, employee ratings, and turnover - Identify why Chick-fil-A succeeds (culture, training) - Spot improvement areas (career growth, tech use)
4. Implement	Develop action plans, tailor best practices, communicate & train	- Propose mentorship programs, better feedback tools - Adapt loyalty app ideas from competitors - Train leaders to support retention
5. Monitor & Review	Track progress, refine strategies, and ensure ongoing benchmarking efforts	- Use dashboards to track customer & employee metrics - Run pulse surveys - Revisit benchmarks annually

Customer Satisfaction

Customer satisfaction is a cornerstone of Chick-fil-A's business model. The company is renowned for its exceptional service, which is reflected in its high customer satisfaction scores. Recent data reports that Chick-fil-A consistently ranks higher than its competitors in the fast-food industry (American Customer Satisfaction Index, 2024). Figure A below shows industry benchmarks as of June 2024.

Figure A. Customer Service Industry Benchmarks

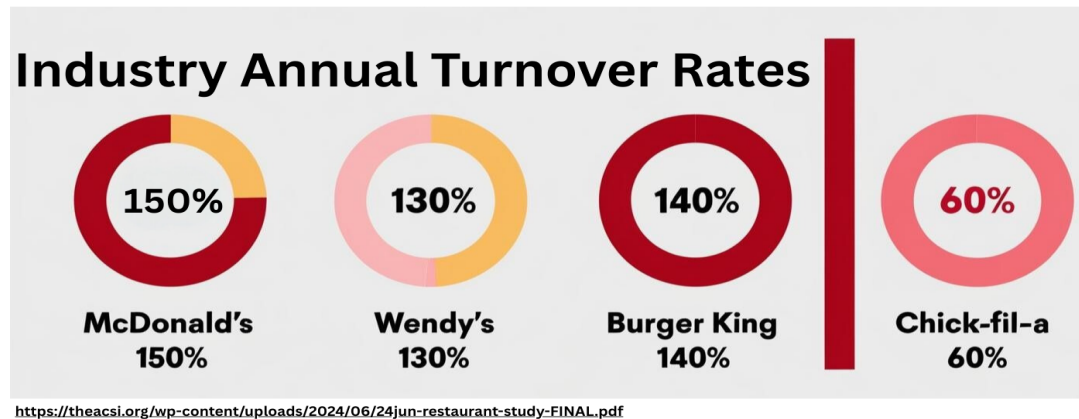


Analysis: Chick-fil-A's ACSI score 83 is a testament to its strategic advantage in customer experience. Maintaining this lead allows Chick-fil-A to strengthen loyalty, grow market share, and uphold its reputation as a fast food leader. Continued employee training and customer service investment are key to sustaining this edge.

Employee Retention

Employee retention is essential for operational stability and consistent customer service. Chick-fil-A's commitment to employee development and fostering a positive work culture helps keep turnover rates below industry norms. Figure B provides industry benchmarks for employee retention as of June 2024.

Figure B. Industry Annual Turnover Rates



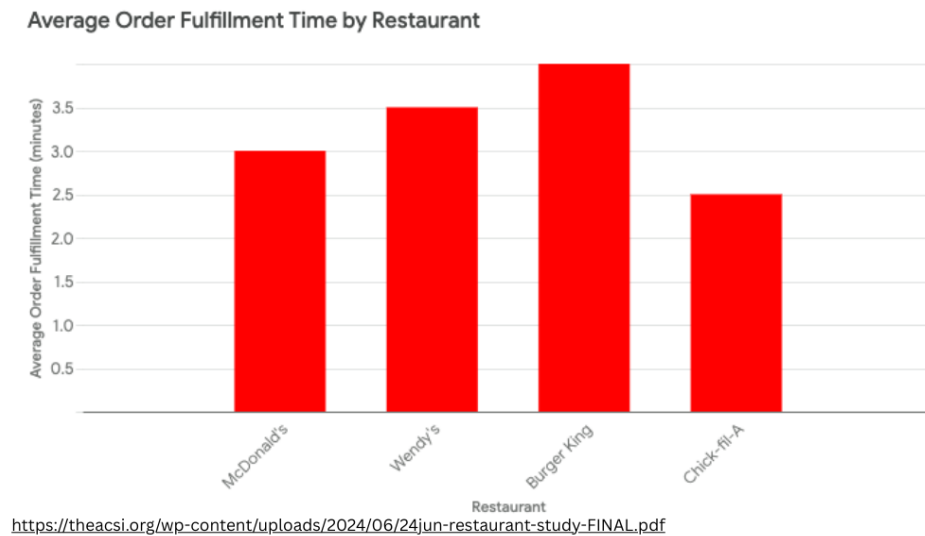
Analysis: Chick-fil-A significantly outperforms competitors with an annual turnover rate of 60%. This can be attributed to Chick-fil-A's strong internal culture, focus on employee development, and commitment to a positive work environment. Chick-fil-A should continue prioritizing employee satisfaction through leadership development, flexible scheduling, and clear growth pathways to maintain this advantage. Additionally, gathering regular feedback from team members can help identify emerging challenges and ensure the work environment continues to align with employee needs.

Operational Efficiency

Operational efficiency is vital for maintaining both profitability and high levels of customer satisfaction. Chick-fil-A's success in this area stems from its well-designed workflows, consistent food quality, and strong emphasis on service standards. By minimizing wait times, optimizing labor, and leveraging technology such as mobile ordering and kitchen automation, Chick-fil-A ensures a smooth customer experience while keeping operational costs in check.

Figure C shows the average order fulfillment times across the industry as of June 2024.

Figure C. Industry Average Order Fulfillment Times



Analysis: Chick-fil-A's average order fulfillment time of 2.5 minutes is faster than its competitors, showcasing its operational efficiency. To maintain this competitive advantage, Chick-fil-A should continue refining its operational processes, invest in technology to streamline ordering and preparation, and regularly train staff to ensure fast, efficient service without sacrificing quality.

Conclusion

Chick-fil-A's performance in customer satisfaction, employee retention, and operational efficiency surpasses industry benchmarks, highlighting its strengths. However, continuous improvement is essential to sustain its competitive advantage. By addressing identified gaps and leveraging opportunities, Chick-fil-A can further enhance its strategies and maintain its leadership in the fast-food industry.

Reference List

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