

Article Analysis Assignment: Fantastic Five

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Abstract

In this essay the five of us will be talking about some articles we found relevant to the planning, organizing, leading, and controlling of management functions for these businesses. The type of business we chose to use for analyzing the four management functions is fast food. We will cover the planning aspect of Panera Bread, the organizing aspect of In-N-out burgers, the leading of Chick-fil-a, and the controlling of Wendy's and Mcdonalds. Learning about these aspects of managing a business is eye opening as to how much work and how much care it takes to function well. As time goes on technology changes and businesses have to roll with those punches. These businesses also have to hold high standards for their employees and encourage them to work well while simultaneously giving incentives and life lessons.

MGT 301 Article Analysis Worksheet

Abby Fortuna- Planning

Identify the article. Provide a citation in APA Style.

Lucas, A. (2021, May 20). *Panera Bread's new design transforms it into a neighborhood bakery in a bid to build loyalty*. CNBC. Retrieved November 11, 2022, from <https://www.cnbc.com/2021/05/20/panera-breads-new-design-transforms-it-into-a-neighborhood-bakery.html>

Provide a summary of the article (one - two paragraphs)

Panera, a large company who takes pride in their healthy fast-food option works to plan and make the customer experience that much better. CNBC states “Panera Bread unveiled its latest restaurant design, featuring double drive-thru lanes, added technology and a renewed focus on the dine-in experience” (Lucas). By doing so, this will allow consumer loyalty knowing their experience will be easy and fast. This plan also includes adding ovens out in the open so that the smell of fresh baked goods is more apparent. This change in plans to focus on the drive-thru experience has risen due to the coronavirus pandemic. While many establishments had to close due to direct contact with people, drive-thru lanes eliminate this issue. As a post Covid era, they plan to make even more comfortable indoor and outdoor seating so that it draws people in to dine-in for work. To draw in the loyalty members and focus more on neighborhood establishments rather than a corporate name, they will use technology to recognize repeat loyalty members and be able to "treat you as a person, with preferences” (Lucas). Overall, the designer, Edward Luz, in the process has exclaimed “We don’t disclose how many, but we expect an aggressive expansion given how confident we are in the new design.”. With such a good plan for the future, it makes the people that much more confident in their work and creates this brand loyalty for the company.

1. How does the article relate to course readings? Describe relevant history, theories or laws.

The article relates to course readings in that it shows how important planning is for a business. In our course reading we have talked about the importance of planning. These reasonings are to “minimize waste and redundancy, reduce the impact of

change, provide direction, and set the standards to facilitate control”. In a business, your main goal is profit. To achieve this a plan is right where you start. Not only does this enhance your

customer loyalty but also employee turnover will be low. In turn, that helps the customer satisfaction. Overall, planning is what leads to a business success and in this case, will lead to Panera's.

Article Events

A. The 5 "W's" and "H"

1. Who? Panera
2. What? Expansion for the future
3. When? By the end of 2020/ 2021
4. Where? Nationwide
5. Why? Due to Covid restrictions and trying to create brand loyalty
6. How? Adding this technology to already existing stores as well as expansion in new neighborhoods

B. Of all the 5 "W's" and the "H", which one is most important. Why?

I believe that the how is the most important. This is because if you don't have a plan for how you are going to do something, no matter how good the idea, it will fail. The delivery is the most crucial part in an idea as it sets you up for the rest of your career in that your ideas won't come to life without it.

What is its impact? How many people were affected by it?

Everyone was affected by Covid and had to adhere to the restrictions and guidelines. Everyone used the drive-thru when eating fast-food. The inside of places weren't even open making it easier to eat-out. This has definitely changed the game since I know I always opt to go through the drive-thru as sometimes it's easier and faster. As we progress we also will adapt with technology and add new things that will enhance a customer's experience.

C. Who are the article's sources? (Examples: journalist, lawyer, doctor, neighbor, police officer, forensics expert)

The article's sources are Amelia Lucas, a restaurant reporter for CNBC, a highly rated news source.

2. Personal Reaction

What do you think of this article? (Discuss in at least five complete sentences)

I think that the expansion that Panera plans to do is extremely smart. These big chains of fast-food tend to ruin neighborhoods and small businesses so by blending in, it does not take away from these other businesses. They also are making things more efficient and quick to alleviate traffic and create brand loyalty. Overall, their additions only help their franchise rather than hurting them. This planning takes a lot of meticulous work as well as patience but done properly, can benefit a company.

MGT 301 Article Analysis Worksheet

Laila Huffman- Leading

Identify the article. Provide a citation in APA Style.

Chick-fil-A leader academy. ADDO Worldwide. (n.d.). Retrieved November 3, 2022, from <https://addo.is/case-study/chick-fil-a-leader-academy/>

Provide a summary of the article (one - two paragraphs)-----

This article explains Chick-fil-A's training for their employees to become servant leaders. Servant leadership is when the person places the good of the followers above their own self-interest. This concept that Chick-fil-A expects from their employees is helpful in developing the employee personally and professionally. The company values the treatment of its employees and its customers just as much as the quality of its products and they prove this by training its employees at all stages to be positive leaders who will grow to be great people even after their time with the company. Chick-fil-A not only makes the work environment positive but they give their employees incentives to want to work harder such as scholarships, time off, and training they need to continue the chain of restaurants.

1. How does the article relate to course readings? Describe relevant history, theories or laws.

The article relates to the course readings by giving a real-life example of the lessons in chapter 13. The definition of leadership according to our book is the process of leading a group and influencing the group to achieve its goals. Chick-fil-A has big goals for its company and takes them very seriously. Most fast-food companies have the goal to give good service to the customers and in their food however, Chick-fil-A has proven to be the best at this. They train their employees and reward them in ways that will make them better people and make their work much more valuable.

2. Article Events

A. The 5 "W's" and "H"

1. Who? Fast food company Chick-fil-A.
2. What? Servant leadership training and rewarding opportunities for its employees.

3. When? All the time!
4. Where? Employees at all locations in America get these things.
5. Why? Chick-fil-A has values that they expect their employees to follow and what is special about this company is that they understand they must provide training and rewards for doing so.
6. How? They hold leadership training for their employees and surround their restaurants with people of like minds who will encourage others to act the same.

B. Of all the 5 "W's" and the "H", which one is most important? Why?

I think the Why is most important because it is well-known that Chick-fil-A has the best service and great food. The company knows that in order to lead their employees to be better leaders themselves, they have to give them the opportunities to do so.

C. What is its impact? How many people were affected by it?

The impact of Chick-fil-A's leadership training and rewarding employment is important because when a person leaves the company, they will have everything they need to continue working toward a more selfless and positive work environment for themselves and if they choose to start and manage their own business.

D. Who are the article's sources? (Examples: journalist, lawyer, doctor, neighbor, police officer, forensics expert)

Chick-fil-A. (2019, February 13). Chick-fil-A Increases Investment in Team Members by Awarding \$15.3 Million in Scholarships. Retrieved from <https://thechickenwire.chick-fil-a.com/news/chick-fil-a-increases-investment-in-team-members-by-awarding-15-3-million-in-scholarships>

Joiner, K. (2017, June 27). Five Myths About Becoming a Chick-fil-A Franchisee. Retrieved from <https://thechickenwire.chick-fil-a.com/inside-chick-fil-a/five-myths-about-becoming-a-chick-fil-a-franchisee>

Kelso, A. (2019, June 25). Chick-fil-A Named America's Favorite Restaurant Chain – Again. Retrieved from <https://www.forbes.com/sites/aliciakelso/2019/06/25/chick-fil-a-named-americas-favorite-restaurant-chain-again/#29ce3b094c91>

Northouse, P. (2016). *Leadership Theory and Practice*. Thousand Oaks: SAGE Publications.

3. Personal Reaction

What do you think of this article? (Discuss in at least five complete sentences)

I think this article shows that when a company truly cares about their employees, there will be a better environment for the workers and the customers. Chick-fil-a is the best quality and most popular fast food restaurant in the United States so when I read articles like these it makes sense why they are the best. The incentives and the encouragement for their employees to be good people and continue these practices throughout their lives is a reason I will always respect and support this restaurant.

MGT 301 Article Analysis Worksheet

Beverly Ly- Organizing

Identify the article. Provide a citation in APA Style.

Fujinaka, Mariko Fujinaka. "In-N-out Burgers Inc.." Edited by Christina M Stansell, *Reference for Business*, www.referenceforbusiness.com/history/He-Ja/In-N-Out-Burgers-Inc.html.

Provide a summary of the article (one - two paragraphs)-----

This article gives information on many aspects of how In-N-Out was established and how they made sure to maintain its well-known reputation in the fast food community. It mentions many ways the business has grown through many years by sticking to its philosophy and the never changing menu. In addition to giving examples of how they kept their business organized to make sure they delivered their services as they wanted to many who went to their establishment, it also mentioned how they treated their employees and gave them the resources they needed to reach the standard needed. Not only did they give information on how they maintained their establishment, but also gave many historic moments they had and how they are able to keep everything according to their very reasons for opening the establishment.

1. How does the article relate to course readings? Describe relevant history, theories or laws.

This article relates to the course readings as it contains the management function of organizing, chapter 8. The article mentions many ways in which In-N-Out has kept its structure and goals to how they want to build its business and keep in touch with its philosophy. Ever since In-N-Out opened in 1948 with the intention to keep "the same basic menu and a simple, customer friendly philosophy"(Fujinaka). In order to keep their structure they made sure that everything they served was fresh and made to order, without having anything microwaved or coming out of the freezer. Other things they did was making sure to pay their employees above the minimum wage ensuring they would be happier and willing to offer better customer service to those who come to In-N-Out. In addition to paying their employees more, they also make sure that they go through intensive training to make sure they treat customers with utmost care while also treating them like family. They even established an In-N-Out university to offer training to new managers to enforce the "business' belief, standards, and uniformity of the management techniques and methods"(Fujinaka). Reading this article allowed a better understanding of how a business owner organizes their business in this case a drive-thru restaurant to fit the standards they

want and to ensure everyone enjoys the time they have working there or those who go there for service.

2. Article Events

A. The 5 "W's" and "H"

1. Who? That would be Harry Synder and his family, including his wife Esther, sons Rich and Guy Synder
2. What? The fast food restaurant chain In-N-Out.
3. When? On October 22, 1948.
4. Where? In Los Angeles the suburb of Baldwin park, CA.
5. Why? He had an idea to have a drive-thru hamburger restaurant, he also wanted to serve customers high-quality fresh food with efficient friendly service in a clean and tidy environment. (Fujinaka)
6. How? He created a system where two speakers were connected to a kitchen to allow people to stay in the car and order food. Also made sure to treat his employees well and stay consistent with training to offer customers the best customer service.

B. Of all the 5 "W's" and the "H", which one is most important. Why?

Out of all the W's and the H, I would say that the why and the how are equally important because essentially they are linked together. Harry Synder's why and how was that he wanted a restaurant that had a drive-thru that offered high-quality fresh food and customer service that was friendly and efficient. His why was what started his business and his how was essentially the same, but it allowed his why to be put in progress allowing it to become a reality. Without the why and the how there wouldn't have been an In-N-Out that was exactly how he wanted it to be and had expanded so much over the years.

C. What is its impact? How many people were affected by it?

In-N-Out's fresh and high-quality food compared to other fast food restaurants and their noteworthy customer service has allowed the chain to rise in popularity with people around the country. With only expanding to the middle of the US with Texas as far as they will want to expand it allows them to attract more people towards California to try their food. Not only through their food do they bring business and popularity, but because they pay their employees a higher pay than minimum wage it allows higher customer service. They also help the ones that

work for them because allowing higher pay can help a lot of people financially, especially with inflation nowadays. Not only do they pay their employees better than other businesses, they are also involved in charity by donating to different organizations to help those in need.

D. Who are the article's sources? (Examples: journalist, lawyer, doctor, neighbor, police officer, forensics expert)

The article's sources include the owner's interview and many other articles and news.

"Burgers: In-N-Out Burger," *Restaurants & Institutions* , September 1, 2004, p. 50.

"Familiarity Breeds Contempt from In-N-Out Burger," *Restaurants & Institutions* , June 1, 2002, p. 26.

Martin, Richard, "In-N-Out Burger Pulls Away from Drive-thru-only Focus," *Nation's Restaurant News* , June 19, 1989, pp. 3–4.

——, "Top In-N-Out Burger Execs Killed in Calif. Plane Crash," *Nation's Restaurant News* , January 3, 1994, pp. 1–2.

Paris, Ellen, "Where Bob Hope Buys His Burgers," *Forbes* , July 24, 1989, pp. 46–48.

Puzo, Daniel P., "America's Favorite Chains," *Restaurants & Institutions* , February 1, 1997, pp. 26–34.

Spector, Amy, "In-N-Out CEO Snyder Dead at 49," *Nation's Restaurant News* , December 20, 1999, p. 3.

Steere, Mike, "A Timeless Recipe for Success," *Business 2.0* , September 2003.

Tice, Carol, "In-N-Out Burgers: With an Emphasis on Quality, This Fast Feed Shows Its Rare Appeal," *Nation's Restaurant News* , January 28, 2002.

Wong, Scott, "Fremont Gets In-N-Out That May Prove Bigger Is Better," *Oakland Tribune* , August 14, 2005.

Wright, Nils J., "In-N-Out Burger Wants into Sacramento Area," *Business Journal Serving Greater Sacramento* , July 18, 1994, p. 1.

3. Personal Reaction

What do you think of this article? (Discuss in at least five complete sentences)

I think this article was very informative, it allowed me to dive into the history behind how In-N-Out started and has continued for so long. It gave me a lot of insight into how you can keep a

business thriving while also maintaining the original goals that they had while building the business. Although it didn't give me specific ways they had their organizational structure and details on specific ways they did things it gave me an overall structure of how their business was. Like how they made sure to explain their goals and philosophy to build their restaurant chain around it and how they made sure to have certain guidelines to ensure they are offering high-quality food and service. Overall I was able to gain a better understanding of how one of my favorite fast-food chains started, how it tied into what I was learning in school regarding management functions, and how they were able to maintain the status they have up to now.

MGT 301 Article Analysis Worksheet

Rosa Mills- Controlling Part 1

Identify the article. Provide a citation in APA Style.

Kelso, A. (2022, October 12). *How Wendy's dethroned Burger King to become the no. 2 burger chains*. Forbes. Retrieved November 17, 2022, from <https://www.forbes.com/sites/aliciakelso/2021/04/21/how-wendys-dethroned-burger-king-to-become-the-no-2-burger-chain/?sh=237e1a245049>

Provide a summary of the article (one - two paragraphs)-----

This article focuses on how, in the past couple of years in particular, Wendy's has been concentrating on controlling their brand image to keep themselves ahead of their competitors. The first main point discussed in the article involves Wendy's expansion of their breakfast menu. The pandemic greatly impacted breakfast sales at restaurants, but Wendy's pushed through and came out better on the other side. The article also mentioned that specific additions to their menu indicate that Wendy's definition of "value" is not "cheap", unlike other fast-food restaurants. Their premium offerings fueled a significant increase in sales. Another key point examined in the article is that Wendy's places a lot of emphasis on staying true to who they are. This has resulted in an increased number of customers involved in their loyalty program, the data from which informs how they decide to market themselves. A crucial aspect of this, and something else that was focused on in the article, is how Wendy's engages with their customers. This has included learning about what is important to their customers and, most famously, building up their social media presence. Lastly, the article finishes off by stressing that overall, Wendy's success is based in their prioritization of the food. They do not skimp on things for the sake of simplicity, they care about the quality of their product and the needs of their customers.

1. How does the article relate to course readings? Describe relevant history, theories, or laws.

This article relates to course readings regarding the role of control as a function of management. The textbook defines control as "the management function that involves monitoring activities to ensure that they're being accomplished as planned and correcting any significant deviations." It goes on to say that "the control process is a three-step process of (1) measuring actual performance, (2) comparing actual performance against a standard, and (3) taking managerial action to correct deviations or to address inadequate standards." The focus of the article is the ways in which Wendy's has been controlling their brand image over the past two to three years. In this case, the performance that is being measured is that which is impacted by customers' views of Wendy's—namely, sales for certain products, participation in loyalty programs, and engagement on social media. As the textbook states, "Control is important because it's the only way to know whether goals are being met and, if not, why." Wendy's realized that they had room for improvement in the aforementioned areas in comparison to other fast-food restaurants and

decided to take actions to emphasize the values that are important to them and their customers, in hopes that this would propel them above their competition. Based on the article, it seems as though they were successful in their endeavor.

2. Article Events

A. The 5 "Ws" and "H"

1. Who? Wendy's
2. What? Focused on controlling their brand image
3. When? In 2020
4. Where? In the United States
5. Why? To appeal to more customers and increase sales
6. How? By ramping up their breakfast menu, increasing value offered, staying true to their brand, engaging with their customers, and prioritizing their food

B. Of all the 5 "Ws" and the "H", which one is most important. Why?

The H, how, is the most important of all the five Ws and the H. These are the methods that Wendy's took in order to achieve their goal. While what they were trying to achieve and why they were trying to achieve it may be important, nothing would happen without taking the correct actions. Choosing what changes to make in certain aspects of their company, while standing firm in other aspects, is ultimately what decides the final outcome—Wendy's overtaking Burger King as the No. 2 burger chain in the U.S.

C. What is its impact? How many people were affected by it?

This impacted a few different groups of people. Wendy's sales were increased by a great enough margin to rise above Burger King in the standing for the best burger chains in the United States. The actions Wendy's took to control their brand image affected the way people around the nation view them. Their competitors were also impacted and likely moved to take action against this emerging threat.

D. Who are the article's sources? (Examples: journalist, lawyer, doctor, neighbor, police officer, forensics expert)

The article's references include sources such as Reuters, Bloomberg, Seeking Alpha, Yahoo! Finance, Restaurant Dive, and Restaurant Business, as well as an interview with Wendy's Chief Marketing Officer Carl Loreda.

3. Personal Reaction

What do you think of this article? (Discuss in at least five complete sentences)

I thought that this article was incredibly interesting. Personally, it is not often that I take time to think too deeply about how the top fast-food restaurants compete with each other. Beyond Wendy's fame for their presence on Twitter, I have not paid much attention to how they control their brand image. Reading this article provided me with insights on how Wendy's, and fast-food restaurants in general, strategically take certain actions to increase sales and keep themselves on the minds of customers. I also found it intriguing that, even though they are a fast-food restaurant, Wendy's prides themselves on offering value beyond cheap prices and successfully carries through. It is amazing that even though Wendy's has less restaurants and is not necessarily as cheap as their closest competitors, they come in second behind a chain as massive as McDonald's because of their use of control.

MGT 301 Article Analysis Worksheet

Tommy Judka- Controlling Part 2

Identify the article. Provide a citation in APA Style.

Employeehandbook-crew2017-pdf.pdf. (n.d.). Retrieved November 27, 2022, from <http://www.lutitomcdonalds.com/uploads/8/1/2/7/81277052/employeehandbook-crew2017-pdf.pdf>

Provide a summary of the article (one - two paragraphs)-----.

The handbook explains the rules of what this McDonald's in Corpus Christi, Texas, enforces to the employees. It has eleven (11) different sections that explain the different aspects of the company and the rules that all employees must follow. It has outlined a section based on sexual harassment, No Discrimination, and Solicitation. It also goes into deeper explanation on how different protocols work at the location. Overall, it goes into so much detail that it will be hard for a regular employee to remember it word by word.

4. How does the article relate to course readings? Describe relevant history, theories or laws.

This article relates to the course readings by going into detail of what the company is asking the employee to follow. It can get tricky at times to follow it correctly, but they should see that everyone is following the rules by the book. It goes with the Controlling part of the four (4) key elements of management. It is controlling the employee to follow the handbook, or they will be fired or face punishments if they do not follow the book.

5. Article Events

A. The 5 "W's" and "H"

1. Who? The Employee working at the McDonald's
2. What? What are the rules to follow
3. When? While they are on the job
4. Where? At the location of the restaurant(s)

5. Why? To make sure to follow the rules
6. How? Enforcing the rules to not have a horrible restaurant

B. Of all the 5 "W's" and the "H", which one is most important. Why?

The most important one of all is the How. How will the company enforce the rules onto their workers by the handbook? Will they follow the handbook? Will they break the handbook? This shows the control of the workers by making sure they all follow the rules that are in the handbook, so they won't have to deal with anyone who doesn't follow it.

C. What is its impact? How many people were affected by it?

The impact is the whole restaurant. Employees that follow the handbook will serve customers better, and vice versa. How many people will be affected by it is how well the restaurant is doing. If customers see the restaurant doing well because they have all of the employees following the right procedures, then more customers will go to that restaurant, and the result of returning customers will go into effect.

D. Who are the article's sources? (Examples: journalist, lawyer, doctor, neighbor, police officer, forensics expert)

The article's sources are the Lutito- McDonald's headquarters.

6. Personal Reaction

What do you think of this article? (Discuss in at least five complete sentences)

I think that this handbook is very well made. I used to work at McDonald's and barely any of the staff or managers followed the handbook to what it must be. Most just followed when it came to an inspection from the Health Department or someone from the corporate office was observing. It sucks to say that it is very rare that a McDonald's will follow the handbook correctly but seeing one that will follow it correctly is amazing! I believe that this McDonald's follows the book correctly to produce quality customer service.

Conclusion

In conclusion, it is important for businesses to follow the 4 management functions. This includes planning, organizing, controlling, and leading. For planning, we discussed how Panera has planned out how they will expand their businesses to adapt with the times. They discussed how they will use drive-thrus, technology to recognize repeat loyalty customers, as well as ovens that produce a stronger smell for the bakery. These are all great additions that compliment the planning side of the 4 management functions. As for organizing, we looked into In-N-Out.