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Marketing 495 – Igor Makienko

Integrated Marketing Campaign for Domino's Pizza

Executive Summary

Domino’s is currently in one of the most competitive markets in America because of its razor thin profit margin. Other companies like Pizza Hut, Papa Johns, and local pizza restaurants pose a heavy threat (Mintel, 2013). Internationally there are great possibilities to expand and to take over untapped markets (Appendix F). Even with these challenges Domino’s has been able to provide steady profits and is a very viable company. They have steadily increased their net income over the past ten years. A problem is that Domino’s currently has around $1.4 billion dollars of debt with about 500 million in assets (Reference USA, 2013). Paying this debt is a big challenge ahead to make them even more viable. One of the most important goals is to improve Shareholder Equity, and reducing their debt will greatly help that. To combat this debt Domino’s has recently undergone several initiatives, and in this report we will describe a new marketing campaign that will increase profits for Domino’s. Our integrated marketing plan is to create new promotion campaign called “Domino’s Ready to Go’s”. We will provide already made pizzas, much like Little Caesars does, that customers can conveniently pick up with no wait (Appendix D). With this promotional campaign we will exceed our return on investment in less than a year, and send Domino’s in a new, more profitable direction as a company (Mintel, 2013).

Company History

Domino’s Pizza started out with just one store founded in 1960 by Tom Monaghan and his brother, James. In the following years Domino’s Pizza experienced rapid growth, opening dozens of new stores over the next ten years. Domino’s opened its first international store in Winnipeg, Canada in 1983 and the store quickly became profitable (Reference USA, 2013). In 1998 after 38 years of owning the company Tome Monaghan announced his retirement, and sold

93 percent of the company to Bain Capital Inc. for roughly $1 billion. In 2004 Domino's began trading in the stock market and was no longer a privately held company. Domino's is now one of the largest pizza restaurant chains in the world (Reference USA, 2013).

Product Line and Company Profile

Domino's profits rely on carry out, delivery, and online purchases. The Internet section of their company has seen rapid expansion in recent years and is a big part of their plans moving forward (Mintel, 2013). Domino's also offers coupons and special deals on their website, further increasing their business and appeal to a younger demographic (Mintel, 2013). Domino's offers various different types of pizzas, as well as different styles of crusts. Domino's has tried to increase profits by expanding their product lines by offering a wider range of items to be put on their pizza as well as increasing those product's quality. They also now offer oven-baked sandwiches and bread bowl pastas to add variety for those who desire more than just pizza. Domino's is putting an emphasis on increasing their product line to continue to grow in this competitive industry. They realize that customers have many different options to meet their food needs, and providing more items for them to choose from increases their chance of retaining more customers. Domino's CEO recently said "On the technology front, we are planning significant developments in online ordering to increase sales and ticket averages." Domino's understands that constant improvements to their product line and company profile are needed to continue seeing steady profits (Mintel, 2013).

Target Market

Domino's target market audience is the consumer who wants inexpensive pizza delivered very fast (Mintel, 2013). Customers are typically discouraged if their pizza takes longer that 13 minutes to receive in the store, or 20 minutes to receive via delivery (Mintel, 2013). Customers are very price sensitive, and Domino's sees a huge drop off in sales if they raise their prices (Mintel, 2013). Domino's typically does not having dine-in areas in their stores, instead focus their energy on deliveries and carryout customers. Demographically Domino's targets everyone with a wide target audience. They can serve all ages and ethnicities looking for the service they provide. Domino's targets geographic markets that have large populations, because they only make money selling a vast amount of product due to how thin their margins are (Mintel, 2013). In the last ten years Domino's has sought to be the largest seller of online pizza orders, and has based much of their marketing campaign on that aspect. They see the Internet as an increasing market with virtually unlimited possibilities. Domino's marketing strategy is providing low-cost, quality pizzas for everyone (Mintel, 2013).

Integrated Marketing Campaign

The marketing strategy, branded as "Domino's Ready to Go's" will provide greater convenience to the customer base by providing them with our pizzas even faster (Mintel, 2013). They will have pre-made large pepperoni, cheese, mixed, and meat pizzas ready for the consumer to buy at $8 immediately. We will model this strategy after what Little Caesars Pizza has done, but provide a higher quality pizza from a more respected brand. Little Ceasars has built their entire company around their "Hot-n-Ready $5 pizza" enabling customers to come in and pick up pizzas without a wait time. The pizzas are premade and standing by in a warming container, so customers can get their pizza cheap and quick (Mintel, 2013). This integrated strategy will focus on the main attribute our customers are looking for, convenience (Mintel, 2013). The cost will not be too high; all we will need to do is install warming ovens at the front of stores to keep the pizzas warm and fresh while they are waiting to be picked up. This promotional campaign will be launched starting January 1, 2014 and will be reevaluated the following year to determine if it will continue. The "Domino's Ready to Go's" campaign will feature the following:

- "Domino's Ready to Go's" will be marketed to the largest number of customers possible to increase profits (Mintel, 2013)
- Encourage convenience and quality for customers who lead a busy lifestyle and do not want to spend a lot of time obtaining their pizza (Mintel, 2013)
- Brand the phrase "Domino's Ready to Go's" in our advertising to be a name consumers will recognize
- Capitalize on Domino's large market share of the pizza industry
- Focus on all forms of conventional media advertisement, such as print, radio, television, and internet (Mintel, 2013)
- Use other promotional advertisements, such as "buy one Domino's Ready to Go's and get one half off" promotional deals
- Partner with sporting events and concerts to put large group gathering and our pizzas together in the minds of our consumers (Mintel, 2013)

The "Domino's Ready to Go's" campaign will increase the already strong market share of Domino's pizza, and ultimately increase the company's profits by providing increased convenience for customers (Mintel, 2013).

Business Segments

The Domino's business is comprised of three distinct segments; domestic stores, domestic supply chain, and their international businesses (Reference USA, 2013).

- Domestic Stores – Domino's owns and operates roughly 4,900 locations in the United States. Domestic stores generated roughly $500 million in 2011 which accounted for approximately 38% of its total revenues. Domino's charges a standard rate of 12% of all revenue from its franchise stores.
- Domestic Supply Chain – Domino's supply chain produced revenues of approximately $800 million in 2011, which was roughly 55% of its total revenue. This includes nearly 20 food manufacturing centers. These facilities manufacture all the company's dough and food supplies to all of its locations.

- International – Domino's franchises over 4,100 stores internationally and is located in over 60 countries. They utilize 7 different manufacturing plants to provide them with their food supplies. Combined these international stores account for over $155 million in revenues and are still expanding. International markets are the most rapidly growing for the company (Appendix F).

Competitive Analysis

Domino's top three direct competitors are Pizza Hut, Papa Johns, and Little Caesars in that order. Pizza Hut currently holds the largest market share in the industry, with Little Ceasars and Papa Johns close behind, and social media tags reflect market positions (Appendix B). Domino's also faces competition from small privately owned pizza stores that locals favor (Mintel, 2013). It is very hard to compete in this industry because everyone offers pizza at low prices (Mintel, 2013). This market is extremely price sensitive, so raising prices is not an option for any company that wants a large market share (Mintel, 2013).

Any business selling food products is also considered indirect competition to Domino's (Mintel, 2013). Fast food restaurants like McDonalds and sit down restaurants like Chili's take business away by appealing to consumers for their food needs (Mintel, 2013). Another force Domino's has to combat is the fact that their products are not very healthy. Customers who are conscientious of the type of food they eat may not choose Domino's because pizza is often considered an unhealthy food choice (Mintel, 2013). The competition in this industry is intense and widespread (Reference USA, 2013).

Marketing Analysis

Future growth and increased profits can be optimized by implementing marketing campaigns that increase Domino's brand value. Our integrated marketing strategy of "Dominos to Go’s” will greatly increase sales and customer loyalty (Appendix D). Customers crave cheap and fast pizza service, so that is what we will give them (Mintel, 2013). Our SWOT analysis of the company details which aspects of the company they need to play off of, and which they need to improve on (Appendix A).

Domino’s has positioned itself most efficiently to customers who value pizza delivered to them quickly (Mintel, 2013). Domino’s places stores in desirable locations by using geographic information software. They only allow for locations to open is heavy traffic areas that are convenient for customers to access. They also like to place locations near college campus and have had great results doing that (Mintel, 2013). In the past Domino’s has launched campaigns such as “30 minute delivery or you get it free” and currently have their delivery times down to around 18 minutes (Mintel, 2013).

This current promotional and marketing mix enhances our integrated marketing plan. “Domino’s Ready to Go’s” is tailored to work with their current marketing strategy by providing their customers with even less wait times for their pizza. Also because they are located in heavy traffic areas customers will find it less difficult to get to a store location and get their pizza quickly (Mintel, 2013).

Image in the Market

Domino’s is currently undergoing a marketing campaign to improve their image, which to some people represents a cheap and low quality pizza (Mintel, 2013). Their current ads show poorly made pizzas they have delivered in the past, with the intention to show customers that these low quality pizzas will no longer be tolerated (Mintel, 2013). They are making a concerted effort to increase the overall quality of their pizzas, while maintaining their low prices and fast service (Mintel, 2013). This is a costly campaign for them to do because increasing the quality of their pizzas will cost them more money, and they do not plan on raising prices to compensate (Mintel, 2013). If this campaign to improve Domino's image is successful more customers will buy their products because they are getting the best of both worlds - a quality pizza that is delivered quickly at a low cost (Mintel, 2013).

Consumer Decision Process

To explore the consumer decision process as it relates to Domino's the following categories will be used: need recognition, information search, evaluation of alternatives, purchase, and post purchase.

Need Recognition is the first and most important step of the CDP process. If there is no need, then most likely there will be no purchase. This occurs when there is a difference between the consumer's desired outcome and their actual situation. For Domino's there is fierce competition, because when a consumer realizes it is pizza they wish to purchase, they have many different choices to buy it (Mintel, 2013). They will access many different considerations before making their choice of where to obtain their desired product (Mintel, 2013).

Information Search is the next step, where consumers seek available information to make their choice of where and how to buy the product. They will first look at internal information that is already present in the consumer's memory. For example if the customer had been to Domino's to buy a pizza last week and did not enjoy the taste of the pizza, they would be unlikely to come back for this current purchase (Mintel, 2013). Next they will use external information they obtain from friends, family, or other external sources. If the consumer mentioned above told her friend how bad her last experience with Domino's was, that customer would also be unlikely to buy their product as well (Mintel, 2013).

Alternative Evaluation occurs once the consumer has collected all available information. The consumer will evaluate various alternatives offered and compare them to their original desire. This aspect of the CDP is extremely important to Domino's because their customers have so many alternatives readily available to them (Mintel, 2013). Not only could they go to a different pizza restaurant but they could also choose a different type of food all together, such as go to McDonalds for a hamburger. If there isn't a Domino's near the consumer they may choose a different place, even if that is what they would have rather had, because it is not the most convenient option (Mintel, 2013).

Purchase Decision is the next step after the consumer has made up his or her mind on what product they want to buy. If the consumers has had positive experience with Domino's in the past and a store is nearby, the chances are good for repeat purchases (Mintel, 2013).

Post Purchase Behavior is the last step, and describes how the consumer feels after the purchase. It is an indicator of whether he will repeat this type of purchase from the same company or not. Domino's needs to strive to make their customers post purchase behavior as positive as possible so that they will return and become loyal customers. This is the key to running a successful business and why the CDP model is too important to businesses, especially one's like Domino's who are in very competitive markets (Mintel, 2013).

Porter's Five Forces Model

Threat of New Entrants:

The threat of new entrants is limited for several reasons. The restaurant industry is already a hard one to enter because many companies have already shared the market. It would be very difficult for a new business to get established because many of the larger companies have accumulated advantages against new entrants (Mintel, 2013). These barriers to entry include the building of new restaurants, franchising, and expanding globally. The factors that determine the threats of new entrants also need to be considered. The saturation of the pizza industry would be an important restraint to new entrants in terms of economies of scale. Product differentiation would also be difficult to attain due to the large amount of competitors the new entrant would face (Mintel, 2013). Domino's already has strong customer loyalty, which makes it more difficult for new entrants to entice their customers. Especially in the pizza industry there seems to be only a limited number of ways to differentiate your product in a way that will be successful in the market (Mintel, 2013).

Though capital requirements would not be as difficult to overcome, there is a significant barrier to entry when it comes to cost disadvantages. Reliable and efficient distribution channels are essential and not difficult to come across so new entrants will be able to attain those with relative ease. The final reasoning behind the claim that there will be limited threat to new entrants is that there is a high learning curve. When there is a high learning curve, new entrants have to spend valuable time and expenses to study the market before they can become a viable competitor (Mintel, 2013).

Threat of Substitutes:

The threat of substitutes is high in the industry Domino's competes in. A reason for high competition is that there are similar menus and services available to the customer (Mintel, 2013). The fast food industry is highly competitive because there are few restaurants that successfully differentiate their menus compared to others. The list of substitutes ranges from other pizza companies, to the frozen pizza industry, and other convenient fast foods such as McDonalds and Taco Bell (Mintel, 2013). The fact that there are so many firms in the pizza delivery industry, the low switching costs, similar products and services being offered, and possibly healthier options the threat of substitutes will stay high (Mintel, 2013).

Bargaining Power of Suppliers:

The bargaining power of suppliers is one that shapes the restaurant industry that Domino's competes in. It determines the food commodity costs and businesses typically negotiate their purchases through contracts. The volatility in the food commodity costs can constrain the power to price their products. Domino's pizza suppliers have low bargaining power because there is a large amount of suppliers who can sell to Domino's the products needed to make their products. The number of suppliers is high in volume with similar products so there are many substitutes Domino's has to choose from. There is high competition between the suppliers. The switching costs incurred from one supplier to another are also easy and make up a majority of the supplier's revenue; this also limits the bargaining power of the suppliers.

Bargaining Power of Customers:

The bargaining power of customers is also low, as Domino's has a large number of customers (Mintel, 2013). When there are large numbers of customers, no individual customer has substantial bargaining leverage. The buyer switching costs are almost nonexistent so any customer could find a second option for Domino's pizza. The customers generally do not buy in large volumes so there is no concentration of buyers. Price would be the only factor that could give customers bargaining power. If a Domino's product were priced irrationally high compared to a similar product offered by a competitor, the restaurant would lose customers (Mintel, 2013). That could lead to Domino's eventually lowering the price in order to avoid a loss.

Rivalry amongst Existing Firms:

There is high rivalry amongst existing firms in the same industry as Domino's (Mintel, 2013). Firms are competing for market share in a highly saturated market. This coupled with the slow growth in the pizza industry leads to a competitive market with high rivalry amongst firms because the customer base is not growing at the same rate as the industry (Mintel, 2013).

SWOT Analysis

Strengths:

High brand loyalty and an established brand name is the biggest strength that Domino's Pizza possesses in the market. Domino's is known throughout the world and has store locations in many countries ranging from Mexico, Canada, France, and Taiwan. Domino's global franchise operations are one of the strongest in the market with over 3,500 stores in 55 other countries besides that of the United States. Their recognizable brand name has contributed to the fact that they are the leader in the pizza delivery and online ordering industry (Mintel, 2013). Another strength of Domino's is their high number of products offered. The unique and diverse assortment of products helps to distinguish Domino's from their competitors. Due to the high number of products offered and their high brand loyalty, Domino's has pricing power in the market and can charge higher prices for their products (Mintel, 2013).

Domino's possesses efficient and effective supply chain management, which enables them to obtain the proper resources from their suppliers and deliver the products to customers in a timely manner. This also allows Domino's the ability to maintain goodwill with customers, increase their brand image and build upon their already high brand equity. Strong brand image will help the company with the introduction of new products (Mintel, 2013). The company's strong network with their franchisees also means that they can increase their sales and market share quite easily.

Weaknesses:

One of the major weaknesses for Domino's is their high staff turnover due to lack of training and development. High staff turnover hurts Domino's because replacing staff members incurs the expenses of training and developing new staff members. This will lead to a short-term negative impact on profits. Another weakness of the company is fact that they have suffered a slowed growth rate and slowly decreasing sales (Reference USA, 2013). Revenues have declined over the past several years and this can eventually affect the brand image of the company and their profits. Franchise management can also be categorized as a weakness. The decline in the number of domestic franchises is an issue that needs to be fixed (Reference USA, 2013).

Opportunities:

There are a myriad of opportunities that Domino's can enter. They can first seek to improve efficiency and their home delivery service. Even though they are the leader in pizza delivery and online service industry, improving the efficiency will increase operating effectiveness and minimize spending (Mintel, 2013). Another opportunity is the large population growth in the emerging markets of India and China. Taking the advantage of entering these markets will certainly aide in building upon their international market thus, increasing revenues.

To contribute to their international sales, the introduction of new flavors and pizza toppings that are region specific should be something Domino's looks into (Mintel, 2013).

Domino's has begun to offer services on mobile devices. Building upon this venture is an opportunity that should be considered due to the fact that mobile devices are becoming more prevalent in the lives of the consumer (Mintel, 2013). Constantly working to find new innovations and improvements can lead to more competitive advantages and maintain the growth. An opportunity to be taken advantage of is also the introduction of healthier or gourmet products (Mintel, 2013). Possibly low calorie or low carbohydrate options could attract new customers and allow Domino's to market to a new niche (Mintel, 2013).

Threats:

The major threats facing Domino's are simple. It begins with competition from competitors in the pizza industry such as Little Caesar's, Round Table, and Pizza Hut (Mintel, 2013). They can lower the profits of Domino's by enticing customers away with superior products or lower prices. Competition in the pizza delivery industry is a constant and growing threat because there are always new businesses being formed in the fast food industry (Mintel, 2013). Another threat that Domino's faces is that the community in the United States are becoming increasing more aware of their health. Profits could be adversely affected with this new wave of health awareness because people will look to eat healthier foods rather than pizza (Mintel, 2013). The increase of labor and food prices is a strong threat. All of Domino's supplies have increased in price and this has affected their profits by increasing their operating costs (Appendix E).

Secondary Research

Secondary research was conducted to help us better understand which target segments of the market Dominos could target to help increase market share. The Data was collected from sources such as Mintel Marketing Research Database, Reference USA, Nielson PRIZM, and Nielson P$YCLE. With the combined secondary and primary research we have narrowed down to three specific target markets. With this we have made an integrated marketing campaign that will help Domino's to effectively reach all three.

Segmentation

Methodology

- Even though Dominos tries to target as much potential customers as possible, it is most effective to segment the market so that promotions can be more effective. As previously mentioned Dominos focuses on people who are look for quick and cheap pizzas usually for pick up or delivery; seeing as many of the stores do not have a "dine in" area available (Mintel, 2013).
- Secondary research on target segmentation was performed to see which areas Dominos could focus to help increase their market share.

Results

- The primary target segment is "Family Thrifts." This ethnically diverse group of people consists of younger families with lots of kids living in small city to inner city areas (Mintel, 2013). This segment is ideal for Domino's because these people tend to work entry level service jobs and are looking for cheap and convenient ways to feed their families. (Nielson PRIZM)

- The secondary target segment is "Blue-Chip Blues." This group of people, much like Family Thrifts, are also family oriented but tend to work well paying blue-collar jobs (Mintel, 2013). They live in compact neighborhoods surrounded by commercial centers so they would be ideal delivery locations for close by Domino's restaurants. (Nielson PRIZM)
- The tertiary target segment is "Young Urban Renters." These younger college to college-grad individuals live around or near college campuses and enjoy spending time with friends and doing athletic activities (Mintel, 2013). Their low-income jobs and student loan payments often times force them to look for cheap and convenient options for food. (Nielson P$YCLE)

Target Profitability

Domino's likes to focus on males and females between the ages of 18-49 and leans slightly more towards the female side. The skew towards females comes from focusing on moms/head of households who would normally be making the dinner decisions for the family (Mintel, 2013). "Domino's Come and Goes" could be marketed differently with a focus more towards lower income groups like college students.

Target Rational

Domino's normal delivery and take out pizzas should be marketed toward the traditional segment of males and females from 18-49 because those are the people that would normally be making dinner decisions for the household (Mintel, 2013). Pizza is an option for people who are feeding larger groups of people and families. That is why Domino's targets the age of people who are typically parents and only slightly more so, mothers over fathers.

"Domino's Come and Goes" however will be marketed more towards low-income markets like college students because those individuals historically will substitute price and convenience for a small dip in quality or freshness (Mintel, 2013).

Geographic Location

Delivery pizzas can be sent to anywhere in a stores delivery range but most of the deliveries go to residential areas. So stores just need to be within a few miles of neighborhoods for the delivery and take out customer market. For the "Domino's Come and Goes" market, Domino's restaurants should be located near high traffic areas like college campuses and downtown locations. This way they are easily accessible to lower income customers and can easily sell large volumes of product (Mintel, 2013).

Psychographics (secondary research)

Activities

People in these three categories tend to like to spend time outside whether it be taking their kids to the park, participating in sporting activities, or walking their pets (Mintel, 2013). These groups also build strong social circles and tend to enjoy spending time with lots of people. (Nielson PRIZM)

Interests

The first two market segments are heavily family oriented and tend to have lots of kids. This makes them ideal for Domino's deliveries because it is a convenient and relatively cheap alternative to cooking large meals to feed their large families.

The last segment is also on the lower income side but tends to have no children and either lives alone or with roommates in small apartments, dormitories, or houses (Mintel, 2013). They enjoy spending time with friends and would benefit greatly from the convenience of "Domino's Come and Go's."

Opinions

All three of the targeted market segments favor saving money whenever they can (Mintel, 2013). Convenience is also a high priority because most of these people have to work a lot in order to maintain their lifestyles (Mintel, 2013). The convenience and price of Domino's Delivery and Domino's Come and Go's are something that will greatly appeal to all three of our targeted market segments.

Marketing Strategy:

The Domino's brand offers quality pizza along with a variety of other meal options all over the world, at a competitive price. Given the fast-paced and chaotic lifestyles of today, Domino's seeks to remind its customers that a quick and delicious pizza is always ready for them at the nearest retail outlet. The Domino's marketing strategy focuses on several key strategic points:

- Low prices – Domino's offers food options that most everyone can afford. Whether the consumer is a college student or the mother of a household feeding the family, Domino's pizza is satisfyingly affordable (Mintel, 2013).

- High quality – Given the price range of the food offered, Domino's delivers perhaps the highest quality pizza in the industry. The success of the last quality campaign launched by Domino's has increased consumer's perceptions of the quality of Domino's product (Mintel, 2013).
- Speed – Domino's completes take out orders in about 10-12 minutes and deliveries take an average of eighteen minutes. This speed makes Domino's an excellent option for consumers who are crunched for time (Mintel, 2013).
- Convenience – The high volume of Domino's retail outlets providing both take out and delivery options provides convenience for its customers (Mintel, 2013).

Integrated Marketing Campaign:

Domino's Ready to Go Pizzas

The success of the Little Caesar's Hot and Ready campaign has shown that consumers are seeking lower-priced, ready to eat pizzas without any wait time. The difference in quality between Little Caesar's and Domino's is substantial, and therefore Domino's will be able to charge a higher price for ready to eat pizzas (Mintel, 2013). Domino's is looking to satisfy the market segment that seeks a speedy, convenient, ready to eat pizza of a higher quality but still at a low price (Mintel, 2013). By charging eight dollars for a small variety of Domino's Ready to Go's pizzas, they will give consumers the opportunity to enjoy the benefits of speed and convenience while paying a small premium for a quality pizza.

> Description: Domino's will prepare simple meat and cheese pizzas without any existing orders so that customers with limited time can walk into a retail outlet and purchase those pizzas with no wait time. Domino's will invest in warming ovens to store the Domino's Ready to Go pizzas at the point of sale in each retail location. The cost of the warming ovens will eventually be offset by the high volume of purchases by consumers seeking the Domino's Ready to Go's.

Domino's Mobile Application

Since Domino's implementation of online ordering, the company has realized success in streamlining the purchasing process and providing a higher level of customization for its customers (Mintel, 2013). Due to the manual input of information directly into the Domino's website by the customer, the company has been able to store customer data much more effectively. This data storage has allowed Domino's to serve their customers better and increase customer satisfaction and retention (Mintel, 2013). Customers have expressed a growing appreciation for the order completion meter provided on the Domino's website, allowing them to follow their pizzas through the baking and delivery process; also increasing Domino's digital presence (Appendix C). The door is now open to expand the online ordering system into a mobile application while also seamlessly integrating aspects of the Domino's Ready to Go campaign (Appendix D). The mobile application will allow Domino's customers to order their pizzas via smartphones, which are more accessible than computers. The order platform will remain the same as the Domino's website, including the order completion meter that customers appreciate, while also adding some key benefits. The first benefit will be that customers using the application will only have to log into their account one time. Once the Domino's application is tied to the smartphone number, the user will remain logged on unless the customer wishes to change accounts. This slight reduction in the time invested in ordering by the customer will prove to be valuable by increasing convenience for the consumer. Another beneficial aspect of the mobile application will be an incentive-based indication to purchase larger Domino's Ready to Go orders provided by the customer. Any customers that aim to purchase three or more Ready to Go pizzas can notify the retail outlet at least ten minutes in advance of the purchase and receive a free order of cheese bread. Cheese bread is such as small cost to Domino's that the loss realized by giving away an order for free will be greatly offset by the gaining of order information, allowing Domino's retail outlets to always have the appropriate supply of Ready to Go pizzas to meet the daily demand. The mobile application also provides free advertising for the company as well as another level of data collection in regards to its customer base. Finally, the mobile application will allow Domino's to track order frequency, streamlining the "buy 10 get one free" campaign directly into the user profile for greater accessibility to the consumer as well as the company.

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APPENDICES

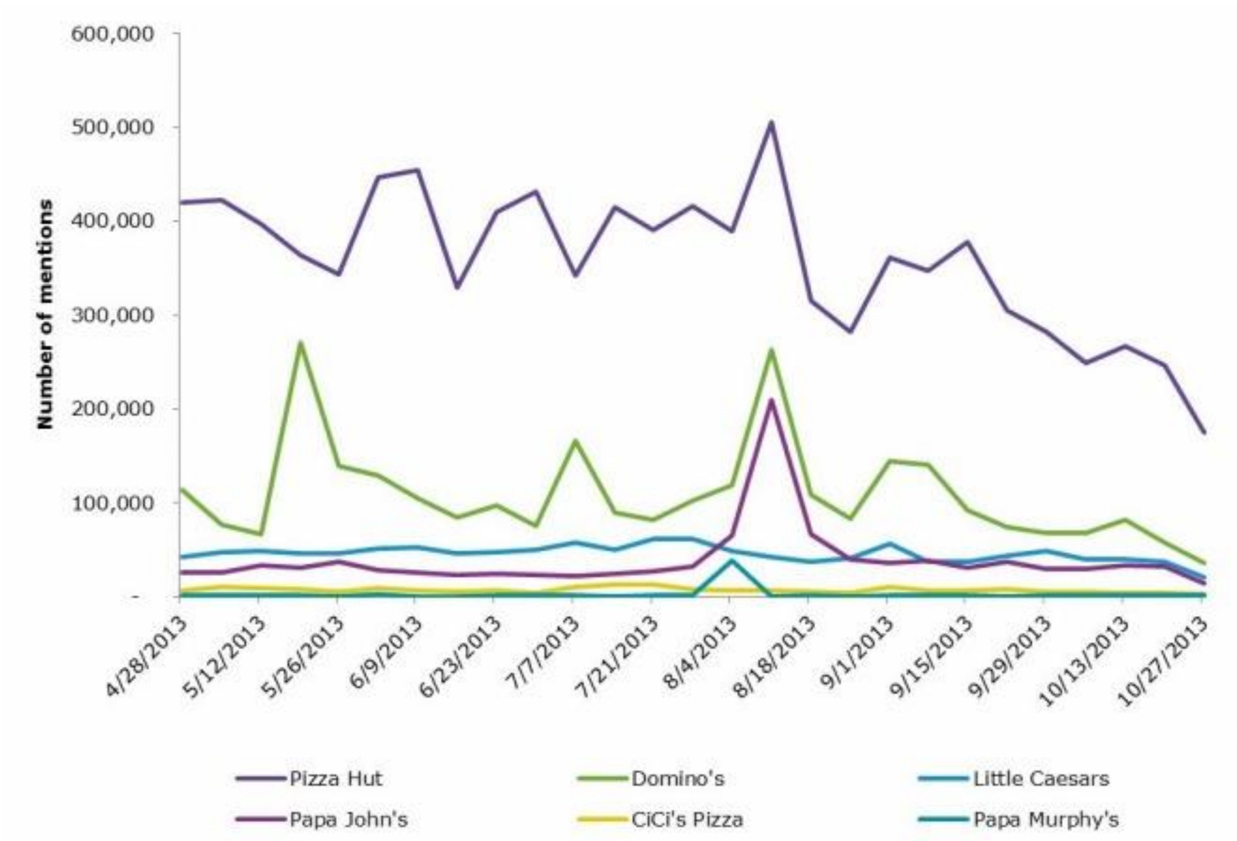
APPENDIX A – SWOT

Strengths	Weaknesses
➢ High Brand Loyalty ➢ Established Brand Name ➢ Leader in Online & Mobile Ordering Industry ➢ Strong International Presence ➢ High Number of Products Offered ➢ Efficient Supply Chain Management	➢ High Staff Turnover ➢ Slowed Growth Rate ➢ Decreasing Sales ➢ Franchise Management
Opportunities	**Threats**
➢ Improve Efficiency ➢ Large Population Growth in Emerging Markets/International Expansion ➢ Constant Development of Mobile Services ➢ Healthier/Gourmet Products	➢ Competitors ➢ Health Awareness ➢ Increase in Labor and Food Prices

APPENDIX B – Key social media metrics, Oct. 2013

	Total mentions for top sites	Share of Voice	Facebook page likes	Kred Influence	Kred outreach
Brand Name	#	%	#	#	%
Pizza Hut	9,690,732	64%	10,840,210	998	10
Dom ino's	2,939,060	19%	8,797,063	985	9
Little Caesars	1,242,640	8%	1,619,649	861	6
Papa John's	1,048,139	7%	2,694,807	958	9
CiCi's Pizza	196,030	1%	1,122,612	-	-
Papa Murphy's	74,152	<1%	288,431	683	3

APPENDIX C – Online mentions around select pizza restaurants



APPENDIX D – Desired operational improvements at pizza restaurants, September 2013

“Which of the following would you like to see pizza restaurants offer more of?”

Base: Internet users that purchased at a pizza outlet in the past month	100%
Online loyalty/reward programs	27%
Daily deals (ie Groupon)	24%
Ready-made Pizzas for immediate pick-up	19%
Take-and-bake options	18%
Mobile coupons	15%

APPENDIX E – Changes in USDA Food Price Indexes

Item	Relative Importance*	Month-to-month June 2013 to July 2013	Year-over-year July 2012 to July 2013	Forecast 2014
Consumer price indexes	**%**	**% change**	**% change**	**% change**
All food	**100.0**	**0.1**	**1.4**	**2.5 to 3.5**

APPENDIX F – World maps of Domino’s locations by continent and by country