

Exploring Domino's International Expansion: A study on Global Market Penetration.

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Summary

Dominos is the leading food chain company in the world. Dominos has its stores in more than ninety countries providing consistent quality and satisfaction to the customer all over the world. To stay competitive in the market, Dominos acquired various strategies and features like Dominos pizza tracker feature, autonomous pizza delivery vehicles. The company had also localized its menus with the regional taste to hold its position in the market which had created a separate fan base for its pizza. This essay will illustrate, how dominos had shaped itself with the global market by satisfying the customer, with the changing population, demand, impact, and environmental sustainability.

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Introduction:

Dominos was founded in the year 1960 in Ypsilanti, Michigan, United States. Initially the company was known as Dominick Pizza Restaurant owned by Dominick DeVarti, later in 1960, two Irish American brothers Tom Monaghan, James Monaghan bought the company for \$900 USD. Within eight months of the business with his brother, James Monaghan traded his half share to Tom Monaghan in exchange of the Volkswagen Beetle car which they earlier used for pizza delivery. In 1965, Tom Monaghan renamed the store as Domino's pizza after acquiring other two pizzerias in Michigan and introduced the three-dot dominos logo representing the three stores (Domino's, 2022).



Figure 01: Domino's Logo

(Source: corporate.dominos.co.uk/logo-image)

Later in the year 2004, the company was sold to Bain Capital Inc and the company became public. At present Dominos is known to be the leading pizza food chain brand in the world and had expanded to international markets rapidly with owning store in more than ninety Countries and with nearly 19,800 stores around the world. Dominos focused on every international market and created menu for every market, with respecting the countries culture, customer preferences and the local taste preferences, to compete with the local and national food chain companies (Domino's, 2022).

Globalizing Dominos:

Dominos is a leading pizza chain and delivery company around the world. Since from the year 1983, dominos had rapidly expanded to almost covering ninety countries around the world. Dominos is operating with high quality and had satisfied the customers from various region around the world with establishing a strong local presence and had localized the menus according to the locals' taste preferences and the culture. To support the global operations, dominos had created sophisticated production process and strategies to maintain consistent quality standards across the markets. Dominos follows a stringent policy called "One Brand – One System" through which it operates together with its franchisees, to provide the best quality pizza and to be the best pizza company all over the world. It also conducts trainings and orientations to its managers and employees in the dominos resource centres. This training allows the employees and managers from different regions around the world to collaborate each other's to learn the core fundamental operation of dominos pizza stores and how to make it successful. Dominos ensures that it operates the store in every country in a consistent manner like how it operates in United States (Domino's, 2022).



Figure 02: Number of dominos stores across the world.

As the stores of dominos grows across the world, this can be both positive and negative factors to dominos. As it grows, the opportunity for the market will also expand. At the same time, the demand for resources, energy, waste management, and pressure on environmental sustainably will also grew simultaneously and can create a huge pressure.

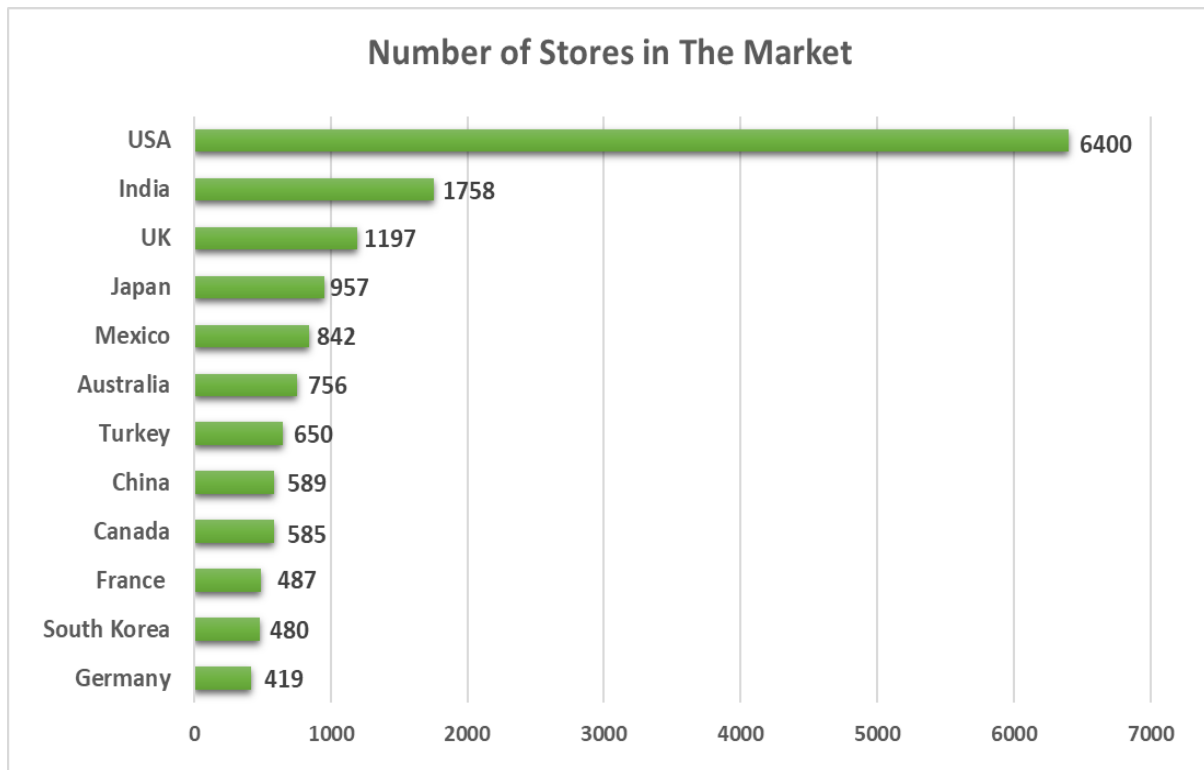


Figure 03: Number of stores in dominos major markets.

Dominos successfully runs its stores all over the world by controlling its entire supply chain all by its own. Dominos started to globalize its store from the year 1983, now dominos operates successfully in more than ninety countries. The key factor that made dominos success in international market is localising its menu to meet the cultural and customer preferences. For example, India is the second largest market for dominos after the United States. However, the food preferences and the culture differ from United States. The famous topping and bestseller pizza of dominos in United States is Pepperoni which is made from beef (Cow). However, the Indian people worship cow as a goddess, therefore they would not eat pepperonis. Moreover, there are more vegetarians in India, to compensate the food taste and the people's preferences and respecting the culture, dominos should tailor the menu according to the region its located.

Secondly, dominos success of global expansion is about choosing the right place to locate its stores, as the population grows in a region can increase the market opportunity as well as with strong customers. Therefore, dominos works closely with its franchisees to select the best possible locations with considering the accessibility, competitions, availability of resources., which played a key role in the dominos goal and the revenue growth.

By working closely with the franchisees and choosing strategic store locations, can maximize the revenue potential and market share of the dominos. In fact, dominos international Inc, had a witnessed a steep increase from the year it started expanding its market. In the year 2021 dominos had reached \$17.77 billion dollars. This shows the impact of choosing locations and localizing menus can have significant role in growth of retail sales and customer satisfaction of dominos and success in the fast-food industry. The company had also performed well its revenue, even in the Covid-19 period with showing growth in its market share with providing quality service.

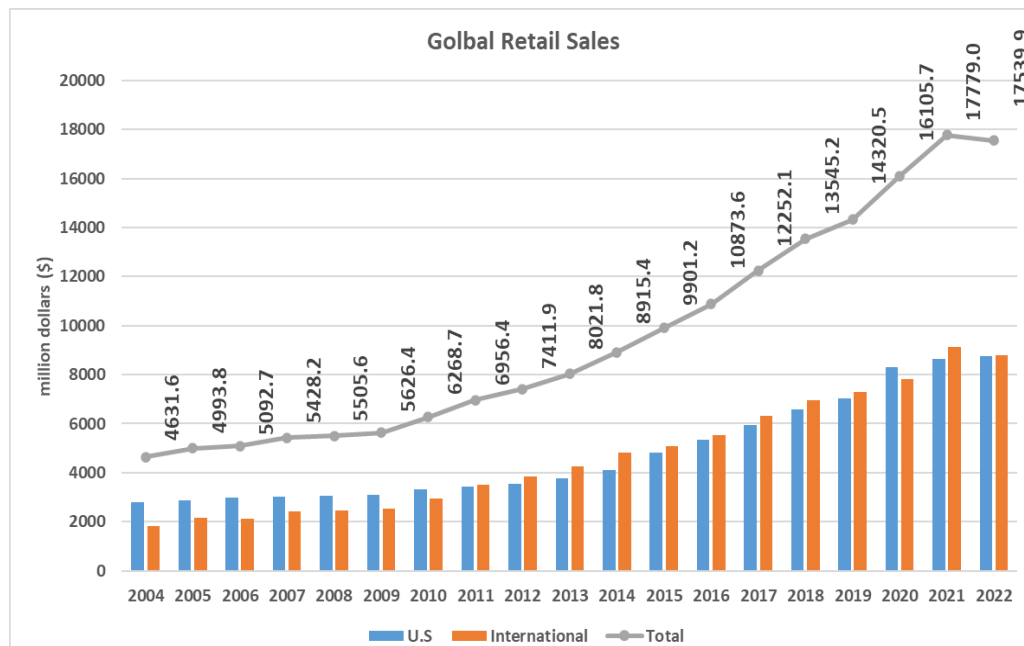


Figure 04: Dominos global retail sales graph

Year	U. S (million \$)	International (million \$)	Total (million \$)
2004	2802.5	1829.1	4631.6
2007	3012.1	2416.1	5428.2
2010	3316.7	2952	6268.7
2013	3770.1	4251.7	8021.8
2016	5335.2	5538.4	10873.6
2019	7044.4	7276.1	14320.5
2022	8751.7	8788.2	17539.9

Table 01: Dominos Global Retail sale from the year 2004 to 2022

Challenges Faced by Dominos:

As the global expansion of dominos can be beneficial in increasing the market shares and revenues, however, to be consistent in the success, dominos had to face significant challenges in dealing with the differences in the market. When dominos entered the international market, it expected that people will like its existing American pizza menus, However, after spending millions of dollars in the market, dominos released it must adapt to the market to be successful. Later after they spent meticulous time in studying the cultures and people's preferences and tailored their menus to each market according to the preferences and cultures. Some of the defence company need to face are:

- Cultural Differences
- Food and taste preferences
- Language barrier
- Other challenges

Cultural Differences:

As the company expands globally, it had to face challenges in satisfying the customers from various countries with various cultural differences. In some cases, dominos had to adapt itself to regions it locates by adapting the menus, marketing campaigns. For example,

India:

India is a massive country in both size and population. As perilously mentioned, majority population in India are Hindus, they worship cow as their goddess, therefore they do not eat beef. However, the domino's pizza menus in United States are mostly made with beef meet topping. Therefore, dominos had to alter its menu with respecting Indian cultural and religious belief, they have replaced the beef topping with chicken and vegetarian menus. Additionally, they had also created new pizza topping for the vegetarians with panner called "peppy panner pizza."

Philippines:

In Philippines has a culture following rule called "Feng Shui". According to this rule, the buildings, space arrangements and placements of equipment's are done in relation to the flow of energy (Chi). Though it is not a dominant cultural belief in Philippines, yet some people still practice the Feng Shui culture and believe it can have impact on the success and prosperity of the business. Therefore, dominos had considered the Feng Shui principles and constructed it stores and equipment placement orientations and stores. Moreover, the Feng Shui rule is also predominantly followed by the Chinese people as well.

Middle East Countries:

As the countries have diverse religions, every religion has different perceptions and religion beliefs. As previously mentioned, India has its religion belief. Likewise, the middle east countries like Malaysia, Oman, Syria, Turkey, United Arab Emirates, Bahrain, and other highly populated Muslim people countries people wishes to eat Halal certified meat. Halal is an Islamic form of slaughtering animals. The Islamic people will only consume the meat if the animal is slaughter with followed the Halal procedure. Therefore, dominos had to use only Halal certified meats for making pizza in the middle east countries and other densely Islamic populated regions.

Other religious like Muslims, Jews and some other Christians will not consume pork meat. As it is considered as a taboo food. Therefore, dominos does not sell pork meat foods in the middle east countries.

Language Barriers:

Since the market of dominos is all over the world it must create and advertise it brand in the regional language. The slogan and marketing strategies may not be efficient in other languages. For example,

Japan:

Dominos opened its first store in Tokyo, Japan in the year 1985. Dominos had introduced its first Pepperoni Pizza to the Japanese market, dominos thought that the pepperoni topping pizza would grab the Japanese customers. However, people in Japan misunderstood the term pepperoni. They thought that the pepperoni is made from the peppers, hence the topping is called as pepperoni. Later, then dominos understood this issue and made the customers aware about what pepperoni means. Then the popularity of the pepperoni grew faster and now it became the number one pizza topping, preferred by the customers.

United Kingdom:

Another biggest market for dominos is United Kingdom. When first dominos entered United Kingdom market, dominos had used its United Stated advertisement slogan “One call does it all” in UK. Whereas the British Eres misunderstood that the call means to visit the pizza store.

Food and Taste Preferences:

People from different regions has different taste preferences. For example, people in Japan likes more sea foods, Australians like bold and spicey flavour foods, Brazilians like add lot of cheese in foods, Indians like their food to have range of spices.

Other Challenges:

Some of the external factor challenges faced by dominos are,

United States of America:

Dominos in United States launched its guarantee 30 minutes delivery campaign in the year 1980. This marketing campaign was so successful that the ordered pizza will be delivered to the customer within 30 minutes of the ordered time. This campaign helped dominos to establish company and dominos became a leader in pizza delivery industry. Although this campaign increased the establish dominos brand well in United States, due this campaign the delivery drivers are forced to drive at high speed to deliver the order with 30 minutes. This unsafe speeding led the drivers to get injuries and accidents. Therefore, in United States this campaign has stopped.

United Arab Emirates:

United Arab Emirates (UAE) has different names for each street, a street in UAE may have three different name which are official name used in governments and map, Local names which are used by locals as a nickname, the roads may also have dual names combined with Arabic and English. Therefore, dominos had to create a new map to avoid the confusion between the street names.

Frozen Pizzas:

From the mid 1990's dominos had a good market sale and the customer preferences but later in 1990's, dominos had faced a sudden drop in its sales. The sudden drop in dominos sales was caused by the frozen pizza. Since dominos uses fresh ingredients for making pizza, the cost of a pizza in dominos store is comparatively higher than the frozen pizza. Therefore, people started to by frozen pizza instead because of its easy availability and its relatively cheaper. Therefore, to tackle this issue in sales drop, dominos had also tried to cut down the pizza cost by using frozen ingredients and cheap ingredient to make the pizza. However, this resulted to create a bad customer satisfaction among the customers.

Market Entry:

Although dominos dominates the overall food chain market share in the globe, yet some peoples prefer other competitors' pizza over dominos. For example, China is big market for the food chain companies, however the store of dominos is very less when compared to its competitor Pizza Hut and Papa John's. Its because, Pizza Hut and Papa John's established it brand before the entry of dominos in Chines. Therefore, dominos cannot grow popular than its competitors.

Dominos Globalization Strategies:

Dominos had implemented various strategies in globalize the brand around the world to establish itself as a leading pizza chain company in the world. With using its globalizing strategies, dominos had pursued into new international markets and had established itself as a leading food chain company. Some of the globalization strategies used by dominos are:

- Adapting technologies
- supply chain management
- Franchising strategy
- Localizing menus and toppings
- Marketing strategies
- Environment consideration

Compared with the other famous global competitors of dominos like, Pizza Hut, Papa John's, Little Caesars. Dominos dominates the global market share with 42% in the overall global market share of the national pizza chain companies (Janine Perri, 2022).

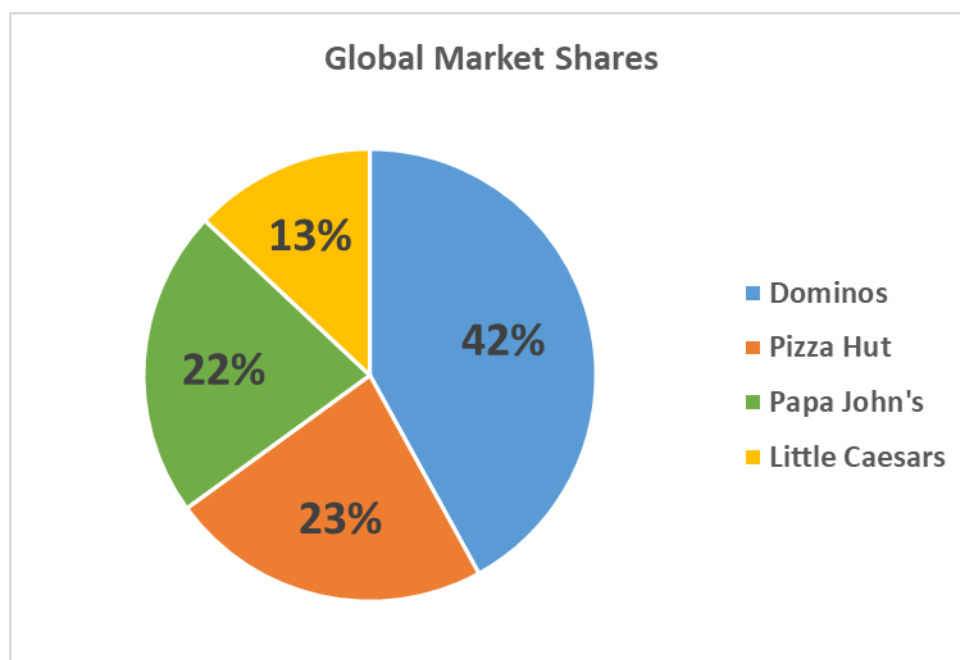


Figure 05: Global market shares of major national pizza chain companies

Supply Chain Management of Dominos:

The supply chain of dominos plays a key factor in the dominos success and its growth. Dominos has developed a highly efficient supply chain system that is entirely controlled by dominos which make it to produce the consistent high-quality products all over the worldwide. The supply chain of dominos includes various activities and factors like suppliers of raw materials and ingredients, facilities and warehouse inventories, distribution networks & centres and partners. Some of the important supply chain strategy used by dominos are:

- Vertical Integrated Supply Chain
- Hub and Spoke Model
- SOLO (Single Oven, Local Oven)

Vertical Integrated Supply Chain:

The vertical integrated supply chain of dominos operates many of its own supply chain facilities by on its own from dough manufacturing to distributing the product to the customer in doorstep. Benefit of this strategy provide dominos an effective control over the Supply chain, cost, and time with providing consistent Quality (Madhur Choudhary, 2015).



Figure 06: Vertical Integrated Supply Chain

Hub and Spoke Model:

The Hub and spoke model used by dominos allows it to act like a central distribution system to the stores by providing, raw materials, ingredients to the stores (Madhur Choudhary, 2015).

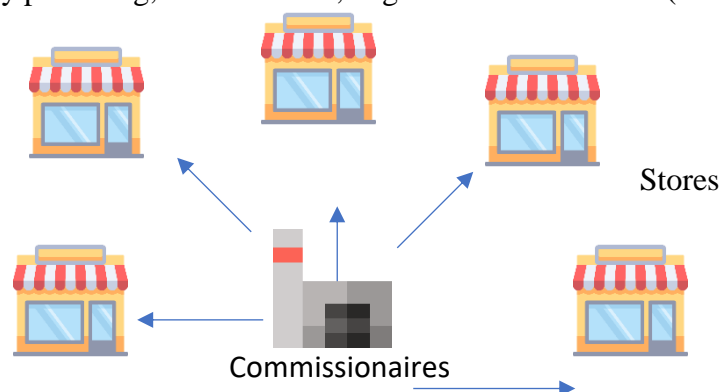


Figure 07: Hub and Spoke model.

SOLO:

The single oven and local over strategies allow more efficient deliveries by using small ovens at stores rather than depending on the large, centralized ovens.

Franchising:

Dominos had started its franchising in United States by 1967. Initially the Domino's International Inc had stores only in the United States. In the year 1983, Dominos opened its first store in Winnipeg, Canada outside United States and started the expansion to abroad markets. The key factor of dominos success in franchising of the stores. Dominos is the biggest franchiser of its own. This allows the company to control entire process with running it efficiently. The second biggest franchiser to dominos is Jubilant Food Works Limited located in India.

To become a franchise of domino's pizza, the company must pay a franchise and royalty fees to dominos and the company taking the franchisees is responsible of the store and must manage the other expenses of the stores like, its opening, operating the store, equipment, inventory cost, rent employees' salaries and maintenance. The rules of the franchises are kept stringent, to ensure that the company taking franchise could maintain the same quality and the brand image that dominos provides its owned store.

Marketing:

Dominos had promoted its brand with equipping many marketing strategies over the markets. Some of the famous marketing strategy used are:

- 30 minutes delivery,
- Free pizza on specific weekdays and campaigns,
- Special offers on regional festivals.
- Introducing new menu with creating new flavours and pizza with localized flavours.
- Social media and television advertising.
- Partnership and Sponsorships.

Dominos also advertise its brand by using its advanced technologies and innovative features like self-delivering and drone pizza delivery's which establish its name more quickly (Aastha Chopra, 2017).

Environment Considerations:

Dominos is also cautious about the environmental health, as the company expands, dominos had taken various considerations and activities in creating a sustainable environment like,

- Sustainable Packaging by using eco-friendly cardboard boxes.
- Energy efficient by using energy efficient equipment's.
- Waste reduction by recycling the food waste.
- Donating Excess foods to local charities
- Reducing transportation costs by creating short distance inventories and stores.

Localizing:

Dominos had to adapt to the locals taste preference in different countries to stay competitive and successful in the market. Though, many people around the world like pepperoni more, yet some still prefer the local famous foods. Therefore, dominos had tailored its menus according to tha locals taste preferences and famous food which people like the most. Some tailored made and popular foods in different countries are mentioned in the table 02.

S. No	Countries	Bestselling topping based on the regions
1	United States	Cheeseburger Pizza
2	India	Chicken Tikka Masala
3	United Kingdom	Doner Kebab
4	Japan	Roast Quattro Chicken and Beef
5	Mexico	Chorizo and Beef
6	Australia	Korean BBQ Steak
7	Turkey	Sucuk (beef sausage)
8	Canada	Pepperoni
9	France	Raclette Cheese
10	Ukraine	Salo
11	Cambodia	Bacon Potato
12	Bangladesh	Chicken Dominator
13	Singapore	Chili Crab
14	Bulgaria	Oslo Salmon and Arugula
15	Philippines	Filipino style Ham

Table 02: Famous Dominos Topping in Different Countries

Adapting to Technology:

Dominos is known to be the pioneer in adapting technologies to the food and delivery industry. Now dominos is said to be the leading food chain industry with using the technology efficiently. Dominos was the leading food industry in introducing technology to the market. Now dominos receives almost 75% of the entire pizza order in online. The technology and the features which are used by dominos are entirely a in house built. Therefore, with these technologies dominos gathers the data from the customer and process it to gather information about the customer's order preferences, payment details, and other useful information to make the ordering process in most comforting and convenient way to the customer. The data's gather from the customer does not goes to any third-party company, so all the data are kept highly securely by dominos. Some of the emerging technologies and existing technologies used by dominos are mentioned.

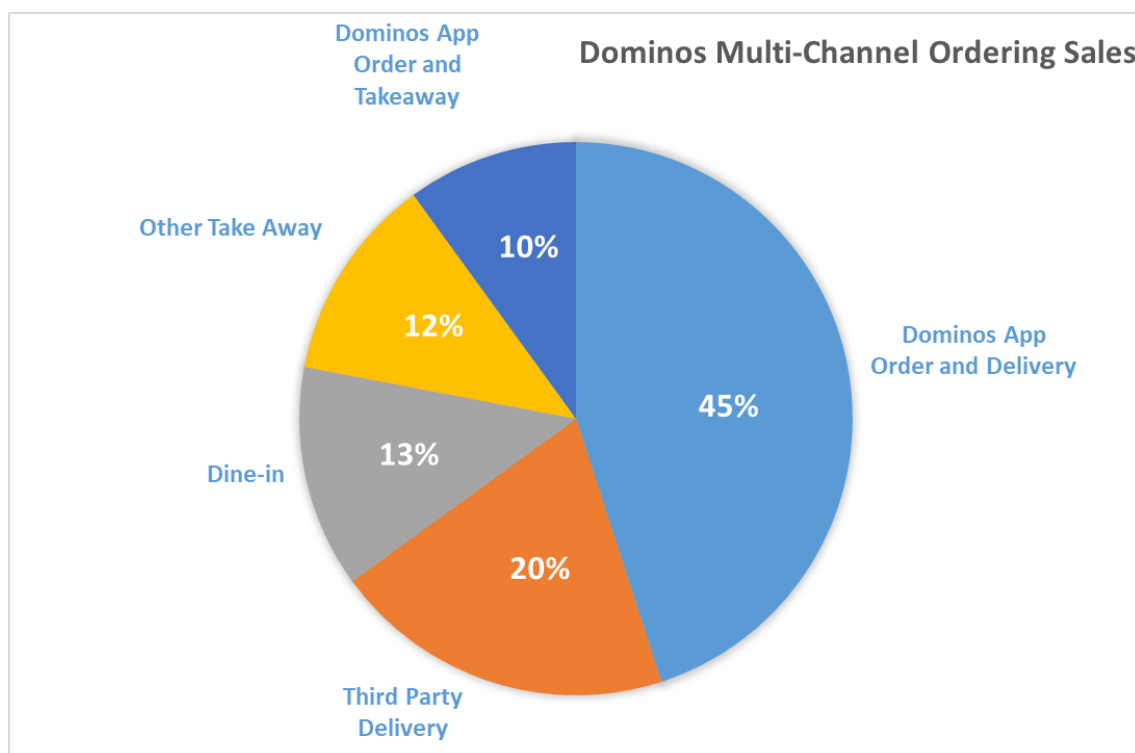


Figure 08: Dominos Multi-Channel Ordering Sales Chart

Online Ordering:

Dominos introduced its first online ordering website in the year 2007. It allows the customer to select the pizza and make an order in online which will then be delivered to the customer by the domino's pizza delivery.

Order Tracking:

Dominos after one of launching its online ordering website, the very next year dominos rolled out a revolutionary technology which allows the customer to track the order from the progress of the order to the doorstep delivery on the website.

Dominos Mobile Application:

Dominos launched its first mobile application in the year 2011. Which allowed the customer to place the order and to track the progress of their order.

Voice Ordering:

In the year 2014, dominos launched its first ever voice activated ordering through their dominos mobile application. This allows the customer to place the order by speaking in through their smartphone.

Zero Click Ordering:

The zero-click ordering feature was launched in the year 2016. This feature is aimed to streamline the ordering process for the customer and make them more convenient for ordering. To enable this feature in the mobile application the customer needs to set the preferences of their pizza order first. Once the order preference in setup is completed, whenever the customer opens the dominos mobile application, a 10 - second countdown will pop up. The customer just needs to wait for the countdown to expire. If the customer does not cancel the countdown the application automatically orders the customers preferred pizza.

Dominos Artificial Intelligence Virtual Assistant:

In the year 2020, Dominos launched its Artificial Intelligence powered virtual assistant called “DOM”. This AI – powered virtual assistant is incorporated in the dominos mobile application. DOM helps the customer in assisting a seamless order placement with comforting interaction and convenient ordering experience (NVidia, 2020).

Autonomous Pizza Delivery Vehicles:

Dominos is actively exploring the use of self-driving cars for the pizza delivery. Dominos calls this self-driving car campaign as “Domi-No-Driver”. This is the world first ever autonomous pizza delivery vehicle. Dominos has partnered with “Nuro” which later called as “Waymo”. Moreover, dominos has placed huge electric car order with Hyundai electric car and Chevrolet bolt electric car to create an electric car fleet for pizza delivery to perform the pizza delivery in a sustainable way in 2023. The company had also planned to go Zero carbon footprint by the year 2050.

Drone Delivery:

Dominos had already conducted a trial drone pizza delivery in 2016 in New Zealand. The Drone services is named as “DomiCopter”. Dominos has partnered with Sky Drop Dron company and gained its approval from the New Zealand’s Civil Aviation Authority (CAA) to conduct store to door delivery services. The drone delivery service is currently under testing and dominos is improvising its uses by conducting trial runs in Huntly, New Zealand (Avina Vidyadharan, 2023).

Conclusion:

In concluding, the process of dominos globalization has been a remarkable success, with expanding its market all over the globe. Now the company is successfully operating in over ninety countries with satisfying the customers. Dominos uses various strategies in the process like manufacturing, supply chain management, distribution, franchising, inventory, and delivery. Dominos had been delivered a quality service and satisfying the customers. Though the company uses sophisticated factors, the key factor that contributed the success for dominos is its ability in recreating the local tastes. Dominos had adapted to the culture, religious belief, taste preferences, localizing the menus with maintaining its brand image and quality consistently all over the world. With creating a tailor-made menu, dominos hold a loyal customer base in all countries. The company also resembled as a pioneer in incorporating technologies and features in its manufacturing, supply chain, and even in delivery process. The company has also have been working meticulous in creating a sustainable and environment friendly environment with using eco-friendly packages and energies. The company also has aimed to create an ecosystem with covering the entire process in the company to a zero-carbon emission process by the year 2050. Despite the success of dominos in overall, dominos had also faced fall in the market's due to the competition among the local companies and the national food chain companies made dominos challenging to maintain the market favourable. Overall Dominos has successfully established itself in the global market as a leading pizza food chain company with implementing and incorporating various strategies in its systems. Dominos International Inc will continue service in the challenging market and expand to the other markets as well with satisfying the customer by its quality service.

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