

Team 16 Executive Summary

Domino’s Pizza is one of the largest presences of pizza chains in the world, one that has recently achieved the number one pizza seller spotlight. An amazing feat, however, Domino’s is not without its issues. Prior to 2010, Domino’s was in decline, on trend to financial ruin and collapse. It was not until after 2010 when Domino’s began its surging rate of growth achieving a staggering 4800% increase in share price from an all-time low in 2008, and in 2018 obtaining a top spot with 15% of the Pizza Industry market share. The team decided to take on the task to understand what organizational changes, cultural shifts, and modernization projects were set in motion to create Domino’s success story and how we can ensure it remains an industry leader.

The team investigated Domino’s historical timeline over the past 20 years to recognize root organizational causes that aided Domino’s growth and successful future. In 2010, J. Patrick Doyle, the new CEO of Domino’s, was elected for the position and that same year Domino’s “Pizza Turnaround” campaign launched that completely revamped the organization. The campaign involved being proactive by acting on customer complaints on the quality of the pizza, learning from their customer feedback platforms and taking actions on the quality and value of their Pizza. The company moved from a vertical and traditional management structure that was focused on reporting to the US head office to more of a horizontal and global scale organization that catered to the location with local culture product offerings. With the change in leadership roles and delegating more resources, there was a sense of autonomy that allowed employees to effectively be at the foundation of decision making made within the company and adopting local cuisines into the product mix.

Soon after Dominos refocused its view and strategies into first being in the Pizza Delivery Business, and second in the Pizza Making Business. The company invested into Management Information systems to improve on the internal workings of the organization by reducing inefficiencies in the flow of resources with their ERP system. Adopted to the change of technology by introducing new platforms such as mobile and web applications, tracking pizza status, and future plans for automated delivery of pizza with self-driving vehicles and drones. With the SWOT analysis the team learned that Domino’s should leverage their successful franchise networks into developing markets to realize higher growth rates, and work on offering products that can cater to the changing mindset of health conscious consumers.

Domino’s has had a very successful and promising rise in the Pizza Industry holding the number one spot. The organization was able to act on customer feedback and incorporate their views into creating more quality and value adding products. The organization structure shifted from a mechanistic to a organic structure where employees were empowered to make changes and adapt to local markets. With the age of new technology, Domino’s was able to strategize and market towards a wide audience on various technological platforms that improved their delivery systems and the way their consumers interacted with their systems.

Going forward, Domino’s continues to push to be a major operational and technological innovator. It has huge areas for growth in order to improve customer value in delivery systems such as autonomous vehicles and by adding product variety through organic ingredients and healthier food options. As sales continue to increase for their digital platforms, Domino’s has secured its place as both a pizza and tech giant.