Domino’s Pizza Turnaround Campaign
2009-2011

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Executive Summary

In early 2009, the Domino’s organization acknowledged less than flattering public sentiments, which indicated that the organization had fallen to an undesirable position along the perceptual map (right above Chuck-E-Cheese pizza offerings). Primary research studies revealed that popular complaints among Domino’s customers included things like: “bland” and “tastes like cardboard” (Vaughan, 2009, para. 3).

During that same time, the pizza industry as a whole was faced with new challenges brought on by the onset of the great recession; consumer confidence was shaken, money was tight, and consumers were beginning to demand higher quality products. Yet, with new challenges came new opportunities, according to pizzamarketplace.com “strapped for cash” consumers were turning their backs on the casual and fine dining markets (Pizza Marketplace, 2008). Dine-in restaurants suffered financial losses at far greater percentages than other segments of the food and restaurant industry. In fact, many consumers were “trading down” to less expensive alternatives and for Domino’s and other pizza chains that was good news (Pizza Marketplace, 2008).

In order for Domino’s to fully capitalize on the “trading down” trend, the company first needed to change the conversation and change the way its target audience was thinking about Domino’s. The integrated marketing campaign, used a “synthesis” of formative research in order “to understand the brand’s place in culture and the things that had contributed to its place in consumers’ minds” (Kennedy, 2011, p 464). Crispin Porter and Bogusky, the advertising agency hired to plan Domino’s campaign, decided that while it was important to improve the quality of the pizza, Domino’s needed to do something more than simply say “trust us, it’s better;”
Domino’s had to get real. The program’s objectives included: moving publics from the latent phase onto the active phase, and improving relationships with its current active customers. Therefore, a proactive active strategy was joined with a proactive communication strategy and the Domino’s “Turnaround” campaign was born. CP+B’s approach to the “new and improve” advertising appeal was attention grabbing and newsworthy. The program plan called for a myriad of two-way and interpersonal communications, advertising and news-media tactics that repeated Domino’s message with frequency and with precision. Summative research revealed that the Domino’s “Turnaround” campaign successfully reached its reputation and relationship management goals, while at the same time increasing revenue and stock value. Overall, the campaign was a success and should be used as a standard for Domino’s public relations messaging strategies going into the future.

**Research**

**Turnaround Campaign**

Domino’s “Pizza Turnaround” campaign was sparked in early 2009 during a time of drastic economic downturn that prompted consumers to eat out less and to demand healthier, higher quality food options (Pizza Marketplace, 2008). Focus group criticisms such as “the crust is like cardboard” and “the sauce taste like ketchup” forced the Domino’s organization to adapt. It was at this point that decision makers finally admitted their pizza was of poor quality and in serious need of an overhaul.

"In this economic environment, you're forced to examine what you're doing," Patrick Doyle, who became Domino's chief executive in March, told The Detroit News. "We'd be fine if we hadn't made the changes, but we certainly couldn't be expecting the kind of growth that we are" (as cited in Trop, 2010, para. 4). Domino’s realized that there was opportunity to improve its
product, service, and overall corporate image in order to grow the business. This proactive
decision proved to be successful in restoring customer’s confidence in the brand and the quality
of the product.

**Company History**

In 1960, in Ypsilanti Michigan, the Monaghan brothers, Tom and James purchased the pizza
restaurant “DomiNick’s,” for only $900. Tom Monaghan renamed the company “Domino’s
Pizza Inc” in 1965. Three years later, Domino’s Pizza Inc. had over 200 stores operating
throughout the United States (Domino’s, 2013). The brand was growing at an incredible rate
almost overnight.

Domino’s speedy delivery and inexpensive product made its pizza a popular choice among
consumers. Domino’s was the first company in the pizza industry to offer a “30-minute
guarantee” in the early 1990s; if the pizza didn’t make it to your house in 30 minutes or less, it
was free. This cheap and fast model that neglected quality would later be the same thing that
almost ruined the pizza chain. In 1983, Domino’s was well established in the United States with
1,000 stores across the country. That same year Domino’s expanded its brand to international
consumers with the first international store opening in Winnipeg, Canada.

Domino’s came online with its website, Dominos.com in 1996 and reached a record-setting $2.8
billion in sales (Domino’s, 2013). Today, Domino’s has over 9,000 restaurants all over the globe
(Domino’s, 2014).

Innovation has long been a priority for Domino’s; in the late 90’s, the “HeatWave,” (hot bag)
was introduced, The bag kept pizzas at a constant temperature and allowed Domino’s to further
its commitment to fast delivery. Later, in 2008, the “Domino’s Pizza Tracker” expanded the company’s online presence and allowed customers to track the progress of their order.

In 2009, outpours of criticism on social media and focus groups pressured Domino’s to unveil a whole new pizza recipe. In 2011, Patrick Doyle is named CEO of the year by CNBC, just 2 years after his company changed an original-49 year-old recipe (Domino’s, 2013).

**Target Publics**

The “Pizza Turnaround” campaign had three target publics.

**Active Publics** Active publics were described as previous and current Dominos customers who actively took part in criticising the company. Domino’s campaigned was aimed at increasing understanding between Domino’s and its active publics, using the message: Domino’s has heard its customers complaints and has adapted to better serve its publics. Domino’s encouraged active publics to try the new recipe and share their feedback.

**Aware Publics** Aware publics were described as people who were aware of the negative publicity Dominos was facing. Because these people had heard the negative comments regarding Domino’s, the company wanted them to know that it was making changes.

**Latent Publics** Latent publics were described as people who enjoy pizza, but are not Domino’s customers. They are considered potential customers. Domino’s targeted these people because they are choosing the competitor's product and are unaware of the changes Domino’s made to their pizza.

**Campaign Challenges**
Dominos was forced into adopting social media in April 2009 after two Dominos employees posted a video on YouTube that depicted them defiling customer’s food. Dominos responded with a YouTube video from their CEO and created a Twitter account to help communicate with their customers. Since then, Domino’s has continued to use social media. The company receives feedback from customers on its various accounts (Gregory, 2009, para. 1-4). The addition of social media increased the amount of feedback Domino’s received prior to the “Pizza Turnaround” campaign.

**Objectives**

Beyond simply introducing Domino’s new and improved recipe, the purpose of the “Pizza Turnaround” campaign was to strengthen the company’s reputation and its relationships with its publics. SMART objectives were developed to reach the campaign’s goals.

**Goal One**

Reputation management was a major focus of the campaign, and in order to improve Domino’s brand perception among current and potential customers the following objectives were set:

**Awareness objective.** To have an effect on the awareness of latent publics, specifically to increase their knowledge of the new pizza recipe by 23 percent by the end of the fourth-quarter.

**Acceptance objective.** To have an effect on the acceptance of aware publics, specifically to convince aware publics that Domino’s pizzas are now better tasting, by 20 percent by the end of the fourth-quarter.
Acceptance objective. To have an effect on the acceptance of aware publics, specifically to convince aware publics that Domino’s is a caring-adaptable company, by 20 percent by the end of the fourth-quarter.

Action objective. To increase pizza sales among aware publics by 22% by the end of the fourth quarter of 2010.

Goal Two

Relationship management was another major focus of the campaign, and in order to enhance the relationship between Dominos and its current customers the following objectives were set:

Acceptance objective. To generate a positive perception of the Domino’s company, specifically to convince active publics that Domino’s is a caring-transparent company, by 20 percent by the end of the fourth-quarter.

Acceptance objective. To increase interest among active publics, specifically to convince active publics to share their reviews of Domino’s new pizza on social media and on the web page http://pizzaturaround.com.

Action objective. To increase pizza sales among active publics by 22% by the end of the fourth quarter of 2010.

Programming

Throughout Domino’s campaign, strategic communication was used to improve the bottom line. Although increasing revenue share was important to Domino’s, the “Turnaround” campaign was more concerned with meeting their reputation management and relationship management goals.
Key Message
The campaign’s key message was: Domino’s has done wrong; its old pizza sucked. Dominos is listening to its customers and improving its products in order to better serve its customers.

In order to increase positive word of mouth, brand trust, and brand loyalty the following proactive strategies and accompanying tactics were initiated:

Proactive Action Strategy
Throughout the campaign, a proactive action strategy was used in an effort to illustrate Domino’s commitment to quality service and to a quality product.

   Strategy- Organizational Performance. An organizational performance strategy was implemented after results from a Brand Keys report and research findings from focus groups clarified Domino’s issue. While customer’s perceived Domino’s as scoring high in dollar value and speed of service, such consumer drivers were minimized when pitted against publics’ perception of Domino’s pizza offerings as tasteless and low in quality (Vaughan, 2009, para. 3). Furthermore, customer service at Domino’s was impersonal and the brand lacked any sense of true personality (Kennedy, 2011).

   Domino’s willingness to adapt to what its customers wanted required the company to embrace a new culture and that it needed to adjust the organization’s performance to include changes in the pizza recipe.

A business-news journalist for The Detroit News, Jaclyn Trop, explained that in order to deliver on its campaign, “the nation's second-largest pizza chain took a risk and changed its 49-year-old pizza recipe to feature a garlic-seasoned crust topped with a mix of mozzarella and provolone held together by a red pepper-infused sauce” (2010, para. 6).
Domino’s decision to focus on an organizational performance strategy lead to a revamp of its recipe, which was vital to the success of the “Turnaround” campaign and ultimately to the company’s growth. Without quality products and quality service, public relations campaigns are hard pressed to show any meaningful results.

**Tactics.** The organizational performance strategy relied heavily on organizational media tactics. It can be assumed that tactics like memos and progress reports were used internally. Externally, a live, “New Pizza” Twitter feed was embedded onto Domino’s microsite; positive and negative comments appeared in real-time on the site (Dominos Pizza, 2009) and target publics were given the opportunity to participate and engage by voicing their opinions. In addition, FaceBook posts authored by Dominos and electronic video media were also used as multiple versions of the non-broadcast video “The Pizza Turnaround Documentary” were published online. After research findings showed that one in three people came in for carryout (Alfs, para. 13, 2013), kitchens inside the store were redesigned in a pizza-theater style to allow customers the ability to see Domino’s chefs create their pizza’s with fresh ingredients, essentially spotlighting Domino’s commitment to an improved corporate culture.

**Organizational Performance Strategy Going Forward**

Going forward, Dominos will need to continue to adapt to customer’s wants and needs. Periodically, Dominos may need to introduce new menu items in order to meet its customers expectations. While the new and improved advertising appeal may not be appropriate for every new release, Domino’s should continue two-way communication tactics, especially those that increase audience engagement with the Domino’s brand.

**Strategy- social media.** Domino’s committed to a heavy social media strategy early on. It is easy to see where social media was integrated throughout the program plan, and its success
propelled Domino’s engagement with its publics far beyond the original campaign. VP-innovation, Brandon Solano, said, the campaign allotted Domino’s with “an on-going, not one time increase in our business” (leadingstrategicinitiatives, 2010, para. 5). That ongoing increase in business was made possible by the audience engagement and social media strategies, which offered a convenient way for publics to share their feedback.

**Audience engagement.** The “Turnaround” campaign’s success was built upon qualitative research in which real customers gave their real opinions. In fact, audience feedback was integral throughout the campaign. In the face of negative word of mouth, Dominos quickly realized that it was important to listen to its customers. Customer participation throughout the process allowed the public to feel heard and appreciated.

**Tactics.** Convenient features like the Live New-Pizza Twitter feed and the real-time chatter feed invoked the principle of audience participation. Such tactics were employed in order to directly engage Domino’s audience. Two-way communication tactics kept the target audience involved with the message and continued the conversation.

**Social Media & Audience Engagement Strategies Going Forward**
The audience engagement strategy was effective because it allotted customer’s with a convenient means of sharing feedback. Going forward, it is just important for Domino’s to offer convenient and relatively uncensored ways for the public to share their comments, concerns and suggestions.

**Was the Proactive Action Strategy Effective?**

No matter the financial climate in the United States, Domino’s use of a proactive action strategy would have seen success; however, tangible undertakings by the organization during a time when
the publics’ trust of companies was at an all time low proved to be overwhelmingly effective, to such a point that a new turn of phrase was added to the public relations industry lexicon: “‘Doing a Domino’s’ insinuated itself into popular culture as shorthand for contrition and reinvention” (Kennedy, 2011, p. 466).

The importance of quality products and quality service. In recent years, target publics have started to demand more than just value pricing; they also want quality products and quality service. Yet, even with positive internal changes to pizza offerings and corporate culture, Dominos needed to integrate proactive action strategies into its campaign in furtherance of awareness objectives. Domino’s approach worked because it successfully reflected the company’s focus on adaptation and two-way communications and was easily recognized by its target publics.

Social media as part of the proactive action strategy. Domino’s two-way communication tactics carried over into its social media messaging, since audience participation was encouraged by convenient online feedback techniques (allowing for and encouraging both positive and negative comments to be shared online).

Proactive Communication Strategy

Throughout the campaign, a proactive communication strategy was used in an effort to increase awareness of Domino’s new pizza offerings and its new corporate culture with its latent and apathetic publics, and to strengthen its relationships with its active publics.

Strategy- publicity. Garnering publicity is an important component of any public relations campaign. Domino’s publicity strategy was unique compared to many other companies
that have used the “new and improved” messaging appeal in the past because Domino’s decided to do something unprecedented: admit that it was wrong.

**Tactics.** Although Domino’s did not concentrate much of its efforts on advertising media, several media placements were integrated into the campaign’s programming and were carefully scheduled during peak primetime hours and during popular television programs like the NFL Playoffs, American Idol, and during highly-rated series premiers. Promotional media was also used; part of the programming called for televised advertisements and online banner ads that highlighted Domino’s specially priced pizza deal: 2 medium, 2 topping pizzas for 11.99 with a satisfaction or money-back guarantee (CP+B, n.d.). Lastly, news media tactics were an important part of the tactical plan. The “Turnaround” campaign gained the attention of news media and other third-party endorsers, which allowed Domino’s message to reach a larger mass audience than many of its other tactics were capable of achieving. Media impressions were generated on CNN, Colbert Report, Oprah, among others. The added credibility held by news media clearly helped Domino’s achieve its acceptance objective, but it was the development of a newsworthy message that got the attention of the media in the first place. Admitting that Domino’s old pizza recipe was of poor quality was a great way to inspire trust and acceptance among its target publics while at the same time creating interest with the mass media.

**Suggestions.** While, news media and advertising were important tactics attached to the publicity strategy, the successfulness of this strategy could have been developed further had free samples been offered on a cable-television show with high mass-audience appeal. A talk show like Oprah could have easily feature Dominos pizza during a “give away” segment in order to increase audience awareness.
**Strategy - social media.** Domino’s second goal, to strengthen its relationships with its active publics, relied heavily upon the use of a social media strategy. While approaching on open dialogue from a social media strategy, Domino’s was able to nurture meaningful interactions and mutual understanding.

**Tactics.** While messages on social media websites are associated with uncontrolled and sometimes unpredictable audience responses, online posts offered Domino’s the ability to control the original message and the way those messages were delivered. Both an exchange of information and personal involvement is achieved with online Twitter and Facebook post with a larger audience reach than other similar two-way communication tactics. It can also be assumed that online recommendations or online word of mouth added to the credibility of Dominos message (Smith, Strategic Planning of Public Relations, 2013, p. 256), though such claims are difficult to evaluate.

**Social Media Strategy Going Forward**

Had Domino’s added Instagram to its social media toolbox, such a tactic may have achieved greater acceptance levels among its target publics, because, let’s face it, pictures are often more convincing than simple text. Furthermore, celebrities and other high-profile organizations are known to have extensive followings on Instagram; many of the same third-party endorsers found in the news-media tactic, may have been encouraged to share their photo messages through Instagram had Domino’s increased its communication tactics on the platform.

**Strategy - transparent communication.** Dominos frequently used transparent communication throughout the “Turnaround Campaign. Dominos embraced customers’ criticism, Dominos did not deny or make excuses. Instead, the company admitted the food was
poor. Comments shared on Dominos social media sites were rarely censored and created opportunity for involvement.

**Tactics.** “Head Chef,” Brandon Solano, and CEO, Patrick Doyle were designated to be the Spokespeople for the “Pizza Turnaround” campaign (York, 2010, para. 3).

In addition, the company also utilized interpersonal communication tactics when Domino’s followed up with original focus group members face-to-face. Those in-person interactions brought individual members into direct contact with the new and improved pizza; many of those interactions were filmed and used in electronic-video and advertising projects (Dominos, 2011).

**The Transparent Strategy Going Forward**

The unedited Twitter feed that appeared on the Turnaround website served as an excellent example of transparent communication. However, when Dominos claimed that Brandon Salono was the head chef, the organization bordered on deceit. In the future, Dominos can continue its dedication to transparent communication by continually sharing programing updated on its website and by way of organizational media.

**Was the Proactive Communication Strategy Effective?**

Dominos decision to intermix communication models (information, persuasion, and dialogue) helped move its publics from the latent stage to the active stage and was crucial to improving relationships with its active customers.

**The value of publicity.** While following the information model, Domino’s was sure to carefully choose its advertising content and advertising channels; Domino’s was able to identify the ideal aperture in order to tailor its advertising to the right place, at the right time, and under
the right circumstances. Therefore, promotional media tactics were allowed to succeed.

Furthermore, mentions in news media were seen as credible third-party endorsements that helped create acceptance and greater understanding among Domino’s publics.

**The importance of honesty and transparency.** The persuasiveness of Domino’s factual proposition (Domino’s has changed its recipe because the old recipe was not quality. Domino’s was wrong but has now improved.) was extremely successful at creating awareness and attention. Domino’s transparency strategy and accompanying tactics allowed people to realize that their previous notions of Domino’s were in conflict with Domino’s new message. However, Domino’s choice to use two separate message sources, spokesperson CEO, Patrick Doyle, and spokesperson Brandon Solano, VP-innovation, may have been inappropriate and confusing for audiences. Above all, it was Domino’s decision to label Brandon Solano, VP-innovation (a marketing guy), as Domino’s head chef that most hurt Domino’s credibility, control and likability. According to Emily York, a journalist for AdAge, the relabeling could be seen by some as disingenuous (York, 2010, para. 3).

**Social media as part of the proactive communication strategy.** Additionally, Domino’s commitment to nurturing an information exchange and improving relationships was expertly achieved online, on social-media sites like Facebook and Twitter.

**Evaluation**

**What Did the Campaign Do?**

Domino’s undertook a massive PR campaign designed to transform its brand image. The company went through a multitude of steps to improve its image and to become more
competitive in the pizza market. Yet, according to Steve Kennedy, researcher for the Ogilvy Awards, the big step in the right direction was to simply fess up.

One thing we saw again and again in qualitative research: companies never admitted they were wrong. They fought and delayed and fired people. They revved up the PR engines. The never simply said, ‘Hey…We screwed up.’ Admission is interesting. It’s humanizing. When a company admits it’s wrong, it begins to seem human, fallible, and vulnerable. Admission changes the perception of intent. What might have seemed like a deliberate act of greed or dishonesty instead looks like a mistake or bad judgment. Most of all, however, admission lays the foundation for a new relationship. It’s like a reset button. Without admission of wrong, there can be no real reconciliation, (Kennedy, 2011, pg. 464).

Simply put, Domino’s admitting it was wrong went a long way in regaining customers’ trust. Any restaurant can advertise that it has changed its menu or created a new recipe for its product. Domino’s took it a step further when they decided it was about more than the bottom line. The transparent nature of the campaign showed customers that Domino’s is more than a corporation. It is a company made up of people who not only care about doing their job well, but they care about the people they serve. From the customers’ perspective, CEO Patrick Doyle and his employees went out of their way to improve customers’ experience, and the customers responded.

**What Did the Campaign Accomplish by What it Did?**

A year after the launch of the “Pizza Turnaround” campaign, same-store sales showed an increase of 14.3 percent, (Kennedy, 2011, pg. 465). Bruce Horovitz of *USA Today* cited Domino’s CEO as saying that a sales increase that high “ranks as one of the largest quarterly
same-store sales jumps ever recorded by a major fast-food chain.” He adds that this increase came at a time when the $22 billion dollar pizza delivery industry saw a drop of three percent due to the recession (2010). At a time when the nation was pinching pennies, Domino’s managed to rebuild damaged relationships and to convince customers to open their wallets.

When Domino’s started satisfying its customers again, it also regained the trust of its shareholders (a secondary target public). In the first month after launching the “Pizza Turnaround” campaign, the company’s stock price increased by 44 percent. By the end of the first quarter of 2010, the stock showed an increase of 75 percent over the previous year (Kennedy, 2011, pg. 465).

Domino’s posted these numbers “while spending about $1 million dollars less than the year prior and less than the competition,” (Kennedy, 2011, pg. 466). How did the other pizza chains fair next to Domino’s? Comparatively, Papa John’s reported a same-store sales drop of 0.4 percent in the first quarter of 2010 according to their earnings report (2010, para. 2).

In order to post those impressive growth numbers while cutting spending, the organization had to earn massive exposure in the media. During the “Pizza Turnaround” campaign, Domino’s generated more than two billion free media impressions (Kennedy, 2011, pg. 465). The company’s media recognition started with its social media strategy. Domino’s shared its “Turnaround” documentary on its website and through social media channels such as Facebook and Twitter. Additionally, the campaign’s microsite featured a live Twitter feed of customers’ comments—both good and bad (Domino’s, 2011). The newfound transparent nature of Domino’s caught on and continued to earn the attention of major media influencers such as Jim Cramer, Stephen Colbert, and Conan O’Brien (Kennedy, 2011, pg. 465).
How Effectively Did this Achieve What the Campaign Set Out to Do?

The initial issue Domino’s faced was a poor perception of their product and their brand. According to the Ogilvy report, Domino’s conducted a Brand Tracking Survey in 2010 in order to re-gauge how customers viewed the company. The report showed that taste perception improved by 10 percent. Additionally, Domino’s improved by 45 percent in customer’s top of mind awareness (Kennedy, 2011, pg. 465). Customers no longer thought of Domino’s as a cheap alternative to delivery pizza.

What Did PR Do for the Corporation as a Whole?

The Pizza Turnaround Campaign did more than just increase sales. Domino’s cemented its brand as a humble one dedicated to providing customers with the quality they demand. As a result, the company has created a loyal following. According to David Gelles and Alan Rappeport of the Financial Times, Domino’s Facebook page had just over 400,000 followers before the start of the pizza turnaround. As of May 2011 that number increased to 2.6 million (Gelles & Rappeport, 2011, para. 15). To date the company has over 9.1 million likes on Facebook.

As Domino’s social media presence grew, Domino’s online sales took off exponentially. From April 2011 to April 2012, Domino’s posted over $1 billion in online sales. Online ordering from Domino’s debuted in 2008 and by 2012 the platform accounted for more than 30 percent of all the company’s sales (PR Newswire, 2012, para. 1). Today, Domino’s reports that online sales growth has amounted to a total of 40 percent and that Domino’s is a top five company in online transactions (Domino’s, 2013, para 5).

Recommendations for Additional Evaluation
Domino’s should consider using advertising value equivalency to rate the value of their social media strategies. The company’s use of two-way communication shares a connection to the growth of their online sales. By evaluating and placing a value on their social media, Domino’s will have a better understanding of which social media tactics generated more revenue. Thus, the company will know which tactics to continue using and which ones need to be restructured.

In order to gauge the total impact of the turnaround campaign, Domino’s should evaluate their return on investment using summative research techniques. Because Domino’s spent less advertising dollars than it did in the previous year, the company would benefit from a comparative analysis weighing ROI benchmarks from before the turnaround campaign against ROI numbers from after the campaign. In addition to the tangible ROI outcomes, Domino’s should focus on researching certain intangible ROI outcomes such as customer loyalty, brand equity and employee commitment.

A qualitative research study using a series of focus groups similar to the ones conducted before the turnaround campaign will yield the most accurate answers. Researchers should analyse two different groups: customers and employees. The company can ascertain from the customers what new recipes are more favorable than others and how much the public favors Domino’s to the competition. Likewise, researchers can learn the employee’s views on the culture of Domino’s and how they can better serve their customers. The new round of focus groups will attempt to answer three questions about the success of the Pizza Turnaround Campaign.

**Question 1: How effective was Domino’s in addressing the complaints from their customers regarding the quality of their pizza?**
Simply put, researchers should obtain detailed information about the Domino’s menu and what can be done to improve it further. While sales and social media response has shown a drastic improvement, there is still the need for follow-up research to the original qualitative study. If there is a trend in negative perception of a certain dish, the company can take corrective action and communicate the message through their large social network.

**Question 2 : Have the changes to Domino’s stores had a positive effect on employee productivity and moral?**

It is important to understand how the company’s employees feel about the turnaround campaign. Domino’s can change its recipes and policies, but if the employees executing the plan don’t believe in the change then the campaign is not living up to its potential. Employees have a direct connection to customers and thus have an impact on pizza sales. A qualitative study on employee perception could provide insight into potential threats to the company’s success in the future.

**Question 3: How does Domino’s rate compared to competitors such as Pizza Hut and Papa John’s?**

To answer this question, researchers can use a perception chart rating Domino’s and its largest competitors. The goal is to find out how Domino’s fairs in taste, price, and perception next to other pizza chains. After gauging individual’s perception, the researchers may then probe further to find out what makes one chain better than the other. The answers these focus groups provide will better serve PR professionals in their stewardship efforts and ensure that Domino’s continues to thrive in a highly competitive industry.
Conclusion

It is necessary for Domino’s to continue nurture the relationships it has built through the “Pizza Turnaround” campaign. In order to properly measure their current standings with their publics the company must conduct follow up qualitative research in the form of focus groups with its customers and employees. Domino’s needs to maintain a finger on the pulse of public perception with regards to its standing in the pizza market. Additionally, the company must continue to maintain a two-way conversation with its publics via social media. A constant connection with consumers, will ensure the company stays ahead of potential crises.

The “Pizza Turnaround” campaign successfully rebranded Domino’s as a leader in the pizza delivery industry. In just a few months the company increased its same store sales by 14.3 percent and in a year increased the value of the DPZ stock by 75 percent. Along with with their social media and advertising strategies, the campaign generated two billion free media impressions (Kennedy, 2011, pg. 465). Domino’s was able to change the public’s mind and sell more pizzas.

Strategic communication was used to improve the bottom line- not just revenue but reputation and relationship building in order to increase loyalty and trust. In the time before the campaign began till today, Domino’s went from 400,000 likes on Facebook to over 9.1 million (Gelles & Rappeport, 2011, para. 15). Dominos is consistently engaged in proactive two-way communication with its publics through social media. It has created a culture among its customers in which people freely express their opinions to the company knowing that their voices are heard.

Domino’s should continue to foster two-way communication with its publics through social media. It is no longer enough to just have a social media presence. The company needs to stay
ahead of its competition by continuing to engage with its audience and accepting feedback in order to remain a leader in the restaurant industry.
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Appendix