

Strategic Plan: Domino's Pizza

Company Headquarters:

Domino Farms Office Park

Ann Arbor Charter Township, Michigan, United States

Executive Committee:

J. Patrick Doyle: Chief Executive Officer, President and Director

David A. Brandon: Chairman, Chairman of TISM - Holding and Chairman of Domino's Inc

Michael T. Lawton: Chief Financial Officer, Principal Accounting Officer and Executive Vice
President of Finance

Stephen Hemsley: Chief Executive of UK & Ireland Operations

O. Steve Akinboro: Executive Vice President of Team USA

Website:

www.Domino's.com



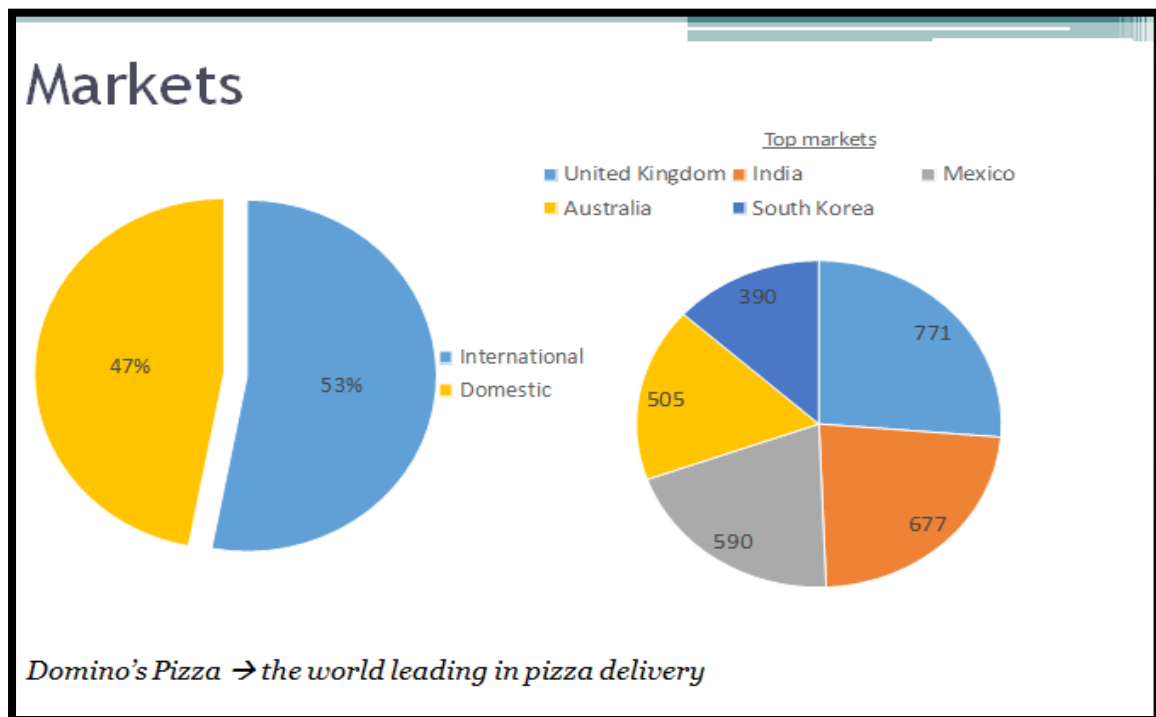
Company Overview

The selected company Domino's Pizza is a US based international restaurant or fast food chain. Domino's Pizza as be defined a global franchise pizza delivery multinational company that have operations in almost 70 countries. Domino's Pizza is regarded as the second huge pizza chain in the Unites States and has operations in different parts of the world. Domino's Pizza is the principally delivers pizza in the worldwide market and functions a complex system of approximately above 7800 stores in the United States and more than 1000 stores all around the world (Domino biz, n.d).

The company mainly operates with the help of its fully owned and franchise owned stores in the United States, and at the same time, in the other market of the world. This has allowed Domino's Pizza to become a world leader in pizza delivery and has generated a loyal customer base all around the world (Datamonitor, 2009). Domino's Pizza functions in the much prospective fast food industry that is constantly escalating at a fast pace not only in the US, but in other international markets, as well. Companies like Domino's in the fast food industry mainly served food to patrons who order and pay at the counter and functions without any waiter or waitress. For instance, companies like McDonalds, Pizza Hut, KFC, etc., which are the direct competitors of Domino's Pizza.



It is noble that since the commencement of Domino's Pizza it has grown rapidly. Domino's Pizza Inc. commenced its first franchise dealing in the year 1967 by starting the very first store. Initially, the idea of the company is to add a dot in its logo whenever it will open its new branch, but soon the idea faced considering the rapid enlargement of the company and the swift growth, which it experienced. In the year 1978, the Domino's Pizza opened its 200th store in the US, which evident the quick development and growth of the business (Domino biz, n.d).





It is pertinent to note that every day approximately 1 million and more customers gets pleasure from the hot and mouth-watering Domino's Pizza products on every populated continent on this Earth. All over the world, Domino's Pizza is devoted to a complete focus of

delivering immensely tasty and delicious pizza straightforward to the customer's door. Undoubtedly, Domino's Pizza has cutting-edge lead in the pizza delivery business, and the full network of the company delivers more 500 million pizzas every year across the world. Currently Domino's Pizza has more than 5,000 stores outside its home country in more than over 70 international countries, and it is still growing (Domino biz, n.d).

Timeline

The below mentioned timeline provided a concise look that how the company has evolved over the years. This has been presented to offer a brief overview of the rapid development and growth of the company.

1960- "DomiNick's", which was a pizza home delivery store situated in Ypsilanti, Michigan, US was bought by Tom Monaghan and his brother James.

1965- In this year DomiNick's was renamed as Domino's Pizza by Tom Monaghan

1978-In this year the 200th store of the company was opened

1983- Domino's Pizza established to surmount the world

1989- Domino's Pizza started its 5000th store

1995-The company sets down its existence in the Belgian market

1996- Domino's Pizza instigated its website: www.Domino's.com

1997- Domino's Pizza initiated its 1500th store outside the home country and also opened seven stores in a single day in five countries

1998- Domino's Pizza started its 6000th store, Tom Monaghan retired and sold his stake to Bain Capital Inc.

2000- Domino's Pizza International has 1986 stores outside the home country and 6598 outlets throughout the world

2006- Supervision of Domino's Pizza Belgium was transferred to master franchiser Domino's Pizza Enterprises

2009- Domino's Pizza bought the Pizza company chain

2010- 50th anniversary of Domino's Pizza (Domino biz, n.d).

History



The company as mentioned in the timeline was founded by Tom Monaghan along with his brother James in 1960 when they purchase DomiNick's, a very small pizza store in Michigan. Domino's Pizza uses the name DPZ to trade with NYSE and is currently headquartered in Michigan, in the US. Domino's Pizza instigated its franchise operations in 1967 when the company opened first store in Ypsilanti. In this way, by

the year 1978, Domino's expanded speedily and possessed 200 franchises across the US.

Subsequently, the company went global in the year 1983 when it started its very first international store in Manitoba, Canada on May. Soon, by the year 1995, Domino's Pizza arrived at a brilliant figure of 1,000 international stores, and further, enlarged this figure to 1,500 stores in the next two years. The 1997 marked biggest accomplishment in the history of

Domino's Pizza because this year it instigated seven stores in five continents in just one day (Domino biz, n.d).

At this year, the company also espoused on a new brand image that was hold up by a campaign called Image 2000. This was aimed at commencing novel logo and store concept that will be both human and modern. Subsequently, latterly in 1998, Domino's Pizza International intercedes directly to re-launch the brand in France, so that its resources can be exploited in the best possible manner as well as facilitate its store in taking full advantage of the company's know-how.

In the year 2000, with the help of its 6,598 outlets across the world, and sales of \$3.4 billion in 1999, Domino's Pizza ranked fifth in the chief American fast food companies that are active globally and the company became the world's leading home delivery pizza company. In addition to this, in the year 2007, Domino's also introduced its mobile and online ordering services and these decisions of the company made a key effect on the company by pushing operations to a higher standard. In this way, Domino's Pizza marked its 50 years presence in the fast food industry (Domino biz, n.d).

Recently, taking into account the growth of smartphones market and its advantages for the business, Domino's has also launched its app for that outcome in 80% ordering. In the year 2012, the total workforce employed by the company is approximately 205,000. This pizza offering giant has fully-grown to great reputation in Britain in last 25 years and now functions 620 outlets throughout Britain, with future plans to initiate more outlets. The quality products and services of the company along with its effective strategies has allowed to become the second largest pizza delivery company in the US that has 9000 franchise and corporate outlets functioning in 60 diverse international markets (Domino's Pizza Group PLC, 2013).

Vision

Domino's Pizza aims to become the leader in the fast food market and a company that has outstanding people internationally. Thus, it is clear that the vision of Domino's Pizza is to become the best company in the fast food market and to be number one in people. Domino's Pizza looks for meeting the changing taste and predilections of customers by offering them not only a wide variety of pizzas, but other side dishes, desserts and beverages too. Because of the wide number of outlets throughout the world that are core to its success, Domino's Pizza is pompous to state that it serves 500 million customers every day in 60 countries of the world.

Mission

In all its operations and activities, the vital mission of Domino's Pizza remains to become the supreme pizza delivery company around the globe. Thus, the mission statement of the company discloses the fact that that it wants to be the international best pizza serving restaurant by winning and sustaining the trust and loyalty of customers. For the same, the company prolongs its high standards of the international chain of pizza deliverance and offer customers the experience of an exceptional product through its outstanding customer service to continue with its mission of selling more pizza

Corporate Values

Domino's Pizza believes in putting its employees first, demand integrity, and looks for customer loyalty by all its operations and activities. Moreover, the company supposes to transfer in a smart way along with positive energy. The company wants to become a leader by recuperating its results day by day. Other significant corporate values of Domino's Pizza are:

- Take care of people in the best possible way and the way they would like to be treated
- Produce the best products and offer them for fewer prices
- Determine, control and share what is significant
- Think large and develop

- Set high standards, train people and facilitate learning in them
- To become not usual, but exceptional



Feed: In order to feed people in a valuable manner and to consider their demand for a healthy diet, Domino's introduced a Gluten free pizza in its menu and strives to offer products of high nutritional value. Domino's Pizza has esteemed of being the only national company that offer low fat cheese as delight mozzarella has 33% reduced fat as compared to the standard mozzarella, and in this way, it offers customers a healthier variety. The company works with its suppliers to include best possible ingredients in its produces. The value corporate value of the company is that "Good is never good enough. Greatness is all that matters here (Corporate Social Responsibility, 2014).The corporate value of the company is to utilise the premium quality ingredients that nature can provide.



Environment: Taking care of the environment and behaving in a socially responsible manner is also the corporate value of the company. To attain this, Domino's has leveraged to saving energy, and hence, the support office and supply chain centre of the company have been established to BREAAAM standards and has got excellent rating. The company has made waste reduction its prime objective. For the purpose of protecting the environment, Domino's engages its employees to become environmentally conscious, drive towards a greener business by declining emissions and encourage recycling (Corporate Social Responsibility, 2014).



Employees: It is the part of company's corporate values that it provides its staff a paid volunteer day so that they donate every year to a charity of their selection. In addition, Domino's also holds a team engagement day ever year to make its employees more engaged and boost the corporate culture. To treat employees the way they want to treated, Domino's help its staff and it has pioneered match funding in 2013 for its employees. DOTS are a training and communication technique of the company used internally to incorporate with its stores (Corporate Social Responsibility, 2014).



Delivering to the Community: Domino's Pizza believes in caring for the community and sharing with them. The company is associated with Rays of Sunshine, which is children's charity and grants wishes to incurably ill children of 3-18 age. Domino's also believes in supporting education, and thus, it runs a national School Tour Programme in which students are invited to take a trip at their local store and learn to make pizza (Corporate Social Responsibility, 2014).



Products

Domino's provides a wide range of products, but the key product of the company is pizza. The current menu of Domino's features a range of Italian American entrees and several side delicacies. The products of the company comprises different types of pizza, beef, chicken nuggets, garlic bread, potatoes, dips, pepperoni, chocolates and cookies, chicken, cheese, etc. as well as soft drinks. Other entrees involve pasta, bread bowls and baked sandwiches. Since, its inception the menu of the company has been kept simple to ensure efficiency.

The first extension happened in 1989 when Domino's introduced pan pizza or deep dish and it persistent towards speciality pizzas by introducing Brooklyn Style Pizza. The foundation and image of Domino's Pizza is its pizza, but with the growing competitors in the pizza market, the company boosted itself in the market by bringing different varieties of pizza (Domino biz, n.d).

Domino's while entering in every international market, takes into consideration that the tastes and preferences of customers are dynamic and differs due to which the



pizza's offered by the company have become the image of the organization. The company's products are comparatively cheaper in relation to its competitors and follow the recent tendency of consumers to have a healthy diet. In order to differentiate Chick-fil-A has always wanted to separate its self from the image of a fast-food restaurant and has begun to introduce salads and fruit options in their menu (Domino biz, n.d)

Financial Data

	2007	2008	2009	2010	2011	2012	2013*
NETWORK SALES	518.9	591.2	676.4	694.3	746.4	805.3	848.6
Revenue	230.1	229.6	239.0	236.1	246.7	264.9	294.9
EBITDA	22.0	25.3	28.3	32.5	39.1	48.1	55.9
Depreciation & amortisation	(6.8)	(6.2)	(6.4)	(8.0)	(8.7)	(10.0)	(12.8)
EBIT	15.2	19.1	21.8	24.5	30.4	38.1	43.1
Interest	(2.9)	(2.1)	(1.6)	(0.8)	(0.7)	(0.5)	(0.4)
NPBT	12.3	17.0	20.3	23.7	29.7	37.6	42.7
Tax	(3.2)	(5.2)	(4.9)	(5.9)	(8.2)	(10.7)	(12.3)
PRO-FORMA NPAT	9.1	11.8	15.4	17.8	21.4	26.9	30.4
After tax share issue costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
NPAT	9.1	11.8	15.4	17.8	21.4	26.9	30.4
EARNINGS PER SHARE (BASIC)	14.8	18.4	22.6	26.2	31.3	38.9	43.4
DIVIDENDS PER SHARE	10.9	10.9	12.4	17.8	21.9	27.1	30.9
KEY OPERATING DATA							
NETWORK SALES GROWTH %	44.4%	13.9%	14.4%	2.6%	7.5%	7.9%	5.4%
REVENUE GROWTH %	33.1%	(0.2%)	4.1%	(1.2%)	4.5%	7.4%	11.3%
EBITDA GROWTH %	(10.9%)	15.0%	11.7%	15.1%	20.2%	23.1%	16.2%
EBITDA MARGIN %	9.6%	11.0%	11.8%	13.8%	15.8%	18.2%	19.0%
EBIT MARGIN %	6.6%	8.3%	9.1%	10.4%	12.3%	14.4%	14.6%
Franchised stores	533	629	669	717	760	796	831
Corporate stores	130	112	107	106	106	112	139
TOTAL NETWORK STORES	663	741	776	823	866	908	970

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(Source: Domino's Pizza Group PLC, 2013).

Competition

The direct competitors of Domino's Pizza are Little Caesar Enterprises, Papa John's International Inc. and Pizza Hut Inc. in the national market. However, in the international market, the company also competes with local retailers and restaurants, which serves pizza's sandwiches and other side products to attract customers. Domino's Pizza constantly strives to become an outstanding pizza company so that it will attain its business objectives of serving customers worldwide and maintain the largest pizza delivery network. With the help of its strategic capabilities, such as its significant physical, financial and human resources, the company persistently made efforts to become a leader in the fast food industry. Domino's is well versed with core competencies that make domino's pizza better than its competitors. These competencies are:

- Large Pizza varieties and their outstanding quality
- Excellent customer service offered
- Convenient Location of Domino's Outlets
- Home Delivery Services in all international markets

Direct Competitor Comparison					
	DPZ	PVT1	PZZA	PVT2	Industry
Market Cap:	4.04B	N/A	1.76B	N/A	1.24B
Employees:	10,000	N/A	20,700	N/A	24.34K
Qtrly Rev Growth (yoy):	0.09	N/A	0.13	N/A	0.23
Revenue (ttm):	1.84B	N/A	1.48B	N/A	1.61B
Gross Margin (ttm):	0.30	N/A	0.33	N/A	0.21
EBITDA (ttm):	345.83M	N/A	144.12M	N/A	164.52M
Operating Margin (ttm):	0.18	N/A	0.07	N/A	0.05
Net Income (ttm):	149.04M	N/A	68.36M	N/A	N/A
EPS (ttm):	2.60	N/A	1.58	N/A	1.55
P/E (ttm):	27.96	N/A	27.05	N/A	30.25
PEG (5 yr expected):	1.68	N/A	1.58	N/A	3.06
P/S (ttm):	2.20	N/A	1.18	N/A	0.98

Pvt1 = Little Caesar Enterprises, Inc. (privately held)
PZZA = Papa John's International Inc.
Pvt2 = Pizza Hut, Inc. (privately held)
Industry = Restaurants

(Source: Domino's Pizza, Inc., DPZ, 2014)

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The company has an immensely strong franchise networks worldwide, which cannot be beat by any other competitor of Domino's. This strong franchise system allows Domino's to serve million of customers at their stores and at their home by home delivery service • The outlets of Domino's has also introduced in universities and motorways so that the company can widen its reach and target a large group of customers (Mintel, 2013) • The company always take care of its employees in the best possible manner, trains them and has also introduced retirement savings plan as it cares for the future of its employees • The company has highly talented, skilled and experienced workforce that provides excellent customer service. • Domino's Pizza Inc. has a pertinent brand equity that provides its 	<ul style="list-style-type: none"> • Pizza hut is the biggest competitor of the company and has lead in the international market due to the weak presence of Domino's • Another weakness of Domino's is that the company has no enduring contract with its suppliers

<p>competitive advantage in the fast food market.</p> <ul style="list-style-type: none"> • The effective advertising and marketing strategy of Domino's has escalated Domino's brand image and allowed it to differentiate itself in customer's mind. 	
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • The company has opportunities to launch new and light delicacies so that it can draw customers for breakfast. It is noteworthy that McDonalds makes 13% of its revenues from breakfast. Therefore, Domino's should include breakfast items in its menu too (keynote, 2013) • The company can target Asian markets more effectively as the republic of china and India are the quickest growing market. In addition, the demand for food products is also increasing Asian markets, and therefore, Domino's has opportunity to target these perspective markets and broaden its international presence (Keynote, 2013) • Apart from the prospective Asian market, Domino's also has opportunities in the African market as pizza fans are rapidly growing in African countries (CNN News) • Further, Domino's Pizza has opportunity to promote or introduce more attractive offers in its menus particularly during special event, such as holidays and festivals • Further, it has been observed that diners sometimes complain about lack of price promotions in Domino's stores. Hence, the company can offer better price promotions to customers so that they visit in large number (Intel, 2013). • Domino's can leverage its efficient distribution and supply network to introduce new products in prospective 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Domino's is facing threat from the gloom of recession that still persists in the UK (Keynote, 2013) • Since, the company is expanding internationally it has to face legal issues that differs from market to market (Intel, 2013) • Customers are constantly looking for something new in Domino's menu, which they do not find in competitor's menu (Intel, 2013) • Domino's has threat from currency depreciation and also from eating or ordering reduction with age (Market line, 2013) • The key threat for Domino's Pizza like other companies in fast food industry is the growing customer awareness for health products and calories. There have been several nowadays that demonstrate harmful effects about artificial additives, preservatives and their risk for health.

markets.	
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Key Strategies

After taking into account, the aforementioned SWOT analysis, it can be stated that Domino's Pizza has highly strong brand image and brand equity not only in the national, but also in the international market. Although, the company has wide market existence and has effectively attracted customers across the world, but because of the constantly growing competition in fast food industry and fiercely competitive business market at the international level, but to survive and lead the industry it is indispensable for Domino's to espouse on innovative strategic options. In this context the below stated are the proposed strategies for the company and will allow Domino's Pizza to mark its leading national and international presence:

Strategy 1:

The key strategy suggested for the company is that it should emphasizing on escalating its presence or network coverage in Asian Markets, particularly in India and the Republic of China as these are the two prominent Asian markets and demand for fast food is also growing in these markets. Therefore, it is recommended that Domino's should not lose the opportunity of grabbing this alarming growth prospect in the two significant and promising economies (Campbell, Edgar & Stonehouse, 2011).

Although, Domino's Pizza is effectively present in these markets, but it does not have huge stores in India and China, but it is prominent to note that both the countries still have below 2% of the entire stores of the company. In light of this, key strategic recommendation for Domino's Pizza is that it should focus on augmenting its stores to almost 20% in the coming three to five years. This strategy will enable Domino's Pizza to comply with its expansion strategy and mission of serving people internationally. The implication of this

recommendation is also relevant for Domino's Pizza because this strategy will facilitate the company to seize share in Asian markets. In addition, this strategic move will also intensify the market share, sales and profit of Domino's.

Strategy 2:

Another strategic suggestion for Domino's Pizza is that it should solely emphasize on reinforcing the customer loyalty as loyal customers acts as the biggest competitive advantage in this competitive era. It is noteworthy that chasing this strategy will allow the company to sustain lead even though the competition will go intense as loyal customers will choose Domino's over and above other companies (Cartwright, 2001).

Therefore, Domino's Pizza should claim on quality products and make certain that all its outlets in the countrywide and global market should offer superior quality delicacies to its customers. In order to implement this strategy, Domino's Pizza should order managers of all its stores to severely follow quality guidelines. Moreover, managers should directed to bring out the best in employees is so that they excellent customer services in consistent with the mission of the company can be offered to customers (Kotler, 1998).

Strategy 3:

The third key strategy to follow in future for Domino's Pizza is that it should exploit its pre-tested and competitive advertising techniques so that it attracts today's dynamic customers. It is significant that by utilizing its marketing strategies, Domino's Pizza should made efforts to beat strategies of all its competitors. Moreover, it is important for the company to implement clever marketing strategies in future so that it can maintain the growth and profits enormously. Subsequently, executing this strategy of introducing innovative marketing tactics will allow Domino's Pizza to pull customers towards its stores in a better manner regardless of the growing market competition (Porter, 2004)

In relation to marketing and advertising strategy it is prominent for Domino's is that it should make attempts to perk up its strategies for online marketing and selling. The current marketing trend points towards the importance of online sell and this presents fundamental opportunities for Domino's Pizza (Rainey, 2006). Domino's Pizza should promote its products on social networking sites, as well, such as Facebook and Twitter. The growth of online selling and e-commerce in past few years is also affecting businesses, which Domino's must consider.

Strategy 4:

In addition, another chief strategy for Domino's is that it should continuously boost its product development. For this, the company should invest in its Research and Development to determine novel innovations. It has been identified from the SWOT analysis of Domino's Pizza Inc. that introducing new products or delicacies in its menu is essential to act in accordance with the changing tastes and likings of customers. Hence, Domino's Pizza should strengthen its menu to attract customers, especially the young ones, and older people who have dropped out their orders.

It is worth mentioning that accomplishment of strategic enlargement demands an explicit path that should be built on the potencies of the company and its core competencies. Therefore, the company should pay attention to the strategies mentioned above, which it has in prospective markets. The strategies mentioned above replicates the strengths and opportunities of Domino's Pizza and will enable to face the future threats in the fast food industry.

Key Goals

The key goals of Domino's Pizza in future are:

- Large number of outlets in prospective markets that offer excellent products and customer service separate sub headquarters established within Canada and Mexico.
- Yearly augmentation of its sales profit and revenues for each of its store
- Constantly grow Domino's Pizza by adding new locations every year so that the company will attain number one position in the market
- Introduce novel marketing campaigns by exploiting online strategies so that it can reach the youth segment of the international market.
- Attaining the number one position in the fast food industry in the US and other international markets by beating its competitors.

Recommendation

In light of the strategies suggested above, for the future of Domino's Incorporation the key recommendation for the company is that it should focus on making sells online, and subsequently, utilize this effect in order to reconsider the in-store dining strategies. This will allow Domino's to go with the online development in selling. In addition, the company should also emphasize on reinforcing its advertising strategies, particularly online advertising strategies and social media advertising strategies. It is worthy to consider that the people are nowadays highly dependent on internet and its use is getting bigger at a faster rate. In this regard, it is important that the improvement in online sales of the company will move it at the front position of the fast food industry (Winterman, 2011).

In addition to this, Domino's should also introduce special offers and coupons so that its customer base should expand. It has been found that the company has opportunity to increase its customer base by launching price promotion methods, and consequently, it should utilize the same to lead in the future. For example, Domino's can also implement a strategy where customers are allowed to order for parties or other special events. In regard to online

selling, it is important for Domino's to make it possible for users to create an online order and by specifying the pizza's and delicacies they want to have (Tutt, 2012).

Hence, Domino's should make attempts to execute online ordering and advertising strategy crossways its domestic and international outlets and this strategy will help the company in gaining a competitive advantage on its competitors in the market, and at the same time work in accordance with the requirements of its customers.

Implementation

For the purpose of executing the above stated recommendations, it is necessary for Domino's Pizza to take into account an effective implementation plan. The crucial factors in the implementation plan that needs to be taken care by Domino's Pizza for pursuing suggested recommendations. The plan will clarify the responsibility for implementing the plan, and will make it clear that what will be done, how and when it will be done and why it needs to be done.

Establishing the Mission and Objectives of the Plan: It is the initial step in the implementation plan of suggested recommendations. It is necessary for Domino's to clarify the mission, vision and objectives of the strategic planning implementation procedure in order to provide all the employees an idea that what exactly they have to do to take the company to the leading position.

Engagement of the Executive Team: Domino's should develop an executive team in each of its international venture that will be accountable for after the implementation plan and will make sure that it will be effective enough to provide good results. Appointment of this key executive team will enable the company to successfully supervise the implementation of the online advertising and selling strategy and will help Domino's in accomplishing its mission (Rainey, 2006).

Proper Communication: The role of communication is important during the implementation of any plan, and thus, executing managers should adopt relevant communication networks. Properly communicating the strategies and required behavior will allow employees in getting a broaden comprehension of the goals and objectives.

Strategies for Effective Implementation: Domino's Pizza should also design strategies for the accurate implementation of the suggested recommendations so that it will attain its mission and objectives.

Supervise the Strategic Plan: In addition to the above mentioned implementation factors, the executive team of the company supervise the plan regularly or at fixed time intervals so that plan will stay alive. Therefore, the progress in the implementation process should be reviewed on a quarterly or monthly basis, depending on the planned activities and time of the strategic plan.

Perform the Short-Term Evaluation of the Strategy: Moreover, Domino's should also do short term assessment in order to keep the strategic plan energetic. This will enable Domino's Pizza in distinguishing people or outlets that are productively doing and people ad outlets that are not doing it (Witcher & Chau, 2010).

Institute Milestones of Strategic Plan: Apart from this, in order to execute the strategic recommendations, Domino's Pizza should also establish the milestones of strategic plan that needs to be accomplished in a set time frame. The company can do the same on a monthly or on a weekly basis (Rainey, 2006).

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