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## **Independent Case Study Analysis #1**

### **Intro:**

In April 2009, Tim McIntyre, Vice-president of Communications for Domino's Pizza International, received an email alerting him to a disturbing YouTube video posted by a Domino's employee. The video showed employees at a Conover, North Carolina, Domino's location tampering with customer orders by sticking cheese up their noses, sneezing on food, and behaving unhygienically. The video quickly went viral, amassing over 500,000 views, and damaging Domino's reputation. Domino's President Patrick Doyle was called back from vacation to address the crisis, and an emergency meeting was convened to devise a response plan. The video garnered widespread attention on social media and in the news, posing a significant threat to Domino's brand image.

### **Problem Statement:**

- Domino's brand integrity has been compromised.

### **Critical Factors:**

- **Time** —Because Domino's has waited to address the situation, it has worsened. It is imperative to address this in a timely manner.
- **Perceived Product Quality**— Domino's must improve the way their products are perceived if they want to fix the brand integrity that has been compromised.
- **Perceived Employee Integrity**— Domino's must improve the damage that has been done to how customers perceive the employees to maintain business.

### **Alternative #1: "Dough and Dreams– Our Quest to Build a Better Team"**

In response to the crisis, Domino's should quickly issue a press release to acknowledge the incident at hand, apologize for the inelegance, and promise to do better. This press release will introduce Domino's commitment to a more rigorous hiring process that will include background checks and a focus on hiring individuals who share the same passion for executing delicious, safe, and high-quality pizzas. Additionally, Domino's will share new employee spotlights "Saucy Superstar – Standout Employee of the Month!" on socials including TikTok and Instagram, as well as on Domino's Website, so when ordering online, customers will see that before ordering. Lastly, Domino's should have a limited packaging series where all pizza boxes have branding that says "made with love" to acknowledge the new pledge to hire employees with character and make products in a meaningful and ethical manner.

### **Pros:**

Releasing a press release and introducing a hiring pledge as soon as possible will ensure that the situation is handled in a timely matter and does not get worse while also ensuring that

customers are assured that the product quality and employee integrity have drastically improved. Next, introducing a public pledge to better vet out employees with extensive hiring allows customers the security that their food is being made in the right hands. Additionally, the employee spotlight also lets customers get to know the good in the employees significantly improving how customers perceive the integrity of employees. Additionally, posting these on social media provides for timely execution. Additionally, social media provides a highly efficient means of simultaneously reaching a vast audience with a consistent message. Lastly, the new “made with love” packaging is another more subtle way to guarantee the improved quality of both the food and employees to customers purchasing pizza.

**Cons:**

Conversely, in a more negative light, even though social media is quick, the alternative itself might take some time as it likely is lengthy to approve every new change to packaging, the handbook, and any media release that is drafted. Secondly, addressing the problem directly could make it take longer to “blow over” and repeatedly speaking on it could conversely drag the issue on longer.

**Alternative Action #2: “Domino’s Knows You”**

With this campaign, Domino’s goal should be to ensure to customers that they care and that they truly have their best interest in mind. With that, the first part of this campaign should include a collection of brief testimonials on YouTube, TikTok, and Instagram from real customers about their favorite Domino’s experiences and heartwarming stories of how Domino’s understands their pizza cravings. This series would take place as Domino’s drivers deliver the pizzas. Alongside this social movement, a sales promotion should be released that offers an exclusive reward program for loyal customers. This reward program could be called “Domino’s Knows You” and customers could receive discounts according to how much they spend at Domino’s in a tier system, similar to how Chick-fil-A has their [reward system](#). Customers would be incentivized to purchase more pizza, by having the chance to win prizes/free pizza. Lastly, along with this, the delivery cars will be labeled “Domino’s Knows You” advertising the aforementioned reward program. This is a third placement, ensuring that customers have multiple exposures to this campaign.

**Pros:**

By executing this campaign in a seemingly organic manner, Domino’s can express that they as a company understand the customer values in a meaningful way, demonstrating pathos. Additionally, by carrying out this campaign on social media, it can be timely, ensuring that the issue at hand does not get worse. Again, social media is also an effective way to reach a large audience at the same time with the same message. Additionally, this allows customers to gush about their interaction with employees, showcasing the improved quality of employees (also boosting word-of-mouth). A rewards program is a good promotion and solution for Domino's because it can be used to highlight quality assurance metrics, such as cleanliness ratings/adhering to safety protocols, to reassure customers of Domino’s commitment to food quality and safety,

while also retaining customers and keeping them loyal after the crisis. This program also encourages engagement. Lastly, the labeled delivery cars provide a third stream of engagement through another means, ensuring customers cannot miss the concept of this campaign.

**Cons:**

While it distracts from the crisis, the campaign does not explicitly address the issue at hand, which could be seen as “brushing things under the rug.” Additionally, executing all of these placements at the same time could be both timely and difficult to manage. Lastly, if not executed perfectly, this could come across as staged or ingenuine. With the rewards program, not all customers may actively engage with the program, reducing its effectiveness as a loyalty-building tool.

**Alternative Action #3: Serving Pizza, Serving You”**

Lastly, Domino’s needs to get involved in their local communities to showcase they care, and can do so by sponsoring a charitable event, for example, throwing an event and having customers buy pizzas for those in need, calling it “Serving Pizza, Serving You”. This event can include raffles, employee awards/superlatives, a pizza-making station, and a bar scene, similar to a fundraising gala. Additionally, this initiative should include the disposal of all ingredients that are not used to be donated daily to those in need. This would allow for community engagement, brand visibility, employee engagement, and customer participation in the installation. This could be backed up by social media before and during the event, advertising its occurrence, and having different employees go on “live” to show their personal experiences at the event. Lastly, this campaign should include specific packaging to represent the events, that way there is even more exposure to the idea of the entire event, “Serving Pizza, Serving You”.

**Pro:**

This also aligns with the industry, so sponsoring an event focused on hunger relief demonstrates their commitment to addressing food insecurity issues in their security, thus building back up the brand reputation. Customers can also be invited to participate by donating non-perishable food items when placing orders, further engaging them in said charitable efforts. This campaign also allows for employee engagement as involving Domino's employees as volunteers in the event fosters a sense of pride and teamwork among staff members, as they work together for a charitable cause, thus increasing perceived employee integrity. Including social media as an outlet grants a timely and effective response and the ability for customers to see into the employee’s meaningful experiences, yielding increased perceived employee integrity. Additionally, by donating the excess ingredients to food pantries daily showcases the improved quality of the food. Finally, including the packaging to represent the event provides a third point for customers to grasp onto the “Serving Pizza, Serving You” campaign.

**Cons:**

Although it diverts attention from the crisis, the campaign does not directly confront the core issue, which might be perceived as an attempt to avoid addressing the problem. Executing this will be timely and difficult to produce all at the same time, and it may not have the desired

impact or directly increase perceived brand or product integrity. Lastly, this event could yield the perception of insincerity. Some people may view the event as a mere PR stunt or an attempt to distract from the scandal, rather than a genuine commitment to the charitable cause. If the public perceives the charity event as disingenuous, it could further damage the brand's reputation and erode trust with customers.

**Final Recommendations:**

Considering the need for a comprehensive response that addresses both the crisis and the broader brand reputation, Alternative #3: "Serving Pizza, Serving You" strikes the most balance by demonstrating a commitment to addressing food insecurity, engaging customers in charitable efforts, promoting community involvement, increasing perceived employee integrity through employee engagement, utilizing social media for timely updates and exposure, and donating excess ingredients to showcase food quality. This approach not only addresses the crisis indirectly but also emphasizes Domino's commitment to social responsibility and community engagement. It would be advised that Domino's follows through with this alternative, but should integrate these tactics alongside the initial address of the crisis, allowing for a genuine reaction and productive change.