



# **DAVANGERE UNIVERSITY**

## **A COMPANY ANALYSIS ON DOMINO'S**

[Special reference to domino's, Chitradurga City]

**2023-2024**

*Submitted in partial fulfillment of requirement for the  
award of degree of*

## **BACHELOR OF COMMERCE**

**Submitted By:**

**Ms.Swarna.T**

**Reg.No.U13SJ21C0109**

**Under the Guidance of**

**Mr.Mohankumar.M (Lecturer of Commerce dept.)**

**SJM COLLEGE OF ARTS, SCIENCE AND COMMERCE,  
CHANDRAVALLI, CHITRADURGA**

# COLLEGE CERTIFICATE

This is to certify that **Ms.Swarna.T** a student of college bearing **Reg. No. U13SJ21C0109** has undertaken **"Domino's"** in partial fulfillment of requirement for the award of degree of **BACHELOR OF COMMERCE** for the academic year 2023-2024.

**SIGNATURE OF GUIDE**

**SIGNATURE OF HOD**

**DATE:**

**PLACE: Chitradurga**

**SJM COLLEGE OF ARTS, SCIENCE AND COMMERCE  
CHITRADURGA**

## DECLARATION

I do hereby declare that this project report entitled “**A Company analysis of Domino’s**” have completed under the guidance of **Mr.Mohankumar.M** Lecturer of Commerce Department, **SJM COLLEGE OF ARTS, SCIENCE AND COMMERCE , Chitradurga** in partial fulfillment of requirement for the award of degree of **BACHELOR OF COMMERECE** from **Davangere University** for the academic year 2023-24.

**Ms.Swarna.T**

**V<sup>TH</sup> SEM. B.COM**

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**DATE:**

**PLACE: Chitradurga**

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# CHAPTER-1



## INTRODUCTION:

**Domino's** is an American multinational [pizza](#) restaurant chain. Founded in 1960, the chain is owned by master franchisor **Domino's Pizza, Inc.**<sup>[3]</sup> and led by CEO Russell Weiner. The corporation is [Delaware-domiciled](#)<sup>[4]</sup> and headquartered at the Domino's Farms Office Park in Ann Arbor Township, near [Ann Arbor, Michigan](#).<sup>[5][6]</sup> As of 2018, Domino's had approximately 15,000 stores, with 5,649 in the United States, 1,500 in India, and 1,249 in the United Kingdom.<sup>[7][8]</sup> Domino's has stores in over 83 countries<sup>[9]</sup> and 5,701 cities worldwide.

Hari S Bhartia and Jubilant Enpro Private Ltd. Domino's Pizza company opened its first store in India in January 1996, at New Delhi.

The inception of Domino's Pizza can be traced back to December 9, 1960. The first Domino's Pizza store was opened in Ypsilanti, Michigan, USA, by Tom Monaghan and his brother, James. Originally, the restaurant was called "DomiNick's," but Tom Monaghan later purchased his brother's share of the business and renamed it Domino's Pizza, Inc. in 1965.

The unique selling point of Domino's Pizza was its promise of delivering pizzas to customers' homes within 30 minutes of placing an order. This commitment to timely delivery became a significant part of Domino's brand identity. The company expanded rapidly through franchising, and by the 1980s, it had become an international pizza delivery giant.

Over the years, Domino's Pizza has evolved its menu and introduced various innovations, including online ordering and the creation of unique pizza recipes. Today, Domino's is one of the world's largest pizza chains, with thousands of stores globally, offering a variety of pizzas, pasta, chicken, and other side dishes.

In 1997 Domino's sold over 325 million pizzas, with pepperoni being the most popular topping. The chain used over 27 million pounds of pepperoni that year, as well as over 174 million pounds of part-skim mozzarella cheese and over 3 million pounds of pizza sauce, among other ingredients.

## **MISSION, VISIONS, VALUES:**

### **MISSION:**

Domino's mission has traditionally been centered around providing high-quality pizza, excellent customer service, and efficient delivery. The company has been known for its commitment to delivering hot and fresh pizzas to customers' doors promptly.

### **VISION:**

Domino's vision typically revolves around being a leading and innovative pizza delivery company, adapting to changing customer preferences and technological advancements. The company has historically been focused on expanding its global presence and maintaining a strong commitment to customer satisfaction.

### **VALUES:**

While specific values may not be explicitly outlined, Domino's has demonstrated a commitment to certain principles over the years, such as:

1. **Customer Focus:** Prioritizing customer satisfaction and providing a positive experience through quality products and services.
2. **Innovation:** Embracing technological advancements to enhance the customer experience, such as online ordering platforms and tracking systems.
3. **Teamwork:** Fostering a collaborative and inclusive work environment, both within the company and with franchise partners.
4. **Quality:** Emphasizing the use of high-quality ingredients and maintaining standards in the preparation and delivery of pizzas.

## GOALS AND OBJECTIVES:

1. **Global Expansion:** Domino's has historically focused on expanding its global presence. The company may set goals related to entering new markets, opening new stores, and increasing its market share in existing regions.
2. **Customer Satisfaction:** Ensuring customer satisfaction is a fundamental objective for any service-oriented business. Domino's likely sets goals related to providing high-quality products, improving customer service, and enhancing the overall customer experience.
3. **Innovation and Technology:** Domino's has been a leader in adopting technology to improve its services. Goals may include continuing to innovate in areas such as online and mobile ordering, delivery tracking systems, and other technological advancements that enhance the efficiency and convenience of ordering.
4. **Quality and Menu Expansion:** Maintaining high standards of food quality is essential for a restaurant chain. Domino's may set objectives related to the quality of ingredients, food preparation processes, and the continuous improvement of its menu offerings.
5. **Franchisee Support:** As a franchise-based business, Domino's success is tied to the success of its franchisees. The company likely sets goals related to providing support, training, and resources to franchise owners to help them operate successful and profitable stores.
6. **Social Responsibility:** Companies today often prioritize corporate social responsibility. Domino's may have objectives related to sustainability, community involvement, and ethical business practices.
7. **Financial Performance:** Like any business, Domino's is likely to set financial goals, such as revenue growth, profitability targets, and managing costs effectively.

## QUALITY POLICY:

Quality policies are typically internal documents that guide the company's commitment to delivering high-quality products and services.

However, companies in the food industry often emphasize certain key principles in their approach to quality. For a pizza delivery company like Domino's, a quality policy might include the following components:

1. **Ingredient Quality:** Ensuring the use of fresh, high-quality ingredients in the preparation of pizzas and other menu items.

2. **Food Safety:** Adhering to rigorous food safety standards and procedures to ensure that products are safe for consumption.
3. **Consistency:** Striving for consistency in the taste, texture, and appearance of menu items across all Domino's locations.
4. **Customer Satisfaction:** Prioritizing customer satisfaction by meeting or exceeding customer expectations for food quality and service.
5. **Continuous Improvement:** Committing to ongoing improvement in processes and product offerings to adapt to changing customer preferences and industry trends.

## **SERVICE PROFILE:**

Domino's Pizza is known for its pizza delivery and takeout services. The service profile of Domino's typically includes the following aspects:

1. **Online Ordering:** Domino's has a user-friendly online ordering system that allows customers to place orders through their official website or mobile app. This platform often includes features such as order customization, tracking, and secure payment options.
2. **Delivery Services:** One of Domino's key services is pizza delivery. The company is known for its commitment to delivering pizzas to customers' doors in a timely manner. Delivery services are often facilitated through a network of company-owned and franchise-operated delivery vehicles.
3. **Carryout (Takeout):** Customers can choose to pick up their orders directly from Domino's stores, commonly referred to as carryout or takeout service. This option allows customers to place an order online or over the phone and then pick up the food from the nearest Domino's location.
4. **Menu Variety:** While pizza is the core product, Domino's offers a variety of menu items, including pasta, chicken dishes, sandwiches, desserts, and beverages. The menu may vary by location and market.
5. **Innovation and Technology:** Domino's has been a pioneer in leveraging technology to enhance its services. This includes features like the Domino's Tracker, allowing customers to monitor the status of their orders in real-time, and innovations in online and mobile ordering.
6. **Customer Service:** Domino's places emphasis on providing excellent customer service. This involves addressing customer inquiries, feedback, and concerns promptly and professionally.
7. **Promotions and Loyalty Programs:** Domino's often runs promotions and loyalty programs to attract and retain customers. This may include discounts, special offers, and loyalty points for repeat orders.



## AREA OF OPERATION:

Domino's Pizza is a global pizza delivery and takeout chain with a widespread international presence. The company operates in numerous countries around the world. Its area of operation includes but is not limited to:

1. **United States:** Domino's has a significant presence throughout the United States, with a large number of company-owned and franchise-operated stores.
2. **International Markets:** Domino's operates in numerous countries across North America, South America, Europe, Asia, Africa, and Oceania. The company has pursued an aggressive strategy of global expansion through franchising.

The exact countries and regions where Domino's operates may change over time due to business decisions, market dynamics, and other factors. The company continually evaluates opportunities for expansion into new markets.

## OWNERSHIP PATTERN:

Domino's Pizza, like many other companies, has a publicly traded ownership structure. This means that its shares are listed on a stock exchange, and individuals and institutional investors can buy and sell shares of the company.

The ownership of Domino's Pizza is distributed among the shareholders who own its stock. Shareholders can include individual investors, mutual funds, pension funds, and other institutional investors. The largest shareholders are often institutional investors like mutual funds and investment firms.

It's important to note that ownership patterns can change over time due to buying and selling of shares in the stock market. For the most current and accurate information on Domino's Pizza's ownership structure, you should check the latest reports, filings, or the company's official website. Financial news sources, stock market websites, and the company's investor relations department are good places to find up-to-date information on ownership patterns.

## COMPETITORS INFORMATION:

Domino's Pizza faces competition from various other pizza chains and fast-food establishments. Competitors can vary by region, but some of the major global and U.S.-based competitors include:

1. **Pizza Hut:** A direct competitor to Domino's, Pizza Hut is another well-known international pizza chain. It offers a diverse menu that includes pizzas, pasta, wings, and more.



2. **Papa John's:** Another significant player in the pizza delivery industry, Papa John's is known for its "Better Ingredients, Better Pizza" slogan. It competes with Domino's in the pizza delivery and carryout market.



3. **Little Caesars:** This pizza chain is known for its "Hot-N-Ready" pizzas, which are pre-made and available for immediate pickup. Little Caesars competes with Domino's in the value-focused pizza market.



4. **PizzaExpress:** While more prominent in the United Kingdom and other international markets, PizzaExpress is a competitor in the casual dining pizza segment.



**5. Local and Regional Chains:** In addition to the major national and international chains, Domino's faces competition from numerous local and regional pizza chains that operate in specific areas.

## **INFRASTRUCTURAL FACILITIES:**

The infrastructural facilities of Domino's include various components to support its operations. Please note that specific details may vary, and the information provided here is based on general industry knowledge:

### **1. Production Facilities/Kitchens:**

- Domino's operates a network of production facilities or kitchens where pizza dough is prepared, ingredients are stored, and pizzas are assembled.
- These kitchens are strategically located to ensure timely delivery to customers within a specific radius.

### **2. Supply Chain:**

- Domino's has an extensive supply chain to ensure the availability of fresh and quality ingredients at all its locations.
- This includes partnerships with suppliers for items like dough, cheese, sauce, and toppings.

### **3. Distribution Centers:**

- Distribution centers play a crucial role in the supply chain, where ingredients and supplies are stored before being distributed to individual stores.

### **4. Technology Infrastructure:**

- Domino's relies heavily on technology for order processing, tracking, and delivery. This includes point-of-sale systems, online ordering platforms, and delivery tracking systems.

### **5. Fleet of Vehicles:**

- Domino's typically maintains a fleet of delivery vehicles, including cars and scooters, to ensure timely delivery to customers.

### **6. Retail Stores:**

- Domino's has a network of retail stores or outlets where customers can place orders for delivery or pick up. These stores are equipped with ovens, preparation areas, and staff to handle customer orders.

### **7. Online Ordering and Mobile Apps:**

- Domino's invests in online platforms and mobile applications to facilitate easy and convenient ordering for customers.

### **8. Quality Control and Testing Facilities:**

- Domino's may have quality control and testing facilities to ensure that the products meet the company's standards and specifications.

### **9. Training Centers:**

- Domino's may have training centers for staff to ensure consistent quality in food preparation and customer service.

### **10. Corporate Offices:**

- Domino's has corporate offices that oversee various aspects of the business, including marketing, finance, human resources, and overall strategy.

## **ACHIEVEMENT AWARD:**

These achievements can span a range of categories, including business performance, customer satisfaction, marketing campaigns, and corporate responsibility. However, specific awards can vary over time, and new achievements may have been earned since then. Here are a few notable achievements up to 2022:

### **1. Global Dominance:**

- Domino's has often been recognized for its global reach and dominance in the pizza delivery industry. It has been acknowledged as one of the largest and most successful pizza chains worldwide.

### **2. Financial Achievements:**

- Recognition for financial performance and growth in terms of revenue and market share.

### **3. Customer Satisfaction:**

- Awards for high levels of customer satisfaction and quality service. Customer satisfaction is crucial in the competitive fast-food industry, and Domino's has invested in improving its customer experience.

#### **4. Marketing Campaigns:**

- Awards for innovative and successful marketing campaigns. Domino's is known for its creative marketing strategies, including the "Pizza Turnaround" campaign that addressed past criticisms of its pizza quality.

#### **5. Technology Innovation:**

- Recognition for leveraging technology to enhance the customer experience, such as the implementation of online ordering systems, mobile apps, and delivery tracking.

#### **6. Corporate Responsibility:**

- Awards for corporate social responsibility initiatives and sustainability efforts. Companies are increasingly being recognized for their commitment to social and environmental responsibility.

#### **7. Franchise Satisfaction:**

- Recognition for maintaining positive relationships with franchisees, who play a significant role in the success of the Domino's brand.

### **STRATEGIC PERSPECTIVE PLAN:**

#### **1. Market Expansion:**

- Identify new markets and regions for potential expansion, both domestically and internationally.
- Assess the feasibility of entering emerging markets and adapting the business model to local preferences.

#### **2. Product Innovation:**

- Continuously innovate the menu to keep it fresh and appealing to changing consumer preferences.
- Introduce new products or variations based on market trends, dietary preferences, or cultural considerations.

#### **3. Technology Integration:**

- Leverage technology for enhanced customer experience, including online ordering, mobile apps, and delivery tracking systems.
- Explore emerging technologies, such as artificial intelligence and data analytics, to optimize operations and customer engagement.

#### **4. Quality and Consistency:**

- Maintain a strong focus on product quality and consistency across all outlets to meet customer expectations.
- Implement quality control measures throughout the supply chain to ensure the freshness and safety of ingredients.

#### **5. Franchise Relationships:**

- Strengthen relationships with franchisees to ensure a cohesive brand experience across all locations.
- Provide support and resources to franchisees for business success and growth.

#### **6. Customer Engagement:**

- Develop and implement marketing strategies to enhance customer engagement and loyalty.
- Utilize social media and other channels to connect with customers and gather feedback.

#### **7. Operational Efficiency:**

- Streamline and optimize operational processes to improve efficiency and reduce costs.
- Invest in training programs for employees to enhance service quality and efficiency.

#### **8. Sustainability and Corporate Social Responsibility (CSR):**

- Incorporate sustainability practices into operations, such as eco-friendly packaging and responsible sourcing of ingredients.
- Engage in CSR initiatives to contribute positively to the communities in which Domino's operates.

#### **9. Risk Management:**

- Identify and mitigate potential risks to the business, including supply chain disruptions, changes in consumer preferences, or regulatory challenges.

#### **10. Financial Performance:**

- Set financial goals and strategies for revenue growth, profitability, and shareholder value.
- Monitor financial performance and adjust strategies based on market conditions.

## CHAPTER-2

### FINANCIAL AND MARKET ANALYSIS

#### FINANCIAL ANALYSIS:

- Statement of profit or loss.
- Statement of financial position.
- Statement of cash flow.

#### 1.STATEMENT OF PROFIT AND LOSS:

Jubilant FoodWorks, the Domino's Pizza chain operator in India, reported a consolidated net profit of 28.9 crore in the first quarter of FY24. The company had posted a net profit of ₹112.6 crore in the corresponding quarter of previous fiscal.

Domino's Pizza Inc net income for the twelve months ending September 30, 2023 was \$0.520B, a 15.67% increase year-over-year. Domino's Pizza Inc annual net income for 2022 was \$0.452B, a 11.4% decline from 2021. Domino's Pizza Inc annual net income for 2021 was \$0.51B, a 3.9% increase from 2020.

#### 2.STATEMENT OF FINANCIAL POSITION:

Domino's Pizza, Inc. reported earnings results for the third quarter and nine months ended September 10, 2023. For the third quarter, the company reported revenue was USD 1,027.36 million compared to USD 1,068.6 million a year ago. Net income was USD 147.68 million compared to USD 100.5 million a year ago.

Domino's plans to be the dominant pizza chain in the world with a goal of growing to 25,000 stores and \$25 billion in retail sales by 2025, executives said during a Thursday investor presentation.

## Assets

Fiscal year is January-December. All values USD.

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Cash & Short Term Investments	237.42M	483.92M	502.15M	490.48M	395.2M	
Cash & Short Term Investments Growth	-	103.83%	3.77%	-2.32%	-19.43%	
Cash Only	237.42M	483.92M	502.15M	490.48M	395.2M	
Short-Term Investments	-	-	-	-	-	
Cash & ST Investments / Total Assets	25.17%	34.14%	32.04%	29.34%	24.67%	
Total Accounts Receivable	190.09M	210.26M	244.56M	255.33M	257.49M	
Total Accounts Receivable Growth	-	10.61%	16.31%	4.40%	0.85%	
Accounts Receivables, Net	190.09M	210.26M	244.56M	255.33M	257.49M	



ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Accounts Receivables, Gross	191.97M	213.12M	246.35M	257.2M	262.25M	
Accounts Receivables, Gross						
Bad Debt/Doubtful Accounts	(1.88M)	(2.86M)	(1.79M)	(1.87M)	(4.76M)	
Bad Debt/Doubtful Accounts						
Other Receivable	-	-	-	-	-	
Other Receivable						
Accounts Receivable Turnover	18.06	17.21	16.84	17.07	17.62	
Accounts Receivable Turnover						
Inventories	45.98M	52.96M	66.68M	68.33M	81.57M	
Inventories						
Finished Goods	42.92M	49.3M	57.12M	61.99M	74.05M	
Finished Goods						
Work in Progress	-	-	-	-	-	
Work in Progress						
Raw Materials	3.05M	3.65M	9.57M	6.33M	7.52M	
Raw Materials						
Progress Payments & Other	-	-	-	-	-	
Progress Payments & Other						
Other Current Assets	93.47M	40.48M	56M	46.41M	56.39M	
Other Current Assets						
Miscellaneous Current Assets	93.47M	40.48M	56M	46.41M	56.39M	
Miscellaneous Current Assets						
Total Current Assets	566.95M	787.62M	869.38M	860.54M	790.65M	
Total Current Assets						

<b>ITEM</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>5-YEAR TREND</b>
Net Property, Plant & Equipment	234.94M	471.67M	525.63M	534.77M	521.44M	
Net Property, Plant & Equipment						
Property, Plant & Equipment – Gross	487.12M	724.11M	808.26M	853.23M	853.91M	
Property, Plant & Equipment - Gross						
Buildings	12.25M	19.37M	19.98M	21.41M	21.76M	
Buildings						
Land & Improvements	-	-	-	-	-	
Land & Improvements						
Computer Software and Equipment	-	-	-	-	-	
Computer Software and Equipment						
Other Property, Plant & Equipment	170.5M	164.07M	186.46M	193.57M	172.73M	
Other Property, Plant & Equipment						
Accumulated Depreciation	252.18M	252.45M	282.63M	318.47M	332.47M	
Accumulated Depreciation						
Total Investments and Advances	8.72M	11.98M	13.25M	141.27M	139.24M	
Total Investments and Advances						
Other Long-Term Investments	8.72M	11.98M	13.25M	141.27M	139.24M	
Other Long-Term Investments						

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Long-Term Note Receivables	-	-	-	-	-	
Long-Term Note Receivables						
Intangible Assets	78.73M	89.53M	97.27M	110.59M	120.12M	
Intangible Assets						
Net Goodwill	14.92M	15.09M	15.06M	15.03M	11.76M	
Net Goodwill						
Net Other Intangibles	63.81M	74.44M	82.21M	95.56M	108.35M	
Net Other Intangibles						
Other Assets	12.52M	11.22M	59.73M	22.54M	28.85M	
Other Assets						
Total Assets	943.08M	1.42B	1.57B	1.67B	1.6B	
Total Assets						
Total Assets Growth	-	50.31%	10.56%	6.68%	-4.16%	
Total Assets Growth						

### Liabilities & Shareholders' Equity

All values USD.

ITEM	2018	2019	2020	2021	2022	5- YEAR TREND
ST Debt & Current Portion LT Debt	35.89M	76.71M	38.72M	92.74M	89.69M	
ST Debt & Current Portion LT Debt						
Short Term Debt	-	33.32M	35.86M	37.16M	34.88M	
Short Term Debt						
Current Portion of Long Term	35.89M	43.39M	2.86M	55.59M	54.81M	

ITEM	2018	2019	2020	2021	2022	5- YEAR TREND
Debt						
Current Portion of Long Term Debt						
Accounts Payable	92.55M	111.1M	94.5M	91.55M	89.72M	
Accounts Payable						
Accounts Payable Growth	-	20.05%	-14.94%	-3.12%	-2.00%	
Accounts Payable Growth						
Income Tax Payable	-	-	-	-	-	
Income Tax Payable						
Other Current Liabilities	251.3M	266.02M	337.6M	406.45M	357.22M	
Other Current Liabilities						
Dividends Payable	-	-	-	-	-	
Dividends Payable						
Accrued Payroll	40.96M	46.21M	58.52M	59.57M	40.44M	
Accrued Payroll						
Miscellaneous Current Liabilities	210.34M	219.8M	279.08M	346.88M	316.77M	
Miscellaneous Current Liabilities						
Total Current Liabilities	379.74M	453.83M	470.82M	590.74M	536.62M	
Total Current Liabilities						
Long-Term Debt	3.5B	4.27B	4.32B	5.2B	5.16B	
Long-Term Debt						
Long-Term Debt excl. Capitalized Leases	3.48B	4.05B	4.06B	4.94B	4.9B	
Long-Term Debt excl. Capitalized Leases						

ITEM	2018	2019	2020	2021	2022	5- YEAR TREND
Non-Convertible Debt	3.48B	4.05B	4.06B	4.94B	4.9B	
Non-Convertible Debt						
Convertible Debt	-	-	-	-	-	
Convertible Debt						
Capitalized Lease Obligations	14.61M	18.26M	57.7M	72.25M	70.89M	
Capitalized Lease Obligations						
Provision for Risks & Charges	31.07M	34.68M	37.13M	36.91M	40.18M	
Provision for Risks & Charges						
Deferred Taxes	(5.53M)	(10.07M)	4.2M	1.81M	5.84M	
Deferred Taxes						
Deferred Taxes – Credits	35.7M	35.45M	6.1M	3.92M	7.76M	
Deferred Taxes - Credits						
Deferred Taxes – Debit	41.22M	45.52M	1.9M	2.11M	1.93M	
Deferred Taxes - Debit						
Other Liabilities	40.81M	35.56M	35.24M	50.67M	44.06M	
Other Liabilities						
Other Liabilities (excl. Deferred Income)	40.81M	19.26M	20.24M	26.37M	21.36M	
Other Liabilities (excl. Deferred Income)						
Deferred Income	-	16.3M	15M	24.3M	22.7M	
Deferred Income						
Total Liabilities	3.98B	4.83B	4.87B	5.88B	5.79B	
Total Liabilities						
Non-Equity Reserves	-	-	-	-	-	

ITEM	2018	2019	2020	2021	2022	5- YEAR TREND
Non-Equity Reserves						
Total Liabilities / Total Assets	422.34%	340.96%	310.60%	351.79%	361.45%	
Total Liabilities / Total Assets						
Preferred Stock (Carrying Value)	-	-	-	-	-	
Preferred Stock (Carrying Value)						
Redeemable Preferred Stock	-	-	-	-	-	
Redeemable Preferred Stock						
Non-Redeemable Preferred Stock	-	-	-	-	-	
Non-Redeemable Preferred Stock						
Common Equity (Total)	(3.04B)	(3.42B)	(3.3B)	(4.21B)	(4.19B)	
Common Equity (Total)						
Common Equity / Total Assets	-	-	-	-	-261.45%	
Common Equity / Total Assets	322.34%	240.96%	210.60%	251.79%		
Common Stock Par/Carry Value	410K	389K	389K	361K	354K	
Common Stock Par/Carry Value						
Retained Earnings	(3.04B)	(3.41B)	(3.3B)	(4.21B)	(4.19B)	
Retained Earnings						
ESOP Debt Guarantee	-	-	-	-	-	
ESOP Debt Guarantee						
Cumulative Translation Adjustment/Unrealized Exch. Gain	(4.43M)	(3.74M)	(2.42M)	(2.82M)	(4.69M)	
Cumulative Translation Adjustment/Unrealized Exch. Gain						

ITEM	2018	2019	2020	2021	2022	5- YEAR TREND
Unrealized Gain/Loss Marketable Securities	-	-	-	-	-	
Unrealized Gain/Loss Marketable Securities	-	-	-	-	-	
Revaluation Reserves	-	-	-	-	-	
Revaluation Reserves	-	-	-	-	-	
Treasury Stock	-	-	-	-	-	
Treasury Stock	-	-	-	-	-	
Total Shareholders' Equity	(3.04B)	(3.42B)	(3.3B)	(4.21B)	(4.19B)	
Total Shareholders' Equity	(3.04B)	(3.42B)	(3.3B)	(4.21B)	(4.19B)	
Total Shareholders' Equity / Total Assets	-	-	-	-	-	
Total Shareholders' Equity / Total Assets	322.34%	240.96%	210.60%	251.79%	-261.45%	
Accumulated Minority Interest	-	-	-	-	-	
Accumulated Minority Interest	-	-	-	-	-	
Total Equity	(3.04B)	(3.42B)	(3.3B)	(4.21B)	(4.19B)	
Total Equity	(3.04B)	(3.42B)	(3.3B)	(4.21B)	(4.19B)	
Liabilities & Shareholders' Equity	943.08M	1.42B	1.57B	1.67B	1.6B	
Liabilities & Shareholders' Equity	943.08M	1.42B	1.57B	1.67B	1.6B	

### 3.STATEMENT OF CASH FLOW:

#### Operating Activities

Fiscal year is January-December. All values USD.

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Net Income before Extraordinaries	361.97M	400.71M	491.3M	510.47M	452.26M	
Net Income before Extraordinaries						
Net Income Growth	-	10.70%	22.61%	3.90%	-11.40%	
Net Income Growth						
Depreciation, Depletion & Amortization	53.67M	59.93M	65.04M	72.92M	80.25M	
Depreciation, Depletion & Amortization						
Depreciation and Depletion	34.97M	37.13M	42.04M	48.62M	51.75M	
Depreciation and Depletion						
Amortization of Intangible Assets	18.7M	22.8M	23M	24.3M	28.5M	
Amortization of Intangible Assets						
Deferred Taxes & Investment Tax Credit	(872K)	(3.3M)	14.42M	1.99M	253K	
Deferred Taxes & Investment Tax Credit						
Deferred Taxes	(872K)	(3.3M)	14.42M	1.99M	253K	
Deferred Taxes						
Investment Tax Credit	-	-	-	-	-	
Investment Tax Credit						



ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Other Funds	3.2M	2.5M	(25.54M)	(17.64M)	16.36M	
Other Funds						
Funds from Operations	417.97M	459.84M	545.22M	567.74M	549.13M	
Funds from Operations						
Extraordinaries	-	-	-	-	-	
Extraordinaries						
Changes in Working Capital	(23.8M)	37.11M	47.57M	86.47M	(73.81M)	
Changes in Working Capital						
Receivables	(18.17M)	(20.9M)	(33.33M)	(8.11M)	(6.33M)	
Receivables						
Accounts Payable	10.01M	66.14M	68.95M	51.35M	(36.61M)	
Accounts Payable						
Other Assets/Liabilities	(15.63M)	(8.13M)	11.95M	43.23M	(30.87M)	
Other Assets/Liabilities						
Net Operating Cash Flow	394.17M	496.95M	592.79M	654.21M	475.32M	
Net Operating Cash Flow						
Net Operating Cash Flow Growth	-	26.07%	19.29%	10.36%	-27.34%	
Net Operating Cash Flow Growth						
Net Operating Cash Flow / Sales	11.48%	13.73%	14.40%	15.01%	10.48%	
Net Operating Cash Flow / Sales						

### Investing Activities

All values USD.

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Capital Expenditures	(119.89M)	(88.99M)	(88.77M)	(94.17M)	(94.05M)	
Capital Expenditures						
Capital Expenditures Growth	-	25.77%	0.25%	-6.09%	0.13%	
Capital Expenditures Growth						
Capital Expenditures / Sales	-3.49%	-2.46%	-2.16%	-2.16%	-2.07%	
Capital Expenditures / Sales						
Capital Expenditures (Fixed Assets)	(119.89M)	(85.57M)	(88.77M)	(94.17M)	(87.23M)	
Capital Expenditures (Fixed Assets)						
Capital Expenditures (Other Assets)	-	(3.42M)	-	-	(6.81M)	
Capital Expenditures (Other Assets)						
Net Assets from Acquisitions	-	-	-	-	-	
Net Assets from Acquisitions						
Sale of Fixed Assets & Businesses	8.37M	12.26M	174K	16K	41.09M	
Sale of Fixed Assets & Businesses						
Purchase/Sale of Investments	-	-	(40M)	(49.08M)	-	
Purchase/Sale of Investments						

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Purchase of Investments	-	-	(40M)	(49.08M)	-	
Purchase of Investments						
Sale/Maturity of Investments	-	-	-	-	-	
Sale/Maturity of Investments						
Other Uses	(70.74M)	(1.28M)	(333K)	-	(722K)	
Other Uses						
Other Sources	-	-	-	-	-	
Other Sources						
Net Investing Cash Flow	(88.26M)	(27.85M)	(128.93M)	(142.72M)	(53.68M)	
Net Investing Cash Flow						
Net Investing Cash Flow Growth	-	68.44%	-362.87%	-10.70%	62.39%	
Net Investing Cash Flow Growth						
Net Investing Cash Flow / Sales	-2.57%	-0.77%	-3.13%	-3.28%	-1.18%	
Net Investing Cash Flow / Sales						

### Financing Activities

All values USD.

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Cash Dividends Paid	-	-	-	-	-	
Total	(92.17M)	(105.72M)	(121.93M)	(139.4M)	(157.53M)	
Cash Dividends Paid	-	-	-	-	-	
Total						

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Common Dividends	(92.17M)	(105.72M)	(121.93M)	(139.4M)	(157.53M)	
Common Dividends						
Preferred Dividends	-	-	-	-	-	
Preferred Dividends						
Change in Capital Stock	(581.38M)	(685.94M)	(273.62M)	(1.3B)	(290.43M)	
Change in Capital Stock						
Repurchase of Common & Preferred Stk.	(591.21M)	(699.01M)	(304.59M)	(1.32B)	(293.74M)	
Repurchase of Common & Preferred Stk.						
Sale of Common & Preferred Stock	9.83M	13.06M	30.97M	19.68M	3.31M	
Sale of Common & Preferred Stock						
Proceeds from Stock Options	-	-	-	-	-	
Proceeds from Stock Options						
Other Proceeds from Sale of Stock	9.83M	13.06M	30.97M	19.68M	3.31M	
Other Proceeds from Sale of Stock						
Issuance/Reduction of Debt, Net	357.71M	574.82M	(44.06M)	924.85M	(57.27M)	
Issuance/Reduction of Debt, Net						
Change in Current Debt	-	-	-	-	-	
Change in Current Debt						

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Change in Long-Term Debt	357.71M	574.82M	(44.06M)	924.85M	(57.27M)	
Change in Long-Term Debt						
Issuance of Long-Term Debt	961.79M	666.9M	158M	1.84B	118.41M	
Issuance of Long-Term Debt						
Reduction in Long-Term Debt	(604.09M)	(92.09M)	(202.06M)	(910.21M)	(175.68M)	
Reduction in Long-Term Debt						
Other Funds	(6.96M)	(5.95M)	(6.8M)	(7.06M)	(10.72M)	
Other Funds						
Other Uses	(6.96M)	(5.95M)	(6.8M)	(7.06M)	(10.72M)	
Other Uses						
Other Sources	-	-	-	-	-	
Other Sources						
Net Financing Cash Flow	(322.8M)	(222.79M)	(446.41M)	(522.83M)	(515.95M)	
Net Financing Cash Flow						
Net Financing Cash Flow Growth	-	30.98%	-100.37%	-17.12%	1.32%	
Net Financing Cash Flow Growth						
Net Financing Cash Flow / Sales	-9.40%	-6.16%	-10.84%	-12.00%	-11.37%	
Net Financing Cash Flow / Sales						

ITEM	2018	2019	2020	2021	2022	5-YEAR TREND
Exchange Rate Effect	(538K)	201K	761K	(316K)	(963K)	
Exchange Rate Effect						
Miscellaneous Funds	-	-	-	-	-	
Miscellaneous Funds						
Net Change in Cash	(17.43M)	246.51M	18.22M	(11.67M)	(95.28M)	
Net Change in Cash						
Free Cash Flow	274.28M	411.39M	504.03M	560.03M	388.08M	
Free Cash Flow						
Free Cash Flow Growth	-	49.99%	22.52%	11.11%	-30.70%	
Free Cash Flow Growth						
Free Cash Flow Yield	-	-	-	-	1.84	
Free Cash Flow Yield						

## MARKET ANALYSIS:

### EVALUATION OF COMPANY'S POSITION:

The competitive position of Domino's Pizza can vary depending on various factors, including market conditions, consumer preferences, and competitive strategies.

To evaluate Domino's Pizza's current position within its country, you should consider the following:

1. **Market Share:** Assess the market share of Domino's Pizza compared to its competitors. A higher market share generally indicates a stronger position, but other factors like growth rates and profitability should also be considered.

**2. Financial Performance:** Review the company's financial statements to evaluate its revenue growth, profitability, and overall financial health. This includes analyzing trends in sales, operating income, and net profit.

**3. Customer Satisfaction:** Consider customer satisfaction and feedback. Positive reviews and a strong customer base can be indicators of a company's competitive strength.

**4. Innovation and Adaptability:** Evaluate Domino's ability to innovate and adapt to changing consumer trends and preferences. This could include technological advancements, menu innovations, or changes in the customer experience.

**5. Marketing and Branding:** Assess the effectiveness of Domino's marketing and branding strategies. A strong brand presence can contribute to customer loyalty and market dominance.

**6. Competitive Landscape:** Understand the competitive landscape within the food and restaurant industry. Analyze how Domino's compares to other major players and local competitors.

**7. Expansion and Growth Strategies:** Consider any recent expansion efforts or growth strategies employed by Domino's Pizza, such as new store openings, partnerships, or international expansion.

## **MARKET TRENDS, COMPETITION, AND POTENTIAL GROWTH OPPORTUNITIES:**

### **MARKET TRENDS:**

**1. Digital Transformation:** The rise of online ordering and food delivery services was a significant trend. Companies like Domino's have invested heavily in digital platforms, mobile apps, and online ordering systems to enhance customer convenience.

**2. Focus on Delivery Services:** With the growth of third-party delivery services and changes in consumer behavior, pizza chains like Domino's have been emphasizing their delivery capabilities to meet customer expectations for speed and efficiency.

**3. Menu Innovation:** Fast-food chains, including pizza companies, have been focusing on menu innovation to attract and retain customers. This includes introducing new flavors, ingredients, and dietary options to cater to diverse preferences.

**4. Health and Wellness:** Consumer preferences for healthier food options have been impacting the industry. Pizza chains may respond by offering healthier menu choices or providing clearer nutritional information to customers.

5. **Global Expansion:** Many fast-food chains, including Domino's, have been expanding their international presence. Global expansion can offer new growth opportunities and exposure to diverse markets.

6. **Sustainability and Social Responsibility:** Consumer awareness of environmental and social issues has led companies to adopt more sustainable practices and demonstrate social responsibility. Pizza chains may explore eco-friendly packaging, sourcing ethical ingredients, and engaging in community initiatives.

## COMPETITION:

Here are some of the notable competitors that Domino's typically faces:

1. **Pizza Hut:** One of the most significant competitors, Pizza Hut is a global pizza chain with a diverse menu that includes various pizza styles, pasta, and other side dishes.

2. **Papa John's:** Another major player in the pizza delivery industry, Papa John's competes with Domino's by offering a range of pizza options and sides.

3. **Little Caesars:** Known for its "Hot-N-Ready" pizzas and affordable pricing, Little Caesars is a competitor that focuses on the value segment of the market.

4. **Yum! Brands (KFC and Taco Bell):** While not exclusively pizza-focused, Yum! Brands operates several fast-food chains, including KFC and Taco Bell, which may compete for consumer spending in the broader quick-service restaurant category.

5. **Local and Regional Chains:** In various markets, Domino's faces competition from local and regional pizza chains that may have a strong presence and loyal customer base in specific areas.

6. **Third-Party Delivery Services:** The rise of third-party delivery services, such as Uber Eats, DoorDash, and Grubhub, adds another layer of competition. These platforms enable customers to order from a variety of restaurants, potentially diverting sales from traditional pizza chains.

7. **Healthy and Specialty Options:** As consumer preferences for healthier food options grow, Domino's may face competition from restaurants offering alternatives with a focus on fresh ingredients, customization, and diverse menu choices.



## GROWTH OPPORTUNITY:

Here are some potential growth opportunities for Domino's:

1. **International Expansion:** Domino's has been focusing on expanding its presence in international markets. The company can continue to identify and enter new markets where there is demand for pizza delivery services.
2. **Digital Innovation:** Domino's has been a leader in leveraging digital technology to enhance customer experience. The company can continue to invest in digital innovations, such as improving its mobile app, online ordering platform, and exploring emerging technologies like artificial intelligence and machine learning.
3. **Menu Innovation:** Introducing new and innovative menu items can attract a broader customer base and cater to evolving consumer preferences. Domino's can explore trends in food preferences, including healthier options and diverse toppings.
4. **Delivery and Logistics Optimization:** Improving delivery times and logistics efficiency is crucial in the food delivery business. Domino's can invest in technologies and strategies to optimize its delivery operations and provide faster and more reliable service.
5. **Customer Loyalty Programs:** Enhancing customer loyalty programs can help retain existing customers and attract new ones. Domino's can explore creative loyalty initiatives, personalized offers, and partnerships to reward and engage its customer base.
6. **Sustainability Initiatives:** As environmental consciousness grows, Domino's can invest in sustainability initiatives, such as eco-friendly packaging, sourcing ingredients responsibly, and reducing its environmental footprint. These efforts may resonate with a socially conscious consumer base.
7. **Partnerships and Collaborations:** Collaborating with other businesses or brands can provide new avenues for growth. For example, partnerships with popular beverage companies or dessert providers could enhance Domino's overall offering.
8. **Diversification of Services:** While pizza delivery is the core business, Domino's can explore diversification into related areas, such as expanding its menu to include more non-pizza items or entering new segments of the food industry.
9. **Market Segmentation:** Targeting specific demographics or market segments with tailored marketing strategies and menu offerings can be an effective growth strategy.

## IMPORTANT RATIOS:

1. Liquidity Ratio.
2. Profitability Ratio.
3. Turnover Ratio.

### 1. LIQUIDITY RATIO:

Liquidity ratios assess a company's ability to meet its short-term obligations. The two primary liquidity ratios are the current ratio and the quick ratio:

1. **Current Ratio:** This ratio is calculated by dividing current assets by current liabilities. It provides an indication of a company's ability to cover its short-term liabilities with its short-term assets. A ratio above 1 suggests that a company has more current assets than current liabilities.

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

2. **Quick Ratio (Acid-Test Ratio):** This ratio is a more stringent measure of liquidity, excluding inventory from current assets. It is calculated by dividing quick assets (current assets minus inventory) by current liabilities.

$$\text{Quick Ratio} = \frac{\text{Quick Assets}}{\text{Current Liabilities}}$$

### 2. PROFITABILITY RATIO:

Profitability ratios assess a company's ability to generate earnings relative to its revenue, assets, equity, or other metrics. Common profitability ratios include:

1. **Net Profit Margin:** This ratio measures the percentage of revenue that translates into net profit. It is calculated by dividing net profit by total revenue.

$$\text{Net Profit Margin} = \frac{\text{Net Profit}}{\text{Total Revenue}} \times 100$$

2. **Return on Assets (ROA):** ROA indicates how efficiently a company utilizes its assets to generate profit. It is calculated by dividing net income by average total assets.

$$\text{ROA} = \frac{\text{Net Income}}{\text{Average Total Assets}} \times 100$$

**3. Return on Equity (ROE):** ROE measures the return generated for shareholders. It is calculated by dividing net income by average shareholder equity.

$$\text{ROE} = \frac{\text{Net Income}}{\text{Average Shareholder Equity}} \times 100$$

**4. Gross Profit Margin:** This ratio represents the percentage of revenue that exceeds the cost of goods sold (COGS). It is calculated by dividing gross profit by total revenue.

$$\text{Gross Profit Margin} = \frac{\text{Gross Profit}}{\text{Total Revenue}} \times 100$$

$$\text{Profit Margin} = \frac{\text{Total Revenue} - \text{COGS}}{\text{Total Revenue}} \times 100$$

### 3. TURNOVER RATIO:

Here are a couple of turnover ratios that are commonly used in financial analysis:

#### 1. Inventory Turnover Ratio:

- The inventory turnover ratio measures how many times a company's inventory is sold and replaced over a period. It is calculated by dividing the cost of goods sold (COGS) by the average inventory.

$$\text{Inventory Turnover Ratio} = \frac{\text{Cost of Goods Sold (COGS)}}{\text{Average Inventory}}$$

$$\text{Inventory Turnover Ratio} = \frac{\text{Average Inventory}}{\text{Cost of Goods Sold (COGS)}}$$

#### 2. Asset Turnover Ratio:

- The asset turnover ratio evaluates how efficiently a company is utilizing its assets to generate revenue. It is calculated by dividing total revenue by average total assets.

$$\text{Asset Turnover Ratio} = \frac{\text{Total Revenue}}{\text{Average Total Assets}}$$

#### 3. Receivables Turnover Ratio:

- The receivables turnover ratio assesses how many times a company collects its average accounts receivable during a period. It is calculated by dividing total credit sales by average accounts receivable.

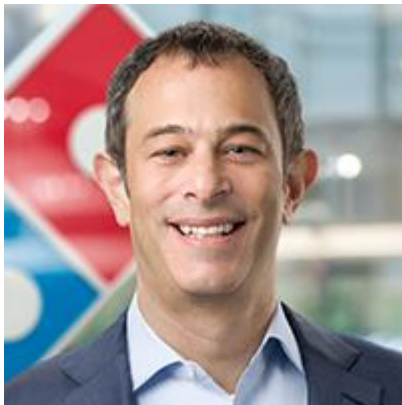
$$\text{Receivables Turnover Ratio} = \frac{\text{Total Credit Sales}}{\text{Average Accounts Receivable}}$$

$$\text{Receivables Turnover Ratio} = \frac{\text{Average Accounts Receivable}}{\text{Total Credit Sales}}$$

## **CHAPTER-3**

### **MANAGEMENT AND LEADERSHIP**

#### **LEADERSHIP TEAM AND THEIR QUALIFICATIONS:**



#### **Russell Weiner**

##### **BIO - Chief Executive Officer:**

Russell Weiner has served as Domino's chief executive officer since May 2022. Prior to that, he was chief operating officer and president - Domino's U.S. from July 2020 to April 2022, during which he oversaw Domino's U.S. business in addition to the global centers of excellence teams that support operations, development, marketing, innovation, analytics and insight, communications, and technology in more than 90 countries. Weiner was first named to the newly-created position of COO and president of the Americas in July 2018.

Prior to becoming COO, Weiner served as president of Domino's USA from October 2014 to July 2018, after joining the company as executive vice president - chief marketing officer in 2008. His impact on reshaping the Domino's brand over that time was tremendous. Weiner led the award-winning “pizza turnaround” campaign, which became central to Domino's success, and was named Brandweek's 2010 Marketer of the Year in the restaurant category.

During Russell's tenure (2008-2021) on the U.S. business, retail sales grew from approximately \$3 billion to more than \$8 billion and store count grew by over 25% - more than doubling Domino's market share of QSR pizza in the U.S. Domino's digital mix in the U.S. also grew from 11.5% of sales to more than 75%.

## **Joe Jordan - President - U.S. and Global Services:**

Joe Jordan has served as Domino's president - U.S. and global services since May 2022. In this role, he oversees Domino's U.S. business and key global centers of excellence.

Jordan previously served as executive vice president - international from April 2018 to April 2022, during which he successfully led Domino's international business to achieve substantial growth and continue its track record of positive same store sales. From May 2015 to April 2018, Jordan served as senior vice president and chief marketing officer. He was responsible for many key moments in Domino's marketing history, including the launch of Handmade Pan Pizza, Specialty Chicken, salads and several tech-driven campaigns, while leading Domino's Marketing Advisory Council and Domino's National Advertising Fund Board. In addition, Jordan helped create a revamped market-level approach to advertising and business planning for franchisees and designated market areas.

## **Kirk Armstrong - Senior Vice President - Supply Chain Services:**

Kirk Armstrong has served as senior vice president - supply chain services since June 2022. He is responsible for driving strategy and developing the company's roadmap for supply chain center operations, as well as the logistics team.

Prior to Domino's, Armstrong served as vice president of supply chain at Ace Hardware, where he was responsible for a network of 29 facilities, as well as field human resources, quality, logistics, engineering and safety. He joined Ace Hardware from Essendant (formerly known as United Stationers) and prior to that, Grainger, where his responsibilities included sourcing, operations and logistics.

## **David A. Brandon - Executive Chairman:**

David A. Brandon has served as Chairman of Domino's Board of Directors since March 1999 and as Executive Chairman since April 2022. Mr. Brandon also served as Domino's Chief Executive Officer from March 1999 to March 2010 and as Special Advisor from March 2010 to January 2011.

In addition to his position at Domino's, Mr. Brandon currently serves as Executive Advisor to KKR & Co., Inc., one of the world's largest private equity firms. He previously served as Chief Executive Officer of Toys "R" Us, Inc., formerly the world's largest specialty retailer of toy and baby products, from July 2015 to December 2018. He was the Director of Athletics at the University of Michigan from March 2010 to October 2014.

## **Ross Behrman - Senior Vice President - Team USA:**

Ross Behrman has served as senior vice president of Team USA since December 2022. He is responsible for leading Domino's organization of corporate-owned stores across the U.S.

Behrman previously served as the vice president of Domino's West region, where he led franchise operations. Prior to that, he was the franchise operations director for the West region and before then, he served as the director of corporate operations in Phoenix. Behrman joined Domino's in 2009 as part of the company's franchisee-in-training program and quickly rose through the ranks of Team USA and franchise operations, working as a franchise business consultant and then manager of corporate operations.

## **Mike Davis - Senior Vice President - U.S. Technology Enablement and Delivery:**

Michael Davis has served as senior vice president of U.S. technology enablement and delivery since February 2022. He is responsible for leading Domino's retail and store IT services teams, as well as the domestic e-commerce business and enterprise information management team.

Before his current role, Davis served as Domino's vice president of global store technology - a position he held since 2020. He previously worked as the vice president of global IT franchise operations, payments and supply chain technologies prior to serving as the vice president of Pulse development and corporate systems.

## **Art D'Elia - Executive Vice President – International:**

Art D'Elia has served as executive vice president - international since May 2022. He is responsible for overseeing the Domino's business in more than 90 countries around the world.

D'Elia previously served as Domino's executive vice president - chief marketing officer from July 2020-April 2022, after working as senior vice president - chief marketing officer since February 2020. D'Elia joined Domino's in January 2018 as senior vice president - chief brand and innovation officer. He has been instrumental in leading the brand's advertising, digital marketing, innovation efforts and product development, including Domino's Hotspots®, Domino's Carside Delivery®, and Oven-Baked Dips. D'Elia previously served as Domino's executive vice president - chief marketing officer from July 2020-April 2022, after working as senior vice president - chief marketing officer since February 2020.

# CORPORATE GOVERNANCE AND DECISION MAKING PROCESS:

## CORPORATE GOVERNANCE:

Here are some common aspects of corporate governance:

### 1. Board of Directors:

- **Composition:** The board should have a mix of executive and non-executive directors, with a majority being independent directors. Independent directors are expected to bring an unbiased perspective to decision-making.
- **Roles and Responsibilities:** Clearly defined roles and responsibilities for the board, including oversight of the company's strategy, risk management, and financial performance.

### 2. Shareholder Rights:

- **Equitable Treatment:** All shareholders, including minority shareholders, should be treated fairly and have the opportunity to participate in key decisions.
- **Disclosure:** Transparent and timely disclosure of financial and operational information to shareholders to enable them to make informed decisions.

### 3. Ethical Business Conduct:

- **Code of Conduct:** Implementation and adherence to a comprehensive code of conduct and ethics that applies to all employees and board members.
- **Anti-corruption Policies:** Measures to prevent corruption and bribery, including clear policies and training programs.

### 4. Risk Management:

- **Identification and Management:** Processes for identifying and managing risks to the business, including financial, operational, and reputational risks.
- **Internal Controls:** Establishment of effective internal control systems to ensure the accuracy and reliability of financial reporting.

### 5. Compensation and Remuneration:

- **Fair and Transparent:** Compensation structures that are fair, transparent, and linked to company performance.
- **Incentives:** Incentive structures aligned with long-term shareholder interests to encourage sustainable growth.

## **6. Stakeholder Engagement:**

- **Communication:** Regular and effective communication with various stakeholders, including shareholders, employees, customers, and the broader community.
- **Social Responsibility:** Consideration of social and environmental factors in business decision-making.

## **7. Audit and Accountability:**

- **Independent Auditors:** Appointment of independent auditors to ensure the accuracy of financial statements.
- **Accountability:** Mechanisms for holding the board and executives accountable for their decisions and performance.

# **DECISION MAKING PROCESS:**

## **1. Identification of Decision:**

- **Issues and Opportunities:** The decision-making process often begins with the identification of issues or opportunities that require attention. This could range from strategic decisions about market expansion to operational decisions about menu changes.

## **2. Data Gathering and Analysis:**

- **Market Research:** Gathering relevant data through market research and analysis to understand customer preferences, industry trends, and competitive landscapes.
- **Financial Analysis:** Assessing the financial implications of potential decisions, considering costs, revenue projections, and return on investment.

## **3. Stakeholder Involvement:**

- **Cross-Functional Teams:** Involving cross-functional teams from different departments to provide input and expertise. This may include representatives from marketing, operations, finance, and other relevant areas.
- **Consultation with Leadership:** Seeking input and approval from top-level executives and the board of directors for major decisions.

## **4. Decision-Making Body:**

- **Executive Leadership:** Ultimate decision-making authority often rests with the executive leadership team, including the CEO and other top executives.
- **Board of Directors:** For significant strategic decisions, the board of directors may be involved in the decision-making process.



### **5. Implementation Planning:**

- **Developing Action Plans:** Once a decision is made, the next step is to develop detailed action plans outlining how the decision will be implemented.
- **Assigning Responsibilities:** Clearly assigning responsibilities to individuals or teams to ensure effective execution.

### **6. Communication:**

- **Internal Communication:** Communicating the decision and its rationale to employees at all levels of the organization to ensure alignment and understanding.
- **External Communication:** Communicating relevant decisions to external stakeholders, such as customers, suppliers, and investors, as needed.

### **7. Monitoring and Evaluation:**

- **Performance Metrics:** Establishing key performance indicators (KPIs) to monitor the success of the decision.
- **Feedback Loops:** Creating feedback loops to assess the impact of the decision and making adjustments if necessary.

### **8. Adaptation and Learning:**

- **Continuous Improvement:** Learning from the outcomes of decisions and using that knowledge to inform future decision-making processes.
- **Agility:** Being adaptable and responsive to changes in the business environment.

## CHAPTER-4

### SWOT ANALYSIS:

Here's a SWOT analysis for Domino's Pizza:

#### STRENGTHS:

1. **Global Presence:** Domino's has a strong international presence with a significant number of franchise locations in various countries, providing a broad customer base.
2. **Brand Recognition:** The brand is well-known and recognized globally, which can contribute to customer loyalty and trust.
3. **Delivery System:** Domino's has invested heavily in its efficient delivery system, enabling it to provide timely and reliable delivery services, a key factor in the pizza industry.
4. **Digital Innovation:** The company has been an early adopter of technology, with a robust online ordering system and mobile applications, enhancing customer convenience.
5. **Menu Innovation:** Domino's has been proactive in updating its menu and introducing new products, catering to changing consumer preferences.

#### WEAKNESSES:

1. **Dependency on Franchisees:** While the franchise model contributes to expansion, it also means that franchisee performance can impact overall brand perception and quality consistency.
2. **Perception of Product Quality:** Some consumers may perceive Domino's products as lower quality compared to competitors, which could impact customer retention.
3. **Sensitivity to Economic Conditions:** Like many in the fast-food industry, Domino's is sensitive to economic downturns, as consumer spending on non-essential items may decrease.
4. **Health Concerns:** The increasing focus on health and wellness may pose a challenge, as some consumers may seek healthier dining options, impacting traditional fast-food sales.

## OPPORTUNITIES:

1. **International Expansion:** Continued opportunities for expansion in emerging markets and untapped regions globally.
2. **Health-Conscious Menu Options:** The introduction of healthier menu options can attract a broader customer base and address changing consumer preferences.
3. **Partnerships and Collaborations:** Collaborating with other food or technology companies can open up new distribution channels or enhance customer experiences.
4. **Digital Marketing:** Utilizing digital platforms for targeted marketing, promotions, and loyalty programs to attract and retain customers.

## THREATS:

1. **Competition:** Intense competition in the fast-food industry, with competitors introducing new products and services.
2. **Health Trends:** Growing concerns about health and nutrition may impact the demand for traditional fast-food products.
3. **Supply Chain Disruptions:** Vulnerability to supply chain disruptions, affecting the availability and cost of key ingredients.
4. **Regulatory Challenges:** Changes in regulations related to food safety, labeling, and labor can impact operations and costs.

It's important to note that the dynamic nature of the business environment means that the factors influencing a company's SWOT analysis can change over time.

## CHAPTER-5

### SUMMARY OF FINDINGS , SUGGESTIONS AND CONCLUSION :

#### KEY FINDINGS OF THE ANALYSIS:

##### 1. Revenue and Sales Growth:

- Analyzing Domino's revenue trends over recent quarters or years can provide insights into the company's growth.

##### 2. Same-Store Sales:

- Same-store sales growth is a crucial metric for retailers and restaurant chains, indicating the performance of existing locations.

##### 3. Global Expansion and Market Presence:

- Understanding Domino's international expansion strategy and its market share in different regions can be significant.

##### 4. Digital Transformation:

- Given the changing landscape in the food industry, the extent of Domino's digital initiatives, online ordering, and delivery services is crucial.

##### 5. Competitive Landscape:

- Analyzing how Domino's compares to its competitors, both traditional and tech-driven, can provide a comprehensive view of its market position.

##### 6. Supply Chain Efficiency:

- Efficient supply chain management is critical in the food industry. Analysts might assess how well Domino's manages its supply chain to ensure timely and cost-effective delivery of ingredients.

##### 7. Innovation and Menu Expansion:

- Evaluating Domino's menu innovations, marketing strategies, and any new product launches can indicate the company's ability to adapt to changing consumer preferences.

##### 8. Franchise Health:

- Domino's relies heavily on its franchise model. Assessing the health and satisfaction of franchisees is vital for long-term success.

### **9. Cost Management:**

- Examining operating costs and profit margins can reveal how well Domino's is managing expenses.

### **10. Consumer Feedback and Reviews:**

- Social media, customer reviews, and feedback can provide qualitative insights into customer satisfaction and potential areas for improvement.

### **11. Regulatory and Compliance Issues:**

- Monitoring any legal or regulatory challenges the company may be facing is crucial for understanding potential risks.

## **RECOMMENDATIONS FOR ENHANCING ITS PERFORMANCE AND COMPETITIVENESS:**

### **1. Online Presence and Mobile Apps:**

- Invest in a user-friendly website and mobile app to make online ordering seamless.
- Implement features like order tracking and easy customization of pizzas.

### **2. Delivery Optimization:**

- Optimize delivery routes using technology to reduce delivery times.
- Consider experimenting with delivery drones or autonomous vehicles for efficiency.

### **3. Customer Loyalty Programs:**

- Introduce a robust loyalty program to reward repeat customers.
- Offer discounts, free items, or exclusive access to new products for loyal customers.

### **4. Quality Ingredients and Innovation:**

- Ensure high-quality, fresh ingredients for pizzas.
- Continuously innovate the menu with new and exciting pizza flavors.

### **5. Efficient Inventory Management:**

- Implement a sophisticated inventory management system to reduce waste and ensure freshness.
- Negotiate with suppliers for better deals and timely deliveries.

## **6. Employee Training and Motivation:**

- Invest in training programs for staff to enhance customer service skills.
- Implement employee incentive programs to boost motivation and performance.

## **7. Data Analytics:**

- Utilize data analytics to understand customer preferences and behavior.
- Leverage data to make informed decisions on marketing, menu changes, and promotions.

## **8. Social Media Engagement:**

- Actively engage with customers on social media platforms.
- Run social media campaigns, contests, and promotions to increase brand awareness.

## **9. Environmental Initiatives:**

- Consider eco-friendly packaging options to appeal to environmentally conscious consumers.
- Implement energy-efficient practices in stores and delivery vehicles.

## **10. Localized Marketing:**

- Tailor marketing campaigns to specific localities to increase relevance.
- Sponsor local events or sports teams to enhance community involvement.

## **11. Streamlined Operations:**

- Regularly review and optimize operational processes for efficiency.
- Invest in technology for order processing, inventory management, and employee scheduling.

## **12. Health-Conscious Options:**

- Introduce healthier menu options to cater to the growing demand for nutritious choices.
- Clearly communicate nutritional information for transparency.

## **13. Partnerships and Collaborations:**

- Explore partnerships with other local businesses for cross-promotions.
- Collaborate with food delivery aggregators for expanded reach.

#### **14. Feedback Mechanism:**

- Encourage customer feedback and actively address concerns.
- Use feedback to make continuous improvements to products and services.

#### **15. International Expansion:**

- Evaluate opportunities for international expansion in markets with potential demand.
- Adapt the menu and marketing strategies to suit local preferences.

### **OVERALL OUTLOOK OF THE COMPANY:**

#### **1. Global Presence and Expansion:**

- Domino's Pizza has maintained a strong global presence, with operations in numerous countries.
- The company has often pursued expansion strategies in emerging markets and continues to adapt its menu to suit local tastes.

#### **2. Digital Transformation:**

- Domino's has been a leader in leveraging technology for its business, with a strong emphasis on online and mobile ordering systems.
- The company's commitment to digital innovation, such as order tracking and easy customization through apps, has contributed to its success.

#### **3. Marketing and Promotions:**

- Domino's is known for its creative marketing strategies and promotions, often using social media to engage with customers.
- The company frequently introduces new menu items and promotions to keep its offerings fresh and exciting.

#### **4. Delivery Focus:**

- Domino's has historically placed a significant emphasis on delivery services, with a commitment to fast and reliable delivery.
- The use of technology to optimize delivery routes and reduce delivery times has been a key part of its strategy.

### **5. Quality and Transparency:**

- The company has focused on quality ingredients and has made efforts to be transparent about nutritional information, catering to consumer demands for healthier and more informed food choices.

### **6. Adaptation to Consumer Trends:**

- Domino's has demonstrated agility in adapting to changing consumer preferences, including the introduction of health-conscious options and responding to the demand for customization.

### **7. Financial Performance:**

- As of my last update, Domino's Pizza had generally shown positive financial performance, driven by strong sales and a focus on cost management.

### **8. Competition and Innovation:**

- The pizza industry is competitive, and Domino's has consistently innovated to stay ahead. This includes menu innovation, technological advancements, and marketing strategies to differentiate itself.

## **FINDINGS & OBSERVATIONS :**

1. It is found in both cases, men frequent fast food outlets more than women. This may be attributed to the fact that in Indian society still women refrain from socializing while men with their friends tend to visit such outlets again & again. Also many times it is men who take the responsibility of carrying parcels. Therefore, the data may not precisely be able to prove that more men like fast food than women.

2. Younger population likes fast food more. This may be due to their lesser concern for nutrition & more inclination towards taste & fancy foods.

3. Individuals as go up in the education ladder, show more liking for fast-foods. This is because, the learned class looks for more socialization & fast food joints are right platforms for the same.

4. For obvious reasons people in the higher income group prefer fast food due to their higher disposable income.

5. As far as popularity of brands in fast food market is concerned both McDonald & Dominos share almost customer base of same size. This also indicates that customers generally keep changing their loyalty for the sake of variety.

6. A significant 79% (40-McDonald+38.67- Dominos Pizza) population visits fast food joints at least in a week. This shows growing popularity of fast food like pizza's, burger & pastas.



7. Majority of the people visit fast food outlets either with family or; friends. This shows that the fast food outlets are more of a socializing platforms rather than regular eateries.

8. The factors influenced purchase decisions as below- McDonalds Influencing factors Net Positive response Parking space 33.33 Customer service 33.33 Acceptance of credit cards 31.11 Store operating hours 30.22 Display 28.88 Reasonable price 28 Layout ofstore 28 Location 26.66

9. The factors influenced purchase decisions as below- Dominos Pizza Influencing factors Net Positive response Parking space 32.44 Customer service 29.33 Acceptance of credit cards 28.89 Store operating hours 28.89 Layout ofstore 26.66 Reasonable price 25.33 Location 25.33 Display 23.11

10. In both cases brand name plays major role in attracting customers followed by quality, print ads, service, delivery, electronic advertising and so on. McDonald is generally associated with tasty burger while Dominos is associated with mouthwatering Pizza's.

11. Majority of existing customers for both brands are seeking variety. The brands need to diversity their product range.

12. From the study it is apparent that customers of McDonalds are more satisfied (75% Vs 25%) than Dominos (33% Vs 67% Dissatisfaction or unable to articulate) 106 This creates doubts about Dominos ability to keep their customers loyalty interact, while customers of both brands are seeking variety , in case of; dominos the situation is more serious and needs quick attention. Further, Dominos scores over Mcdonald due to its quick door delivery system, But Mcdonald prices range is found to be more satisfactorily, than that of Dominos. As far as service quality staff behaviour with the customers & cleanliness are found to be equally satisfactory in both cases. Overall McDonalds elicits more satisfaction than Dominos.

13. McDonald also scores higher than Dominos in imparting relevant product information to the customers.

14. Majority of customers believe that fast-food may be tasty but basically lack in nutritional value.

## **SUGGESTIONS :**

1. Further investigation is needed by both brands to find reasons for less women visiting the outlets. Making oneself easily accessible, friendly & conducive for women folk can become a point of differentiation for each of these brands. Because owing to increasing number of working, independent women in urban societies, they are potential chunk of a market segment.

2. In order to widen to product appeal, these brands may diversify in terms of price. Taste & nutritional value of the products. They may also consider developing marketing communication to highlight how these so called "junk foods" are essentially carrying some nutritional benefits.

3. Adapting to local taste may also attract people in the age group above 35 years.
4. As far as accessibility is concerned, McDonald will have to increase the number of outlets in pune. while Dominos seems to be having good number of outlets in the area, also the “Door Delivery in 30 Minutes” concept of Dominos has made it more popular than McDonald.
5. Both McDonald & Dominos need to consolidate upon their brands & position themselves as staff with some nutrition. This will only ensure their survival in the long run.
6. In order to strengthen their marketing communication both brands need to increase their presence in print media (newspapers, magazines) and electronic media (T.V, internet, FM radio). This recommendation has been given by the researcher due to respondent’s frequent claim that McDonald (in particular) has a very poor marketing communication reach masses.
7. Customer satisfaction is a key element for the planning of the marketing in view of the fact that satisfaction does sway customer's intention to re-patronage the restaurant in fast food industry. Therefore, marketers are supposed to, look into the issues that would have an effect on customer satisfaction intensity. Besides, as customer prospect are altering over time and it is advised to determine the customer satisfaction and expectation on regular basis and grip complaints timely and effectively.

## **CONCLUSION:**

Concerning all types of business organizations, customer satisfaction is the most important issue, and considered as most reliable source of input for achieving excellence in any business organization. This study was conducted to measure the customer satisfaction and to examine the relationship between the customer satisfactions to: Promotion, Service quality, Customer expectations, Brand, Physical Environment, Price, and Taste of the product. Brand, Service quality, physical environment and promotion are the key determinant of customer satisfaction in the purchase of fast food industry. At the end it could be concluded that, there is a significant positive relationship between the Promotion, Service quality, Customer expectations, Brand, Physical Environment, Price, and Taste of the product to customer satisfaction.

## LEARNING EXPERIENCE:

During my company analysis report I learnt many things like how to analyse the company's balance sheet and profit and loss account. I learned about company and their strengths, weaknesses, opportunities, threats, their goals, objectives to achieve in the upcoming future days. I was given the feedback by my guide which helped me in improving the company analysis report. This helped me understand myself more and identify the areas that I needed to improve in.

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