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Article · June 2021

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A Case Study on Domino's Business Survival Strategy During the Covid-19 Pandemic

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ABSTRACT

COVID-19 pandemic has spread around the world and affected the development of economic countries. Some countries and states are under hotspot areas. During the lockdown period, many organizations were forced to close their businesses, causing economic recession. In addition, many companies have seen a sharp decline in their sales and affecting their profits. Due to the COVID-19 pandemic, many restaurants have started their service with takeaway or delivery, however they still unable to sustain their business, especially the small and medium-sized enterprises (MSMEs). This study aims to study the strategies used by Domino's in sustaining their business during the COVID-19 pandemic. Quantitative method was used in this study and the data were collected within 2 weeks through the online distribution by using Google Form. The results showed the strategies used by Domino's company for business survival during the COVID-19 pandemic are promotions and provided quality foods and there is a significant relationship between promotions and the preference for Domino's Pizza.

Keywords: COVID-19 Pandemic, Domino's Pizza, Economic Recession, Small and Medium-Sized Enterprises (MSMEs), Strategies, Survive

INTRODUCTION

Domino's pizza known as "DomiNick's" in 1960, was developed by two brothers, Tom and James. In 1965, they wanted to trade half of the business for each other. Tom as the sole owner renamed the company to Domino's Pizza Inc. Today, Domino Pizza has more than 17,100 stores in about 90 markets, which is the biggest pizza restaurant in the world. Domino Pizza has pioneered in comfortable and convenient pizza delivery within 30 minutes to their customers. Domino pizza from a single restaurant in 1960 becomes one of the recognized pizza delivery giants in the world. Domino Pizza average sales are over 3 million pizzas per day in global system. Domino pizza has a perfect mix of product quality and operation which is the world's leading and fastest-growing delivery company.



For the products and services, we found that the existence of Domino Pizza is to achieve their customers' basic demand. Their product and services always provide high quality foods, fresh and warm meals and always delivered at the right time. This is because Domino Pizza has specially designed boxes which can keep the food fresh and warm. In addition, Domino Pizza always strive to improve and keep their menu up-to-date with high-quality ingredients. Most of the typical ingredients are Original Fresh Dough, Vine-Ripened Tomato Sauce, and Traditional Mozzarella Cheese (Prakash & Singh, 2011). Based on the report conducted by Paul (2019), Domino Pizza also focuses on various kinds of pizza which brings their unique idea to the local markets. Their products are provided for vegetarian people and non-vegetarian people. Furthermore, the size of the pizza includes small, medium, large, extra-large. Their pizza also contains a variety of dips, sauces, and toppings. The most famous topping is Pepperoni. Besides pizza, Domino Pizza also offers chicken wings and other flavored chicken dishes, party box, desserts, pasta, and breads. They have tied up with soft beverage giants like Coca-Cola, Pepsi, Thums Up, 7up, and Fanta.

Today, more restaurant industries started to shift online ordering food in order to survive their business and maintain their customer demand. This is because some countries have travel restrictions and people are afraid of infection, causing customers to choose online delivery food (Chang & Meyerhoefer, 2020). However, some restaurants cannot survive in this crisis especially for small and medium-sized enterprises (MSMEs). This is due to customers change their preferences, property damage, supply chain disruptions, communication and transport system destroy, loss of inventories, high turnover rate, and led to high production cost (Shafi, Liu, & Ren, 2020). Besides, due to this pandemic, many people have changed their behavior. For example, many customers unwilling to dine out due to awareness of infection by COVID-19 instead of finding another way to order and minimize uncertain risk (Kim, Kim & Wang, 2020). Therefore, many restaurants need to maximize the use of space and seating to enhance their profits, because social distance becomes norm nowadays, restaurants must explore to renovate their dining area and promote social distance. The dining area design should also consider customers' needs by looking for safety and comfortable area (Brizek, Frash, McLeod & Patience, 2020). For example, restaurants can use a solo dining style by eating alone in a special space to minimize social interaction and enjoy their meal happily (Choi, Yang, & Tabari, 2020). In short, whether they like or not, all these changes must be learned so they can maintain their business and compete with their competitors.

As we can see understanding the business survival strategy is crucial as it can help firms grow their business by developing sales, attracting investors, beating competitors, and increasing reputation. In this case study, our research objective is:

- To determine the factors that increase Domino's sales during the COVID-19 pandemic.
- To study the customers' loyalty to Domino's during the COVID-19 pandemic.
- To identify the factors that attract customers to choose Domino pizza during the COVID-19 pandemic.

In market opportunity analysis, there are many favorable opportunities that can attract Domino pizza business in the market. First, fast-changing technology provides an opportunity for Domino pizza to build their business strategies in the market. This will



provide Domino pizza to maintain their customers' loyalty with great service and attract new customers. Besides, market development will allow Domino Pizza to increase their competitiveness compared to other competitors and make a huge profit and demand. Other than that, Dominos have managed their finances well with more cash that can invest in new products segments and new technologies. This will open up great opportunities for Domino's to build their revenues and diversify new products on the menu. For example, Domino's implement healthier food with low calories which also can bring more health-conscious customers. Due to the COVID-19, many businesses have switched to online business because people have changed their behavior and demands in the market. Therefore, Domino Pizza can take this opportunity to conduct market research of customers' behavior related to online entertainment, increasing online delivery services, and the solution the remote work in online business (Donthu & Gustafsson, 2020).

After identify market opportunity, we focus on the PEST analysis of Domino's company. In a political environment which plays an important role that can impact a company's profitability or an opportunity to survive their business in the market. Domino's has operated in many countries and brings themselves to different types of political environment across different countries. Before entering the market or certain country, Domino's must examine some factors which are the antitrust laws in restaurants of the country, a legal framework for contract enforcement that the rules and regulations of the country have been set in a system document, tariffs and trade barriers of the country and the taxation, wage legislation that the maximum wage and overtime should pay for employees and the level of political stability of the country in recent years. If a political unstable in a country can bring war and revolution, all of these will affect the business extend and operating in a country (Nandonde, F. A., 2019).

For the economic environment, there are some factors that would impact Domino's business performance which are economic recession, inflation or deflation, interest rate, gross domestic product, and foreign exchange rates (Rastogi & Trivedi, 2016). As every country has different GDP growth, this will impact Domino's business growth in the future. Besides, if the foreign exchange rate is unstable, it would also affect Domino's revenues and sales. Moreover, Domino's needs to always consider the unemployment rate of the country. Due to the COVID-19, the unemployment has increased since April 2020, because the government enforced many industries to close their business (Couch, Fairlie & Xu, 2020). Therefore, if the unemployment rate gradually is increased, then there will be a larger supply of jobs than demand, which would lead to lower prices of Domino's products because power purchase of people has declined due to no income.

For the social environment, the biggest impact is the culture of the country. This culture includes demography, the belief of people, attitudes and values. The demographics of the segment for example, Domino offered a certain product according to the ages and genders of the country. Besides, Domino's must always considers the target segment's interest and class distribution of the population to promote their products. All these factors not only directly impact Domino's operation, but also the marketing aspect. For example, in African Americans, there has a high expected value in the services in operating hours of restaurants and a higher expected rate of staff courtesy (Oyewole, 2007). Therefore, Domino's company must understand every country's culture, lifestyle,



and level of education so it can successfully understand customers' perspectives and achieve sustainable competitive advantages.

For the technology environment, as we know technology can rapidly disrupt various industries. It can quickly remove the value structure and competitive landscape of the industry in a short time. Therefore, it is important for Domino's company to innovate their technology because it faces numerous competitive threats, not only in their delivery business, but also in their technological advantage. In 2013, Domino's presented new technology which is voice ordering through the app. Only Apple, Microsoft, and Amazon were working on this at the time. It is the major technology shift that Domino's would put. It currently worked in 40 stores which means that customers can talk over the phone with artificial intelligence when they place orders in those stores (Maze, 2019).

There are a lot of strategies that Domino's Pizza company has implemented for the survival of their business during the COVID-19 pandemic. In this paper, we are going to research and get more information about this by presenting and creating the research methodology. Besides, we are going to see how Domino's adopt this COVID-19 pandemic and give some ideas for this application.

RESEARCH METHOD

This study focuses on the strategies used by the Domino's for its survival during the COVID-19 pandemic. This study was conducted under the natural environment which is also known as the non-contrived setting. Every respondent of this research is assured that their participation is voluntary without any force. The data were collected within 2 weeks through the online distribution by using Google Form. Data were gathered from different countries. We had distributed our questionnaire to 106 respondents in different countries. We shared the survey form on different types of social media platforms like WhatsApp, Facebook, Instagram, and other communities that can connect with our target population.

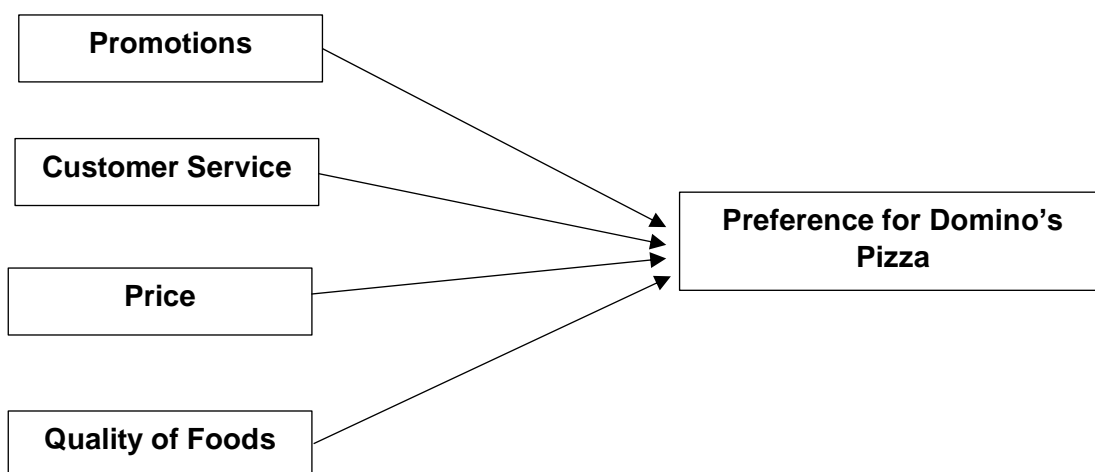
The research is primarily based on primary data. We gathered the data using self-administered online questionnaire using google form. The first part of the questionnaire is about the demographic of the respondents. The second part of the questionnaire consists of 2 sections based on the selected variable for study. The interval scale of measurement is used in the second part. The respondents are required to select on a 1-5 scale to indicate the level of agreement or disagreement and satisfaction or dissatisfaction. We used quantitative data in this research. The levels of rating are as shown below:

Strongly Disagree/ Very Dissatisfied	Disagree/ Dissatisfied	Neutral	Agree/ Satisfied	Strongly Agree/ Very Satisfied
1	2	3	4	5

This research used independent variables and a dependent variable to identify their correlation with the variable. We used this method because we need to identify whether Domino's can maintain their customers' loyalty and attracts more customers with the



strategies used during this pandemic. Using this primary data in our survey questionnaire, independent variables are Promotions, Customer Services, Price, Quality of foods during the COVID-19 pandemic. The dependent variable is the “Preference for Domino’s Pizza”. We used multiple regression to determine the relationship between dependent variable and independent variables.



The first independent variable is promotions. In this research, we used the point scale from 1-5 to measure the outcome which is grading from “Strongly Disagree” to “Strongly Agree”. We asked the question like “I eat Domino’s because of promotions” with the scale from 1-5 of agreement. The second independent variable is customer service. For example, our survey questions are “Domino’s always provides you good services?”. The third independent variable is the price. For this variable, we also used the point scale from 1-5 to measure the outcome which is grading from “Strongly Disagree” to “Strongly Agree”. For instance, the question is “Domino’s foods are valued for money?”. The fourth independent variable is quality of foods. We used the point scale from 1-5 to measure the outcome which is grading from “Strongly Disagree” to “Strongly Agree”. The survey questions are “Domino’s always meet your expectation of freshness of foods/dishes?”. All these survey questions are to identify which strategy used by Domino pizza to attract their customers and maintain their customers’ loyalty by increasing sales during this pandemic.

After collecting all data by using Google Form, we analyzed the data by using Microsoft Excel and IBM SPSS software (Statistical Software Package for Social Science) to get the outputs. We analyzed and summarized the data by using frequency distribution and inferential statistics.

RESULTS AND DISCUSSION

Based on the research analysis, the data was collected from the questionnaires (google form) for analysis data. The total number of respondents was 106 respondents across 8 countries. Overall, for the data analysis, we are applying descriptive statistics, inferential statistics, and summary of findings. First, the result section will begin by providing demographic statistics and the results. Second is the survey questions about Domino’s during this pandemic. We provide the frequency distribution data analysis to let people easier understanding the result. The third part is multiple regression. It is the hypothesis



testing to identify the relationship of the variables including correlation analysis and regression model.

Table 1. Demographic of Respondents

Demographic profile	Number of respondents (N=106)	Percentage (%)
Gender		
Male	35	33
Female	71	67
Total	106	100
Age		
Below 20 years	20	18.9
20 – 29 years	72	67.9
30 – 39 years	7	6.6
40 – 49 years	2	1.9
50 years and above	5	4.7
Total	106	100
Occupation		
Student	68	64.2
Employed	32	30.1
Unemployed	4	3.8
Retired	2	1.9
Total	106	100
Country		
Malaysia	71	67
China	7	6.6
India	16	15.1
Indonesia	4	3.8
Singapore	3	2.8
Thailand	2	1.9
Philippines	2	1.9
Canada	1	0.9
Total	106	100

The data was collected from 106 respondents. From table 1 above, we knew that majority of the respondents were female, as many as 71 (67%). For the age group of respondents, 67.9% of the respondents, which is 72 out of 106 respondents aged 20-29 years. Next, most of our data were collected from the students. There were 68 students (64.2%) who answered this survey. Based on the table, it shows the responses majorly collected from Malaysia, in which 71 (67%) respondents answered they were Malaysians.

Table 2. Survey questions about Domino's during COVID-19 pandemic (N=106)

Responses	Frequency	Percentage (%)
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<u>Have you ever heard about Domino's</u>		
Yes	102	96.2
No	4	3.8
<u>How often do you purchase Domino's during this pandemic?</u>		
Once/twice a week	3	2.8
More than twice a week	1	0.9
Once/twice a month	10	9.4
More than once a month	59	55.7
Rarely	11	10.4
Never	22	20.8
<u>What are the factors that attracted you to order Domino's during this pandemic?</u>		
Promotions	68	64.2
Fresh/Tasty	56	52.8
Fast delivery	39	36.8
Good services	28	26.4
Habits of eating pizza	21	19.8
None	12	11.3
<u>What do you prefer to make an order from Domino's during this pandemic?</u>		
Dine in	10	9.4
Drive thru	18	17
Digital ordering	78	73.6
<u>Were you aware of the zero-contact delivery of Domino's during this pandemic?</u>		
Yes	73	68.9
No	33	31.1
<u>Did you find any difficulty while placing an order from Domino's during this pandemic?</u>		
Always	2	1.9
Sometimes	22	20.8
Never	82	77.4
<u>Are you satisfied with the time Domino's took to receive your order during this pandemic? (Scaling)</u>		
1- Very dissatisfied	1	1
2- Dissatisfied	7	6.6
3- Neutral	33	31.1
4- Satisfied	44	41.5
5- Very satisfied	21	19.8



Table 2 shows the questions asked in the survey form. Almost all, which is 102 (96.2%) respondents heard about Domino's. During the COVID-19 pandemic, 59 (55.7%) respondents opted that the frequency they purchase Domino's was more than once a month. Besides, promotions were the highest frequency among all the factors that attracted respondents to order Domino's during this pandemic. Among 106 respondents, 68 (64.2%) of them chose promotions as the factors that were most attractive to order Domino's. Furthermore, during the pandemic, 78 (73.6%) respondents chose digital ordering as the preferable way for them to make an order from Domino's. Regarding Domino's zero-contact delivery during this pandemic, 73 (68.9%) respondents were aware the brand was making it to ensure safety. When the respondents were placing their order from Domino's during this pandemic, a frequency of 82 (77.4%) out of 106 respondents, shows that most of them never met any difficulty. Finally, we can see those 65 (61.3%) respondents out of 106 respondents were satisfied and very satisfied with the time that Domino's took to receive their order during the COVID-19 pandemic.

Multiple Regression

Table 3. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.706	.695	.643

a. Predictors: (Constant), Quality of foods, Customer Service, Promotions, Price

b. Dependent Variable: Preference for Domino's Pizza

Table 4. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.330	4	25.083	60.741	.000 ^b
	Residual	41.707	101	.413		
	Total	142.038	105			

a. Dependent Variable: Preference for Domino's Pizza

b. Predictors: (Constant), Quality of foods, Customer Service, Promotions, Price

Table 5. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	-.447	.331		-1.351	.180	-1.103	.209
	Promotions	.485	.071	.518	6.848	.000	.344	.625



Customer Service	.074	.106	.054	.706	.482	-.135	.284
Price	.142	.093	.122	1.533	.128	-.042	.326
Quality of foods	.345	.096	.270	3.588	.001	.154	.536

a. Dependent Variable: Preference for Domino's Pizza

According to Levine, Szabat, and Stephan (2020), multiple regression used to test the relationship between the dependent variable (Preference for Domino's Pizza) and independent variable. (Promotions, Customer Service, Price, Quality of Foods) This dependent variable which is "Preference for Domino's Pizza" is known as an outcome variable and the independent variables which are "Quality of Foods, Customer Service, Promotions, Price" called predictor variables.

In this case of multiple regression, there is no outlier found. Based on table 3, "Model Summary" the R-value is the multiple correlation coefficient between the predictor variables and outcome variable. It is to show the strength of the relationship (Field, 2008). In this case, $R = 0.84$, which has a strong relationship. The R^2 value shows the percentage of variation in the dependent variable that can be explained by independent variable. (Levine, Szabat, & Stephan, 2020) In this case, $R^2 = 0.706$, it could indicate that 70.6% of the variation in the preference for Domino's pizza is explained by the variation in the promotions, customer services, price, and quality of foods.

Next, for the ANOVA table 4, it is to identify whether the model, which are Promotions, Customer Service, Price, Quality of Foods is significant in predicting the outcome variable or not (Field, 2008). As the probability that obtaining the test statistic is $p < 0.05$ and $F_{STAT} = 60.741 > F_{0.05,4,101} = 2.462$, we can identify that the regression model significantly predicts the dependent variable which is the preference for Domino's pizza.

The last table (5) estimates the B values and indicate which individual predictor variables contribute to the model. In other words, B values show the relationship between the preference for Domino's pizza and each predictor. It takes the form of an equation that contains a coefficient (b) for each predictor. If the B has a positive value means, there is a positive relationship between the independent variables and the dependent variable. On the other hand, a negative value corresponds a negative relationship (Field, 2008). In this case, the predictors have positive B values which mean positive relationships. The following is the result by indicating the relationship between the predictors and the outcome. $b_1 = 0.485$ means that while holding the other 3 independent variables, for each increase in promotions, the preference for Domino's pizza is estimated to increase by 0.485. $b_2 = 0.074$ which means that while holding the other 3 independent variables, for each increase in customer service, the preference for Domino's pizza is estimated to increase by 0.074. $b_3 = 0.142$ which means that while holding the other 3 independent variables, for each price increase, the preference for Domino's pizza is estimated to increase by 0.142. $b_4 = 0.345$ which means that while holding the other 3 independent variables, for each increase in quality of foods, the preference for Domino's pizza is estimated to increase by 0.345.



Finally, each beta value is related to the standard error. It is used to identify whether the B value significantly differs from zero or not (Field, 2008). In this case, we used the t-test statistic to determine the significance of the relationship between the independent variables and dependent variable. The result shows that the “Promotions”, $t_{STAT}=6.848 > t_{0.05,101}=1.984$ and “Quality of Foods”, $t_{STAT}=3.588 > t_{0.05,101}=1.984$. Therefore, there are enough evidence that “Promotion” and “Quality of Foods” have significantly affected by the “Preference for Domino’s Pizza”. However, for the “Customer services” and “Price” the $t_{STAT}=0.706$ and $t_{STAT}=1.533$, respectively. Both values are less than $t_{0.05,101}=1.984$. Therefore, there are no sufficient evidence that “Customer Services” and “Price” are affected by “Preference for Domino’s Pizza”.

Discussion

Based on analysis results and findings, the strategies used by Domino’s company for business survival during the COVID-19 pandemic are promotions and provided quality foods. This is because the result showed that there is a significant relationship between promotions and the preference for Domino’s pizza. They focus on these strategies to attract their customers, maintain their customers’ loyalty, and grow their business by increasing sales. According to the research paper written by Shah & Tomer (2020), companies continued to promote their products even when the country is under lockdown to break the spread of COVID-19. In this study, it stated how Domino’s responded to COVID-19 in their television advertisement. Domino’s used the advertisement to spread a message that the brand is making the contactless delivery after some relaxation in the lockdown regulations. They came up with the tagline ‘Great Taste. Delivered Safe’ and highlighted the rules they follow to ensure safety measures. This kind of advertisement is very important in winning the consumers’ trust and confidence who are aware of place order because of safety concerns. Besides promotions, Domino’s always provided quality foods to customers and it brings the relationship with the preference for Domino’s pizza. Domino’s always prioritize the healthy foods and fits their customers’ tastebuds. They used the fresh dough contains Genetically Modified Organism (GMO) and free Monosodium Glutamate (MSG). They also make sure that their dough does not include artificial colorings, flavoring, and preservatives. (Domino’s Pizza, 2020). As the result, they won their customers’ preference by increasing sales.

From the results, it showed that the most preferable way to order from Domino’s during this pandemic is digital ordering. Based on the research paper written by Bhatt and Singhi (2020) digital ordering has become an essential life tool which creates consumer relationship platform. During this pandemic, Domino’s implemented the zero-contact service when they delivered pizza to the customers. It is to ensure the correct social distancing with a safe and clean surface. Besides, Domino’s has introduced a touchless transfer technology that happens to delivery pizza (Roggeveen & Sethuraman, 2020). Therefore, customers more prefer to use digital ordering as Domino’s provided zero-contact services and it is safer. According to Domino’s News Room (2020), due to the pioneered zero contact delivery, sales of Domino’s has risen to more than \$3 billion for the first time. Besides, referring to the research written by Arzhanova, Beregovskaya and Silina (2020), due to the COVID-19 pandemic, the internet user has increased more than ever, and it had become the most common channel that people used to communicate and get information, as social distancing is very important. Therefore, consumers’ behavior changed because they spent more time online and companies are using social



networks actively as the platform to promote their products, share content, and communicate with the consumer.

Other than these, based on the result it showed fast delivery is one of the business survival strategies that focused by Domino's during the COVID-19 pandemic as many respondents had satisfied the time Domino's took to received delivery order. Based on the research conducted by Huang and Rust (2020), Dominos shifted their revenue stream to Research and Development robots and autonomous cars to deliver pizza to their customers. Besides, many customers nowadays have a high level of satisfaction, so online food-delivery must be growing rapidly. Therefore, Domino's increased their delivery orders, enhanced training for their employees, opening more stores to a specific place that closer to customers, and deliver foods as fast as they can with 2-3 minutes which quicker than usual to increase customer satisfaction (Domino's Report, 2020).

COVID-19 pandemic has impacted many businesses operating including Domino's. In order to maintain their business, Domino's has to create some new ideas and strategies to survive their business and will help them to generate sales for their future business. First, Domino's company can provide a specific value meal for customers. The specific value meal can be a Birthday Meal, Family Meal, or Double Meal. Customers can choose the meal based on their priority. During the COVID-19 pandemic, the eating habits of society are changing fast. It is because many countries have imposed nation lockdown and implemented flight restrictions to slow down the spreading of COVID-19 and it caused a lot of inconvenience for society (Lau, et. al, 2020). This caused many people more prefer to order online food delivery rather than cook themselves at home especially for teenagers and young adults who do not know how to cook. According to the article written by Li, Miroso and Bremer (2020), the online food delivery obviously increased, it has been stated that 85.1% of university students in Nanjing used online food delivery more than once a week (Li, Miroso & Bremer, 2020). Therefore, Domino's company can take this opportunity to provide different types of value meal for them. For example, the person who birthday on July 17 can redeem their special Birthday meal within July, it is not a must for them to redeem the special birthday meal on their specific day. Other than that, for a person who has a big family, Domino can provide the package meal for 4-6 persons, 6-8 persons, or 8-10 persons. Last, Domino's company can offer different packages in Double Meal based on the customer's needs. For the Double Meal, basically, it is the meal for 2 persons. It called a double meal is because double means twice or forming a pair, but it is not only for couples, even friends also can purchase it. In short, the different types of value meal can attract more customers to purchase by choosing their favorite and preferable meal.

Domino pizza can innovate some new flavors of pizza based on the different cultural and exotic flavors of the country. It is because nowadays most people are looking for special food. Therefore, Domino can launch a new flavor pizza such as Caesar Salad pizza for the United States, because Caesar salad is the origin food of New Mexico (Vincent, 2018). For Malaysia and Indonesia, Domino pizza can launch a new flavor such as Sambal Prawn pizza which is suit for Malaysian and Indonesian's flavor. It is because Malaysian love to eat spicy food and using sambal to do many dishes (Nahar, Karim, Karim, Ghazali, & Krauss, 2018). Domino's also can launch a new flavor pizza such as Salted Egg pizza for some Asian countries such as Singapore or Taiwan. Besides, Domino pizza can innovate a new flavor pizza such as Kimchi Chicken pizza in Korea,



because Kimchi is one of the favorite cuisines in Korean (Hongu, Kim, Suzuki, Wilson, Tsui, & Park, 2017). Other than this, many people like to eat sweet foods such as chocolate, especially for kids or teenagers because eating sweet foods will make people relax and happy. Therefore, Domino's can make this idea collaborate with the Nutella company to provide a new special sweet chocolate pizza for their customers.

Afterward, Domino's can provide a happy meal with toys and gifts. This is more target at kids because many kids love toys and gifts. The happy meal will provide a mini pizza for 6-inch size. It is a cute and mini pizza that kids will love it. Besides, the happy meal will also provide different packages such as Package A for mini pizza and a drink, Package B for 2 chicken wings and a drink, Package C for breads and a drink, and Package D for mini spaghetti and a drink with the same price. Each happy meal will be given a toy or gift by giving customers to pick up randomly. The most special feature of the toy or gift is it will follow the different cartoon series, it is a limited edition that other competitors will not have the same toy with it. For example, Tom and Jerry are grabbing a piece of pizza or SpongeBob is eating a drumstick. Those are the cartoon which was very popular in the 1990s. Most of the people will feel that the toy is a collection for them. Thus, they will keep purchasing the happy meal to collect the toys. It is because the collection of childhood toys becomes trend today. Hence, Domino's may try to grab this chance to become more competitive in the market.

CONCLUSIONS

In conclusion, the analysis carried out from google survey form highlighted that it has a strong relationship among customers' preference for Domino's pizza, both promotions and quality foods. During the COVID-19 pandemic, we found that Domino's has made a lot of promotions for their products. It brought the attention of many customers because Domino's has good at digital marketing and digital media that promote their contactless delivery foods to emphasize their safety business by following the standard operation procedure (SOP) rule. Besides, Domino's always provided quality of foods which does not include artificial colorings, flavoring, and preservatives of their dough. These had attracted their customers by making the preference for Domino's pizza which are the strategies that Domino's used to survive their business during this COVID-19 pandemic. Moreover, the results have shown most customers are preferring to use digital ordering provided by Domino's. This is because Domino's has promoted a zero-contact delivery and the touchless transfer technology which is also the strategy used by Domino's. Finally, fast delivery also one of the strategies Domino's used during this COVID-19 pandemic as they innovate robots and autonomous cars for delivering pizza to the customers.

Other than Domino's used the strategies, Domino's need to understand well their customers' preferences. Due to the COVID-19 pandemic, all people social lifestyle has changed and that driven customer to try new things. These changes have forced many businesses to adapt to the new normal including Domino's. As we know today, we must always keep a social distance from all people so that we are less likely infected by the virus. For now, what we work, eat, and play, all these physical contacts would be different. This directly changed the customers' demands in the market. For instance, now many people are looking for new methods to have a good time at home. As now people are more likely to use internet sources like online delivery or shopping. Therefore, Domino's should conduct more on market research like a survey or make a poll on social



media and read on social media trends to better understanding their customers' behavior. This strategy Domino's must be known so that will help them to survive their business by increasing sales and attracting more customers to purchase during this pandemic.

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