

# Domino's UK combines 7 key ingredients to engage franchisees in CX programme

The largest master franchiser in the Domino's system, Domino's Pizza Group UK & Ireland (DPG), breaks through with franchisees by identifying key drivers of the customer experience, building custom reporting tools, and linking programme scores to financial results.



For a glimpse of Domino's global growth, look no further than the UK and Ireland market. The past several years have come with impressive expansion and increases in revenue for the beloved pizza brand. DPG was

looking to sustain that momentum by finding innovative ways to improve consistency and provide a best-in-class experience.

Knowing it's never easy to improve something as important as the customer experience, DPG partnered with Service Management Group (SMG) to implement a customer experience (CX) measurement programme with all of the ingredients needed to create impact.



## 1. Programme branding that pairs with corporate culture

The first challenge was rolling out the programme across the entire organisation. To do that, DPG knew it had to establish the new initiative as a company-wide strategy immediately. Working with the marketing team to create



programme education materials, DPG created Feed Us Back—a CX programme branded to match the Domino's personality.

Unfortunately, the soft launch coincided with DPG's busiest time of year. On its own, that's not an insurmountable hurdle, but it was

compounded by the fact that DPG works in a supportive role for 80 independent franchise owners. The struggle to implement a new system during such a high-traffic period while also coordinating efforts among multiple stakeholders made it difficult to engage the field.

Worried the programme might be getting lost in the shuffle of other daily duties, DPG turned its focus to reporting tool usage and learned that less than 35% of stores were using the tools at least three times per week. Unsurprisingly, that lack of engagement coupled with the heavy traffic resulted in static Overall Satisfaction scores just a few months after the programme launch. >>



## 2. An internal champion + go-to expert

Sometimes gaining traction is a matter of finding the right person for the job, someone who can be the go-to expert and internal programme champion. Enter Jason Prescott, Operations Project Manager at DPG. Analytically minded and tech-inclined, he took ownership of the programme and immediately began looking for ways to drive up engagement.

“When I first took over, 200,000 customers had commented on the business, and we hadn’t looked at 150,000 of those comments,” Prescott said. “We had people telling us what they thought and we weren’t giving it the respect it deserves by sitting down to actually listen and use it to improve the business—we knew that had to change.”

## 3. Programme scores that link to financial outcomes

To secure franchisee buy-in, Prescott and the DPG team first looked for ways to articulate the business impact of improving the customer experience.

Pairing sales frequency data with Overall Satisfaction scores, DPG discovered that at top-performing locations, customers made an average of one additional order per year compared to bottom-performing locations (see FIGURE 1). Over the course of a full year, that equates to roughly 8,000 orders per store per year, representing an enormous opportunity for store-level growth.

## 4. Multiple forums to share and message consistently

While the marketing and operations teams immediately communicated the findings to the field, Prescott went one step further. In addition to giving a formal presentation at DPG’s annual regional rally in March, he made sure there was a heavy emphasis on the Feed Us Back programme in each session.

“Every single one of our presentations, from our CEO David Wild to Operations Director Scott McLeod to the smaller breakout sessions, had a Feed Us Back element included,” Prescott said. “I think everyone at that rally came away enthused about the programme and wanting to learn more.”

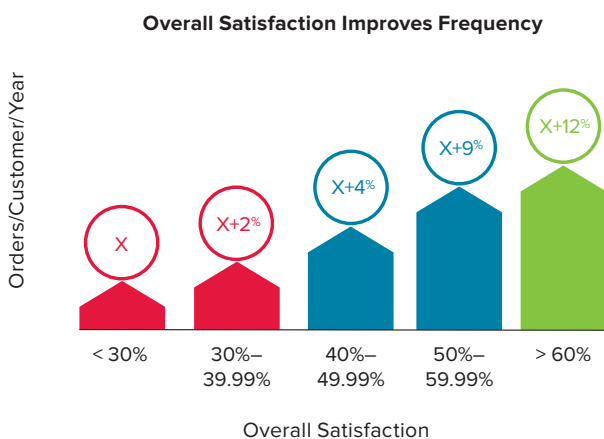
## 5. Custom reporting tools designed for specific roles

Igniting that passion for the customer experience is crucial, but it’s only half the battle. Programme engagement also depends on equipping teams with effective tools. To that end, DPG worked with its SMG team to develop reports and real-time reporting dashboards that were simple, intuitive, and custom-designed to ensure each user group gets the information they need to act quickly and effectively.

Additionally, the shared internal reporting system for the CX programme allowed DPG users to benchmark performance against other locations, sparking an immediate spirit of friendly competition and providing an ongoing incentive for continuous improvement.

FIGURE 1

A top box experience keeps customers coming back for more



**WHAT DO I DO?**

- Print them
- Shout about the good news...
- Create action plans to help improve the Areas of Focus
- Make sure your store has the best scores!

**6. A healthy sample size that puts focus in the right places**

Once franchisees saw the inherent value of acting on the data, the only question that remained was how to gather more. To increase awareness and drive up response rates, stores handed out programme flyers, put Feed Us Back materials on pizza boxes, and experimented with new survey invitation methods—including branded email invites.

As their efforts paid off and the data amassed, it became clear what matters most to customers. A key driver analysis revealed the most important aspects of the customer experience were Accuracy of Order, Time to Receive, Taste of Food, and Appearance.

The importance of these measures was nothing new to DPG. In fact, they were exactly in line with the performance measures DPG had already been emphasising. What was surprising was just how consistently delivering on the key drivers led to a perfect Overall Satisfaction score.

The data showed that when customers are highly satisfied with Taste, Speed, Accuracy, and Appearance, 94% also give a perfect Overall Satisfaction score (see FIGURE 2). Unfortunately, the data revealed that hitting each of those measures proved particularly difficult during peak hours, as it became difficult to balance speed and quality.

“Domino’s has always been extremely passionate about our products—when a great pizza comes out of the oven, people will literally stop and sort of coo over it,” Prescott said. “What the feedback told us is that the passion was there, but we needed to drum it up a bit more and keep it prominent during those daily rushes.”



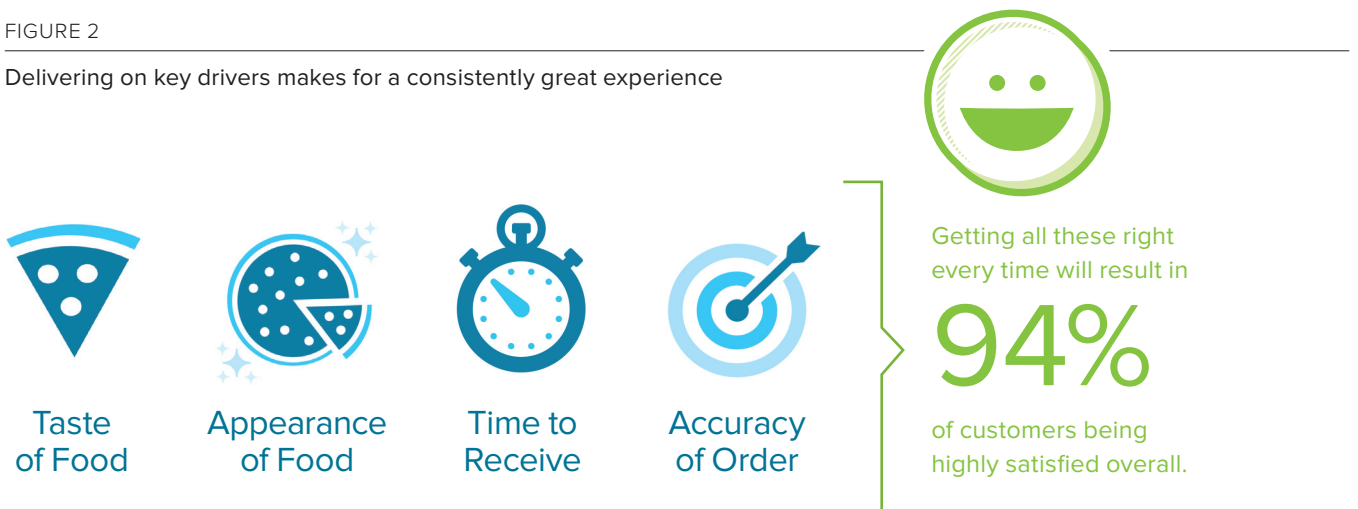
**7. New, innovative ways to keep the programme front + centre**

To create that consistency, DPG took a page from the handbook of companies like Apple and Amazon by introducing the product guru role. Employed by the franchise owner but taking direction from DPG, product gurus travel between 10 locations to support, coach, and serve as the all-around product experts.

DPG also holds excellence centres with guru training at regional locations to keep them up-to-date on things like training standards. In addition to improved quality control, the position has streamlined the way DPG cascades information across the organisation for initiatives such as product launches and new tools. >>

FIGURE 2

Delivering on key drivers makes for a consistently great experience



**Early results show the investment is paying off**

Still in the early stages, the product guru role has already had a big impact. Since its launch, scores have increased across the board, resulting in an 11-point increase in Overall Satisfaction compared to where they had initially dipped (see FIGURE 3).

FIGURE 3

The CX programme and product gurus are having a big impact on the customer experience



Perhaps even more importantly, programme engagement has increased exponentially ever since the annual rally—85% of stores are now logging in at least three times each week, and that number continues to climb.



A substantial portion of that can be credited to the widespread adoption of the smg360™ mobile reporting app, which allows users to stay informed even during peak traffic periods without having to leave the front lines.

To sustain that high engagement and prevent a drop in performance leading up to the busiest period of the year, DPG will once again make CX a key point of emphasis at its annual rally. That constant commitment to the customer is helping DPG deliver on its mission—“to be the number one pizza company in the world and every neighbourhood”—by serving up one great experience at a time. ●

**DPG'S RECIPE** for field engagement

1. Brand the programme to reflect your corporate culture
2. Find a capable, passionate programme champion
3. Secure buy-in by establishing financial linkage
4. Use multiple forums to share and message consistently
5. Customise reporting tools for different user groups
6. Increase sample size to guide focus
7. Find new and innovative ways to keep the programme front and centre



**About SMG**

SMG (Service Management Group) partners with more than 350 brands around the globe to create better customer and employee experiences, which drive loyalty and performance. SMG uniquely combines technology and insights to help clients listen better, act faster, and outperform competitors. Strategic solutions include omniCX,™ Brand Research, and Employee Engagement. SMG evaluates over 150 million surveys annually, in 50 languages across 125 countries.