

Domino's Pizza

US pizza delivery giant Domino's Pizza has 6,650 stores in the US and in sixty-four international markets, including the UK. It is currently the world's #1 pizza delivery company and the #2 pizza chain overall (behind TRICON's Pizza Hut) (Hoovers Online, 2001) with FY 2000 revenues of 3.54 billion. (Versata, 2001) Maintaining communication ties with all employees (now at more than 120,000) (Versata, 2001) and franchises around the world presents somewhat of a challenge especially when the corporation needs to maintain training standards for all of its employees (many of whom are part time or seasonal). Not only does the company need to hold both scheduled and ad hoc meetings with those working as part of its chain, it also takes responsibility for ensuring those individuals are provided with training on such essential operational procedures as pizza making and safe driving. However, both meetings and training sessions would normally mean Domino's management would have to travel from one city to another, or even around the world, which proved costly, both in terms of money and time. To mitigate some of this expense, Domino's also held weekly teleconference calls and provided computer-based training (CBT) for employees and franchisees. However, the company found that neither of these solutions was ideal for its requirements. Teleconferences were neither cost effective nor an efficient use of time, and the company found the CBT courses were unsatisfactory, as they did not enable users to interact with the group as a whole or to ask questions. The company wanted to find a more efficient, interactive and flexible alternative. (Centra, 2001)

In order to improve communications with its franchisees around the world, while reducing the time and money spent on travel, Domino's has developed a real time enterprise communications and training solution using Centra technology and improving the user interface using Versata's expertise. The training program that resulted covers the gamut of store operations (such as safety, sanitation, and product preparation) as well as career development training that assists employees in gaining the skills to advance to management and eventually franchise ownership positions. (Versata, 2001) At distribution centers, it includes Occupational Safety and Health Administration regulation awareness and driver training. At its 6,500 stores, it involves food preparation, sanitation, and store operations. At headquarters, it's about building employees' computer skills which currently focuses on helping Domino's employees learn its PeopleSoft ERP system as well as the various data mining and analysis tools that are used by the company. (Centra, 2001)

Domino's ad agency is also using the elearning platform to educate the creative team on Domino's strategy. "The applications cross the boundaries between E-learning and workgroup collaboration", says Harrison Withers, director of technology and training for the Ann Arbor, Mich., pizza chain. For example, Domino's marketing department uses E-learning infrastructure tools for brainstorming with the agency on marketing campaigns. (Centra, 2001)

Domino officials are excited about its future impact on the company's operations and bottom line. "We expect in the future (the) advantages will be further realized when we start to use the tool across international borders. We can only travel one country at a time" says Withers. The company plans to use the enterprise communications and training tool to assist in application sharing on the corporate Help Desk and to access the knowledge and expertise of training professionals to deliver market-specific training. "We have a lot of things in mind for the solution. I can see at time when we'll use it to do much of our internal training so people can learn at their desks" comments Withers. (Centra, 2001) Or for some of their employees, the training might be conducted as they stand in the kitchen learning how to make a pizza for the first time.

References:

Centra, 2001.

<http://www.centra.com/corporate/customers/dominos.asp>

Presents a vendor's overview of their implementation of technology that enabled Domino's Pizza to provide elearning and online communication to their restaurant managers and staff.

Hoovers Online

<http://www.hoovers.com/co/capsule/1/0,2163,40131,00.html>

Resource for information about corporate history, financial and sales and management information.

Khirallah, Diane & Swanson, Sandra. 2000. "New Schools Of Thought". 20 November Informationweek.

<http://www.informationweek.com/813/elearning.htm>

Khirallah and Swanson present an overview of enterprises that are reaping the benefits of elearning and advises that enterprises are

beginning to realize that technology itself can not replace the benefits and retention that occur with face to face learning.

Versata. 2001. "Versata Delivers at Domino's Pizza". Corporate Success Story. www.versata.com

Presents the vendor's solution to Domino's elearning needs which included embedding the online training registration into Domino's intranet, Domino Online.