

business for 17 years in India, we understand the requirements of the consumer; so every product that we make is to satisfy our consumers. On the whole, we keep on developing new products that help us to fill the need gaps existing in the market and to provide a new taste experience to our consumer. In our food business, fatigue is very high. Every 3-4 months, if we don't give new meal options in the form of garlic breads, pizzas, *et al*, the reason for coming back to us is not there. The Indian consumer is the most experimenting consumer in the world and our diverse cuisine indicates that. So, every quarter, we try to launch new products, which provide options to consumers who want to come back and try the new items on our menu.

What is the size of the Indian pizza market and what is the share of Domino's Pizza at the moment?

According to Euromonitor data for 2010, the Indian pizza market was approximately Rs.13 billion, out of which Rs.80 billion has been cornered by organised food chains in India. Domino's market share was 54% overall and we had a 70% share in the organised home delivery space.

According to you, which is the most essential P of marketing in this industry? And talking about promotion, which medium has worked best for you all these years?

Typically the way it works today is that you need to have a combination of all the four Ps. You need to have the right product at the right price promoted through the right channel and available at the right points. We need to get everything right to make a product a hit. You can lose a great product if you launch it at a wrong time. And if the product is priced low and it is not tasty, it will still not work. Coming to the pizza industry, we are in the impulse category and for this category, television plays a more significant role. We can be in front of our consumers through TV at times of meals consumption. So if I do a serious scheduling of my TVC in a manner so that Domino's ads are showcased at meal times, our visibility goes up and hence

consumption will also increase. So, television plays an important role in our marketing strategy. If we talk about print, it is essential but it is a support medium for us. So we don't bank too much on print. Our leading communication medium is TV. Besides this, we have launched online ordering and we have also spent a lot of money on digital marketing. It is because a set of consumers spend too much time on the internet. Today's youth is internet savvy through various mediums like smartphone and tablets. So television and digital become the two essential pillars for our marketing communication strategy.

What have you been doing in social media, a medium that marketers are still trying to figure out?

Social platforms are the key mediums to tap our consumers. Today, if you go to Domino's Facebook page, we have around 17.5 lakh fans, which is the largest fan page in the QSR category. Also, at a point of time, we were ranked the 17th most engaging fan page across the category. So we have a big fan following and we are also one of most engaging mediums, which means that we use social media very effectively. The idea is to engage our consumers with the brand. It's not about selling on the social platform, but it's all about engagement and building a relationship. My brand stands for 'Happiness, home delivered'; so it's all about how we bring happiness to consumers at that level. It's about the philosophy of the brand – the way the brand thinks, does and enters consumers' lives.

What kind of BTL activities have been carried out in the past by Domino's India? According to you, how important are BTL activities for a QSR?

We do have BTL activities, but they are very tactical, depending upon the requirements from a specific region. Some BTL activities are launched to



Domino's BTL campaign in Bangalore: The company considers BTL as a support medium

support the national campaign. Last year, we did a BTL campaign, "Amchi Mumbai Amcha Domino's", to connect with Mumbai consumers. Recently, we've done a campaign in Bangalore on the theme, 'Namma Bangalore, Namma Domino's'. Our objective was to engage our customers with promotional offers, which included daily prizes with huge rewards in 10 days and fortnightly bonanzas. It was done in all 56 stores in Bangalore. It's about connecting at the local level and having a one-on-one activity. BTL is also a supportive medium like print, but it's objective driven and the output of any BTL activity delivers on a special requirement.

Recently, Domino's developed an app for smartphones. How important is this medium?

The mobile application is an extension of our online ordering platform. When customers have to order, they just need to open the application, place an order & choose their mode of payment. Then the order goes to the outlet nearest to the consumer. The response has been fantastic. We've had over 1,50,000 application downloads within a month of launch. But it's a new medium and people will take time to get used to it. The idea is to make the experience more convenient and we are sure it will contribute well to our numbers. ■