



**30 YEARS
IN THE MAKING!**



Domino's is excited to launch its first-ever Parmesan Stuffed Crust pizza! It's a crust so delicious that it's been 30 years in the making. You may ask, "What took Domino's so long?" Well, here's the story behind Domino's Parmesan Stuffed Crust:

Stuffed Crust in the 90s

In the mid-1990s, stuffed crust pizza was invented by a national pizza competitor, who launched the new crust type with a splashy media campaign and lots of publicity. At the time, Domino's leadership believed the crust type was a stunt innovation, or "spinnovation." Word in the restaurant industry was that stuffed crust tied up store operations, created a bottleneck for stores and was difficult to train new employees to make. None of this was Domino's style.

For several decades, Domino's expanded its menu strategically, focusing on consumer taste preferences, the need for great food at a reasonable price, as well as operational ease for stores. During this time, stuffed crust's brand equity remained with one U.S. national competitor. As a result, several generations of pizza customers grew up with stuffed crust as an option – from just one pizza brand.

Stuffed Crust in the 2000s

In 2018, another large U.S. pizza chain rolled out a stuffed crust option, with more brands following in 2020. The team at Domino's watched intently and saw an increased popularity of the product, which caused Domino's to take another look at stuffed crust in 2022.

"As a brand, we're really interested in knowing the preferences and insights of teens and families," said Kate Trumbull, Domino's executive vice president – chief marketing officer. "So with that in mind, we knew we needed to better understand how the view of stuffed crust changed amongst consumers. Domino's is obsessed with making delicious pizza, and we knew it was time to turn that obsession toward something we avoided for 30 years."

Key Insights

Domino's turned to its secret weapon – the analytics and insights team – to do what they do best: collect extensive data and produce

clear analysis on the opportunity. They asked thousands of U.S. customers questions about their behaviors, usage, and preferences around stuffed crust to optimize this new offering and dove deep into market data to fully understand the opportunity.

Domino's Learned the Following:

- Stuffed crust is one of the most popular and loved products in the pizza category, increasing in appeal from 33% of consumers in 2021 to 46% in 2022.
- Stuffed crust is often seen as a "treat," "reward" or a chance to indulge.
- The No. 1 reason for buying stuffed crust is because consumers craved it.
- Stuffed crust connects friends and family and is teen friendly.
- Nearly 13 million Domino's customers each year are buying stuffed crust from competitors.
- Nearly half of all consumers (48%) say they are extremely or very interested in stuffed crust pizzas – especially among younger generations (66% of Gen Z responders and 60% of millennials).

"We learned quite a few fun facts, but perhaps the most surprising fact of all was that 73% of customers surveyed thought Domino's already offered stuffed crust pizza," said Trumbull. "We knew we had to address that!"





Conquering Operations

Domino's Parmesan Stuffed Crust was designed with an eye towards operational efficiency, as that was an original concern. Slowing down store team members was simply not an option with this product introduction. As Domino's shared early prototypes of the product with franchisees, it was clear that foundational work was needed before introducing a product this big. Domino's launched a systemwide operations retraining program to ensure that stores were producing a consistently high-quality crust. They also began a nationwide rollout of a custom dough spinner called DJ, making dough stretching even easier for team members. With this operational efficiency in place, Domino's U.S. stores were now set up for success.

Stuffed Crust in International Markets

In examining a stuffed crust as an option, Domino's used one key benchmark – its own international markets. In 2011, Domino's stores in the UK started selling a stuffed crust pizza, with other international Domino's markets following suit over the years. By 2022, 15 of Domino's global markets offered stuffed crust, and they shared key learnings on how to successfully execute it.

As a customer-centric, data-driven brand, it was time for Domino's to challenge its own long-held beliefs. As the No. 1 pizza company in the world, Domino's knew it had become the global leader without a stuffed crust in the U.S, but the opportunity to add it meant we could go even further as brand. In 2023, as the brand's Hungry for MORE strategy was coming together, and as Domino's focused on the strategic "Most Delicious Food" pillar, the time had come to launch stuffed crust – the Domino's way!



The Most Delicious Stuffed Crust

Domino's research and development team knew the stuffed crust they needed to craft had to be amazingly delicious, but also uniquely Domino's. They tried eight variations of stuffed crust pizza until they found the most delicious combination – made with Domino's premium buttery-flavored Handmade Pan dough, stuffed with melty cheese made with 100% real mozzarella, topped with Domino's signature garlic seasoning, and sprinkled with Parmesan. Using this dough took stuffed crust to the next level of cheesy deliciousness and indulgence.

Domino's stuffed crust passed two large scale consumer taste panels – one that tested crust only and a second that tested flavoring options, which is how the brand landed on the final Parmesan Stuffed Crust product. To continue providing renowned value to customers, Domino's determined that offering a medium Parmesan Stuffed Crust pizza would differentiate Domino's from some of the national competitors and allow customers to purchase it at a compelling price point.



Domino's operations innovation team also worked alongside franchisees to identify and create the tools and processes for making a truly great product. These collaborative sessions led to the development of new smallware tools and Domino's custom

Parmesan shaker (first engineered on a 3D printer in the Domino's Innovation Garage) that have proven to be essential for stores to consistently and efficiently make the new stuffed crust.

"Bringing Domino's Parmesan Stuffed Crust to life has truly been one of the longest development efforts in the company's history," said Trumbull. "Twelve weeks of field, franchisee and store

trainings took place to ensure consistent store execution. All 7,000 Domino's stores in the U.S. were also certified to make the new product, leaving little to chance after a three-decade wait."

Domino's Hungry for MORE strategy focused brand teams on creating the "Most Delicious" stuffed crust, made with "Operational Excellence," provided to customers at a "Renowned Value," and "Enhanced by our Best-in-Class Franchisees." As a brand obsessed with pizza, Domino's is proud to finally deliver the most delicious stuffed crust possible – 30 years in the making.