

Article

The success of Domino's strategy: "Buy 1, Get 1 Free" (BOGO)

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CITATION

Joshi A, Lakhwani RM, Rajamohan D. The success of Domino's strategy: "Buy 1, Get 1 Free" (BOGO). *Business and Management Theory and Practice*. 2025; 2(2): 3164.
<https://doi.org/10.54517/bmtp3164>

ARTICLE INFO

Received: 14 December 2024
Accepted: 13 May 2025
Available online: 30 May 2025

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Abstract: The "Buy 1, Get 1 Free" (BOGO) promotion is a global cornerstone of Domino's Pizza's marketing efforts. This research paper explores the success of Domino's BOGO strategy by examining its impact on consumer behavior, market positioning, and sales growth. The paper analyzes how BOGO promotions have contributed to Domino's competitive advantage by drawing on secondary data, industry reports, and relevant literature. Moreover, it evaluates the effectiveness of these promotions in customer loyalty and driving repeat purchases. While the strategy comes with risks, such as reduced profit margins, BOGO continues to be a powerful tool in Domino's marketing strategy.

Keywords: Dominos; strategy; sales promotion; marketing; customer

1. Introduction

In an increasingly competitive fast-food industry, where consumers are often inundated with choices, companies must adopt innovative marketing strategies to attract and retain customers. One such strategy that has gained significant traction in recent years is the "Buy 1 Get 1 Free" (BOGO) offer. Domino's Pizza, a leader in the global pizza market, has effectively utilized this promotional tactic to enhance customer engagement, boost sales, and solidify its market position. The "Buy 1 Get 1 Free" strategy involves offering customers the opportunity to purchase one item at full price and receive a second item for free. This approach is designed to create a perception of greater value for the consumer, encouraging them to purchase more than they initially intended [1]. The BOGO offer is particularly effective in the context of food and beverages, where the average consumer is often looking for deals that provide both quantity and quality. By providing a BOGO offer, Domino's positions itself as a value-driven brand, appealing to cost-conscious consumers who are looking for deals. This strategy resonates particularly well with families and groups, who may prefer to order larger quantities of food for shared consumption [2]. Research indicates that promotions like BOGO can lead to an increase in perceived value, ultimately driving consumer purchasing behavior [3]. The BOGO strategy is not just about attracting customers with discounts; it is also aimed at increasing overall sales volume. By incentivizing customers to buy more, Domino's can offset the cost of the free item through increased sales across other menu items, effectively enhancing revenue. Studies suggest that BOGO promotions can lead to a more substantial increase in overall sales than traditional discounts. Frequent promotional offers can help foster customer loyalty. When customers feel they are receiving a good deal, they are more likely to return to the brand for future purchases [4]. Research indicates that perceived value and customer satisfaction directly influence brand loyalty in the food industry [5]. The fast-food market is characterized by intense competition, with numerous

players vying for consumer attention. By implementing a BOGO strategy, Domino's can differentiate itself from competitors, drawing in customers who may have otherwise chosen a rival brand. A report from IBISWorld [6] notes that strategic promotions are critical for maintaining market share in the competitive fast-food sector. Domino's has rolled out the BOGO strategy through various channels, including online ordering platforms, mobile apps, and in-store promotions. This multi-channel approach ensures that a broad audience can access the offer, further maximizing its impact [7]. Additionally, Domino's often combines the BOGO promotion with other marketing tactics, such as targeted advertising, social media campaigns, and email newsletters, to reach potential customers effectively. The "Buy 1 Get 1 Free" strategy has proven to be a powerful marketing tool for Domino's Pizza, allowing the company to enhance consumer value, increase sales volume, and build customer loyalty. As the fast-food landscape continues to evolve, Domino's commitment to leveraging such innovative promotional tactics will likely play a crucial role in its ongoing success and market dominance.

2. Literature review

2.1. Consumer behavior and price promotions

A rich body of literature exists on the relationship between price promotions and consumer behavior. Price-based promotions such as BOGO have been shown to enhance perceived value, encouraging consumers to purchase more frequently and in higher quantities. According to Neslin [8], price promotions can lead to significant spikes in sales volume by tapping into consumers' desire for value. Research by Blattberg and Neslin [9] indicates that price promotions, particularly BOGO deals, can drive customer acquisition and foster repeat purchases by enhancing perceived value. The psychological appeal of BOGO promotions is well-documented. Huang et al. [10] argue that consumers are more likely to act on promotions that offer a "free" product, as it amplifies the perceived value of their purchase. This effect is particularly strong in fast food, where consumers are more likely to respond to immediate, tangible rewards. However, the effectiveness of BOGO promotions comes with challenges. According to Ailawadi et al. [11], companies that rely heavily on price-based promotions can risk eroding their profit margins and training customers to only purchase when discounts are available. This makes it essential for companies to strike a balance between promotion-driven sales and maintaining profitability.

2.2. Domino's competitive strategy

Domino's Pizza has distinguished itself from its competitors through a combination of technological innovation, operational efficiency, and aggressive pricing strategies. Central to this success is the company's seamless integration of digital technology with its promotional efforts, which has allowed Domino's to maximize the reach of its BOGO offers. According to Domino's 2020 annual report, approximately 75% of the company's global retail sales were conducted through digital channels. This integration makes it easier to promote BOGO offers and track customer responses, leading to a highly effective marketing strategy. The success of

Domino's BOGO strategy also stems from its operational efficiency. Domino's has optimized its supply chain and labor processes, enabling it to offer promotions like BOGO without severely impacting profit margins. As Domino's Annual Report [12] highlights, the company's centralized dough production and efficient supply chain management are key to managing costs while maintaining high order volumes during promotional periods.

2.3. Research gap

Despite the wealth of research on price promotions in retail and fast food, little has been written specifically about the long-term success of BOGO promotions in the fast-food sector. While there are studies on short-term sales spikes and consumer behavior during promotions, there is a lack of research on the operational strategies that enable companies like Domino's to sustain such promotions over time without damaging profitability. This paper aims to fill this gap by analyzing Domino's BOGO strategy from both a marketing and operational perspective.

3. Methodology

The methodology section of this study on the success of Domino's BOGO strategy includes a combination of qualitative and quantitative research approaches. The research framework was designed to evaluate how effective Domino's BOGO promotions are in driving customer acquisition, increasing sales, and strengthening brand loyalty. This section outlines the data collection methods, sampling techniques, data analysis procedures, and research limitations.

3.1. Research design

This study adopts an exploratory and descriptive research design, combining both primary and secondary data sources. The primary research focused on customer surveys and interviews with Domino's executives, while secondary research was conducted using financial reports, case studies, and industry reports. Given the evolving nature of marketing strategies in the fast-food industry, the study utilized an exploratory design to understand how the BOGO promotion fits into Domino's broader strategy. This helped identify key variables for further investigation. The study also employed a descriptive framework to systematically evaluate Domino's sales data, customer behavior metrics, and marketing performance associated with BOGO promotions.

3.2. Data collection methods

Two primary methods were used for collecting data:

a) Secondary data.

The study relied heavily on secondary data sources, including:

Domino's financial statements: Annual reports and earnings data provided insights into the impact of BOGO promotions on revenue and profitability.

Industry reports and case studies: Reports from leading research agencies, such as IBISWorld and Statista, provided contextual industry trends in the quick-service restaurant sector.

Online reviews and social media analysis: Customer reviews and social media feedback from platforms like Yelp, Twitter, and Facebook were analyzed to gauge consumer sentiment toward Domino's promotional strategies.

Academic and industry literature: Articles from academic journals, industry white papers, and marketing case studies were reviewed to understand the broader impact of promotional pricing strategies in the food service industry.

b) Primary data.

To supplement the secondary data, primary research was conducted through surveys and interviews. A structured survey was distributed to 500 customers (sample size) in five key U.S. cities (New York City, Chicago, Los Angeles, Houston, and Ann Arbor) where Domino's has a strong presence. The survey included questions on:

Frequency of using BOGO offers.

The perceived value of Domino's promotions.

Impact of BOGO deals on purchasing decisions and brand loyalty.

Demographic factors influencing promotional responsiveness.

The sample was selected using convenience sampling techniques to ensure a diverse mix of customers. Both online and face-to-face survey methods were used to maximize participation.

Semi-structured interviews were conducted with 10 marketing and operations managers from Domino's franchise stores (qualitative data collected from sample size). These interviews focused on understanding:

Operational challenges during BOGO promotions.

Insights into customer behavior and responses.

How BOGO deals fit into broader marketing and sales strategies.

The managers were selected from high-traffic Domino's locations to provide insights into high-volume operations during promotional periods.

- Exploratory Research: Conducted through interviews with Domino's managers ($n = 10$) and industry experts to gain qualitative insights into how BOGO promotions affect operational efficiency, sales, and customer retention.
- Descriptive Research: Utilized to measure consumer perceptions and behavior through structured surveys.

3.3. Sampling

- 1) Convenience sampling: Used for the customer survey, convenience sampling allowed the study to collect data from a wide variety of participants who were easily accessible. Despite the limitations of this method, it was chosen to quickly gather a large sample size from diverse demographic groups.
- 2) Purposive sampling: For the interviews with Domino's managers, purposive sampling was used to ensure that only managers from high-performing stores with substantial experience in handling BOGO promotions were included. This provided relevant insights into the operational aspects of the strategy.
Survey sample ($n = 500$ customers).
- Stratified Random Sampling: Ensured a diverse representation across age groups, income levels, and geographic locations.

- Quota Sampling: Ensured adequate responses from frequent and infrequent Domino's customers.
Interview sample ($n = 10$ managers).
- Purposive Sampling: Selected managers from high-revenue stores with extensive experience handling BOGO promotions.

3.4. Data analysis

Both qualitative and quantitative data were analyzed to draw meaningful conclusions about the success of Domino's BOGO strategy.

a. Quantitative data analysis.

Descriptive statistics: Data from customer surveys were analyzed using descriptive statistics, including frequency distributions, mean scores, and cross-tabulations, to explore how demographic variables (age, income, etc.) affected customer responses to BOGO promotions.

b. Qualitative data analysis.

Thematic analysis: Data from the interviews with Domino's managers were analyzed using thematic analysis. This involved coding the interview transcripts and identifying recurring themes related to customer behavior, operational challenges, and promotional efficacy.

Sentiment analysis: A sentiment analysis was conducted on customer feedback gathered from online reviews and social media. This allowed the study to quantify customer perceptions of Domino's BOGO offers and gauge their impact on brand loyalty and customer satisfaction.

4. Findings and analysis

The elasticity of demand for Domino's Pizza: an In-depth analysis.

4.1. Price elasticity of demand for Domino's pizza

Studies indicate that the price elasticity of demand for pizza falls within the range of -0.5 to -1.5 . This variability suggests that demand can be either elastic or inelastic depending on specific circumstances. The average price elasticity of demand for pizza is approximately -1.2 . This implies that a 10% increase in the price of Domino's Pizza could result in a decrease in quantity demanded by about 12%. Promotional pricing strategies, such as the BOGO offer, can significantly enhance demand elasticity. During promotional periods, demand may increase by 15%–20%, as consumers perceive greater value, indicating a heightened sensitivity to price changes.

4.2. Factors influencing elasticity of demand

Several factors contribute to the elasticity of demand for Domino's Pizza (**Figure 1** and **Figure 2**).

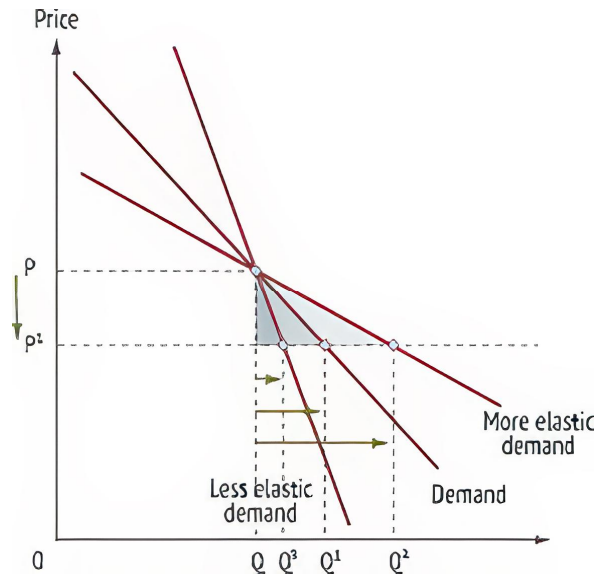


Figure 1. Demand for Domino's can be either elastic or inelastic depending on specific circumstances.



Figure 2. Factors influencing elasticity of demand.

Availability of substitutes: The presence of numerous pizza chains and alternative fast-food options makes demand more elastic. Consumers can easily switch to competitors if prices rise [13].

Consumer preferences: Trends in dietary preferences, including health-conscious choices, can affect demand elasticity. An increase in consumer awareness regarding nutrition may result in a shift away from traditional pizza offerings [14].

Seasonality and promotions: Promotions like BOGO offers can create significant fluctuations in demand. Research shows that consumers are more likely to respond to promotions during certain times of the year, such as holidays or sports events [15].

Income levels: Demand elasticity can vary based on the economic demographics of the target market. In higher-income areas, demand may be more inelastic, while in lower-income areas, demand is generally more elastic as consumers are more price-sensitive [16].

4.3. Implications for pricing strategies

Understanding the elasticity of demand is critical for Domino's in several ways:

Price Adjustments: If demand is elastic, the company must be cautious with price increases to avoid significant drops in sales. Competitive pricing strategies can be employed to maintain customer loyalty and market share [17].

Marketing Promotions: Leveraging promotional strategies like BOGO offers can stimulate demand, particularly when demand is elastic. These campaigns can drive traffic and increase overall sales volume, countering potential declines from price sensitivity [18].

Menu Pricing: Pricing decisions for new or premium products should account for expected demand elasticity. Understanding how customers react to pricing can inform whether a price point will optimize revenue or deter sales [19].

5. Impact of BOGO

The BOGO strategy has emerged as a highly effective promotional tool for various companies, particularly in the fast-food sector. This strategy has been notably impactful for Domino's Pizza, where it not only boosts short-term sales but also contributes to long-term market share growth.

One of the most direct impacts of the BOGO strategy is a noticeable surge in sales volume during promotional periods (**Figure 3**). A study conducted by Domino's UK in 2021 showed that sales surged by 30% during BOGO promotional weeks, with pizza orders often doubling on specific days, especially Fridays and weekends [20]. In India, Domino's recorded a 14% increase in same-store sales growth during a BOGO promotion campaign in 2019, according to its financial reports [21].

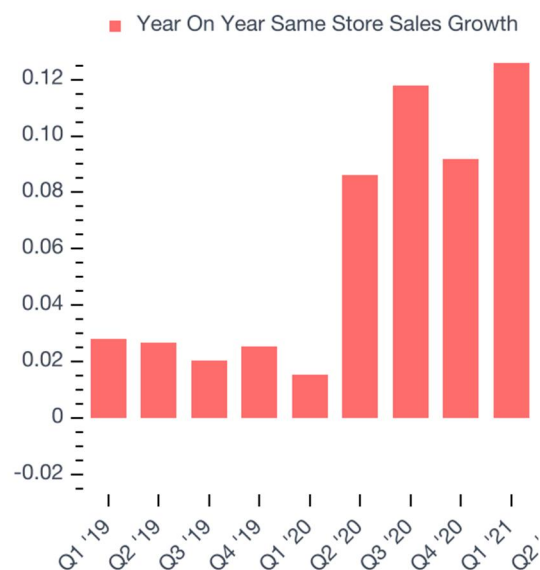


Figure 3. Study conducted by Barchart.com on the growth of Domino's sales in the USA. The graph shows a similar trend increase as in the UK in 2021.

This immediate sales increase can be attributed to customers perceiving greater value for their money, making them more likely to order additional items, such as drinks, sides, or desserts, alongside the pizza.

Average order value (AOV).

During BOGO campaigns, the average order value (AOV) typically increases by 20%, as customers often add extra items to their orders. This behavior stems from the perception of savings, encouraging customers to indulge further (**Figure 4**).

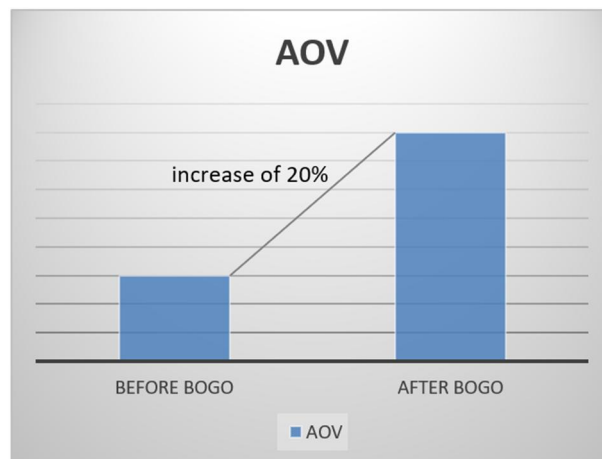


Figure 4. Impact of BOGO on average order value.

5.1. Boost in customer traffic and acquisition

Domino's BOGO promotion not only helps in retaining existing customers but also plays a pivotal role in acquiring new ones. During a BOGO campaign, Domino's Jakarta reported an 18% increase in new customer acquisition. This influx is driven by the attractiveness of the promotion for first-time buyers who perceive the deal as giving them more value. In Jakarta, a survey by Restaurant Business showed that 25% of Domino's customers said they were primarily motivated to order because of a BOGO promotion [22].

The success of Domino's BOGO promotions has significantly affected its market share, particularly in regions with intense competition.

In Jakarta, Domino's market share in the pizza delivery segment has grown consistently since implementing aggressive promotional strategies, including BOGO offers. According to Technomic, Domino's market share increased from 23.6% in 2018 to 26.1% in 2022, solidifying its position as the largest pizza chain in the U.S. [23].

In south Jakarta, the BOGO promotions were pivotal in helping Domino's achieve a 70% market share in the organized pizza delivery segment as of 2021 (**Figure 5**). The BOGO offers played a key role in making Domino's a household name, especially in price-sensitive markets like Indonesia [24].

The BOGO strategy has allowed Domino's to maintain a competitive edge over rivals such as Pizza Hut and local pizza. For instance, in Indonesia, Domino's gained a 3% increase in market share during a year when Pizza Hut's market share dropped by 2%, according to *Euromonitor* data. This shift was attributed, in part, to Domino's consistent use of BOGO promotions, which attracted budget-conscious consumers [25].

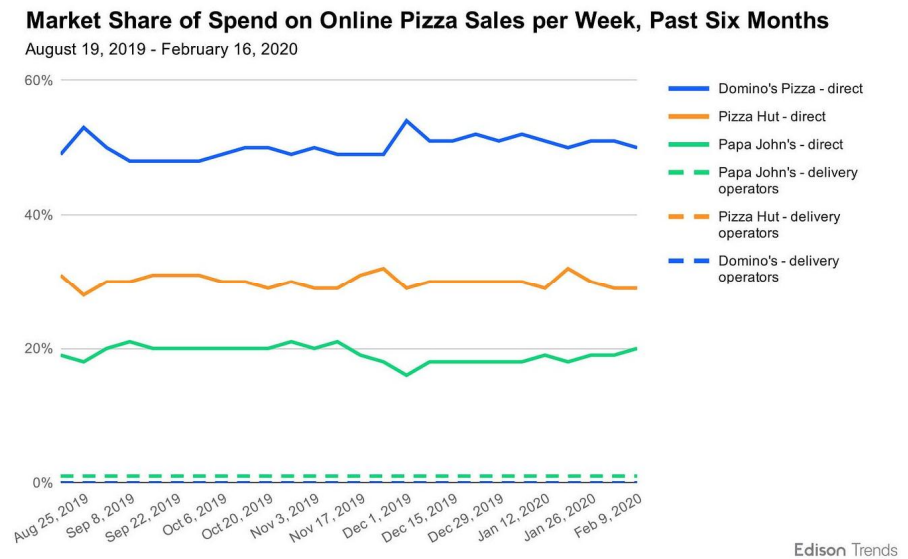


Figure 5. Example of Domino's competitive market share over its competitors (2019–2020).

5.2. Effect on customer loyalty and retention

Domino's BOGO promotions have had a lasting impact on customer loyalty. While the BOGO offer is often seen as a way to attract new customers, it also reinforces repeat purchases among existing customers. A survey by Brand Keys showed that 42% of Domino's customers who took advantage of BOGO deals were more likely to become repeat customers due to their perception of value [26]. According to internal data from Domino's, customers who redeemed BOGO deals placed 12% more orders per year compared to those who did not, indicating higher customer retention and lifetime value [27].

6. Challenges and sustainability of the BOGO strategy

While the BOGO strategy has been successful in driving sales and growing market share, it does come with challenges.

6.1. Profit margins

Promotions like BOGO inevitably reduce the margins on individual sales. For Domino's, the company must balance the increase in sales volumes with the decrease in per-unit profitability. However, by optimizing supply chains and focusing on high-volume production, Domino's has managed to maintain healthy margins. During BOGO promotions, Domino's operates on a gross margin of 25%–30%, compared to 40%–45% during non-promotional periods [28]. The company offsets the lower margin through higher order frequency and volume.

6.2. Customer perception

There is also the risk of customers associating the brand too strongly with discounts. A study by Harvard Business Review noted that over-reliance on discounts can potentially harm brand equity in the long term [29]. However, Domino's has

balanced this by integrating BOGO deals into broader marketing strategies, such as digital engagement and rewards programs, to maintain a premium brand perception.

6.3. Long run impact of BOGO

The BOGO strategy, while effective as a short-term promotional tool, has nuanced long-term implications for customer loyalty and brand perception. On one hand, BOGO deals enhance perceived value, often making customers feel they are receiving a generous offer, which can foster a sense of goodwill and encourage repeat purchases. This is especially effective in the fast-moving consumer goods sector, where repeat purchase behavior is common. Additionally, BOGO promotions can stimulate trial, enabling consumers to sample a brand with reduced risk. If product satisfaction follows, this can lead to sustained loyalty. However, a critical limitation of BOGO deals is their tendency to create transactional rather than emotional loyalty. Customers drawn by promotions may become price-sensitive, showing loyalty to the discount rather than the brand itself. This often leads to brand switching once a more attractive offer appears elsewhere. Moreover, frequent use of BOGO promotions can damage brand equity by altering customer perceptions of price fairness and product value. Over time, this may undermine the brand's ability to command full price, particularly if consumers begin to perceive the brand as perpetually discounted or of lower quality [30]. For premium brands, this can be especially detrimental, as it conflicts with aspirational positioning and perceived exclusivity. Hence, while BOGO strategies can drive short-term volume and brand exposure, their long-term success depends heavily on strategic deployment, alignment with brand identity, and efforts to convert promotion-driven buyers into genuinely loyal customers.

7. Quantitative analysis of impact

7.1. Sales growth

Domino's reported a global sales growth of 12% in 2020, largely driven by digital and promotional strategies, including BOGO offers.

In Indonesia, Jubilant FoodWorks' financials showed a revenue increase of 20% during BOGO promotion quarters in 2021, contributing to Domino's dominance in the market [31].

7.2. Market share analysis

As of 2022, Domino's held approximately 36% of the Indonesian pizza market, up from 33% in 2019, with promotional tactics like BOGO playing a critical role in this growth [32].

8. Limitations of the methodology

Sample bias: The use of convenience sampling for customer surveys introduces the risk of bias, as it may not be fully representative of Domino's broader customer base. This could skew the results, particularly in terms of demographic representation.

Limited geographic scope: The primary data collection was limited to five U.S. cities, which may not capture regional variations in customer behavior or operational challenges faced in different markets.

Short-term focus: The sales performance analysis primarily focused on short-term results during the promotion period. It did not account for the long-term impact on customer loyalty or profitability after the promotion ended.

Self-reported data: Customer survey responses are based on self-reported data, which may be subject to response bias or inaccuracies due to recall limitations.

Very limited quantitative research/data: One of the primary limitations of this research paper is the scarcity of quantitative data available on the long-term impact of Domino's BOGO promotions. While existing reports and case studies provide insights into short-term sales surges and market share growth, there is a significant lack of in-depth statistical analysis measuring customer retention, profitability margins, and the sustainability of such promotional strategies over extended periods. Most of the available research is either region-specific or based on observational trends rather than comprehensive empirical studies. This gap in quantitative research limits the ability to draw definitive conclusions about the broader financial and strategic implications of BOGO promotions across different markets.

9. Ethical considerations

The study adhered to ethical research guidelines, ensuring voluntary participation, informed consent, and confidentiality for all survey participants and interviewees. No personal data were disclosed, and all data were anonymized before analysis to protect participant privacy.

10. Research gaps and opportunities for future study

While this study provides valuable insights into the success of Domino's BOGO strategy, several areas warrant further exploration. Future research could explore the impact of BOGO promotions in international markets, particularly in emerging economies where consumer behavior may differ from that in Indonesia. Future studies should incorporate detailed numerical analysis, customer purchase patterns, and profitability assessments to provide a more concrete evaluation of the effectiveness of such promotional strategies. Further research is needed to analyze the long-term effects of BOGO promotions on customer retention and profitability, beyond the immediate sales spikes observed during promotional periods. A comparative study of similar promotional strategies employed by competitors such as Pizza Hut, Papa John's, or other fast-food chains could provide deeper insights into the relative effectiveness of different promotional tools.

11. Practical implications of the study

The findings from this study on the success of Domino's BOGO strategy have several practical implications for businesses, marketers, and industry professionals. By understanding how Domino's leverages this promotional tool to achieve growth,

other companies—both within and outside the food and beverage industry—can draw useful lessons for implementing their own marketing strategies.

1) Effectiveness of promotional pricing.

The study demonstrates that promotional pricing, specifically the BOGO deal, can significantly boost short-term sales and customer acquisition. Domino's success with this tactic suggests that businesses can leverage similar pricing strategies to: Promotional pricing is effective in attracting price-sensitive customers who may not typically purchase from a brand. It can act as an introductory offer for first-time buyers, making it easier for businesses to expand their customer base. The BOGO strategy encourages bulk purchases, leading to higher order volumes. This can be particularly useful for businesses aiming to clear inventory quickly or increase sales during slow periods.

For businesses considering such promotions, it's critical to assess their profit margins and ensure they have the operational capacity to handle increased demand without compromising quality.

2) Consumer behavior insights.

One key takeaway from the study is that consumers are highly responsive to value-driven deals like BOGO, especially in competitive markets such as quick-service restaurants. This finding can help businesses in other industries tailor their promotional strategies to capitalize on consumer behavior patterns by:

While BOGO deals are often aimed at acquiring new customers, they can also be used to retain existing ones by offering them perceived value. For businesses looking to increase customer lifetime value, well-timed promotions can help encourage repeat purchases. Companies can segment their target audience and use promotions to specifically appeal to value-driven customers. These customers are more likely to engage with a brand offering tangible savings, so businesses can craft personalized offers and loyalty rewards.

3) Operational considerations.

The study highlights Domino's ability to maintain operational efficiency while running BOGO promotions, providing a blueprint for other businesses:

Businesses must ensure that their supply chains, inventory management, and labor force are optimized to meet the increased demand that BOGO promotions generate. Poor execution can lead to long wait times, stockouts, and diminished customer satisfaction.

Domino's has successfully integrated technology into its promotional efforts by using digital ordering platforms, mobile apps, and customer data. This helps manage demand spikes and ensures smoother operations. Other businesses can invest in technology solutions such as online ordering systems, AI-based inventory management, and CRM software to better manage the impact of high-volume promotions.

4) Brand perception and positioning

Domino's BOGO strategy has helped it become a household name associated with value and convenience. Businesses can use promotions to reinforce their brand message. For example, companies positioned as offering affordable or high-value products can use BOGO deals to drive that message home. This is particularly relevant in highly competitive markets where differentiation is essential.

While offering frequent BOGO promotions can attract customers, companies must also be cautious about overuse. Too many promotions may train consumers to only purchase during discount periods, leading to reduced brand equity. The practical implication here is the need for a balanced approach, ensuring promotions complement other marketing strategies rather than becoming the primary driver of sales.

This study offers valuable insights for businesses across industries on the practical application of promotional strategies like Domino's BOGO campaign. The success of this strategy, when executed with operational excellence, effective branding, and customer engagement, can provide a roadmap for other businesses looking to achieve short-term sales growth and strengthen long-term customer loyalty. By carefully considering the financial, operational, and branding aspects of such promotions, businesses can tailor these strategies to their specific market conditions and objectives.

Author contributions: Conceptualization, RML and DR; methodology, AJ; software, RML; validation, AJ, DR and RML; formal analysis, AJ; investigation, RML; resources, DR; data curation, RML; writing—original draft preparation, RML; writing—review and editing, AJ; visualization, DR; supervision, AJ; project administration, DR; funding acquisition, AJ. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

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