



dogtopia®

Communications Plan 2022

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Executive Summary

Dogtopia's 11 locations in the Greater Toronto Area (GTA)—Pickering, Newmarket, Don Valley, Bloor West, Applewood, Meadowvale, Lion Head, Brampton, Burlington, Kitchener and Barrie—collectively represent Dogtopia's broader North American success. These locations are well-established and thriving franchises, with loyal customers and opportunities for continued growth. With these 11 locations, Dogtopia is the largest provider of dog daycare services in Ontario and has plans to add 50 new franchises in Ontario by 2025.¹

See Table A for a list of the GTA locations and their social media presence.

The GTA's current economic climate—emerging from but still very much impacted by the COVID-19 pandemic—presents the company with both opportunities and challenges. A significant growth in dog parenthood combined with the increasing incidence of dog owners returning to the workplace presents the prospect of significant market growth (specifically, in sales of dog daycare, overnight boarding and other services that target these customers' needs). But the current economic downturn and the reality that many dog owners will now be working from home more regularly also presents the danger of potential market loss.

Our assessment of Dogtopia's strengths and weaknesses, in addition to our scan of market opportunities and threats, show that this is the time for Dogtopia to take action in the GTA market to grow their business.

Dogtopia's 11 GTA locations can expand their market share and secure Dogtopia in the number one position by implementing three specific tactics that retain existing customers and attract new customers: a coupon for overnight boarding; a "Refer-a-friend" program; and Canada's first Dogtopia @ work in partnership with Honda Canada (Honda).



dogtopia.

Table A: Dogtopia locations in the Greater Toronto Area (GTA), Social Media and Hours of Operation

Location	Instagram Followers	Facebook Total Follows	Hours (Mon.-Fri.)
1. Pickering, ON	1,091	590	7 a.m. to 7 p.m.
2. Newmarket, ON	1,399	756	7 a.m. to 7 p.m.
3. Don Valley, ON	1,995	310	7 a.m. to 7 p.m.
4. Bloor West, ON	3,044	609	7 a.m. to 7 p.m.
5. Applewood (Mississauga), ON	1,588	385	6:30 a.m. to 7 p.m.
6. Meadowvale (Mississauga), ON	1,650	1,141	7 a.m. to 7 p.m.
7. Lion Head (Brampton), ON	1,121	541	7 a.m. to 7 p.m.
8. Brampton, ON	1,595	590	7 a.m. to 7 p.m.
9. Burlington, ON	1,571	1,503	7 a.m. to 7 p.m.
10. Kitchener, ON	1,920	638	7:30 a.m. to 7 p.m.
11. Barrie, ON	924	433	6:30 a.m. to 7 p.m.
11 in GTA Total	17,898	7,496	

Source: Instagram (Nov 2, 2021). Facebook (Nov 2, 2021).



Situational Analysis (SWOT)

SWOT at-a-glance:

Strengths <ul style="list-style-type: none">1. Maintain high standards2. Prioritize customer needs3. Strong franchise model	Weaknesses <ul style="list-style-type: none">1. Facility size requires large commercial property2. Cost of service3. Negative public perception of dog daycare
Opportunities <ul style="list-style-type: none">1. Growth industry (dogs and spending on dogs)2. Post-COVID-19: social and travel time for Canadians and return-to-office3. Emotional journey of dog ownership and free social media marketing	Threats <ul style="list-style-type: none">1. Highly competitive industry2. Vulnerable to economic recession3. Post-COVID-19 risk of “new normal” working arrangements for Canadians



Strengths

Our business model has three key strengths.

1. **We maintain high standards in facilities, safety, and staff.** Our facilities are large (6,000 to 8,000 square feet) which is much larger than most independent dog daycare businesses. This large space gives all dogs within our care the room they need to play and rest. For safety, our facilities have compressed rubber floors, soundproofing, full walls, playrooms (for dogs of different sizes and energy), nap rooms and a heating and ventilation system to ensure fresh air and climate control. Our staff are certified Canine Coaches trained to provide the best supervision and care for our dogs.
2. **We prioritize customer needs by providing convenient and quality care.** Our commitment to service convenience includes online booking, extended weekday hours, weekend hours and a range of services (daycare, overnight boarding, spa and grooming all in one location). Our quality care includes a feedback loop for parents (webcams, training advice and progress report card) as well as a structured day for the dogs to ensure all dogs have their best day ever.
3. **We have a strong franchise model.** In Canada and the U.S., we have 170 Dogtopia locations. Our franchise model ensures we have franchisees who are passionate about the industry, share our corporate mission and values and have the financial strength and business acumen to run an awesome franchise. Our corporate governance and marketing fund helps our franchisees operate a strong business. Dogtopia's brand recognition, large customer base and corporate capital help us obtain trusted, strategic partnerships: Nutrisource Pet Foods, Reshift Media and FHN Architects. Our corporate mission and values run throughout our franchise and include the Dogtopia Foundation (Service Dogs for Veterans) and a culture of giving back to our communities (local fundraising).



Weaknesses

There are three areas of weakness within our business model.

1. **Our facilities standards require a large commercial location which can mean our locations aren't easily accessed or seen from main streets.** Premises of 6,000 to 8,000 square feet aren't available on city street corners or in local strip malls. Commercial areas tend to be more out-of-the-way and require a car to get to.
2. **Dog daycare can become expensive over time and dog daycare is a discretionary item in household budgets.** Some people can only afford to use daycare periodically because of financial constraints.
3. **The dog daycare industry is subject to some negative public perception.** Pet behaviourists have done studies that show dog daycare isn't always good for dogs. At a dog daycare, there can be too much stimulation, dogs can be bullied or injured, and dogs' health can suffer if they get kennel cough or fleas. Dog owners are very emotional about their dogs' wellbeing. One negative piece of news about the industry as a whole or of a bad individual experience at a dog daycare, can influence dog owners' use of dog daycare.



Opportunities

The dog daycare industry is a growth market which presents several opportunities for Dogtopia.

1. **Growth of dogs and spending on dogs.** As of Nov. 2020, 55-58% of Canadians have a pet in their household, including cats and dogs (55% of owners surveyed owned a dog).² Dog ownership in Canada has increased from 7.6 million to 7.7 million between 2018 and 2020, particularly as a result of owners working from home during the pandemic.³ 18% of Canadian pet owners surveyed in Nov. 2020 also reported obtaining a new pet since the onset of the pandemic. In 2021, the City of Toronto reported more than 230,000 dogs in private ownership within the city.⁴ In the U.S. the pet daycare and lodging market is expected to grow by \$8 billion during 2020-2024, with a compound annual growth rate of 7% during this period.⁵
2. **There will be growth in dog daycare as well as overnight boarding as Canadians begin to emerge from living under social and travel restrictions and return to their workplace.** First, Canadians have a pent-up demand for social activities and travel. Dog owners will want to ensure their dogs are well cared for when these people can be out of the house more often and for extended periods of time. Second, many employers are struggling to get their employees back to the workplace as the work-from-home model appeals to many employees. There will be a hybrid approach in many companies where workers can work several days a week at home but are required to be in the office for a few days as well.
3. **Dog ownership is an emotional journey for people.** Dog owners want their dogs to be happy and get enjoyment from seeing and hearing about other dogs' happiness. Dogtopia's Promise recognizes this emotional attachment—"We are here to enhance the joy of pet parenthood"—and is poised to capitalize on this growth market. This opportunity brings with it a lot of **social media free marketing** as dog owners like to share photos of their dogs and feel-good dog stories.



Threats

1. **The dog daycare industry is competitive** and there are low barriers to entry for new entrants. Dogtopia's competition comes from a variety of other businesses. First, there are two large players in the dog daycare field: PetValu and Pet Smart. PetValu and Pet Smart are large, national chain stores. They provide some of the same services as Dogtopia (daycare, spa and grooming) and more dog products than Dogtopia (variety of food, toys and accessories). Second, competition comes from the significant number of small, independently owned dog daycares offering some of the same services as Dogtopia. Third, competition also comes from dog walking services. Both independent daycares and dog walking small businesses have low start-up costs.
2. **The dog daycare industry is vulnerable to economic downturns.** During recessions, the dog daycare industry suffers from lower usage. When dog owners lose their job, or are uncertain about their job stability, they tend to reduce their usage of dog daycare. When there are inflationary pressures and the cost of living rises, or threatens to rise, dog owners also tend to reduce their usage of dog daycare. As Canada emerges from COVID-19, there is concern that we will face a recessionary period of higher unemployment and price inflation.
3. **The dog daycare industry will be impacted by the new normal working arrangements that emerge in Canada's post COVID-19 pandemic recovery**, but its long-term effect on this industry is hard to predict. It's anticipated that many working Canadians will have more flexibility in their work location and work hours as Canada recovers from COVID-19 imposed restrictions. These working Canadians, with more flexibility in their working day, will determine how they use dog daycare. Some workers may choose to return to their office full time and therefore will increase their use of dog daycare. Other workers may choose to work from home full time and may therefore reduce their use of dog daycare.

Dogtopia's business will be impacted, positively or negatively and this uncertainty is a threat.



Organizational Objectives

Our overarching organizational objective is to **increase sales in our target market**, the GTA. This can be subdivided into three specific objectives:

1. Increase customer awareness and sales of Dogtopia's **overnight boarding service** at its 11 GTA locations. Over the first quarter of 2022 (Q1/22), we will target an increase of 10% in sales of this existing but under-used service. Dogtopia stands out among its competitors for its unique offering of overnight boarding. This objective targets both existing and new customers.
2. Acquire new customers for the **daycare service** at all 11 GTA Dogtopia locations, by 10% in Q1/22.
3. Introduce and market our **Dogtopia @ work service** to the GTA. During a six-month pilot at Honda, we will target 50 new customers at the Dogtopia @ work location and 22 referrals to the 11 GTA locations. This objective seeks to address customer needs arising from the "Return to Office" (RTO) push by GTA employers in the post COVID-19 economy. This objective also helps companies meet the expectations of millennials who want more benefits from their employers than previous generations of employees. We will target Honda's employees for this pilot.



Audience Analysis

There are two primary target audiences: existing and new customers. A subcategory of this audience consists of employees of Honda located in Markham, Ontario. Honda is the target of one of the communication plan's tactics.

Characteristics relevant to both groups:

These are individuals who live and/or work within the catchment areas⁶ of the 11 Dogtopia franchises located within the GTA.

They are dog owners, aged 25-55, who live in a predominantly urban environment. Diverse in gender, ethnicity and profession, they are more likely to belong to either Generation X or to be Millennials, groups for whom dog daycare and other services are considered either essential or near-essential budgetary costs of living.

They earn a mid- to high-level income (and could be in a double-income partnership) with no or few children. They have the disposable income to spend on basic dog services (daycare, boarding, training) and/or luxury services (training, play, spa treatments and social activities like dog photoshoots and birthday parties) and are willing to spend the same amount on services for dogs as they would for children.

They work full- or part-time, work at home or in an office, and require a range of options to accommodate different lifestyles and balance between family and work obligations. In the context of the current economic climate, they may be among the growing number of new dog owners in Canada.⁷

They are pet owners who love their dogs, are heavily invested in their pets' physical and mental health, training and safety and require professional and reliable service for their pets' boarding, training and grooming; these are concerns that likely also extend to the dog owners themselves. They are discerning when it comes to pet care and seek a trustworthy, reputable, reasonably affordable, well-established, expert-operated company for the care of a pet they regard—and expect to be treated by others—as a family member.



Characteristics unique to existing customers:

These individuals already use Dogtopia's services and products. They may be happy with the company's services and products, or dissatisfied with aspects of these and therefore in need of reassurance to remain loyal to the brand. Existing customers may also be among those who are highly active on the company's social media accounts.⁸ They believe that dog daycare is a positive experience for their dog(s).

Characteristics unique to new customers:

These are potential customers who may never have heard of Dogtopia, or may have heard of or expressed an interest in it, but have not yet paid for a service or product. They may have a friend or family member who has used the brand's services or products. They may also be customers of the brand's competitors. They may have a negative perception of dog daycare.

Characteristics unique to Honda plant employees:

These are individuals who work at Honda in Markham, Ontario. This location is the 53-acre head office campus of Honda Canada Inc. that fronts onto Highway 404, just north of Elgin Mills Road. Measured in driving distance, this plant is located approximately 30 km north of downtown Toronto, 50 km east of Brampton, 56 km northeast of Mississauga and 40 km northwest of Pickering. The plant supports more than 4,300 employees, most of whom commute from the surrounding cities of the GTA. Surveys reveal that a significant number of employees are interested in using on-site dog daycare. Some of these employees may be existing Dogtopia customers while others are not. Since there is currently no Dogtopia franchise near the plant itself (Newmarket is the closest location, at 25 km north of the plant), existing customers use either a Dogtopia location close to home or drive to one at an inconvenient distance. Some employees may use other dog daycares.



Key Messages

Dogtopia's 11 GTA locations are united in their deep, long-term commitment to supporting the dog community. We believe that dogs are family. We pledge to our customers that their furry child will be in great hands with us. Dog parents and their furry children are our number one priority.

Our three key messages support this pledge:

1. **You can trust Dogtopia to care for your dog.** Dogtopia is a company operated by administrators, employees and industry partners who are experts in all aspects of the field of petcare and who prioritize the health, safety and wellbeing of dogs.
2. **Dogtopia is your brand of choice.** It offers competitive choice and pricing, superior quality services and products and unique offerings (like overnight boarding) that competitors cannot or do not currently match.
3. **Dogtopia cares about you, too.** Dogtopia's products and services are as beneficial to dog parents as they are to dogs. Profoundly aware of the challenges that dog owners face in the current economic climate, the company is taking concrete actions to cater to customers' needs: money-saving discounts on services and products, new services that fit with your demanding schedule, or your new work or travel needs, and a business platform with online and in-person components that are built for customers' ease of use.



Communications Tactics

Tactics 1 and 2 support our objective to increase sales. Tactic 3 supports the objective of introducing the Dogtopia @ work to Canada. It addresses opportunities arising from Ontario's post COVID-19 recovery wherein dog owners will socialize, travel and return-to-office.

1. **A promotional digital coupon for overnight boarding will be offered to both existing and new customers.** The coupon will offer a discount of \$10/night on the overnight boarding service (maximum five nights) at all 11 GTA Dogtopia locations. The discount will run from Jan. 1, 2022 to Mar. 31, 2022.
2. **A “Refer-a-friend” program for the daycare service will be introduced** at each of the 11 GTA locations, to retain existing customers' use of the daycare service and acquire new customers. Existing customers will receive 10% off the daycare service if they refer a friend who makes active use of the service. The referred friend will also receive 10% off the daycare service. An online form allows existing customers to refer a friend (with their friend's email address) and a unique referral code is sent to the friend. Once the friend has made a daycare booking, using the referral code, the existing customer also receives a 10% discount on a future daycare booking. The discount is valid from Jan. 1, 2022 to Mar. 31, 2022.
3. **Introduce Dogtopia @ work to the GTA market.** There is one existing Dogtopia @ work location in the United States. In Michigan, the Wolverine Worldwide facility has a Dogtopia @ work location operating for their 750 employees.⁹ It was opened in 2019 based on employee survey feedback and has been successful.

Dogtopia believes “happy dogs = happy workers” and that Dogtopia @ work can build community and connection at the workplace.

Honda has agreed to test a Dogtopia @ work location at their facility based on the results of their employee focus groups. We are preparing a suitable space that we will use for three months (Q1/22) to test the Dogtopia @ work model.



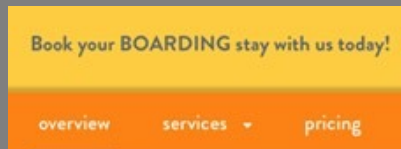
Communications Channels

Our communications plan harnesses the power of the company’s most trafficked channels—the company’s websites and social media accounts—and their highly engaged audiences.

Our first two tactics use a variety of digital channels, while our third tactic uses both digital and physical channels.

Tactic 1:

The promotional digital coupon with a discount for overnight boarding will be promoted via a banner ad on the homepage of the websites of each of the 11 GTA Dogtopia locations, with a link through to the coupon located as a separate item under each site’s “pricing” tab. This will take the form of a digital coupon code that customers can download to their phones or print out to bring to the location of their choice.

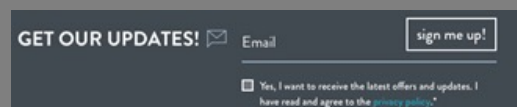


Source: Dogtopia Meadowvale homepage. Banner area is in yellow.

To take advantage of the company’s highly active social media accounts, the discount will also be promoted in posts on the 11 locations’ Instagram and Facebook accounts, which will run for the duration of the discount period (Jan. 1, 2022 to Mar. 31, 2022). On Instagram, a “link in bio” will take users to the relevant webpage on the associated location’s website. Existing customers who have shared their email addresses will also be targeted with an email promoting the program.



Source: Dogtopia Don Valley Instagram. We will add “Link in bio.”



Source: Dogtopia.com. We will use email databases to e-blast customers who have clicked “Yes.”

Tactic 2:

The “Refer-a-friend” program will be promoted via a banner ad featured on the homepage of the websites of the 11 GTA Dogtopia locations, as well as via a dedicated landing page. It will also be featured in a small ad on the “Daycare” pages of each site. Dedicated posts on each of the 11 locations’ social media accounts (Instagram and Facebook) will promote the program: on Instagram, a “link in bio” will take users to the relevant webpage on the associated location’s website. Existing customers who have shared their email addresses will also be targeted with an email promoting the program.

Tactic 3:

The Dogtopia @ work tactic will use both internal and external communication channels.

**THE CONVENIENCE OF
DOGTOPIA @ WORK**

First, we will use Honda’s internal communication channels. Dogtopia will partner with Honda’s internal communication team to create and execute the communication strategy targeted at their employees. Honda’s internal communication channel includes digital channels: intranet site, internal Facebook, quarterly newsletter and email. Additionally, there are physical channels within Honda’s facility. Honda permits signage in their common areas including lobbies, elevators, washrooms, cafeteria, meeting rooms and gym.



Source: Dogtopia Instagram sites. Examples of physical banners used at new Dogtopia sites. We will use banners at Honda.

Second, we will use an external communication channel. We will issue a Press Release jointly with Honda Canada Inc. to announce our partnership on Canada’s first Dogtopia @ work location. Honda posts their press releases on their internet site (<https://www.honda.ca/newslist>) and we will post to Canada’s Cision Newswire (<https://www.newswire.ca/news-releases/>) where Honda Canada has posted other press releases in the past. At the same time, we’ll post the press release on the websites of GTA’s 11 locations and on Dogtopia’s main website.

Communications Strategy at-a-glance

Our communications strategy is summarized in the table below.

Table C: Communications Strategy at-a-glance

Objective	Tactic	Channels	Evaluation (see below)
Overnight boarding services - increase awareness and sales. Increase sales by 10% in Q1/22 vs Q4/21.	Digital coupon for overnight boarding at any of GTA's 11 locations	Use GTA's 11 locations' digital channels: website, Instagram, Facebook, email marketing blast (e-blast)	# of redemptions (target 44) % increase in socials (target 10%)
Daycare services – acquire new customers. Grow customer base by 10% in Q1/22 vs Q4/22.	Refer-a-friend program for daycare service at any of GTA's 11 locations. Program includes 10% off for existing customer and 10% off for new customer	Use GTA's 11 locations' digital channels: website, Instagram, Facebook, e-blast	% increase in socials (target 10%) Email data
Dogtopia @ work – launch first Canadian location of Dogtopia @ work. A new partnership with Honda Canada has been confirmed and will be ready to launch in Q1/22.	Dogtopia @ work launch at Honda Canada	Use Honda Canada's internal communication channels: intranet, internal Facebook, email & quarterly employee newsletter Issue a Press Release with Honda Canada Use GTA's 11 locations' digital channels: website, Instagram, Facebook, e-blast	Honda's internal communication channels can provide data on likes, shares, comments Enquiries from other companies interested in Dogtopia @ work (target two)



Timeline and Budget

The overall timeline for this communications plan is from Nov. 1, 2021 to Apr. 30, 2022. Budgetary considerations are here articulated in terms of time. Individual tasks and timelines are outlined in the table below:

Task	Week	Hours	Deadline	Time	Notes
Overnight boarding digital discount coupon, banner ad and coupon on website					
Dogtopia marketing team creates banner ad and coupon	6	1	Dec. 10, 2021	12 p.m.	Dogtopia Canada has its own marketing team who will be responsible for generating and distributing the various items of communications content throughout this project, ensuring consistency across all of its iterations and channels and for administering evaluations of success. Individual website and social media administrators for each of the platforms of the 11 GTA locations will be responsible for uploading, launching and posting content.
Marketing Officer signs off on banner ad and coupon, or recommends any changes needed	7	1	Dec. 15, 2021	12 p.m.	Final decision and any further adjustments are to be completed by 12 p.m., Dec. 17, 2021, prior to the holiday break (Dec. 20-31, 2021: weeks 8 and 9).
Marketing team distribute banner ad and coupon to individual web administrators	7	1	Dec. 17, 2021	5 p.m.	Must be sent to individual web administrators by end of day, prior to the holiday break.
Banner ad and coupon are made available on the 11 websites by individual website administrators	9	1	Jan. 1, 2022	7 a.m.	The banner ad and coupon will be available on each website until Mar. 31, 2022.

Overnight boarding digital discount coupon, social media posts					
Marketing team creates posts for each platform (Facebook, Instagram)	6	2	Dec. 10, 2021	12 p.m.	
Marketing Officer signs off on posts, or recommends any changes needed	7	2	Dec. 15, 2021	12 p.m.	Final decision and any further adjustments are to be completed by Dec. 17, 2021, prior to the holiday break (Dec. 20-31, 2021: weeks 8 and 9).
Marketing team distributes posts to individual web and social media administrators	7	1	Dec. 17, 2021	12 p.m.	
Individual web and social media administrators create "Link in bio" feature for Instagram	7	1	Dec. 17, 2021	12 p.m.	
Individual web and social media administrators upload and launch posts on Instagram and Facebook	9	1	Jan. 1, 2022	7 a.m.	



**Overnight boarding
digital discount
coupon email to
existing customers**

Marketing team
creates email and
compiles master-list
of email addresses of
existing customers at
the 11 GTA locations

7

2

Dec. 15, 2021

12 p.m.

Marketing Officer
signs off on email

7

1

Dec. 17, 2021

12 p.m.

Email is sent out to
existing customers

9

1

Jan. 1, 2022

7 a.m.

**Daycare “Refer-a-
friend” web banner
ad, Landing page and
Daycare page ad**

Marketing team
creates web banner
ad, Landing page and
smaller ad for
Daycare page

6

10

Dec. 10, 2021

12 p.m.

Marketing Officer
signs off on ads and
Landing page, or
recommends any
changes needed

7

2

Dec. 15, 2021

12 p.m.

Marketing team
distributes ads and
Landing page to
individual website
administrators

7

1

Dec. 17, 2021

5 p.m.

Ads and Landing page
are made available on
each of the 11
websites by individual
website
administrators

9

1

Jan. 1, 2022

7 a.m.

Daycare “Refer-a-friend” Social media posts (Facebook and Instagram)					
Marketing team creates posts for each platform (Facebook, Instagram)	6	10	Dec. 10, 2021	12 p.m.	
Marketing Officer signs off on posts, or recommends any changes needed	7	2	Dec. 15, 2021	12 p.m.	Final decision and any further adjustments are to be completed by Dec. 17, 2021, prior to the holiday break (Dec. 20-31, 2021: weeks 8 and 9).
Marketing team distributes posts to individual web and social media administrators	7	1	Dec. 17, 2021	12 p.m.	
Individual web and social media administrators create “Link in bio” feature for Instagram	7	2	Dec. 17, 2021	12 p.m.	
Individual web and social media administrators upload and launch posts on Instagram and Facebook	9	1	Jan. 1, 2022	7 a.m.	
Daycare “Refer-a-friend” email to existing customers					
Marketing team creates email and compiles master-list of email addresses of existing customers at the 11 GTA locations	7	2	Dec. 15, 2021	12 p.m.	
Marketing Officer signs off on email	7	1	Dec. 17, 2021	12 p.m.	
Email is sent out to existing customers	9	1	Jan. 1, 2022	7 a.m.	

Dogtopia @ work promotion					
Honda and Dogtopia create communication strategy to be ready for launch date	1	10	Nov. 1, 2021	5 p.m.	
Dogtopia's marketing team and Honda's internal communications team work together to create copy for all digital channels	5	10	Dec. 1, 2021	5 p.m.	Copy and photographs are required for: Announcement, Sign-up process, Coming Soon, Opening Week. Copy will be tested for intranet site, internal FB and email formats.
Dogtopia's marketing team orders physical elements (for common areas)	5	1	Dec. 1, 2021	5 p.m.	Physical communication elements: banners, signs, flags, balloons.
Dogtopia's marketing team and Honda's internal communications team work together to create Press Release	7	8	Dec. 15, 2021	5 p.m.	Final approvals required from both Honda and Dogtopia.
Press Release announcement	10	1	Jan. 2, 2022	8 a.m.	Press Release put out on Cision as well as Honda.ca and Dogtopia.com
Dogtopia and Honda begin execution of communications strategy	7	1	Dec. 17, 2021	8 a.m.	
Launch day!	10	10	Jan. 2, 2022	8 a.m.	Dogtopia internal comms team partners with Dogtopia's operations team and Honda to make this the best day ever for our first customers!



Evaluation of Success

The evaluation of our success will take place from Apr. 1-30, 2022. For the communication tactics organized jointly by Honda and Dogtopia, the marketing teams of the two companies will coordinate in the evaluation process.

Our measures for each tactic will consist of:

Tactics 1 and 2:

Dogtopia web ads: monitor site for increased traffic and engagement with the ad; measure impressions, click-through rate, number of viewers, conversions

Dogtopia digital coupon: track and record the number of downloads and redemptions of the coupon: target = 44 (11 locations x 4 redemptions = 44)

Dogtopia social media posts: track increase in engagement (views, likes, shares, favourites, comments); target = increase of 10% in followers on both Instagram and Facebook (vs. Nov. 2021 data)

Dogtopia emails to existing customers: measure response and engagement (open rate, click-through rate, unsubscribe, complaint, conversion, bounce, forward/share)

Tactic 3:

Honda website and social media posts: data from Honda's internal communications channels (likes, shares, comments), which we would evaluate in collaboration with Honda

Honda press release: monitor interest in Dogtopia @ work from other companies (target two)



Conclusion

Dogtopia has a highly successful business model and substantial market share within the GTA. There has been significant growth over the last decade, and a great deal of interest on the part of new franchisees and industry partners. Dogtopia has continued to prosper in the current economic climate. However, as our situational analysis has made clear, there are both potential threats to mitigate and additional opportunities to exploit in order to ensure the company's ongoing success.

A carefully-considered communications plan that concentrates first and foremost on promoting and expanding use of the company's most successful service (daycare) and, secondly, on expanding its most underused but highly profitable one (overnight boarding) will help to buttress the company against future losses. By securing new collaborations with external partners alongside the reinforcement of its own internal offerings Dogtopia can create a more diversified and future-proof business platform.

Consistency of brand identity and brand promise are also essential to our 2022 communications plan. The customer service pledge that lies at the heart of our key messages remains at the core of everything we do. Our future success will depend upon not only economic flexibility and market capture but customer satisfaction. The communication tactics we propose have not only the business but its customers in mind: these are initiatives that prioritize customers' own needs in the unique and uncertain times in which we currently live.

We're excited to see the results of this plan, which will influence our approach to the company's future communications. These results will be important not only in the context of the GTA but may also have implications for the company on a broader international scale.



Notes and References

1. Source: <https://www.dogtopia.com/mississauga-meadowvale/franchising-opportunities/>.
2. Sources: <https://narrativeresearch.ca/canada-has-seen-a-significant-increase-in-pet-owners-since-the-start-of-the-covid-19-pandemic/>;
<https://www.petfoodprocessing.net/articles/14490-canadian-pet-ownership-holds-steady-at-58>.
3. Source: www.globenewswire.com/fr/news-release/2021/02/16/2176264/0/en/2020-Canadian-Pet-Population-Figures-Released.html.
4. Source: <https://www.toronto.ca/community-people/animals-pets/pets-in-the-city/dogs-in-the-city/>.
5. Source: <https://www.globenewswire.com/news-release/2020/06/11/2046619/0/en/The-Global-Pet-Daycare-and-Lodging-Market-is-expected-to-grow-by-8-24-billion-during-2020-2024-progressing-at-a-CAGR-of-7-during-the-forecast-period.html>.
6. Dogtopia's 11 GTA franchises adhere to the company's catchment area policy, which sets the boundaries of permissible geographical zones for customer use of each location's daycare and overnight boarding services.
7. For statistics on dog ownership in Canada and the GTA, see the Situational Analysis above, item no. 1 under "Opportunities."
8. The company's audience interacts on a range of social media platforms, with Instagram and Facebook as the most active. Tracking the accounts for both of these platforms, for all 11 GTA locations, over the course of one week revealed a consistent if minimal increase (an average of five) in followers, rather than a decrease. Posts by customers focus on the shared experiences of dog owners, requests for advice on dog-care needs, and questions about pet adoption and purchase.
9. For the announcement of the first Dogtopia @ work location, see: <https://www.prnewswire.com/news-releases/fastest-growing-pet-franchise-opens-first-dogtopia--work-campus-300938525.html>.
10. For the pitch Dogtopia makes to companies who want to consider Dogtopia @ work, see: <https://www.dogtopia.com/dogtopia-at-work/>.

