

DOGS

VICTORIA

YOUR CANINE COMMUNITY



2020

STRATEGIC

PLAN

CONTENTS

Executive Summary	4
Situation Analysis	6
<i>Members</i>	6
<i>Administration Staff</i>	6
<i>Management Committee</i>	7
S.W.O.T Analysis	8
<i>Table 1.1 – S.W.O.T Analysis</i>	8
Market Opportunity Analysis	10
<i>Opportunity 1 – Onsite DV Veterinary Clinic & Onsite Grooming Services</i>	10
<i>Figure 1.1 – Veterinary Services Industry Snapshot</i>	10
<i>Figure 1.2 – Veterinary Services Market Segmentation by Service</i>	11
<i>Figure 1.3 – Veterinary Services Market Segmentation by Customer</i>	11
<i>Opportunity 2 – Onsite Pet Retailers</i>	12
<i>Figure 1.4 – Pets and Pet Supplies Retailers - Industry Snapshot</i>	12
<i>Figure 1.5 – Pets and Pet Supplies Retailers - Market Segmentation by Service</i>	13
<i>Figure 1.6 – Pets and Pet Supplies Retailers - Market Segmentation by Customer</i>	13
<i>Opportunity 3 – Online Retail Outlet</i>	14
<i>Figure 1.7 – Online Pet and Food Supply Sales - Industry Snapshot</i>	14
<i>Figure 1.8 – Online Pet and Food Supply Sales - Market Segmentation by Service</i>	15
<i>Figure 1.9 – Online Pet and Food Supply Sales - Market Segmentation by Customer</i>	15
<i>Opportunity 4 – Creation of the DV Foundation</i>	16
<i>Opportunity 5 – Online DV Directory</i>	16
<i>Opportunity 6 – F&B Offering</i>	17
<i>Opportunity 7 – DV: The Business of Dogs</i>	17
<i>Opportunity 8 – Creation of the DV Academy</i>	18
<i>Opportunity 9 – Corporate Partnerships & Sponsorship</i>	18
In summary	19
<i>Figure 2.0 – Commercial Opportunities for DV</i>	19

CONTENTS

Mission and Vision Statements	20
<i>Vision Statement</i>	20
<i>Mission Statement</i>	20
Corporate Objectives	21
<i>Corporate Objective 1 - Get Digital</i>	21
<i>Corporate Objective 2 - Restructure of success</i>	21
<i>Corporate Objective 3 - Strategic Alignment</i>	21
<i>Corporate Objective 4 - Profit from the core</i>	21
<i>Corporate Objective 5 - Creation of the DV Foundation</i>	21
<i>Corporate Objective 6 - Expansion of commercial activities</i>	21
<i>Corporate Objective 7 - Become an employer of best practice and choice</i>	21
Market Definition	22
Marketing Objectives	23
<i>Marketing Objective 1</i>	23
<i>Marketing Objective 2</i>	23
<i>Marketing Objective 3</i>	23
<i>Marketing Objective 4</i>	23
<i>Marketing Objective 5</i>	23
Marketing strategies to achieve objectives	24
<i>Table 2.0 - Marketing strategies and details</i>	24
Continuous Improvement Model	31
Conclusions	32
Appendices	33
<i>Appendix 1 - What matters to DV members?</i>	33
<i>Appendix 2 - Aging demographics of DV</i>	34
<i>Appendix 3 - Engagement by gender within DV</i>	35
<i>Appendix 4 - Have you ever considered leaving a bequest of DV?</i>	36

EXECUTIVE SUMMARY

The purpose of this report was to provide a strategic business planning and commercialisation report for the CE and management committee of Dogs Victoria.

In light of consistent membership attrition rates and falling engagement numbers, drastic action is required to take what is considered by many as a 'traditional past time or sport' and bring it into the mainstream.

The report analysed the results of 2-days of the author being embedded within the DV organisation, as well as several more days of personal interviews with members, staff, committee members (past and present) as well as presentations and feedback from the Management committee and CE.

It was found that there are systemic issues in the organisation in the key areas of systems & processes, but more specifically, there was a lack of understanding at every level of stakeholder of 'who is Dogs Victoria'.

It is clear that new CE Matthew Monaghan has the strategic vision and skill set to take this organisation forward, however this will require autonomy and empowerment to do so. It is a contention of this report that in its current format and mindset, the organisation will struggle to do this – which is of great concern, however easily overcome. If the organisation chooses to do so.

The report has provided an alternative Mission and Vision statement, that is collective, and provides the membership base and company with the strategic direction the business so badly needs. It is recommended these are reviewed, refined and adopted across the organisation to take it from here into the future.

Through these discussions, coupled with a comprehensive analysis & review of the industry, a set of seven (7) key corporate objectives were determined:

- **Corporate Objective 1 – Get Digital**
- **Corporate Objective 2 – Restructure of success**
- **Corporate Objective 3 – Strategic Alignment**
- **Corporate Objective 4 – Profit from the core**
- **Corporate Objective 5 – Creation of the Dogs Victoria Foundation**
- **Corporate Objective 6 – Expansion of commercial activities**
- **Corporate Objective 7 – Become an employer of best practice and choice**

From these corporate objectives, one of the most important was that of objective 6, the commercialisation of the organisation. This removes the need for DV to constantly go back to 'the well' of their membership base and look to raise more money, increase fees or up sell.



EXECUTIVE SUMMARY (CONTINUED)

In fact, the strategy presented within this report, identified the potential of \$3.66million in incremental income, generated from outside the business's members, but inside what should be consider as the 'core offering' of the business. These were:

- **Opportunity 1 - Onsite Dogs Victoria Veterinary Clinic & Onsite Grooming Services**
- **Opportunity 2 - Onsite Pet Retailers**
- **Opportunity 3 - Online Retail Outlet**
- **Opportunity 4 - Creation of the Dogs Victoria Foundation**
- **Opportunity 5 - Online Dogs Victoria Directory**
- **Opportunity 6 - F&B Offering**
- **Opportunity 7 - Dogs Victoria: The Business of Dogs**
- **Opportunity 8 - Creation of the Dogs Victoria Academy**
- **Opportunity 9 - Corporate Partnerships & Sponsorship**



The future for DV is bright, there is no question. There are very few organisations which such a high level of 'low hanging fruit', not to mention commercial opportunities in front of them.

This is in part because, little to none of these have been activated which is a worry, but regardless these are opportunities all the same.

"If you always do what you have always done, you will always get what you have always got". This organisation needs to adapt, iterate and embrace change, or it will cease to exist.

It should never lose its history, in fact it should pay homage to it, embrace it and catalogue it for all to see. But it should not be confined or contained by it. Failure to embrace change, is a failure of your members and more importantly your dogs.

These are exciting times for Dogs Victoria, the question is how far can this organisation go?

SITUATION ANALYSIS

Dogs Victoria is a legacy of the roots of colonial influence back in the early 1900's. Dating back to its roots post World War 1, the breeding, training and showing of pure breed dogs is a traditional past time of Victorians from all walks of life.

Often seen as breaking down boundaries between the city and country members, Dogs Victoria has always been inclusive and respected, as long as you were looking for or showing a pure breed dog.

With over 25,000 members at one stage, the organisation saw massive growth in years gone by.

However, with the ever-increasing number of pass times available to Victorians, the overall decreasing number of domestic pets held and the ease of access to 'cross-breed dogs', the numbers of dogs and subsequent members has diminished to just over 10,000 dogs and 8,000+ members. This represents a rapid attrition rate that needs to be plugged as soon as possible.

By undertaking a thorough review process with in-depth interviews, workshops and presentations being completed with a range of key stakeholders, it is clear the Dogs Victoria (DV) business has a great deal more untapped opportunity than most comparable membership-based organisations.

There are a range of key risks and operational inefficiencies that were not only spoken of but also observed in the author's time within the organisation.

It is the realisation however that these inefficiencies may be occurring due to historic issues or complications, a potential lack of direction from past CE's and the Management Committee themselves.

Members

Very rarely do you meet such an engaged, passionate and proactive group of members that DV is proud to call their own.

With 956 respondents of a recent survey at last count, representing well over 10% of the population of members, it is clear there is 'low hanging fruit' and long-term opportunities that would continue to better engage members,

provide them more value and of course increase the membership base as a whole.

It is vital to understand that the membership base is worried. They are worried about their rights, their ability to continue as they are, continue to breed and remain un-impinged by government and the increasing 'activist' groups - many of which are uninformed - in running their businesses.

When looking at what ranks most important members - as can be seen in **Appendix 1** - effective registrations, protection of rights and a voice to government are the top three consider. These were key worries for the members both in the survey results and through the anecdotal conversations the author of this report had with members themselves from around Victoria.

There is a great 'love' for the organisation and their dogs, however, there are concerns about processing times of registrations, the lack of engagement & access for regional members as well as the longevity of the organisation as a whole.

Another key consideration when assessing any future business strategies is that of the 'engaged base' of members, which through review were largely aging - see **Appendix 2** - and importantly females - see **Appendix 3**.

Although the aging demographic was no surprise, the huge discrepancy between the respondents of male vs female was. There is a wide range of reasons for this, however, it is recommended that this be taken into consideration when creating marketing communications & strategies.

Administration Staff

Through an extensive workshop with the administration staff as a collective group, within individual work teams and subsequent interviews with individuals, it is clear there is a lot of work to be done in this area.

From a subjective viewpoint, it was clear that there was no synergy within the members Administration team in relation to who Dogs Victoria were, what Dogs Victoria do, what was the purpose of Dogs Victoria.

SITUATION ANALYSIS

This was a concern, as if the administration staff don't have a clear & consistent view of their roles and their organisation, how can they convey that to existing, and importantly new members?

These feelings, however, could not overshadow the passion, love and real sense of duty the administration all had for their dogs and the organisation.

The systems & processes were a key element both anecdotally and viewed, were a key element that seemed to let the staff down, from the laborious & archaic paperwork trail, lack of systemisation, automation & processes to streamline the duties, leading the huge backlogs.

Meanwhile a lack of transparency, accountability and communication processes through to clear reporting lines further added to this confusion. Which in the authors time there, it was seen how it 'added more work' for both the CE and other departments as 'unilateral decision-making' being considered by many as 'the norm', without any cross-functional collaboration, nor communication - let alone a structured stage gate process.

It is the contention of this report, that through strategic realignment, systemisation and restructuring will drastically improve the effectiveness & efficiency of staff and relief many pain points in their workday and their interactions with members. Through clarifying of roles, clear position descriptions, reporting lines and systemisation will create a greater sense of job security, and thus effectiveness & efficiencies within their roles.

Finally, through implementing these changes as recommended above, the members themselves will enjoy reductions in their 'pain points', through experiencing shorter wait times, positive interactions with Dogs Victoria staff, and have an increase in the positivity with their membership experience as a whole.

Management Committee

As with any membership-based organisation, there is an imperative need that a membership committee is in place, particularly to ensure the needs, wants, and demands of members are being met.

It is clear through the several hours the author of this report spent with the management committee, that they are not only open to change, but are actively embracing it. Although this may not have been the case in the past, this most certainly seems to be so since the inception of Matthew Monaghan in the CE role from the author's observations.

Through discussions with members & administration staff, it is clear that currently there is disconnect between the management committee and these key stakeholder groups.

It was also expressed that regional members felt as though they were being ignored and this is something that could be addressed by increased communication and potentially bi-annual & formal committee meetings held in regional areas - even if just for optics & engagement.

Of greatest concern through observation is the issue of committee functional crossover. It is the understanding of the author - through the reading of the constitution and all 39 points of the 'Powers of the Management Committee' and the constitution in general - that functional areas such as risk management and marketing should be under the function of the CE and his executive team.

Items such as rebranding, website updates and collateral changes should most certainly be presented to the MC, however not driven by them.

In speaking with many of the administration staff, this is not an isolated occurrence, and as such there is a core concern that the autonomy of the administration is thus compromised and as such the effectiveness in achieve the set-out strategies.

Finally, it is also recommended due to such a diverse range of members across the committees - especially management, finance and governance - that formal, recognised training with legal professionals on the 'roles & responsibilities of directors and office holders' be provided for all new members.

S.W.O.T ANALYSIS

The purpose of the S.W.O.T analysis is to identify the internal strengths and weaknesses of DV to determine the areas that need improvement or exploitation within the organisations current business operations.

Reviewing the external ‘opportunities and threats’ within the organisation’s operating environment allows the organisation to become ‘proactive’ in their approach to mitigating risks while taking advantage of opportunities that exist in the marketplace, while not having a direct influence on them occurring – due to them being external to the organisation.

Table 1.1 – S.W.O.T Analysis

Analysis	
Internal	<p>Factor: Strength</p> <ul style="list-style-type: none"> • Long and esteemed history • Management committee that is open to change and iteration • The organisation sets the standard and manages the registration for pure breed dogs in Victoria • Over 10,000 registered members (dogs) • High traffic, large scale facility in Skye (key Victorian growth corridor) owned by the organisation. • Prominently located – although leased – secondary show facility located at Bulla. • Largest access to Pure Breed breeders and owners in the state • Access and ownership of the ‘DV library and historic archives • Long term staff and committee members providing a wealth of knowledge. • Loyal and active membership base • Huge potential to ‘upskill’ current employee base • Large scale site to utilise for ‘third party events’ bringing in incremental revenue opportunities. • Significant revenue generating opportunities within the ‘core offering’ of DV, that are yet to be capitalised upon. • New CE, with progressive, innovative approach to strategy and longevity to the organisation.
	<p>Factor: Weakness</p> <ul style="list-style-type: none"> • Largely dogmatic and traditional management and innovation paradigms within the committees and management. • Outdated business model • Committees interference and formation of sub-committees of clearly ‘business functions’ that should be under the guise of the CE and management team. • Archaic CRM and membership management systems • Accounting systems with lack of transparency or cloud-based solutions • Lack of corporate governance and compliance training throughout the organisation from the MC through to committees and administration staff • Facilities that are overgrown, overrun and not ‘fit for purpose’ of future events • Lack of sponsorships, corporate partnerships and income from ‘alternative sources’ • Reliance on current membership fees and members for ‘additional funds’ • Lack of membership transparency • Lack of committee accountability to members – perceived • Current lack of corporate, financial, commercial & legal experience from the members on the committees that ultimately provide the oversight & approvals for the organisation. • Lack of government engagement, interaction and influence • Lack of brand presence or clear Mission, Vision or Objectives • Staff have ‘no idea’ collectively what ‘Dogs Victoria is! • Intervention of ‘powerful’ members, within the organisation that influence registrations, compliance or results. • Blatant conflicts of interest – Committee level, staff level and membership level • Ideals that are predicated on what the ‘organisation was’ not what it is now. • Lack of administration staff morale, collaboration and strategic alignment • Lack of systems and processes to align and allows the business for success. • Regional members are feeling ‘left behind’ and ‘disengaged’.

S.W.O.T ANALYSIS

Analysis

External

Factor: Opportunity

- Increasing demands on dog owners, allowing the DV organisation to 'stand up and get noticed'
- New CE, with innovative ideas, strategic planning and experience from 'outside' the organisation, providing a 'new way of thinking for the organisation.
- Corporate partnership opportunities to grow the revenue base and make the DV brand more current and relevant.
- Opportunity to fight for dog owners' rights, advocacy at all levels of government and awareness of the 'traits' of pure breed breeds.
- Lack of commercialisation outside the 'pure breed' world of much of the DV organisation, leading to a massive commercial opportunity for the business.
- Little to no digitalisation or cloud-based systems, leading to a massive increase in the efficiencies and effectiveness of the membership and accounting services within the organisation.
- Outside venue use, allowing for incremental streams
- Online and 'traditional' retail outlet potential for the organisation to realise an incremental revenue stream for the business from pure breed and all dog owners.
- Opportunity to offer 'DV accredited Vet services' onsite and regionally.
- Opportunity to become the leading voice and authority on Dogs in Victoria, not just pure breeds.
- Administration staff alignment with the Management Committee, the CE and the management team - One team, one vision, one dream.
- Diversification of offering to include 'to some extent' the non-pure breeds.
- F&B outlets as well as powered sites for commercialisation and revenue from the 'onsite campers' at events.
- DV hotel suites - dog friendly suites available for hire at events and every day of the week - service apartments only.

Factor: Threat

- Significant government intervention
- Planning regulations
- Un-informed ministers and ministries with respect to pure breed dogs and owners.
- Changing consumer preferences of 'non-shedding cross breeds'
- Lack of education within the activist community targeting pure breed breeder community
- Aging population of DV demographic, with 'disengaged new generations' leading to attrition of memberships a massive rate.
- Council regulations and compliance on the aging KCC site
- Lack of compliance with government regulations leading to potential government conflict.
- Ever changing political cycle, leading to unsecure regulatory future
- Ever-present & changing local government regulations making it harder for breeders to stay in business.
- Lack of business acumen in the breeder community - they are animal, not business focused.



MARKET OPPORTUNITY ANALYSIS

There are a multitude of market opportunities to be capitalised upon, the first of which is setting up a range of retail, veterinary and online product and service offerings for not only members but the public as a whole.

The report has established eight (8) key revenue opportunities all of which fit within the skills, capabilities, and what is considered by the author of this report as the 'core business' of DV.

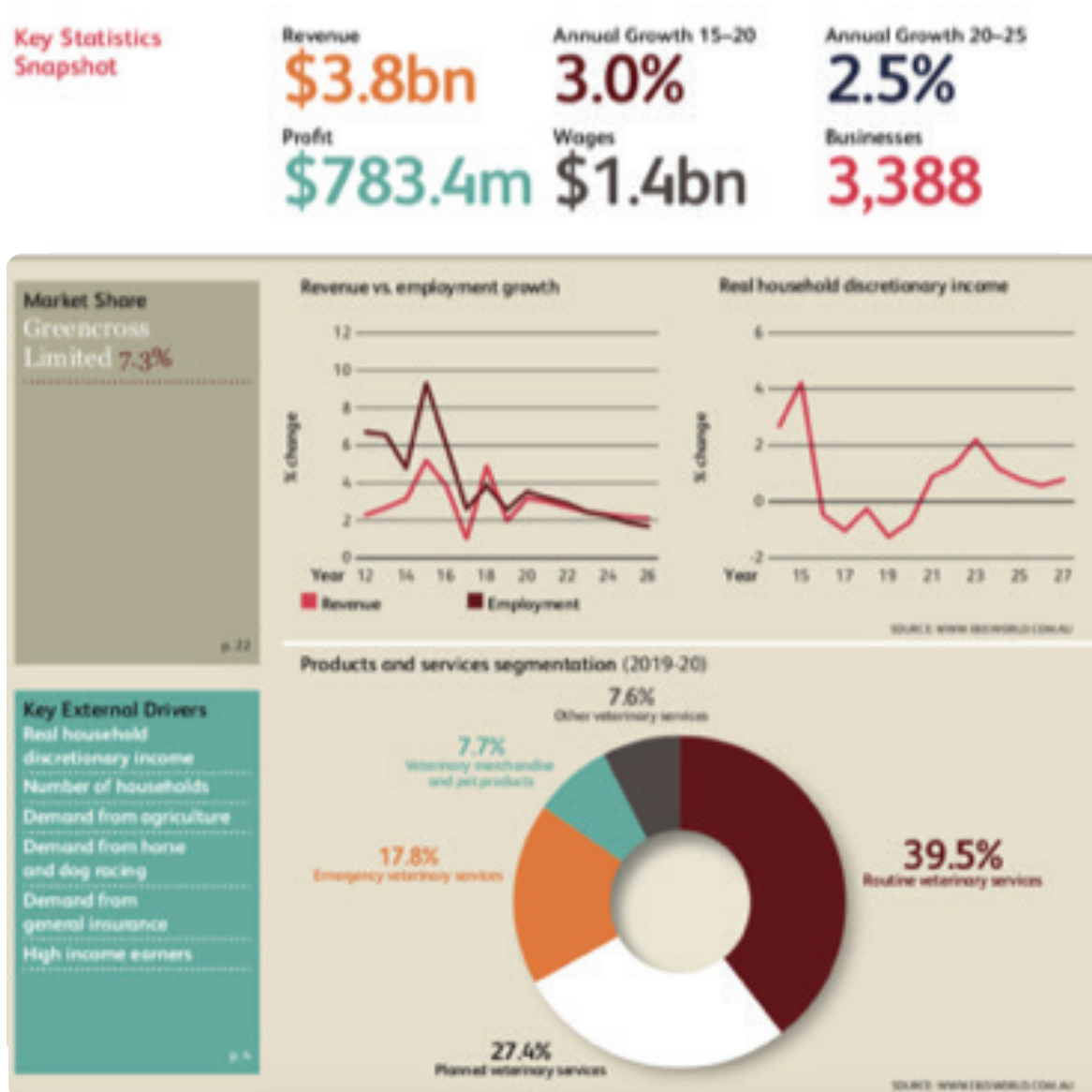
Opportunity 1 Onsite DV Veterinary Clinic & Onsite Grooming Services

With respect to the veterinary service opportunity, in Victoria alone, this accounts for an opportunity of 24.8% of the total \$3.8 billion annual market, or \$942.4 million in annual revenue.

Considering the size and potential scope of DV to provide not only canine services, but also all animals the KCC Park provides the perfect space to create a service offering.

In addition, with the regional reach and scope of members, franchising or geographic expansion could also provide a significant opportunity for DV.

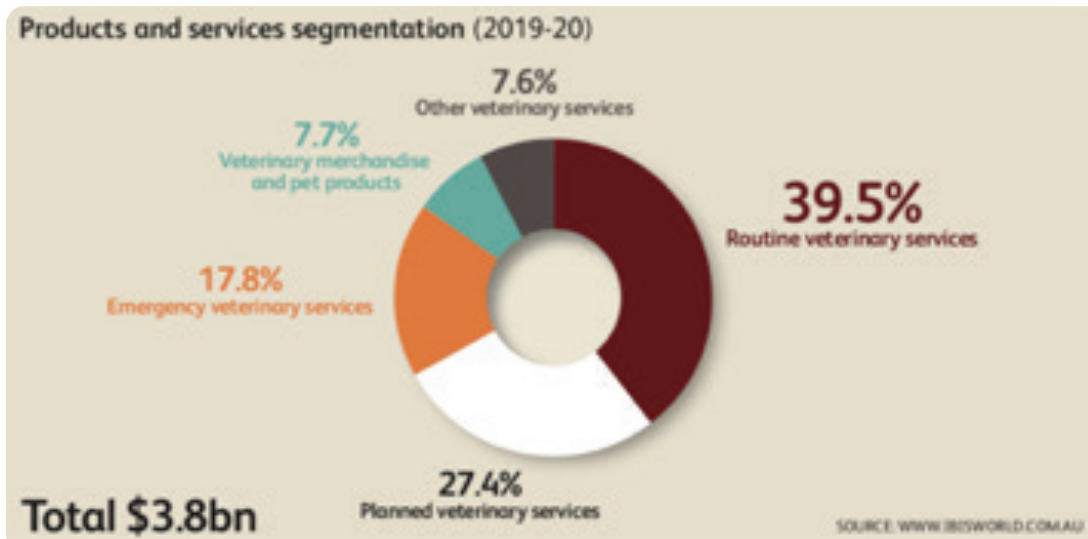
Figure 1.1 – Veterinary Services Industry Snapshot



MARKET OPPORTUNITY ANALYSIS

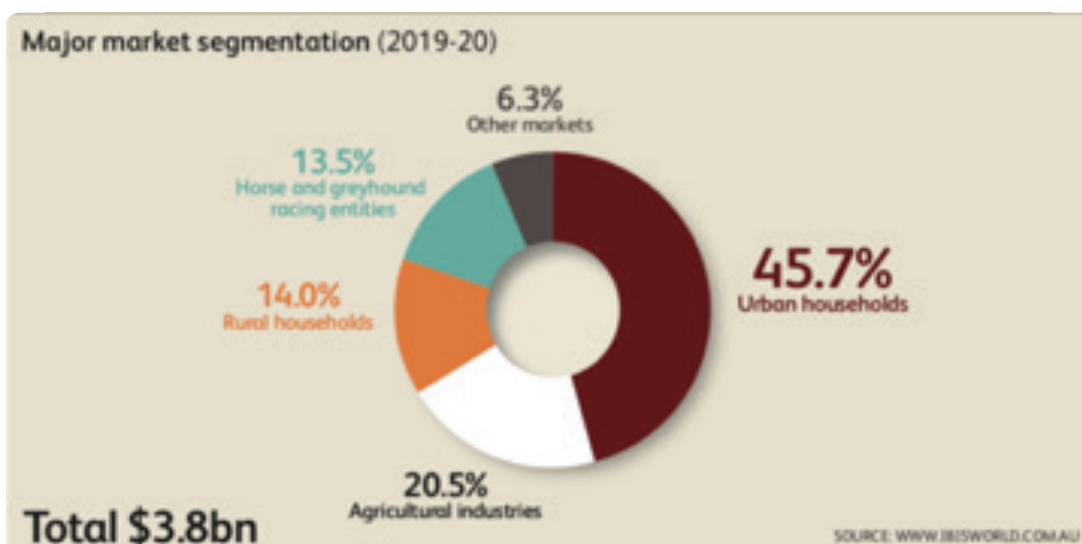
Looking at the majority of services, there is nothing outside the scope of what could potentially be offered through a DV site, located on one of the busiest roads in the region, not to mention having between 200 - 500 people on site, almost every weekend as a target audience.

Figure 1.2 - Veterinary Services Market Segmentation by Service



As figure 1.3 outlines, the bulk of the industry can be serviced by DV, in particular the 'urban households', greyhound racing entities as well as rural households, should a 'mobile vet' facility be established.

Figure 1.3 - Veterinary Services Market Segmentation by Customer



Based on the large fragmentation of the market and the number of market participants, this report considers the annual revenue from an 'onsite vet' to be between \$1,121,605 and \$2,000,000 within 3-5 years from commencement.

This is based on the high volume of traffic, brand equity, geographic location and the median income rate of the 3,388 vet outlets around the country.

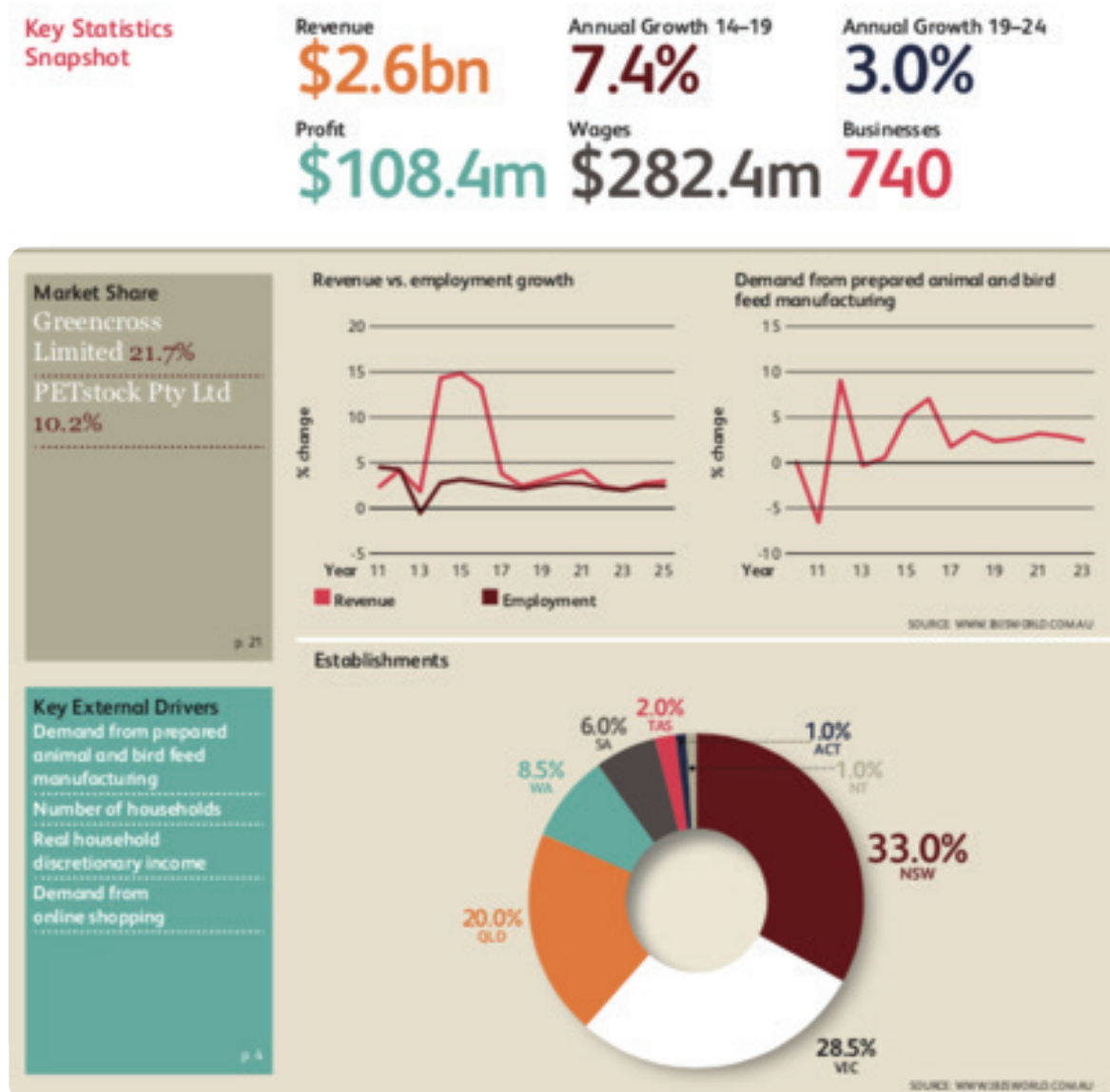
MARKET OPPORTUNITY ANALYSIS

Opportunity 2 Onsite Pet Retailers

Although the 'bricks and mortar' retail business as a whole has seen a rapid decline in sales numbers, thanks in large part to the ease and access of online retail outlets, there is still a huge opportunity that has such a captive and proactive market.

The industry itself over the next 5 years, is set to experience a slight decrease in annual growth rate from 7.4% in the five years from two key factors; the increase in online sales, and the decrease in the overall number of animals held as pets in the Australian community.

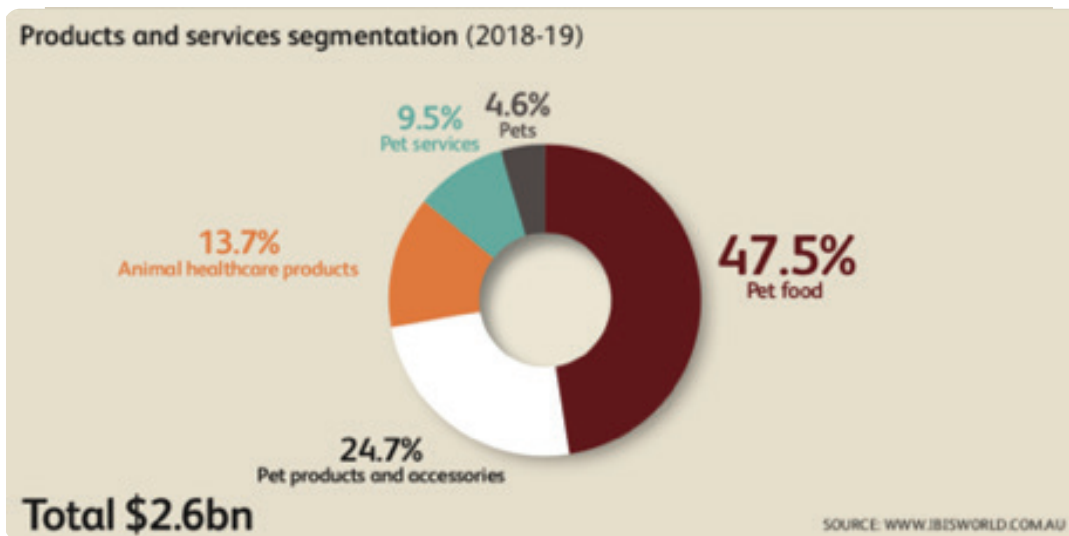
Figure 1.4 - Pets and Pet Supplies Retailers - Industry Snapshot



Despite these small declines, the opportunity in this space for DV is significant. It is as such due to the opportunity to capture the 'share of wallet' made available through such a large and loyal membership base as well as a wide range of activities to attract 'incremental shoppers' into the space.

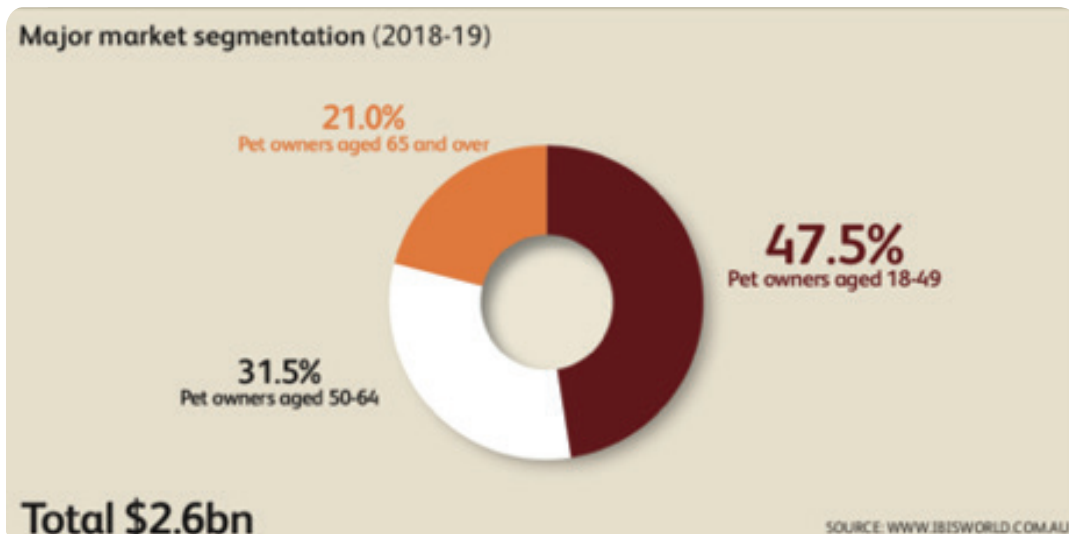
MARKET OPPORTUNITY ANALYSIS

Figure 1.5 – Pets and Pet Supplies Retailers - Market Segmentation by Service



As Figure 1.5 outlines, pet food is the lion share of the market, offering incremental revenue streams through sponsorship and ranging fees within the DV outlet.

Figure 1.6 – Pets and Pet Supplies Retailers - Market Segmentation by Customer



The bulk of the market in this space in terms of demographics are pet owners between the ages of 18 – 49, with as can be expected a higher proportion of consumers within the older age demographics that online shopping alternatives – as can be seen in figure 1.9.

In the case of a retail store, it would be recommended that an online store be set up and running successful first, while a limited range was made available onsite. This is to ensure that the failures of the Dogs South Australia were learned from. The idea would be running a 'lean inventory' methodology, while managing the balance between fulfilling the 'need' for solutions on site and carrying minimum stock levels on site – thus holding high levels of capital on the shelves.

MARKET OPPORTUNITY ANALYSIS

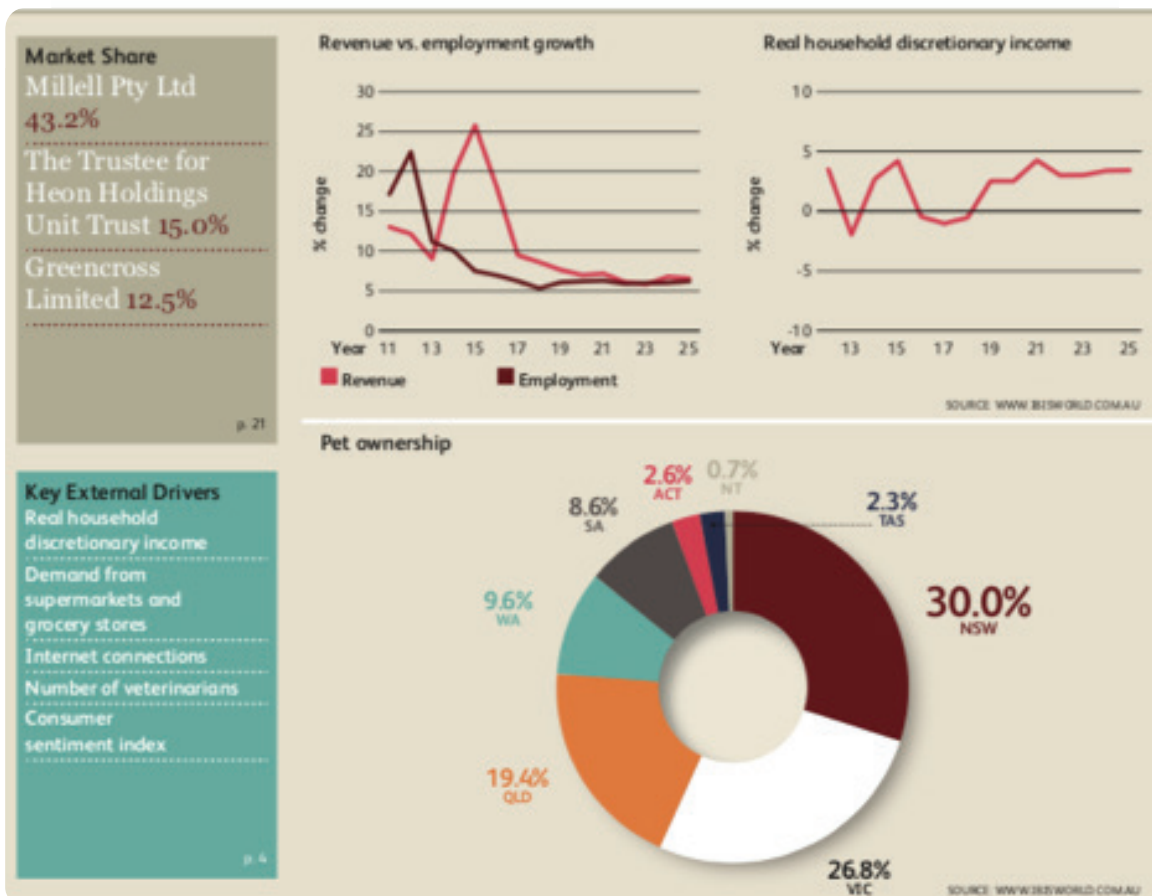
It should be noted that a retail store – such as with Shell service stations, who were taken out by Coles – a successful retail store, should be run by an experienced retail manager, not simply someone with connections to DV, a member of DV or a current staff member. In fact, it would be recommended that they were not any of these things.

It would be foreseeable, with the traffic estimated on a weekly basis, that the store could realise revenues exceeding \$150,000 within 1-2 years of operation should an experienced retail manager be employed, thus making it cost neutral within 1-2 years and cash positive within 3-5.

Opportunity 3 Online Retail Outlet

Although the online retail outlets for Pet and Food Supply is remarkably smaller than the bricks and mortar business, this holds a much greater level of opportunity for DV, due to the large geographic spread of the membership base across the state of Victoria.

Figure 1.7 – Online Pet and Food Supply Sales - Industry Snapshot



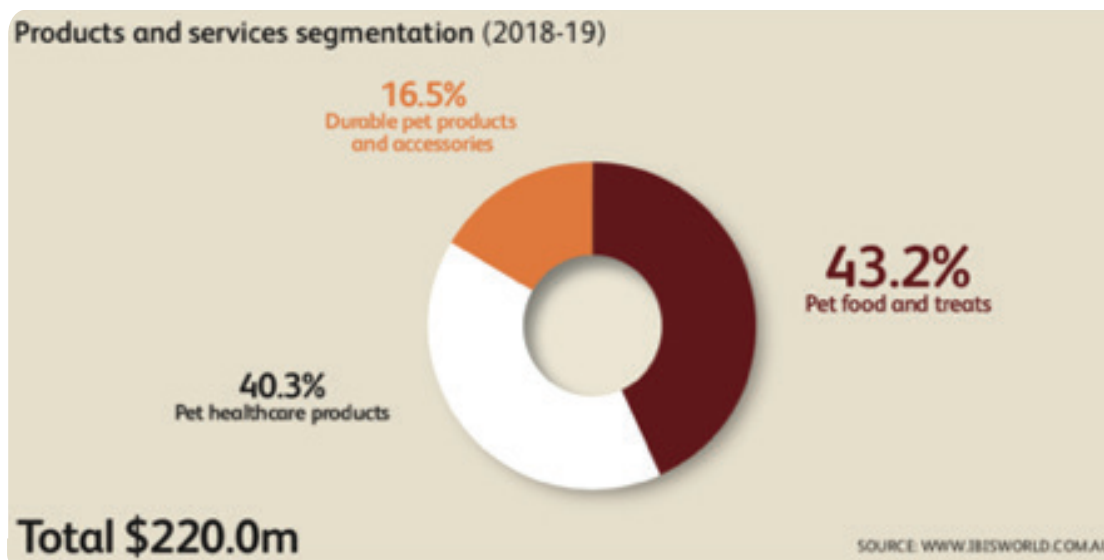
MARKET OPPORTUNITY ANALYSIS

What is clear through this market review, is that the size and scope for a DV sanctioned, pure breed dog food line (private label) available in only the stores that are within the DV network or directory is a massive opportunity for DV to strategically plan to enact.

Where the supermarkets have become so powerful within the Australian market is in this space, by having a monopoly over what is sold and where.

Through the provision of high quality, DV and Vet certified products, dog food, pet products and show equipment, a 'blue ocean strategy' can be created for DV.

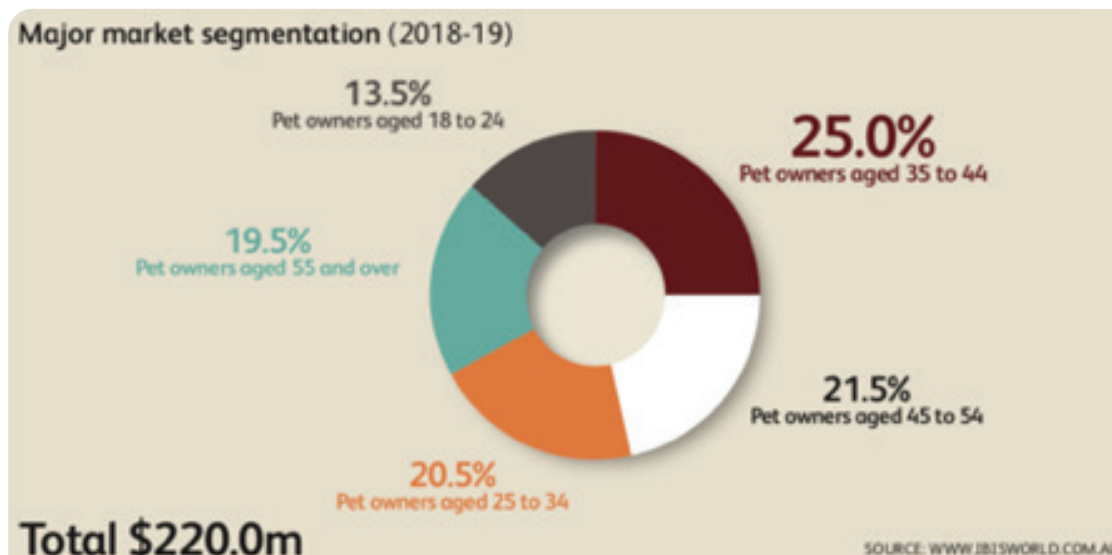
Figure 1.8 - Online Pet and Food Supply Sales - Market Segmentation by Service



That is to say, a blue ocean, away from all other competitors in places (KCC, Bulla and online) that they simply cannot compete with the DV certified and approved range.

In addition to private label products, through offering a 'drop shipping' arrangement, with contract manufactures fulfilling orders for the organisation, there is little to no inventory held, thus costs - leading to risk free profits from a captive market for DV.

Figure 1.9 - Online Pet and Food Supply Sales - Market Segmentation by Customer



MARKET OPPORTUNITY ANALYSIS

As figure 1.9 outlines, this is moving the organisation into the 'new age' of pet ownership with the majority of shoppers in the space between the ages of 18 and 54.

This provides an incremental opportunity that this report contents that with the size and scope of the membership base, along with the potential to 'private label' and provide exclusive 'DV certified ranges' to the market, the opportunity within **2-3 years could realise \$250,000 - \$350,000** in revenue within the first 3 years of operation.

Opportunity 4 Creation of the Dogs Victoria Foundation

Through the analysis of the survey results, it was clear that members are not only committed to their dogs or their organisation, but they wish to leave a part of their legacy to DV and the preservation of a lifestyle they loved.

Without a large amount of personal time and effort spent through the allocation of their final will and testimony – not to mention costly legal expenses – there is no information or mechanism to accept or support any members who wish to make a bequest, leave a donation or provide anything by the way of support to the DV organisation.

Currently, the business does not meet the criteria to create a foundation, nor does it provide a 'mantra, mission or vision' that would comply with the standards set by 'The Australian Charities and Not-for-profits Commission'.

As such, a key recommendation is to employ on a contract basis a member of this commission to set up the foundation, the bequest systems & processes and provide a long-lasting legacy for this Management Committee to be proud of for generations to come.

The key for this foundation is to promote and provide services to assist in the correct raising of dogs, suitable for support animals, childcare, security and, of course, continuity of the pure bred dog breeds.

It is the contention of this report that within 12 months of operation, that the DV foundation can be realising in excess of \$150,000 in annual donations for the organisation.

Opportunity 5 Online Dogs Victoria Directory

Currently, members of DV have to look elsewhere if they require vets, pet stores, vaccinations, food, business coaching services, mentorship, even dogs.

This is somewhat absurd, considering the DV should be 'everything dog in Victoria'. As such, it is strongly recommended that a single directory-based website is built into the backend of the DV website, to allow for such a directory to be created and marketed.

Using sites such as <https://www.tcweddings.com.au> as a guide, what is clear, is that DV can become a one-stop-shop for Victorian dog owners – not simply pure breeds.

On such as site, vendors can be categorised through region and service, thus providing the ultimate dog lovers platform.

Should, 500 vendors from around Australia at **\$150 per annum equates to a revenue of \$75,000** in baseline and incremental revenue. Should a more realistic amount of 1500 join over a **3-year period, this will realise \$225,000 in annual revenue** for simply offering a platform, managed from head office.

MARKET OPPORTUNITY ANALYSIS

Opportunity 6 F&B Offering

Although the numbers at KCC Park are somewhat irregular, one element that is of great concern to the author of this report is the lack of F&B offerings not only through a canteen-style arrangement, but on 'show days' and as an incremental event.

From 'food truck shows' through to incremental events, the opportunity of a large-scale food and beverage offering is huge for the DV organisation as a whole. In speaking to members, they currently BYO or go offsite to purchase food and beverage - with many bringing alcoholic beverages onsite!

With all the risk management and compliance in place - not to mention the smallest of AFL football club in the region would have a working canteen and bar for members and visitors - this is a standard that is not good enough for an organisation this size.

As such, it is strongly recommended that adequate lighting and electricity points are established, to provide access for future markets, swap meets and/or food events that could be incremental, but also could add much-needed atmosphere and access to potential new members for DV.

Opportunity 7 Dogs Victoria: The Business of Dogs

In speaking with key stakeholders of DV, there is clearly a breakdown between the 'love of owning and breeding pure bred dogs' and business.

While many breeders maybe passionate, may have the best intentions, if they are not compliant, if they are not running their business well, then statistics show that they will not be in business long.

With a mission of being the leading authority, community & representative body for all pure & cross breed canines, DV has a responsibility - and an opportunity to change this.

With courses in business management, bookkeeping, marketing and compliance starting from \$350 per module with as little as 300 participants every six months (20% uptake per semester x 2 semesters) the potential revenue starts at \$210,000 per annum.

Although this is a high figure, there are over 1500 active breeders and almost double that number that 'could' be breeding in Victoria, all of whom could benefit from business management systems and processes from DV.



MARKET OPPORTUNITY ANALYSIS

Opportunity 8 Creation of the Dogs Victoria Academy

Considered by many members and staff as a 'no brainer', this vertical integration of the business offers significant opportunities to 'up-skill' members, and 'empower others' to earn a living training and coaching.

Where currently there are no DV affiliate trainers, no 'kick backs' for DV or no discounts for members, all of that can change with the creation of a DV academy for all dogs. Positioning itself as the premier standard in dog training and owner coaching, there can be a wide range of courses and services that can be provided not only onsite, but remotely by accredited trainers.

This grows the 'touch points'; reach and frequency of the DV network, leading to the achievement of the proposed Mission and Vision statements of the company.

If an estimated 500 dogs per annum were to enter the program at \$250 per dog, the potential annual revenue within 1-3 years of implementation is \$125,000 in annual revenue.

Opportunity 9 Corporate Partnerships & Sponsorship

Although it has been 'discussed' many times, one element that seems to be stagnant at DV is the area of corporate partnerships and sponsorships.

With only one sponsor, getting access to every one of the 10,000 members, their emails, monthly magazine, and events you name it - there is huge scope for more effective management of this area.

From an airline sponsor branding the 'hanger building', through to solar companies, catering, insurance, vehicles and more. The key for a 'corporate partnership' program to work, is the right incentives and access to members, but also 'exclusivity. While the traditional paradigm may have been to look at 'dog associated' assets, the key is to think outside the square.

With such a large current and potential membership base, not to mention many who are relatively affluent - due to the nature of the industry - there are many opportunities in this space.

With the CE proposing a dedicated resource, it would be expected within **2-3 years that 12 sponsors at \$50,000 per annum each** or \$600,000 annually- in cash or in-kind - could be realised. This could provide much needed utes or equipment for maintenance staff or cars to auction off for additional funds.



MARKET OPPORTUNITY ANALYSIS

In Summary

Excluding the potential revenue from the onsite canteen, the below Figure 2.0 outlines a summary of the commercial opportunities within the DV framework, which have the ability to be realised realistically within 3-5 years within their entirety.

This amounts to an incremental revenue base - while not deviating from the core business of DV - of \$3.66million. Although there would be a requirement to increase the workers capabilities, increase the size of the staff pool and operate outside the comfort zone, the business with the guidance of Matthew as CE has the opportunity and capability to achieve the below and more.

Figure 2.0 - Commercial Opportunities for Dogs Victoria



MISSION AND VISION STATEMENTS

A company vision statement is a declaration of an organisations objectives, describing the clear and inspirational, long term change the organisation wants to affect upon the members, community, industry and of course dogs themselves.

Meanwhile, a company mission statement is the purpose for the business existing in the first place and provides guiding principles for the company's strategy, marketing/sales direction, employees and stakeholders they engage with.

In many instances, management often confuses these; intertwine the statements, often rendering them useless or confusion in staff. When, in fact, they should be dictating the strategic goals & objectives, tactics and daily operations of all committees and staff within DV.

It was clear that one of the major hurdles for DV, was the mission & vision were confusion, were not inclusive, and through extensive review was considered by the author of this report as 'limiting' in terms of the current and future operations.

As such, the following vision and mission statements are proposed for adoption, in light of the future goals and objectives of the management committee, staff and members alike:

VISION

To be Victoria's leading authority, representative body and community for all dogs, owners and breeders.

MISSION

Dedicated to promoting ethical and sustainable breeding and preservation of purebred dogs, maintaining the integrity of the registry, the advancement of all dog sports and advocating for our members and the canine community.

Although these statements may be considered as 'simple', this is done purposely. This ensures that the mission and vision are all encompassing, that the commercialisation of the organisation fall within the scope of these statements, not only that but the 'core' business of pure breed dogs is never forgotten, while not excluding the opportunity for representation of all dogs.

These statements will guide all future corporate and marketing objectives and should be a mantra that is 'drilled into' any future committee members, administration staff and members of DV.

CORPORATE OBJECTIVES

Corporate Objective 1 Get digital

January 2020

For Dogs Victoria by January 1, 2020 to have a fully integrated and activated CRM system and accounting software active and used by all administration staff. This objective is to continue with the continuous improvement and digitization of systems and processes on an ongoing capacity.

Corporate Objective 2 Restructure of success

March 2020

For the Dogs Victoria business to have undertaken its functional and leadership restructure allowing for the business to be led and run in a functional, effective and efficient manner.

Corporate Objective 3 Strategic alignment

June 2020

For all Dogs Victoria Committees, Sub-Committees, Administration and Staff be aligned to the Mission & Vision of the company – both functionally, strategically and personally - as well as the strategic 3 year plan of the CE.

Corporate Objective 4 Profit from the core

December 2020

For Dogs Victoria to have realised the activation of at least three (3) of the recommended incremental revenue streams and income.

Corporate Objective 5 Creation of the DV Foundation

June 2020

For the Dogs Victoria foundation to be fully operational, with policies and procedures governing grants, donations and bequests, while realising revenue in its foundation year.

Corporate Objective 6 Expansion of commercial activities

January 2021

For Dogs Victoria to have activated the all of the 'viable' commercial opportunities, positioning the business as Victoria's premiere canine organisation. In addition, from the date of activation, the organisation should realise incremental revenues exceeding \$4million within a 3-5 year period from this date.

Corporate Objective 7

June 2021

Become an employer of best practice and choice

For Dogs Victoria to have been formally recognised by at least one or more formal employer or accreditation award committees for being an 'employer of choice' or the implementation of 'best practice' across the organisation.

MARKET DEFINITION

To effectively and strategically target the correct consumers within a marketplace, the market must be clearly defined and segmented.

Once segmented, these sub segments can be strategically targeted to through appealing to each market's geographic, demographic, psychographic and behavioural variables.

The market for the purpose of this strategic marketing plan can be defined as:

Any person, family or community looking to own, learn, show or breed pure breed and cross-breed dogs within Victoria.

Sub segments Include:

- **Pure breed dog owners**
- **Pure breed dog breeders**
- **Cross breed dog owners**
- **Sports & Show dog participants**
- **SINKS/DINKS (Single Income No Kids/ Double Income No Kids)**
- **Young families**
- **Older Australians**
- **Dog retail and service providers across Victoria (B2B)**
- **Potential corporate partners, sponsors or third-party providers (B2B)**
- **Government entities**

Within all of these groups, there are different sub-segments again based on a wide range of demographic information, however, for the purpose of top-line strategic marketing purposes, these eight segments will be the primary targets of the marketing activities.



MARKETING OBJECTIVES

It is a key element of this marketing plan to provide a cost effective, realistic marketing plan which has a reach a frequency of hitting the target market, through a multi-platform approach, utilising inexpensive direct marketing activities in conjunction with some above the line marketing platforms.

It must also be noted that in order for this to be effectively managed and included in the business model, it **must** fall within the scope and management of the CE's executive team, not a volunteer committee.

Marketing Objective 1

March 2020

For the Management Committee to be presented with the new strategic branding strategy, communications guidelines, brand & style guide and branding concepts.

Marketing Objective 2

April 2020

That all brand assets both physical and digital are changed over to the new look/feel of the approved updates – with all other other versions & variations removed from the organisation entirely.

Marketing Objective 3

June 2020

For the organisation to commence a full-scale digital marketing strategy in order to become more relevant within the social media community and search terms look-ups

Marketing Objective 4

December 2020

With the new corporate structure almost 12-months only, for a marketing review be undertaken, with support being focused around monetising the new commercial assets as best as possible.

Marketing Objective 5

January 2021

For all brands and marketing assets to be created and submitted for approval for the DV foundation, set for launch in June of that year.

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

In review of the current plans set out by the business the marketing strategies for DV are as outlined below:

Table 2.0 – Marketing strategies and details

Strategy	Details
<p>Brand Strategy</p>	<p>Dogs Victoria Rebrand</p> <p>One of the most important elements of any marketing campaign is that the brand is aligned and correct for the market in which it is about to enter.</p> <p>With DV embarking on a journey not only to reinvent and reinvigorate itself, but also to set the vision and mission statements into action, it is paramount that the brand is recognisable, consistent and adding value to the experience of all stakeholders.</p> <p>A brand, regardless if digital or physical is usually the first touch point a current or future stakeholder has with an organisation, as such it must be consistent, it must be compelling and it must encompass what DV is all about.</p> <p>It isn't simply a logo that makes up a brand, it is all the associated assets, tag lines, colour schemes, and most importantly 'what and who DV is' that underpin it.</p> <p>As such, a brand and style guide, communications guide, communications workflow and all supporting documents must be completed as well to support the successful integration.</p> <p>Recommendation:</p> <p>Therefore, it is highly recommended that Dogs Victoria put resources and support to the marketing team to activate the rebrand in line with the vision, mission and future direction of the organisation - with consultation from the management committee - to formulate a series of brand concepts.</p> <p>With this being approved, a full suite of guides and procedures as to the use of the brands be created. These guides will then allow for the creation of a full set of 'marketing assets', with all others to be physically disposed of, so there is little to no cross over of brands - as there currently exists within DV.</p> <p>Based on this structure, marketing budget is to be allocated to each and strategic targeting, messaging and potentially collateral will be created to specifically target the needs, wants and demands of these identified segments.</p>
<p>Digitalisation</p>	<p>The CE has taken an exceptional path in taking the DV organisation to the next level, however although the CRM and accounting systems are important, the digitalisation of the systems should not stop there.</p> <p>From cloud based computing, membership portals, online directories, pure breed dog markets, community forums and more, DV has the unique opportunity to embrace digital and capture a 'new breed' of member.</p> <p>With the attrition rate of the members clearly apparent, the DV organisation need to 'fish where the fish are' and this is in the digital space. This needs to be made as easy to access and as welcoming as possible for all current and future members.</p> <p>Recommendation:</p> <p>That a strategic digital plan and roadmap be built into the corporate plan, to ideally take the organisation one day to a 'paperless environment', and a cutting edge organisation that can talk & engage with members through a multitude of digital platforms.</p> <p>These should include but not be limited to, digital libraries, online directories, My DV Smart Phone App, streaming services, DV TV, podcasts, education platforms, puppy markets and more.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
Website Rebuild	<p>The website is one of the most important elements of any company, it is typically the first place a potential member or dog owner would look to find out information not only about the organisation, but also about becoming a dog owner.</p> <p>A website not only needs to look great it needs to perform. It needs to perform in terms of SEO, click through rates, traffic, time on page, conversions and a wide range of other areas.</p> <p>The website needs not to be about what the members want to see, but what the search engines (Google, Yelp) as well as the potential new members and/or B2B customers are looking for.</p> <p>There should indeed be a gated 'membership area', but the primary objective of the new website should be that of a 'sales' and information platform.</p> <p>It is also noted that one MC member raised the point if you search for 'pure breed Labrador pups', gumtree is the first search that occurs - it should be a core objective of DV that it is in fact Dogs Victoria that appears first in every and all searches relating to pure breed dogs and eventing Dogs in Victoria.</p> <p>Recommendation:</p> <p>It is considered by the author as a key element to fix the website before the activation of the majority of the activities within this report. As part of the Member Jungle platform, there is a website attached - which is excellent in terms fo information flow.</p> <p>It is paramount that this is optimise in terms of UX (user experience), content and SEO, which according the Member Jungle, can be done. It must be noted that in creating a 'new site', all current SEO and rankings will be lost, so SEO and Google AdWords should be used to boost this as soon as possible.</p> <p>This is for a range of reasons, but the most important is that by driving organic and paid traffic to a site that is going to be redone, will lose all the Google learning and SEO traction the campaigns have gained - as such this should be #2 - after the restructuring & rebuilding the website/CRM system.</p>
SEO	<p>With the new website set up, it should be built from the ground up with SEO in mind. SEO or Search Engine Optimisation is an element that cannot be ignored and is being well leveraged by all the competitors in the building industry space.</p> <p>Currently, there is no SEO running other than semi-regular updates. This is one of the key reasons that the organisation has not moved forward in terms of search results or online performance.</p> <p>SEO is a slow burn, Search Engine Optimisation is not simply a 'plug and play', it is an ongoing, daily activity that in the hands of an expert will position the organisation over a number of months at the 'top of every search' and in the minds of current and future members.</p> <p>Recommendation:</p> <p>As such, with the new website build, there needs to be specific SEO activities to target current & potential members as well as B2B opportunities and corporate sponsors.</p> <p>This could include weekly SEO blogs for each area, rich content - such as videos of showings or new puppies - which have the potential to go viral on social media through sharing and repurposing, boosting with advertising and further grow the brand awareness, mission and vision of DV.</p> <p>It is strongly recommended that an SEO content bank be prepared, set up and activated as soon as the new website goes live, as submitting old content or resubmitting it will lose its overall effectiveness in the marketplace.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
Social Media Refresh	<p>The current social media accounts are active, but they are not firing. It is recommended these are reworked, rebranded and driven hard with specific KPI's around the quantifiable number of likes, follows, lead generation and of course conversion rates.</p> <p>These Social Media Specialists should be fed weekly or daily updates from the corporate and membership teams, the committees and of course the administrative management team with content such as:</p> <ul style="list-style-type: none">• Government updates• Pictures and news of new puppies – who doesn't love puppies• Shows & trials• Events & exhibitions• News• Industry updates <p>Again, all this information should ideally be first posted on the DV website and then shared and repurposed via social media, thus creating and increased rate of website traffic.</p> <p>In addition to the tactical management of writing and updating the weekly blogs, update the website content, add news articles and features and ensure the digital assets are all consistent, providing new content and working in synergy with all of the three strategic pillars and respective admin staff & committees.</p> <p>Recommendation:</p> <p>As part of the website rebuild process, the social media accounts should all be reviewed, updated and synergised with the new look, feel and content flow of the new website.</p> <p>In addition, the Dogs Victoria Social Media Manager should be responsible to manage the flow, run social media advertising, posting and communicate with the content manager who will manage the articles, blogs and website content.</p> <p>This admin staff members should be feed weekly updates from all areas of the Administration as well as committees to ensure that members are staying 'informed' and up to date, with the successes of the activation within the three strategic pillars.</p> <p>This role needs to have access to information from all stakeholders and have set KPI's around engagement rates, corporate partnerships activation and of course new members through the measurement metrics available through Google Analytics and the Social Media pages themselves.</p> <p>In addition, it its paramount that in the new website build, that Google Analytics is set up by Member Jungle, or the SEO specialist, so the CE and management team can get real time reporting data.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
<p>Digital Advertising</p>	<p>PPC, AdWords, Banner Ads, Social Media ads there are so many tools available, but what to use and how to use marketing spend is essential to be reviewed.</p> <p>Living in a digital world, paid digital advertising and remarketing are very important tools to reach and retarget, remind and convert customers from simply reviewing to enquiring.</p> <p>It is paramount that DV allocate a monthly digital advertising budget that is spread between social media and other formats and that the messages are targeted and consistent across the platforms.</p> <p>Google AdWords and remarketing are the first elements that should be utilised, however again these are not recommended to be used until the new site is built. These should be managed by digital marketing experts and monthly reports and ROI should be presented back to the board to review.</p> <p>In addition, the advertising, promotion and boosting of ‘good news stories’ such as ‘The Childcare Puppy’, Support dogs or returning military veteran dogs. Through boosting the story, the website traffic and potential conversion into new members is dramatically increased.</p> <p>Recommendation:</p> <p>That Google AdWords, remarketing and social media advertising/boosting all commence as soon as the new website goes live. The content should be pre-created the month before and presented and approved by the CE through a pre-approved MC budget allocation.</p> <p>Activities should be allocated based on the seasonality of the events and membership cycles - as provided by the CE and management team - while monthly review meetings should be undertaken to ensure KPI’s and objectives are being met.</p> <p>Digital advertising is currently being extensively and competently done by the competitors in the marketplace - such as Gumtree!</p>
<p>Asset Personalisation</p>	<p>As previously mentioned, one of the key elements for all companies that are realising large scale success, is that their current and potential customer base can literally see themselves using or living with the product or service offered.</p> <p>The use of generic digital and physical assets - such as stock images, or retail items that are ‘off the shelf’ provide little to no ‘personalisation’ in this space.</p> <p>Meanwhile, the success of many companies, even re-births of products that had entered the end of their lifecycle have been achieved, through asset personalisation. Matthew has detailed this through the ‘digital systems’ that use the members name - however it is the contention of this report that this isn’t far enough.</p> <p>From personalised emails and e-newsletters, through to the creation of a retail range in which DV members can have their dogs name and the DV logo on pet gear, apparel and more provides a sense of ownership and pride in themselves and the organisation.</p> <p>This transposes to the website and digital assets, where the key to success is to personalise the content, use real people, real stories, real photos, real videos - of happy dog owners, new puppies (again, who doesn’t love puppies).</p> <p>Recommendation:</p> <p>All marketing assets need to remove the use of stock images where possible and increase the use of ‘real people’ in all marketing materials.</p> <p>These people need to be new, fresh and show the diversity of the organisation - not just the same images, the same dogs and the same breeds that maybe the committees favourite. The organisation needs to move on with an independent approach to its marketing efforts.</p> <p>This strategy needs to be employed across all digital and physical marketing assets and is to be consistent across all elements.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
<p>Rich Content</p>	<p>One of the more important elements that was found to be prevalent across the reviewed competitors is that of Rich Content.</p> <p>From 3D walk around the facilities, training and educational videos, engaging applications all of which bring customers in, gather information about them and push them towards joining, or looking for a new dog from DV.</p> <p>Rich content is not simply a 'do it once and we are done', it is ongoing, evolving and should be done on a monthly or quarterly basis to ensure that SEO is picking up the content, it is being shared throughout social media and customer databases and that it is engaging new users more so than ever before.</p> <p>Recommendation:</p> <p>That rich content be a regular exercise, that new and creative web applications, engagement tools, customer interviews and other forms of rich content are developed to create a platform worth sharing.</p>
<p>Database Mining & Database Management</p>	<p>The current database and CRM with 8000+ members is one of DV's greatest assets, however it is clearly through divisions with a wide range and number of stakeholders the most under-utilised.</p> <p>A database is a company's greatest marketing asset, when people have given DV permission to contact them via email, the hit rate of communication and then conversion is far higher. <u>But currently, DV are not actively trying to convert their members to do anything!</u></p> <p>The emphasis on the data input, data mining, data sorting and then subsequent EDM campaigns need to be put as one of the highest marketing priorities.</p> <p>Not simply as a source of information, but with a 'content strategy' and pull through metrics applied. Having a 12 month schedule of EDM's in place to support the achievement of the marketing strategies and in turn the corporate strategies should be a key action item moving into the 'new DV; strategy.</p> <p>Recommendation:</p> <p>With the data being moved across to the new CRM system in a matter of weeks, it is important that this data is reviewed, mined, and categories in terms of the opportunities.</p> <p>Not simply commercial based opportunities, by DV members birthdays - send a physical and digital card! - new puppy news as well as the opportunity to better engage with the people who currently keep the organisation alive.</p> <p>Finally, it is vital that a structured EDM and newsletter program is put in place to ensure that the messages being sent are consistent, constructive and are in synergy with the messages being sent on the other digital assets & formal communications mediums - such as the magazine.</p> <p>It is recommended that the people charged with the outbound emails and communications are the same people as that manage the content on the website and SEO for the purpose of continuity.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
2020 Brand Relaunch	<p>With the brands realigned, the website & social media accounts set up, database ready to fire, it is now time to relaunch the DV brand to the market in the new year. This could be done using an event, a promotion or simply through communications.</p> <p>It is important that with any change, the industry is informed, the consumer is informed, and DV are high on the radar when people are considering a new dog, any future government legislative changes or any public awareness campaigns.</p> <p>As such the brand relaunch should have an aim to essentially by DV 'back on the map' as the primary community for 'all things dog'.</p> <p>Recommendation:</p> <p>With the changes that are approved and activated, that an industry event is held at the ideally rebranded DV exhibition centre, to showcase the 'new look brand', the vision, mission and future direction of the company. This should includes invitations to all members, government departments, media and of course....dogs. Anytime significant changes happen it is always important to share it personally at an event.</p> <p>This creates significant optics in terms of the 'new look DV', and in answer to Wayne the Presidents comments – we have done the strategy sessions before, how do we make it happen, and action it this time. The easiest way to hold the CE and Management Committee accountable to action, is to tell the world about it.</p>
Monthly Event	<p>Similar to the relaunch, it is recommended that a monthly Event is held. That a selected group of new database people are invited to a cocktail function or BBQ at a show or event, taken around personally by the team, meet the directors and shown a video presentation.</p> <p>Although this may have a cost in terms of time and F&B, this again is about optics and engagement. With some members the author if this report spoke with on the phone having not heard from any DV staff in three decades, how good would they feel from a personal invitation from the CE's or the President for lunch and a tour?</p> <p>Recommendation:</p> <p>For a monthly schedule of 'member events' to be created, locations locked in and database mined so to invite different 'prospects' every month to have a drink, something to eat and to learn more about their DV membership, their organisation and the future.</p> <p>This provides an incremental opportunity for donations & bequests, membership up sells, cross-sells and the corporate partnership engagements.</p>
EDM Campaign	<p>As previously mentioned, the EDM schedule is one of the most important elements of communication in a marketing arsenal. It needs to be consistent, professionally written, filled with topics that people want to read, not to mention 'on brand'.</p> <p>The monthly EDM should contain market updates, new dogs available as well as news and events, must be targeted. As previously mentioned, the recommended there should be separate 'buckets' or 'groups' that want to know specifically about information relevant to them.</p> <p>With potential new members in Generation Y and Millennials receiving often dozens of emails per day – if not more – it is important that the information is specific and relevant to their needs.</p> <p>Recommendation:</p> <p>For an EDM template be set up and content written and managed by with targeted, specific information that is being sent to each customer.</p> <p>KPI's around open rates, engagement, enquiry and conversion can be set on these campaign for ROI analysis.</p>

MARKETING STRATEGIES TO ACHIEVE OBJECTIVES

Strategy	Details
Membership Packages and Promotions	<p>The creation of packages & promotions that are specific to each of the membership groups is the final piece of the marketing strategy puzzle.</p> <p>With a new range of 'value' to be added through the introduction of auxiliary services and corporate partnerships, the opportunity exists to 'add value' to the membership offering.</p> <p>This can include samples from suppliers, discounts and of course access through the DV database repository to offers in their local area - thus making them relevant to the regional members.</p> <p>Through undertaking such as strategy, additional value is built into the DV membership, and the attraction rate should be able to be somewhat contained.</p> <p>Recommendation:</p> <p>That rich content be a regular exercise, that new and creative web applications, engagement tools, customer interviews and other forms of rich content are developed to create a platform worth sharing.</p>



CONTINUOUS IMPROVEMENT MODEL

In order for DV to experience exponential growth it must continually improve itself through review and revision of strategies.

The processes outlined in this report will effectively take DV through the plan, prepare, execute stages of the below lifecycle, however the 'review' and 'revise' elements of the below continuous improvement cycle, are vitally important to ensure the business growth continues.

The purpose of this step is, at a given point in time - be it monthly, quarterly or half yearly - to review the business performance in line with the financial and non-financial goals of the organisation. By doing this, DV can benchmark against performance metrics pre-determined through this plan and ensure success.

For example, if the suggested activities are being implemented through the primary target market, however are not meeting the sales revenue targets of the organisation, there may be gaps in the implementation, thus a 'gap analysis' can be prepared, to establish what is required in order to meet the goals and objectives, the strategy can be revised and put into place.



CONCLUSIONS

It is clear that DV has a long road ahead in terms of ensuring the longevity of the organisation and its membership base. With a dramatic attrition rate of members, not to mention ailing facilities, a passionate and yet uncertain administration staff group, there is a lot of work to do for the new CE and his team.

However, through a clearly defined strategy, a tactical roadmap to success and stakeholder buy-in from every level, the organisation is at ground-zero, and should look at the opportunity in front of it as the beginning of something great.

If the organisation 'does what it always has' for no other reason than, "this is the way it has always been done", the future is quite simple – there is none. The organisation needs to regroup, rebrand and recalibrate in order to provide a sustainable future for its members, and most importantly the dogs it represents.

The 'glory days are gone', and it is important that the 'traditional membership base' understand that change is inevitable, if its avoided, the organisation will fail. For example, Sub-committees on functional business areas such as marketing are not appropriate as they once were. This is a business administration function that is guided and controlled by the CE and his management team.

Once they have a plan, it is kicked upstairs to the Management Committee for review and approval – not creation and activation.

The Management Committee in order to sustain the current business into the future needs to act as a 'corporate board' would. That is to say, have formal training in the "duties of office bearers", then set the vision, the overall budget and sign off the strategy that the CE presents to move forward in achieving this.

As an objective observation, there is clearly a lack of autonomy and rampant 'conflicts of interest' in the organisation, not explicitly through the MC, but from members and 'interest groups' that push through registrations, push back on compliance issues and push their own agenda. It is up to the MC as a group to stamp this out, and empower the Administration to make the tough calls, and behave as a commercial business.

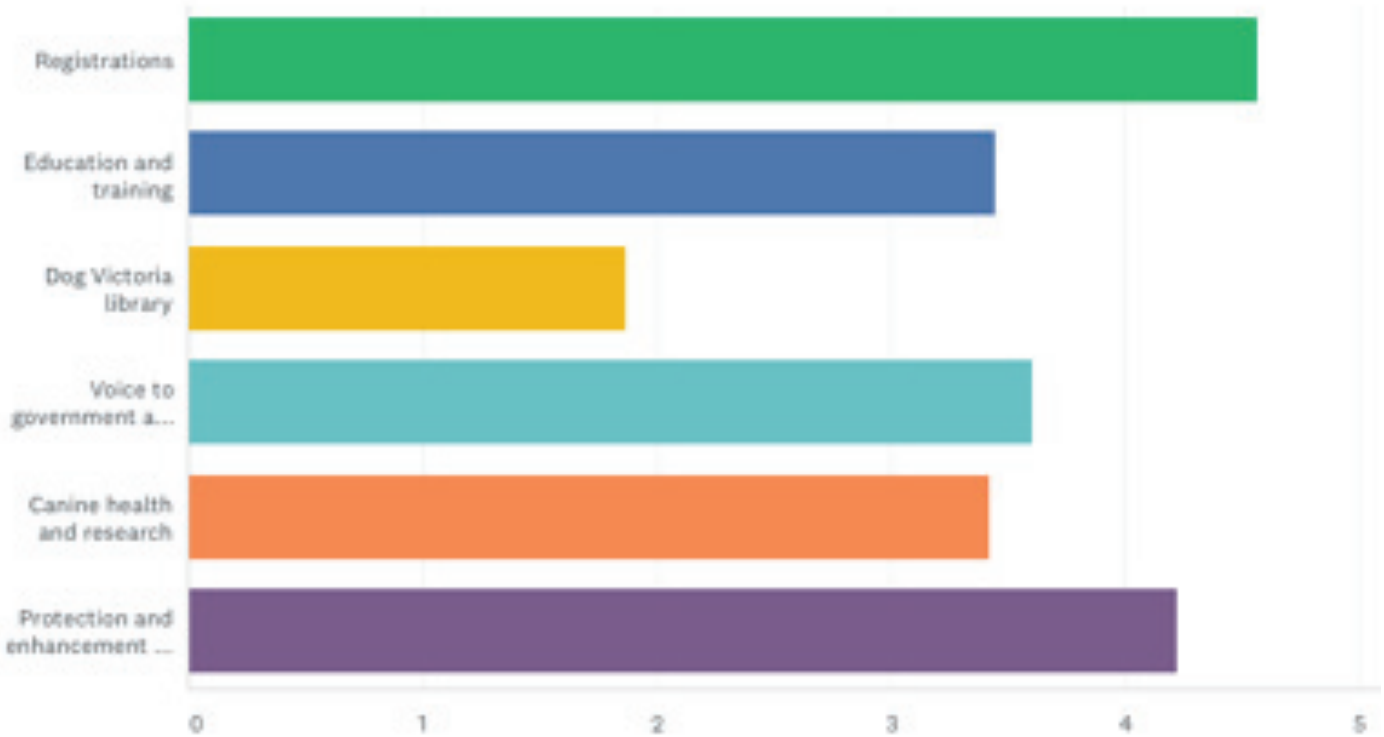
This has in part led to disunity, the administration staff workloads compounding, not to mention the instability and insecurity that the organisation has been experiencing.

The future is bright, with over \$4million of incremental, yet core business revenues being identified in this report alone. As such, the approach now is to activate and engage. The CE has the vision and the capabilities to bring this to a reality. Once he has built the management team, relocated key roles into the City – closer to government and business stakeholders – the organisation is in great hands to achieve the corporate objectives set out in this report – and so much more.

Engagement with government – on a weekly basis – engagement with corporate partners, key stakeholders and most importantly engagement with members, after all it is they who you all represent.

Appendix 1 - What matters to Dogs Victoria members?

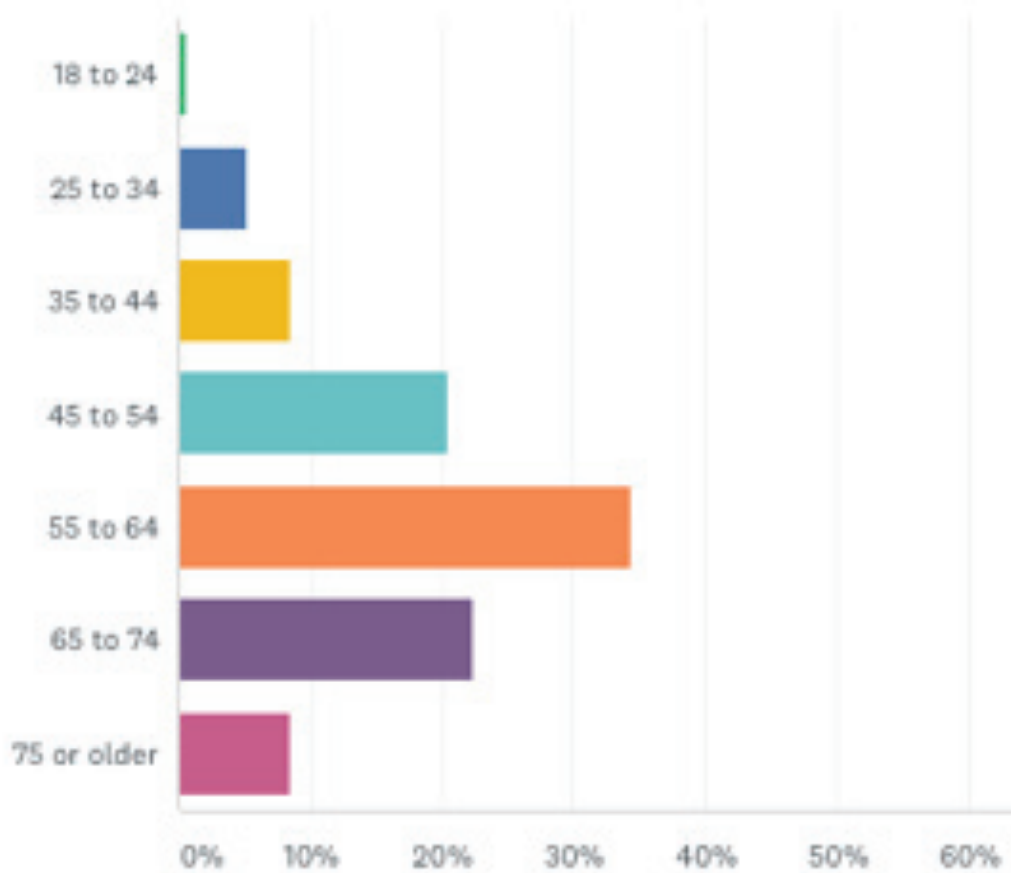
Answered: 922 Skipped: 34



APPENDICES

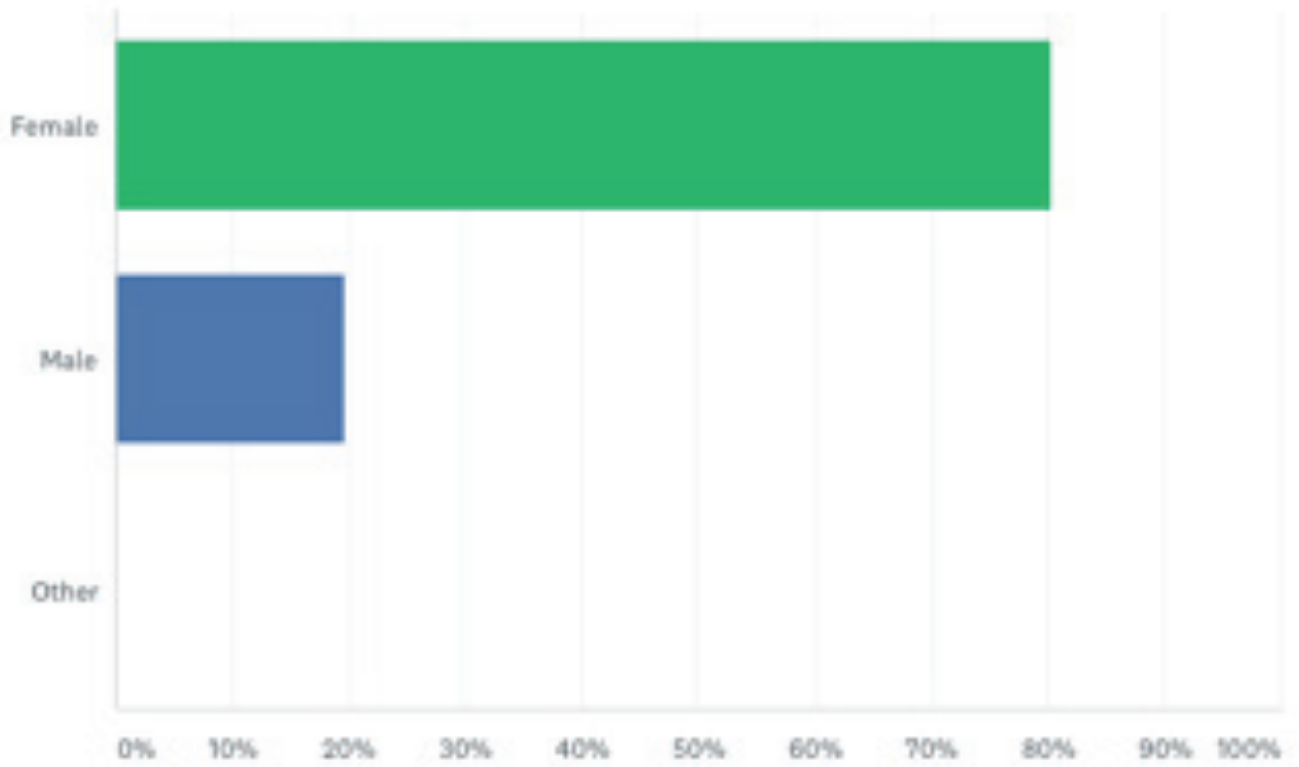
Appendix 2 - Aging demographics of Dogs Victoria

Answered: 927 Skipped: 29



Appendix 3 - Engagement by gender within Dogs Victoria

Answered: 928 Skipped: 28

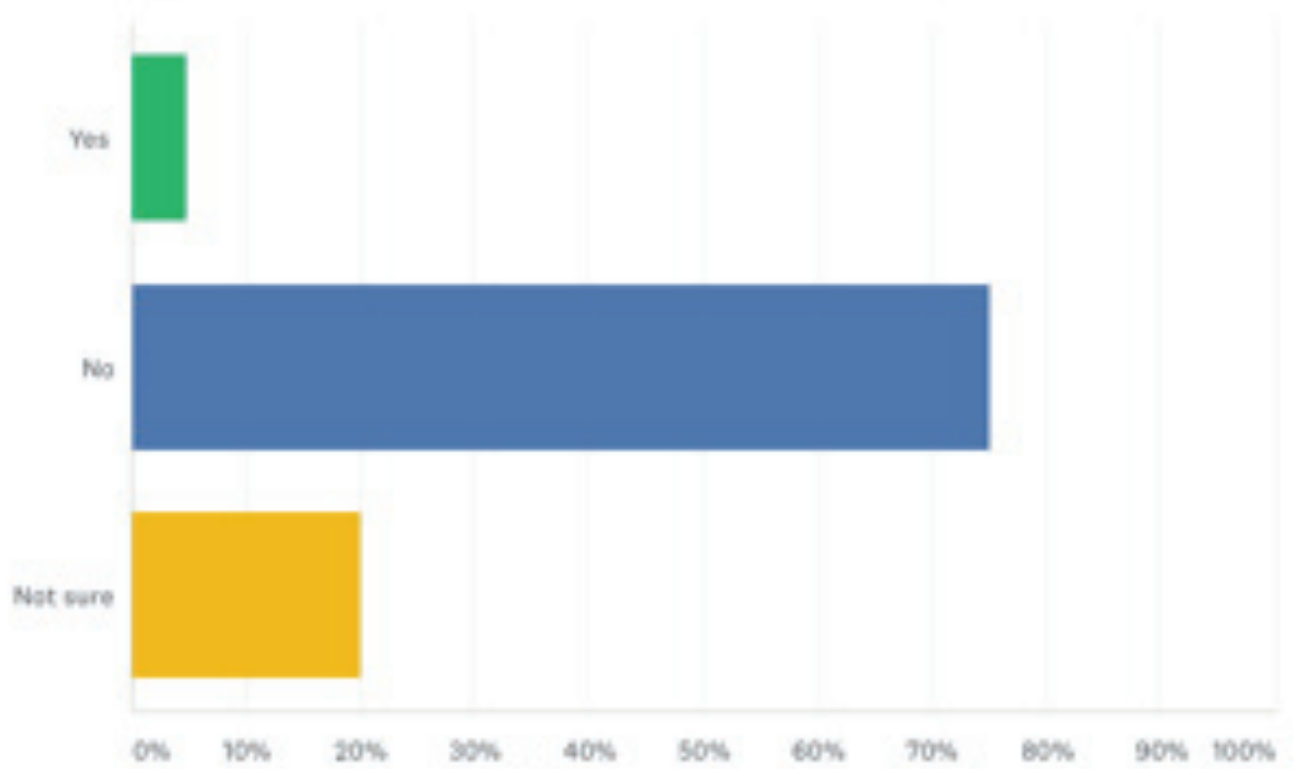


APPENDICES

Appendix 4 - Have you ever considered leaving a bequest of Dogs Victoria?

Answered: 935

Skipped: 21





Dogs Victoria

Victorian Canine Association Inc. Trading as Dogs Victoria
ABN: 97 452 215 878

9788 2500
655 Westernport Hwy, Skye 3977
office@dogsvictoria.org.au
www.dogsvictoria.org.au