Promotions, Partnerships, and Marketing to Drive Adoptions

Aimee Gilbreath & John Barrett
A LITTLE BIT ABOUT FOUND ANIMALS. . .
Visit Us at www.foundanimals.org

Found Animals

- is a 501c3 private operating foundation founded by billionaire surgeon, inventor, and serial entrepreneur Dr. Gary Michelson
- works alongside the animal community to find the big ideas that advance the safety of animals in our homes, shelters, and everywhere in between
AND WHAT WE DO FOR PETS AND PEOPLE

Since 2008, we have:

• subsidized more than 137,500 spay and neuter surgeries in underserved communities

• helped more than 15,000 shelter animals find homes through our adoption promotions and Adopt & Shop retail stores

• provided chips, scanners, and registrations to shelters and clinics nationwide through our Microchip & Registry Program

• Approved projects from more than 25 institutions, totaling over $11.5 million in Michelson Grant funds
TODAY’S AGENDA

- Framing Our Challenge
- Sponsored Fee Promotions
- Retail Adoption Centers
- Marketing Madness
PETS ARE BIG BUSINESS IN THE UNITED STATES

According to the American Pet Products Association:

- 68% of U.S. households own a pet
- Over 82 million homes have pets
- Up from 55% of households in 1988
- Over $53 billion was spent on pet products in 2012, will be over $55 billion in 2013
- Not even counting ancillary products like carpet cleaning and new furniture

Source: 2013-2014 APPA National Pet Owners Survey
OVER 175 MILLION DOGS & CATS IN US HOMES

Dogs and Cats Make up over 75% of All Pets

Source: 2013-2014 APPA National Pet Owners Survey
PET BUSINESS HAS GROWN STRONGLY, EVEN THROUGH RECESSION

- Pet industry sales have grown faster than the US economy since 1994
- Pet spending has nearly tripled since 1994 while US GDP has just more than doubled
- Pet sales have been up every year, even when overall economy has gone down

Source: 2013-2014 APPA National Pet Owners Survey
ADOPTION IS NOT THE MOST POPULAR WAY TO ACQUIRE A NEW PET

Quality, Cost, Convenience, Experience and “Ambiance”, Customer Service, Post Purchase Support

Source: PetSmart Charities Market Research on Public Perception of Pet Adoption
REASONS WHY PEOPLE DON’T ADOPT

You never know what you are going to get with a shelter pet

I e-mailed the rescue three times and never heard back

It’s sad and depressing at the shelter

They don’t have the type of pet that I want

I don’t know very much about adoption, it seems hard
WE MUST DO A BETTER JOB, ESPECIALLY FOR CATS

Source: 2011 Shelter intake and outcome data from LA City, LA County, and SEAACA

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OUR HISTORY AND PHILOSOPHY

Started adoption programs in 2008 from “scratch”
  • We knew we wanted to drive adoptions, but not how

Developed a specific adoptions strategy when we started:
  • Focus on boosting adoptions of public shelter animals
  • Help the most animals with the least $$$
  • Avoid duplicating existing taxpayer funded resources

Tactical implications of this strategy
  • Don’t build a shelter or buy a kennel facility
  • Work directly in partnership with public shelters
  • Develop programs that supplement and complement existing public shelter activities
THE MOST IMPORTANT SUCCESS FACTOR

To succeed with this strategy you MUST have a constructive working relationship with your shelter partner(s)

• You don’t always have to agree but you do ALWAYS have to show respect and be professional in your interactions

• Recognize the constraints and struggles of their situation and strive to make it as EASY as possible to work with you

• You will likely have to prove yourself a worthy partner. Embrace the opportunity. Start small, ensure success, build over time.
THANKS TO OUR FANTASTIC PARTNERS!
TODAY’S AGENDA

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SPONSORED FEE PROMOTIONS

Concept

• Encourage potential adopters to take home target animals by sponsoring a discount or fee waiver

Why it makes sense

• Easy way to draw attention to target groups of shelter animals
• Very cost effective driver of incremental shelter adoptions
• Minimal resources needed to execute

Examples

• Cats – 2nd Cat Fee Waived, Over Three Free, 9 Lives for $9
• Dogs – Seniors, Big Dogs, Black Dogs, Pitbulls
9 LIVES $9 CONCEPT

August 2011 Pilot

- Had a lot of Adult Cats who had been at the cat adoption center for 30+ days
- Wanted to move out Adult Cats to make room for impending kitten season

Fee Sponsorship gave us

- Something to pitch to local press
- A way to make the adult cats stand out during kitten season
WHERE DID 9 LIVES $9 LEAVE US?

With 14 empty kennels in 30 days!

With extra time to wrangle kittens!

With confidence to do it again!
9 LIVES FOR $9 GREW BASED ON PILOT SUCCESS

Summer 2012 promotion. . .

• Expanded from 1 location to 18 participating shelters
• Extended promotion from 1 month (Aug) to three months (Jul – Sep)

. . . had amazing results!

• A total of 1,303 cats adopted, an increase of 36% over prior year
• Best Friends liked the promo so much they picked it up and pushed it nationally!
12 Pets Goal was simple…

- To bring “harder to adopt” pets find homes for the holidays

…but how did we do it?

- By highlighting 12 categories to subsidize the adoption fee
- $30 off cat adoptions, $40 off dog adoptions
- 20 participating locations
- Ran for three weeks before Christmas
FUN MARKETING MATERIALS HIGHLIGHTED
12 PETS CATEGORIES
12 PETS OF CHRISTMAS RESULTS

Our Goal was 1,250 Adoptions…

3,130 Pets Were Adopted Through 12 Pets
4 STEPS TO SUCCESS – FIRST, PLAN

1a Outline Your Promotion
- Which animals you want to promote? Why?
- How much do you want to spend? How long do you want the promotion to run?
- Come up with a catchy name/theme
  - What will appeal to media? Public?

1b Approach Shelter Partners
- Share your idea(s) and get their input and buy-in
  - Refine your plans based on feedback
- Work out how shelter will get paid for adoptions
  - amount – discount from regular fees?
  - logistics - prepaid, monthly invoice, etc.
THEN PREPARE AND TRAIN

2a Create Marketing Plan & Materials
- Think about how you’ll get the word out in your community
  - Press, social media, flyering
  - Volunteers, partners
- Design and print marketing collateral
- Draft press release, pitch partners, etc.

2b Train Shelter Staff & Volunteers
- Host a meeting to explain promo to shelter staff & volunteers
  - always bring goodies!
- Use opportunity to share other information and resources
FINALLY, LAUNCH AND FOLLOW UP!

3. Launch Promo and GET THE WORD OUT!
   - Use traditional and social media to get the word out as far and wide as possible about your promotion
   - Keep spreading the word even after launch with regular updates - e.g. weekly tally of adoptions

4. Follow Up and Follow Through
   - Check in with shelter(s) after launch, be a cheerleader
   - Consider offering prizes or incentives to motivate
     - pizza party for the shelter with the most adoptions
   - Conduct a “post mortem” jointly with shelter
     - What worked? What didn’t? Changes for next time?
LESSONS WE LEARNED THE HARD WAY (SO YOU DON’T HAVE TO. . .)

Start with something small enough to be manageable. Test and build on your success (or adjust as needed)

- Start with a small promotion at a single location (i.e. cat of the week, staff favorites, etc.)
- Evaluate what is working (and not) and grow accordingly

Wherever possible, get professional help with graphic design, public relations, and marketing

- Often will work with you pro-bono or low-bono and their expertise makes it well worth a small investment
- Colleges and universities have class programs that need projects and would love to help you
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RETAIL ADOPTION CENTER AND BOUTIQUE

Concept
• Create a pet store style adoption center to take the pets to the people in a retail setting with a focus on customer service

Why it makes sense
• Some prospective pet owners are not inclined to visit a shelter
• Malls and other retail locations have huge foot traffic – the more people see adoptable pets, the sooner they find homes
• Offering pet supplies and services in addition to adoptions provides revenue to offset your costs
WHICH LOOKS BETTER TO YOU?
# Adopt & Shop is Growing and Evolving

<table>
<thead>
<tr>
<th>Source Shelter</th>
<th>Open Date</th>
<th>Size/Location</th>
<th>Adoptions</th>
<th>Other Offerings</th>
<th>Source Shelter</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEAACA, LA County, Long Beach</td>
<td>April 2011</td>
<td>1,000 sf Mall</td>
<td>1,837 (63/mo) 664 (36%) Cats</td>
<td>Retail, training</td>
<td>SEAAACA, LA County, Long Beach</td>
</tr>
<tr>
<td>Orange County, Irvine, Riverside</td>
<td>May 2013</td>
<td>2,300 sf Mall</td>
<td>188 (47/mo) 76 (40%) Cats</td>
<td>Retail</td>
<td>Orange County, Irvine, Riverside</td>
</tr>
<tr>
<td>Culver City</td>
<td>Spring 2014</td>
<td>9,300 sf Freestanding</td>
<td>100+/month 40% cats</td>
<td>Retail, daycare, grooming</td>
<td>TBD</td>
</tr>
</tbody>
</table>
A&S LAKEWOOD STORE LAYOUT

- Cat Room (3-5)
- Cat Condo (4)
- Meet & Greet
- Retail
- Cash Wrap
- Dog Kennels (4)
- Dog Kennels (6)
- Dog Run
- Office
- Food Prep
- Bathroom
A&S LAKEWOOD EXTERIOR
A&S LAKEWOOD INTERIOR
A&S LAKEWOOD CAT AREA
ADOPT & SHOP – BEHIND THE SCENES
OVER 1,800 ADOPTIONS TO DATE AT LAKEWOOD!
Average of 63 per month, 36% Cats

Quarterly Adoptions

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Cats</th>
<th>Dogs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2-11</td>
<td>44</td>
<td>84</td>
</tr>
<tr>
<td>Q3-11</td>
<td>74</td>
<td>122</td>
</tr>
<tr>
<td>Q4-11</td>
<td>92</td>
<td>119</td>
</tr>
<tr>
<td>Q1-12</td>
<td>59</td>
<td>125</td>
</tr>
<tr>
<td>Q2-12</td>
<td>105</td>
<td>131</td>
</tr>
<tr>
<td>Q3-12</td>
<td>47</td>
<td>136</td>
</tr>
<tr>
<td>Q4-12</td>
<td>50</td>
<td>84</td>
</tr>
<tr>
<td>Q1-13</td>
<td>47</td>
<td>144</td>
</tr>
<tr>
<td>Q2-13</td>
<td>52</td>
<td>122</td>
</tr>
<tr>
<td>Q3-13</td>
<td>84</td>
<td>106</td>
</tr>
</tbody>
</table>
**LAKEWOOD REVENUE AND COSTS (YTD 2013)**

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
<th>Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoptions</td>
<td>$52,495</td>
<td></td>
</tr>
<tr>
<td>Products</td>
<td>$73,144</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>$125,640</strong></td>
<td><strong>$160,231</strong></td>
</tr>
<tr>
<td>Adoptions</td>
<td>$12,835</td>
<td></td>
</tr>
<tr>
<td>Products</td>
<td>$21,943</td>
<td></td>
</tr>
<tr>
<td><strong>Cost of Goods</strong></td>
<td><strong>$34,778</strong></td>
<td></td>
</tr>
<tr>
<td>Gross Margin</td>
<td>$90,861</td>
<td></td>
</tr>
<tr>
<td>Net Loss</td>
<td>($69,370)</td>
<td></td>
</tr>
</tbody>
</table>

Net “loss” per pet of $133 for the 521 adoptions so far in 2013. How does this compare to the cost per pet of a foster to adopt or shelter program?
MISSION VIEJO STORE HAS DIFFERENT DEMOGRAPHICS

<table>
<thead>
<tr>
<th>Location</th>
<th>Lakewood</th>
<th>Mission Viejo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Tenants</td>
<td>Costco, Target, Forever 21, Nordstrom Rack</td>
<td>Nordstrom’s, Macy’s, Apple, Pottery Barn</td>
</tr>
<tr>
<td>Demographics</td>
<td>15% of HHs &gt;$100K</td>
<td>30% of HHs &gt;$100K</td>
</tr>
<tr>
<td>Adoption Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dog</td>
<td>$125</td>
<td>$225</td>
</tr>
<tr>
<td>Puppy</td>
<td>$150</td>
<td>$250</td>
</tr>
<tr>
<td>Cat</td>
<td>$85</td>
<td>$185</td>
</tr>
<tr>
<td>Kitten</td>
<td>$100</td>
<td>$200</td>
</tr>
</tbody>
</table>
MISSION VIEJO AFTER
MISSION VIEJO STORE TOUR VIDEO

Dog Channel.com: Take a Tour of Adoption Pet Store

By DC Editors Posted: May 22, 2013, 9 a.m. EDT

Aimee Gilbreath, executive director of the Found Animals Foundation, gives editors of DogChannel.com and DOG FANCY a tour of the newest concept in pet adoption.

Click over to DogChannel.com to read the full article.
PROMISING RESULTS SO FAR AT MISSION VIEJO

Q3 2013 Adoptions

- Lakewood: 52 Cats, 106 Dogs
- Mission Viejo: 68 Cats, 95 Dogs

Monthly Revenue

- Lakewood: $17
- Mission Viejo: $25 (K)
CULVER CITY BEFORE
CULVER CITY IN PROGRESS
AN IMPORTANT PHILOSOPHICAL NOTE

• Our shelter partners are still killing MANY highly adoptable animals, especially cats

• Our goal is to help as many animals as quickly as possible with the least resources

• We do not take on animals with behavioral or medical issues
DO YOU WANT TO TRY THIS AT HOME?

Our lessons learned and keys to success:

• Launch plan and timeline
• Location, location, location
• Animal inventory flow
• Adoption counseling & post adoption support
• Staffing model
• Retail expertise
HIGH LEVEL STARTUP CHECKLIST

- Assess needs and resources
- Create strategy and budget
- Develop launch plan and timeline
- Incorporate and file non-profit application (if needed)
- Secure startup and initial operating funds
- Find location and sign lease
- Apply for permits, licenses, and insurance
- Design store layout and order kennels, shelving, etc.
- Determine animal sourcing
- Select retail products and vendors, set up accounts
- Select software for POS, accounting, etc.
- Design website and marketing collateral
- Develop medical and operational protocols
- Develop adoption process
- Create emergency plan
- Recruit, hire, and train staff
- Outreach and market to community
CREATE A DETAILED TIMELINE

<table>
<thead>
<tr>
<th>Project Timelines</th>
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<tbody>
<tr>
<td>Weeks</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>20 19 18 17 16 15</td>
</tr>
<tr>
<td>14 13 12 11 10 9</td>
</tr>
<tr>
<td>8 7 6 5 4 3 2 1 0</td>
</tr>
<tr>
<td>1 Real Estate</td>
</tr>
<tr>
<td>2 Store Design</td>
</tr>
<tr>
<td>3 Contractor</td>
</tr>
<tr>
<td>4 Store Fixtures</td>
</tr>
<tr>
<td>5 Merchandising</td>
</tr>
<tr>
<td>6 Adoptions Partner</td>
</tr>
<tr>
<td>7 Volunteers</td>
</tr>
<tr>
<td>8 HR &amp; Recruiting</td>
</tr>
<tr>
<td>9 Store Operations</td>
</tr>
</tbody>
</table>
LOCATION, LOCATION, LOCATION

Ideal location will have:

- HUGE built in traffic – on foot or drive by
- Pet friendly demographics
- Abundant easy parking
- Easy outdoor access for dog walking
- Appropriate zoning for pet uses & pet friendly landlord
- Reasonable rent

Lakewood Center Mall:

- 17M visitors per year, Costco, Macy’s, Target, Nords. Rack
- Avg HH $59K, 30%>$70K, 60% in same house 5+ yrs
- Thousands of spaces
- 1st floor exterior access, agreed dog walk route
- Proper zoning, permits took ~ 3 months
- Below market “pop-up” lease, $1.80/sf/mo
LAKEWOOD CENTER MALL
SOME QUESTIONS TO ASK BEFORE YOU SIGN A LEASE

• Who pays what costs? (i.e. what happens when HVAC breaks?)
• Does it cost extra to advertise within the mall? How much?
• Does it cost extra to have an event in the parking lot? How much?
• Can you set your own hours? Are you required to be open “mall hours”?
• Where can dog poop be disposed without causing grief?
• Are there any restrictions on staff and volunteer parking?
• Are there any on-site storage options? How much do they cost?
**ANIMAL INVENTORY FLOW**

- **Animal Selection**
  - Select from available
  - Choose healthy, socialized animals

- **Medical**
  - Sterilization (by shelter vet?)
  - Extra tests/treatment?
  - Vax/de-worm/de-flea

- **Isolation?**
  - Surgical recovery
  - Treatment if needed

- **Kennels**
  - Socialize and groom
  - Observe behavior
  - Medicate as needed

- **Free Roaming**
  - If social with other cats/dogs
FOCUS ON ADOPTION COUNSELING CONVERSATION

Counseling Conversation

Looking for ways to educate and support the potential adopter.

- Pet Experience
- Household Situation
- Ideal Pet Characteristics
- Expectations

Screening Process

Looking for reasons to say no to the potential adopter.

- Yes/No Questions
- Reference Check
- Home Check
FOLLOW UP TO ACKNOWLEDGE AND SUPPORT ADOPTERS

**Immediate**

- Adopters leave with “starter kit” of information and our website + phone number
- Encouraged to call if support needed

**Short Term**

- Handwritten “Thank You” post card
- Phone call check in to see how pet is settling in to household

**Long Term**

- Enrolled into 2x monthly “pet club” e-mails
- E-mails feature tips and tricks, how to solve common issues, etc.
# STAFFING - LAKEWOOD

<table>
<thead>
<tr>
<th>Staff (3 FT, 2 PT)</th>
<th>Volunteers (&gt;90 Active)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open/Close store</td>
<td>Customer Service</td>
</tr>
<tr>
<td>Handle transactions</td>
<td>Socialize animals</td>
</tr>
<tr>
<td>Finalize/Review adoptions</td>
<td>Walking dogs</td>
</tr>
<tr>
<td>Verify all paperwork for adoptions</td>
<td>Stock shelves</td>
</tr>
<tr>
<td>Receive new merchandise</td>
<td>Sales</td>
</tr>
<tr>
<td>Returns of all types</td>
<td>Cleaning/feeding animals</td>
</tr>
<tr>
<td>Must handle certain types of medication</td>
<td>Adoption counseling</td>
</tr>
<tr>
<td>Select and transport animals</td>
<td>2-3 hour shifts</td>
</tr>
</tbody>
</table>

840 hours a month

780 hours a month
INVEST IN VOLUNTEER SELECTION AND RETENTION

Orientation
- Must attend BEFORE applying to volunteer
- Covers mission, programs, expectations
  - i.e. - 8 hours/month for at least 6 months

Screening
- Online application form (Volgistics)
  - Includes essay for under 18
  - Not all applicants are accepted into program

Placement & Training
- Matched with program based on interest and availability
- Training specific to each program
- For adoptions - Level 1, Level 2, and Lead Volunteer

Evaluation & Retention
- Quarterly online self evaluations
- Feedback from and to staff
- Weekly volunteer newsletter
- Volunteers of the month featured on website
- Spring and fall volunteer parties
- Recognition of birthdays and milestones
**CATEGORIES & PRODUCTS**

<table>
<thead>
<tr>
<th>Food*</th>
<th>Flea &amp; Tick*</th>
</tr>
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<tbody>
<tr>
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<td>Grooming</td>
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<tr>
<td>Bowls</td>
<td>Healthcare</td>
</tr>
<tr>
<td>Chews*</td>
<td>Dog Houses</td>
</tr>
<tr>
<td>Crates</td>
<td>Behavior</td>
</tr>
<tr>
<td>Carriers</td>
<td>Stain and Odor</td>
</tr>
<tr>
<td>Training</td>
<td>Clothes*</td>
</tr>
<tr>
<td>Toys*</td>
<td>Dental*</td>
</tr>
<tr>
<td>Collars &amp; leash</td>
<td>Books</td>
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<tr>
<td>Litter*</td>
<td>Furniture</td>
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<td>Litter Supplies*</td>
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<td>Dental*</td>
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<tr>
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<td>Books</td>
</tr>
</tbody>
</table>

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What is right for your market?
RETAIL TRAINING

- Interest
- Creating Remark
- Probe for Needs
- Offer Solution
- Counter or Clarify Objections
- Close
WE HAVE A POWERFUL SELLING MESSAGE!

Thank you for supporting Adopt & Shop!

All of the proceeds from your purchase help to sustain this program and help animals in need.
TODAY’S AGENDA

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• Retail Adoption Centers
• Marketing Madness
CATS ALREADY “OWN” THE INTERNET. . .

LOLcats
• Ranked 1,376 most popular US website

Maru
• Nearly 160 M views on Youtube channel

Stuff on My Cat
• Over 31 M results in google search
. . . BUT CONTENT RARELY CARRIES HUMANE MESSAGES

What if we could harness the power of cats on the internet to talk about things like spay/neuter and adoption?
A BALANCING ACT

Entertainment
What the media wants to show and the public wants to see

Education
What we want to tell them
ENTER THE “KITTY CAM” EXPERIMENT

7 – 5 week old shelter kittens

+ 1 playpen and lots of toys

+ 1 live streaming web cam

= Internet Sensation
KITTY CAM WENT VIRAL

- Featured in hundreds of blogs and online stories
- Nearly 1 M unique viewers in under three weeks
- A line around the block the at the shelter the morning the kittens were available
KITTENS ARE GREAT “BAIT” FOR A CAPTIVE AUDIENCE
WHY DID IT WORK?  (COULD WE DO IT AGAIN?)

1. Timely and relevant (after Shiba Inu cam craze)
2. Incredibly cute and entertaining kittens
3. Aggressive grass roots social media push
4. Interactive chat window w/24 hr moderation
CATS NEED BETTER PR REPRESENTATIVES.

- If cats are the most popular pet in the US, men must own them
- Even “manly” men!
- Cats are a great first pet and suit nearly any lifestyle
- So, who do they suffer from such a poor stereotype?
- How can we get people talking about busting those myths?

Cats are for sad single lonely women
6 PACKS 9 LIVES 2012 CALENDAR
COLLABORATIVE EFFORT TO PROMOTE CAT ADOPTION

- All of the calendar men are actual adoptive cat owners
- Each page has a short blurb about the man and his cat encouraging adoption
- $1 from all calendar sales through Brown Trout (Calendars.com, Amazon.com, etc.) donated to Found Animals
- 100% of proceeds from sales on our website
- But, we cared more about getting people talking than earning $$
COLLABORATIVE EFFORT TO PROMOTE CAT ADOPTION

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MR. JANUARY, MARCH, APRIL, & DECEMBER
AND TALK THEY DID!

- Online pickup by over 75,000 web sites
- Referral links from 94 countries
- Repeated sellouts on Amazon and Calendars.com websites
- Hundreds of thousands of direct site visits
- Millions of overall impressions
OUR TIPS IF YOU WANT TO TRY THIS AT HOME

1. You need compelling content that people want to share (cute, funny, cheeky, controversial, etc.) but you also need to know that great content alone is not enough.

2. You need to get your great content seen by enough of the right people to start the viral cascade.
   - Aggressive traditional and social media push to “influencers”
   - Look for partners with more/different reach than your own
   - Ask your staff, volunteers to help you spread the word

3. Know that it can take time (days, weeks, months) for the content to get into the hands of the right person(s) to get things started.
   - Don’t give up if you don’t see the results you want in the first few days.
AN EASY IDEA – FOSTER FRIDAYS
AN EASY IDEA – FOSTER FRIDAYS
QUESTIONS?

Facebook.com/FoundAnimals

@FoundAnimalsOrg

YouTube.com/FoundAnimals