Retail Adoptions – The Next Generation

Dr. Mark Thompson & Aimee Gilbreath
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, 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
- focuses on innovation and social entrepreneurship
AND WHAT WE DO FOR PETS AND PEOPLE

Since 2008, we have:

• subsidized more than 180,000 spay and neuter surgeries in underserved communities
• helped more than 16,000 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 $14 million in Michelson Grant funds
WHAT IS SOCIAL ENTREPRENEURSHIP?

• The process of pursuing innovative solutions to social problems.
• Social entrepreneurs adopt a mission to create and sustain social value. They draw upon appropriate thinking in both the business and nonprofit worlds and operate in a variety of organizations: large and small; new and old; nonprofit, for-profit, and hybrid.
• Business entrepreneurs typically measure performance in profit and return, but social entrepreneurs also take into account a positive return to society.
• A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being, rather than maximizing profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit.

FLAVORS OF SOCIAL ENTREPRENEURSHIP

• Purposefully deliver a product or service with social benefits. **What we do** makes us a social enterprise.

• Has intentional social impacts through operations (e.g. by hiring/purchasing from disadvantaged populations as a primary purpose). **How we do** what we do makes us a social enterprise.

• Earns profits for the purpose of funding the social impacts of others (e.g. by donating the profits to other organizations). **Why we do** what we do makes us a social enterprise.

Source: Social Enterprise Census
TODAY’S TOPIC – RETAIL ADOPTIONS

- Framing the Opportunity
- Retail Adoption Concept
- Store Tour & Results
- How to Make it Work
- Magic of Retail
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 $55 billion was spent on pet products in 2013, will be over $58 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 2012 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

You never know what you are going to get with a shelter pet
TODAY’S TOPIC – RETAIL ADOPTIONS

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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 can help offset costs
WHICH LOOKS BETTER TO YOU?
WELCOME TO ADOPT & SHOP!

- Two stores open – small format and large format
- Offer adoptions plus pet products and services
- Open 7 days per week, staffed with paid staff and volunteers
- Over 2,300 adoptions so far, ~35% cats
- Revenues offset a substantial portion of operating costs
## TWO FORMATS FOR ADOPT & SHOP

<table>
<thead>
<tr>
<th></th>
<th>Lakewood (Small)</th>
<th>Culver City (Large)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Date</td>
<td>April 2011</td>
<td>May 2014</td>
</tr>
<tr>
<td>Size/Location</td>
<td>1,000 s.f. Mall</td>
<td>9,300 s.f. Retail</td>
</tr>
<tr>
<td>Adoptions</td>
<td>65 per month (800 per year)</td>
<td>Target 150+ per month (2,000 per year)</td>
</tr>
<tr>
<td>Financial Goal</td>
<td>Offset most costs</td>
<td>Generate profits</td>
</tr>
<tr>
<td>Startup costs</td>
<td>Lower ($100,000)</td>
<td>Higher ($1,000,000)</td>
</tr>
<tr>
<td>Operating</td>
<td>Basic Retail Plus Everyone should try it!</td>
<td>Highly Complex Gotta Know Your Stuff!</td>
</tr>
</tbody>
</table>
OFFERINGS BEYOND ADOPTION DIFFER BY FORMAT

Basic Retail ✓ ✓
Expanded Retail ✓ ✓
Microchipping ✓ ✓
Training ✓ ✓
Grooming ✓ ✓
Daycare ✓ ✓
## Neighborhood Characteristics Differ Between Locations

<table>
<thead>
<tr>
<th>Location</th>
<th>Character</th>
<th>Nearby Businesses</th>
<th>Education Housing</th>
<th>Housing Cost Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lakewood (Small)</td>
<td>South East Los Angeles</td>
<td>Costco, Target, Home Depot, Nordstrom Rack</td>
<td>Single Family Homes ($400K - $600K)</td>
<td>Single Family Homes</td>
</tr>
<tr>
<td></td>
<td>“Stable &amp; Traditional”</td>
<td></td>
<td></td>
<td>($400K - $600K)</td>
</tr>
<tr>
<td>Culver City (Large)</td>
<td>West Los Angeles</td>
<td>Sony Studios, New Retail and Multi-Unit Housing</td>
<td>50% Bachelors or Higher</td>
<td>Condos ($300K - $500K)</td>
</tr>
<tr>
<td></td>
<td>“Gentrifying &amp; Modern”</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: City Data, Zillow
SERVICES ARE HIGHER MARGIN BUSINESS
Must Be Tailored To Demographics of Area

<table>
<thead>
<tr>
<th>Service</th>
<th>Price Range</th>
<th>Capacity</th>
<th>Staff Start Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adopt &amp; Shop Playtime</td>
<td>$25 for ½ day, $38 for full day</td>
<td>40+ dogs</td>
<td>$11.00 per hour</td>
</tr>
<tr>
<td>Adopt &amp; Shop Untangled</td>
<td>Bath $35 - $55+, Styling $60 - $80+</td>
<td>40+ dogs</td>
<td>$11.00 per hour</td>
</tr>
<tr>
<td>Adopt &amp; Shop Academy</td>
<td>$89 - $99 per 4 week session</td>
<td>40+ dogs</td>
<td>$16.00 per hour</td>
</tr>
</tbody>
</table>

Groomers earn 50% commission

- Staff start at $16.00 per hour
TODAY’S TOPIC – RETAIL ADOPTIONS

• Framing the Opportunity

• Retail Adoption Concept

• Store Tour & Results

• How to Make it Work

• Magic of Retail
A&S LAKEWOOD EXTERIOR
A&S LAKEWOOD INTERIOR
A&S LAKEWOOD STORE LAYOUT
1,000 Square Feet

- Cat Room (3-5)
- Cat Condo (4)
- Meet & Greet
- Retail
- Cash Wrap
- Food Prep
- Bathroom
- Dog Run
- Office
A&S LAKEWOOD CAT AREA
ADOPT & SHOP – BEHIND THE SCENES
OVER 2,300 ADOPTIONS TO DATE AT LAKEWOOD!
Average of 65 per month, 35% Cats

![Graph showing adoption numbers and percentage of cats and dogs from 2011 to 2014.]

- 2011: 537 total adoptions, 212 cats, 325 dogs
- 2012: 779 total adoptions, 303 cats, 476 dogs
- 2013: 821 total adoptions, 246 cats, 575 dogs
- 2014: 195 total adoptions, 138 cats, 57 dogs

- 65% Dogs
- 35% Cats
LAKEWOOD REVENUE AND COSTS (Q1 2014)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoptions</td>
<td>$ 22,082</td>
</tr>
<tr>
<td>Products</td>
<td>$ 27,592</td>
</tr>
<tr>
<td>Other</td>
<td>$ 1,541</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>$ 51,214</strong></td>
</tr>
<tr>
<td>Adoptions</td>
<td>$ 4,635</td>
</tr>
<tr>
<td>Products</td>
<td>$ 15,169</td>
</tr>
<tr>
<td>Other</td>
<td>$ 170</td>
</tr>
<tr>
<td><strong>Cost of Goods</strong></td>
<td><strong>$ 19,974</strong></td>
</tr>
<tr>
<td>Gross Margin</td>
<td><strong>$ 31,240</strong></td>
</tr>
<tr>
<td>Personnel</td>
<td>$ 49,000</td>
</tr>
<tr>
<td>Rent+Util</td>
<td>$ 13,668</td>
</tr>
<tr>
<td>Operating Exp</td>
<td>$ 4,232</td>
</tr>
<tr>
<td>Administrative</td>
<td>$ 2,344</td>
</tr>
<tr>
<td><strong>Operating Cost</strong></td>
<td><strong>$ 69,244</strong></td>
</tr>
<tr>
<td>Net Gain/Loss</td>
<td><strong>$(38,004)</strong></td>
</tr>
<tr>
<td>Cost Per Adoption</td>
<td>$ (195)</td>
</tr>
</tbody>
</table>

Net “loss” per pet of $195 for the 195 adoptions so far in 2014. How does this compare to the cost per pet of a foster to adopt or shelter program?
CULVER CITY BEFORE & AFTER

Exterior
CULVER CITY NOW!

Entrance
ADOPT & SHOP CATS
TODAY’S TOPIC – RETAIL ADOPTIONS

• Framing the Opportunity
• Retail Adoption Concept
• Store Tour & Results
• How to Make it Work
• Magic of Retail
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

| Project Timelines | 20 | 19 | 18 | 17 | 16 | 15 | 14 | 13 | 12 | 11 | 10 | 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 | 0 |
|-------------------|----|----|----|----|----|----|----|----|----|----|----|---|---|---|---|---|---|---|---|---|---|---|
| Weeks             |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 1 Real Estate     |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 3 Store Design    |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 2 Contractor      |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 4 Store Fixtures  |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 5 Merchandising   |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 6 Adoptions Partner | |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 7 Volunteers      |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 8 HR & Recruiting |    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |
| 9 Store Operations|    |    |    |    |    |    |    |    |    |    |    |   |   |   |   |   |   |   |   |   |   |   |

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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 income $70K, 85% single family homes,
- 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
CULVER CITY STAND ALONE RETAIL

Brand New
Shopping Center

405 Freeway

High School &
Middle School

Shopping &
Restaurants

© 2014 Found Animals Foundation
AND OUR OWN PARKING LOT!!
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
- Surgical recovery
- Treatment if needed

Isolation?:
- Socialize and groom
- Observe behavior
- Medicate as needed

Kennels:
- If social with other cats/dogs

Group Housing:
SOME NOTES ON ANIMAL SELECTION

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

• We do not select animals with significant behavioral or medical issues as our stores are not equipped to provide rehabilitation

• We want to get animals seen by lots of people and into homes quickly! Our length of stay target for the stores is 7 days.

Animal Selection Guidelines:
• All animals have a health and behavior assessment
• Dogs: 30% larger Pit-bull mix type, 30% smaller Chihuahua mix type, 40% other (20% of all dogs should also be older, or with special needs)
• Cats: 30% of all cats should be older, or special needs
THANKS TO OUR FANTASTIC PARTNERS!
FOCUS ON ADOPTION COUNSELING CONVERSATION

Counseling Conversation

Looking for ways to educate and support the potential adopter.

Screening Process

Looking for reasons to say no to the potential adopter.

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

- 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><strong>Staff (3 FT, 2 PT)</strong></th>
<th><strong>Volunteers (&gt;90 Active)</strong></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>3-4 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
- Volunteers of the month featured on website
- Spring and fall volunteer parties
- Recognition of birthdays and milestones
TODAY’S TOPIC – RETAIL ADOPTIONS

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• How to Make it Work

• Magic of Retail
DO I WANT RETAIL TO ADD ADDITIONAL RETAIL REVENUE?

San Diego Humane Society

Atlanta Humane Society
FINDING MORE RETAIL SPACE

Retail sales were 30% of total revenues

Cat adoption area occupied a large amount of space
FINDING MORE RETAIL SPACE

Retail sales are now 60% of total revenues

New cat condos, cat products and new shelving
FOOD IS LARGEST SPENDING CATEGORY
Followed by Vet Care and Supplies

Sales of 58.5 Billion

- Food: 39%
- Supplies/OTC Medicine: 23%
- Vet Care: 26%
- Live Animal Purchases: 4%
- Pet Services: grooming & boarding: 8%
RETAIL DESIGN AND FIXTURES

- gondola (island)
- peg or slat
- end caps
- bulk
- rolling
- wall
- flexibility for resets
- promotional
- seasonal
- stack
## CATEGORIES AND PRODUCTS

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

**What is right for your market?**
RETAIL BEST PRACTICES - DEFINITIONS

**merchandising** is the activity and profession of developing floor plans and three-dimensional store fixtures in order to maximize product sales.

**displays** are products or services that market or communicate solutions, offerings, promotion or price.
Planograms, also known as plano-grams, plan-o-grams, schematics and POGs, are visual representations of a store's products or services.

- Vertical
- Horizontal
- Color
- Block
- Brand
- Facing
- Top Stock
VISUAL MERCHANDISING

What types of fixtures were used?

Types of Merchandising?

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SALES TRAINING

Consultative Selling

Interest Creating Remark
Probe for Needs
Offer Solution
Counter or Clarify Objections
Close
RETAIL SALESPERSON

• Hire or assign somebody with pet retail experience
• Train all staff on how to sell products and services
• Monitor the retails attachment rate / adoption
• Track sales per associate
• Communicate the message

“All Proceeds from your purchase support our adoption program”
MANAGING YOUR MARGINS

Sales – COGS = Gross Margin $

Gross Margin % = \frac{Sales – COGS}{Sales} \times 100\%

Merchandise Intensity: GMROF – Margin / retail sq. ft.

Return on Investment: GMROI – Margin / inventory value

Service Intensity: GMROL – Margin / FTE
NOT ALL MARGINS ARE EQUAL!

Consumables

<table>
<thead>
<tr>
<th>Dry Dog Food</th>
<th>Retail</th>
<th>COGS</th>
<th>Margin</th>
<th>Margin %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste of the Wild 5 lb</td>
<td>$12.99</td>
<td>$9.74</td>
<td>$3.25</td>
<td>25%</td>
</tr>
<tr>
<td>Taste of the Wild 15 lb</td>
<td>$29.99</td>
<td>$22.42</td>
<td>$7.57</td>
<td>25%</td>
</tr>
<tr>
<td>Taste of the Wild 30 lb</td>
<td>$49.99</td>
<td>$38.44</td>
<td>$11.55</td>
<td>23%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wet Cat Food</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste of the Wild Salmon 5.5 oz</td>
<td>$1.39</td>
<td>$0.98</td>
<td>$0.41</td>
<td>29%</td>
</tr>
</tbody>
</table>
# NOT ALL MARGINS ARE EQUAL!

## Hard Goods

<table>
<thead>
<tr>
<th>Rope Toys</th>
<th>Retail</th>
<th>COGS</th>
<th>Margin</th>
<th>Margin %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rope Toy Jerry the Giraffe - Small</td>
<td>$13.00</td>
<td>$6.50</td>
<td>$6.50</td>
<td>50%</td>
</tr>
<tr>
<td>Rope Toy Jerry the Giraffe - Medium</td>
<td>$15.00</td>
<td>$7.50</td>
<td>$7.50</td>
<td>50%</td>
</tr>
<tr>
<td>Rope Toy Jerry the Giraffe - Large</td>
<td>$19.90</td>
<td>$9.95</td>
<td>$9.95</td>
<td>50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Harnesses</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Puppia Dotty Harness - Small</td>
<td>$27.99</td>
<td>$10.50</td>
<td>$17.49</td>
<td>62%</td>
</tr>
<tr>
<td>Puppia Dotty Harness - Large</td>
<td>$27.99</td>
<td>$10.50</td>
<td>$17.49</td>
<td>62%</td>
</tr>
</tbody>
</table>
RETAIL MAGIC SUMMARY

1. Do I want to add retail to support my adoption program?
2. Determine how much space you have available?
3. Hire a person with pet retail experience to manage the business
4. Design the space, pick fixtures and equipment
5. Choose the best products to merchandise
6. Manage your Gross Margins
QUESTIONS?

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@FoundAnimalsOrg

YouTube.com/FoundAnimals

Registration is now open at:

www.spayneuterconference.com

• 22 veterinary sessions and 2 wet labs
• 20 operation sessions presented by leaders in spay/neuter