

Creekside Kennels

Simplified Organizational Profile

1. What are your organization's main products or services?

Creekside Kennels provides pet boarding.

We have 30 outside runs for dogs – sixteen 4 ft. x 10 ft. runs, ten 6 ft. x 10 ft. runs, and four 10 ft. x 10 ft. runs. We also have 24 stainless steel cages ranging from 24 in. x 24 in. x 22 in. to 48 in. x 30 in. x 28 in. for dogs that need to be kept inside. Food is provided unless the dog is on a special or prescription diet.

We have a separate room with stainless steel cages for cats. We have ten 24 in. x 24 in. x 32 in. cages equipped with a resting shelf in this area. Food is provided unless the cat is on a special or prescription diet.

Other pets, such as birds, hamsters, rabbits, etc. have to provide their own cages and food. We do not keep reptiles due to the sensitivity of these pets to changes in their environment.

2. What is your organization's mission or purpose?

(Why does your organization exist? Include vision and values if you have them.)

Mission: Provide quality pet care at a reasonable price

Vision: We strive to be the best, not the biggest

Values: Honesty and integrity in dealing with customers and suppliers
Focus on customer satisfaction and loyalty

3. How many employees do you have? How are they categorized?

(Categories may include skills, functional groups, type of work performed, level of experience, etc.)

Creekside Kennels is located on a 7.5 acre site that includes the owners' home. The owners perform all functions associated with operating the business. Prior to opening Creekside Kennels, the owners, through education and work experience necessary, developed the expertise required to operate a pet care facility.

There are no full or part-time employees. Temporary help, usually a college student, is hired to take care of essential functions on those occasions when both owners must be absent overnight.

4. Who are your key customers and what are their key requirements related to buying your products/services?

Key Customers	Key Requirements
Dog owners requiring short term boarding	Adequate boarding facilities and a knowledgeable staff
Dog owners requiring long term boarding (a month or longer)	Secure boarding facilities Reasonable costs Convenient hours
Cat owners	Note: While the requirements are the same for all market segments, the order of importance varies from customer to customer.
Owners of other pets	

5. How do you communicate with your customers?

Most communication with customers occurs by telephone or direct conversation.

Occasionally, inquiries or reservations are initiated by e-mail. These are usually followed-up by telephone.

All customers are given a postage paid survey card when they pick up their pets. This enables them to provide anonymous feedback.

6. How do you communicate with your employees?

Since Creekside Kennels is operated by the owners, communication with employees is not an issue. Communication between the owners is frequent and informal.

Written instructions are prepared when temporary help is brought in to cover for the owners. The instructions cover what must be done and how it is to be done. The individual is brought in a day early to review the instructions and walk through the process.

7. Who are your main competitors?

(Competitors are where your customers would go to get the products/services you sell or provide if your organization did not exist.)

Nine other boarding kennels operate within the immediate area – a radius of approximately 15 miles. Another nine boarding kennels would be included if the radius were expanded to approximately 30 miles. Some of these kennels offer services such as indoor or indoor/outdoor runs, play areas, and day care that are not provided by Creekside Kennels.

Many veterinarians also offer boarding services. However, in most cases this is a secondary or support service.

8. What are the principal factors that determine your success?

Customer satisfaction is the principle factor that determines success; customer satisfaction results in repeat business and favorable recommendations. Factors affecting customer satisfaction are:

- Adequate and secure facilities
- Cost control – enables us to maintain reasonable rates
- Flexible hours – pets can be dropped off and picked up when convenient

9. What are the key processes that are essential in running your business?
(Processes are those things you do to develop, produce, sell and service your products/services.)

Reservations and facility scheduling processes
Care of pets – feeding, administering medicines, etc.
Cleaning and maintenance of facilities
Inventory management of feed, cleaning supplies, etc.
Billing and bookkeeping

10. What are the key challenges your organization faces in doing business?

Ensure satisfied customers in order to maintain or increase repeat business and word-of-mouth recommendations

Attract new customers, especially during the off-seasons

Increase profits

11. What are the key changes you are trying to make in the next one to three years?
(Some organizations refer to these as their strategic objectives.)

Improve the efficiency of operations
Increase the level of boarding during periods of low demand

12. How do you assess how well your organization is doing? (These are your key measures.)

How often are these measures reviewed? Who takes action based on these measures?

Key Measures	Frequency of Review	Responsible for Action
Cash flow	Monthly	Owners
Profit	Annually	Owners
Repeat customers	Annually	Owners
Level of occupancy	Monthly	Owners
Inventory levels – feed, cleaning supplies, etc.	Feed – daily All other supplies – monthly	Owners

13. What are the results from last year that you are most proud of?

Financial results – recorded a profit in spite of high one-time costs
Customer satisfaction as reflected by the high level of repeat customers

Which results need the most improvement?

Level of occupancy during off-season
Appearance of the facilities