

2021 Marketing Strategic Plan

Our Objective: Marketing is responsible for establishing, maintaining, and increasing brand awareness with new and established primary care veterinarians and pet owners. The industry is experiencing a shortage of doctors and owners who want to cut back on hours leaving a deficit for revenue and for future growth opportunities. We will focus on digital presence to grow brand awareness, increase revenue, and build and maintain brand loyalty.

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2. Business Summary

- a. CVCA Cardiac Care for Pets is a board-certified veterinary cardiology practice established in 1987. Today we have 14 locations in 4 states. We are an independently owned and operated company with three senior partners and three junior partners with a CEO and COO.

3. Current Business Model

- a. Clients come to our locations and go inside the exam rooms with our board-certified veterinary cardiologists and their pet so they are present for the cardiac exam. The client receives an immediate diagnosis and treatment plan within the one-hour appointment. CVCA then sends a report to the referring veterinarian so they can help us manage the care of the patient moving forward.

4. 2020 New Appointment Prices

- a. Price varies, for different markets, for new clients, rechecks, in hospitals consults, additional blood work, medications, etc. are needed. We also use veterinary industry payment options, CVCA offers a payment plan, etc. to help those who may not be able to afford our services for their pets.
 - i. VA/MD/TX - \$690 for cardiac exam
 - ii. KY - \$680

5. Buyer Personas

a. Primary Care Veterinarians

- i. Veterinarians that see pets and hear a heart murmur or other signs of potential heart disease that need further diagnosis.
- ii. Veterinary technicians and practice managers are also a good source for referrals since they interact with the clients 1-on-1

b. Pet Owners

- i. Ages 35-65+
- ii. The client base consists of 85% dogs owners and 15% cat owners

- iii. Pet lovers, think of a pet as their children
- iv. A higher household annual income of \$80K+
- c. **Hiring Doctors**
 - i. Residents or board-certified veterinary cardiologists looking for company culture, doctor collaboration/team environment, in a location where they want to live.

6. Customer Sources

- a. Primary care veterinarians
- b. Veterinary specialty referral
 - i. Doctors inside the ER facilities located that we collaborate with on the care of patients
- c. Website
- d. Social media
- e. Friends and family members referrals
- f. Previous pet
- g. Community Events

7. Marketing Budget

- a. **2.6%** of annual gross revenue
 - i. Split between external and internal marketing budgets. Internal is used for more operations line items.
 - ii. Each new location will bring some additional revenue to the marketing budget.

8. Company Revenue Goal

- a. The company revenue growth (new clients, recheck clients, consults), without new locations, is **+ 5-7%**. We want to continue on the upward trend and increase the revenue as we add new locations and new doctors.

9. SWOT Analysis

- a. **Strengths**
 - i. Our primary referral source is primary care veterinarians, we receive about 70-75% of our client referrals from them. Clients do not need to wait for results, they receive immediate results in the office.
 - ii. Largest board-certified veterinary cardiology practice
 - iii. Website/SEO strategy
- b. **Weaknesses**
 - i. Shortage of board-certified veterinary cardiologists. Due to a shortage of doctors, patients may have to wait 2+ months to be seen.
 - ii. Veterinary technicians in the Texas market.
 - iii. Marketing budget allocation - internal marketing budget for HR and Operations is a chunk of the external marketing budget
 - iv. Website and Google Speed Algorithms Changes in 2020 could impact Google rankings.

- v. Lack of “deep pockets” like corporations to offer potential perks so we need to push company culture during the recruitment process

c. **Opportunities**

- i. New Telemedicine Product Launch
 - 1. Telemedicine unit, beginning beta testing, to increase caseload without having to see clients in the building while still working with our primary referral source of primary care veterinarians.
- ii. Prepare for growth in new states.
 - 1. Opportunity for growth includes acquiring established veterinary cardiology practices or opening new locations inside corporate-owned ER hospitals where we lease space to operate vs. building our own brick and mortar facility to utilize the consults and services within the hospital.

d. **Threats**

- i. Shortage of doctors. We need to look at different avenues to increase to see cases and get clients in the door.
- ii. CVCA owners wanting to cut back on their hours.

10. Company Stats for 2020 vs 2019

a. **New Referrals/Cases Increase**

- i. **Does not include recheck appts, ER consults, breeders/large clinics
 - 1. 2019 = 9,318 (14 locations)
 - 2. **2020 = 10,628 (14 locations) +1,310 new cases**

11. MultiChannels Stats

a. **SEO Annual Plan**

- i. SEO is the primary driver for the increase of organic traffic using a combination of non-branded and branded keywords, long-tail keywords, etc.
 - 1. **Increase of overall new website visitors**
 - a. 2019 = 171,363
 - b. **2020 = 206,469**
 - c. **2021 = increase by 10% with current locations**
 - 2. **Organic Search Results**
 - a. 2019 = 129,560
 - b. **2020 = 155,672**
 - c. **2021 = increase by 10% with current locations**
 - 3. **Direct Traffic thru the website**
 - a. 2019 = 28,066
 - b. **2020 = 47,531**
 - c. **2021 = increase by 10% with current locations**
 - 4. **Mobile and Desktop Usage Increase**
 - a. Mobile

- i. 2019 = 94,341
 - ii. **2020 = 116,703**
 - iii. **2021** = increase by 10% with current locations
- b. Desktop
 - i. 2019 = 77,728
 - ii. **2020 = 97,310**
 - iii. **2021** = increase by 10% with current locations

5. Social Media

- a. Facebook
- b. Our primary source of social media followers due to demographics
- c. 2019 = 8,450 Facebook Followers on main CVCA page
- d. **2020 = 9,412** Facebook followers on the main CVCA page
- e. **2021** = increase by 10% with current locations

6. Instagram

- a. 2019 = 995 Followers
- b. **2020 = 1,249 Followers**
- c. **2021** = increase by 25% with current locations

ii. Paid Social Media

1. 2020 Facebook and Instagram

- a. Ad Spend = \$2,804
- b. Impressions = 567,328
- c. Reach = 336,023
- d. Link Clicks = 4,998
- e. Clicks All = 12,207

iii. Google Ads

1. April - Dec 2020

- a. Kentucky (cost \$464.24)
 - i. 145 clicks
 - ii. 1,019 Impressions
 - iii. **20.69% = Conversion Rate**
- b. Texas (cost \$1,019.30)
 - i. 257 clicks
 - ii. 3,114 Impressions
 - iii. **19.07% = Conversion Rate**

b. Email Analytics

- i. **2019** = 36,495 emails sent
 - 1. Open Rate = 32.52%
 - 2. Click Rate = 2.18%
 - 3. Click Thru Rate = 6.70%
- ii. **2020** = 152,457 emails sent

1. **Open Rate = 33.42%**
2. Click Rate = 2.91%
3. Click Thru Rate = 8.71%
4. **2021** = Holding steady as we continue data cleanup to bump the levels up higher.

12. Top Performing Month of Marketing Initiatives = Increase in Caseload

a. 4th Quarter (Oct/Nov/Dec) marketing initiatives

- i. Annual Social Media Calendar Contest
 1. Pet owners
 - ii. Specialty Symposium for all CVCA locations
 1. Veterinary professionals
 - iii. Virtual Continuing Education Event in Texas
 1. Veterinary professionals
 - iv. Celebrate Veterinary Technician Week
 1. All locations
- b. Avg. increase in cases coming thru the doors in Q4 (Oct/Nov/Dec):
- i. 2019 vs 2020 = **+ 292 cases in Q4**

13. February Social Media Spike

- a. American Heart Month Activities
 - i. Social media campaigns, Wear Red Day, Webinars, etc.
 1. Pet owners and veterinary professionals
 2. Highest #, per month, in 2020:
 3. Organic Post Impressions **89,998** = increase of **384.75%** from January of 18,566

14. Recruitment Efforts

- a. Our brand awareness has increased potential doctors coming through our doors
 - i. 2018 = 2 residents came to visit HQ
 - ii. 2019 = 4 residents
 - iii. 2020 = board exams canceled due to COVID, everything on hold
 - iv. Increase the number of visits, 6-8, to HQ to experience the culture 1-on-1.

15. Marketing Initiatives for 2021

a. Doctor Shortage / Recruitment

- i. Doctors = revenue/caseload for existing and new growth locations
- ii. We need board-certified doctors, or CVCA trained residents who pass their board exams, to fully support the needed caseload and generate the needed revenue
 1. **4-5 doctors needed for immediate needs**
 - a. Each doctor needs to see 30 - 34 cases (new cases, rechecks, consults) to support revenue requirements
 - i. 1 for Texas

- vi. **Revamp Blog Posts**
 - 1. Look at SEO reports to determine what pet owners are looking for when they find our website to drive even more subscriptions to the Blog Post
- vii. **Introduce Geofencing for Texas**
 - 1. Create perimeters around veterinary clinics, pet food, pet groomers, etc. to help expand our reach
- viii. **Google Ads**
 - 1. Continue them in TX and KY and look at adding them in new markets to generate awareness
- ix. **Smaller CE CVCA Focused Events**
 - 1. CVCA Cardiology continuing education events drive traffic to our website, social media platforms, and sponsorships help generate additional revenue for marketing efforts.
- x. **Revamp Content Calendars**
 - 1. Strategy to include more diverse postings for people, holidays for pets, polls, interactive contests, and posts, etc. to pull more people into our platforms.
 - 2. Google My Business blurbs, specific for locations and what's going on in that area.
- xi. **Veterinary Technician Recruitment Videos**
 - 1. Due to the age demographic, create videos for veterinary technicians to peak interest in coming to work for CVCA
 - 2. Look into TikTok, Snapchat, and purchasing the recruitment feature on LinkedIn, in addition to Indeed.
 - 3. We need vet techs to open new locations.
- d. **New Telemedicine Product Prep and Launch**
 - i. Beecardia
 - 1. Internally work with doctors and operations
 - ii. Collaborate with primary care veterinarians where they will send Beecardia reports, we are partnering with Beecardia, and our doctors will read them and send a diagnosis and plan for their patient.
 - 1. Beginning stages of beta testing
 - 2. Marketing will promote the product, capabilities, why use us instead of our competitors, infographic on how it will work, costs, etc.
 - iii. Impact on website traffic, payment forms, etc.
- e. **Growth Opportunities - need the Green Light**
 - i. Research and create databases lists of primary care veterinarian clinics and prep Hubspot
 - ii. Website

1. Add to SEO efforts
 2. Add location page
 3. Sidebar Form and page for new locations
 4. Social media page and campaigns - research best hashtags, target with geolocation on FB, etc.
 5. Email marketing
 6. Prep web forms, etc.
- f. **Partnerships**
- i. BOD exploring options for potential partnerships with non-boarded doctors.

Conclusion

Digital marketing is key to expanding our awareness for both veterinary professionals and pet owners. We are in a position to continue with our SEO, email marketing, social media plans due to our current success. Recruitment efforts continue to at the forefront of thinking “outside of the box” to grab the attention of potential recruits from other corporate job offers. Also, our growth efforts are at the forefront of strategy, budget, and prioritizing as soon as we get the green light to move forward.