

Marketing Management

Group Assignment 3



WALLSTREET WOLVES



						
Werner du Plessis 13086707	Strydom Beyer 10977589	Werner Van Wyk 28335732	Johan Naude 21777454	Antonie Roets 23381833	Cornelia Hart 20035365	Danie Le Roux 28233700

Lecturer	Module	Campus	Date
Prof CA Bisschoff	MBAD 822 PEC	Potchefstroom	15 September 2018

PREFACE

Each dog breed has its own unique characteristics. Historically most breeds were bred as working dogs and not pets, protecting, hunting or whatever needs their owners required assistance with – a trusty dog would fill these footsteps. This is also true today where sheepdogs gather flocks of sheep, guard dogs protect their owners and even the blind and handicapped benefit from guiding and other services such as therapy. Presently research focus on the ability of dogs for early cancer diagnosis.

Historically two breeds were favoured for security, police and army work; the Doberman and the German Shepard. Lately, however, a wide array of dog breeds entered the scene. Here the Rottweiler entered as a major competitor in the guard dog market, also to be ousted by other breeds.

The Doberman was first introduced to the battlefield during the 2nd world war at the Isle of Guam where a statue of the monument of the leading Doberman “Kurt” is still on display as a memory of the “Devil dogs” (early Dobermans were described as “robust, with no trace of fear – not of the devil himself”) and their tales of bravery and lives on even today.

Kurt was one of 25 dogs who were killed in battle in Guam. He was killed after saving 250 men when he silently alerted them to the presence of a large enemy column approaching the dense jungle. His handler wouldn't leave his side when he was injured, even brining him into his tent where he died the next morning. A memorial statue of him was erected in 1994 there along with a list of names of other 24 dogs that were killed while serving there. $\frac{3}{4}$ (75%) of dogs that served in WWII were Dobermans and were known as “devil dogs”.

Although the Doberman were portrayed as a vicious dog, and its popularity with police and military added to this perception, Hollywood is probably to blame for the fear of the Doberman by the general public. Typically Apollo and Zeus in the Magnum PI series contributed to this believe, while movies such as “The Doberman Gang” did not add to the breed's popularity.

However, during the end of the last century the breed started to lose popularity in South Africa as guard dog with the police and military. Although still popular with private

security, the breed is no longer the only dog of choice. Increasingly, the German Shepard retained its market position and is as popular as ever.

The Doberman Breeders noticed and selected breeding characteristics such as temperament and started to specifically breed Dobermans as pets while retaining its original characteristics- that is to protect its owner. No longer are the ears snipped which improved the “mean” look of the Doberman significantly, however, developing a pet-market for the Doberman is not that easy accomplished. There may also be other viable market segments to position the Doberman as breed.

The breeders request your group as business specialists to:

1. Analyse the breed characteristics and find a market segment (s) that match the specific breed.
2. Advise the Breeders' Association how to professionally market the breed to the specific market segments.

EXECUTIVE SUMMARY

Purpose

The aim of this report is to analyse the Doberman breed target market in order to provide strategies to position the breed in the pet market segment.

Scope

The analysis takes a holistic view of the global Doberman market and its unique characteristics to ultimately utilise this knowledge base to derive workable marketing strategies for the South African pet market.

Methods of investigation

Various literature reviews was conducted to understand both the Doberman individual characteristics and the industry norms. Additionally, structure interviews was conducted (See Annexure B) with breeders, handlers and trainers of Dobermans in the South African industry.

Findings

- Negative perceptions and stereotypes has been placed on the Doberman breed by society however the actual breed characteristics and traits portray a different and more positive attribute.
- The market for dogs are increasing however the popularity of the Doberman is sharply on the decline.

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LIST OF ABBREVIATIONS

Cm	Centimetre
IMC	Integrated Marketing Communication
Kg	Kilogram
ROI	Return on Investment
USA	United States of America

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INDUSTRY OVERVIEW

1.1 Introduction

Dogs are widely referred to as man's best friend. The relationship between dogs and humans can be traced back more than 12 000 years (Watson, 2017). The variety of domesticated dog breeds that we know today, are believed to have evolved from wolves (Watson, 2017). This seemingly odd relationship has prospered over centuries with humans providing shelter and dogs providing enhanced security (Cole, 2017). This mutually beneficial relationship has aided survival of both the dog and human (Watson, 2017).

Through various breeding experiments, humans have sought to breed dogs with versatility and specialised abilities (Cole, 2017).

The Doberman was bred not only to be specialised and versatile, but to be a super dog breed (Anonymous, 2018). The breed was intended to be the ultimate combination of all desired traits in existing dog breeds. Though the Doberman breed is still relatively young, it has been successful in a wide variety of applications globally, ranging from companionship to decorated animals of war (Anonymous, 2018).

The Doberman that we know today has remained relatively unchanged since its establishment in the 1800's, with the exception of lower rates of aggressiveness (Kempen, 2010). This has been a result of selective breeding with the purpose of making the breed more adaptable to the family and home environment. Lowered levels of aggression and other traits including its short coat (Kempen, 2010) has resulted in decreased popularity of the breed for conventional security applications (Driscall, 2018). Though one would think that this poses a problem to the breed, its high level of versatility creates various other opportunities for the breed to be used for various purposes (Kempen, 2010).

1.2 History

The Doberman breed was established by Mr Karl Louis Frederich Doberman in the later part of the 19th century in a town called Apolda which was situated in the Thuringia district of Germany (Anonymous, 2018). Mr. Doberman was a tax collector by occupation but

also acted as the local dog catcher. He bred the dogs to be not only his companion but also to ensure his safety when fulfilling his tasks in dangerous environments (Anonymous, 2018).

The early Doberman Pincher was a result of his breeding experiments and is speculated to be composed from a mix of breeds including the German Pincher, Tan and Black Terrier and Rottweiler breeds among others (Anonymous, 2018).

Figure 2 - Mr Doberman



Figure 1 - Breed Composition



The breed was met with great enthusiasm on its first show in 1876 and was only named the Doberman breed, in honour of Mr Doberman's contributions, after his passing in 1894 (Anonymous, 2018). The breeding knowledge that Mr. Doberman carried was lost with his passing and thus there is no concrete evidence to support the speculation regarding his original breeding mix (Anonymous, 2018).

By the end of the 19th century the continued breeding of the Doberman breed in Germany was primarily focussed on function and not appearance. These breeders aspired to breed a so called "super dog" that would be the bravest, quickest, smartest and toughest dog (Anonymous, 2018) to exist .

The breeders were to a great extent successful in their aspirations which lead to public perceptions of aggressiveness. In 1900 the Doberman breed was recognised as the Doberman Pincher by the German Kennel club after breeders were able to "shape" the breed to make it more usable (Anonymous, 2018).

The Doberman breed is believed to have entered the United States in 1908. The Doberman Pincher club of America was established in 1921 where after the breed was extensively developed for its role in the First World War (Anonymous, 2018). This was a

up to 200 Dobermans every Sunday during the height of the breeds' popularity (Anonymous, 2012).

The Doberman breed has seen a decline in popularity over recent years as a result of politics within regulatory and breed organisations (Anonymous, 2012). The decline in genetic quality, lower rates of participation in industry events (Driscall, 2018) and decreased use in films (Pretorius, 2018) and security applications among other factors have negatively influenced the breed in South- Africa (Driscall, 2018).

1.3 Industry Value

Global dog sales exceeded \$11 billion in 2017 (Christensen, 2017). Consumer demand for dogs have increased with purchases in the United States currently reported to be in the region of 8 million dogs annually. The demand for dogs by the United States ranks among the largest globally. The market is affected by factors including active warfare, the amount of war reminisces and ordnance clearance contracts available to private military contractors from organisations like the United Nations and the purchases of breeders and rescuers (Christensen, 2017). The industry is showing rapid growth in Africa as a result of profitability, growth in the size and income of the middle class, heightened demand for personal security and a growing culture of pet ownership (Iwuoha, 2016).

1.4 Market Size

Globally, 33% of pet owners are dog owners (Anonymous, 2018c). The combined population of dogs worldwide is estimated to be 900 million, of which 200 million are estimated to be stray dogs (Atitwa, 2018). The African continent is estimated to house 140 million dogs (Atitwa, 2018). In 2016, South Africa was ranked as the country with the ninth largest dog population worldwide. This was based on an estimated population of 9.2 million dogs living in South Africa (Maharaj, 2017).

American citizens purchased 8 million dogs in 2016 (Kavin, 2017), whilst 5.5 million dogs entered animal shelters in America during the same period (Atitwa, 2018). Reports indicate that 1.6 million dogs are adopted in America annually (Anonymous, 2018d).

The demand for dogs is almost impossible to estimate when considering the variety of breeds and the roles and applications that these animals fulfil (Driscall, 2018). The lack

of accurate recordkeeping in various countries combined with the unknown amount of both unregistered and stray breeding activities would make it quite impossible to generate accurate trends and estimations based on sales and demand (Lucas, 2018).

1.5 Market Segments

There are a wide variety of market segments that are applicable to dogs in general that can be segmented in great depth by a variety of factors including the traits and characteristics of each breed, the purposes for which the dog will be used and the geographic regions with their unique climatic conditions that the dog will be exposed to.

The table below illustrate the generic requirements from persons looking to purchase a dog:

Figure 4 – Generic desired breed characteristics

Desired Breed Characteristics	
Commercial Application	Domestic Application
• Ball Drive • Prey Drive • Kennel Adaptability • Ability to Work With Different Trainers • Trainability • Strength • Biting Power • Good Sense of Smell • Awareness • Speed • Good Health	• Loyalty • Calmness • Trainability • Good Sense of Smell • Good Hearing • Good Eyesight • Social and Spatial Adaptability • Awareness

Source: (Author, 2018)

The purposes for dog ownership can broadly be defined to include the following two main segments:

- Dog ownership for commercial purposes: This includes the ownership of dogs as a result of specific working conditions and business model requirements that necessitate the use of suitably trained dogs to successfully fulfil specific tasks and roles (Driscall, 2018). This can include cancer detection dogs (Edwards, 2018), explosive detection dogs, search and rescue dogs, cadaver dogs and all other designated dogs that are trained for commercial purposes (Driscall, 2018).
- Dog ownership for personal use: This includes dogs owned by individuals for purposes including companionship, personal security, service ownership and participation in dog sports such as showing, hobby and hunting activities (Kempen, 2010).

Please refer to Annexure A and Annexure C for a more comprehensive list of possible market segments in the dog industry based on activity or service purpose.

1.6 Key Success Factors

The Doberman breed was bred to be the best and most versatile dog breed available. The Doberman was bred with high aspirations and is competitive in various roles (Anonymous, 2016). The key success factors of the breed are as follows:

- Genetics: The genetic pools associated with Doberman's ancestry can provide information on diseases, defects and the potential that a dog carries (Anonymous, 2016). Good genetics are important in any breed of animal and can equip owners to manage individual dogs, breeding activities and the breed optimally. The breed was developed to be superior in every way and carries good genetic lines (Pedersen, 2018).
- Temperament: Doberman's were bred to be calm dogs with a stable temperament (Anonymous, 2018b). Different bloodlines may however vary in aggression whilst others can resemble shyness (Anonymous, 2016). The breed has more recently faced challenges with regard to separation anxiety that have resulted in recommendations for aptitude testing and thorough research before selecting an animal (Lucas, 2018).
- Health: Good health is key to performance both in breeding and purpose (Anonymous, 2016). The Doberman is generally regarded as a healthy breed but

is prone to different conditions and health related issues depending on specific bloodlines and environmental factors (Anonamous, 2018a).

- Versatility: The breed is strongly built, highly intelligent, fast, highly trainable and relatively adaptable.(Lucas, 2018)

1.7 Key Role-players

The dog breeding industry does not have any companies with a dominant market share (Anonamous, 2017). It is however important to consider the following role players as they are important in the industry:

Consumers: Purchasers of dogs spent in excess of \$11 billion globally during 2016, and can be deemed as the most influential role-players in the market (Kavin, 2016).

Breed Societies: Breed Societies have a notable influence on various aspects of the market including the popularity, quality, sustainability, perceptions, prices and quality of dogs that enter the market (Lucas, 2018). Societies provide guidance, marketing opportunities and to some extent, quality control within specified breeds (Kavin, 2016)

Breeders: Breeders can be divided broadly in to three types. The most common types of breeders being breed lovers, commercial breeders and so called “backyard breeders”.

- Breed lovers tend to breed dogs ethically, for own use and use by other breed lovers. These breeders are quality focussed and do not breed for monetary benefit, but rather to produce the best possible offspring. Breed lovers tend to breed registered studs also referred to as purebred animals. These breeders tend to have stringent rules and procedures including breed restrictions in many cases. Prospective customers are often screened and tested by these breeders before being allowed to purchase dogs from their studs (Lucas, 2018).
- Commercial breeders breed animals as a form of income. Though both responsible and irresponsible commercial breeders exist, these breeders need to produce a product that suits the market needs in order to sustain their source of income (Lucas, 2018). This type of breeder often breeds more than one type of dog breed or have multiple breeding pairs. In Europe there are commercial breeders that produce up to 3 litters of Doberman puppies per month. These breeders are currently selling puppies upward of \$800 each (Lucas, 2018).

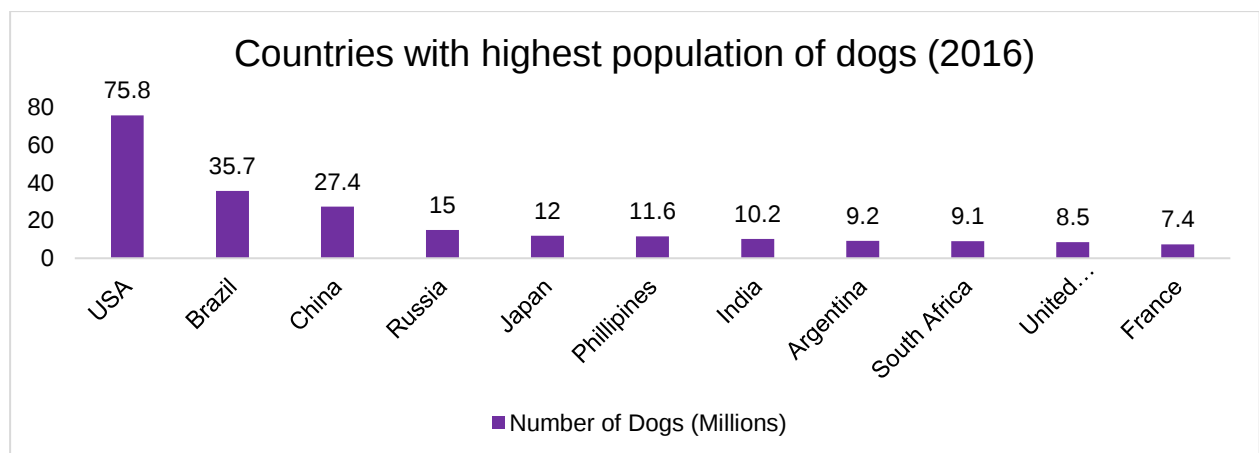
- Back yard breeders breed their dogs both intentionally and unintentionally. These breeders are usually not affiliated with any breed society. The intentional backyard breeders produce as many litters as possible (Lucas, 2018). Unintentional backyard breeders have dogs that are not spayed. The dogs proceed to mate as nature intended and produce unplanned litters. The quality of dogs produced by these breeders are questionable in most instances and mixing of breeds are common (Smith, 2018). The breeding conditions wherein backyard breeders and commercial breeders breed, have been found to be unsuitable in various instances (Smith, 2018). These types of breeding often leads to increased amounts of stray animals and animals with genetic and temperamental defects (Lucas, 2018).

1.8 Key Regions

There are registered Doberman breeders in more than 28 countries worldwide (Anonymous, 2018c). The majority of Doberman breeders are situated in Europe and the United States with the remaining being spread all over the world (Anonymous, 2018c)

The Doberman is the most popular dog breed in Israel (Moen, 2018) and is also available in the top ten countries for 2016, in terms of dog population worldwide. Please see Figure 5 below for the list of countries with the largest dog populations.

Figure 5 - The list of countries with the largest dog populations



Source: (Maharaj, 2017)

1.9 Key Trends

The dog industry as a whole is affected by various factors. The most notable trends in the industry that may affect the Doberman breed are listed below.

- The humanisation of animals (pets): People have increased their spending on pet welfare and more recently have started taking out pet- insurance as various generations including millennials are adapting their views on pets and regarding them as family members rather than novelties or merely animals (Witepski, 2018).
- Technological advancement: Technological advancements are fulfilling certain roles normally associated with that of working dogs (Driscall, 2018). Though technological advancement has not surpassed the keen senses and cannot yet replace working dogs (Driscall, 2018) early examples can include bomb detection via WIFI among others (Houser, 2018).
- Pet owners are using social media platforms and technological devices increasingly (Schmidt, 2017).
- Small dog breeds are increasing in popularity as a result of urbanisation and increasing lifespan of the baby boomer generation (Schmidt, 2017).
- The economic climate is affecting consumer spending on animals (Schmidt, 2017). Unfavourable economic conditions lead to decreased spending in the pet industry with certain consumers being unsure of their abilities to provide for their four legged friends (Schmidt, 2017).
- Pet friendly jobs: Various companies are rising to meet the work-life balance of their employees and have decided to adapt by making their work environment pet friendly (Costa, 2017).
- Millennials are more likely to spend money on their pets than on themselves (Bhattarai, 2016).
- Millennial men are more likely to look for companionship in pets (Bhattarai, 2016).
- Population is aging and service dogs increasing in popularity as both companions and, a means to increase personal safety in case of a physical or medical emergency (Anonomous, 2009)
- SAPS is asking for dog donations: Corruption and budget deficits have led to large shortages of working dogs in the South African Police Force (Driscall, 2018). This institution is plagued with various shortages of critically important resources among which a shortage of 300 trained dogs have been reported (Driscall, 2018).
- Dobermans are being selectively bred to be more gentle than their predecessors (Connel, 2015).

1.10 Breed Characteristics

The Doberman is a friendly and calm breed. It is known for its high level of devotion toward its perceived family and does well with children. The breed is medium in terms of temperament, irritation threshold and alertness. These dogs need regular attention from their owners and are an active breed that enjoys working. The Doberman is a confident breed that showcases its hardness, strength, speed and courage in combination with high intellect and other desirable working abilities that include its high level of trainability. Please refer to Figure 5 for extended breed characteristics.

The Doberman is a medium sized breed with a smooth coat. Dobermans are available in a variety of colours including white, red, brown, blue/grey, fawn and black (Anonymous, 2018g), that can differ considerably in shading and mixture based on the presence of phenotypes in specific bloodlines (Anonymous, 2018c). This breed requires a minimal amount of grooming and is a moderate year round shedding animal (Williams, 2018). Dobermans are always ready to serve and are more comfortable living with their families as they do not perform well in extremely cold conditions (Anonymous, 2018a).

The Doberman should resemble square-ness and proportions that conform to FCI standards (Anonymous, 2018g). The breed is recognisable by its muscular and athletic build (Anonymous, 2015). Depending on the sex of the animal, Doberman's are generally between 61cm and 72cm in height with weights of between 27kg and 45.5kg (Anonymous, 2018c).

There are two different varieties of Doberman, namely the European and the American Doberman. These varieties originated as a result of differing breeding standards, objectives and geographical isolation (Pedersen, 2018).

- The European Doberman has a heavier bone structure and is larger in size. It was bred to be a protection or guard dog and in conformance with the original breed standards (Pedersen, 2018).
- The American Doberman is more variable in size and breeding for show purposes are not uncommon. These Doberman's conform to the more flexible American breeding standards (Pedersen, 2018).

Figure 6 - Extended breed characteristics

Breed characteristics

Active lifestyle		Intelligence	
Affection		Playfulness	
Apartment living		Shedding level	
Cat-friendly		Social needs	
Excessive barking		Territorial	
Grooming needs		Training ease	
Health issues		Watchdog	

Source: (Chavez-Nelson, 2013)

KEY FINDINGS

2.1 Key Findings

- The demand for dogs globally is increasing however the popularity of the Doberman breed is decreasing substantially.
- Backyard breeders damage the reputation of the Doberman and create inbreeds where the specific characteristics cannot be determined.
- There is an alarming increase in the number of stray dogs globally.
- Negative perceptions and stereotypes has been directed at the Doberman breed by the media and general society.
- The unique value proposition of the Doberman brand has not been defined.
- There is a shortage of service dogs due to wide scale corruption in Government institutions that is influencing available funds.

STRATEGIC MARKETING PLAN

3.1 Overview

In order to effectively achieve the objectives set out in the preface, a marketing strategy was developed to effectively transition the Doberman breed from a viscous military dog to a kind loving family pet. Due to the stereotypes placed on the Doberman from a societal point of view, it was a very difficult task to penetrate the pet market due to the internalisation and negative consumer behaviour towards the breed. A marketing strategy canvas was developed to effectively position the Doberman breed in the pet market (See Annexure D). The sections following the overview will describe the marketing strategy canvas, focusing on various marketing management related constructs.

3.2 Objectives

The primary objective of the strategy was to influence consumer behaviour to create positive impressions and perceptions of the Doberman brand.

3.3 Product

Research and physical interviews with South African breeders of Dobermans have confirmed that there is primarily two breeds of Dobermans. Those that are breed by registered institutions and the other that is breed by causal breeders that regularly mix the Doberman breed with other types of dogs. There is no genetic altering methodology that influence the characteristics or unique traits of the Doberman breed. The only real differentiating factor that can be achieved through breeding is altering the skin colour of the dog. The adaptability and fit of the breed in the pet market is largely determined by two main factors, namely:

- Specialised and certified training should be provided to the dog prior to exposing it to the pet market.
- Only pure breed and registered Dobermans should be applied to the pet market.

In order to differentiate the brand from its closest rivals, a unique value proposition canvas was developed (See Annexure E) to identify customer expectations against the product offering. Two of the major unique value propositions identified was related to offering

consumers all-inclusive packages when purchasing a Doberman and a humanisation packages aimed at consumers who have a deep love for their pets and regard them as equal to themselves.

3.4 Positioning

The effective positioning of the Doberman breed in the pet market is critical to the long term success of this strategy. Several positioning techniques have been investigated to identify the optimal methodology to aggressively penetrate the pet market. It was ultimately decided to position based on product attributes and competitors. Firstly, consumers are not aware of the differentiating characteristics of the Doberman breed and it will be necessary to strategically inform the consumers of the various benefits that this breed can bring to the pet market. Secondly, consumers are well known to other breeds that has been portrayed in society as trusting pets. An example of such breed is the Labrador that is marketed as a kind hearted dog with a friendly temperament. It will be necessary for breeders to compare the more well-known breeds with Doberman for consumers to realise that the Doberman is not as fierce as its reputation.

3.5 Segmentation

Within the pet market, there exist multiple market segments that the Doberman brand can penetrate to increase the positive perceptions of the breed. As part of this strategy, the following target market segments shall be perused for maximum market development and penetration to occur:

Table 1 - Market Segmentation

Segment	Segment Possibilities	Marketing Approach
Sport	Obedience trails and shows Scent tracking Agility tracks Fly ball	Overall condition of the breed
Service	Guides for the blind Hearing assistance Mobility assistance Walker assistance	Unique characteristics

	Seizure alert Psychiatric services Ssig services for people with autism	
Family	Family companion Personal security	Value proposition

3.6 Messages

The media has largely portrayed the Doberman as a fierce and aggressive animal that is not suitable for homes and the recreational market. The images below is testament to the stereotypes that has been created against the Doberman breed:

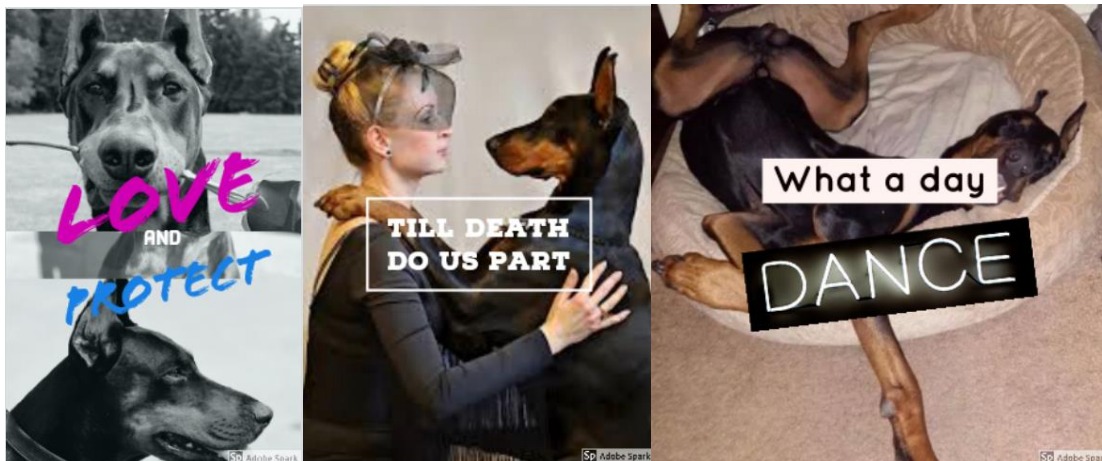
Figure 7 - Negative images of Dobermans



In order to counter these negative images portrayed in the media, the real character and unique traits of the Doberman should be brought about in the marketing messages shared with the consumers. Seeing that consumers associate the breed with anger, fear and death, these stereotypes was utilised in a psychological manner to change perceptions towards the breed. Both cognitive- and affective messaging strategies has been developed to influence both the cognitive- and subconscious behaviours of consumers. From the sample messages developed below, it is clear how these strategies has been realised. Subtitle messages of fear and anger recognisable by consumers was embed in

the marketing messages however opposite images of the Doberman has been portrayed. This will assist with the creation of positive impressions towards the breed in the minds and thoughts of the consumer.

Figure 8 - Designed marketing messages



3.7 Communication

Effective communication of the positive breed attributes of the Doberman is critical to penetrate the pet market. The most suitable methodology to achieve a unified message to the market is through an Integrate Marketing Communication strategy. Such a strategy was developed for Doberman that is elaborated on in the table below:

Table 2 - Integrated Marketing Communication Strategy

IMC Element	Who	When	Where	Why	How
Advertising	Target market segment	Continuous	All communication channels	Brand awareness	Structured marketing campaigns
Public Relations	Public	Negative publicity	All communication channels	To prevent reputational damage to the Doberman brand	Through a structured public relation plan and presented by trained individuals

Direct Marketing	Target market segment	Continuous	All communication channels	Brand awareness	Structured marketing campaigns
Sales promotions	Target market segment	Continuous	Point of sale	Customer retention	Provide benefits based on the customer pain points identified in Annexure E
Personal selling	Target market segment	Per scheduled event	Schools Old Age Homes Hospitals Recovery centres	Brand awareness Customer relationships	Exhibit the potential of the Doberman as a household pet

3.8 Price

Due to its prestigious status, purebred Dobermans are quite expensive and range in price between R8 000.00 and R12 000.00. The prices quoted is excluding training, maintenance and veterinarian fees. This might deter purchases due to the premium pricing strategy on the breed however to overcome this challenge, it is proposed that breeders provide potential buyers with an all-inclusive package that has been identified as a unique value proposition in Annexure E. In addition to purchasing the dog, the consumer receive all accessories (i.e. bowls, dog house, etc), medical aid for a defined period and training is provided to the dog. Breeders can form strategic partnership with organisations supplying the additional items at a reduced rate to the consumers.

3.9 Differentiation

A number of differentiating factors has been identified that is unique to the Doberman brand. Breeders should capitalise on these unique properties and ensure that these traits are clearly and effectively communicated to the target segments. The unique traits of the Doberman have been identified as:

- Are extremely gentle with their owners.
- Are regarded as the “corporate” figure of dogs. Similar to hierarchy in the traditional workplace.
- Dobermans have a focused stare that is not inhibited in other dogs.
- They have an ability to sense distress from their owners (i.e. sadness)
- Dobermans chomp their teeth when they get excited.
- Dobermans have superior intuition capabilities.

3.10 Competitors

There are various other types of larger dog breeds that compete with the Doberman. The main competitive threat has been identified as the Dobermans bad record related to being inappropriate for the pet market.

3.11 Brand

Doberman is a well-known brand in its own right however it is known for all the wrong reasons and has a relatively weak brand image. In order to improve the brand image of Doberman, breeders should invest in brand rejuvenation strategies to enhance the brand equity of the Doberman breed. Breeders should implement the IMC strategies proposed to create brand awareness and improve on the brand perceptions towards the Doberman breed.

3.12 Channels

Through the application of integrated marketing techniques, the strategy aims to reach the target consumers by means of various marketing channels. The major channel being social media. In recent years, social media has provided consistent evidence that it is the main platform for effective and far reaching brand awareness strategies. Extensive

effort and resources should be allocated by breeders to communicate the unique characteristics of the Doberman on as many social media platforms as possible.

3.13 Customer Behaviour

Customer purchasing behaviour of large dog breeds is predominately influenced by past experiences and publicity related to the specific breed in question. As already established, there is a negative perception towards Dobermans as household pets due to its reputation. In influence customer behaviour and purchasing decision, it will be necessary for breeders to focus on changing the perceptions. Brand perception can only be changed by understanding what feelings, emotions and thoughts the target customer segment has towards the Doberman breed. When this is clearly understood, strategies should be implemented to correct these perceptions. It is proposed that breeders conduct regular interviews and surveys with the general public to identify and understand the origins of any negative perceptions towards the breed.

3.14 Metrics

Marketing strategies are worthless to breeders if such strategy do no deliver the required incentives. To measure the effectiveness of this strategy, it is proposed that breeders monitor the following key matrices that will establish the value added by the marketing strategies implemented.

Table 3 - Marketing Metrics

Metrics	KPI	Desired outputs
Social Media Performance	No of friends, followers and connections	Increase in brand awareness and decrease in negative stereotypes
	No of likes, shares and feedback	Increase in brand adoption and preference
Return on Investment	Total increase in revenue	Increase in brand loyalty
Brand Awareness	% of positive perceptions from surveys, feedback and interviews	Increase in brand equity

CONCLUSION

The way in which dogs interact and behave towards human is not necessarily determined by its genetic profile but rather by the way such dog has been trained. Professional trainers are able to take vicious dogs and transform them into loving household pets. Dobermans are no exception. An unfair stereotype has been placed on Dobermans by society which is worlds apart from the actual truth. The key for successful penetration into the pet market is through a differentiated marketing approach that promote and ensure positive consumer perceptions.

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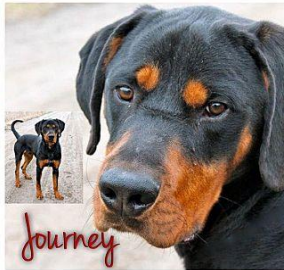
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ANNEXURE A: BREED CHARACTERISTICS

Breed	Characteristics	Market Segment	Promotion	Price	Place
Purebred Registered Doberman					
	Conformation to FCI breeding standards	Personal Use Commercial Use Stud breeders	- Breeding Societies - Dog Sporting Events including IPO - Films - Online Articles - Articles in printed media - Word of mouth	From \$800 upwards	South Africa, Europe, Israel, America
	Smooth Coat				
	Weight 27-45kg				
	Height 61-72cm				
	Colour: Brown, Fawn, Black, Blue/Grey, Red, White shades				
	Muscular Build				

Unregistered Doberman						
	Varying Weight Average of 35- 45kg	Personal Use	• Pet shop advertisement walls • Platforms including Gumtree and Junk mail • Word of mouth	R800 to R5000	Worldwide	
	Height 61-72cm	Commercial Use				
	Colour: Brown, Fawn, Black, Blue/Grey, Red, White shades					
	Muscular Build					
	Smooth Coat					
DB's (Doberman Mixes including Bloodhound Mixes)						
	Smooth/ short coat	Personal Use	• Pet shop advertisement walls • Platforms including Gumtree and Junk mail • Word of mouth • Correctional Services Tenders (South Africa)	R500 to R3000	Worldwide including in South Africa	
	Colour: Brown or Black with shades of Red and Brown	Commercial Use				
	Varying Weight					
	Varying Height					
	Muscular Build					
	Excellent sense of smell					
	Increased kennel adaptability					

ANNEXURE B: DOBERMAN INTERVIEW SCHEDULE



MBA Research Doberman Interview Schedule



Archive information

Participant ID	
Location	
Interviewer	
Date	
Start Time	
End Time	

Interview

1	What does your operation comprise of?
2	How long have you been actively involved in this industry?
3	What characteristics do you regard as important in a dog breed for your application (s)?

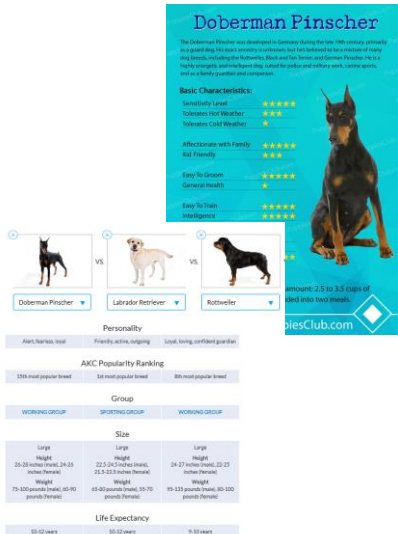
4	What dog breeds do you prefer for your application(s)?
5	How do you market dogs at present?
6	Have you used the Doberman breed in the past and in which application?
7	What application is the Doberman breed best suited for?
8	Do you believe that the breed can be used in other applications?

9	How would you market the Doberman breed?
10	To what market segments would you market the Doberman breed?

ANNEXURE C: DETAILED DOG ACTIVITY

Activity Type	Activity Description
Agility	Form of dog sport where owners compete with their dogs in races that require both agility and speed.
Barn Hunt	A form of dog sport where owners compete with their dogs to non-lethally hunt vermin like rats and mice in barns.
Cart/Draft	A form of dog sport where dogs and their owners compete in races by pulling carts.
Conformation	Conformation shows are events where dogs compete on breed conformity and the characteristics of their purebred ancestors.
Dock Diving	A type of dog sport where dogs compete by jumping from a dock into a pool or body of water.
Fly ball	Teams of dogs and their owners (usually 4 humans and 4 dogs) compete in this sport by catching a tennis ball and running a course whilst jumping over hurdles.
Freestyle Dance	Dogs and their owners perform choreographed dance routines with the aid of costumes and music.
Herding	Dogs aid their handlers to move or “work” herds of livestock.
Lure Coursing	A dog sport where imitations of rabbits and other game species are dragged across a field in a seemingly realistic pattern. The dog chases the imitated game at regulated speeds.
Defence Force	Various governmental branches including militaries and police use specially trained dogs for a wide array of purposes including, narcotics and weaponry detection, special operations, tracking, apprehension and guarding.
Nose Work	Dogs that have been trained to use their keen sense of smell to locate or track specified scents. These dogs have been trained to sniff out a variety of things including endangered frogs, cell phones, and landmines, cadavers, missing people during search and rescue operations, aid in the tracking of game, poachers and criminals.
Obedience/Rally	A competitive sport where dogs and their handlers are tested on obedience by reaction to instructions.

ANNEXURE D: MARKETING STRATEGY CANVAS

Product	Positioning	Message	Communication	Segments						
										
Differentiation	Competitors	Brand	Price	Customer Behaviour						
Are extremely gentle with their owners. Are regarded as the "corporate" figure of dogs. Similar to hierarchy in the traditional workplace. Dobermans have a focused stare that is not inhibit in other dogs. The have an ability to sense distress from their owners (i.e. sadness) Dobermans chomp their teeth when they get excited. Dobermans have superior intuition capabilities.			R8 000 – R12 000 Strategic Partnership Initiative "Stranger Together" 	  						
Objectives	Metrics	Investments								
1. Influence the negative societal stereotype placed on the Doberman breed by previous marketing campaigns. 2. Increase the popularity of the Doberman breed in general society 3. Develop a pet market segment for the Doberman breed in South Africa.	<table><tr><th>Metrics</th><th>KPI</th></tr><tr><td>Social Media Performance</td><td>No of friends, followers and connections No of likes, shares and feedback</td></tr><tr><td>Return on Investment</td><td>Total increase in revenue</td></tr><tr><td>Brand Awareness</td><td>% of positive perceptions from surveys, feedback and interviews</td></tr></table>	Metrics	KPI	Social Media Performance	No of friends, followers and connections No of likes, shares and feedback	Return on Investment	Total increase in revenue	Brand Awareness	% of positive perceptions from surveys, feedback and interviews	Return (Benefit) = ROI Investment (Cost)
Metrics	KPI									
Social Media Performance	No of friends, followers and connections No of likes, shares and feedback									
Return on Investment	Total increase in revenue									
Brand Awareness	% of positive perceptions from surveys, feedback and interviews									

ANNEXURE E: UNIQUE VALUE PROPOSITION CANVAS

