



Better than a Mission Statement

Our Strategic Vision

Almost every business has a mission statement. Unfortunately, once those mission statements are created and shared, they are almost always forgotten, and have little if anything to do with everyone's day-to-day work.

Thankfully, this isn't a "mission statement." It's a strategic vision – meaning it can actually be followed into the future. The main difference is that we can all relate to it and act on it with our daily work.

It's designed to let us all know how we fit into the Boarding & Beyond story in meaningful ways. It will be used on a regular basis – by everyone – as a guide for who we serve best, how we serve them best, and why it is truly worthwhile to work here.

It is important that we all clearly understand not just our work, but exactly how that impacts our customer's lives. We have to know how our actions will improve the happiness and quality of life of our customers and their dogs. Not only do we need to know it, we need to communicate it with our actions.

We're excited about this vision and we hope you will be too. Thanks for taking the time to read it, and we hope you find your place in it.

Deb Zook, Owner

January 2015



Who We Should Serve Best

Dogs fill more than a space, they fill a gap in our hearts. Our four-legged family members provide a sense of purpose that can be found through no other medium. They give 100% unconditional love, trust and dependence. This loving devotion is amazing and it keeps us happily obligated to our Canine companions.

Andrea, who lives a few miles from our facility, is a busy middle-aged professional counselor. And she feels the same way. She is fortunate to share her life with Carley, a 3-year old Cavalier King Charles Spaniel. Andrea, like most of us, wanted a companion. She knew she wanted a lap dog but, she also wanted a dog that was sturdy enough to enjoy long walks and hiking in the foothills.

Since her job would have her away from home for long periods at a time, she needed a place that could care for Carley while aiding her in providing Carley with the training and socialization she needed.



Lynn, a loyal client of Boarding & Beyond was a friend of Andrea. When she heard that Andrea was getting a puppy she told her about Boarding & Beyond. In fact, it was easy for Lynn to pull up our website on her phone, right there in the front yard, and click a special link for new customers. Right on the page it gave a special gift to Andrea (as a potential new client) and to Lynn for bringing her there. This was great! An easy place for Andrea to get two great things:

- 1) Let us know she was coming in for our Meet and Greet, and
- 2) For her to get our great article, "Bad Dog or Bored Dog"

New customers love this article because it really explains our approach to loving the animals in our care and is very helpful in explaining common behavior issues. All Andrea had to do was enter her name and email and both she and Lynn got an automated thank you immediately with a coupon attached. Wow!

Of course all new customers are a bit unsure when looking for the right pet care facility, but our site welcomes them and makes it so easy to understand the value we provide and the values by which we work. Our slogan, "We ♥ Your Dog!" makes it totally clear that we understand our customers' needs and feelings regarding their pets.

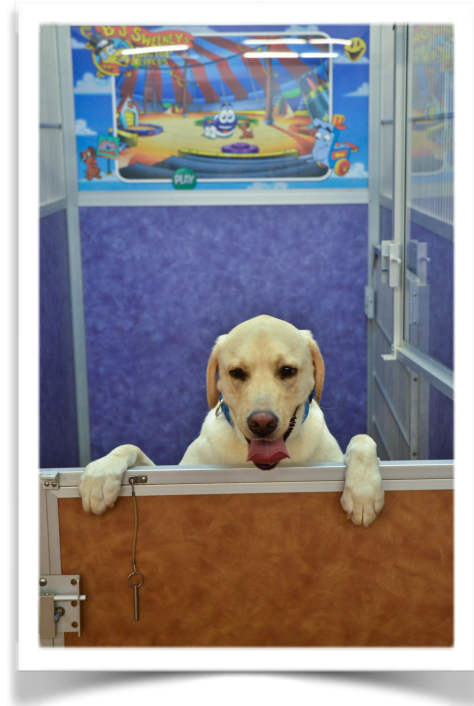
For new customers this establishes a relationship, not just a transaction. We understand the process prospects need to feel comfortable with a new location. So we want to make sure that our website is easy to navigate and follows best practices for establishing the right kind of relationship from the get go.



Of course Andrea was thrilled and surprised to get a call from our staff later in the day thanking her for visiting the site and making themselves available to answer any questions. To Andrea, this was above and Beyond what she could have ever expected. But the surprises were going to keep coming!

Andrea decided to bring her puppy and come to Boarding & Beyond's annual Barktoberfest. Andrea was excited to do so and hoped to see Lynn there. She wanted to find the perfect place to train and care for her pup and maybe this event was a good way to find out. Andrea knew how particular Lynn was with her two goldendoodles and, if Boarding & Beyond was good enough for her dogs, maybe they would be good enough for Carley too!

Andrea met several staff members at Barktoberfest and was able to see the facility. While there, she also talked to other clients who all said the same things....that no other place around is as knowledgeable about dogs as Boarding & Beyond, that we really cared about dogs and, that our facility was so clean you could eat off of the floors! Andrea was convinced that she must bring her dog to Boarding & Beyond if she wanted to give her the best shot at being trained, socialized, cared for, and even groomed. In fact, she didn't even feel the need to research other facilities. She was convinced she has found "gold".



This doesn't happen by chance. We look at every step of the customer service roadmap to make sure the experience you are reading about now, is the reality our customers experience with us.

Our best customers, like Andrea, are willing to be educated and really want three main things from us: 1) expert advice 2) peace of mind and 3) excellent service.

Peace of Mind

What is "peace of mind," really? Peace of mind means the ability to *trust, to relax, to be sure*. Our customers want to trust that their dog is in the best hands, getting the best treatment, and having fun. They want to trust that as a dog owner they are doing the best they can for their dog and it matters. It means being able to relax knowing they do not have to worry about their dog or feel alone in providing for them.

In building that trust, we really get to know our customers and their dogs. We know what they do and what they like. We congratulate them on personal and professional victories, and we care about their setbacks.



In getting to know customers like Andrea on this level, we can better anticipate their needs and be ready to serve those needs...even before they ask. We can also recommend services for Carley that Andrea might not be aware of. This keeps her dog in peak health and happiness.

The other aspect of peace of mind is that we listen - carefully. And we answer questions with professionalism and courtesy. We take our customers concerns to heart, and want to let them know that we are interested in understanding and solving those concerns more than looking good or "being right." If something can be made better, we're on it! We've built a culture of innovation and service.

Excellent service can sound like a marketing term but at B&B we really mean it. The Andrea's of the world have a certain expectation - thoughts about how things should go, and the results they really want to see. And it's our job to deliver consistently and professionally.



How We Serve Them Best

Now let's talk service. This means that our customer's dog is happy, healthy, and safe. Customers think to themselves, "I wish I could BE my dog at Boarding & Beyond for a day." Our goal is to have everything our customers need. But it doesn't end there. Having options available is good, but it only becomes excellent when those services are delivered in a way that exceeds expectations.

In doing that, we must have precise service, the safest and best products, and trained individuals who are motivated and professionally presented. But we also have to have a culture that inspires everyone to think ahead, and to consider what might be important to any particular client. Perhaps it's just a reassuring phone call or an unexpected gift at checkout...whatever it is, it's found by paying attention to our customers' needs and acting in meaningful ways.

Sara's Unexpected Companion

Sara wasn't looking to get a dog. In fact, she prides herself as the "cat lady" and shares her home with several cats that she rescued. When a friend suggested that she take Aspen, a husky mix that had been rescued and had some minor social "issues," she laughed. What in the world would she do with a dog? She had no experience in caring for dogs especially ones with "issues."



She started by asking around and learned from several friends and even her dental hygienist that B&B was the place to go for help. In fact, just like with Lynn and Andrea, we make it easy to refer friends and family. Several times per year we send out a message that gives our customers an easy, automated way to refer people to us and get rewarded handsomely for it... with just a click of a button.

Well you've probably guessed it — Sara found out about us in just this manner. Her friend had needed help with a problematic dog and was confident that Boarding & Beyond could help Sara and her dog Aspen as well.

Sara was taken to Boarding & Beyond's website from the message she received from her friend. She was immediately impressed with its professional presentation. She hadn't expected to see all that B&B could offer her. She always thought of dog kennels as hole in the wall type of place that provided the bare minimums for dogs that had no one else to care for them when their owners traveled. Through the website Sara is gently guided to arrange for a "meet and greet," a time when she could introduce her dog to the staff and have her questions answered, including where she should begin with Aspen's socialization.

After her visit to the site, she too got a copy of Bad Dog, Bored Dog and was so impressed and surprised to learn a few things she'd never even heard of regarding dog behavior. "This place is great!"

Sara didn't know it but she, like all our customers, was passing through our relationship building process:

1. Establishing **Trust** (they trust us to care for their dog)
2. Becoming **Satisfied** (they are satisfied with the love and care we gave their dog)
3. **Loyalty** (they become repeat customers)
4. **Recommending Others** (they recommend us to others)
5. "**Best In Class**" (they truly believe we are "the best" provider)
6. **Excited/Proud** (they exuberantly & proudly sing our praises to everyone)



The first contact a prospective customer has with us in person is vital. In each circumstance, the message we want to convey is we are thankful that they visited, and we want to earn their



TRUST, so that we can have an opportunity to potentially serve them in caring for their dog. We want them to quickly recognize that they came to the right place, that we are the perfect solution for their dog care needs, and that we really do “love their dog,” as we claim.

One important service area includes our daycare customers like Sara. These customers commonly have dogs with behavioral issues, often these are rescue dogs and shelter adoptees; some have been turned away from other daycare providers and the owners found us to be a solution to their needs for socialization and to help with their behavior. These customers have above-average compassion, care and concern that their new “babies” get as much love from their daycare provider as they do at home.

Lifelong Relationships

As you can see, we want to start the relationship on the right footing, so that long term trust can be established. We do this by focusing on them and their needs. Our best customers become a part of our family, and we become a part of theirs. We're not just another stop on the to-do list. We care and we know them and the needs of their dogs better than anyone, and they value us for that. We want them to continue being customers through generations of family dogs – customers for life is our goal.



Because Sara's dog was adjusting to his new home and forming opinions, good and bad, it was imperative that Sara meets with a trainer sooner than later to be certain she was creating an environment that her dog could succeed in. On the day of her meet and greet appointment she pulled in the parking lot and we were ready!

The Meet and Greet

Sara arrived anxiously, but soon was put at ease by the happy sounds she heard. As she arrived the door was opened by a staff member, and Sara was greeted like family. She was welcomed with a smile and a warm greeting. As she heard the greeting, her first thought was, “It smells like a 5-star hotel...for people!” Our facility is always clean and fresh smelling. Sara looked around the lobby. She saw clean floors and every space looked neat and clean.

By design, one of the most important things customers notice in our reception area is our slogan, in large letters: “We ♥ Your Dog!” Understandably, they want to find proof of that, and to know it's not just a cute gimmick. It isn't a gimmick, after all—it really is our **brand**--and it is



ultimately not conveyed by just words on the wall and uniforms, but it has to be seen and felt through the staff. The staff is our *real* brand, and the reason *why* we can claim that to begin with. Our other long-time customers say it all the time, too (“the staff is amazing and I know they love my dog” is the most common phrase in all our testimonials), so we want the new ones to have the chance to experience that for their dog as well.

At this point our receptionist presented Sara with her personalized welcome binder (which includes the pricing, policies, services, and other useful information). These binders look professional with our logo and colors and have easy to use tabs so that the customer can easily find what they need. This binder also has a list of questions that get Sara thinking about diet and behavior the Boarding & Beyond way.

The customer service manager arrived right on time, and spent a few minutes getting to know Sara and Aspen. She explained that Aspen was shy around strangers and the manager offered a few training suggestions to help Sara until she could meet with one of our trainers. Sara was impressed that the manager gave Aspen his space and didn’t force an introduction before he is comfortable. She said, “I have to tell most people to stay away until he loosens up but I can see that you already know that.” The manager smiled and nodded, reassuring Sara that she found not only people who care but, that are knowledgeable about dogs, even those with special “issues.”



Sara was given a quick explanation of what we do and why we do it. The manager highlighted a few things in the folder and recommended that an evaluation for doggie day care be scheduled, as well as, a private training lesson with a trainer.

At this point Sara was offered a tour of our facility. The manager arranged for another B&B representative to watch Aspen, explained that for safety reasons we don’t take the dogs through the facility at first, and assured Sara that Aspen would be in good hands while she looked around. The representative graciously welcomed Sara and reached to take Aspen’s leash from her. Aspen walked over to the representative and began to sniff out the other dog smells on her pant legs. Sara thought “Wow, this is great, Aspen is receptive to another person and doggie smells.”

As she was being shown around, Sara noticed how clean smelling the facility was wherever she went. The suite and crate doors were all closed neatly. Every staff person was happy and seemed to really enjoy their job. Sara could tell by the condition of our facility that Aspen would be kept safe and healthy without a doubt!



The Evaluation

Since every dog is evaluated to better understand their temperament, Sara was assured that there was nothing to worry about. She and our staff member went over again what the day would entail and it was suggested that our groomer clip Aspen's nails while he was here. Sara was relieved that we could do this for her as she was not very comfortable clipping his nails herself.

Sara left excited about what the day would bring. Back at home, she was so curious, and called to check in just to make sure Aspen was okay. Our receptionist checked with Aspen's day care attendant and came back to the phone with a quick report that all was well and that we looked forward to seeing her this afternoon. In fact, just about 3hrs later, she got an email with a photo of her dog happily playing which also led her to check out Boarding & Beyond's website where she would see the same photo and be able to share the excitement with her friends via Facebook or Instagram! "Awesome!" she thought to herself.

When Sara came back to pick up her dog that afternoon, she was greeted by our front desk manager and the smell of freshly popped popcorn. She was asked about her day. She already felt like she was getting to know Boarding & Beyond, and so far, she really liked everyone she had come into contact with.

Our staff gave her a warm greeting and a total rundown of Aspen's day. We noticed during the day that Aspen was a little nervous with smaller dogs and suggested that she work on this issue with us during the private training sessions. Sara said she had also noticed that Aspen seemed to "stiffen up" when he was near a smaller dog. "Wow," thought Sara "I wish I could walk Aspen in our neighborhood with peace of mind knowing that Aspen wasn't going to hurt any of the neighborhood dogs."

We suggested a particular package based on our assessment that would work best for her. When we asked about it, she enthusiastically interrupted and said, "Yes" and the arrangements were made for Aspen to come to doggie day care five days a week and she was able to book a private lesson!

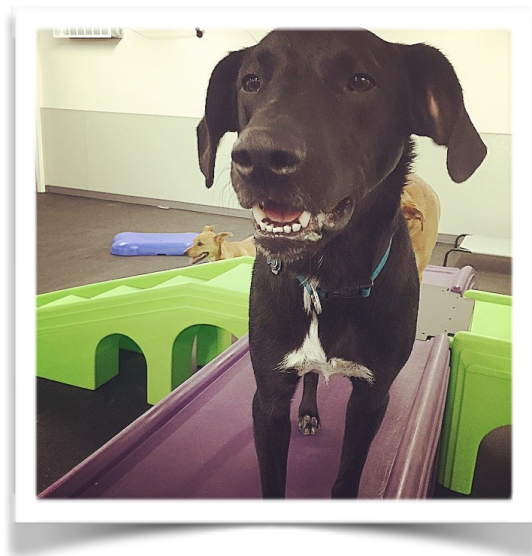
Two days later, Sara received a thank you note in the mail, thanking her for being a new client of Boarding & Beyond's and for the opportunity for us to get to know Aspen.





Our Services

Often new customers looking for our services will just go on to the next available provider if we don't answer the phone—we do **not** want them to miss out on the opportunity of having the best care through us! If we are not able to answer immediately, then any Voicemails are promptly responded to—within 15 minutes if left during business hours, and at 8:00 a.m. the next morning if left after business hours. We always apologize for not being able to take their call initially, and thank them for their patience, then proceed to gain trust through answering their questions, guiding them, and assuring them that we will provide excellent care for their dog—and that we would love that opportunity.



Much like Sara's experience, our established customers get the same quality care and services too! All owners can make a simple phone call which gives them a quick but thorough report as well. We have special treats and services that make it a wonderful experience for everyone.

One of our services that many don't expect but truly value is the education we give our customers. We help them understand their dogs training and nutrition needs, the healthy foods, safe and healthy toys, treats and chews we offer. We help them become better owners and feel great about how well they can take care of their dogs.

After a couple weeks of day care attendance Sara noticed a change in Aspen. He was beginning to wag his tail more at home, he was starting to eat better, and was beginning to walk nicely on the leash. Sara is just amazed at the difference she can already see in her new companion and she couldn't be more pleased. Sara becomes a regular client and begins to take advantage of all of the services Boarding & Beyond offers. She truly feels she has found her "other family".

The Benefits Just Keep On Coming

In line with our desire to provide the "above and beyond" experience for Sara, a few days after Aspen's first visits, we followed up with Sara. We want to hear first-hand how her experience is going and if there's anything we can do better. We record her feedback in our customer system so that we can follow up as needed. We also let her know to look for our educational emails which will contain information about our products and services with special offers and discounts.

A few months into this new relationship, Sara is informed about membership program. With our discounts for members she decides to try it out. Of course, she loves it since she saves money,



no longer pays at pick up, and gets exactly the priority booking she needs! We want to make sure every need is handled and anticipated with excellence and professionalism in a systematic way that builds a long term relationship.

With the technology available today, customers also expect more. We are proud of our efficient check-in processes (key-tag swipes), our webcams, and our ability to send pictures and updates via social media, so customers can rest assured that they can still “see” their babies when they are away, and see how much love they are receiving while in our care.

To best serve our customers after gaining trust, we want them to be **satisfied** and then become **loyal** customers. To do this, we deliver on everything we promised and advertised—and we let them know that we did. When they pick up their dog, we give details from their stay, to assure them that all went well, and even better than expected (we are “Boarding & Beyond”... going **beyond** their expectations!). Examples: they were fed as instructed; they got their meds at appointed times; how they got along with other dogs, what other dogs they played with or became BFFs with; what funny or interesting thing they did while in our care; what we liked most about their personality; what individual service or attention we gave them; etc., etc.

We continue to focus on the quality of service they receive and build loyalty by exceeding their expectations each time they return. Remembering dog and customer names, and calling them by name, is something we are already good at; it’s just part of our culture. Being acutely responsive to customer questions, comments and complaints is also imperative. Complaints are resolved quickly, and we personally respond to concerns of high interest to our customers.

Little details matter – but especially *emotional* details. The business climate has changed and it is no longer enough to just offer the traditional combination of “price + quality + service”; everyone does that! We go *beyond* and reach the heart and emotional aspects so we can connect with and engage customers—that is the only way they will ever become “Excited/Proud” customers for life.

Our goal is to be intentional about letting every customer have the opportunity to experience this. A satisfactory or average experience is not enough—that gathers a few loyal customers, but we make sure everyone has an emotional experience to become “Recommend,” “Best In Class,” and “Excited/Proud” fanatical customers!

Our Team

Reaching those higher levels of customer satisfaction, loyalty, and engagement, hinges entirely on the staff. That is why B&B proactively works toward creating an environment where the staff is engaged—where they believe this is more than just a job, that they are receiving more than just monetary compensation.





They know without a doubt that they are part of something worthwhile that is larger than themselves, and that they are valuable and are making a *difference* in the lives of people. For years, a common business mantra has been: “Happy Employees = Happy Customers”; that is still true, but in our changing environment there’s more to it than that. An employee could be happy to receive a paycheck and be able to bring his/her dog to work—but still be a lazy employee who doesn’t really see themselves as part of a bigger vision, and therefore not at all engaged or interested in promoting the company’s vision, and building customer loyalty levels. Knowing that 70% of customers leave because of perceived indifference on the part of an employee, keeping employees engaged and providing them with more than just monetary compensation is an important standard B&B is committed to.

In order to engage employees, B&B is intentional in providing them with not only basic training to do their job competently and confidently, but also additional training and opportunities. This is determined according to their personal interests, gifts, skill-sets, and their career goals—we believe that giving opportunities and empowering people in areas they are designed to function in is best not only for them, but for the company as a whole. Most often, this will be offered as a reward and opportunity for advancement based on past, measurable performance in basic duties.

Staff is also rewarded monetarily corresponding to their level of contribution to the growth of B&B. In fact every job function is documented and fully systemized so measuring achievement is easy. There’s a special “way” we do everything. And we reward our employees for the great work they do. We all take ownership of our responsibilities and feel great about knowing that our efforts are rewarded. The staff enjoys coming to work and sharing awesome ideas to enhance their environment. This is much more than a job; it’s a place that fosters personal growth and development.

We believe that it is important to create a work environment where employees understand they are working for a common cause, they are part of a “distinct from the herd, pack of present experts” in our industry, and they are recognized for their achievements. We believe each employee should always know their job is making a difference in the lives of our customers, and their fellow teammates: they should know their contributions are helpful to others; they should feel confident in their abilities and feel improved through the training they receive; and they should feel accepted and respected by both management and other staff.

We believe management should demonstrate true commitment to the well-being of staff members, knowing that their satisfaction with their job and environment directly correlates to customer satisfaction with us, and their attitudes directly affect customer attitudes—one bad manager can affect multiple layers of an organization, decreasing morale, and spilling over to customers.



When It All Runs Right!

Boarding & Beyond runs like a well-designed machine. No issue can arise that isn't in the "handbook" and every staff person knows exactly what to do and when to do it.

Management is able to focus on projects of choosing including making improvements to our facility, enhancing our training services and availability, and community outreach.

I am not constantly cleaning up loose ends left by uninformed or uninterested staff. I am able to offer assistance for staff to continue their education as it relates to dogs and Boarding & Beyond.

Because of this Boarding & Beyond is renowned as "the place to be" for all dogs in the area. We consistently win the "Best Of" awards in grooming, training, boarding and doggie daycare. All our staff are respectful of each other and truly are passionate about dogs and desire to learn more about their behavior patterns.



We have a very clear financial picture of the business and are able to see the key performance indicators that let us know things are running well. Because of this Boarding & Beyond is in a position to support multiple charities, both local and abroad.

Our doggie day care program is precisely structured and provides many learning and socialization opportunities to dogs that come. We have planned daily activities and special clinics that helps to teach and reinforce a specific behavior each month. Our regular attendees learn our way of doing things and what is expected of them. Good behaviors are rewarded with verbal and physical praise. Dogs feel safe and trust their day care attendant to protect them. We help to curb unwanted behaviors in ways that dogs understand and that do not scare them.

We Are Their Heroes

At Boarding & Beyond our goal is to improve the quality of life for dogs and those who love them—we speak for them, we are their heroes. We treat dogs with the dignity and respect they deserve. Dogs are full of unconditional love. And it's our duty to give some of that back.

The combination of immense trust and honorable service is what makes us so proud of what we do. It drives us to constantly look for ways to improve. This is our story and this is Boarding & Beyond!



Why We Do It

Our customers need assurance that their dogs will receive the same or better care when they are traveling. They need a place that is not just a service provider, but that is actually felt as an extension of their own family. They also need opportunities for socialization that they may not be able to receive from other facilities. Our staff is unique and goes *beyond* what is expected of them in many ways because they truly care about the overall health of dogs, including behavioral issues.

They understand that if you can't take your dog somewhere to be socialized, they will gradually get worse. We have numerous stories of being able to help antisocial dogs—like Panda, who had been turned away from other daycares and at first was totally antisocial with us, but rehabilitated here; or Duke, initially very hyper and anxious, who couldn't attend group play, but after working with our staff, eventually joined group and ended up liking group; or Max who at first wouldn't eat at all during his stay because he was too anxious, but our staff eventually got him comfortable and eating again.

We also have many stories of how our staff has contributed more than just taking care of a family's dog, but they are also concerned with the whole family. For example, when Jake's dad died. As integral parts of these families, we mourn when they mourn—and always send cards and/or gifts; and we rejoice when they rejoice. It's just what family does. We also have many dogs who have grown up with us since they were puppies, and we are their “home away from home.”

One definition of a “calling,” or a sense of destiny, is: “where your great passion meets the world's need.” As a business, B&B expresses this several ways. Our staff is passionate about dog care, and the service we provide meets the community's needs.

As the owner, I'm passionate about business, providing jobs, and developing people, and B&B was in need of “going to the next level,” so that's what we're doing. As the owner, I'm also passionate about making money and will never apologize for that—because that also meets the world's needs. With financial resources we create many jobs, and give back to many less fortunate in the world in diverse philanthropic ways.

This is our Strategic Vision, our “perfect customer story” and the details that make it happen. Thank you for reading and believing! This is Boarding & Beyond!