

CAMP BOW WOW: A COMPANY CASE

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ABSTRACT

This is a company case analysis about a private firm that competes in the pet services segment of the pet products industry. The company offers daily or long-term accommodations for dogs. The case reviews the operations of the company and provides a teaching note. This case was written to accompany the PetsMart case which provides additional details about the pet products industry.

INTRODUCTION AND COMPANY HISTORY

With consumer spending on pets expected to reach \$35.9 billion in 2005, the pet services segment of the industry growing from \$1.2 billion in consumer spending in 2001 to \$2.4 billion in 2005, and with 40.6 million households in the U.S. owning dogs, what better career opportunity than to build a company to take advantage of this growing market! That is exactly what Heidi Flammang did. Heidi invested her savings of \$100,000 into Camp Bow Wow and started a day care facility for dogs in Denver, Colorado. Within 6 months she expanded the operations to include overnight boarding and within 1 year opened a second location near Boulder. In 2002, a client suggested that Heidi consider franchising the Camp Bow Wow concept. The first franchise was sold in August 2003 and as of May 2005, 52 franchises have been awarded with plans to have 70 franchises awarded by the end of 2005.

Heidi Flammang has great plans for the future. Her vision for franchising Camp Bow Wow includes: 1) Using consistent and proven start-up and operations systems. 2) Developing Camp Bow Wow brand dog food, dog biscuits, human sportswear and dog sportswear. 3) Developing Camp Bow Wow Buddies, a service provided by Camp Bow Wow franchisees that would include in-home pet sitting, poop scoop services, pet taxi services, and mobile grooming. 4) Developing and maintaining training programs, marketing strategies, and operations systems for franchisees. 5) Overseeing the growth of the company in a thoughtful, strategic manner. 6) Building a non-profit foundation.

CAMP BOW WOW TEACHING NOTE

Teaching objectives and suggested assignment questions:

Objectives:

- 1 Evaluation of a focused strategy in a fragmented industry
- 2 Analysis of Franchising as a business opportunity and method of business growth.

Assignment Questions:

- 1 How would you rate Heidi Flammang as an entrepreneur?
- 2 What competitive strategy is being implemented by Camp Bow Wow? Is this an appropriate strategy given the industry conditions?
- 3 What are the advantages and disadvantages of franchising? Is this an appropriate growth strategy for Camp Bow Wow? Why or why not?