



**Request for Proposal to Provide  
Marketing and Communication Services for  
The Canadian Kennel Club  
June, 2014**

**ISSUE DATE:** June 18, 2014

**SUBMISSION DEADLINE:** July 21, 2014 - Noon EST

**LOCATION:** The Canadian Kennel Club  
400 - 200 Ronson Drive, Etobicoke ON M9W 5Z9

**ATTENTION:** Andrew Patton, Manager, Marketing and Communications  
[apatton@ckc.ca](mailto:apatton@ckc.ca)

## **INTRODUCTION:**

The Canadian Kennel Club (CKC) is seeking resources to execute on its marketing and communication plans to expedite three tactical programs during the second half of 2014. This request for proposal is designed to understand and investigate effective and innovative approaches for support. Proposals will be considered for one, two or three of the programs.

The over-arching objective is to increase awareness of CKC in order to generate new &/or repeat CKC registrations, membership renewals and interest in CKC sanctioned events. This is aligned to CKC's three year strategic plan, specifically its Strategic Imperatives for: *Growth of the Canadian Dog Fancy* and *Advocacy of Purebred Dogs and the Canadian Kennel Club* (see Appendix "A").

## **1. General Information**

**Request for Proposal** - The CKC invites you to submit a proposal outlining your plan to provide marketing and communication services to support CKC's goals as outlined in this Request for Proposal ("RFP"). Proposals will be considered for one, two or three of the programs.

**Timelines, Budget & Place** – Our intent is to complete negotiations in July and to implement this initiative between August and December 31, 2014. It is expected that the primary supplier(s) for this initiative will work closely with the CKC management team located in Toronto near Pearson International Airport.

The estimated total budget is \$250K in 2014 from cash reserves for services rendered and aligned to three programs. The exact tactics and messaging are to be developed and approved.

<b>Program # 1</b>	<b>CKC/Purebred dog awareness</b>
Overall Purpose:	To raise awareness of CKC, its mandate and promote the virtues of purebred dog ownership.
Target	Existing and potential pet owners and advocates
Objectives	<ul style="list-style-type: none"> <li>• Improved awareness of CKC services and contributions beyond the traditional membership (i.e. As a reliable and credible source of information and a gateway to the purebred puppy market).</li> <li>• Increased brand image for CKC.</li> <li>• Drive traffic to the new CKC website.</li> <li>• Benefit to the existing membership through: <ul style="list-style-type: none"> <li>• Inquiries,</li> <li>• Referrals,</li> <li>• Demand for registration,</li> <li>• Interest in shows.</li> </ul> </li> </ul>
Tactics / Deliverables	<ul style="list-style-type: none"> <li>• A strong digital campaign.</li> <li>• Campaign messaging and creative design development.</li> <li>• Tools for a spokesperson campaign (i.e. presentations) that can be used by staff, Board at events, with media, etc.</li> <li>• A limited print campaign (for select distribution by staff, Board, members).</li> <li>• This program would include a review of the merits of different forms of signage.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• External consultant (SME, project management, leadership)</li> <li>• Staff: (SME, project execution, direction)</li> <li>• External agency (creative development and execution)</li> </ul>
Outcomes	Approximately 60% of the requested budget would be used for this campaign with a payback target of 18-24 months

<b>Program # 2</b>	<b>A Sponsorship Strategy</b>
Overall Purpose:	To create a sponsorship strategy to increase related revenues.
Target	<ul style="list-style-type: none"> <li>• Industry sponsorship candidates such as pet food companies</li> <li>• Peripheral sponsorship candidates. i.e. Corporations with social responsibility mandates and/or lifestyle products and services.</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Increase sponsorship revenues from sources such as web advertising, loyalty programs, event sponsorships, etc.</li> <li>• Drive traffic to the new CKC website.</li> <li>• Increased brand image for CKC.</li> </ul>
Tactics / Deliverables	<ul style="list-style-type: none"> <li>• A business development plan (arrange meetings, goal setting, sales funnels, etc.)</li> <li>• Tools for a spokesperson campaign that can be used by staff.</li> <li>• Research to support identification of target audiences.</li> <li>• Templates for partnership/alliance agreements.</li> </ul>
Resources	<ul style="list-style-type: none"> <li>• External consultant (SME, project management, leadership)</li> <li>• Staff: (SME, project execution, direction)</li> </ul>
Outcomes	Approximately 20% of the requested budget would be used for this campaign with a payback target of 12-18 months

<b>Program # 3</b>	<b>Re-launch Puppy List</b>
Overall Purpose:	To redesign the existing Puppy List for increased relevance, compliance and profitability.
Target	<ul style="list-style-type: none"> <li>Existing and new membership as <i>subscribers</i> to the Puppy List</li> <li>Existing and potential pet owners as <i>users</i> of the Puppy List</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>Relevance: Increased benefit to existing membership through: <ul style="list-style-type: none"> <li>Inquiries, referrals, and purchases of puppies.</li> </ul> </li> <li>Compliance: A policy review and update to support a service that promotes compliance and maximizes registrations.</li> <li>Profitability: Increase revenues from more participants.</li> <li>Drive traffic to the new CKC website.</li> </ul>
Tactics / Deliverables	<ul style="list-style-type: none"> <li>A revised strategy for the Puppy List for Board approval.</li> <li>A communication campaign to attract member participation.</li> <li>A promotional campaign using media tactics to promote usage by the public (E.g. Press releases, advertorials).</li> </ul>
Resources	<ul style="list-style-type: none"> <li>External consultant (SME, project management, leadership)</li> <li>Staff: (SME, project execution, direction)</li> <li>External agency (creative development and execution)</li> </ul>
Outcomes	Approximately 20% of the requested budget would be used for this campaign with a payback target of 12-18 months

We are generally working to the following timelines:

- June 30, 2014 – Deadline for initial submissions.
- July, 2014 - Discovery and contract negotiation.
  - August – December 31, 2014 - Program development and execution.
- December 31, 2014 - Program completion and review.

**Subcontracting** – The use of any subcontractors or partners to perform any of the tactical work is permitted and CKC's relationship will be with the primary supplier(s).

**Award Provisions** - The award shall be made to the supplier(s) that submitted a proposal that was most advantageous to the CKC, as determined by the CKC in accordance with the Evaluation Criteria set out below. Acceptance of the RFP shall not be interpreted as a contract. A formal contract will be created between the CKC and the successful winning supplier(s).

**Questions** - If you have any questions and/or clarifications regarding this RFP please contact the Project Manager, Andrew Patton in writing - [apatton@ckc.ca](mailto:apatton@ckc.ca) . Your questions and associated answers may be shared with the other bidders. Deadline for questions is June 30, 2014, 17:00 EST.

Proposals shall be e-mailed to:

[apatton@ckc.ca](mailto:apatton@ckc.ca) with a "CC" to [tmerrimen@ckc.ca](mailto:tmerrimen@ckc.ca).

## **2. Background**

The Canadian Kennel Club (CKC) is the primary registry body for purebred dogs in Canada and currently recognizes 175 breeds. As a non-profit organization, the CKC is dedicated to encouraging, guiding, and advancing the interests of purebred dogs and their responsible owners and breeders in Canada and promoting the knowledge and understanding of the benefits which dogs can bring to Canadian society.

The organization includes approximately 18,000 individual members and over 700 breed clubs across Canada. The Club registers purebred dogs, regulates dog shows and performance events, and speaks out on major issues concerning dog ownership and the health & welfare of dogs across Canada.

The Canadian Kennel Club has a rich history spinning 125 years but has seen declining volumes and Memberships for several years. As such, we would like to improve the value proposition for the CKC.

The CKC communicates with its stakeholders in a variety of channels including online. The CKC website, for example allows for the posting of a variety of information covering a variety of subjects:

- CKC information (news, bylaws, employment opportunities, CKC Foundation, etc.)
- Advocacy (breed specific legislation)
- Purebred standards
- Online forms for download
- Self-Serve options including litter and individual dog registration by CKC members
- General public (dog ownership, puppy list)
- Links to recognized dog clubs
- Membership (member registration, junior kennel club)
- Breeder support (dog registration, puppy list, microchips)
- Events (event listings, judges directories)
- Sponsor links

## **3. Target Stakeholders**

Listed below are stakeholder categories. It is common that someone may fall into multiple categories, e.g. a member may be a breeder.

- Pet enthusiasts from the general public (e.g. Existing and/or prospective dog owners)

- Someone that is a member of a breed specific club but not the CKC (e.g. German Shepherd Club of Canada)
- Purebred dog breeders
- Dog Clubs and their members
- Judges
- Events participants (e.g. Dog owners, handlers, groomers, etc.)
- CKC Committees (e.g. Medical & Genetics)
- Board of Directors

Other relevant demographic information for the *existing* membership includes:

- 53% of members have been with the Club 15 to 30 years
- Members aged 45 to 64 made up 64% of membership
- 82% of the Club is female
- 70% of our members consider themselves Breeders
- 82% are Canadian followed by 9.5% American
- The breakdown for Canada is as follows: Ontario 41.69%, Quebec 16.36%, British Columbia 15.03%, Alberta 12.67%, Nova Scotia 3.71%, Manitoba 2.90%, Saskatchewan 2.83%, New Brunswick 2.29%, Newfoundland and Labrador 1.63%, Prince Edward Island 0.64%, Yukon Territory 0.15%, Northwest Territories 0.06%
- High percentage of mobile users – 16% with the majority being Apple products (76%)

#### **4. Approach**

We are looking for resources with senior marketing skills experienced in: strategy development, project management and plan execution. This will increase CKC's capacity and advance short and long term marketing and communications plans.

Submissions will also be considered from suppliers that prefer to quote on just one or two of the three programs.

Appendix "B" provides an estimated timeline for each planned marketing and communications initiative included within the three programs listed in this RFP.

You will be able to review the following information should you be selected as our supplier:

- Market Research Summary – Dog Owner Market Segmentation and Website focus group findings.

You should also be aware of the parallel projects below. Please take these into account in your proposal as applicable:



- The first phase of a website upgrade and redesign launched on May 19, 2014 which will ultimately provide members and the public with more engaging content and options for self-serve and increase overall traffic.
- CKC is expected to introduce 3 new products or programs in 2014:
  - Canine Companion Program (the first ever introduction of non-bred dogs at CKC competitive events),
  - Relaunch of the CKC "Puppy List", an on line tool to research for puppies available for sale (Program # 3 in this RFP)
  - An Online magazine to replace a recently defunct printed periodical.

## **5. Proposal Format:**

We are anticipating the following deliverables to be included within each proposal:

### **Company Background**

Outline of your company, its history, lines of business, capabilities, staffing, etc.

### **Experience and Qualifications**

Marketing and Communications strategy

Project development and management experience

Experience with CKC and/or the Canadian Dog Fancy

### **Approach**

Implementation plan:

- Key Activities
- Timing
- Roles and Responsibilities
- Program Outcomes

Outline the perceived challenges, risks conflicts inherent in this opportunity

Comment on the strategic fit with the CKC

### **Alignment with Budget**

Provide an outline of expected deliverables aligned to the proposed budget.

## Evaluation Criteria

The following are the evaluation criteria that will be used by the CKC in the evaluation of proposals. The CKC reserves the right to select suppliers outside of these criteria if it is off significant benefit to the CKC.

Criteria	Weighting
Experience, Qualifications	10
Approach	40
Alignment to objectives including budget	40
General fit to project	10
<b>Total</b>	<b>100</b>

Appendix "A"  
Strategic Imperatives from the 2012-2105 CKC Strategic Plan

## Strategic Imperatives and High Level Objectives

The priorities and objectives identified below are extracted from CKC's 2012-2105 Strategic Plan. The Objectives highlighted are deemed to be the most relevant to the goals of this RFP.

### **Strategic Imperative #1 – Health and well-being of purebred dogs**

Objective 1A: Develop and support programs on canine health, well-being and preservation of purebred dogs

### **Strategic Imperative #2 – Growth of the Canadian dog fancy**

Objective 2A: Increase CKC share of new puppy market

Objective 2B: Increase participation in existing events

Objective 2C: Increase event offerings

Objective 2D: Develop inducements to foster membership

### **Strategic Imperative #3 – Advocacy of purebred dogs and the Canadian Kennel Club**

**Objective 3A: Brand healthy purebred dogs**

Objective 3B: Develop a merchandising strategy

Objective 3C: Develop a CKC assured breeder program

Objective 3D: Develop a public education program

Objective 3E: Advocate for dogs at all levels of government and all stakeholders

Objective 3F: Strengthen existing partnerships

### **Strategic Imperative #4 – Internal change/improvements**

Objective 4A: Improve the overall information technology infrastructure at the CKC

Objective 4B: Develop and establish new revenue streams

Objective 4C: Review CKC programs and internal processes for efficiencies

Objective 4D: Conduct a governance review

Objective 4E: Establish the bilingual parameters for the CKC as a national association

Objective 4F: Enhance the member experience while delivering exceptional customer service

Appendix "B"  
Critical Tactical Timelines

# Timelines

