

**A Strategic Product Proposal for DVM Central in the Holistic Veterinary Services Market**

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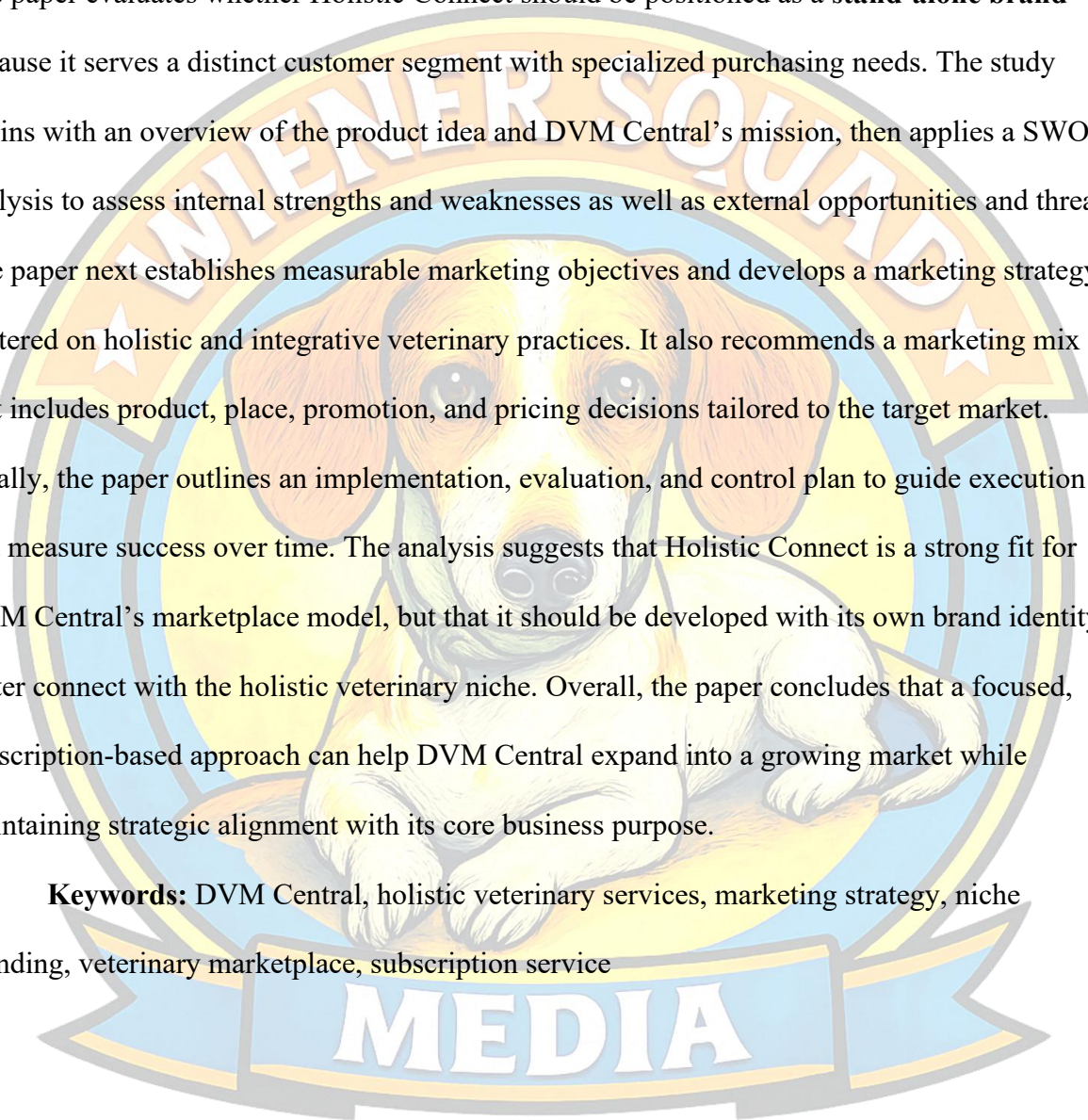
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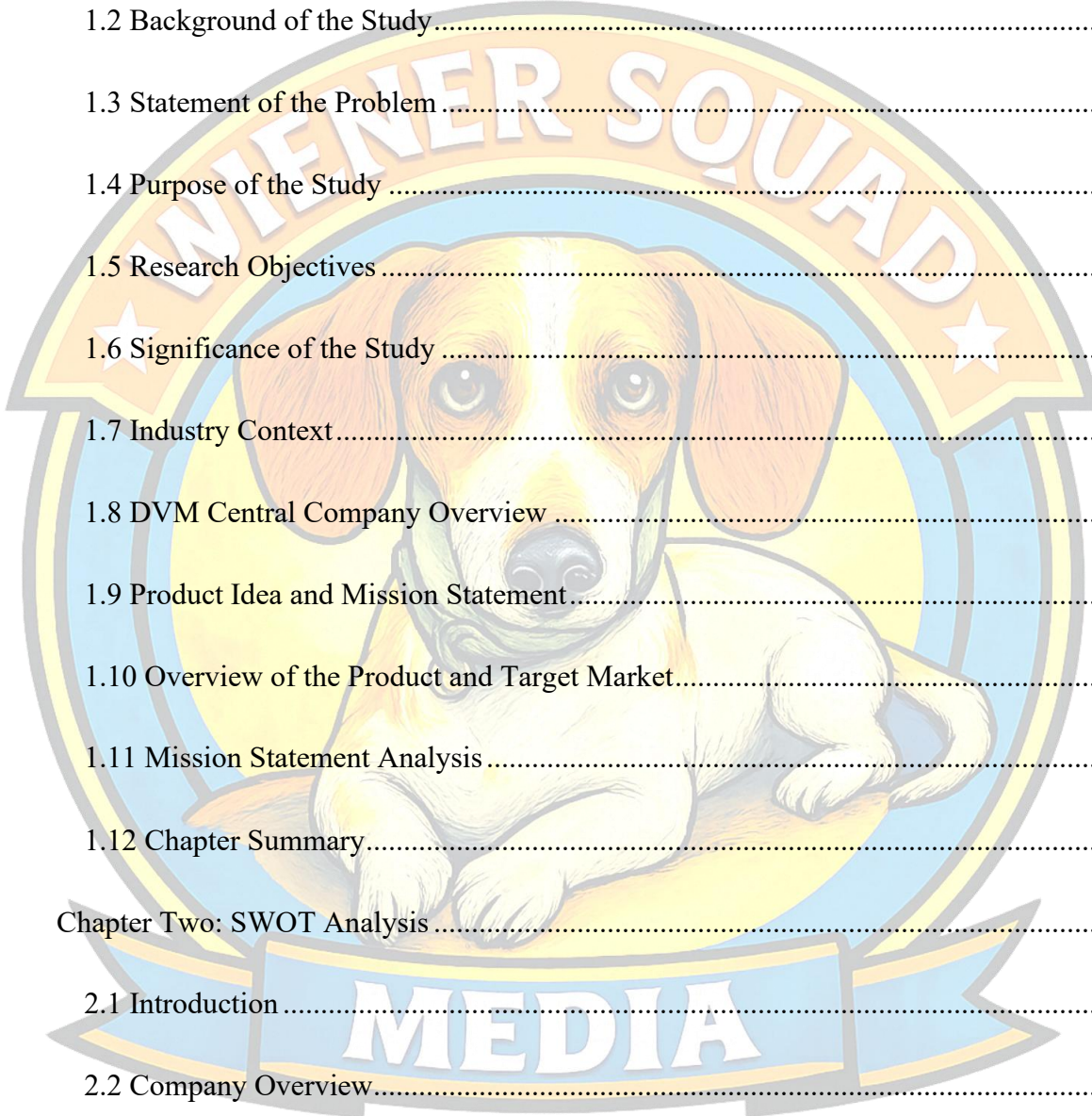
### Abstract

This professional paper examines the development of **DVM Central Holistic Connect** as a niche product and service offering for the holistic veterinary services market in the United States. The paper evaluates whether Holistic Connect should be positioned as a **stand-alone brand** because it serves a distinct customer segment with specialized purchasing needs. The study begins with an overview of the product idea and DVM Central's mission, then applies a SWOT analysis to assess internal strengths and weaknesses as well as external opportunities and threats. The paper next establishes measurable marketing objectives and develops a marketing strategy centered on holistic and integrative veterinary practices. It also recommends a marketing mix that includes product, place, promotion, and pricing decisions tailored to the target market. Finally, the paper outlines an implementation, evaluation, and control plan to guide execution and measure success over time. The analysis suggests that Holistic Connect is a strong fit for DVM Central's marketplace model, but that it should be developed with its own brand identity to better connect with the holistic veterinary niche. Overall, the paper concludes that a focused, subscription-based approach can help DVM Central expand into a growing market while maintaining strategic alignment with its core business purpose.

**Keywords:** DVM Central, holistic veterinary services, marketing strategy, niche branding, veterinary marketplace, subscription service



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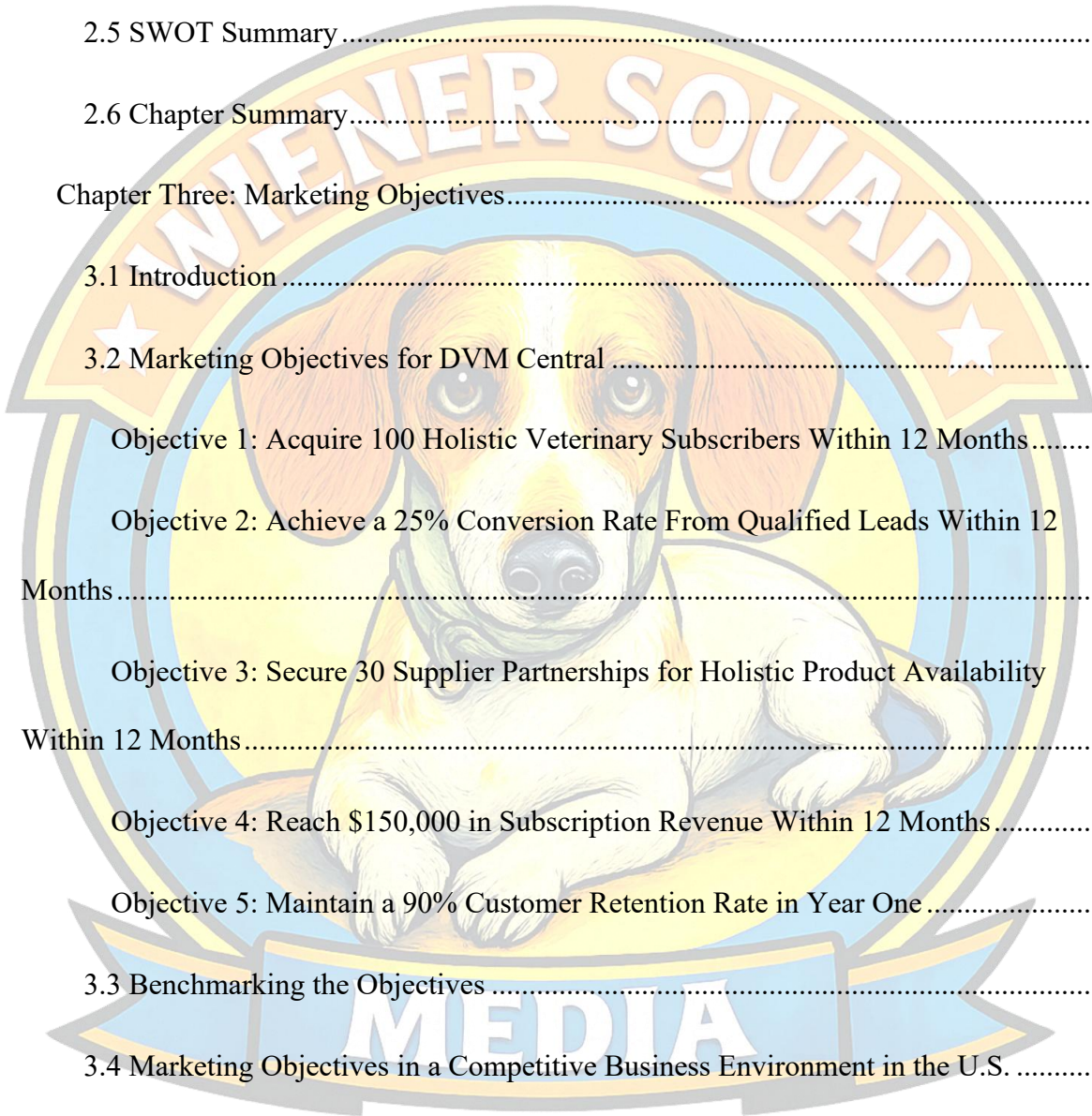
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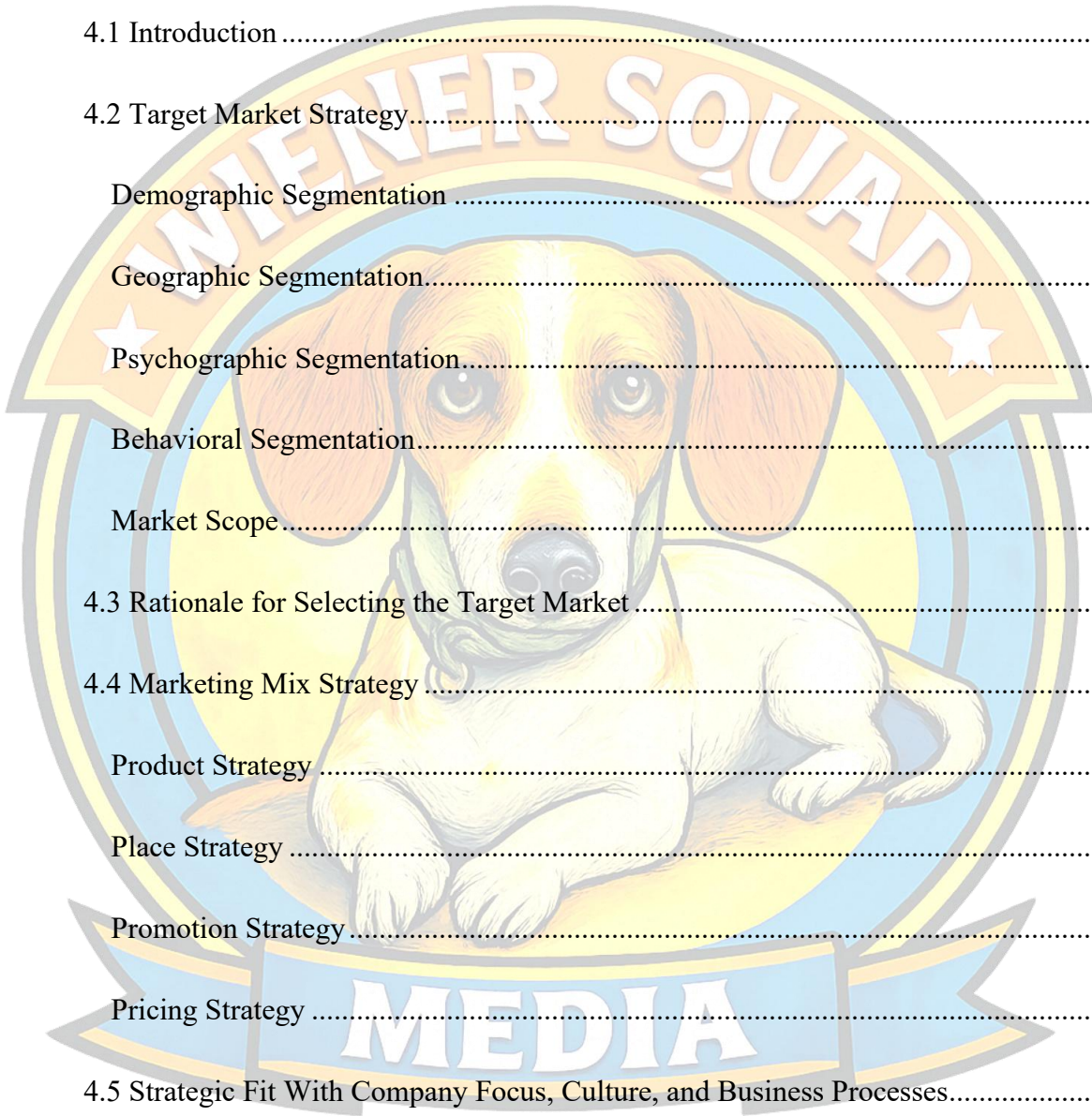
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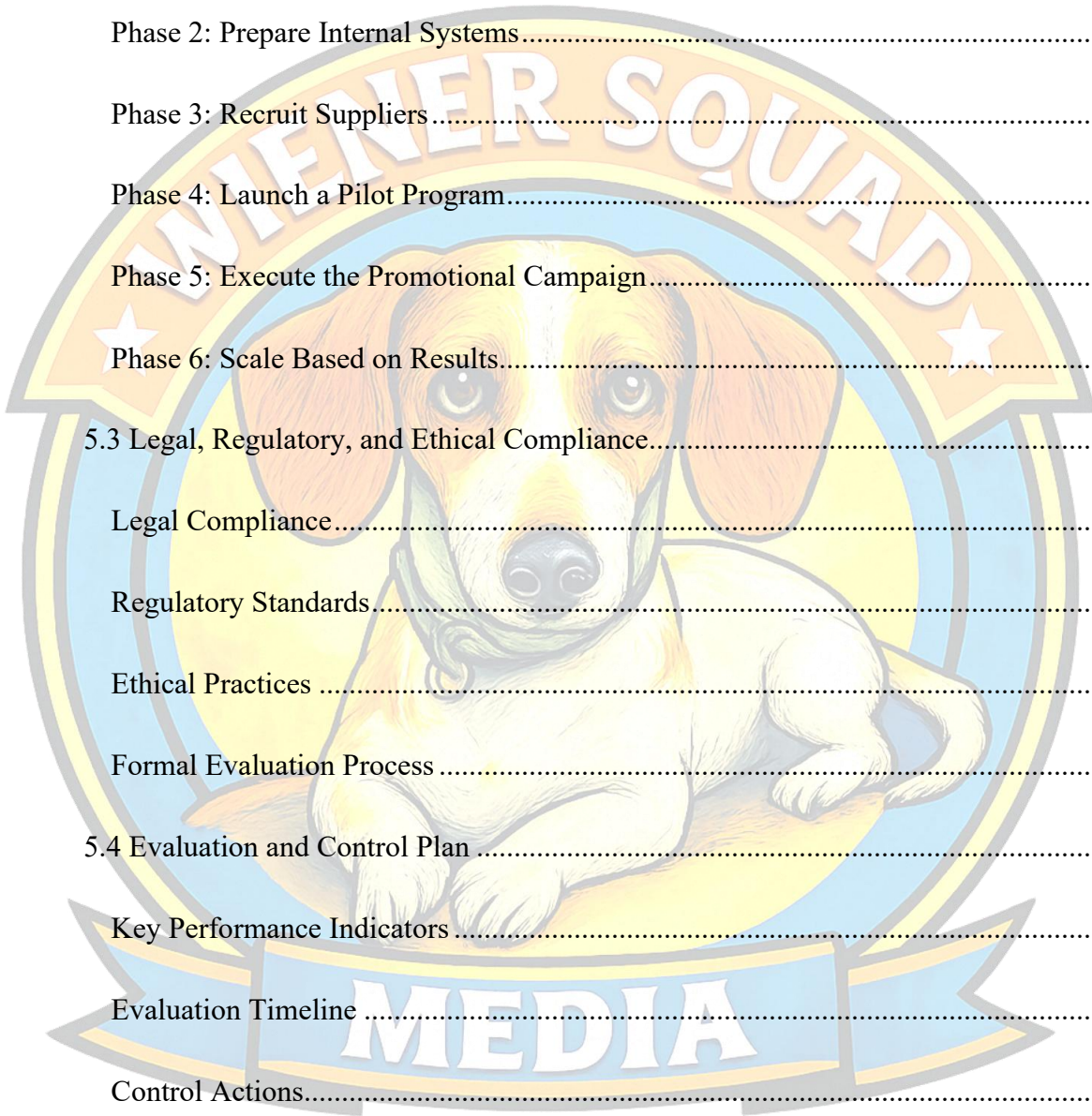
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## Chapter One: Product Idea and Mission Statement

The veterinary industry in the United States continues to change as pet owners seek more personalized, preventive, and integrative care options for their animals. One growing segment of this market is holistic veterinary services, which includes practices that emphasize nutrition, acupuncture, chiropractic care, herbal support, rehabilitation, and other wellness-based treatment methods. These practices often require specialty products that are not always easy to source through standard veterinary supply channels.

DVM Central is an online veterinary marketplace that connects veterinary professionals with suppliers and manufacturers of animal health products. The company's model is based on direct buying, easier supplier access, and improved procurement efficiency (DVM Central, n.d.). This chapter presents a new product idea for DVM Central, the **DVM Central Holistic Connect Subscription**, and explains how the product fits the company's mission and the needs of the holistic veterinary services market in the United States.

### 1.1 Overview of the Study

This study examines the potential value of a niche product offering for DVM Central that is tailored to holistic veterinary practices in the United States. The proposed product is a subscription-based procurement service designed to help holistic clinics access specialty products, simplify ordering, and manage inventory more effectively.

The study explores the relationship between the company's existing marketplace model and the needs of holistic veterinary practices. It also evaluates the fit between the proposed product and DVM Central's mission. In doing so, the study demonstrates how a specialized service can create value for both the company and its target market.

## 1.2 Background of the Study

The veterinary services industry includes a wide range of care models, from conventional treatment to integrative and holistic approaches. Holistic veterinary practices are becoming more visible as pet owners seek care that aligns with wellness, prevention, and natural treatment options. These practices often use supplements, nutritional products, herbal therapies, and other specialty items as part of their service offerings.

Although demand for holistic care is growing, many practices still face challenges in sourcing the products they need. Standard veterinary supply systems are often built around conventional products and may not serve the unique needs of integrative clinics. As a result, holistic practices may spend more time searching for suppliers, comparing prices, and managing supply shortages.

This creates an opportunity for DVM Central to expand its existing marketplace model with a service designed specifically for this niche. A subscription-based procurement service could help holistic clinics save time, reduce purchasing complexity, and improve product availability.

## 1.3 Statement of the Problem

Holistic veterinary practices in the United States often struggle to obtain specialty products efficiently and consistently. Many of the items these clinics use, such as natural supplements, wellness products, and integrative care supplies, are not always widely available through standard veterinary suppliers. This can create problems related to cost, stock availability, and supplier reliability.

The problem is that current veterinary procurement systems do not always reflect the needs of holistic practices. These clinics need a solution that offers easier access to specialty

products, more dependable reordering, and better inventory planning. Without a more targeted system, holistic veterinary practices may face unnecessary operational burdens that take time away from patient care.

#### **1.4 Purpose of the Study**

The purpose of this study is to evaluate the viability of a new product idea for DVM Central that serves the holistic veterinary services market in the United States. The proposed product, the DVM Central Holistic Connect Subscription, is intended to improve procurement efficiency for holistic veterinary practices by providing access to specialty products and supplier management tools.

The study also examines whether the proposed product aligns with DVM Central's mission and whether it can support the company's growth within a niche market segment. By doing so, the study aims to show how a focused service can address a real industry need while remaining consistent with the company's business model.

#### **1.5 Research Objectives**

The objectives of this study are to:

1. identify the supply challenges faced by holistic veterinary practices in the United States
2. evaluate the market need for specialty procurement support in holistic veterinary care
3. propose a product idea that fits the needs of holistic clinics
4. assess the alignment between the proposed product and DVM Central's mission
5. determine the potential value of the product for both buyers and suppliers
6. examine the strategic fit of the product within the veterinary marketplace industry

## 1.6 Significance of the Study

This study is significant because it focuses on a niche within the veterinary industry that has distinct and growing needs. Holistic veterinary practices often depend on specialized products and may not receive enough support from standard supply systems. A product designed for this segment could improve purchasing efficiency, lower procurement friction, and help clinics maintain a more reliable supply of essential items.

The study is also important because it shows how DVM Central can expand strategically without moving away from its core mission. By offering a niche service for holistic practices, the company can strengthen its market position and create additional value for both buyers and sellers. The findings may also be useful to other veterinary marketplace businesses that are considering niche-specific service expansion.

## 1.7 Industry Context

The veterinary industry in the United States is shaped by changing consumer preferences, rising operating costs, and growing interest in wellness-focused animal care. Pet owners increasingly want treatment options that feel personalized and preventive. This has contributed to the growth of holistic and integrative veterinary services.

At the same time, veterinary clinics face pressures related to labor shortages, inflation, and supply chain management. These issues make procurement efficiency more important than ever. Clinics that can manage supplies more effectively are better positioned to operate smoothly and serve their clients consistently.

The holistic veterinary niche is especially dependent on dependable access to specialty products. Because many of these products are not part of standard veterinary inventories, clinics

often need a more customized procurement solution. This creates a strong market opportunity for a service that helps holistic practices order, track, and replenish the products they use most often.

### 1.8 DVM Central Company Overview

DVM Central is an online veterinary marketplace that connects veterinary buyers and suppliers of animal health products. The company's business model centers on direct purchasing, supplier visibility, and simplified access to veterinary supplies (DVM Central, n.d.). Its platform is designed to reduce the complexity of procurement and support business growth for both buyers and sellers in the veterinary industry.

Because DVM Central already operates in the veterinary supply space, it is well positioned to introduce specialized offerings for niche segments. The company's current model provides a strong foundation for a product that serves holistic veterinary practices. A focused subscription service would allow DVM Central to extend its value proposition while remaining consistent with its core business purpose.

### 1.9 Product Idea and Mission Statement

The proposed product is the **DVM Central Holistic Connect Subscription**. This would be a membership-based procurement service created for holistic veterinary practices. The service would provide access to specialty natural and integrative products, vetted suppliers, automated reorder reminders, curated product bundles, inventory alerts, monthly spending reports, and supplier comparison tools.

DVM Central's mission is centered on connecting buyers and suppliers, promoting direct buying, simplifying veterinary supply purchasing, saving time and money, and helping sellers grow their business (DVM Central, n.d.). Although the company does not appear to publish a

lengthy formal mission statement, its purpose is clearly reflected in its marketplace model and service structure.

The proposed product aligns with this mission because it strengthens direct buying, improves convenience, and supports better supplier access. It also adds a specialized layer of value for a specific market segment without changing the company's core identity.

### **1.10 Overview of the Product and Target Market**

The DVM Central Holistic Connect Subscription is intended to serve holistic veterinary practices that need reliable access to specialty products. These may include natural supplements, herbal therapies, nutritional aids, rehabilitation supplies, and other integrative care items. The service would help practices reduce the time spent on sourcing and improve the consistency of their inventory management.

The target market includes:

- holistic veterinary clinics
- integrative animal hospitals
- veterinarians offering acupuncture, chiropractic, or rehabilitation services
- small animal practices with wellness-focused treatment models
- new holistic practices that need procurement support

This target market is appropriate because holistic practices often rely on products that are not widely available through conventional supply chains. They also tend to value product quality, transparency, and supplier reliability. A subscription-based service designed around these priorities would provide meaningful operational benefits.

### 1.11 Mission Statement Analysis

DVM Central's mission is broad enough to support the Holistic Connect Subscription because it is based on improving veterinary procurement for both buyers and sellers. The proposed product is consistent with this mission because it promotes direct purchasing, simplifies ordering, and helps clinics save time and money.

The mission is not too broad because it remains centered on the veterinary marketplace. It does not extend into unrelated industries or services. At the same time, it is not too narrow because it allows room for specialized products and niche market expansion.

The mission statement also avoids excessive detail. This is an advantage because it gives the company flexibility to adapt to changing market needs. A mission statement should provide direction rather than restrict innovation. In this case, DVM Central's mission provides a strong foundation for the development of a niche procurement service for holistic veterinary practices.

### 1.12 Chapter Summary

This chapter introduced the proposed DVM Central Holistic Connect Subscription and explained its relevance to the holistic veterinary services market in the United States. It reviewed the background of the study, the problem addressed by the product, the purpose and objectives of the research, and the significance of the study. The chapter also discussed the industry context, presented an overview of DVM Central, described the product idea and target market, and analyzed the company's mission statement.

Overall, the chapter shows that the proposed product is a strong strategic fit for DVM Central. It aligns with the company's mission, responds to a real market need, and offers a practical way to support holistic veterinary practices through improved procurement and supply access.

## Chapter Two: SWOT Analysis

### 2.1 Introduction

This chapter presents a SWOT analysis of DVM Central, with a specific focus on the company's internal strengths and weaknesses, as well as external opportunities and threats. A SWOT analysis is useful because it helps evaluate how a company's internal capabilities align with conditions in its external environment. For DVM Central, this analysis is especially relevant because the company operates in a competitive and changing veterinary marketplace that is shaped by digital purchasing trends, specialty care demand, and industry consolidation.

DVM Central is an online veterinary marketplace that connects veterinary buyers with suppliers and manufacturers of animal health products. The company's business model is based on direct purchasing, supplier access, and marketplace efficiency (DVM Central, n.d.). As a newer company in a competitive industry, it must continue building brand recognition while also responding to changes in veterinary purchasing behavior and supply chain expectations. This chapter examines the company's internal and external environment to better understand its strategic position.

### 2.2 Company Overview

DVM Central is a Florida-based online veterinary marketplace founded in 2020. The platform brings suppliers and buyers together in one digital environment and allows veterinary professionals to purchase products directly from manufacturers and vendors (DVM Central, n.d.). It also provides suppliers with storefront tools, sales analytics, and business visibility, which gives the platform value on both sides of the market.

The company focuses specifically on the veterinary industry, which gives it a niche position in the broader e-commerce environment. Unlike general retailers, DVM Central is

designed for animal health professionals and veterinary supply needs. Its marketplace model supports a wide range of veterinary categories, including surgical products, pharmaceuticals, nutrition, and wellness items. The company also uses educational content, webinars, and conference participation to strengthen its presence in the veterinary community (DVM Central, n.d.). This focused approach gives DVM Central a strong foundation, but the company still faces significant internal and external challenges.

### **2.3 Internal Analysis**

Internal analysis focuses on the company's strengths and weaknesses. These factors are important because they show what DVM Central can control directly and where improvement may be needed. In the case of DVM Central, several strengths support the company's growth potential, but there are also internal limitations that could affect long-term performance.

#### ***Strengths***

One of DVM Central's main strengths is its established marketplace model. The platform connects suppliers and buyers in a single location, which supports direct purchasing and reduces friction in the buying process (DVM Central, n.d.). This model is appealing because it allows clinics to compare products more efficiently and gives vendors access to a targeted professional audience.

A second strength is that the platform does not require upfront fees for sellers. According to the company's materials, vendors can join without setup costs, which lowers the barrier to entry and encourages supplier participation (DVM Central, n.d.). This is important because a marketplace depends on active seller involvement. In addition, the platform offers a Seller Central portal with analytics and profile tools, which adds value for vendors and improves their ability to manage sales performance.

DVM Central also benefits from a broad product range. The website highlights a wide variety of veterinary categories, including “hot products,” deals, and trusted vendor offerings (DVM Central, n.d.). This variety helps the company appeal to different types of veterinary practices, including general, specialty, and holistic clinics. A wider product mix can also increase platform usefulness by encouraging repeat visits and larger order volume.

Another strength is the company’s niche focus on the veterinary market. DVM Central does not compete as a general marketplace. Instead, it is designed specifically for veterinary professionals, which helps it build trust and relevance within the industry. The company’s mission emphasizes support for buyers and suppliers, fair trade practices, and data privacy, which strengthens its professional image and reinforces its specialized position (DVM Central, n.d.).

Finally, DVM Central appears to be agile and early in its development as a veterinary e-commerce brand. It was founded in 2020 and has continued to expand its digital presence through content marketing, webinars, blog posts, and veterinary event participation. This suggests a company that is still building market presence but is actively investing in visibility and brand development.

### ***Weaknesses***

Despite these strengths, DVM Central has several internal weaknesses. One major limitation is limited brand recognition. As a relatively new company, DVM Central does not yet have the same level of market trust or visibility as established veterinary distributors. This can create challenges when trying to attract large buyers or major suppliers, especially in a market where purchasing habits are often based on long-standing relationships.

Another weakness is the company's reliance on vendor participation. Because DVM Central is a marketplace, its value depends on maintaining a strong and diverse supplier base. If enough vendors do not participate, the platform may not offer enough product variety to satisfy buyers. This creates a classic marketplace challenge, since both buyers and sellers must see value before the platform can fully succeed.

Financial uncertainty is another concern. Since the company appears to use a free-entry model for sellers, its revenue sources may depend on commissions, premium services, or other indirect models that are not clearly defined in the available materials. This can create pressure on cash flow and make sustained investment in platform development more difficult.

Operational overhead is also a weakness. Even though DVM Central does not appear to manage inventory directly, it must still support vendor onboarding, platform maintenance, user support, and transaction coordination. These functions require technology investment and administrative resources. If the company cannot scale these systems effectively, service quality may suffer.

Finally, DVM Central faces a competitive disadvantage when compared with large distributors and established veterinary supply companies. Many clinics already buy through familiar vendors that offer direct supply, logistics support, and bundled services. In this environment, a newer marketplace must work harder to prove its value and win customer trust.

## **2.4 External Analysis**

External analysis examines forces outside the company that can create opportunities or threats. These factors are often grouped into political, economic, social, and technological influences. For DVM Central, the external environment includes strong growth potential, but it also includes serious competitive and market risks.

### *Opportunities*

One major opportunity is the growth of the pet care market and the continued rise of wellness-focused veterinary services. Pet owners increasingly view their animals as family members, and this has contributed to stronger demand for advanced care, preventive services, and holistic treatment approaches (IMARC Group, n.d.). This trend creates a favorable environment for DVM Central to expand its product offerings in areas such as nutrition, supplements, and integrative care products.

A second opportunity is the market for independent veterinary clinics. Although corporate ownership has increased in the industry, many clinics remain independent and continue to value price sensitivity and direct sourcing. These practices may be especially interested in a marketplace that helps them lower purchasing costs and access competitive pricing. DVM Central's direct-buying model fits this need well (DVM Central, n.d.).

Digital transformation is another important opportunity. Veterinary purchasing is moving online, and buyers increasingly expect digital tools that make ordering easier and more transparent. The appearance of new veterinary procurement platforms suggests that the market is open to marketplace-based purchasing models (Vet Advantage, n.d.). DVM Central can benefit from this trend by improving its search tools, mobile access, and analytics features.

Strategic partnerships and content marketing also present opportunities. DVM Central already engages in educational webinars, blog content, and trade show participation. Expanding these efforts through partnerships with veterinary associations, local clinics, and industry influencers could improve visibility and help the company attract more users. These actions would also strengthen trust and brand recognition.

There is also a geographic opportunity in Florida, where DVM Central is headquartered. Florida has a large pet-owning population, which gives the company a strong local market base for pilot programs and relationship building (Dogster, 2026). From there, the company can continue expanding across the United States as brand recognition improves.

### ***Threats***

One of the most significant threats facing DVM Central is competition from large marketplace entrants and distribution giants. Major industry players have begun backing new online platforms that offer centralized procurement for veterinary practices (Vet Advantage, n.d.). These companies already have existing relationships, supply networks, and strong brand trust, which could make it difficult for DVM Central to compete on scale alone.

Established distributors also present a serious threat. Companies such as Covetrus, Patterson, and Henry Schein already have extensive logistics systems and strong customer relationships. Many veterinary clinics continue to prefer these suppliers because of convenience, habit, and familiarity. If these incumbents strengthen their digital marketplace offerings, DVM Central may face even more pressure to differentiate itself.

Economic conditions are another external threat. Veterinary care is subject to changes in consumer spending, inflation, and broader economic pressure. If pet owners reduce spending or clinics become more cautious with inventory, transaction volume on the platform could decline. Since DVM Central likely depends on marketplace activity for revenue, a slowdown in industry spending could affect performance.

Regulatory risk is also a concern. Veterinary products, especially pharmaceuticals and regulated supplies, are subject to compliance requirements that can vary by product type and jurisdiction. If suppliers fail to meet regulatory standards, DVM Central could face reputational

or legal consequences. This creates an ongoing need for vendor oversight and compliance management.

Technology and cybersecurity risks add another layer of threat. As an online marketplace, DVM Central must protect user data, maintain uptime, and adapt to rapid changes in digital commerce. Any breach, outage, or system failure could damage trust and reduce user confidence. In addition, if the company does not keep pace with new technology, it may lose ground to more advanced competitors.

Finally, market consolidation remains a long-term threat. The veterinary industry is increasingly shaped by buying groups, corporate consolidation, and large platforms that can influence purchasing behavior. If more veterinary practices consolidate their purchasing through a small number of large distributors or marketplace networks, independent platforms like DVM Central may find it harder to grow.

## **2.5 SWOT Summary**

DVM Central's SWOT analysis reveals a company with a strong niche position and meaningful growth potential, but also with several strategic challenges. Internally, the company's strengths include its marketplace structure, no-cost vendor onboarding, broad product range, and strong veterinary focus. These strengths support its value proposition and position it as a specialized platform in the veterinary supply market.

At the same time, DVM Central faces internal weaknesses such as limited brand recognition, dependence on vendor participation, financial uncertainty, operational complexity, and strong competition from larger distributors. These weaknesses suggest that the company must continue building scale, trust, and operational stability.

Externally, DVM Central has several promising opportunities. These include growth in the pet wellness market, demand from independent clinics, digital transformation in veterinary purchasing, strategic partnership potential, and geographic expansion. However, the company also faces serious threats from major competitors, economic instability, regulation, cybersecurity risks, and market consolidation.

Overall, the SWOT analysis indicates that DVM Central has a viable foundation for growth, but its success will depend on how effectively it can use its strengths to take advantage of market opportunities while addressing internal weaknesses and external threats.

## **2.6 Chapter Summary**

This chapter examined DVM Central through a SWOT analysis of its internal and external environment. The company's strengths include a focused marketplace model, low-cost vendor entry, a wide product range, and a strong connection to the veterinary industry. Its weaknesses include limited brand recognition, dependence on supplier participation, and financial and operational uncertainty. The external environment presents significant opportunities in pet wellness, independent clinic purchasing, digital commerce, and geographic expansion. However, the company also faces threats from major distributors, economic pressure, regulatory issues, cybersecurity risks, and industry consolidation.

The findings from this chapter provide an important foundation for evaluating DVM Central's strategic position and support the development of a niche product for the holistic veterinary services market. The next chapter can build on this analysis by exploring the product concept in greater detail and evaluating its potential fit within the company's broader mission.

## Chapter Three: Marketing Objectives

### 3.1 Introduction

Marketing objectives provide the foundation for a marketing plan because they define what the organization intends to achieve through its marketing activities. Clear objectives are important because they create direction, support accountability, and make it possible to measure performance over time. For DVM Central, the marketing objectives for the proposed **Holistic Connect Subscription** must reflect the company's niche position in the veterinary supply marketplace while also addressing the needs of holistic veterinary practices in the United States.

The veterinary healthcare market continues to expand as pet ownership and demand for specialized care increase. Industry reports note that the U.S. veterinary healthcare market is expected to grow over the next several years, supported by rising consumer interest in wellness-oriented and specialty services (IMARC Group, n.d.). At the same time, veterinary buyers are increasingly using digital procurement tools, and new marketplace models continue to emerge in the industry (Vet Advantage, n.d.). These conditions create an appropriate environment for DVM Central to introduce a focused subscription service for holistic veterinary practices.

### 3.2 Marketing Objectives for DVM Central

The following five marketing objectives are proposed for DVM Central's Holistic Connect Subscription. Each objective is realistic, measurable, time-specific, and aligned with a benchmark-based approach to performance measurement.

#### ***Objective 1: Acquire 100 Holistic Veterinary Subscribers Within 12 Months***

DVM Central should aim to secure at least **100 paying holistic veterinary clinics** for the Holistic Connect Subscription within the first 12 months of launch. This objective is realistic for a niche B2B product if the company uses targeted outreach, veterinary association partnerships, and direct sales campaigns. It is measurable because subscriber count can be tracked directly through platform analytics.

This objective is also benchmarkable. A reasonable benchmark is initial adoption among independent clinics that already use specialty products or integrative care services. Since the holistic veterinary market is a smaller subset of the overall veterinary services market, a first-year target of 100 subscribers provides a meaningful yet attainable growth goal (IMARC Group, n.d.).

***Objective 2: Achieve a 25% Conversion Rate From Qualified Leads Within 12 Months***

DVM Central should target a **25% lead-to-subscriber conversion rate** from qualified leads generated through outreach, webinars, trade show participation, and digital campaigns. Conversion rate is a critical marketing measure because it shows whether the message and offer are resonating with the target audience.

This objective is appropriate because DVM Central already uses content marketing, educational events, and industry-facing outreach to build brand awareness (DVM Central, n.d.). A 25% conversion benchmark is ambitious but attainable in a niche B2B environment where the audience has a clear procurement need. This also allows the company to measure how well its offer speaks to holistic practices specifically.

***Objective 3: Secure 30 Supplier Partnerships for Holistic Product Availability Within 12 Months***

DVM Central should obtain at least **30 supplier partnerships** that offer products relevant to holistic veterinary care within the first year of launch. These products may include nutritional supplements, herbal therapies, wellness products, rehabilitation supplies, and other integrative care items.

This objective is important because a marketplace product depends on supply depth and vendor participation. DVM Central's marketplace model already emphasizes direct access between buyers and sellers, and the company's no-upfront-fee approach can help attract vendors (DVM Central, n.d.). A 30-supplier benchmark would improve product variety and reduce the risk of limited inventory, which is a common weakness of newer marketplace platforms.

**Objective 4: Reach \$150,000 in Subscription Revenue Within 12 Months**

DVM Central should target **\$150,000 in annual subscription revenue** from the Holistic Connect service during its first year. This revenue objective should be based on the projected number of subscribers and the pricing structure of the service.

This objective is measurable and financially specific. It also reflects the need for the company to build a more stable revenue stream beyond general marketplace traffic. Because digital marketplaces often depend on a mix of recurring and transaction-based revenue, subscription income can support platform growth and reduce financial uncertainty (DVM Central, n.d.). The objective should be reviewed against monthly revenue projections to determine whether the product is performing as expected.

**Objective 5: Maintain a 90% Customer Retention Rate in Year One**

DVM Central should seek to maintain a **90% customer retention rate** among Holistic Connect subscribers during the first 12 months. Retention is a critical measure for subscription-based products because it indicates whether customers perceive ongoing value.

A strong retention rate is especially important in a specialized market such as holistic veterinary care, where clinics need consistent access to trusted suppliers and recurring products. If the service reduces ordering friction and improves product availability, customers are more likely to continue using it. Retention can be measured through subscription renewals, usage frequency, and cancellation rates.

**3.3 Benchmarking the Objectives**

Benchmarking is essential because it gives the company a standard for evaluating progress. Without benchmarks, marketing objectives become vague and difficult to measure. For DVM Central, benchmarks should be based on company performance, industry conditions, and target market characteristics.

The first benchmark is the size and direction of the veterinary healthcare market. Industry analysis shows that the U.S. veterinary healthcare market is large and expanding, which supports the

potential for specialized niche services (IMARC Group, n.d.). This broader market growth provides a useful benchmark for evaluating whether DVM Central is achieving a reasonable share of the market.

The second benchmark is DVM Central's own platform position. Because the company is still relatively young, its growth targets must reflect the realities of a new brand with a specialized audience. DVM Central's current marketing approach, which includes conferences, webinars, and digital visibility, suggests that awareness-building is already part of its strategy (DVM Central, n.d.). The Holistic Connect Subscription should therefore be measured against the company's ability to convert awareness into paid adoption.

A third benchmark is competitive activity in the veterinary marketplace space. Vet Advantage reported that major distributors are backing new online marketplace efforts for veterinary practices, which confirms that procurement digitization is becoming more common in the industry (Vet Advantage, n.d.). This means DVM Central's objectives should not only focus on growth, but also on differentiation. If the company can acquire and retain holistic clinics while building supplier support, it will be performing well relative to broader market movement.

A fourth benchmark is the Florida pet ownership base, which may be especially useful for early testing and regional growth. Florida has a large number of pet-owning households, creating a strong environment for veterinary-related business activity (Dogster, 2026). Since DVM Central is headquartered in Florida, local market penetration can serve as an early benchmark before national scaling.

### **3.4 Marketing Objectives in a Competitive Business Environment in the U.S.**

DVM Central's marketing objectives must be understood in the context of a competitive U.S. business environment. The veterinary industry is becoming more digital, more consolidated, and more responsive to consumer demand for convenience and transparency. These trends affect how marketing objectives should be designed and measured.

### ***Commercial Considerations***

Commercially, the proposed objectives support a subscription model that can generate recurring revenue and stable customer relationships. This is important because recurring revenue often provides more predictable cash flow than one-time transactions. The focus on subscribers, suppliers, retention, and revenue gives DVM Central a clearer path toward commercial sustainability.

The objectives also recognize the importance of differentiation. Since veterinary procurement is becoming more competitive and digitally oriented, DVM Central must stand out through niche specialization rather than broad marketplace volume alone. A Holistic Connect Subscription gives the company a commercial advantage by targeting an underserved segment with clear product needs (IMARC Group, n.d.; Vet Advantage, n.d.).

### ***Legal Considerations***

The veterinary product environment also includes legal considerations that affect marketing objectives. Products used in veterinary care may involve regulatory oversight, product claims, data handling, and supplier compliance. As a marketplace platform, DVM Central must ensure that vendor relationships and product listings remain compliant with applicable laws and industry standards.

This is especially relevant if the company expands its product range to include specialty supplements or wellness-related items. Marketing claims must remain accurate and avoid misleading statements. The company must also protect buyer and vendor data, since trust is a major factor in online B2B commerce. A legally careful marketing strategy supports long-term brand credibility and reduces the risk of reputational harm.

### ***Cultural Considerations***

Culturally, the proposed objectives fit broader changes in how pet owners view animal care in the United States. Many pet owners now see animals as family members and seek care that reflects

wellness, prevention, and personal attention (IMARC Group, n.d.). This cultural shift supports demand for holistic veterinary services and creates an opening for DVM Central's niche product.

The objectives also respect the professional culture of veterinary practice. Holistic clinics often value education, product transparency, and trusted supplier relationships. DVM Central's use of webinars, blog content, and veterinary community engagement supports that culture by showing that the company is not only selling products, but also building professional relationships (DVM Central, n.d.). This makes the objectives more likely to resonate with the target market.

### 3.5 Strategic Fit of the Marketing Objectives

The proposed marketing objectives fit DVM Central's broader business strategy because they support the company's core mission of connecting veterinary buyers and suppliers. Each objective is aligned with a specific business outcome: subscriber growth, lead conversion, supplier expansion, revenue generation, and retention.

The objectives also fit the company's current market position. DVM Central is not attempting to compete as a broad, mass-market distributor. Instead, it is using niche specialization as a way to create value. This is strategically sound because the holistic veterinary segment has distinct sourcing needs that are not fully addressed by general marketplace models.

In addition, the objectives support long-term brand development. If DVM Central successfully meets its first-year benchmarks, it will gain evidence that the Holistic Connect Subscription can scale. This can strengthen the company's position in the veterinary marketplace and support future product expansion.

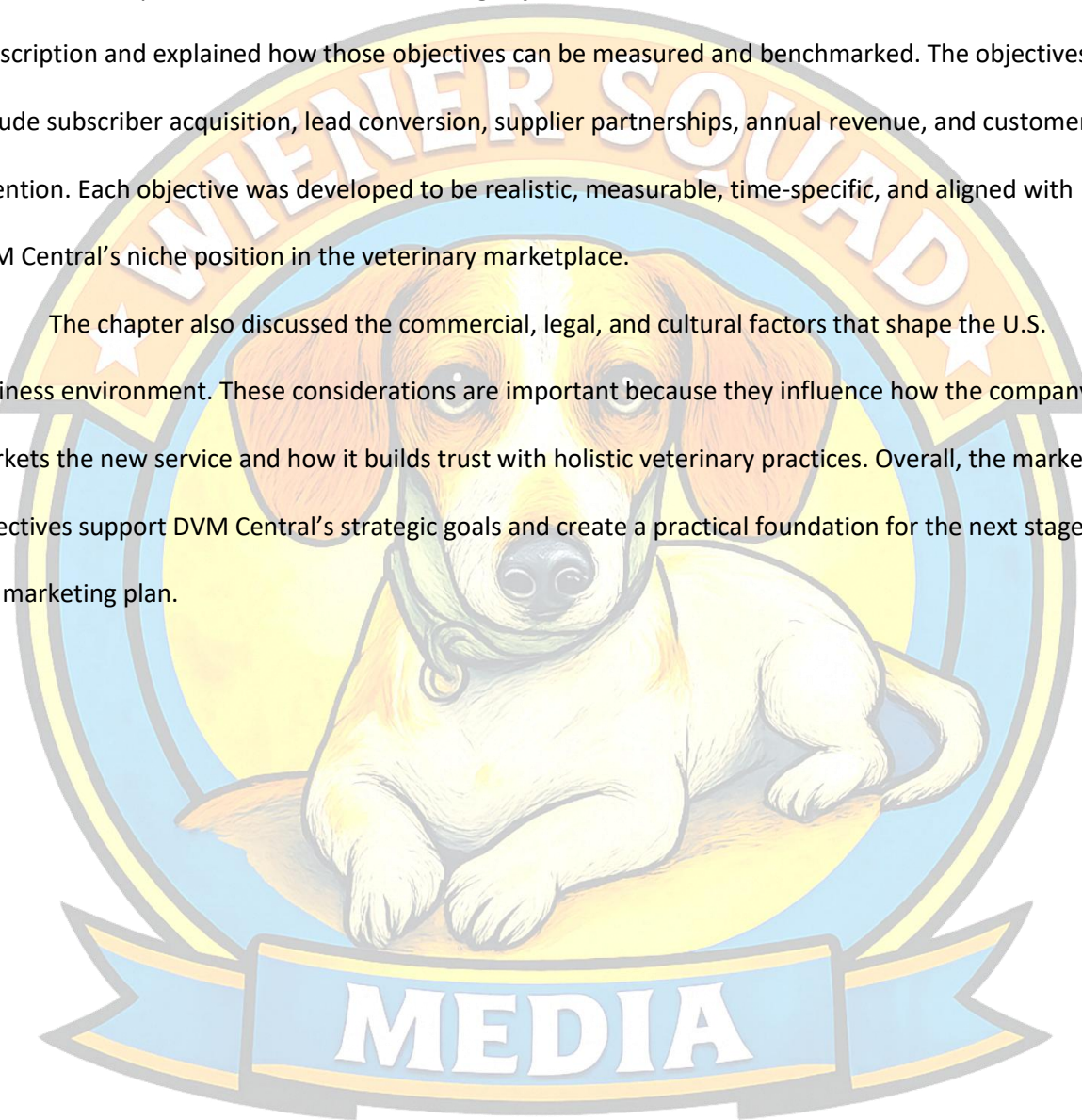
Overall, the objectives are realistic because they reflect the size of the market and the company's current stage of development. They are measurable because each one can be tracked with specific performance indicators. They are time-specific because each objective is tied to a 12-month

period. Finally, they are benchmarkable because they can be evaluated against market growth, industry competition, and internal performance data.

### 3.6 Chapter Summary

This chapter established five marketing objectives for DVM Central's Holistic Connect Subscription and explained how those objectives can be measured and benchmarked. The objectives include subscriber acquisition, lead conversion, supplier partnerships, annual revenue, and customer retention. Each objective was developed to be realistic, measurable, time-specific, and aligned with DVM Central's niche position in the veterinary marketplace.

The chapter also discussed the commercial, legal, and cultural factors that shape the U.S. business environment. These considerations are important because they influence how the company markets the new service and how it builds trust with holistic veterinary practices. Overall, the marketing objectives support DVM Central's strategic goals and create a practical foundation for the next stage of the marketing plan.



## Chapter Four: Marketing Strategy

### 4.1 Introduction

A marketing strategy defines how an organization will identify its target market and develop a marketing mix that creates value for customers while supporting business goals. In B2B markets, effective strategy depends on clear segmentation, strong value propositions, and consistent delivery across product, price, place, and promotion decisions (Homburg, Jensen, & Kraus, 2008). For DVM Central, the proposed **Holistic Connect Subscription** requires a focused strategy because the product serves a specialized segment within the veterinary marketplace.

The holistic veterinary services market presents a meaningful opportunity because it aligns with broader trends in wellness-oriented pet care, digital purchasing, and preference for specialized supplier relationships. Research shows that pet owners increasingly seek high-quality, personalized, and preventive care, which supports growth in complementary and integrative veterinary services (Kogan et al., 2019). In addition, digital B2B platforms continue to reshape how buyers search for and purchase products, making online marketplace strategies increasingly relevant (Wiersema, 2013). This chapter presents the target market strategy, the rationale for selecting the target market, the marketing mix, and the strategic fit of the recommended approach.

### 4.2 Target Market Strategy

The recommended target market for DVM Central's Holistic Connect Subscription is **holistic and integrative veterinary practices in the United States**. This market should be segmented using demographic, geographic, psychographic, and behavioral variables.

#### *Demographic Segmentation*

The primary users of the service are likely to be:

- independent veterinary clinic owners
- practice managers

- integrative veterinarians
- small animal hospital administrators
- new clinic owners launching holistic or wellness-based services

These decision-makers typically control purchasing or influence supply-chain decisions. In B2B marketing, targeting decision-makers rather than end consumers improves message relevance and conversion potential because organizational buyers evaluate products based on operational value, not emotional appeal (Homburg et al., 2008).

### ***Geographic Segmentation***

The initial geographic focus should be on the United States, with early emphasis on states that have a strong pet-owning population and a high concentration of independent veterinary practices. Florida is especially attractive as a launch market because DVM Central is already based there, and the state has a large pet-owning household base (Dogster, 2026). A Florida-first approach also allows the company to test, refine, and document early performance before expanding nationally.

### ***Psychographic Segmentation***

The target market includes clinics and veterinarians that value:

- preventive care
- natural and integrative treatment approaches
- patient-centered service
- supplier transparency
- wellness-focused brand identity
- continuing education and professional trust

Psychographic segmentation is useful because holistic veterinary practices often identify with a care philosophy, not just a product category. Studies on veterinary client behavior show that pet owners are increasingly open to complementary and integrative approaches when those services align with

trust, quality, and communication (Kogan et al., 2019). Clinics serving this audience are therefore more likely to see value in a specialized procurement platform.

### ***Behavioral Segmentation***

Behaviorally, the target market should include practices that:

- purchase specialty products on a recurring basis
- manage high inventory needs for supplements or wellness items
- rely on multiple vendors
- are dissatisfied with fragmented procurement systems
- are willing to adopt digital tools that simplify ordering

This segment is attractive because it has a clear pain point. Research in digital B2B markets shows that buyers adopt online platforms when those platforms reduce search costs, improve convenience, and offer better access to product information (Wiersema, 2013). Holistic practices with recurring specialty purchases are therefore a strong fit for a subscription-based procurement model.

### ***Market Scope***

The strategy should begin with a narrow, accessible market segment: independent holistic veterinary clinics and small integrative animal hospitals. This segment is measurable because it can be tracked by subscriber count, conversion rate, and renewal rate. It is sustainable because the need for specialty supply access is ongoing. It is accessible because the company can reach it through trade associations, webinars, conferences, and direct outreach. It is reachable because the target audience already uses digital communication channels and professional networks.

## **4.3 Rationale for Selecting the Target Market**

The selected target market is attractive from a marketing standpoint for several reasons.

First, holistic veterinary practices have a specific and recurring need for specialty products.

Unlike general veterinary practices that may rely primarily on conventional supplies, holistic clinics often

use supplements, herbal products, wellness tools, and integrative care items. This creates a clear procurement need that can be addressed through a subscription model. In services marketing, a clear and recurring customer need improves the likelihood of repeat purchases and long-term retention (Palmatier, Scheer, & Steenkamp, 2007).

Second, this market is under-served by traditional veterinary distribution models. Many large distributors focus on broad inventory coverage rather than niche specialization. DVM Central can differentiate itself by serving a market that values product relevance, supplier trust, and convenience. Differentiation is especially important in digital marketplaces because buyers tend to compare platforms based on utility, trust, and ease of use (Wiersema, 2013).

Third, the market is compatible with relationship-based marketing. Holistic veterinary professionals often place high value on education, trust, and long-term supplier relationships. Research on B2B services shows that trust and relationship quality are important drivers of retention and customer loyalty, particularly when the purchase involves ongoing service value rather than a one-time transaction (Palmatier et al., 2007). A subscription service supports that relational model better than a one-time purchase platform.

Fourth, the market is strategically manageable. Instead of launching broadly across all veterinary segments, DVM Central can begin with a focused niche that is easier to message, measure, and refine. Niche targeting often improves performance because it allows firms to tailor value propositions and reduce wasted marketing spend (Homburg et al., 2008).

#### **4.4 Marketing Mix Strategy**

The recommended marketing mix for the Holistic Connect Subscription includes product, place, promotion, and pricing strategies that reflect the needs of the target market.

##### ***Product Strategy***

The product should be positioned as a specialized procurement membership for holistic veterinary clinics. The subscription should include:

- access to specialty natural and integrative products
- vetted supplier listings
- automated reorder reminders
- curated bundles for common holistic care needs
- inventory alerts
- monthly spend tracking
- comparison tools for suppliers and product categories

The product should emphasize convenience, transparency, and efficiency. Service quality research shows that customers are more likely to remain loyal when a service consistently reduces effort and improves outcomes (Parasuraman, Zeithaml, & Berry, 1988). For DVM Central, the product must deliver a reliable operational benefit, not just product access.

The service should also include educational elements such as supplier spotlights, product use guides, and short training content. This supports trust and helps the company position itself as a partner, not just a vendor.

### ***Place Strategy***

The place strategy should be digital-first. The product should be delivered through DVM Central's website and mobile-accessible platform so clinics can browse, subscribe, reorder, and manage accounts online. A digital channel is appropriate because B2B buyers increasingly expect self-service access, product information, and fast ordering processes (Wiersema, 2013).

The company should also use direct outreach, webinars, conferences, and veterinary association partnerships as channel support points. These touchpoints should not replace the online platform, but

they should drive traffic and adoption. Digital-first distribution is also efficient because it reduces overhead and supports scalability.

In addition, the platform should integrate with common purchasing workflows as much as possible. The easier the subscription is to access and use, the more likely it is to be adopted and retained. Research on digital service adoption shows that convenience and simplicity are central to continued platform use (Venkatesh, Thong, & Xu, 2012).

### **Promotion Strategy**

The promotion strategy should focus on education, trust, and problem-solving. The target audience is unlikely to respond to broad consumer-style advertising. Instead, it will respond to professional, evidence-based messaging that shows how the service solves procurement problems.

Recommended promotional tactics include:

- email campaigns to veterinary clinics
- sponsored webinars on supply efficiency and holistic procurement
- conference outreach at veterinary events
- content marketing through blogs and newsletters
- partnerships with holistic veterinary associations
- testimonial-based case studies
- direct sales outreach to practice managers and owners

This approach is supported by relationship marketing research, which shows that B2B buyers respond positively to trust-building communication and long-term value creation (Palmatier et al., 2007). Promotional content should emphasize how the subscription reduces sourcing time, improves availability, and supports better clinic operations.

The messaging should also reinforce DVM Central's niche expertise. A specialized message is more effective than a broad one because the audience wants to know that the company understands its specific needs.

### ***Pricing Strategy***

The pricing strategy should be subscription-based and tiered. A tiered pricing model would allow DVM Central to serve smaller clinics and growing practices with different needs and budgets. For example, the company could offer:

- a basic tier for essential product access and ordering tools
- a standard tier with supplier comparison and reorder automation
- a premium tier with analytics, curated bundles, and priority support

Tiered pricing is appropriate because it increases accessibility while creating upsell opportunities. It also supports market penetration by allowing small and mid-sized practices to enter at a lower cost level. Research on pricing strategy shows that customers evaluate price in relation to perceived value, especially in service-based and digital products (Simon, Fassnacht, & Roth, 2015).

The pricing model should remain transparent and predictable. Holistic clinics are likely to value clear recurring costs over complicated fee structures. This supports retention and trust, both of which are important in subscription-based services.

### **4.5 Strategic Fit With Company Focus, Culture, and Business Processes**

The recommended marketing strategy fits DVM Central's strategic focus because the company already operates as a veterinary marketplace built around direct buying and supplier access. The Holistic Connect Subscription extends this model into a specific niche without changing the company's core direction. Strategic fit matters because marketing efforts are more effective when they reinforce the organization's existing strengths and business model (Homburg et al., 2008).

The strategy also fits the company's culture. DVM Central positions itself as a veterinary-focused platform that values community, supplier support, and easier access to products. The proposed marketing approach reflects that culture by emphasizing education, trust, and service rather than aggressive sales tactics. A relationship-oriented culture is especially important in B2B markets where buyers expect expertise and dependable support (Palmatier et al., 2007).

The strategy is also aligned with current business processes. DVM Central already uses digital tools, content marketing, vendor visibility, and online marketplace infrastructure. These processes support the proposed strategy because the product can be launched using existing capabilities such as website access, email outreach, vendor onboarding, and educational content. Digital business models are strongest when the marketing strategy matches the company's operational systems and delivery capabilities (Venkatesh et al., 2012).

From a practical perspective, the strategy is also sustainable. It relies on recurring subscription revenue, digital distribution, and niche targeting, all of which support long-term scalability. It is measurable because the company can track subscriptions, conversion rates, and renewal rates. It is accessible because the audience can be reached through professional channels. It is sustainable because the need for holistic veterinary supplies is ongoing, not temporary.

Overall, the strategy is consistent with DVM Central's identity as a specialized veterinary marketplace while also giving the company room to grow within an underserved niche.

#### **4.6 Marketing Strategy Summary**

The recommended marketing strategy positions the Holistic Connect Subscription as a niche B2B service for holistic and integrative veterinary practices in the United States. The target market is defined by demographics, geography, psychographics, and behavior, with an initial emphasis on independent clinics and small animal hospitals that regularly purchase specialty products. This market is attractive

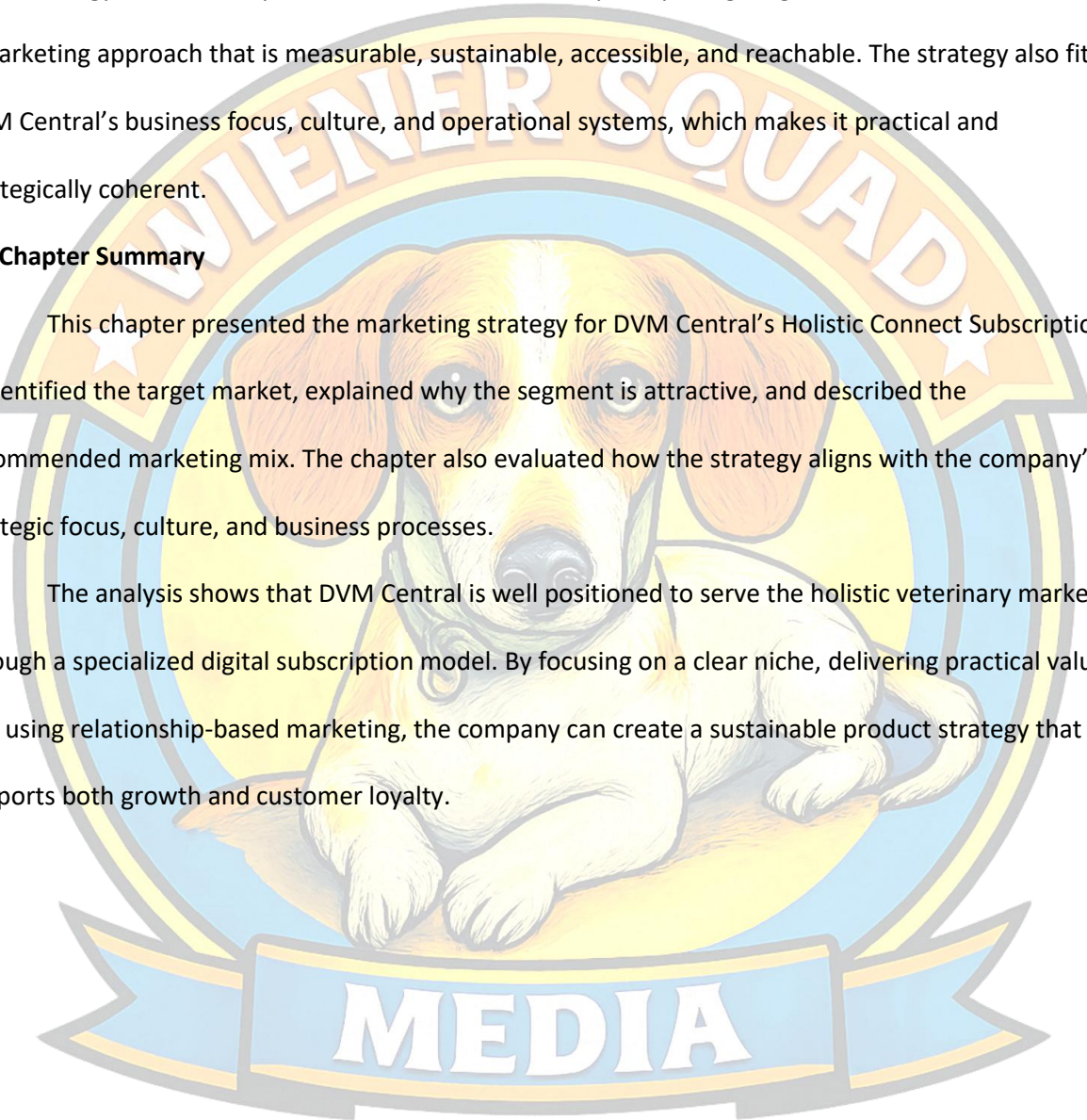
because it has a recurring procurement need, values trust and education, and is not fully served by general distributors.

The marketing mix supports this strategy through a specialized product offering, a digital-first place strategy, trust-based promotion, and tiered subscription pricing. Together, these decisions create a marketing approach that is measurable, sustainable, accessible, and reachable. The strategy also fits DVM Central's business focus, culture, and operational systems, which makes it practical and strategically coherent.

#### **4.7 Chapter Summary**

This chapter presented the marketing strategy for DVM Central's Holistic Connect Subscription. It identified the target market, explained why the segment is attractive, and described the recommended marketing mix. The chapter also evaluated how the strategy aligns with the company's strategic focus, culture, and business processes.

The analysis shows that DVM Central is well positioned to serve the holistic veterinary market through a specialized digital subscription model. By focusing on a clear niche, delivering practical value, and using relationship-based marketing, the company can create a sustainable product strategy that supports both growth and customer loyalty.



## Chapter Five: Implementation, Evaluation, and Control

### 5.1 Introduction

Implementation, evaluation, and control are essential parts of a marketing plan because they determine whether strategy is actually translated into results. A well-designed marketing strategy has limited value unless the organization can execute it consistently, measure its outcomes, and make timely corrections when performance falls short. Research on marketing implementation shows that execution quality is a major driver of marketing success, especially in service-based and B2B environments where customer relationships, trust, and operational consistency matter greatly (Morgan, Vorhies, & Mason, 2009; Homburg, Workman, & Jensen, 2000).

For DVM Central, the proposed **Holistic Connect Subscription** requires a structured implementation process, a formal evaluation system, and a clear control mechanism. Because the product is intended for a niche market of holistic veterinary practices in the United States, the company must ensure that marketing efforts are coordinated, compliant, and measurable. This chapter explains how the marketing plan will be implemented, how legal and ethical compliance will be maintained, and how the plan will be evaluated and controlled after launch.

### 5.2 Implementation Plan

The implementation of the Holistic Connect Subscription should begin with a phased rollout. Phased implementation is useful because it allows the company to test processes, collect feedback, and refine the product before committing full resources. In service marketing, careful implementation is especially important because customer experience and operational reliability directly affect adoption and retention (Bitner, Ostrom, & Morgan, 2008).

#### ***Phase 1: Finalize the Service Offering***

The first implementation step is to finalize the subscription structure. DVM Central should define the service tiers, pricing, included features, supplier participation rules, and support processes.

The company should also clarify which holistic product categories will be included at launch, such as supplements, herbal products, wellness items, and integrative care supplies.

This step is important because service clarity improves customer adoption. Buyers are more likely to purchase when the value proposition is easy to understand and the benefits are clearly defined (Vargo & Lusch, 2004). DVM Central should ensure that each subscription tier has a distinct value level and that the differences between tiers are communicated clearly.

### ***Phase 2: Prepare Internal Systems***

Next, DVM Central should prepare its internal systems to support the launch. This includes updating the website, testing the subscription payment system, confirming user account functions, and training staff on onboarding and customer support procedures. Internal readiness matters because service delivery failures can reduce trust and weaken customer retention (Morgan et al., 2009).

The company should also create standard operating procedures for supplier onboarding, account troubleshooting, billing support, and content updates. If the company cannot respond quickly to customer needs, the subscription service may lose credibility. In a digital marketplace, reliability is part of the product itself, not just a back-office function.

### ***Phase 3: Recruit Suppliers***

A major implementation priority is supplier recruitment. Since the subscription depends on access to specialty holistic products, DVM Central must secure enough supplier participation before launch. The company should identify vendors that specialize in natural health products, integrative care supplies, nutraceuticals, and wellness-focused veterinary items.

This step is essential because marketplace value depends on network participation. Research on platform-based business models shows that a marketplace becomes more attractive as both sides of the platform grow, but early-stage platforms often struggle with participation gaps (Parker, Van Alstyne, &

Choudary, 2016). DVM Central should therefore begin with a manageable number of trusted suppliers and expand over time.

***Phase 4: Launch a Pilot Program***

Before a full-scale launch, DVM Central should run a pilot program with a small group of holistic veterinary clinics. A pilot launch allows the company to test customer interest, verify service delivery, and identify process issues before broader rollout. Pilot testing is a common and effective approach in marketing implementation because it reduces risk and improves learning (Kotler & Keller, 2016).

The pilot group should include clinics of different sizes and service models so that DVM Central can observe how the subscription works in different operational settings. Feedback from pilot users should be collected through surveys, interviews, and usage data.

***Phase 5: Execute the Promotional Campaign***

Once the service is ready, DVM Central should begin a targeted promotional campaign. Promotion should focus on education, trust, and problem solving rather than broad consumer-style advertising. DVM Central should use email marketing, webinars, blog posts, conference outreach, and professional association partnerships to reach its audience.

This approach is supported by research showing that B2B buyers respond well to relationship-based communication, specialized expertise, and practical value (Morgan et al., 2009). Promotional messages should emphasize how the subscription reduces sourcing time, improves product access, and supports clinic efficiency.

***Phase 6: Scale Based on Results***

After the pilot and initial launch, DVM Central should scale gradually based on performance data. If adoption, retention, and revenue goals are met, the company can expand the product into more states, add more suppliers, and broaden the range of included items. Scaling based on results is important because it allows the firm to align resource use with verified demand.

### 5.3 Legal, Regulatory, and Ethical Compliance

A strong marketing plan must comply with legal requirements, regulatory standards, and ethical practices. This is especially important in healthcare-related markets, where trust and product accuracy matter. Marketing compliance is not optional, because legal or ethical failure can damage a firm's reputation and reduce long-term customer confidence (Hunt & Vitell, 2006).

#### ***Legal Compliance***

DVM Central must ensure that its promotional content is truthful and not misleading. Claims about product benefits, supplier quality, or cost savings must be accurate and supportable. Any subscription promises should match the actual service experience. Advertising law and consumer protection principles require clarity and honesty in product representation.

Because the company operates in a veterinary supply environment, it must also be careful with any product listings that involve regulated items. If the marketplace includes supplements, pharmaceuticals, or other controlled products, DVM Central must verify that suppliers comply with applicable regulations. Platform operators can face reputational risk if they fail to monitor vendor claims or product legality.

#### ***Regulatory Standards***

The company should implement a formal review process for supplier onboarding and product listing approval. This process should include verification of supplier identity, category screening, and compliance checks for product claims. Research on digital platform governance shows that marketplace credibility depends heavily on platform oversight and quality control (Parker et al., 2016).

DVM Central should also protect customer data. Because the subscription service will likely involve business account information, payment details, and contact records, the company must maintain strong data privacy and security practices. In digital marketing and e-commerce, secure handling of customer information is both a legal and trust-related requirement.

***Ethical Practices***

Ethically, DVM Central should avoid exaggerated claims, pressure-based selling, or vendor favoritism that could harm trust. The company should present the subscription as a practical procurement solution rather than overstate results. Ethical marketing is especially important in healthcare-adjacent industries because customers depend on accurate information when making purchasing decisions (Hunt & Vitell, 2006).

The company should also ensure transparency in pricing, service terms, and supplier participation. If certain products are featured because of sponsored placement or business relationships, that relationship should be disclosed when appropriate. Ethical clarity supports long-term customer loyalty and brand credibility.

***Formal Evaluation Process***

Yes, a formal process of evaluation should exist. DVM Central should create a compliance review system that checks marketing materials, subscription terms, vendor listings, and customer communications before and after launch. This review should involve both internal staff and, when necessary, legal or regulatory advisors.

A formal evaluation process is necessary because marketing compliance is ongoing, not one-time. As product offerings, vendors, and regulations change, the company must continue reviewing its practices. A structured compliance process helps reduce risk and supports consistent market performance.

**5.4 Evaluation and Control Plan**

After implementation, DVM Central must evaluate whether the marketing plan is achieving its objectives. Evaluation should be based on measurable performance indicators that reflect adoption, engagement, revenue, and retention. Control should then be used to correct problems and improve

performance where needed. Marketing control systems are most effective when they compare actual results with planned objectives and trigger action when gaps appear (Kotler & Keller, 2016).

### **Key Performance Indicators**

DVM Central should use the following key performance indicators, or KPIs, to evaluate the Holistic Connect Subscription:

- number of paid subscribers
- lead-to-customer conversion rate
- supplier participation rate
- monthly recurring revenue
- customer retention rate
- cancellation rate
- average subscription value
- customer satisfaction score
- website traffic from target market segments
- webinar and email engagement rates

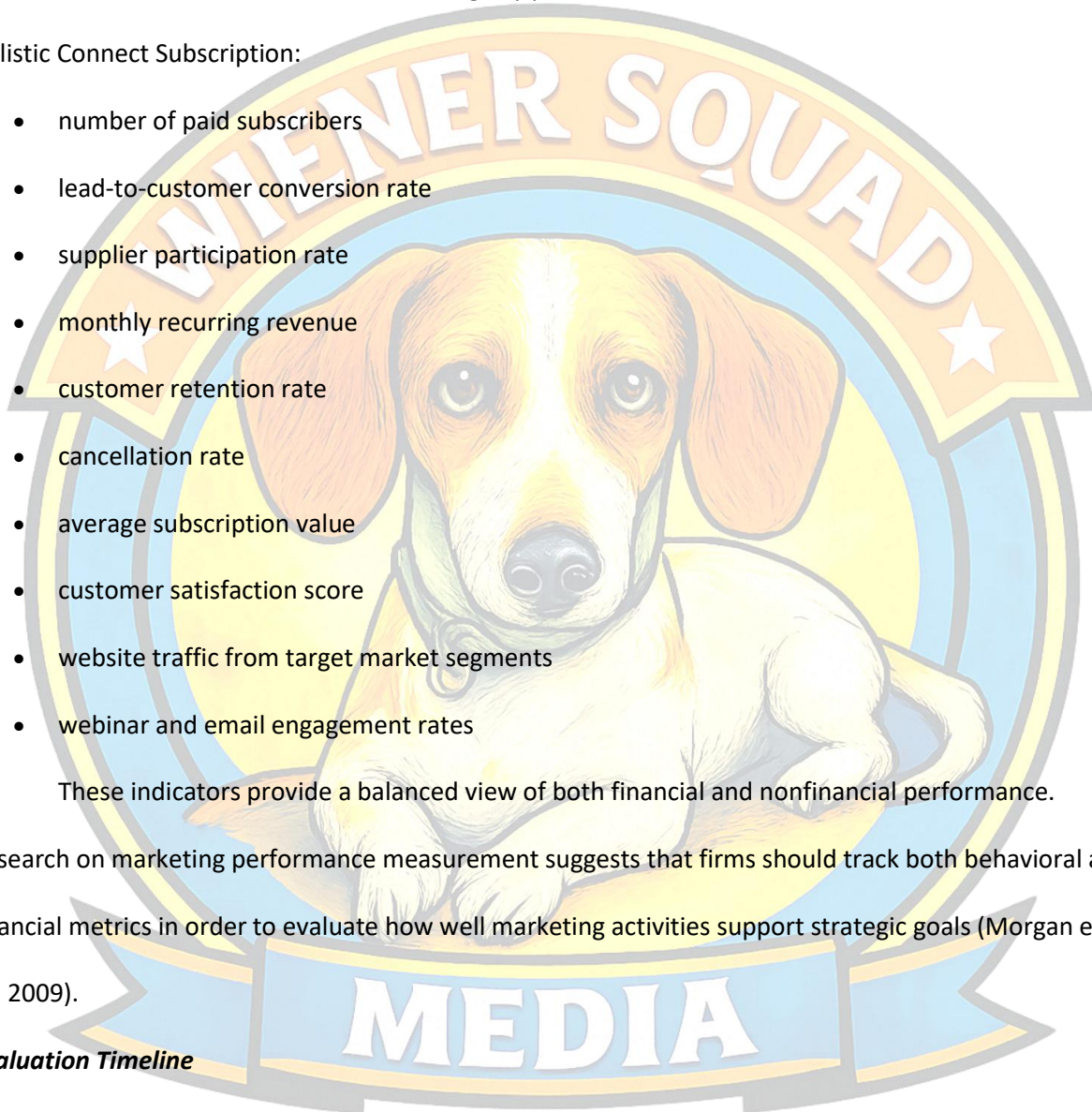
These indicators provide a balanced view of both financial and nonfinancial performance.

Research on marketing performance measurement suggests that firms should track both behavioral and financial metrics in order to evaluate how well marketing activities support strategic goals (Morgan et al., 2009).

### **Evaluation Timeline**

The evaluation process should be conducted on a regular schedule:

- **weekly** for lead generation, campaign performance, and website traffic
- **monthly** for revenue, new subscribers, and customer support issues
- **quarterly** for supplier growth, retention, and strategic performance



- **annually** for overall goal achievement and long-term profitability

This staged approach allows DVM Central to spot problems early and make adjustments before they become larger issues. It also supports continuous improvement, which is important in subscription-based digital services.

### ***Control Actions***

If performance falls short, DVM Central should take corrective action. For example:

- if conversions are weak, improve the message, offer, or landing page
- if retention is low, review service quality and customer support
- if supplier growth is limited, adjust outreach and onboarding incentives
- if revenue targets are missed, revise pricing or package features

Control should not be punitive. Instead, it should function as a learning system that helps the company improve. Research on service operations shows that customer outcomes improve when firms use feedback loops to refine delivery processes (Bitner et al., 2008). DVM Central should use that same principle in its marketing control system.

### ***Customer Feedback as a Control Tool***

Customer feedback should be included as part of the control process. DVM Central should gather feedback through surveys, short interviews, and platform analytics. This is important because customer experience is often the best early indicator of future retention or cancellation. If users find the subscription difficult to use, the company should identify and address the issue quickly.

### ***Budget Control***

The company should also monitor marketing costs against budget. Promotional spending, supplier recruitment costs, software tools, and customer support time should all be tracked. Budget control is important because even a strong marketing idea can become unprofitable if spending is not

managed carefully. Regular budget review supports sustainability and helps ensure that the marketing plan remains financially sound.

### **5.5 Summary of Implementation, Evaluation, and Control**

The implementation of DVM Central's Holistic Connect Subscription should follow a phased process that includes service finalization, system preparation, supplier recruitment, pilot testing, promotional rollout, and gradual scaling. This approach is practical because it reduces risk and allows the company to make adjustments based on real market feedback. The marketing plan should also comply with legal, regulatory, and ethical requirements by using accurate claims, transparent pricing, supplier screening, and strong data protection practices.

Evaluation and control should be built into the plan from the start. DVM Central should measure performance using key metrics such as subscriber growth, conversion rate, revenue, retention, and customer satisfaction. If results fall short, the company should make timely corrections to improve outcomes and protect the brand. A formal control process will help DVM Central maintain accountability, improve service quality, and achieve its marketing objectives.

### **5.6 Chapter Summary**

This chapter explained how DVM Central's Holistic Connect Subscription should be implemented, evaluated, and controlled. It described a phased rollout strategy, including internal preparation, supplier onboarding, pilot testing, and targeted promotion. It also discussed how the company can comply with legal, regulatory, and ethical standards through careful review and oversight.

In addition, the chapter outlined how DVM Central should measure success after launch by tracking key performance indicators and using customer feedback to guide improvements. Overall, the chapter shows that implementation, evaluation, and control are essential to turning the marketing plan into a measurable and sustainable business result.

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