

Marketing Strategy For World Small Animal  
Veterinary Association (WSAVA)

Graduation Assignment

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## Executive Summary

The World Small Animal Veterinary Association (WSAVA) is an association of associations. Its membership is made up of veterinary organizations from all over the world, which are concerned with companion animals (WSAVA, 2012). WSAVA is a long term client of Kenes Group (Kenes Group is Professional Congress organizer of WSAVA) and upcoming annual congress of WSAVA in Cape Town, South Africa in September 2014 would be organized by Kenes Group. As it is mentioned that WSAVA is a long term client of Kenes which means not just this congress but also the upcoming congresses in next year's would also be organized by Kenes. The membership of WSAVA is made up of veterinary organizations from all over the world, which are concerned with companion animals. Currently there are 93 member and affiliate associations, representing over 180,000 individual veterinarians from around the globe (WSAVA, 2012). The basic information about Kenes Group is given in next paragraph.

Kenes was established in 1965 in Tel Aviv, Israel by Gideon Rivlin. In next year Kenes international organized congress of International Federation of Dentists. Since then Kenes evolved itself as one of the world leading congress organizers and now Kenes Group is a driving force in the international events and conventions field with eleven branches in nine different countries. Kenes is professional congress organiser of WSAVA and this marketing plan has been developed for both Kenes and WSAVA.

The 2014 congress of WSAVA would be the first congress in which WSAVA is using services of a Professional Congress Organizer company which is Kenes Group. Kenes group wants to increase the number of participants in the congress and that's why company wants to have a marketing plan, which will lead to its objectives which are;

- To identify the target group, segmentation of target group and assessment of their needs.
- To understand the importance of knowledge sharing.
- To analyze the veterinarian industry.
- To analyze the current position of WSAVA.

A thorough research have been done for the marketing plan and the following paragraphs reflects to these research objectives one by one.

The first main objective of this research is to define the target group from a list of WSAVA member societies, and to assess the needs of veterinarians. The segmentation of these societies is based on the demographics and psychographics filters. The segmentation process has been explained briefly in the chapter 4 and based on that process 51 societies are ranked as a high potential target. There are another 24 societies which are ranked as medium and the rest of societies are ranked as low priority. The target group of WSAVA is relatively big and it is very hard to focus on each and every society so WSAVA should start targeting high ranked societies first and then it can move on to target the societies which are ranked as medium and low because the potential to attract more participants to its website and also for the congress is more with the high ranked societies.

Knowledge management and dissemination of knowledge is very important in the medical field, as about majority of respondents say it is very important to share the knowledge with the other professionals in the industry. The research and technology are very crucial to the success of medical industry and WSAVA should be more active in its research projects. It also needs to be more active

in providing more science on its website and also during the congress. Journals, online sources and congresses are mostly used by the veterinarians as a source of knowledge and education.

In general the veterinary industry from a society's perspective is not an easy industry to enter because of the rules and regulation imposed by the governments and also from the medical boards operating in the regions. The biggest veterinarian's societies have been chosen for the competitor analysis and the analysis is based upon the congress related aspects, as it is not possible to find the financial or other information from these societies' websites. The WSAVA has least number of participants in its congresses in comparison to its competitors. The comparison of registration prices shows the prices of WSAVA and other veterinary associations are in the same range except NAVC which has comparatively low rates. The participation of well reputed scholars, researchers and professionals, associated with the small animal veterinarian industry, in WSAVA congress will bring an added value to the congress because knowledge and education is the main reason for the attendees to participate in a congress. The registration prices of WSAVA are not exactly similar to its competitors as these prices are a bit higher. These prices are reasonable for professional veterinarians who usually get sponsors from their employers, companies or some other sources. The registration prices for students are a bit high in comparison to the competitors and these prices can be lowered in order to attract more students to participate.

Resource Based View of WSAVA shows that it has valuable resources at its disposal which can be used to gain sustainable competitive advantage. WSAVA has temporary competitive advantage over its competitors and that is because of its research projects which are under process with the co-operation of the pharmaceutical companies and this competitive advantage is for a short run.

The website of WSAVA is organized really well as the majority of the respondents say that it is very easy to navigate the website and they can easily find the information that they are looking at the website. The website is not really effective and that could be because of two main reasons, either the lack of the scientific content on the website or the majority of professionals doesn't really know about the WSAVA website. According to the majority of respondents they understand the content setting on the website and they can find the information easily on the website, but if we look at the number of visitors on the website it is not very high. It is useful for WSAVA to have more scientific content available on its website as more than half of respondents look for scientific resources when they visit the WSAVA website. A further research can also be done to enhance the usefulness of the website.

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## **Chapter 1 Introduction**

This document contains the marketing plan for Kenes group and WSAVA to increase the number of participants in WSAVA congress. The core purpose of this research is to provide the Kenes Group with a marketing strategy for their Long term client WSAVA to increase the individual participants in the congress and also help WSAVA to have more online traffic on its website.

This paper starts with internal analysis of the company and includes company description, problem definition and research questions, research objective, research methodology and an overview of risks involved and pre conditions. Apart from that a proper research framework is designed in order to achieve the research goals in a tactful manner. The research findings, conclusions and recommendations and implementation plan is given in the 2<sup>nd</sup> half of the report.

This marketing plan is based on different internal and external resources and the references of these resources are provided in the bibliography. Internal resources refer to the information gathered inside the company by having the interviews with the people and using the company's confidential database which is not publicly available. External resources are mainly related journals, articles, and literature reviews and expert opinions. These sources would be used to fulfil the demands of the project and to obtain in depth understanding of the target market.

## **1.1. Company Introduction**

The WSAVA is an umbrella association representing 180,000 veterinarians around the world through its 93 member and affiliate associations. Its mission is to foster the exchange of scientific information between individual veterinarians and veterinary organizations with the goal of enhancing the clinical care of companion animals globally (WSAVA, 2012). WSAVA holds each year a congress with the cooperation of its member societies in different parts of world. The Congress attracts large numbers of vets and veterinary nurses/technicians from many countries. They are able to learn from top international speakers on all aspects of small animal practice. Proceedings from the Congress are available to veterinary schools, libraries and individuals, and provide a valuable source of the most up to date knowledge (WSAVA, 2012). The mission, vision and organizational structure of WSAVA are illustrated below.

### **Mission of WSAVA**

The mission of WSAVA is *"To foster exchange of scientific information between individual veterinarians and veterinary organizations."* (WSAVA, 2012)

### **Vision of WSAVA**

The vision of WSAVA is that, *"The WSAVA is dedicated to the continuing development of companion animal care around the world."* (WSAVA, 2012)

### **Projects of WSAVA**

WSAVA projects are carried out by the teams of experts that join together to create standards in protocol or diagnostic tools to help practitioners create a standard approach in specific areas. The current projects of WSAVA are;

- Gastrointestinal Standardization Project
- Liver Standardization Project
- Microchip Identification
- Renal Standardization Project

All these projects are for the care of small animals (WSAVA, 2012).

### **Committees of WSAVA**

WSAVA have 12 committees and these committees have 2 main functions. One is to carry out activities that provide continuing professional development to WSAVA members and the other is to uphold the integrity of the association and how it remains relevant to members. Animal wellness and welfare, Continuing education, Global nutrition, Global pain council, One health, Hereditary disease, renal standardization, Vaccination guidelines all belong to the first group. Congress steering, Financial advisory, Leadership and nomination, PR and communication, Scientific advisory are committees belonging to the second group (WSAVA, 2012).

In the past WSAVA used to organize its annual congresses by the help of its committees and members but in 2014 it will use the services of Kenes Group which is a professional congress organizer

group. This marketing plan has been made for Kenes Group and also for WSAVA. The basic information about Kenes is given below.

### **Kenes Group**

Kenes Group is one of the main players in the congress organizing industry and the company was founded in 1965 in Tel Aviv, Israel by Gideon Rivlin. In next year Kenes international organized congress of International Federation of Dentists. Since then Kenes evolved itself as one of the world leading congress organizers and now Kenes Group is a driving force in the international events and conventions field with eleven branches in nine different countries. In 2011 Kenes group took an initiative of starting up a new subsidiary Kenes Education around the concept of building the foundation of scientific content from medical meetings. Kenes office is located in Amsterdam. Kenes has clients all over the world and World Small Animal Veterinary Association (WSAVA) is one of them (Kenes-group, 2013). The mission, vision and some facts about Kenes group are given below.

#### **Mission:**

Kenes strives to improve lives by leading and facilitating the global exchange and management of medical knowledge. (Kenes-group, 2013)

#### **Vision:**

Kenes endeavours to enhance its legacy as a leading and innovative provider of unhindered access to scientific knowledge and education throughout the world. Its commitment to serving the community and contributing to a better world by promoting progress will be renowned as greater than the business Kenes have created (Kenes-group, 2013).

#### **Facts and Figures**

- Kenes Group has organised approximately 2800 conferences in 100 countries.
- There are approximately 115,000 conference attendees per year.
- There are 16 medical and scientific organizations with 2000 members who receive association management services from Kenes.
- Kenes group have more 400 multinational and multicultural staff members who are working for Kenes in different parts of the world. (Kenes-group, 2013)

#### **Kenes Group Structure:**

Kenes group have a complex structure and have subsidiaries operating in different regions and countries. An overview of structure breakdown of Kenes group is given below.

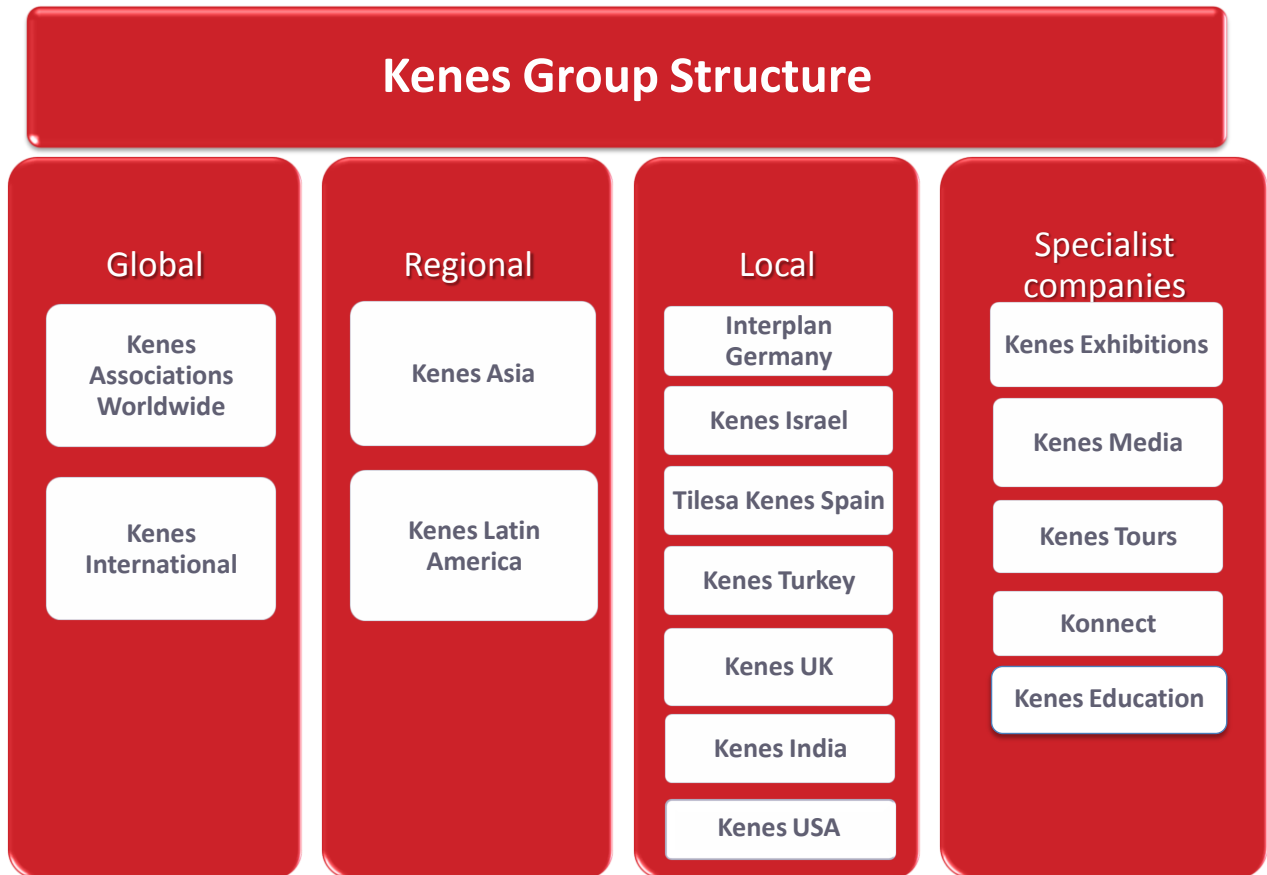


Figure 1 Kenes Group Structure (Adopted from Kenes website)

These all companies are registered in the country of presence and provide different services and cooperate with other companies to achieve their common goals. Services provided by these companies can be used by Kenes Group to Facilitate the WSAVA congress.

As both companies which are main stakeholders for this research have been introduced now the next step is to identify the management issues and problem definition.

## 1.2. Management Issue

Normally WSAVA arrange its annual congresses itself but it is not very easy to organise events where more than 1,000 participants join the event. WSAVA decided that it will use services of professional congress organizer and choose Kenes Group as Professional congress organizer for its upcoming congresses.

The management of Kenes and WSAVA wants to increase the number of attendees at the upcoming congress of WSAVA in 2014 in Cape Town, South Africa and to increase the traffic on WSAVA website.

### **1.3. Problem Definition**

Kenes Group provides different type of services in the field of medical congress organizing. As a professional congress organizer Kenes has to maintain long term relationships with its clients to achieve its objectives. Kenes is the professional congress organizer of WSAVA which means Kenes will organize the upcoming congresses of WSAVA. The goal of Kenes is to increase the number of participants in the upcoming congress of WSAVA which is in Cape Town, South Africa in 2014. As mentioned earlier WSAVA is an association of associations and it has 93 member and affiliate associations. Worldwide there are 175,000 (non-agriculture) veterinarians. In most cases they are a member of the National veterinary society. WSAVA does not have individual members; the National societies are members of WSAVA so they have institutional members. Kenes wants to target individual members for the congress.

### **1.4. Thesis Objective**

To develop a marketing strategy for Kenes to increase the number of participants in WSAVA 2014 congress in Cape town and to increase the online traffic on WSAVA website.

### **1.5. Research Objectives**

The core purpose that this research will serve, would be to provide recommendations to Kenes about the possibilities to increase the number of customers. The key research objectives of this research would be,

To segment the target group and identify their needs.  
To understand the importance of knowledge sharing.  
To analyze the veterinarian industry.  
To analyze the current marketing strategy of WASAVA.

Getting all the relevant information regarding these important topics will make possible to come with a feasible marketing strategy. The research objectives will lead to the following research questions.

### **1.6. Research questions**

The problem definition will lead the research further to the research question and the main Research questions would be:

Who is the target group for WSAVA 2014 congress?

- How to segment target group?
- What are the needs of the target group?

What is the importance of knowledge sharing in medical societies?

Which are different platforms used for knowledge sharing in general and during the congress?

What are the characteristics of veterinarian industry?

- Who are the competitors of WSAVA?
- What are the future trends in the industry?

What is the current Marketing strategy of WSAVA?

- What is the communication strategy of WSAVA?
- How effective is the WSAVA website?

These are the questions which should be answered in order to come up with a feasible marketing strategy.

### 1.7. Fish bone

Fish bone for this research is given below.

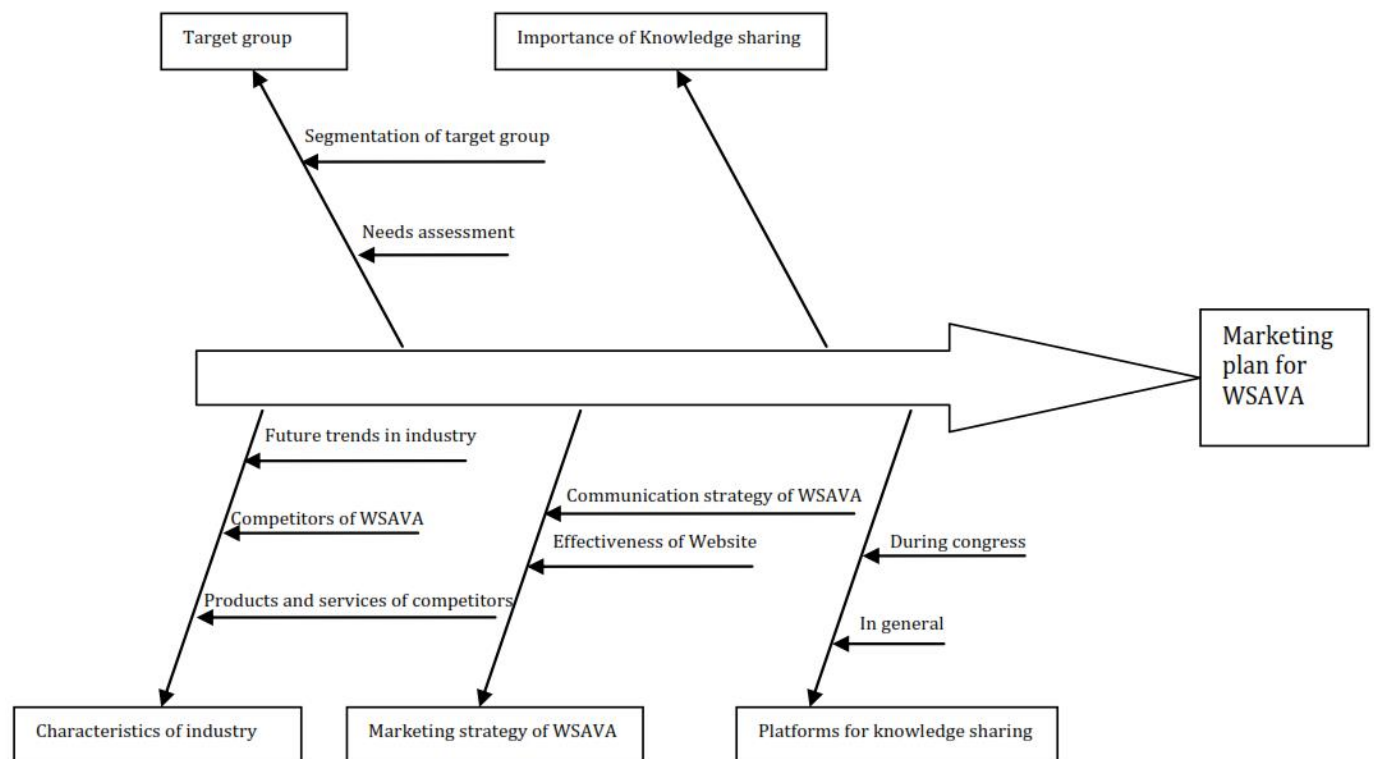


Figure 2 Ishikawa Diagram (Author of research)

In this diagram head of the fish represents the objective of the research while the bone represents the key areas which would be researched. All research questions reflect to these points and it would be explained briefly in next chapters.

### 1.8 Chapter Summary

In this chapter the companies basic information, management issue, research objectives and research questions have been mentioned. The next chapter will mainly focus on the relevant literature available for this research.

## **Chapter 2 Literature Review**

In this chapter theoretical foundation of research would be formulated. The literature review will mainly focus on the recent and modest marketing literature, different marketing technique and theories would be scanned thoroughly and the best one's would be used for conducting further research. The literature reviewed in this chapter would work as main theoretical framework for research.

### **2.1. Introduction**

The articles, theories and books mentioned in this chapter are most relevant to the research and will provide valuable information to find feasible research results. After going through the literature it would be easy to understand the problem and to come with a solution. Most of the literature mentioned in this chapter is extracted from the prior research carried out by different researchers on the same subject.

### **2.2. Literature review**

The first research question is to define the target group which company wants to target. It has two sub questions dealing with the segmentation of target group and their needs. The relevant literature which has been studied to answer these questions is given below.

#### **Target Group:**

Target group is the main group of the people that company wants to target in order to sell its products. To build a solid foundation for business it is necessary to identify typical customer and tailor marketing pitch accordingly (Porta, 2010).

#### **Article-How to define your target market (Porta, 2010):**

This article consists of several subheadings related to the market targeting. In this article explanation about the importance of a target market is given and it also clarifies that how can businesses compete by targeting the right market. This article mainly focuses on how to target the small audience and to satisfy the individual needs. Targeting a specific market does not mean the exclusion of the people that do not fit in the selected criteria, rather targeting a specific market allows to focus on a market that use the services offered by the organization instead of the competitors. It is important to figure out who need the product, but also who is the potential buyer of the product or service and this is based on the following factors,

- Age
- Location
- Gender
- Education level
- Marital or family status
- Occupation
- Ethnic background

This article focuses on targeting the customers using different aspects such as Demographics, Psychographics and the competitor analysis. The selection of the target market is quite complex in this context due to the nature of the research. Different products and services have different type of

target groups and the most important thing is to target the right market. This article focuses on the demographics, which is really useful for the selection of the target markets in this research as target group is spreaded all around the world geographically.

#### **Assessing target group needs (N.L. McCaslin):**

Needs assessment, broadly defined, is a systematic process for establishing priorities and making decisions regarding program planning, development, and operations. Needs assessment is defined as determining if gaps exist between "what is" and "what should be" in terms of the outcomes of extension programs and then determining the priority of these needs (R.A.Kaufman, 1982). In this question the needs of veterinarians regarding knowledge management are supposed to be assessed. When needs are being determined, it is essential that distinctions are made between needs, wants, and interests. Needs refer to something considered necessary or required to accomplish a purpose. Wants, on the other hand, are considered desirable or useful, but not essential. Interests indicate an individual's concern or curiosity about something. It is not unusual for individuals to confuse needs, wants, and interests. Therefore, extension personnel undertaking efforts to assess target population needs should ensure that they understand the meaning of "needs." (N.L. McCaslin)

The literature in this article is really useful in order to get the understanding of customers' needs. This article explains step by step how to assess the needs of the target group by use of simple examples and it also explains different techniques which can be used for needs assessment. The assessment techniques mentioned in this article are face to face interview, key informant interview and questionnaire. These techniques would be described thoroughly in determining the best suitable research strategy in chapter 3.

The 2<sup>nd</sup> research question is about the importance of knowledge sharing and the relevant literature reviewed to answer this question is given below:

#### **Article: A systems thinking framework for knowledge management**

(B. Rubenstein-Montano a, J. Liebowitz , J. Buchwalter , D. McCaw , B.Newmanb, K. Rebeck , 2001)

Knowledge management is an emerging field that has commanded attention and support from the industrial community. Many organizations currently engage in knowledge management in order to leverage knowledge both within their organization and externally to their shareholders and customers. This paper reviews the existing knowledge management frameworks and provides suggestions for what a general framework should include. There is a list of frameworks for knowledge management given in this article and all these frameworks are from authentic sources. (B. Rubenstein-Montano a, J. Liebowitz , J. Buchwalter , D. McCaw , B.Newmanb, K. Rebeck , 2001). This article will help to understand the importance of knowledge management and to see which framework is the best.

This article focuses on the creation of knowledge and how this knowledge can be shared. This framework includes a step by step approach which illustrates the whole process of knowledge management and sharing. The knowledge sharing in the medical industry have many similarities with this framework. This framework would be used in chapter 4 in order to see and compare it with the knowledge management techniques in medical industry.

### **Theoretical model-Porter's five forces model (Porter M. E., 2008):**

Michael Porter's five forces model is by far most commonly used framework in order to analyze the industry, Porters five forces model (Porter M. E., 2008) is ;

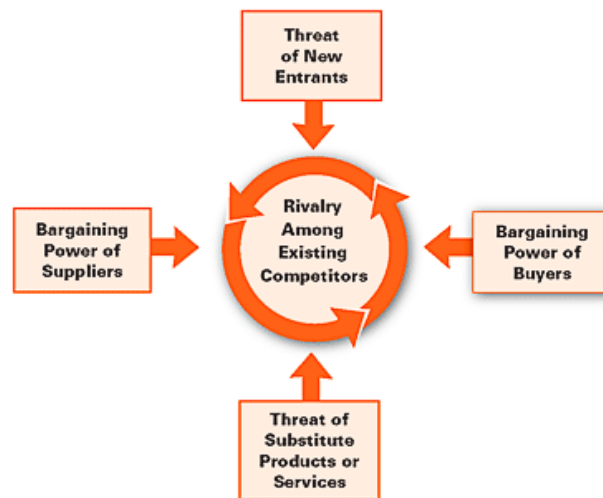


Figure 3 Porters five forces model

Porter's Five forces Model (Porter M. E., 2008)

### **Barriers to entry:**

These are the main structural components with an industry to limit or prohibit the entrance of new competitors these components include factors such as advantage of experience, differentiation, capital requirements, access to distribution channel and cost disadvantages (Henk de Swaan Arons, Philip Waalewijn).

### **Power of Suppliers:**

Powerful suppliers capture more of the value for themselves by charging higher prices, limiting quality or services, or shifting costs to industry participants. Powerful suppliers, including suppliers of labor, can squeeze profit ability out of an industry that is unable to pass on cost increases in its own prices. Companies depend on a wide range of different supplier groups for inputs (Porter M. E., 2008).

### **The power of buyers:**

According to Porter (Porter M. E., 2008) "Powerful customers – the flip side of powerful suppliers – can capture more value by forcing down prices, demanding better quality or more service (thereby driving up costs), and generally playing industry participants off against one another, all at the expense of industry profitability. Buyers are powerful if they have negotiating leverage relative to industry participants, especially if they are price sensitive, using their clout primarily to pressure price reductions".

**Threats of substitutes:**

A substitute performs the same or a similar function as an industry's product by a different means for example Videoconferencing could be a substitute for travel (Porter M. E., 2008).

**Rivalry among existing competitors:**

Rivalry among existing competitors takes many familiar forms, including price discounting, new product introductions, advertising campaigns, and service improvements. High rivalry limits the profitability of an industry. The degree to which rivalry drives down an industry's profit potential depends, first, on the intensity with which companies compete and, second, on the basis on which they compete (Porter M. E., 2008). There are many components to be considered when looking at the rivalry between existing competitors.

Porter's five forces model is a framework for industry analysis and it can also be used for the business strategy development. The five forces in this model determine the competitive intensity and attractiveness to the industry. This model will help to proceed the research to the next level by enabling the researcher to analyze the industry and to come up with suggestions for the marketing strategy.

**Resource Based View:**

It is a management model used to assess the available amount of a business's strategic assets. In essence, the resource-based view is based on the idea that effective and efficient application of all useful resources that the company can muster helps determine its competitive advantage.

The Resource Based View (RBV) approach to competitive advantage contends that internal resources are more important for a company than external factors in achieving and sustaining competitive advantages. RBV view contends that the organizational performance will primarily be determined by the internal resources that can be grouped in all three encompassing categories: physical resources, human resources, and organizational resources. Physical resources include all tangible assets of the company, human resources include employees, training, experience, abilities of employees and skills, organizational resources include company's structure, planning processes, patents, trademarks, copyrights and database. According to RBV theory, resources help a company to exploit opportunities and neutralize threats (David F. R., Resource Based View, 2011).

Resource based view would be used in order to analyse the competitive advantage of the firm over other firms. Many scholars have attempted to investigate into mechanism of competitive advantage by using the concept of RBV and also by using the original concepts such as 'core competence', dynamic capability, and 'routine and skills' (Akiyama, 2005).

**VRIO Framework:**

This is resource-based analysis of the firm determines which resources and capabilities result in which strengths or weaknesses in which strategies are to be implemented which exploit (or build) strengths and avoid (or eliminate) weaknesses. Also it explains what constitutes a strength or weakness is partially a function of the external environment.

The word VRIO stands for four words which are Valueable, Rara, Imitable and organization. A resource is valuable if it can be used, for example, to increase market share, achieve a cost advantage or charge a premium price. According to Barney a resource that is not valueable or it is irrelevant cannot be a source of competitive advantage. A resource which is not available to all competitors is rare and therefore be potential source of competitive advantage. Rarity is important because if competitors possess the same resources, there is no inherent advantage in those resources. If a resource is not readily copied or imitable, then the resource is a potential source of competitive advantage. To be advantageous the resource must be difficult or expensive for competitors to imitate or acquire, such as brand recognition/perception. A business must be capable of taking advantage of the resources at its disposal. If a resource is available, rare and difficult to imitate, a business must be able to exploit it, otherwise it is of little use. This may require reorganising the business (Chapman, 2012).

VRIO framework is presented in the table below;

Summary of VRIO, Competitive Implications, and Economic Implications					
Valuable?	Rare?	Costly to Imitate?	Organized Properly?	Competitive Implications	Economic Implications
No			No	Disadvantage	Below Normal
Yes	No		↑	Parity	Normal
Yes	Yes	No	↓	Temporary Advantage	Above Normal (at least for some amount of time)
Yes	Yes	Yes	Yes	Sustained Advantage	Above Normal

Figure 4 VRIO framework (Chapman, 2012)

Barney and Hesterly in 2006 describe the VRIO framework as a good tool to examine the internal environment of a firm. It is used as a framework in evaluating just about all resources and capabilities of a firm. The VRIO framework has become one of the most influential and cited theories in the management theorizing. It aspires to explain the internal sources of a firm's.

### Theoretical Model-SWOT analysis:

To create and sustain competitive advantage it is useful to assess the firm's internal strength and weaknesses and this could be done by SWOT analyses (Rothaermel, 2008).

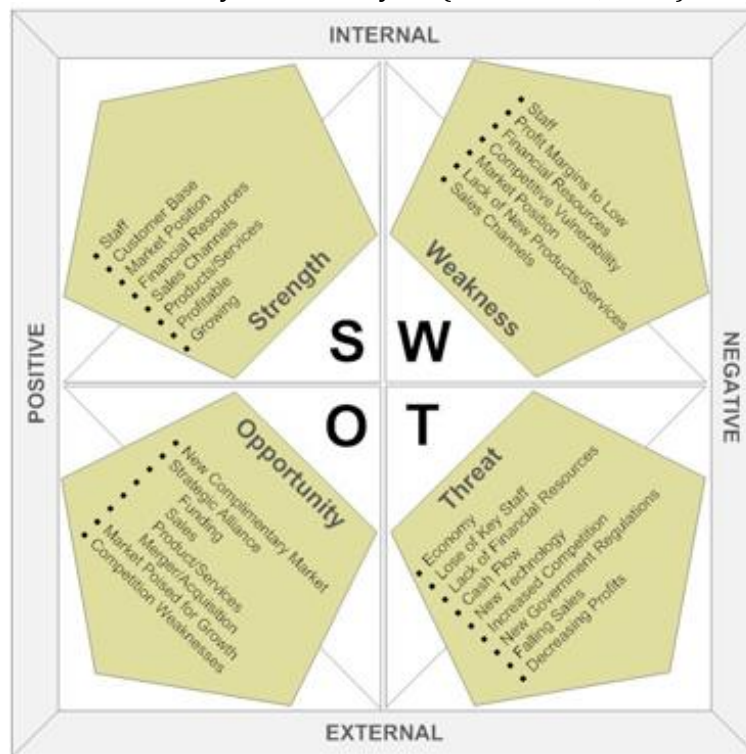


Figure 5 SWOT Model

(Lim, 2012)

The internal analyses present the strengths and weaknesses of the company and opportunities and threats could be found by external analysis of the company.

SWOT analysis would be used in order to assess society's strengths and weaknesses and what are the opportunities which society can avail and what are the threats to the society. There are also some limitation associated to the swot analysis which are:

- Doesn't prioritize the issues
- Doesn't provide solutions or offer alternative decisions
- Can generate too many ideas but not help you choose which one is best
- Can produce a lot of information, but not all of it is useful.
- The data after analysis is available at a particular moment and may become outdated quickly (Hall, Limitations of SWOT, 2011).

### Book-Marketing Planning and strategy 6<sup>th</sup> edition:

According to Albert W.Emery "Marketing is merely a civilized form of warfare in which most battles are won with words, ideas and disciplined thinking" (Jain, 1999).

Marketing strategy is the creation of unique and valuable position involving a different set of activities means development of marketing strategy requires the choosing activities that are different from rivals (Jain, 1999).

This book is very useful for understanding the importance of marketing strategy and also demonstrates different aspects of choosing the right marketing strategy and what are the factors that should be considered before finalizing the marketing strategy? Following diagram shows the important factors which need to be considered before choosing the strategy:

Key Elements of marketing strategy formulation (Jain, 1999)



**Figure 6 Marketing strategy elements (Jain, 1999)**

This book covers most of marketing strategy related questions but more importantly chapter 2 and chapter 11 are more significant to the research.

#### **Article-Assessing the Reliability of Heuristic Evaluation for Website Attractiveness and Usability:**

This article was published in Proceedings of the 35th Hawaii International Conference on System Sciences – 2002. This article explains the quality of web communication and its dependence on different factors. It also demonstrates the importance of the need for a systematic evaluation method and how can the effectiveness of a website can be assessed. A three-phase model for website evaluation is proposed, based on initial attractiveness, exploration/navigation and transaction. Heuristics for assessing the attractiveness of web user interfaces are proposed based on aesthetic design, general arousal created by content, corporate identity and brand, and the perceived utility matched to users' requirements (Sutcliffe, 2002). The following model presented in this article would be used to check the effectiveness of the website of WSAVA and its usefulness;

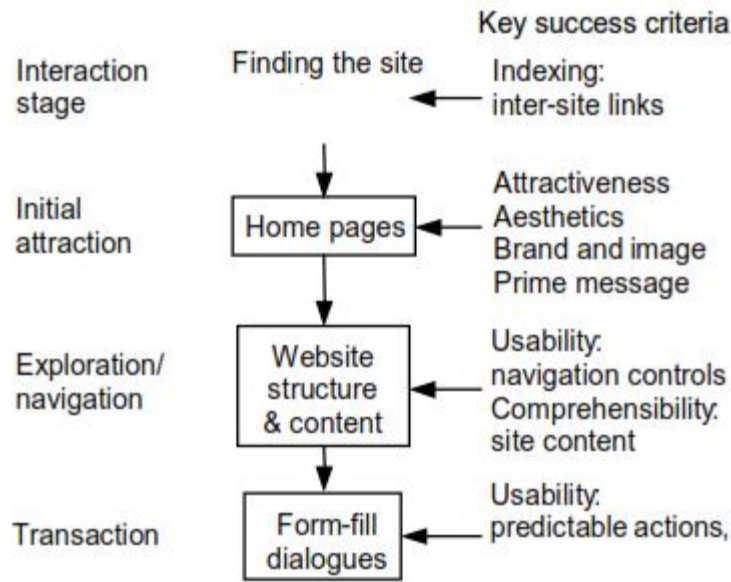


Figure 7 Website key success criteria (Sutcliffe, 2002)

The steps mentioned in this article are relevant to answer the last question of the research. This model would be applied to the website to check out how effective is the website of the society and then to evaluate the attractiveness, evaluation of the website attractiveness is little bit tricky and for that google analytics would be used to check the traffic on the website and normal trends of the website visitors.

### The POST method theory:

POST method is a four-step approach of social media strategy on which companies decide on the most proper social media strategies and technologies for products. The POST method is tailored to the specific needs of customers so that company can start considering those with four aspects before they make a decision on the use of social strategy (Bernoff, 2007). The four steps of POST method are shown below:

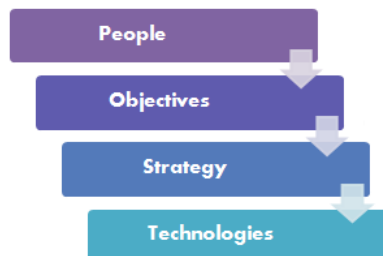


Figure 8 POST method model (Bernoff, 2007)

People are the first step of POST method which means that, first of all it is important to identify the target group for the products or service. It is very hard to decide a social media strategy unless the needs and preferences of clients are not known. Objectives comes 2<sup>nd</sup> in POST method and it refers

to the objectives of the company which company wants to achieve by using the social media strategy.

Once a target group and objectives are known then the next step is to plan a strategy which will be used to achieve the objectives. In order to come up with a practical social media strategy it is important to combine first two factors of POST method together. Technology is the last step of POST method, technologies are decided after identifying the target, objective and strategy which means the option of choosing the technology depends on first three factors (Bernoff, 2007).

POST method is a good choice in order to come with a strategy to be used on social media. The POST method can be effective and practically applied to deal with the variety of situations in a real business environment. The POST method only dedicates to the social media strategies and it could be less practical when a company encounters a complex situation in which social media strategies are not only concerned issues to consider, but also need to mix with other issues such as management and marketing. This method will be used to come up with practical recommendation which would be used by the Kenes Group to attract more participants for its conferences, on social media.

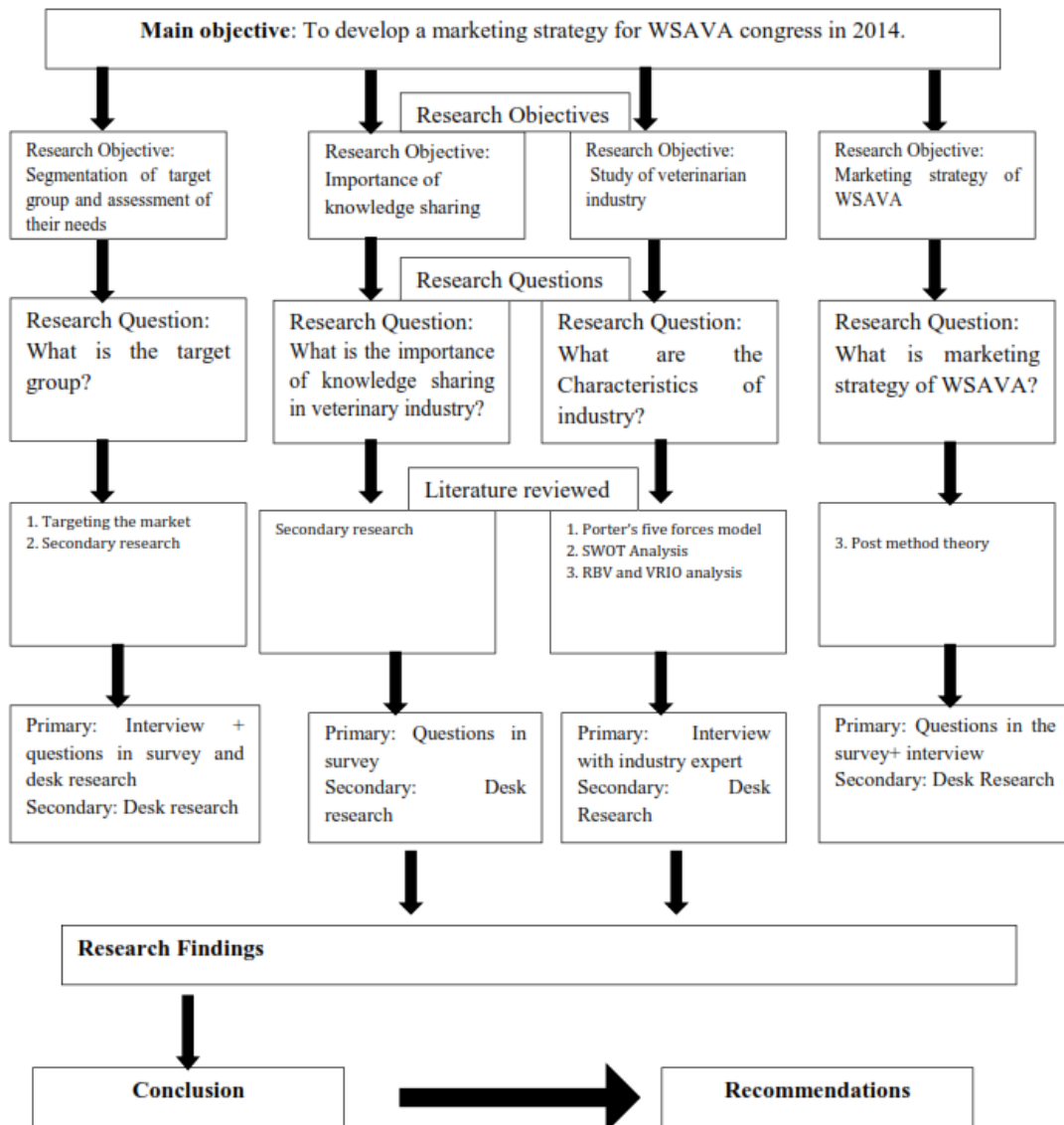
### **The Tweeting Meeting (Vanneste, 2012)**

The Tweeting Meeting is a book written by Maarten Vanneste, This Book was published for meeting and event organisers that want to improve the use of social media in their projects. The book contains a lot of information regarding the role of social media before, during and after the events. The book has 11 chapters and the literature in these chapters is very informative and useful for the research. The literature in this book is very useful for the research as this book is exclusively written for the congress organizers and how they can improve their events. The main focus of the book is on the role of social media and how it can be used for the events. The whole book has the information which could be used for this research.

The literature mentioned above would be used for research findings in chapter 4. The relevance tree given on the next page shows the whole research process in logical order in one diagram.

## 2.3. Relevance tree

Relevance tree:



Source: (Author of Research)

Figure 9 Relevance tree

The relevance tree gives quick overview of the whole research report starting from the introduction chapter and ending at the implementation plan.

## 2.4. Chapter Summary

In this chapter the theoretical foundation of research has been discussed such as which academic articles are related to the research and how these articles can participate in the research. After reviewing the literature it would be easy to continue to the next chapters.

## Chapter 3 Research Methodology

In this chapter research strategy for this project has been explained briefly. This chapter includes research design, research approach and brief overview of research methodologies. An action plan of conducting research will also be discussed with the help of research methodology.

### 3.1. Introduction

In chapter 1 the problem definition and research questions have been defined clearly while 2<sup>nd</sup> chapter contains all the relevant information regarding the research questions. In this chapter a thorough plan of conducting research is discussed such as what are the methods of collecting data for different research questions.

### 3.2. Research questions and Unit of Analysis and Observation

The list of main research question which are discussed in chapter 1 is given below:

- What is the target group for WSAVA 2014 congress?
- What is the importance of knowledge sharing in medical societies?
- What are the characteristics of veterinarian industry?
- What is the current Marketing strategy of WSAVA?

These are the main research question with sub questions and each question slightly differs from the other question and this will lead to different unit of observations and unit of analysis for these questions.

#### Unit of analysis

Unit of analysis can be defined as entities about which we collect the data and about which we want to generalize or make interferences (John Brewer, 2006). The unit of analysis in this research is the veterinarian industry. In this research the veterinarian industry does not refer to the whole industry but just for companion animal veterinarians segment.

#### Unit of observation

Unit of observation is defined as those units from which data are collected. In some cases unit of analysis may be different from unit of observation (John Brewer, 2006). The unit of observation in this research is the affiliated societies of WSAVA and their individual members. As the unit of observation and unit of analysis have been defined it would be easy to formulate a research strategy.

Research Question	Unit of analysis	Unit of observation
What is the target group?	• Affiliated members of WSAVA	• Members of individual societies
What is the importance of knowledge sharing in medical societies?	• Dissemination of knowledge	• The role of WSAVA in dissemination
What are the characteristics of veterinarian industry?	• Industry of small animals	• Trends in the industry
What is the current marketing strategy of WSAVA?	• WSAVA website	• Marketing strategy of WSAVA

(Source: Author of the report)

There are two types of researches which could be used in a research project and these are Quantitative and Qualitative and both methods have their own characteristics. “Quantitative is predominantly used as a synonym for any data collection technique such as a questionnaire or data analysis procedure such as graphs and statistics that uses or generates numerical data” (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009). While “Qualitative is predominantly used as a synonym for any data collection technique such as interview or data analysing procedure such as categorizing data that generates or uses non numerical data” (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009). Both techniques can be used in order to achieve different goals. Table below clearly defines the differences between these techniques:

Qualitative method	Quantitative method
Action research	Survey
Case study research	Laboratory experiments
Ethnography	Simulations
Grounded theory	Mathematical modelling
Discourse analysis	Structured equating modelling
Hermeneutics	Econometrics
Narrative and metaphor	

(Source: Author of the report)

Examples of qualitative research and quantitative research (D.M.Myers, 2009)

In this research both quantitative and qualitative strategies would be used in order to get desired results. Qualitative and quantitative data collection techniques and analysis procedures have their own strengths and weaknesses (H.Smith, 1981) . One disadvantage of quantitative research is that as a general rule, many social and cultural aspects of organizations are lost or are treated in a shallow mode (D.M.Myers, 2009).

### 3.3. Research Approach

There are mainly two types of research approaches which can be chosen: Deductive approach and inductive approach. Deduction possesses several important characteristics. First, there is search to explain causal relationships between variables. An important characteristic of deduction is that concepts need to be operationalised in a way that enables facts to be measured quantitatively. Generalization is also very important in deductive approach, means it is necessary to select samples of sufficient numerical size so it would be easy to generalize statistics (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009). Inductive analysis refers to approaches that primarily use detailed readings of raw data to derive concepts, themes, or a model through interpretations made from the raw data by an evaluator or researcher The primary purpose of the inductive approach is to allow research findings to emerge from the frequent, dominant, or significant themes inherent in raw data, without the restraints imposed by structured methodologies (Thomas, 2006). The Differences between inductive and deductive approaches are given in the table below.

Deduction Emphasis	Induction Emphasis
<ul style="list-style-type: none"> <li>Scientific principles</li> <li>moving from theory to data</li> <li>the need to explain causal relationship between variables</li> <li>the collection of quantitative data</li> </ul>	<ul style="list-style-type: none"> <li>Gaining an understanding of the meanings humans attach to events</li> <li>a close understanding of the research context</li> <li>the collection of qualitative data</li> </ul>

- the application of controls to ensure validity of data
- the operationalization of concepts to ensure clarity of definition
- a high structured approach
- researcher independence of what is being considered
- the necessity to select samples of sufficient size in order to generalize conclusions
- a more flexible structure to the permit changes of research emphasis as the research progresses
- a realisation that the researcher is part of the research process
- less concern with the need to generalize

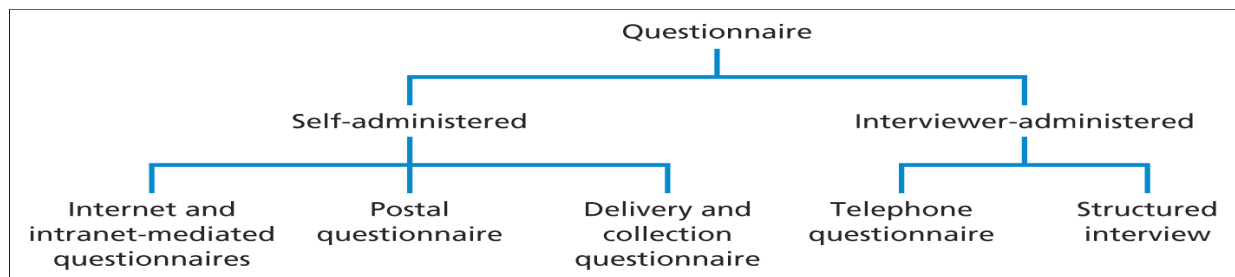
**Figure 10 Deduction and Induction approach** (Adpoted from book Research methods in Business)

Major differences between inductive and deductive approaches (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009, pp. 124-127)

It is very important to choose right research approach for research question as the wrong choice can be misleading and at the end can influence the research objectives. Looking back to the research questions mentioned in chapter 1 it is not very simple to choose either inductive or deductive approach for research it varies from question to question as in some question it is required to gather the quantitative data and in another question it is required to gather qualitative data. As it is mentioned that there are two main research approaches and it does not mean that these research approaches cannot be combined. It is perfectly possible to combine deduction and induction within the same piece of research (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009) . Looking at the nature of the assignment the combined research approaches would be used.

### 3.4. Research strategies

In order to collect data for question 1 the desk research is the best option as it is quantitative data and could be found on the internet from existing resources. This data gathering method would be used as it is very effective, less time consuming and apart from that it can save the money as well. Especially in question one it is very hard to use an inductive approach as target group is located in different locations and cannot be approached personally and they might hesitate to provide the data. In special circumstances if the data cannot be found on the internet then other means of data gathering such as emails or phone calls would be made to get the desired results. A questionnaire would also be sent to the target group in order to assess their needs. Questionnaire is a general term which includes all techniques of data collection in which each person is asked to respond to the same set of questions in a pre determined order (Vaus, 2002). It includes structured interviews and telephone questionnaires as well as those in which questions are answered without an interviewer being present (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009). In this research the questionnaire would be sent to the targeted group by email. The following diagram shows the different sorts of questionnaires which can be used:



**Figure 11 Types of Questionnaire** (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009)

In this research the internet and intranet-mediated questionnaire techniques will be used, as it is more convenient, less time consuming and also cost effective. The other types of questionnaires can also provide with the desired results but each one have their own specific drawbacks. Once the results of questionnaire will be available then further evaluation of the results will take place. The evaluation of questionnaire will not just help to answer question 1 but will also be used to answer some other questions of research as the questionnaire include different sub questions associated to the main research questions.

### 3.4.1 Sampling:

For some research questions it is possible to collect data from an entire population as it is of a manageable size but for some research questions it is impractical to collect data from all population. The questionnaire cannot be sent to all companion animal veterinarians as they are millions in numbers so it is better to select a sample group. Sampling techniques provide a range of methods that can reduce the data which need to be collected by only considering only data from a sub-group rather than all possible cases and elements (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009).

There are two types of sampling techniques are available:

- Probability or representative sampling
- Non-probability or judgmental sampling

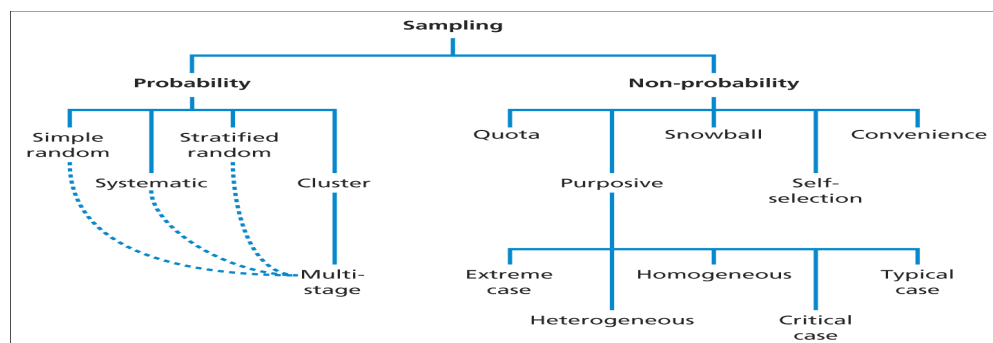


Figure 12 Sampling techniques

(Mark Saunders, Philip Lewis, Adrian Thornhill, 2009)

In probability sampling the chance, or probability, of each case being elected from the population is known and usually equal in all cases. This means it is possible to answer research questions and to achieve objectives that require estimating statistical the characteristics of the population of the sample. Probability sampling is often associated with survey strategy. For non-probability samples, the probability of each case being selected from the total population is not known and it is impossible to answer research questions or address objectives that require to make statistical inferences about the characteristics of population (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009).

The questions in the questionnaire are associated to the companion animal veterinarians which means the population is companion animal veterinarians. It is impractical to send the questionnaire to all members so the best choice is to define a sample group. In this research sampling is required and data cannot be collected from the entire population. This research does not require face to face

interaction and the sampling frame do not contain any periodic patterns which means, systematic sampling is the best technique to be used in this particular context.

### **3.4.2 Systematic sampling technique:**

The characteristics of systematic sampling techniques are mentioned below:

- Accurate, easily accessible and do not contain periodic patterns.
- Suitable for all sizes
- Concentrated if face to face contact required, otherwise does not matter
- Relative costs are low
- Relatively easy to explain

From a group of different types of sampling techniques systematic sampling technique is best suitable for this research and in order to get reliable data the high response rate is required. According to Business research Methods book the total population size for this research is more than 100,000. In order to get 95 % confidential level it will be make sure that at least 384 responses from the sample size (Mark Saunders, Philip Lewis, Adrian Thornhill, 2009).

The first and best option would be to send the survey questions to the members of all target societies. This is not very feasible as there are no contact details of the participants and the survey will rely heavily on the societies administrators which can cause a delay in the survey results. The second option is to send the survey to the individuals from different societies by using the database of WSAVA as it has the direct email addresses of potential participants. The potential participants belong to different countries and they are members of different societies. Email which will be sent with the is in the appendices. The survey will be sent out on 28 of June and a following email will be sent after one week. In case of sufficient response rate no email will be sent but if the response rate would be very low then few reminders will be sent.

For 2<sup>nd</sup> main research question different methods will be used such as desk research and discussions with at least three experts in the industry. Case study will be the main source of data gathering in this question. The case study method involves detailed, holistic investigation and can utilize a range of different measurement techniques. Data can be collected over a period of time, and it is contextual (University of Melbourne, 2010).

For questions 3 and 4 different methods will be used which include mainly desk research, Interviews and discussions with experts. These methods will be very critical to the success of research especially experts opinion will play crucial role in getting in depth knowledge of subject. Discussion with information technology experts will give a broader view of the market and understanding of the environment. Apart from that desk research will be important as it's useful to analyze the data and interpret the data. The industry analysis will help to predict the future trends and how the industry has changed previously. It's very significant that the strategic focus and quality of the research will be ensured through exclusive attention on methodology and actual questions simultaneously.

### **3.5.1 Reliability and Validity of research**

“Reliability refers to consistency and accuracy of results over time under a similar methodology” (Golafshani, Understanding Reliability and Validity in Qualitative Research, 2003). In order to have

a reliable data the authentic sources of information are used such as Google Scholar and library database. The data is gathered mostly from the books, journals and some other academic resources. Due to development in technology lot of information is now a day's available on the internet and it is becoming more and more useful so to get reliable data from the internet the research model from Mark Saunders book is used (Mark Saunders, 2009).

The data researched from the internet is collected by using this method in order to make sure that it is reliable and can be used for academic purposes.

### **3.5.2. Limitations of research**

There are limitations involved in this research which are highlighted here. First of all, the dependence on others for example the research involved some "information technology (IT)" related questions and to get answers of those questions consultation with people from IT department is required. Second of all, the availability of time could also be a limitation. Last but not least availability of resources such as access to academic resources for example without a paid account access to Harvard Business Review journal is not allowed.

### **3.6. Summary**

In this chapter the research style has been examined. What are different types of approaches and strategies which are in existence and which of these are best suitable to this particular research? For this project both quantitative and qualitative methods are useful and on the other hand both induction and deduction approaches will be combined in order to achieve the reliable and useful data.

## Chapter 4 Research Findings

Within this chapter an explanation of the research findings will be given. Based on the literature reviewed and research methodologies mentioned in the previous chapters the research will be carried out and results will be presented in this chapter. A survey has been sent to the sample group and the results of the survey will be given and analyzed in this chapter.

### Research justification

In order to collect the research data more than 10 weeks were spent. The data gathered for these research questions was collected by using different research techniques which include interviews with employees, observations such as participation in the congresses, desk research, case studies and mainly by a survey. The survey was sent to approximately more than 20,000 potential respondents and got 1,003 responses which is quite high than the expected 384 responses for a 95% confidential level. Doing the interview of industry experts is also a part of data gathering for this research and mainly there were 5 interviews planned to get the required information but eventually it was not possible to interview all the experts as Mr Jolle Kirpensteijn, former president of WSAVA board was not available because of his very tight schedule. The other interviewees were available and the short summaries of these interviews are given in the appendices. The information which has been gathered by these interviews will be used in the research findings.

The research has been done mostly by using the research methods mentioned in the chapter 3. For the first research question it was required to select a target group for World Small Animal Veterinary Association (WSAVA) 2014 congress in Cape town. WSAVA already has 94 associations which are member of the WSAVA and the objective of this question was to target the most important societies from this list. The selected societies would be the main priority during the marketing campaign for the 2014 congress. The research findings and criteria on which the segmentation is based has been explained thoroughly.

### 4.1 Target Group

The World Small Animal Veterinary Association (WSAVA) is an association of associations. Its membership is made up of veterinary organizations from all over the world, which are concerned with companion animals (WSAVA, 2012). WSAVA has different types of memberships which are:

- General member
- Affiliated members
- Associated members

**General Members** - General Membership in WSAVA is limited to veterinary associations concerned with the medicine and surgery of companion animals having a minimum membership of one hundred (100) veterinarians. The General Members pay an annual Membership Fee to the Corporation (WSAVA, 2012).

**Affiliated Members** - Affiliated Membership in WSAVA is open to specialist organizations related to a particular area of companion animal medicine and surgery. To qualify as an Affiliated Member, the specialist organization must have a membership of one hundred (100) or more veterinarians and the organization's discipline should be of worldwide relevance. The Affiliated Members pay an annual Membership Fee to the Corporations (WSAVA, 2012).

**Associate Members** - Associate Membership in the Corporation is available to associations that can satisfy the Assembly that its financial resources are limited. Associate Members are entitled to all of the benefits of full membership without voting rights while entitled to attend Assembly Meetings. Associate Members are not required to pay a membership fee (WSAVA, 2012).

According to the WSAVA website (WSAVA, 2012) it has 73 general or full members, 5 associated and 16 affiliated members. The primary target group for this research are these member associations. A list of all these societies is given in the appendix1.

These societies are located in different parts of the world and it is not very easy to target all these societies and neither do these societies have equal potential which means it would be better to prioritize these societies.

#### 4.1.1 Segmentation

Having a well-defined target group in the current economic situation is very important. It is really hard for the companies or organizations to target everyone, so it's very useful to define the target group carefully in order to compete effectively with the bigger companies and its competitors (Porta, 2010). As the target group is defined now the next step is to segment these societies. The prioritization is basically based upon three filters which are.

- The population of the country if it is a national society
- The language of the country or the language used at higher education level
- Total number of veterinarians in the country

Based on these filters societies are ranked as high medium and low priorities. The table below explains it briefly:

**Prioritization of societies**

Total population of the country	National language or Language for Higher education	Total Number of Veterinarians in Country	Priority
<b>High</b>	English	High	<b>High</b>
<b>Medium</b>	English	Medium	<b>High</b>
<b>Low</b>	English	Low	<b>Low</b>
<b>High</b>	Other than English	High	<b>Medium</b>
<b>Low</b>	Other than English	Low	<b>Low</b>
<b>High</b>	Other than English	Low	<b>Low</b>
<b>High</b>	English	Low	<b>High</b>
<b>Medium</b>	Other than English	Medium	<b>Medium</b>

**Figure 13 Segmentation criteria (Source: Author of research)**

Following this prioritization techniques societies have been ranked high medium or low. There are different types of societies, mainly national, regional, international, European and African societies. National society is one which only have the members from a particular country for example Australian Small Animal Veterinary Association, regional society offers its membership to veterinarians from different countries in a particular region for example Federation of European Companion Animal Veterinarians Association, this society offers its membership to veterinarians from Europe. The

veterinarians from any country can join an international society as its membership is not limited to the national or regional veterinarians. The Europe and Africa in the table below refer to the individual societies from these continents. The research findings for all societies are given at the end of the report in appendix while a short summary of the findings is presented below:

	# of organisations	# of members	
High	51	2,561,917	
Medium	24	318,038	
Low	24	82,707	
<b>Total</b>	<b>99</b>		
<b>Priority</b>	<b>Scope</b>	<b># of organisations</b>	
High	USA	6	
High	Regional	2	
High	National	30	
High	International	7	
High	Europe	5	<b>Total</b>
High	Africa	1	<b>51</b>
Medium	USA		
Medium	Regional		
Medium	National	24	
Medium	International		
Medium	Europe		<b>Total</b>
Medium	Africa		<b>24</b>
Low	USA		
Low	Regional		
Low	National	24	
Low	International		
Low	Europe		<b>Total</b>
Low	Africa		<b>24</b>
<b>Total</b>		<b>99</b>	

Figure 14 Target segmentation results (Source: Author of research)

There are 51 societies which are ranked high and these societies are the main target group and then medium and low ranked societies. The survey for this research was sent to approximately 20,000 people, and the countries with the highest percentage of participants are those which are ranked higher in target segmentation. The survey for this research was sent to approximately 20,000 people, and the countries with the highest percentage of participants are those which are ranked higher in target segmentation. A list of top countries with the number of participants is given in the appendix, this indicates that there is a direct link between the countries or societies which are ranked as high priority and the response rate of the survey as the response rate for high ranked countries is high than the countries which are ranked as medium or low. The countries which are ranked higher would be the first target and the next step would be to look at the societies which are ranked medium and low depending on the budget and other circumstances.

#### 4.1.2 Needs Assessment

As the target group is defined next step is to understand and assess the needs of the target group as customers are most important people for any organization. Customers are the main resource upon which the success of business rules, and the purposes of any organization are to fulfil the needs of customers which is only possible if the needs of customers are assessed. Different countries have different rules and policies regarding Continuing Medical Education (CME), in developed countries it is required for the veterinarians to have a certain amount of Continuing Education (CE) hours but the total numbers of CE hours vary from country to country. For example in California, USA it is mandatory for veterinarians to have at least 36 CE hours in a two year period in order to continue their medical practice and for the renewal of their license and if the veterinarians fail to do so they can't continue their practice unless they complete the CE hours (Veterinary Medical Board, 2012). Veterinarians can get their CE hours by taking CME courses offered at different universities or by taking part in the accredited congresses. The organizers of the congress get their CE hours approved by boards and committees such as the European Accreditation Council for Continuing Medical Education and Accreditation Council for Continuing Medical Education. These two boards are well known and credits approved by these boards are well accepted in most of the countries (J.Simper, 2013 ). Medical Industry is developing at a rapid pace and it is important for the professionals related to the industry to keep themselves up-to-date with the latest developments in the industry. The following chart shows the trend that how the veterinarians keep themselves up to date with the latest developments in the industry;

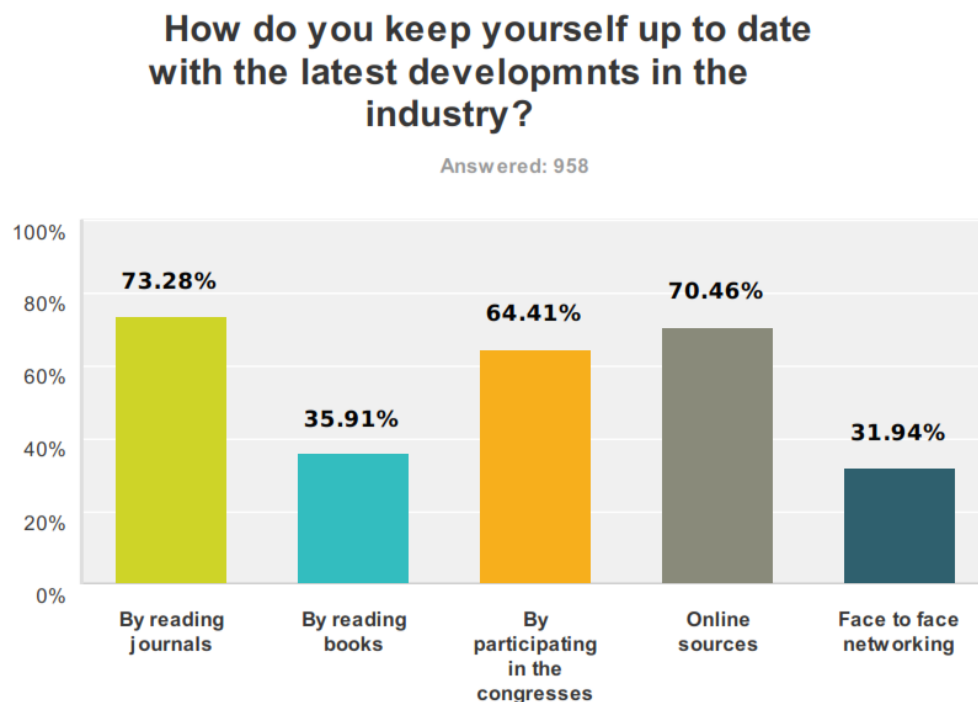


Figure 15 Survey results

This chart shows that journals and online resources are the main sources for the professionals to get the latest knowledge and information regarding the industry developments. The next chart shows that what do the veterinarians look for when they use online sources to suffice their need of getting latest information;

## What are you looking for when you visit WSAVA website?

Answered: 264

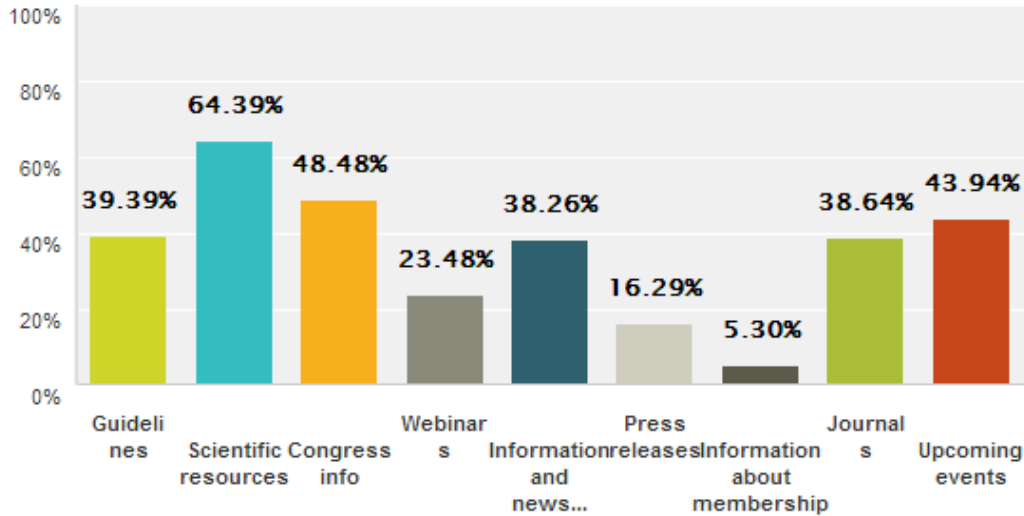


Figure 16 Survey results

The website of WSAVA is also an online source and according to the respondents they visit the website to find the scientific sources, information about upcoming events, journals and the guidelines. The next thing is to check if the information available on online sources is useful or not, the following question “Does the content available on website (webinars, webcasts, guidelines) contribute to the management and care of your patients”, was asked in the survey and according to 65% respondents the content available helps them towards the care of their patients which are in this case small animals and according to 35% it don't really help. More than 64 % of respondents say that they attend the congresses to keep themselves up to date with the latest developments in the industry. The following chart shows that why the veterinarians attend the medical congresses.

## Why do you attend the WSAVA annual congress?

Answered: 940

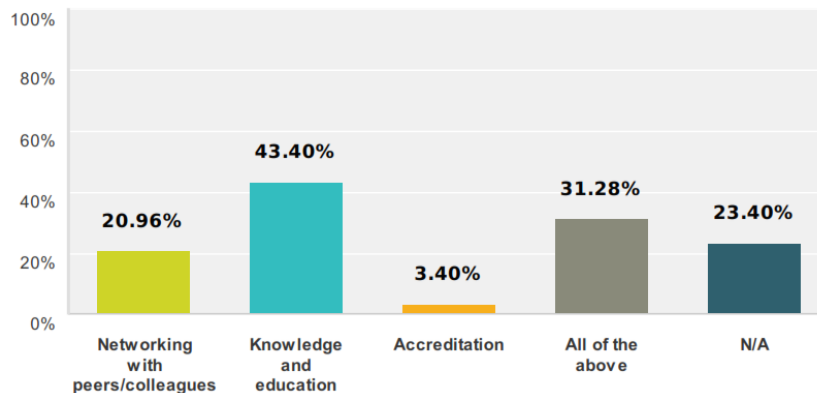


Figure 17 Survey results

Knowledge and education is the most important reason for the veterinarians to attend the medical congresses and networking with peers and colleagues comes next as about 21% respondents attend the congress for networking. The survey also included few more questions addressing the needs of veterinarians regarding the congress such as the location of congress, duration of congress in days and other questions purely linked to the congress. The responses of these questions are given in the appendices and will be used later for the implementation plan. As knowledge and education is the main need of the veterinarians so the next part would be more focused on importance of knowledge sharing,

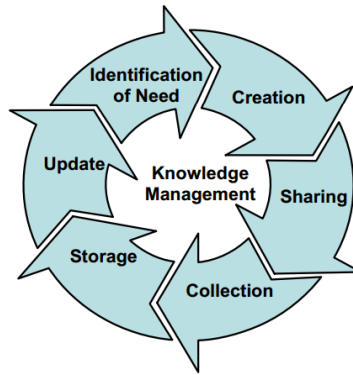
#### **4.2 Importance of knowledge sharing**

Knowledge management is a young discipline for which a codified, generally accepted framework has not been established. Despite this fact, a variety of approaches to knowledge management have been implemented across a variety of organizations (B. Rubenstein-Montano a, J. Liebowitz , J. Buchwalter , D. McCaw , B.Newmanb, K. Rebeck , 2001). In different industries different techniques and methods of knowledge sharing are used and implemented. Knowledge is Explicit when it can be articulated, codified and stored in certain media. Explicit knowledge can readily be transmitted to others, meaning that it is Easy to share (Baardsen, 2011).

Sharing knowledge within the medical industry can obtain potential gains and it is critical to survive and prosper in a competitive environment. Medical is a knowledge intensive field and knowledge is vital to the care of patients (which in this case are the small animals) and use of medical services. Knowledge sharing in this sense more important as this industry is very research oriented and creative in medical care and ready to take new medical knowledge opportunities that can be acquired through various organizational learning mechanisms. The ultimate objective of physicians' knowledge sharing is to elevate the quality and efficiency of care in hospitals (Seewon Rya, Seung Hee Ho, Ingoo Han, 2003).

People are not likely to share their knowledge unless they think it is valuable and important. In general, there are several contextual factors that affect the success of knowledge sharing systems or knowledge sharing behaviour, such as attention to the team structure and workflow issues, collaboration practices, and the nature of documents being shared (S.Robertson, 2002). In recent years lot of pressure has been exerted in the medical industry to reduce the costs and increase the quality of health care.

The medical field in recent years has been facing increasing pressure for lower costs and increased quality of health care (J.Simper, 2013 ). Increasing quality means for example: Early detection of predispositions and more efficient prevention, faster and more specific diagnosis, targeted and more effective therapy, better adapted to the individual status of the disease high-quality care and cost pressure dictate enhanced healthcare efficiency through innovative medical imaging and laboratory diagnostics as well as through the use of powerful IT (B. Stroetmann, A. Aisenbrey, 2012). This is possible by effective knowledge management. The following diagram shows the knowledge sharing process:



**Figure 18 Knowledge life cycle model**

(B. Stroetmann, A. Aisenbrey, 2012)

This knowledge life cycle model shows the whole process of knowledge management and knowledge sharing is a very important part of the process. The sharing part can be done by using online sources such as society websites, blogs and different social medial websites but it can also be done by attending the congresses as these congresses provide the great opportunity for knowledge sharing. In the veterinarian industry the veterinarians and researchers do research on their particular field and present their findings to their fellow researchers for the feedback and further improvements during the congresses. The annual congresses or educational meetings of the related fields provide researchers and veterinarians a great opportunity to meet their peers and industry experts. According to 43.40% (Survey results) of respondents knowledge and education is the main reason for their participation in a scientific congress. These congresses also provide the opportunity to the participants to meet their colleagues and industry experts and almost 21% of respondents take part in a congress for networking and to expand their professional social circle.

Congresses are getting important for the researchers but these are not the only sources for professional to get education and fulfil their needs. There are also some other sources which are used by professionals to keep themselves up to date with the latest developments in the industry. The chart presented above shows the trends in the veterinarians to keep themselves up to date within the industry developments. Industry related journals are the most used source for the veterinarians and researchers, to keep themselves up to date, according to 70.46% (Survey results) of respondents online resources are very useful tool to serve the industry needs. Participation in the congresses is also very important in regard to the latest developments within the industry.

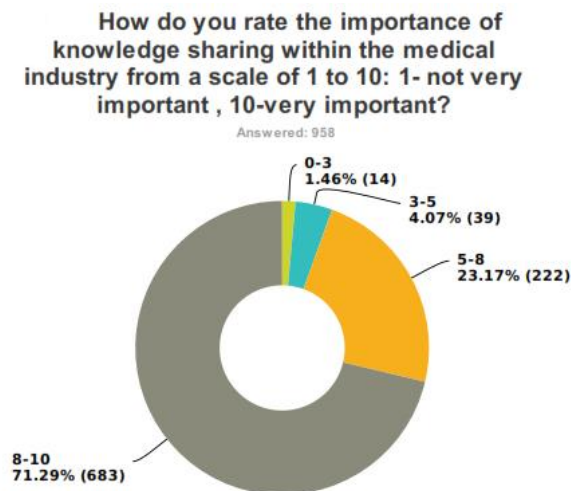
Knowledge management and dissemination of knowledge is very important in the medical field. The medical industry relies heavily on research and technology developments and it is very important for the people linked to the industry, to keep themselves up-to-date with these latest developments. Journals, online resources and congresses are the main tools to acquire this knowledge and users of these tools will increase over time due to the rapid technological developments (J.Simper, 2013 ).

#### 4.2.1 Different platforms for knowledge sharing

There are many different methods which were and still are in use for knowledge sharing. These methods are namely:

- Books
- Magazines
- Journals
- Face to face
- Digital Media(Website)

These all methods have their own importance which cannot be ignored. Now a days with advancements in technology more people are adopting to the new techniques for example the internet. More than 2.42 billion people on the earth access the internet which makes it very important (Krill, 2012). The dissemination of knowledge is very important in the veterinary industry and the following chart shows that;



**Figure 19 (Source: Survey results)**

More than 71% of respondents rate the importance of knowledge sharing between 8 and 10 on a scale of 10, 10 being very important, which means it is very important to share the knowledge with fellow researchers and colleagues as it is the need of the industry. Only 5% of respondents say that it is not very important to share the knowledge which is very low in comparison to the other 95 % who rate it as very important. As mentioned earlier that more than 70% of respondents use online sources to get the latest industry related information and 64 % use congress as a source of their information (Survey results). As the research is more related to the congresses so the main focus would be on face to face and digital means of dissemination of knowledge. The information presented during the congress can be stored in different digital formats and these formats can be stored on online resources. The techniques which are used during the congress to share the knowledge are:

- Live sessions

- E-posters
- Webcasts
- Abstracts

These are the main sources which are used for the dissemination of knowledge during and after a congress.

#### **Live sessions:**

During the congress period the researchers from all across the globe participate and present their findings to the fellow researchers, students and colleagues. There are live sessions where the speakers can present their research. The speakers selected for these sessions are the people with expertise in the field (Kollofel, 2013).

#### **E-posters:**

E-posters are the posters presented by the researchers at the congress. In the congress venue there is a certain location for posters where participants can put their posters, so others can see it and give the feedback (Kollofel, 2013).

#### **Webcasts:**

A media file distributed over the Internet using streaming media technology; a webcast may be distributed live or recorded. Essentially, webcasting is broadcasting over the Internet (Library of congress, 2010).

#### **Abstracts:**

An abstract is a brief summary of the most important points in a scientific paper. Abstracts enable professionals to stay current with the huge volume of scientific literature (Library of congress, 2010).

These are the most common platforms which are used during and after the congress for dissemination of knowledge not only by WSAVA but also by its competitors. All the information which is presented in a congress can be stored on digital media and it can be accessed by the large community of veterinarians.

### **4.3 Industry Analysis:**

Porters five forces model is used to analyze the industry characteristics.

#### **Barriers to entry:**

There are many structural components within the medical industry which prohibit the entrance of new competitors. In the medical industry there are rules and regulation which all these societies have to follow. In each country these laws differ and usually it is the health ministry which look after these laws. By following these laws any society can join the industry and compete with the

existing competitors. Is it always not easy to register the society as there are regulatory bodies which make sure that all rules and laws are followed (Simper, 2013).

### **Power of Suppliers:**

There are no particular suppliers in the veterinarians industry. These societies or associations purchase goods and services in the course of carrying out their organizational mission. These societies buy IT services from the companies who sell it and there are many companies in the market which make suppliers not very powerful (Kollofel, 2013).

### **The power of buyers:**

The customers of these veterinarian societies are students, veterinarians, technicians, nurses and other professionals who are linked to the veterinarian industry. These societies sell memberships and scientific content to these customers. In case of international societies these customers are located in different countries and don't have much power. In some cases if a national or regional society have a very high number of members and that society want to join other international society in that sense that have more power and can negotiate with their own terms and conditions, for example American Veterinary Medicine Association (AVMA) represent more than 84,000 (AVMA, 2013) veterinarians have much bargaining power than Luxemburg's veterinary society which have very small number of members (Kollofel, 2013).

According to Porter (Porter M. E., 2008) "Powerful customers – the flip side of powerful suppliers – can capture more value by forcing down prices, demanding better quality or more service (thereby driving up costs), and generally playing industry participants off against one another, all at the expense of industry profitability. Buyers are powerful if they have negotiating leverage relative to industry participants, especially if they are price sensitive, using their clout primarily to pressure price reductions".

### **Threats of substitutes:**

A substitute performs the same or a similar function as an industry's product by a different means for example Videoconferencing could be a substitute for travel (Porter M. E., 2008). The products which deserve more attention as a substitute are those which produced by industries earning high profits (Cafferky, 2005). The scientific content which societies provide on their websites to the members or non-members sometimes can be found in other sources. It is easy to imitate other societies strategies and structure but there are no real substitutes of the conferences (Kollofel, 2013). The membership provided by these societies can not be altered by anything. The publications of these societies are presented on the website of these societies and some other sources, for example WSAVA's Journal of Small Animal Practice is also available on Wiley Online Library but still it is owned by WSAVA and can not be substituted with an other product or service. The product or service which mainly provides the finance to these societies is the congress organized by these societies and the substitute of conferences could be the video conferencing which is not very effective and do not produce the results which the users want as more than 20% of survey respondents visit the congress for networking with peers and colleagues which is not an option during video conferencing.

### **Rivalry among existing competitors:**

Rivalry among existing competitors takes many familiar forms, including price discounting, new product introductions, advertising campaigns, and service improvements. High rivalry limits the profitability of an industry. The degree to which rivalry drives down an industry's profit potential depends, first, on the intensity with which companies compete and, second, on the basis on which they compete (Porter M. E., 2008). There are many big players in the industry who compete and this has been analysed briefly in the competitor analyses part of the chapter. These societies are non profit organizations and they share one common objective which is to improve the medical care of companion animals. Even though these societies are non profit societies but still they require to have some financial resources to finance their research projects and to pay other administration expenses which will then lead these societies to compete with each other and to get more members which will pay the membership fee, sponsors from companies to run there research projects and also to have more attendees in their congresses as congresses are the man product from where the most of the revenue come.

In general the veterinary industry from a society perspective is not an easy industry to enter because of the rules and regulation imposed by the governments and also from the medical boards operating in the regions. It is a complex industry because of its unique nature and also it requires a lot of investments to do the research and to run the projects (J.Simper, 2013 ). There are already enough societies which are working in different countries and it would not be easy for the new competitors to penetrate in the industry.

#### **4.3.1 Competitor analysis**

The activity or condition of striving to gain or win something by defeating or establishing superiority over others (Heying, 2004). There are many competitors of WSAVA but in this report couple of main competitors will be analyzed. The main competitors of WSAVA are:

World Veterinary Association (WVA)  
British Small Animals Veterinary Association (BSAVA)  
North American Veterinary Community (NAVC)  
Federation of European Companion Animal Veterinary Associations (FECAVA)

#### **World Veterinary Association (WVA):**

The WVA is a federation of over 80 national veterinary medical associations throughout the World. WVA also has regional, specialist, and observer veterinary association members (WVA, 2013).

#### **British Small Animals Veterinary Association (BSAVA):**

The Association was founded in 1957 as a professional body to serve veterinary surgeons who treat companion animals. The objective of BSAVA is to promote excellence in small animal practice through education and science (BSAVA, n.d.).

#### **Federation of European Companion Animal Veterinary Associations (FECAVA):**

FECAVA is the Federation of European Companion Animal Veterinary Associations. FECAVA strives to improve the veterinary care of pets, to highlight the human-animal bond and the "One Health" concept (FECAVA, 2011).

### North American Veterinary Community (NAVC):

The North American Veterinary Community (NAVC) is a nonprofit organization that provides world-class continuing professional development for the global veterinary healthcare community (North American Veterinary Community, 2012).

There are many other societies and associations which compete directly or indirectly with WSAVA but in this research a comparison between WSAVA and societies mentioned above will be made. The comparison will be based on different parameters which are relevant to the research.

### Member societies and individual members:

The membership details of these societies are given in the table below:

Membership Type	WSAVA	WVA	BSAVA	FECAVA	NAVC
National members	73	74	-----	37	-----
Associate members	5	12	-----	13	-----
Affiliate members	16	1	-----	-----	-----
Individual members	-----	-----	More than 6000	Access to 30,000	-----

Figure 20 Competitors membership (Adopted from societies websites)

WSAVA, FECAVA and WVA are associations of associations and have national and affiliated members and don't have direct individual members. BSAVA is a national society and have individual members.

### Conferences/Congresses:

A comparison between all these competitors based on the congress length, frequency, location and number of attendees is made. The comparison of most recent year is given below while for the previous years is given in the appendices;

#### Congress 2013

Society name	Frequency	Location	Duration of congress	Average attendees	Professional Congress Organizer (PCO)
WSAVA	Annual	Auckland, New Zealand	4 days	1400	Kenes
WVA	Triennial but now biennial	Prague, Czech Republic	4 days	----	Guarant International
BSAVA	Annual			6199	
FECAVA	Annual	Dublin,	4 days in	-----	Keynote

		Ireland	October 2013		Ireland
NAVC	Annual	Kissimmee, Florida, USA	5 days	15691	-----

**Figure 21 Congresses comparison (Adopted from societies websites)**

WSAVA holds its congress annually as the other competitors which is really useful for members and also for the society, only World Veterinary Association hold's it congress every second year. BSAVA and NAVC hold their annual congresses in their own countries where they are present geographically while FECAVA has a bigger range as it hold its meeting in the European region. While on the other hand WSAVA has a competitive advantage over its competitors as it holds its meetings in different parts of the world which bring lot more diversity in the nature of congress. Most of these societies have their Professional Congress Organizers (PCO's) but the PCO of WSAVA is Kenes group which is very competitive and well reputed in the industry, this also provide an advantage to WSAVA. The number of participants in WSAVA congresses is not very high as compared to its competitors and this is the area which required some improvements.

All these societies have different types of registration packages on their websites but are the most common types which these societies have are given in the appendices. The registration fee which WSAVA charge to its congress participants is neither very high nor very low but if we compare this to WVC then this is on higher side but it is on par in comparison to the rest of societies.

Most of the WSAVA competitors are active on social media websites and the table below shows the comparison between WSAVA and its competitors.

#### **WSAVA and its competitors on social media**

<b>Society Name</b>	<b>Twitter followers</b>	<b>Facebook followers</b>	<b>LinkedIn Followers</b>
WSAVA	737	1645	----
WVA	----	1173	39
BSAVA	3088	3340	1498
FECAVA	----	506	----
NAVC	2827	4005	272

**Figure 22 Social media followers comparison (Adopted from societies websites)**

There is a big difference in numbers of all these societies as some of these societies are more popular and recognized than others.

The website of WSAVA and competitors is organized really good and it is very easy to navigate through website. The websites of all these societies looks different visually but contain almost the same information, for example all these societies include the membership tab, congress information, upcoming events, publications, society owned blog and electronic news tabs. These links are available on all these competitors website but have different appearance.

The publications presented on these societies websites are given in the table below;

<b>Society</b>	<b>Publications</b>
NAVC	1.Clinician's brief 2. Veterinary Brief
FECAV	1.European Journal of Companion Animal Practice(EJCAP)

WSAVA	Journal of Small Animal Practice (JSAP)
BSAVA	1.Small Animal Formulary 2. Companion 3. procedures guide 4. Poisons guide
WVA	No Specific journal or blog but contains lot of research papers and summaries of information presented in congresses.

**Figure 23 Competitors publications (Adopted from societies websites)**

All these societies strive for the dissemination of knowledge and try their best but not all these societies have the same percentage of contribution. From the competitor analyses it seems that BSAVA have more publications than the rest of the competitors. The management of these societies mainly consists of different committees which deal with different issues for example the most common types are continuing education committee, membership development committee, scientific committee etc. WSAVA tops the list with 12 committees dealing with different issues and then is BSAVA which has 8 committees and at number 3 is NAVC. The information presented in the competitor analyses, has been gathered from the official website of these societies.

#### **4.3.2 Resource Based View (RBV):**

The Resource Based View (RBV) approach to competitive advantage contends that internal resources are more important for a company than external factors in achieving and sustaining competitive advantages. RBV view contends that the organizational performance will primarily be determined by the internal resources that can be grouped in all three encompassing categories: physical resources, human resources, and organizational resources. The RBV of WSAVA is given in the table below;

#### **Resource Based View**

<b>Tangible resources and capabilities;</b>	<b>Examples</b>	<b>WSAVA</b>
Financial:	Ability to generate internal funds	WSAVA makes its finances from the membership fee and by selling the scientific content to non-members. Different types of donations from donors. Sponsors from its partners. About 70% of the finances come from the congress and the sponsors while research projects have been carried out with the collaboration of medical companies. Donations and membership fees make the 30% of the finance (Kollofel, 2013).
Physical:	Ability to raise external capital	External capital is raised by organizing the congresses every year. Funding from the medical companies.
Technological:	Possession of trademarks and copyrights	The scientific content presented during the congresses goes to WSAVA

		database in different formats such as abstracts, webcasts etc.
Organizational:	Formal planning command and control systems	It has 12 different committees which take care of different matters it includes committees like financial committee, Global nutrition committee and etc. The committee members are from different countries.
<b>Intangible resources and capabilities;</b>		
Human;	Knowledge, trust and managerial talent	Board members of WSAVA belong to the different parts of the world and they are specialised in their fields. High professional standards for example according to the WSAVA board president " I was offered an opportunity I could not turn down. In November, I start working for Hill's Pet Nutrition - a company which has supported our goals for years and is our most significant partner. I informed the Executive Board and we agreed that I would stand down as president with immediate effect to avoid the potential for a conflict of interest" (Kirpensteijn, 2013).
Innovation;	A supportive atmosphere for new ideas Research and development capabilities	The Continuing education committee provides the opportunity for the development of new ideas and research.
Reputational:	Reputation as a good society Perception of providing good services or products among customers.	The WSAVA has a good reputation among other veterinarian societies as more than 90 societies are members of WSAVA (Kollofel, 2013).

**Figure 24 Resource Based View (Resource: Author of research)**

The RBV of WSAVA shows that the society has valuable resources at its disposal. These resources give WSAVA a short run competitive advantage. In order to check if these competitive advantages are sustainable it is important to do a VRIO analysis.

#### 4.3.3 VRIO Framework

This is resource-based analysis of the firm determines which resources and capabilities result in which strengths or weaknesses in which strategies are to be implemented which exploit (or build) strengths and avoid (or eliminate) weaknesses. Also it explains what constitutes a strength or weakness is partially a function of the external environment.

The word VRIO stands for four words which are valuable, Rare, Imitable and Organization. The WSAVA has valuable resources available in terms of human resources and technological resources. The WSAVA has 94 member societies (WSAVA, 2012) which is a valuable asset to the society. The research work carried out by WSAVA is also valuable and rare. There are different research

projects of WSAVA which are in progress and it is not very easy to imitate these projects. These projects are unique in their nature and it required lots of work to imitate these projects. The imitation of the research work requires huge financial resources and more importantly these research works have copyrights. The WSAVA has 12 committees (WSAVA, 2012) dealing in different Veterinary related fields which make WSAVA a really well organized society, utilizing its resources very cautiously.

#### VRIO framework

WSAVA Competencies	Valueable	Rare	Costly to imitate	Organized properly	Competitive Implication
Managerial committees of WSAVA which are 12 in total.	Yes	No	No	Yes	Normal
Innovation	Yes	No	Yes	Yes	Temporary competitive advantage
Finacial	Yes	No	No	Yes	Normal

**Figure 25 VRIO analysis (Resource: Author of research)**

VRIO analysis shows that WSAVA has temporary competitive advantage over its competitors and this competitive advantage can be sustained for a short period. Veterinary industry is a medically related industry and it relies heavily on the research and latest technological developments and research results from the competitors can shift the competitive advantage from one competitor to the other.

#### 4.4 Effectiveness and usefulness of WSAVA website:

The internet is becoming more and more useful now a days and the users of the internet have increased tremendously over a few years. The following chart shows the total number of users across the globe;

DATE	NUMBER OF USERS	% WORLD POPULATION
December, 1995	16 millions	0.4 %
December, 1996	36 millions	0.9 %
December, 1997	70 millions	1.7 %
Mar, 2012	2,336 millions	33.3 %
June, 2012	2,405 millions	34.3 %
Sept, 2012	2,439 millions	34.8 %
Dec, 2012	2,497 millions	35.7 %
March, 2013	2,749 millions	38.8 %

**Figure 26 Internet users data (internet world stats, 2013)**

This table shows that number has been increased from 0.4 % of the total to 38.8% of the total population within less than 20 years and the trend in the table shows that this number will increase, having said means that users of the internet are increasing and it is becoming more important for the businesses, to focus on this. The first thing that is crucial to success of a business acting online is the website. The website gives the first impression to the visitor and it is said that first impression is the last impression. In order to check the effectiveness of WSAVA website the attractiveness and usability model would be applied to the website

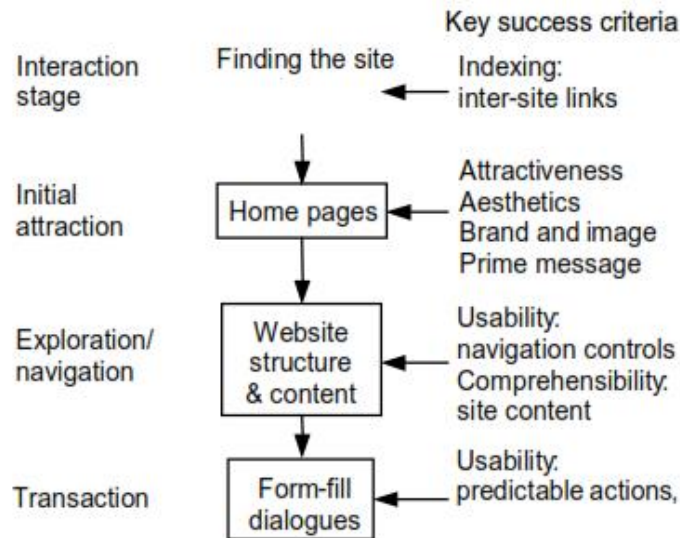


Figure 27 Attractiveness and usability model of website (Sutcliffe, 2002)

As the first step in the model is to look and find the website. The words "Small animal veterinarian Society" are used in the Google search engine the website appeared in the top 5 websites, the following diagram shows the ranking of the webpage of WSAVA;

Figure 28 Google page rank checker (Source: Google)

The webpage of WSAVA is ranked at number 6 which is really good and can generate traffic to the website. The next thing is to check the effectiveness and usefulness of the website. The data from the Google analytics have been used to analyze the usefulness of the website. The following picture shows the total number of users from the 1st of august up-till 30<sup>th</sup> of September;



Figure 29 Website visitors

This shows that there were more than 16,000 visitors of the website and more than 70% of these visits were from new visitors and in total they explore more than 35,000 pages and on average they spent about 2:28 minutes on the website. Google analytics showed that the majority of these visitors were from the following countries;

Country / Territory	Visits	% Visits
1. United States	4,070	24.42%
2. United Kingdom	1,833	11.00%
3. Germany	900	5.40%
4. Australia	832	4.99%
5. China	591	3.55%
6. Canada	581	3.49%
7. India	410	2.46%

Source (Google analytics)

Figure 30 Top website visitor countries

The countries mentioned in the table above are the countries from where most of the visitors were in the last two months. In target segmentation the societies of these countries were also ranked as a high potential target. The next step is to look at the navigation of the website. There were some questions which were asked in the survey to analyze the website effectiveness and content available on the website.

## How often do you visit the WSAVA website?

Answered: 902

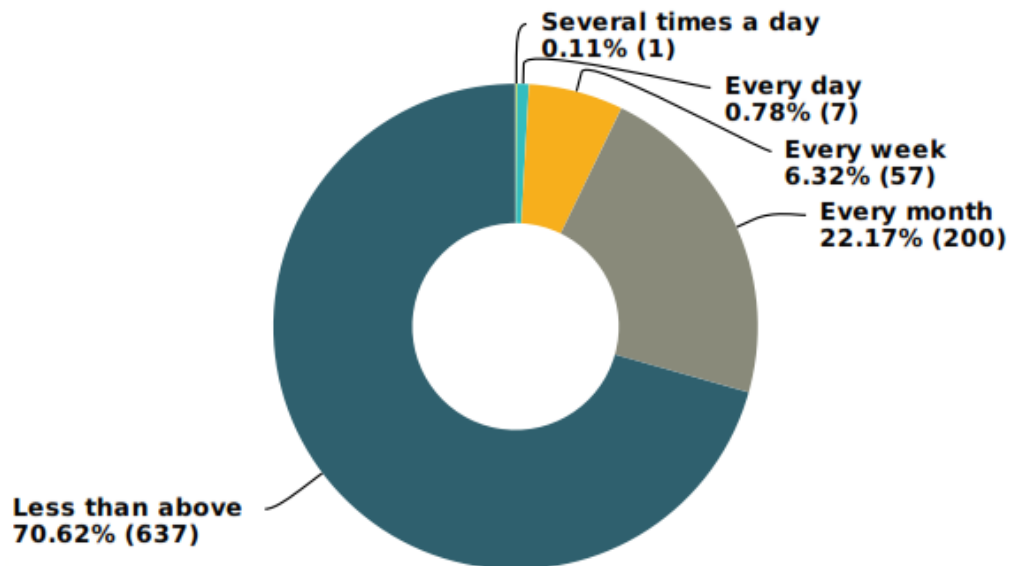


Figure 31 Survey results

In the survey 902 people responded to the question and the majority of these respondents visited the WSAVA website not even once in a month. So the answers of the survey are filtered and the answers of the respondents who at least visited the website once a month would be analyzed. There were 265 visitors who visited the website at least once a month or more so the further analysis of the website related questions would be based upon the responses of these 265 respondents. The respondents find the WSAVA website easy to use as shown in the following picture;

## How do you navigate on wsava.org?

Answered: 258

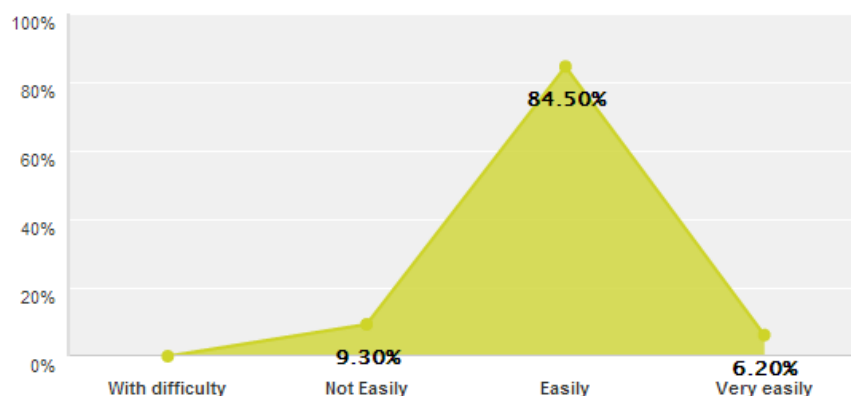


Figure 32 Survey results

Almost 85% of respondents find it to navigate on the WSAVA website which means that majority of WSAVA website visitors are satisfied with the navigation system of the website and the next step to look at is the content that they are looking for, at the website.

## What are you looking for when you visit WSAVA website?

Answered: 264

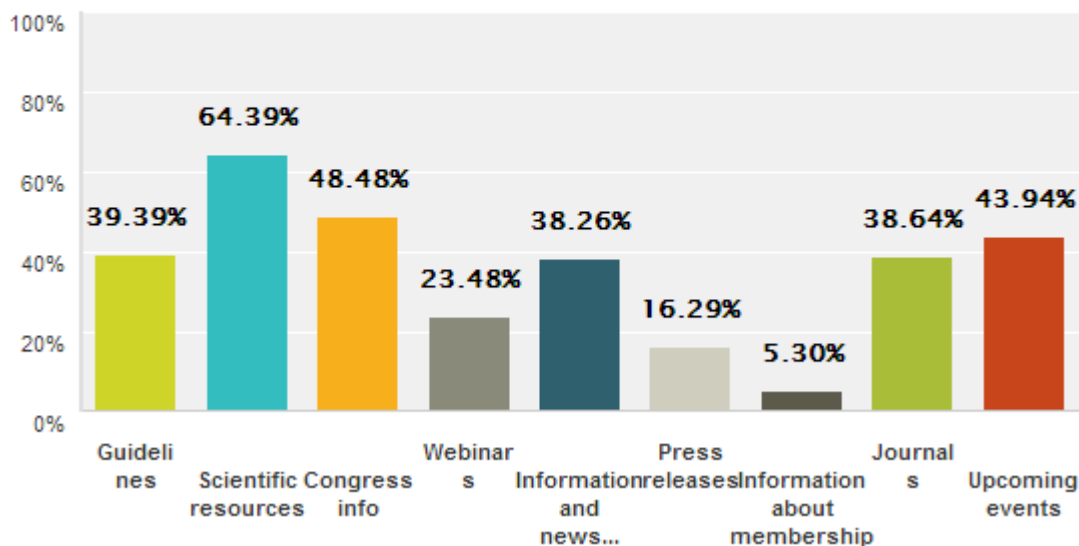


Figure 33 Survey results

### From survey results

Landing Page	Visits	Visits
	16,182 100.00% (16,182)	16,182 of Total: 100.00% (16,182)
1. <a href="#">/</a>	4,973	30.73%
2. <a href="#">/guidelines/vaccination-guidelines</a>	2,605	16.10%
3. <a href="#">/nutrition-toolkit</a>	1,014	6.27%
4. <a href="#">/publications/journal-small-animal-practice-jsap</a>	188	1.16%
5. <a href="#">/guidelines/global-nutrition-guidelines</a>	176	1.09%
6. <a href="#">/article/nutrition-assessment-toolkit-new-tools-added</a>	173	1.07%
7. <a href="#">/educational/vaccination-guidelines-group</a>	163	1.01%
8. <a href="#">/educational/global-nutrition-committee</a>	152	0.94%
9. <a href="#">/article/rabies-clinic-how-should-we-deal-it</a>	124	0.77%
10. <a href="#">/guidelines/microchip-identification-guidelines</a>	120	0.74%

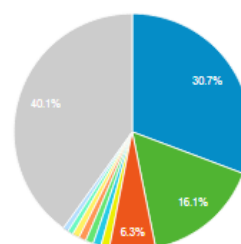


Figure 34 Most visited pages on WSAVA website

### From Google analytics

Most of the people visit WSAVA website to find out the scientific resources and then the next most wanted information on the website is about the upcoming events and congresses, as about 49% of the respondents visit the website for congresses and upcoming events. There is also a separate website of the congress itself which can be accessed without visiting the main WSAVA website. In the 2<sup>nd</sup> diagram, main landing pages which are accessed by the website visitors are shown and it can be seen that most of the people who visit the website look for the scientific content on the web and guidelines. The top ten landing pages are shown in the picture ""from Google analytics".

As mentioned above that more than 70% of respondents keep themselves up-to-date with the latest developments in the industry by using online resources. Now the survey responses would be filtered and the responses of the people who use online sources to keep themselves up-to date would be analyzed in order to check whether they use the WSAVA website to serve their needs. There are 675 respondents who use online resources as a source for their knowledge and the chart below show that how many of them visit the WSAVA website for this purpose.

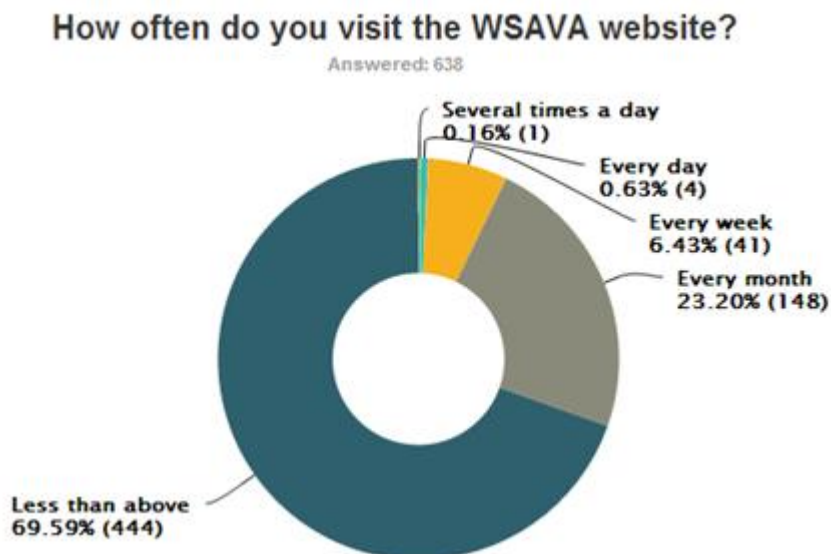
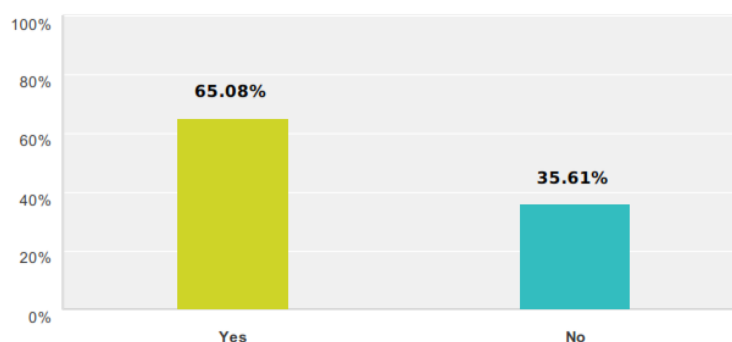


Figure 35 Survey results

This can lead to the conclusion that either WSAVA doesn't have enough information available on its website or it is not quite useful or they are not well aware of the website. According to the people who visited the WSAVA website find available information and scientific content really useful and they used the content from the website. As the chart below shows that how many people find the information useful;

**Does the content available on website(webinars, webcasts, guidelines,...) contribute to the management and care of your patients?**

Answered: 862



**Figure 36 Survey results**

More than 65% respondents find the content available on the website quite useful while according to 35% respondents its not really useful. There are two things which can be done in this case which are to have more content available on the website and also to create awareness about the website among the people who can use this information, as about 70% respondents who use scientific resources as a source of knowledge don't even visit the WSAVA website once a month. The more data available on the website will automatically attract the potential users.

#### **4.4.1 Communication Strategy of WSAVA and social media**

Social media is becoming more and more popular and different social websites are being used as a means of doing business and to attract customers. Businesses have their pages and accounts on different social media websites and managing these accounts for their benefit. Most of these veterinary societies which mentioned in competitors analysis are active on social media as the use of social media is increasing. Face book, LinkedIn and Twitter are well known means of social communication. The table below present the statistics about the activeness of these societies on these social websites;

<b>Society Name</b>	<b>Twitter followers</b>	<b>Face book followers</b>	<b>LinkedIn Followers</b>
WSAVA	737	1645	----
WVA	----	1173	39
BSAVA	3088	3340	1498
FECVA	----	506	----
NAVC	2827	4005	272

**Figure 37 Social media comparison (Societies websites, n.d.)**

There is a big difference in numbers of all these societies as some of these societies are more popular and recognized than others. Now the Post method theory would be applied, the POST method is a four-step approach of social media strategy on which companies decide on the most proper social media strategies and technologies for products. The POST method is tailored to the

specific needs of customers so that company can start considering those with four aspects before they make a decision on the use of social strategy (Bernoff, 2007) . The four steps of POST method are shown below:

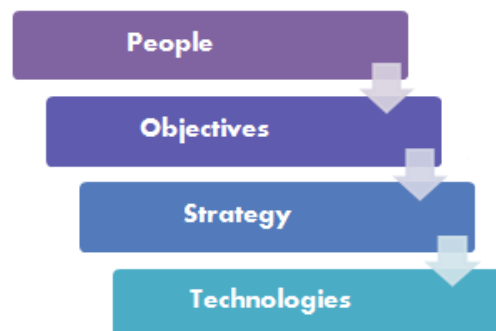


Figure 38 POST method model (Bernoff, 2007)

People refer to the target group which has already been defined at the start of this chapter, the potential target group is veterinarians for small animals. The objectives refer to the objective of the company and also to the objectives of the customers. In this case the main objective of the veterinarians who participate in a congress is knowledge and education, which is shown in the chart below;

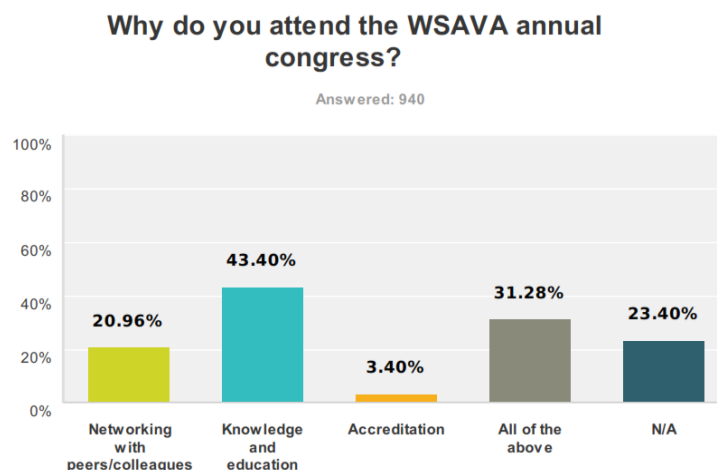


Figure 39 Survey results

Almost 44% respondents in the survey said that knowledge and education is the main reason for attending the congress and then the other main reason is networking. On the other hand the mission of WSAVA is *"To foster exchange of scientific information between individual veterinarians and veterinary organizations"*. The objectives of both stakeholders are quite clear and the next step is to look at strategy. In the current era of technological developments the social media need to be tailored and should be focused on the needs and objectives of veterinarians. There is no single rule which would be used in all scenarios, the social media strategy is not about mastering one tool, it is about developing a process for using social media strategies to plan for change. As technology evolves the ability to adapt and take advantage of these tools will define success (Vanneste, 2012).

Networking with peers and colleagues is another main reason for the veterinarians to attend these medical congresses and these social media websites can be best utilized for this. Technology refers to the social websites which can be used for this purpose. The following chart shows the trends of use of social media among veterinarians;

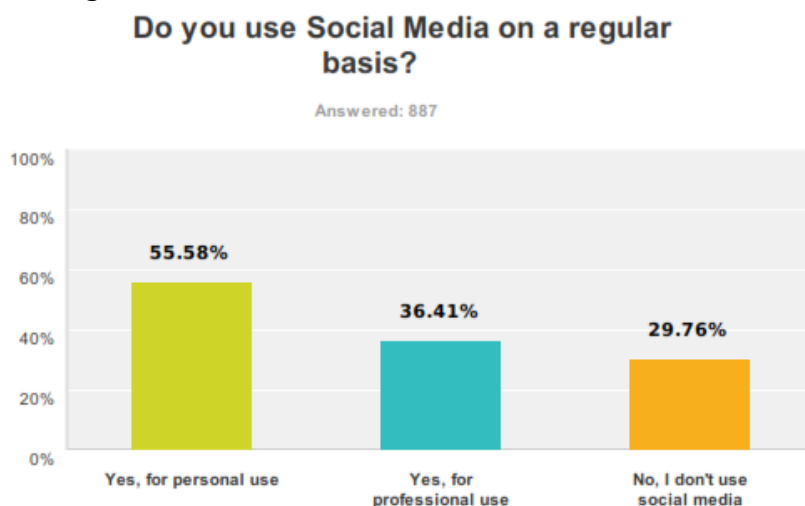


Figure 40 Survey results

According to the survey more than 55% respondents use social media for personal use while 36.41% of the respondents use it for professional use. The majority of the respondents uses social media for personal use so we filter our responses and just look at those who use social media for professional use. These respondents use different social media websites and the following chart shows the most commonly used social media websites;

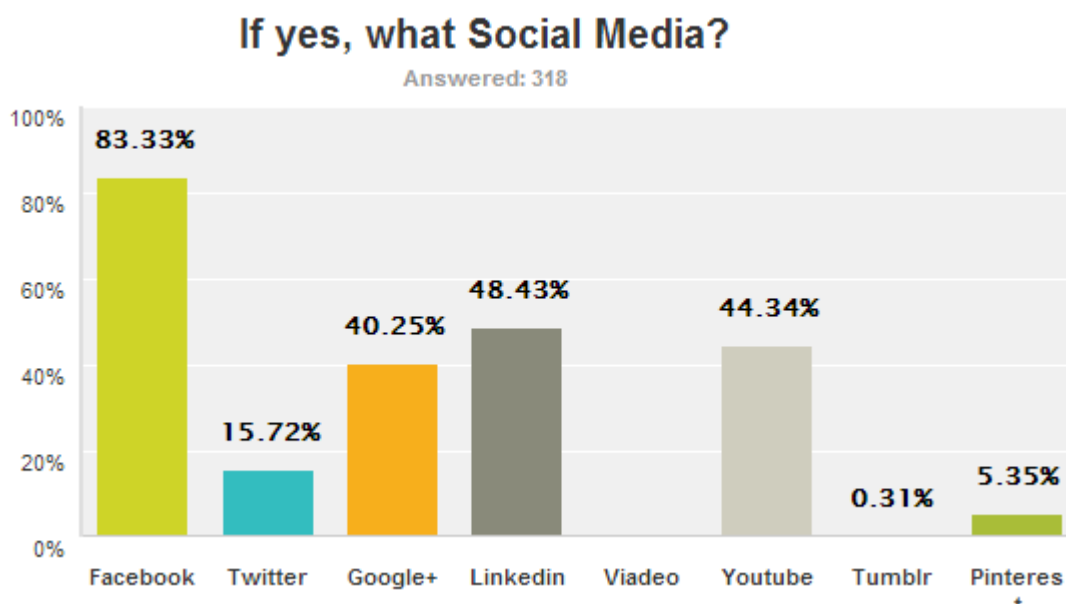


Figure 41 Survey results

These are the respondents who use social media for professional use and the most famous social media website for these users are Face book, LinkedIn, YouTube, Google and Twitter. A comparison of followers of WSAVA and its competitors has been shown in the table previously. It is quite clear

that almost 35% respondents use social media for professional use, now it is important to look at how many these users follow WSAVA on these social websites.

### Do you follow WSAVA activity on Facebook and Twitter?

Answered: 318

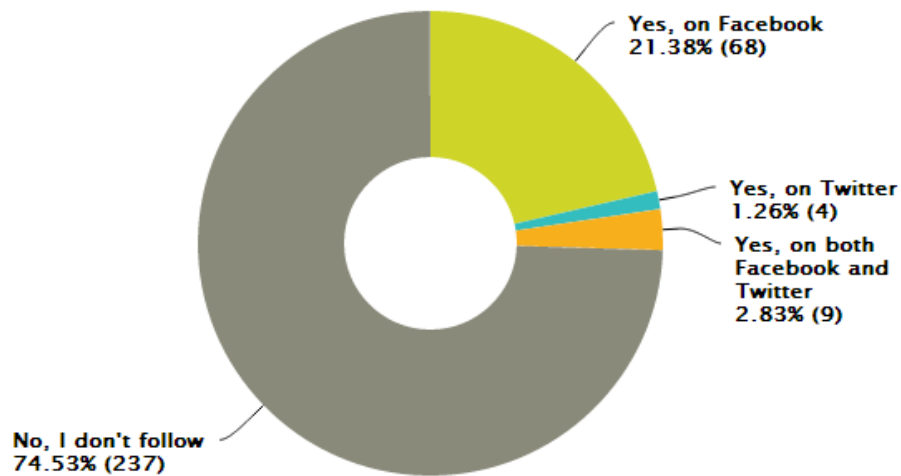


Figure 42 Survey results

Only 21.38% users follow WSAVA on Facebook and this number goes even down looking at Twitter followers, as just 2.38% of respondents who use social media for professional use follow WSAVA on Twitter. WSAVA is not active on LinkedIn 2<sup>nd</sup> most popular social media website among the respondents.

WSAVA sends a newsletter every 2<sup>nd</sup> month to its members and to its subscribers these newsletters include information on the latest global trends and tools to help enhance the work of professional related to the field. All member associations of WSAVA appoint an individual who represents their society to the corporate meetings where attendance is required. The representatives of societies are responsible for sending a report of the activities of the association to honorary secretary 30 days before assembly meeting. After the assembly meeting it is important for every representative to publish a report of assembly meeting to the society journal, website or other media so the message can get across the individual members (WSAVA, 2012).

Social media is an epic societal change that is changing how people buy things, how they learn things, how they interact with each other, and how meeting professional market, manage and improve events. Most societal and the latest general Web tools are being built to work with each other. Web services allow rich data exchange among websites. We are living through a period of rapid technological change and this rare change is accelerating. Social media will increasingly be a driver for this change and is transforming the core of many business processes. The meeting industry, with the power of social connection at the heart of face-to-face meetings, will embrace social media tools to increase attendance at the event, to manage meetings more effectively and to boost the power of meeting (Vanneste, 2012, pp. 13-19).

#### **4.5 SWOT Analysis**

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is a way of summarizing the current state of a company and helping to devise a plan for the future. Strengths and weaknesses are often internal to the organization, while opportunities and threats generally relate to external factors. For this reason the SWOT Analysis is sometimes called internal external analysis (SWOT analysis, 2011).

##### **Strengths:**

- WSAVA is an association which have member association all across the globe and this makes it a truly international association.
- The WSAVA has 94 associated, affiliated and full members and it represents about 180,000 companion animal veterinarian around the globe (WSAVA, 2011).
- WSAVA organizes a congress every year and until now 38 congresses have been organized by WSAVA.
- The WSAVA has 12 committees which are active in providing continuing medical education and to uphold the integrity of the association and to keep it relevant to members.
- Congress organizer of WSAVA is Kenes Group which has a long history of success.

##### **Weaknesses:**

- WSAVA doesn't have direct access to companion animal veterinarians, it conveys its message via local societies who represent a certain number of individuals.
- Average number of participants in WSAVA annual congress is not much higher, as some of its competitors such as BSAVA have a much higher number of participants.
- Not really active on social media.

##### **Opportunities:**

- There are many other societies which are not members of WSAVA which means there are many opportunities for WSAVA to grow its membership.
- WSAVA can grow the number of individual profiles which later on can be used to obtain its objectives.
- Rules and regulations imposed by the health organizations have increased the need of continuing medical education and development and this leads the companion animal veterinarians to either attend the congresses or to participate in different educational activities. This trend can increase the number of participants in the congresses. For example in California, USA it is mandatory for veterinarians to have at least 36 CE hours in a two year period in order to continue their medical practice and for the renewal of their license and if the veterinarians fail to do so they can't continue their practice unless they complete the CE hours (Veterinary Medical Board, 2012). Veterinarians can get their CE hours by taking CME courses offered at different universities or by taking part in the accredited congresses.
- The awareness in public about the health issues will increase the demand of the better health and education system for companion animal veterinarians and WSAVA as an education provider can use this possibility for its good.
- Veterinarians are using social media for professional use and WSAVA can use it as a tool for its mission which is "To foster exchange of scientific information between individual veterinarians and veterinary organizations." (WSAVA, 2012)

**Threats:**

- The growing strength of national and regional societies will increase the competition for WSAVA for example BSAVA which is a national society have shown an increase in the number of congress participants during last years as the number of participants in 2010 from 5100 goes up to 7100 in 2012 (Competitor Analysis).
- The increasing number of congresses on national and regional level can cause a decrease in the number of participants in WSAVA annual congresses.

The main strengths of WSAVA are its organizational structure, its research projects and the membership which includes societies from all over the world and made WSAVA a truly global society.

**4.6 Chapter summary**

The research conclusions would not be drawn without the research done in this chapter. The data in this chapter has been gathered by using primary and secondary sources and have been analyzed thoroughly in order to come up with feasible conclusion and recommendations. Different research frameworks and theoretical models have been used and applied in order to ensure the quality of data gathered and also to structure the report. These research findings would be transformed into conclusion in the next chapter, thus next chapter will contain the conclusions and recommendations based on these research findings.

## Chapter 5 Conclusion and Recommendations

In this chapter the conclusions' which have been drawn from the research done in the previous chapter would be given. This chapter will also include recommendations based on these conclusions. Based on the structure of Ishikawa diagram the conclusion per research question will be given. The Ishikawa diagram for this research is given below;

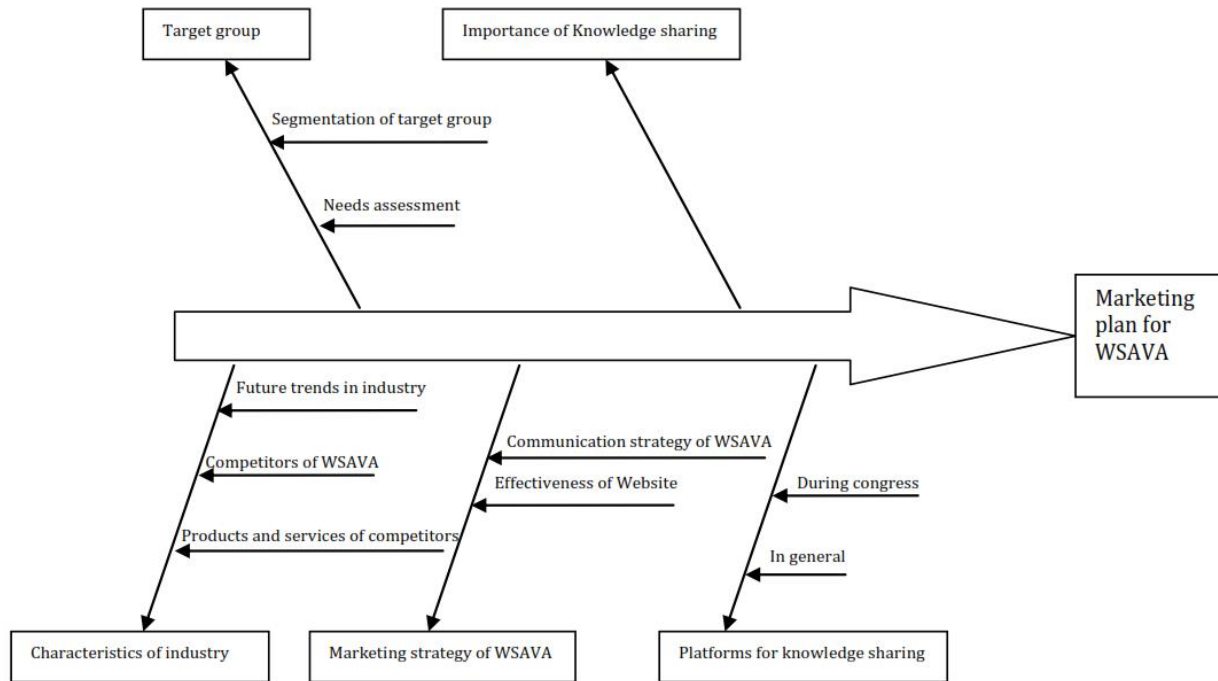


Figure 43 Fish bone diagram (Author of Research)

In this research internal and external analysis of WSAVA has been made in order to clarify the current position of WSAVA and also the needs of veterinarians regarding their participation in a medical congress have been assessed by using a questionnaire. Now we will look at the conclusions drawn per research objective and how it can be used for the benefit of the company.

### 5.1 Conclusions

The first main objective of this research is to define the target group from a list of WSAVA member societies, and to assess the needs of veterinarians. The segmentation of these societies is based on the demographics and psychographics filters. The segmentation process has been explained briefly in the chapter 4 and based on that process 51 societies are ranked as a high potential target. There are another 24 societies which are ranked as medium and the rest of societies are ranked as low priority. The needs assessment of the target group has been done by using a questionnaire which was sent to a sample size of more than 20,000 people and got 1,003 responses. Knowledge and education is the main priority or need, of the veterinarians and this need lead these veterinarians use different sources such as Journals, online sources and participating in the medical congresses. These veterinarians mostly look for the scientific sources when they visit the WSAVA website which is an online source, which means website should have more scientific content available on its website. Needs of the veterinarians are also assessed regarding their participation in the congress and this mainly includes preferences such as location of the congress, duration and accommodation related questions and this will be briefly explained in the implementation plan. As the majority of

the veterinarians take part in the congress for knowledge and education which means that the quality of scientific content presented at the congress is also very important.

Knowledge management and dissemination of knowledge is very important in the medical field, as about 95 % of respondents say it is very important to share the knowledge with the other professionals in the industry. The medical industry relies heavily on research and technology developments and it is very important for the people linked to the industry, to keep themselves up-to-date with these latest developments. Journals, online resources and congresses are the main tools to acquire this knowledge and users of these tools will increase over time due to the rapid technological developments. There are mainly these platforms; books, magazines, journals, face to face and digital media, which are used for the dissemination of knowledge. These all methods have their own importance which cannot be ignored. More than 2.42 billion people use internet which makes it a very effective platform for the dissemination of knowledge. The congress provides the opportunity of face to face networking and also the scientific content presented during a congress can be stored on digital media and can be shared with people very easily.

In general the veterinary industry from a society's perspective is not an easy industry to enter because of the rules and regulation imposed by the governments and also from the medical boards operating in the regions. It is a complex industry because of its unique nature and also it requires a lot of investments to do the research and to run the projects. There are already enough societies which are working in different countries and it would not be easy for the new competitors to penetrate in the industry. In order to understand the characteristics of the industry competitor analysis, resource based view, and VRIO analysis has been performed. The main product or service offered by WSAVA is its annual congress and every veterinary society which arranges congress every year, biennial or triennial is a competitor of WSAVA and can reduce the potential congress participants of WSAVA as the majority of the congress participants attend less than 2 medical congresses per year. The biggest veterinarian's societies have been chosen for the competitor analysis and the analysis is based upon the congress related aspects, as it is not possible to find the financial or other information from these societies' websites. The WSAVA has least number of participants in its congresses in comparison to its competitors. It also has a competitive advantage over its competitors as it organizes its congress throughout different parts of the world while the competitors of WSAVA are limited to a certain region or country, this brings new professionals, researchers and veterinarians to WSAVA congresses from local parts of the region. The comparison of registration prices shows the prices of WSAVA and other veterinary associations are in the same range except NAVC which has comparatively low rates. Scientific journals published by BSAVA and NAVC are more than WSAVA and also these societies are more active on social media.

Resource Based View of WSAVA shows that it has valuable resources at its disposal which can be used to gain sustainable competitive advantage. WSAVA's main financial sources are its annual congress, sponsorships, partnership with medical companies and its membership subscription fee. WSAVA have enough tangible and intangible resources available to run its operations. VRIO analysis of WSAVA shows that it has temporary competitive advantage over its competitors which can be sustained for a short run. Medical industry relies heavily on research and technology and with one innovation competitive advantage can shift towards competitors.

The website of WSAVA is organized really well as the majority of the respondents say that it is very easy to navigate the website and they can easily find the information that they are looking at the website. The website is not really effective and that could be because of two main reasons, either the lack of the scientific content on the website or the majority of professionals doesn't really know about the WSAVA website. There are 675 respondents who use online resources for knowledge and

education and even about 70% of these respondents don't even visit the WSAVA website once in a month. WSAVA mainly communicates with its members by using newsletter which it sends every 2<sup>nd</sup> month and also by having an assembly meeting every year in which representatives of all societies join. WSAVA is not very active on social media websites as there are 323 respondents who use social media for professional use and only about 25% of these respondents follow WSAVA on different social media platforms. WSAVA need to be much more active on the social media in order to cope with the latest technological developments.

The main strengths of WSAVA are its organizational structure, its research projects and the membership which includes societies from all over the world. There are also some opportunities available for WSAVA to increase its membership as the number of pets and veterinarians is increasing. The number of participants in annual WSAVA congresses is low in comparison to its competitors. On the other hand the increasing strength of local and regional societies can also decrease the number of participants in WSAVA congresses and this can cause financial problems for the society. There are also some opportunities available for WSAVA to increase its membership as the number of pets and veterinarians is increasing.

## **5.2 Recommendations**

The last part of this research is to give the recommendations to Kenes International, based on conclusions and research done in chapter 4. Therefore recommendations should be given based on each research objective.

The target group of WSAVA is relatively big and it is very hard to focus on each and every society so WSAVA should start targeting high ranked societies first and then it can move on to target the societies which are ranked as medium and low because the potential to attract more participants to its website and also for the congress is more with the high ranked societies. As the target market is defined, now the next step is the act of designing society's offerings and image to occupy a distinctive place in the mind of the target group. The goal is to establish the name of the brand in the minds of consumers in order to maximize potential benefits to the society. Good brand positioning helps guide marketing strategy by clarifying the brands essence. There are many other small animal veterinarian societies which are not members of WSAVA so WSAVA can also target these societies to become the members of WSAVA in the long run. Knowledge and education is the core need of veterinarians and WSAVA should play a proactive roll in providing the knowledge and education to the veterinarians by using the congress and its website as a tool for the dissemination of knowledge. Networking is also an important part of a congress which means that best and latest technological applications should be available to the participants so they can utilize these applications to serve their needs. The delegates mostly network with each other during the lunch breaks, so the lunch breaks should be long enough to provide sufficient amount of time to delegates for communicating and networking with other delegates.

Knowledge sharing is very important trend and it is increasing not just within the medical industry but also in other industries. The research and technology are very crucial to the success of medical industry and WSAVA should be more active in its research projects. It also needs to be more active in providing more science on its website and also during the congress. Journals, online sources and congresses are mostly used by the veterinarians as a source of knowledge and education. The excessive availability of scientific resources on the website of WSAVA will attract potential users. WSAVA can also put the efforts in creating its scientific journals which would be available on its website as the journals are rated highest as a source of information in the veterinarians.

The participation of well reputed scholars, researchers and professionals, associated with the small animal veterinarian industry, in WSAVA congress will bring an added value to the congress because knowledge and education is the main reason for the attendees to participate in a congress. WSAVA should try to invite these scholars and researchers to the congress so that they can give lecture's, share their research work with fellow researchers and students, and organize the workshops under the supervision of these experienced veterinarians and researchers for other participants so they can learn from their experience and expertise. According to 95% respondents' dissemination of knowledge is very important, so the congress organizers should focus on this and try to use the latest applications which can be used to have interaction between the delegates. In addition to creating a presence on the relevant public social networking sites that attendees normally use, Kenes should enable attendees to network with their peers on event-centric social networking platforms provided by third party developers (Vanneste, 2012, pp. 23-24).

The veterinary industry is growing as the individuals are joining the national, regional and international societies. The number of individual members is growing but the number of societies is not growing at the same speed as most of these members join the societies which exist already. It is very hard for the new societies to join the industry due to the regulations imposed by the governments and other boards (J.Simper, 2013 ). WSAVA can increase awareness about its brand among these individuals and can attract these individuals to its website and also to its congresses. There are few main competitors of WSAVA who also organize the congress every year or every 2<sup>nd</sup> year, having more congresses in one year can split the participants as they only attend less than 2 congresses in a year because participation in a congress can be expensive. In order to avoid the conflict it is important to check the dates of competitor's congresses and try to have WSAVA congress before that date, or if it is not feasible then try to have it after the maximum gap available as it will give participants enough time to plan for the next congress. The registration prices of WSAVA are not exactly similar to its competitors as these prices are a bit higher. These prices are reasonable for professional veterinarians who usually get sponsors from their employers, companies or some other sources. The registration prices for students are a bit high in comparison to the competitors and these prices can be lowered in order to attract more students to participate. The good experience these students will have with WSAVA now will bring them back when they will join the veterinarian industry. The WSAVA has a sustainable competitive advantage over its competitors and this can be sustained in the long run by investing in research programs and projects. WSAVA can also include some other entertaining events during the congress for the refreshment of delegates as its competitor NAVC do this can include a quiz competition, a small musical event or a fun run, these sorts of events will have a long lasting impact on the participants and will bring them back to the next events organized by WSAVA.

WSAVA has temporary competitive advantage over its competitors and that is because of its research projects which are under process with the co-operation of the pharmaceutical companies and this competitive advantage is for a short run. In order to have a sustained competitive advantage WSAVA need to initiate and also successfully complete its current projects which will create a good brand image of WSAVA. Management of WSAVA is also one of its core competencies and this should be used in long run to have a sustainable competitive advantage over its competitors.

The WSAVA website is organized really well and it is also very easy to navigate on the website. According to the majority of respondents they understand the content setting on the website and they can find the information easily on the website, but if we look at the number of visitors on the website it is not very high. It is useful for WSAVA to have more scientific content available on its website as more than 57% of respondents look for scientific resources when they visit the WSAVA

website. A further research can also be done to enhance the usefulness of the website. Congress and upcoming event information is needed to be updated as soon as possible because more than 85% respondents look for this information on WSAVA website. The scientific publications of WSAVA could be a concern for the society as its competitors are doing well and number of their publications is more than WSAVA. WSAVA need to collaborate with other medical journals and try to convince them to put their free accessed journals on its website. WSAVA need to be much more active on social media, there is a need to increase the number of its followers on Face book, LinkedIn, Google+ and YouTube. The point of concern is that there are 323 respondents who use social media for professional use and about 25% of those follow WSAVA on these social media websites. WSAVA should advertise its page on these social media websites to reach out its potential users. The separate accounts linked to a congress or an event can also be made long before the event on these social media websites so the users can see and post about these events. These social media tools can also be used to increase the number of participants in a congress.

### **5.3 Chapter summary**

This chapter includes the conclusions based on the research findings per research theme and the recommendations based on these conclusions have also been given in the chapter. The next chapter will aim at the strategic implementation of these recommendations.

## Chapter 6 Strategic Implementation

This chapter is to write a feasible implementation plan for WSAVA. The implementation plan will explain the steps that can be taken by Kenes International to attract more participants of its congress and also for WSAVA to have more visitors on its website which will later help to have more attendees in the annual WSAVA congresses. The first section of this chapter includes the implementation plan for WSAVA 2014 congress while the second and last part of this chapter would be more focused on overall implementation plan.

The WSAVA 2014 will for the first time be organized centrally through a PCO to organize the congresses instead of the local society. Creating a strong congress brand and connect it to the association will be a major strategy in order to grow the congress participation and strength long term.

### 6.1 Targeting the potential markets

Mapping the research hubs for small animal veterinary medicine shows that research is predominantly produced in the US and in Europe with England, Germany, Italy and France as the leading countries. In Asia, Japan is the main contributor. The target market for WSAVA 2014 will predominantly be the USA and Europe.

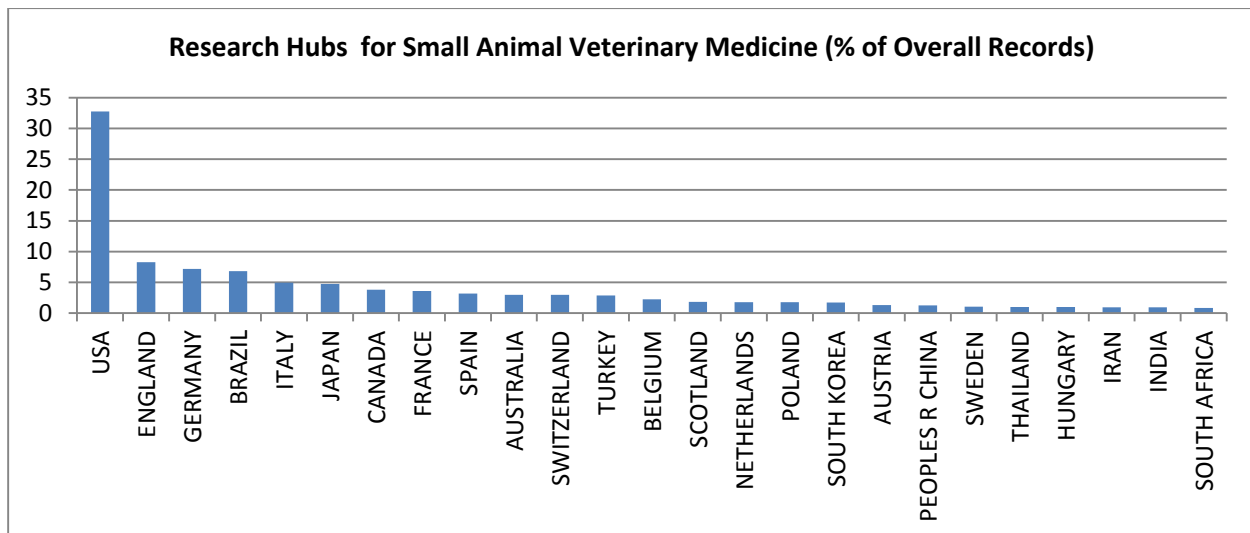


Figure 44 Research hubs for small animals (Adapted from Kenes Database)

As mentioned in the chapter of research findings there are 99 small animal veterinarians societies and 51 of these societies are ranked as high priority. WSAVA should start targeting these societies and then move on to medium and low ranked societies. As this congress is supposed to be held in South Africa which means African societies should also be given high priority even though some of these societies are ranked medium and low priority. The same approach should be used for the upcoming WSAVA congresses for example if the congress in 2015 is in Asia then the Asian veterinarian societies which are ranked medium or low should be treated as high priority. The plan of approaching high ranked and African societies is mentioned thoroughly in coming paragraphs.

The marketing tactics for the USA and Europe should be based on the following activities:

- Marketing lists to be enhanced to target the leading international research centers.
- Top international authorities in the field to be identified and their profiles showcased in congress promotions so that the potential congress attendees can see those profiles.
- WSAVA Association member societies should be contacted so that they can send emails to their members about the congress and WSAVA congress can get more media exposure.
- Encourage student attendance with special packages including discounted rates, dedicated social events, network forum and a student lounge.
- Create learning labs and educational platforms prior to the WSAVA 2014
- Targeting key institutions in order to create a promotional partnership.
- Involving key sponsors to spread awareness of the congress by having shared promotional collaterals.

To reach and increase the involvement of the existing and potential African small animal veterinarian community at the event several strategies of involvement has been made, the implementation plan for reaching potential African societies is mentioned below;

- WSAVA should organize a series of road-show events in the year leading up to the 2014 WSAVA congress in joint cooperation with the local societies, attracting African veterinarians in the localities and offering incentives to attend the WSAVA congress. All incentives will be designed to promote and enhance educational and professional values, strengthening the professional posture of the activities and their affiliation with WSAVA.
- WSAVA should involve key sponsors to spread awareness of the congress to their African network by having shared marketing collateral.
- If possible, utilizing the scientific content from previous WSAVA congresses 2011, 2012 and 2013 through webcasts, and establish customized **WSAVA African learning labs** providing an educational platform specifically tailored to the needs of African delegates that are either new in the field of small animals or on their way to becoming ones, providing there is a dedicated educational program.
- Identifying and inviting key African speakers and opinion leaders to partake prominently in the meeting, and to show case their achievements in the congress promotions.
- Contacting all centres of veterinary training and research in the region offering group fees to members of the same institution.
- Providing a discounted registration fee for low-income countries as well as affiliated local society members
- Invite international and local Bloggers to create the WSAVA online buzz.

### Implementation plan with a time frame

No	Date	Topics
1	Dec 15, 2013	Save the date, World congress in Cape Town, scientific program, abstract competition, awards, travel grants
2	January 1, 2013	Abstract submission open, awards, spread the word...
3	Jan 15, 2014	2 weeks to abstract deadline, spread the word, awards
4	Apr 2014	Updates regarding congress and the speakers participating in the congress from African region.
5	May 5, 2014	1 week to early registration deadline, awards, discounts, social media, community outreach program invite an international vet to present at your clinic/institution
6	June 18, 2014	Congress updates local participants, community outreach program invite an international vet to present at your clinic/institution, "Small Animal Care in Africa" day,
7	Aug 7, 2014	7 Days to Late Registration Deadline

Figure 45 Implementation plan with time frame (Source: Author of research)

#### 6.1.1 Congress Website

The WSAVA website is the core promotional tool. The goal of the website is to persuade relevant small animal vets and specialists to register for WSAVA 2014. It is critical that the visitors are presented with relevant congress information, and content that triggers their enthusiasm to travel to South Africa for WSAVA 2014 and the upcoming WSAVA congresses. When more scientific content and speakers are available this will be a major focus in the communication and will increase the number of participants.

#### 6.1.2 Email Marketing Campaign

WSAVA should do an extensive email newsletter campaign; these newsletter should target the potential participants. The webmail campaign can bring high levels of traffic to the website by highlighting key meeting milestones, speakers, scientific content, travel information and interesting content. It is also suggested to translate key newsletters, – dependent on database potential and co-operation with local societies to distribute translated newsletters. The proposed newsletter campaign starting from January 2014;

#### International Campaign: Preliminary Newsletter timeline

No	Date	Topics
1	Jan 15, 2014	2 weeks to abstract deadline, join us on social media
2	Jan 30, 2014	2 days to abstract deadline
3	Feb 19, 2014	Meet the speakers, scientific highlight,
4	Mar 20, 2014	Register now to save your space, social events, testimonial African vet
5	Apr 10, 2014	Companion outreach program, CME accreditation
6	May 5, 2014	1 week to early registration deadline
7	May 11, 2014	24 hours to early registration deadline
8	June 18, 2014	Congress news
9	Jul 4, 2014	Late registration deadline (Aug 14), congress updates
10	Aug 7, 2014	1 week to late registration deadline
11	Aug 13, 2014	1 day to late registration deadline, social events, news about travel to SA

12	Sep 2, 2014	Last chance to register online
13	Sep 9, 2014	Dear participant letter
14	Oct 2014	Post congress survey
15	TA	Open in case of urgent updates

**Figure 46 International campaign with time frame**(Source: Author of research)

This campaign will start in January and will end after the congress, this will include also a survey after the congress to get the feedback from the participants about the scientific content and about the congress in general.

### **6.1.3 Promotion through Societies and Associations**

WSAVA can contact a list of 100 vet societies with a request for collaboration with event listings and banners on websites. There could be specially focused on targeting societies in the African region including: South Africa, Namibia, Botswana, Mozambique and Kenya, because the upcoming WSAVA congress is in South Africa.

### **6.1.4 Promotion at Competing Congresses**

WSAVA 2014 marketing collateral need to be distributed at key congresses selected according to their significance, size, dates and their relevance to the target audience of this congress. A list of veterinarian congresses which are held before WSAVA congress are given in appendix 4. Important local African meetings should be targeted in particular for the placement of ads in the final programs and delegate bag inserts.

### **6.1.5 Search Engine Marketing**

Search engine advertising serves as a type of advertising banner and ensures a highlighted, top position on Google searches and therefore a high visibility.

Online promotion will be done through search-engine advertising (PPC), Retargeting advertising to people who have visited the website and search-engine website optimization (SEO). There are many forms of PPC adverts, where cost is based on clicks (not impressions) across a number of internet websites. WSAVA should launch these PPC campaigns and these campaigns should be based upon a number of search phrases. WSAVA should continuously optimize its website to reach the highest possible ranking in searches for selected keywords in the leading search engines, this will increase the visibility of website on internet channels and will bring a wide prospective audience to the website.

### **6.1.6 Advertising**

WSAVA should advertise via a range of the relevant peer- reviewed journals and other relevant channels such as newspapers, magazines, online portals etc. Kenes Media which is a subsidiary of Kenes Group can negotiate with the publishers regarding the advertisements. A list of well reputed journals is given in the appendix 5 at the the end of the report.

### **6.1.7 Social Media Marketing**

Social Media is a powerful communication medium with a wide reach. Statistics show that 2 out of 3 internet users are linked to a social network. Social media has become the largest channel for word-of-mouth communication and can act as a community for the congress, as a place to start

discussions, to increase the word-of mouth, and to reach a younger audience. WSAVA should advertise at branded social media platform such as Face book, Twitter and LinkedIn to energize and to create maximum awareness of WSAVA brand and the 2014 WSAVA congress. Promotional campaign on social media for a period of 9 to 12 months costs approximately \$8,500 and this has been explained in the financial overview of costs.

It is also very important to create a separate account for an upcoming congress on most popular social networks which are Face Book, LinkedIn, Twitter and YouTube. This separate account should be advertised on the general society accounts. So there should be two accounts one for the society itself and the other one linked to a particular event. The account linked to an event should be open and advertised atleast 6 months before the event itself and should not be closed at least 3 months after the event take place. This will give the members and potential participants an opportunity to communicate with each other before and after the congress and this will also provide feedback to WSAVA and its congress organizer which will be used to further improve the event management. As mentioned in the research findings chapter networking with peers and colleagues is the second most important reason for attending the congress, having implemented this approach will help to achieve this objective of participants.

## **6.2 Dissemination of Knowledge**

WSAVA need to increase the scientific content on its website and this could be done by doing a research on publicly available free accessed journal and then these journals can be placed on the website of WSAVA. A short list of few free accessed veterinary journals is given below.

- Vet Scan Online Veterinary Journal
- Online Veterinary Journal
- Veterinary World
- Journal of Veterinary Advances
- Irish Veterinary Journal
- Journal of Equine Veterinary Science

These are the free accessed journals and WSAVA board can talk to the authors of these journals and get the permission to make them available in its own website which will ultimately bring the veterinarians to the website. In the long run WSAVA can negotiate with other paid journals such as Veterinary Quarterly and Veterinary record to put their journals on its website and make it available to its members. These paid journals can get a subscription fee from WSAVA board and let WSAVA board decide whether to give access just to its members or non members as well. WSAVA can offer free access to these journals for member societies and for the nonmember societies and individual it should charge a small amount as subscription fee and this subscription fee. This subscription fee should be less on WSAVA website than the actual journal subscription fee. There are many other veterinary journals which can be looked for the possibility of having these journals available on WSAVA website. This can be used for the benefit of both WSAVA and for Journal as well, WSAVA can promote the journal to its members and on the other hand availability of these journals on WSAVA website will bring more veterinarians to its website and will also increase the membership.

The new applications which are used for the dissemination of knowledge should be available during the WSAVA congress and can be accessed by the delegates. The major players in the market who provide these new applications are:

- Marathon
- Covr
- Gescon
- M-Events
- Messos

These companies are really innovative and provide best applications for the dissemination of knowledge. WSAVA can also use services Konnect which is a subsidiary company of Kenes group which is professional congress organizer for WSAVA. Konnect creates and implements imaginative, tailor-made solutions that enhance knowledge sharing, educational experiences and networking before and during meetings.

The scientific content presented during congress in form of webinars, webcasts, abstracts and other forms should be made available to the non congress participants. Once the free access to this content would be given to the veterinarians who did not attend the congress will give them the opportunity to get access to the latest research and industry related information. In exchange of the knowledge and information WSAVA should ask them to subscribe to news letter of WSAVA or just to get their email addresses which can be used later.


The registration prices of WSAVA membership are not really high which is very good and will bring more members to WSAVA. However the congress registration prices of WSAVA are bit expensive for students in comparison to its competitors. WSAVA should provide students with special discounts, loyalty discount of at least 5% should also be offered to the returning students on general student registration fee. Students are the professionals of future and having the loyalty of the students will benefit in the future.

As it is mentioned in SWOT analysis the WSAVA is not really active on social media. Facebook, LinkedIn, Twitter, Google+ are most commonly used social media networks according to the survey results. WSAVA needs to be more active on social media and it can do it by updating status on these websites several times a day and letting the members of the page access to the information and ask the questions. All these social media websites provide sponsored promotional activities for example the following pictures show how the promotions on Facebook work;

Get More Page Likes

Create an ad to get more Page likes from the people that matter to you.

Sample Ad [?]



Daily Budget [?]

€8.00

Est. 14 - 55 likes per day ▼

You'll spend your budget every day until you stop your ad. [Learn More](#)

Audience [?]

Countries ▼

Netherlands ✕

Germany ✕

Currency

(EUR) Euro ▼

By clicking "Promote Page", I agree to Facebook's [Terms](#) and [Advertising Guidelines](#). [Learn more.](#)

\* ▼

Promote Page

Cancel

**Figure 47 Face book advertisement exmaple**

The picture shows that Face book charges 8 euros to get at least 14 to 55 likes of the page per day. Once the membership start growing it will automatically attract the other users with the same objectives. Twitter, LinkedIn and Google+ also offer these sort of promotional packages and it could be used by WSAVA to increase its influence on social media.

### 6.3 Financial overview of costs

The implementation strategy has been formulated according to the research findings, resources and available time. Social media is not very expensive but the advertisement of website and mailing campaigns are expensive. Kenes media which is a subsidiary of Kenes Group provides most of these services and the table below includes the prices indication of these services.

Service	service	Quantity	Price \$	Details
PPT Slide Show	Design & production		530	Up to 15 designed slides, images, and text promoting the congress
Search Engine Marketing	SEO		5,270	Top Google listings for up to 10 selected keywords. Pay per click campaign for up to 300 Keywords, 12 weeks Listings on Directories
	PPC		4,460	Pay per click campaign for hundreds of relevant keywords, Over 9 month period
	Retargeter campaign		1,000	1 month online campaign targeting visitors to the website with call for actions (register now)
Database Mailshots Labels		24,000	14,370	24 HTML designed newsletters for the selected number of contacts provided as email addresses and/or postal label.  * Customized prices will be available through the brand managers.
Adverstisement	Paid Print		4,730	One print ad in a journal
	Paid Online		3,380	20, 000 impressions ( 2/3 month campaign)
Social Media	Customized WSAVA Social media platform		8,500	Platform set up/design Launch, maintenance, ongoing moderation 3 social media workshops with leading profiles (3 hours total) Report and evaluation Minimum of 9, maximum of 12 month campaign

Figure 48 Financial overview of costs (Adopted from Kenes Media)

These prices are based on the price list given by the Kenes Media which is a subsidiary company of Kenes group and these prices are not final and can increase or decrease depending on several factors. Search engine optimization and advertisement in journal are expensive but they are really effective as more than 70% veterinarians use journals and online sources to search for latest development in the industry.

### 6.4 Risks

The expected amount of attendees at the congress is more than 2500 if this number cannot be reached this can have some financial impact on congress organizer and also on WSAVA. The privacy of the attendees is very important and the personal information should not be disclosed for the commercial purposes to third parties without the permission of the attendees. Kenes need to do most of congress advertisements via Kenes media in order to keep the confidential information

secret. The congress is in South Africa and this will attract the veterinarians and researchers from the African region but it also can reduce the number of participants from other regions as majority of potential participants is in Europe and USA. Extensive use of mailing campaigns can also have negative impact on total number of participants.

## **6.5 Chapter summary**

The implementation plan has been explained in this chapter very briefly and this can help the company to reach its objectives. The strategy is tailor made according to the needs of WSAVA and Kenes International. This research has been focused on a specific objective and this can be used for further research topics linked to this research. The next chapter will highlight on the personal capabilities, competencies and the professional skills gained throughout the project.

## Chapter 7 Refelection

This Chapter will highlight on the competencies which I have acquired during my four years of study at Rotterdam University of applied Sciences. The eligibility for BBA and point for improvements would be described in this chapter.

### 7.1 BBA/IBMS competencies

The competencies which I have developed during my four years international Business and Management program conclude both professional and generic competencies. Being a student of International business and as a part of international community at Rotterdam Business School enables me to work in a multicultural environment and also provided me the opportunity to look at the cultural differences at a professional level. Teamwork cannot be completed successfully unless there is a structured communications plan. The leadership opportunities were provided throughout the program as the study contained lot of group projects and assignments which was a great help to me in developing my leadership skills. Communication skills were improved tremendously throughout the program due to my international exposure and also due to the nature of the study program. Doing the presentations in the front of students and teachers was an issue for me in the beginning of the program but with the passage of time I overcome this issue. The IBMS program helped to develop my confidence and let me understood my strong and weak points and how it could be improved. As the program was entirely in English it helped me to improve my English level and make me able to work at a professional level and the module BCN (Business Communication) was a great help in this regard. I believe that competencies are not how much you know but it is how much you can do with what you know. It is said that time is money and in order to be successful now a days in such a competitive world it is very important to utilise the time properly and try to learn and experience as much as possible, IBMS study programme was structured in such a way that without time management the possibility to gain the study objectives was impossible which ultimately helped me to gain the skill of time management. Last but not the least critical thinking is also an important skill which I have acquired during the educational programme. I have acquired a particular set of skills which make me a perfect fit for the business industry.

I took International Finance and Accounting as major in 2<sup>nd</sup> last semester of my graduation programme and it was surprising to know the implications of Finance and Accounting in every business industry and how the importance of regulated Finance and Accounting principles is increasing throughout the world. IBMS is a broad programme and do not focus on a particular subject or field, instead it include all the important ingredients required to run a business successfully. The wide range of subjects in IBMS include subjects such as Marketing, Economics, Logistics, Sociology, Entrepreneurship, Finance and Accounting and many more. The modules in IBMS curriculum were different in nature with each other but all were related to the business management and developed different skills, skills which enabled me to analyse the business industry and evaluate the trends in the market and how businesses operate under different conditions and in different countries. Studying project management facilitated me to manage the projects and deliver the results at the end. I got the opportunity to work with AUSTRADE (Australian Trade Commission) after completion of my first year of studies and got the practical experience. The practical nature of studies helped to implement all the theories learned through the study programme and to get the results. Mandatory internship programme was a big help to gain 5 months practical experience in finance department of Yari BV. This placement provided me the opportunities to apply the theories learned in different modules. I gained in depth knowledge of Finance and Accounting field during my major and it gave me a new perspective to look at things differently. The following table shows the competencies gathered during the study program;

Competencies	1.Very low	2.Low	3.Medium	4.High	5.Very High
<b>Team Work</b>				✓	
<b>Communication skills</b>			✓		
<b>English language skills</b>				✓	
<b>Time management</b>			✓		
<b>Business information</b>				✓	

Competencies table

Graduation assignment at Kenes Group gave me the chance to combine both generic and professional competencies and to come up with practical solutions. Kenes Group is a professional Medical Congress organizer group and organizes congresses anywhere any time, in the world. The medical congresses industry was completely new to me when I start working at the company but I learned a lot about the industry in the placement period. The Knowledge and competencies were used to deal with this special assignment. The knowledge gained through Research modules taught at Rotterdam Business School would be the best assets for this research project.

## 7.2 Lessons learned throughout process

Theses writing as a part of my studies provided me great opportunity to implement theories learned during studies. The whole study program was a great experience but in particular thesis writing was a great opportunity for me to check my abilities and skills before entering the workforce as a young professional. Working in an international company with people who have completely different background was a great learning phase for me and it enables me to work in team with the professionals from different background. Medical congresses industry was a completely unknown territory for me before this placement opportunity at Kenes group, but now I have got adequate knowledge about the industry and also experience as I voluntarily participated in a medical congress organized by Kenes International. Having said means that writing thesis on medical industry related topic also required lot of extra efforts to understand the industry characteristics. Time management is an important lesson learned during the research project as thesis writing is a long project and requires a proper planning. Without time management and proper planning it is very hard to finish a project especially thesis. My research skills have improved quite significantly as the assignment was quite completely research based and I had to field research. Data analysis skill also got better because at the end of the survey I had to analyse the responses from almost 1000 respondents. To summarize, the thesis writing and BBA program is a great experience for me and I have learned a lot throughout the process.

## 7.3 Improvement Points

Even though I have almost completed my research and studies as well but it does not make me perfect, there is always possibility for further improvement. In my opinion my writing skills have

been improved over the four years studies period but still there is great potential for further improvements.

#### **7.4 Eligibility for BBA**

I have obtained required 150 ECTS for all mandatory study modules. I have already completed my major in Finance and Accounting and thesis writing is the last step towards completion of my studies. I have gained more than one year work experience and I have acquired particular set of skills which make me able to join the work force as a young professional. Finally I am fully ready for the challenge and to start a professional career or to take part in a master's program depending on the opportunities available.

#### **7.5 Chapter summary**

This chapter reflects my BBA competencies and my abilities which make me eligible for a BBA degree.

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## Appendices:

### Appendix 1;

Segmentation of the target group:

No	Society Full name	English Speaking Society	Population of country	Number of Vets	Priority (High, Medium, Low)
1.	Albanian Chamber of Veterinary Surgeons	An internationally recognized English test is required for the award of a long term specialization degree (EACEA, 2012).	3,011,405 (CIA, The World Factbook, 2013)	3778 (WAHID Interface, 2012)	Low
2.	American Animal Hospital Association	Yes	Companion animal predominant (CIA, The World Factbook, 2013)	Companion animals exclusive=42695 (AVMA, Market Research Statistics - U.S. Veterinarians, 2012)  162280 (WAHID, 2012)	High
3.	American Board of Veterinary Practitioners	Yes	316,668,567 (CIA, The World Factbook, 2013)	Same as above cell	High
4.	American College of Veterinary Internal Medicine	Yes	316,668,567 (CIA, The World Factbook, 2013)	Same as above cell	High
5.	American Veterinary Medical Association	Yes	316,668,567 (CIA, The World Factbook, 2013)	Same as above cell	High
6.	Asociacion Columbiana de Medicos Veterinarios especialistas en	No	45,745,783 (CIA, The World Factbook, 2013)	22,448 (WAHID, 2012)	Low

	clinica I chirurgia de pequenos animals (Colombia)				
7.	Asociacion de Medicos Veterinarios de Practica en Pequenos Animales (Peru)	Not first language but higher education is in English.	29,849,303 (CIA, The World Factbook, 2013)	415 (WAHID Interface, 2012)	Low
8.	Asociacion de Veterinarios Espanoles Especialistas en Pequenos Animales	No Higher education is offered in English.	47,370,542 (CIA, The World Factbook, 2013)	35,081 (WAHID, 2012)	Medium
9.	Asociacion de Veterinarios Especializados en Animales de Compania de la Argentinale	No	42,610,981 (CIA, The World Factbook, 2013)	29356 (WAHID, 2012)	Medium
10	Associacao Nacional de Clinicos Veterinarios de Pequenos Animals- Brasil	No	201,009,622 (CIA, The World Factbook, 2013)	137,172 (WAHID, 2012)	High
11	Associacao Portuguesa de Medicos Veterinarios Especialistas em Animais de Companhia	NO	10,799,270 (CIA, The World Factbook, 2013)	5600 (Estatísticas, 2013)	Medium
12	Asociacion De Medicos Veterinarios Especialistas en Pequenas Especies (Ecuador)	No	15,439,429 (CIA, The World Factbook, 2013)	2622 (WAHID, 2012)	Low
13	Association des Medecins veterinaires du	Yes	34,568,211 (CIA, The World	12,215 (CVMA, 2012)	HIGH

	Quebec (Canada)		Factbook, 2013)		
14	Association Francaise des Veterinaires pour Animaux de Compagnie (France)	No	65,951,611 (CIA, The World Factbook, 2013)	34,646 (WAHID, 2012)	Medium
15	Association Marocaine Des Veterinaires Pour Animoux de Companie (Marocco)	No	32,649,130 (CIA, The World Factbook, 2013)	1,171 in 2011 (Skali, 2011)	Low
16	Association Scientific Veterinary Council of Cuba	Spanish is the official language but higher education is in English.	11,061,886 (CIA, The World Factbook, 2013)	11,060 (WAHID Interface, 2012)	Low
17	Associazione Italiana Veterinari per Piccoli Animali	The official language is Italian but higher education is in English and Italian.	61,482,297 (CIA, The World Factbook, 2013)	23,113 in 2004. (NOMISMA, 2005)	High
18	Australian Small Animal Veterinary Association	Yes	22,262,501 (CIA, The World Factbook, 2013)	11,939 (WAHID, 2012)	High
19	Beijing Small Animal Veterinary Association	No	1,349,585,838 (CIA, The World Factbook, 2013)	683,110 (WAHID, 2012)  Dr. Wang Ming, estimated that there are anywhere from 300,000 to a Million veterinarians in China. (WVA, 2010)	High
20	Bosnia-Herzegovina Small Animal Veterinary Association	No	3,875,723 (CIA, The World Factbook, 2013)	939 (WAHID Interface, 2012)	Low
21	Botswana Veterinary	Not widely used but higher education is in	2,127,825 (CIA, The	705 (WAHID, 2012)	Low

	Association	English.	World Factbook, 2013)		
22	British Small Animal Veterinary Association	Yes	63,395,574 (CIA, The World Factbook, 2013)	25,221 (RCVS, 2012)	High
23	Bulgarian Association of Small Animal Veterinarians	No	6,981,642 (CIA, The World Factbook, 2013)	3683 (WAHID Interface, 2012)	Low
24	Canadian Veterinary Medical Association	Yes	34,568,211 (CIA, The World Factbook, 2013)	12,215 (CVMA, 2012)	High
25	Commonwealth Veterinary Association				High
26	Companion Animal Society of New Zealand Veterinary Association	Yes	4,365,113 (CIA, The World Factbook, 2013)	2,425 (The New Zealand Veterinary Workforce, 2011)	High
27	Croatian Small Animal Veterinary Section	No	4,475,611 (CIA, The World Factbook, 2013)	4858 (WAHID Interface, 2012)	Low
28	Czech Small Animal Veterinary Association	No Higher medical education is in English.	10,162,921 (CIA, The World Factbook, 2013)	7371 (WAHID Interface, 2012)	Low
30	Danish Small Animal Veterinary Association	No Higher education in Denmark is also offered in English.	5,556,452 (CIA, The World Factbook, 2013)	4100 approximately (Association, 2002)	High
31	Deutsche Gesellschaft für Kleintiermedizin	No Higher education is offered in German and English.	81,147,265 (CIA, The World Factbook, 2013)	37265 (Tierärzteblatt, 2012)	High
32	Estonian Small Animal Veterinary	No Higher medical	1,266,375 (CIA, The	957 (WAHID Interface,	Medium

	Association	education is also offered in English.	World Factbook, 2013)	2012)	
33	European Association of Zoo and Wildlife Veterinarians			600 members from 48 countries. (EAWV, 2012)	High
34	European College of Veterinary Surgeons			334 Members for small animals. (ECVS, n.d.)	High
35	European Society of Veterinary Clinical Ethology				High
36	European Society of Veterinary Internal Medicine			310 members.	High
37	Federation of European Companion Animal Veterinary Associations				High
38	Federation of Small Animal Practitioners Associations of India				High
39	Finnish Association of Veterinary Practitioners	No Higher education is in English.	5,266,114 (CIA, The World Factbook, 2013)	2170 (The Finnish veterinary Association, 2012)	Medium
40	Ghana Veterinary Medical Association	Yes	25,199,609 (CIA, The World Factbook, 2013)	2305 (WAHID Interface, 2012)	Medium
41	Guangdong Small Animal Veterinary Association	No	1,349,585,838 (CIA, The World Factbook, 2013)	Dr. Wang Ming, estimated that there are anywhere from 300,000 to a Million veterinarians in China. (WVA, 2010)	High
42	Hong Kong	No	7,182,724	600 (The hong	High

	Veterinary Association	Higher education is offered in English.	(CIA, The World Factbook, 2013)	Kong veterinary Association, 2011)	
43	Hungarian Small Animal Veterinary Association	No Higher education I also offered in English.	9,939,470 (CIA, The World Factbook, 2013)	4,088 (V. HERMAN, Corina PASCU, Luminița COSTINAR, 2003)	Medium
44	International Federation for Animal Health				High
45	International Veterinary Students Association				High
46	International Working Dog Breeding Association (USA)	Yes	316,668,567 (CIA, The World Factbook, 2013)	97,111 Companion animals (CA) pre dominant=6108. CA exclusive=42695 (AVMA, Market Research Statistics - U.S. Veterinarians, 2012)	High
47	Israel Companion Animal Veterinary Association	No Higher education in Israel is also offered in English.	7,707,042 (CIA, The World Factbook, 2013)	1500 (ISJM, 2011)	High
48	Japan Small Animal Veterinary Association	No Higher education is also offered in English.	127,253,075 (CIA, The World Factbook, 2013)	35,818 year 2006 For companion Animals 13,202 at the end of year 2006. (Sugiura K, 2008)	High
49	Kenya Veterinary Association	The official language is English.	44,037,656 (CIA, The World Factbook, 2013)	6551 (WAHID Interface, 2012)	Medium
50	Korean Animal Hospital Association	No Higher education is offered in English.	48,955,203 (CIA, The World Factbook, 2013)	11,336 (WAHID Interface, 2012)	High

51	Latvian Small Animal Practitioners Section	No Higher education is offered in English.	2,178,443 (CIA, The World Factbook, 2013)	1838 (WAHID, 2012)	Medium
52	Lëtzebrger Association vun de Klendeiere - Prakiter	No Higher education is offered in English.	514,862 (CIA, The World Factbook, 2013)	93 Veterinarians for pets in 2008. (Lëtzebuenger Associatioun vun Klengdéierepraktiker Luxembourg, 2008)	Low
53	Lithuanian Small Animal Veterinary Association	No Higher education is also offered in English.	3,515,858 (CIA, The World Factbook, 2013)	2180 (WAHID, 2012)	Low
54	Malaysian Small Animal Veterinary Association	No Higher education is offered in English.	29,628,392 (CIA, The World Factbook, 2013)	3167 (WAHID Interface, 2012)	Medium
55	Montenegro Association of Small Animal Practitioners	No	653,474 (CIA, The World Factbook, 2013)	210 (WAHID Interface, 2012)	Low
56	Moroccan Association for Veterinarians of Companion Animals	No	32,649,130 (CIA, The World Factbook, 2013)	1114 (WAHID Interface, 2012)	Low
57	Netherlands Association for Companion Animal Medicine	No Higher education is offered in English.	16,805,037 (CIA, The World Factbook, 2013)	5948 (WAHID, 2012)	High
58	Nigerian Veterinary Medical Association	English is the official language.	174,507,539	13,147 (WAHID, 2012)	High
59	North American Veterinary Conference				High
60	Norwegian Small Animal Veterinary Association	No Higher education is also offered in English.	4,722,701	2,896	High

<b>61</b>	Partnership for Preventive Pet Healthcare				High
<b>62</b>	Philippine Animal Hospital Association	English is the official language.	105,720,644	8,435	Medium
<b>63</b>	Polish Small Animal Veterinary Association	No Higher education is offered in English.	38,383,809	8,508	Medium
<b>64</b>	Romanian Small Animal Veterinary Association	No Higher education is offered in English.	21,790,479	14,892	Medium
<b>65</b>	Royal Netherlands Veterinary Association	No Higher education is offered in English.	16,805,037 (CIA, The World Factbook, 2013)	5948 (WAHID, 2012)	High
<b>66</b>	Russian Small Animal Veterinary Association	No Higher education is offered in English.	142,500,482 (CIA, The World Factbook, 2013)		High
<b>67</b>	Serbian Association of Small Animal Practitioners	No	7,243,007 (CIA, The World Factbook, 2013)	2,809 (WAHID, 2012)	Low
<b>68</b>	Shanghai Small Animal Veterinary Association	No Higher medical education is also offered in English.	1,349,585,838 (CIA, The World Factbook, 2013)	Dr. Wang Ming, estimated that there are anywhere from 300,000 to a Million veterinarians in China. (WVA, 2010)	High
<b>69</b>	Singapore Veterinary Association	English is one of the official languages.	5,460,302 (CIA, The World Factbook, 2013)	592 (WAHID, 2012)	Medium
<b>70</b>	Slovakian Small Animal Veterinary Association	No Higher education is offered in English.	5,488,339 (CIA, The World Factbook,	4,100 (WAHID, 2012)	Medium

			2013)		
71	Slovene Small Animal Veterinary Association	No Higher education is offered in English.	1,992,690 (CIA, The World Factbook, 2013)	1,021 (WAHID, 2012)	Low
72	Small Animal Veterinary Association of Belgium	No Higher education is offered in English.	10,444,268 (CIA, The World Factbook, 2013)	12,415 (WAHID, 2012)	High
73	Small Animal Veterinary Branch Hellenic Veterinary Medical Society				Medium
74	Small Animal Veterinary Practitioner's Association of Jamaica	Yes	2,909,714 (CIA, The World Factbook, 2013)		Low
75	Sociedad Uruguaya de Veterinarios Especialistas en Pequenos Animales	No	3,324,460 (CIA, The World Factbook, 2013)	4,912 (WAHID, 2012)	Low
76	Sociedad Venezolana de Medicos Veterinarios en Pequenos Animales	No	28,459,085 (CIA, The World Factbook, 2013)	11,759 in 2010. (WAHID, 2012)	Low
77	Societa Culturale Italiana Veterinari per Animali de Compagnia	No Higher education is offered in English.	61,482,297 (CIA, The World Factbook, 2013)	23,113 in 2004. (NOMISMA, 2005)  27,907 (WAHID, 2012)	High
78	Society of Companion Animal Practitioners of Sri Lanka	No Higher education is offered in English.	21,675,648 (CIA, The World Factbook, 2013)	2,657 (WAHID, 2012)	Medium
79	South African Veterinary Association	Yes English is one of the official languages.	48,601,098 (CIA, The World Factbook, 2013)	3738 (WAHID, 2012)	High
81	Spanish Association	No	47,370,542	35,081	High

	of Veterinarians Specializing in Small Animals	Higher education is offered in English.	(CIA, The World Factbook, 2013)	(WAHID, 2012)	
<b>82</b>	Swedish Society of Veterinary Medicine	No Higher education is offered in English.	9,119,423 (CIA, The World Factbook, 2013)	3048 (WAHID, 2012)	High
<b>83</b>	Swiss Association for Small Animal Medicine	No Higher education is offered in English.	9,119,423 (CIA, The World Factbook, 2013)	3048 (WAHID, 2012)	High
<b>84</b>	Taipei Veterinary Medical Association	No	23,299,716 (CIA, The World Factbook, 2013)	4041 (WAHID, 2012)	Medium
<b>85</b>	Tanzania Veterinary Association	Yes English is the official language of administration and higher education.	48,261,942 (CIA, The World Factbook, 2013)	4026 (WAHID, 2012)	High
<b>86</b>	Turkish Small Animal Veterinary Association	No Higher education is offered in English	80,694,485 (CIA, The World Factbook, 2013)	17,072 (WAHID, 2012)	Medium
<b>87</b>	Uganda Veterinary Association	Yes	34,758,809 (CIA, The World Factbook, 2013)	3,500 (WAHID, 2012)	Medium
<b>88</b>	Ukranian Small Animal Veterinary Association	No Higher education is offered in English	44,573,205 (CIA, The World Factbook, 2013)	54,860 (WAHID, 2012)	Medium
<b>89</b>	Vereinigung Oesterreichischer Kleintiermediziner Austria	No Higher education is offered in English	8,221,646 (CIA, The World Factbook, 2013)	2440 (WAHID, 2012)	High
<b>90</b>	Veterinarians for Animal Welfare Zimbabwe	Yes	13,182,908 (CIA, The World Factbook, 2013)	1092 in 2010 (WAHID, 2012)	Low

	Veterinary Association of Namibia	Yes	2,182,852 (CIA, The World Factbook, 2013)	634 (WAHID, 2012)	Low
91	Veterinary Association Of Zambia	English is one of the many official languages.	14,222,233 (CIA, The World Factbook, 2013)	672 in 2010. (WAHID, 2012)	Low
92	Veterinary Emergency and Critical Care Society				High
93	Veterinary Ireland Companion Animal Society	Yes	4,775,982 (CIA, The World Factbook, 2013)	3,840 (WAHID, 2012)	High
94	Veterinary Practitioners Association of Thailand	No Higher education is offered in English.	67,448,120 (CIA, The World Factbook, 2013)	14,802 (WAHID, 2012)	Medium
95	Vietnam Small Animal Veterinary Association	No Higher education is also offered in English	92,477,857 (WAHID, 2012)	58,820 (WAHID, 2012)	Medium
96	World Association for Veterinary Dermatology				High
97	World Organization for Animal Health				High
98	World Veterinary Association				High
99	Zimbabwe Veterinary Association	English is one of the many official languages.	14,222,233 (CIA, The World Factbook, 2013)	1092 in 2010 (WAHID, 2012)	Low

## Appendix 2:

### Country of residence

USA		12.69%	130
Australia		11.64%	112
UK	6.67 %	54	
New Zealand		9.25%	89
Sweden		4.68%	45
Canada		3.22%	31
India		3.01%	29
Italy		2.39%	23
Brazil		2.29%	22
Greece		2.08%	20
Norway		2.08%	20
South Africa		1.87%	18
Germany		1.66%	16
Netherlands		1.56%	15
Turkey		1.56%	15
United Kingdom		1.46%	14
Belgium		1.46%	14
France		1.46%	14
Nigeria		1.46%	14
Switzerland		1.46%	14
Iran		1.35%	13
Hong Kong		1.04%	10
Japan		0.94%	9
Austria		0.94%	9
Kenya		0.94%	9
Spain		0.94%	9
Denmark		0.83%	8

## Appendix 3

### Interview Summaries

Interviewee Name	Title	Interview Summary
Joost Kolloffel	Marketing and Sales Manager Kenes Education	<p>My first interview at the company was with Mr Joost and the main questions in that interview were linked to the veterinarian industry. The main points which were discussed in that interview are given below;</p> <ul style="list-style-type: none"> <li>• Characteristics of the veterinary industry</li> <li>• Background of research and its relation to the company</li> <li>• Resources available to WSAVA</li> <li>• Different platforms for knowledge sharing.</li> </ul>
Julie Simper	Director of Continuing Medical Education Kenes Education	<p>Ms Julie Simper is the director of continuing medical education at Kenes group. Her expertise regarding the current trends in the medical industry were utilized. The main topics of the interview were;</p> <ul style="list-style-type: none"> <li>• Rules and regulations imposed in the medical industry by governments and also by accreditation boards</li> <li>• Importance of knowledge sharing in the medical industry</li> <li>• Current trends in the veterinary industry.</li> </ul>
Anne Selena Cramwinckel	WSAVA website manager	<p>Ms Anne is the website manager of WSAVA website and take care of the website content. She helped me to get an insight of;</p> <ul style="list-style-type: none"> <li>• Google analytics</li> <li>• How the visitors use the WSAVA website</li> <li>• New trends between website visitors</li> </ul>
Bastian Schot	Project Manager WSAVA's professional congress organizer	<p>Mr Bastian is the project manager of WSAVA congresses and the interview with him mainly cover the following points.</p> <ul style="list-style-type: none"> <li>• Financial position of WSAVA</li> <li>• Strengths and weaknesses of WSAVA</li> <li>• Main competitors of WSAVA and their services</li> </ul>

## Appendix 4

### Congress 2010

Society name	Frequency	Location	Duration of congress	Approximate attendees at congress
WSAVA	Annual	Geneva, Switzerland	4 days	2000
WVA	Triennial but now biennial	No congress during this year	No congress during this year	No congress during this year
BSAVA	Annual	UK	4 days	5057
FECAVA	Annual	Geneva, Switzerland	4 days	5057
NAVC	Annual	Orlando, Florida, USA	5 days	----

### Congress 2011

Society name	Frequency	Location	Duration of congress	Approximate attendees at congress
WSAVA	Annual	Jeju, Republic of Korea	4 days	5000
WVA	Triennial but now biennial	Cape Town, South Africa	4 days	1100
BSAVA	Annual	UK	4 days	5848
FECAVA	Annual	Istanbul, Turkey	4 days	5816
NAVC	Annual	Orlando, Florida, USA	5 days	----

### Congress 2012

Society name	Frequency	Location	Duration of congress	Approximate attendees at congress
WSAVA	Annual	Birmingham, United Kingdom	4 days	5632
WVA	Triennial but now biennial	No congress during this year	No congress during this year	No congress during this year
BSAVA	Annual	UK		7194
FECAVA	Annual	Birmingham, United Kingdom	4 days	-----
NAVC	Annual	Orlando, Florida, USA	5 days	14,000

### Registration fee comparison

Society	Membership type	Whole Congress fee			Students fee			Accompanying person fee		
Congress year		Early	Late	On-site	Early	Late	On-site	Early	Late	On site
WSAVA 2014	Member	\$699	\$869	\$1199	\$319	\$419	\$519	\$199	\$199	\$299
	Non-Member	\$869	\$1069	\$1219						
WVA 2013	Member	€695	€795	€825	€265	€295	€345	€180	€210	€240
	Non-Member	€795	€850	€925						
BSAVA 2014	Member	£537			£96			-----		
	Non-Member									
FECAVA 2013	Member	€475	€575	€665	€305	€385	€475	-----		
	Non-Member	€585	€685	€775						
NAVC 2014	Member	\$555	\$610	\$675	\$85	\$85	\$85	\$45	\$45	\$45
	Non-Member									
WVC 2014		\$395	\$445	\$495	\$35 NO CE	\$35 NO CE	\$35 NO CE	\$65*	\$65*	\$75* <sup>1</sup>

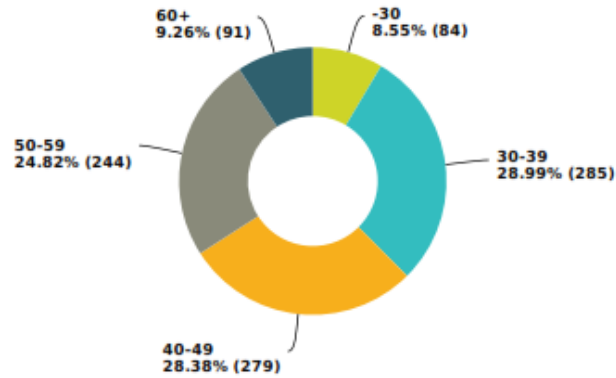
<sup>1</sup> Guest registration available with primary registrant only. Limit (2) Guest badges per primary registrant. NO CE or access to scientific sessions or the International Reception. Guests may attend the Guest Program, Lounge, Health & Fitness Program, social activities, entertainment, and Exhibit Hall.

## Appendix 5

### Survey results

#### Q1 Your age

Answered: 983 Skipped: 20



Answer Choices	Responses	
-30	8.55%	84
30-39	28.99%	285
40-49	28.38%	279
50-59	24.82%	244
60+	9.26%	91
Total		983

#### Q2 Gender

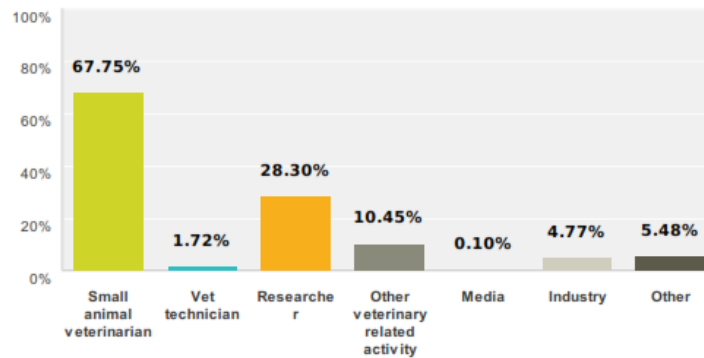
Answered: 977 Skipped: 26



Answer Choices	Responses	
Male	42.78%	418
Female	57.22%	559
Total		977

### Q4 Activity

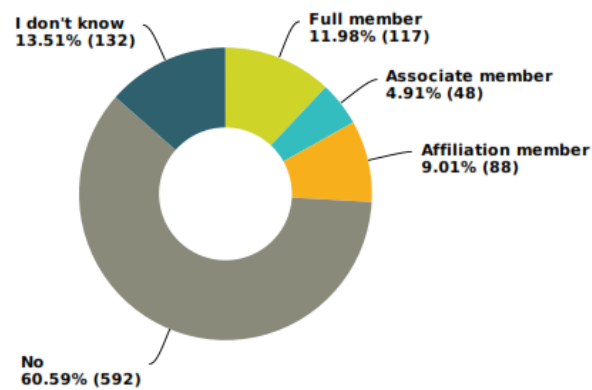
Answered: 986 Skipped: 17



Answer Choices	Responses
Small animal veterinarian	67.75% 668
Vet technician	1.72% 17
Researcher	28.30% 279
Other veterinary related activity	10.45% 103
Media	0.10% 1
Industry	4.77% 47
Other	5.48% 54
Total Respondents: 986	

### Q5 Are you a member of WSAVA?

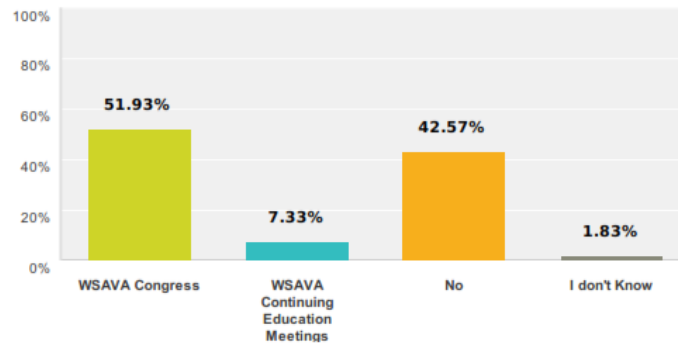
Answered: 977 Skipped: 26



Answer Choices	Responses
Full member	11.98% 117
Associate member	4.91% 48
Affiliation member	9.01% 88
No	60.59% 592
I don't know	13.51% 132
Total	977

### Q6 Have you attended any WSAVA events?

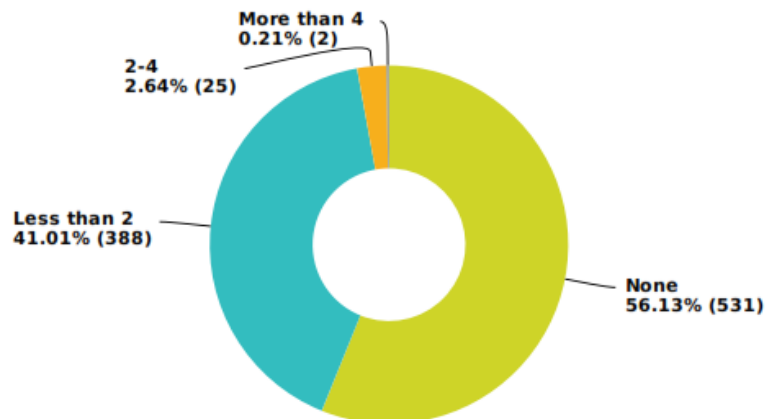
Answered: 982 Skipped: 21



Answer Choices	Responses	
WSAVA Congress	51.93%	510
WSAVA Continuing Education Meetings	7.33%	72
No	42.57%	418
I don't Know	1.83%	18
Total Respondents: 982		

### Q7 How many WSAVA events do you generally attend during one calendar year?

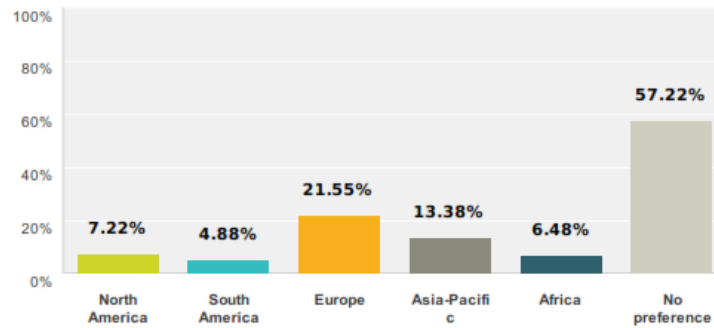
Answered: 946 Skipped: 57



Answer Choices	Responses	
None	56.13%	531
Less than 2	41.01%	388
2-4	2.64%	25
More than 4	0.21%	2
Total		946

### Q8 Do you have a preference for where WSAVA holds its annual congress?

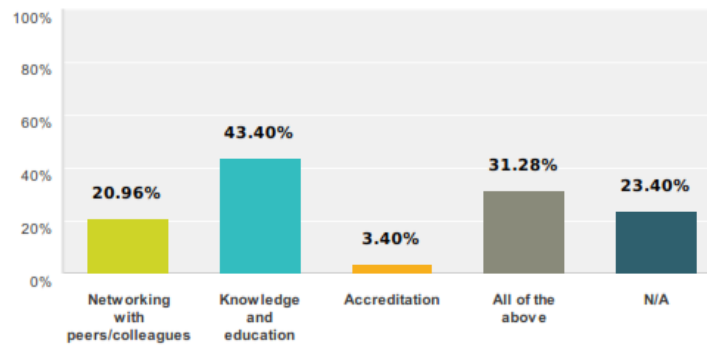
Answered: 942 Skipped: 61



Answer Choices	Responses	
North America	7.22%	68
South America	4.88%	46
Europe	21.55%	203
Asia-Pacific	13.38%	126
Africa	6.48%	61
No preference	57.22%	539
Total Respondents: 942		

### Q9 Why do you attend the WSAVA annual congress?

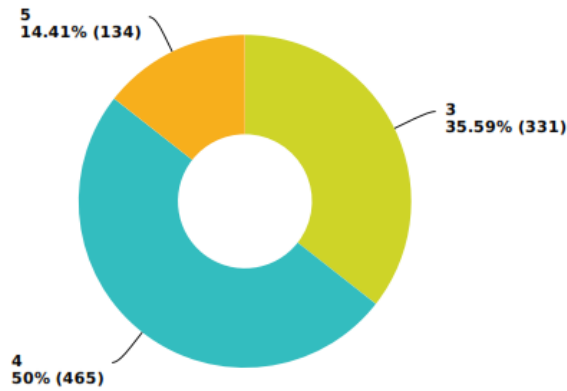
Answered: 940 Skipped: 63



Answer Choices	Responses	
Networking with peers/colleagues	20.96%	197
Knowledge and education	43.40%	408
Accreditation	3.40%	32
All of the above	31.28%	294
N/A	23.40%	220
Total Respondents: 940		

**Q10 How many conference days do you think are ideal for annual WSAVA congress?**

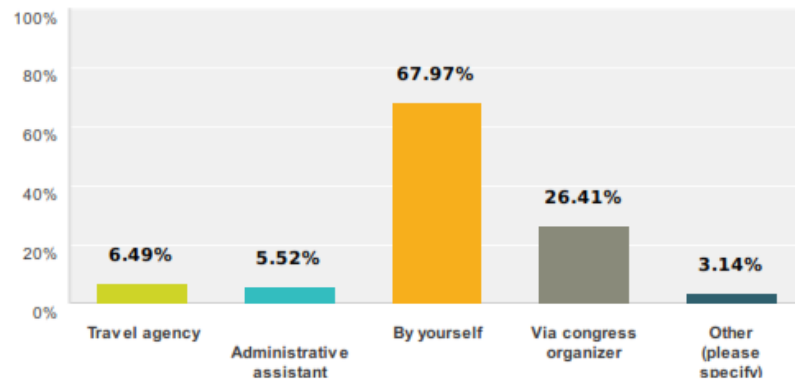
Answered: 930 Skipped: 73



Answer Choices	Responses
3	35.59% 331
4	50% 465
5	14.41% 134
Total	930

**Q11 How do you normally arrange your congress accommodation?**

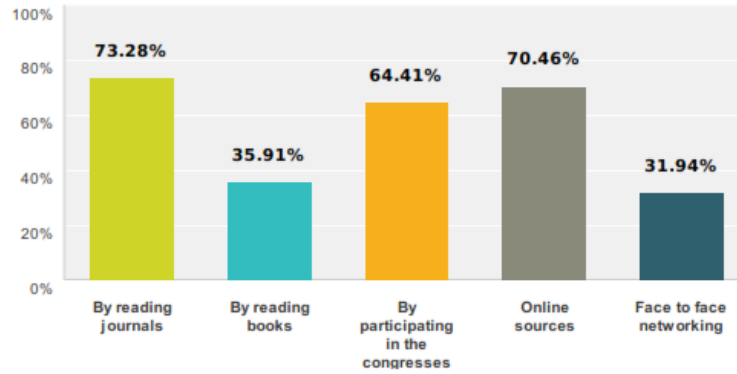
Answered: 924 Skipped: 79



Answer Choices	Responses
Travel agency	6.49% 60
Administrative assistant	5.52% 51
By yourself	67.97% 628
Via congress organizer	26.41% 244
Other (please specify)	3.14% 29
Total Respondents: 924	

**Q12 How do you keep yourself up to date with the latest developmnts in the industry?**

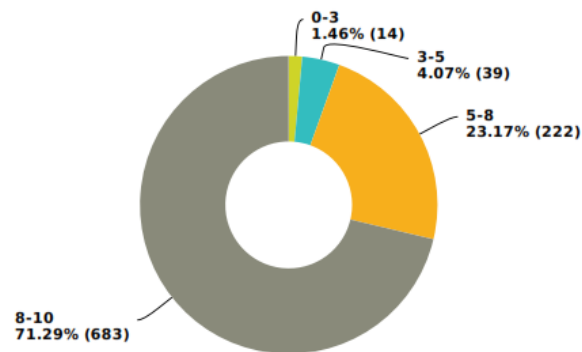
Answered: 958 Skipped: 45



Answer Choices	Responses
By reading journals	73.28% 702
By reading books	35.91% 344
By participating in the congresses	64.41% 617
Online sources	70.46% 675
Face to face networking	31.94% 306
Total Respondents: 958	

**Q13 How do you rate the importance of knowledge sharing within the medical industry from a scale of 1 to 10: 1- not very important , 10-very important?**

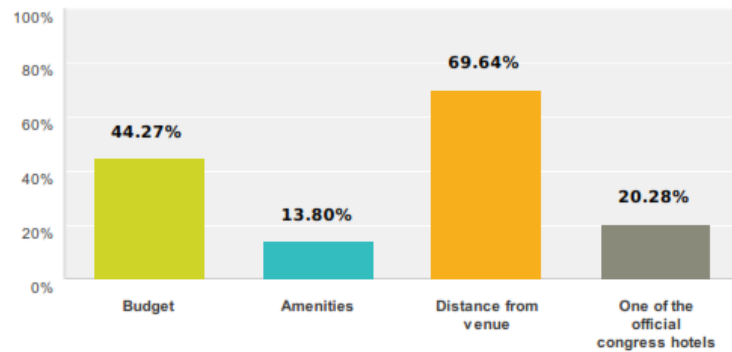
Answered: 958 Skipped: 45



Answer Choices	Responses
0-3	1.46% 14
3-5	4.07% 39
5-8	23.17% 222
8-10	71.29% 683
Total	958

### Q14 What do you primarily look for when choosing a hotel?

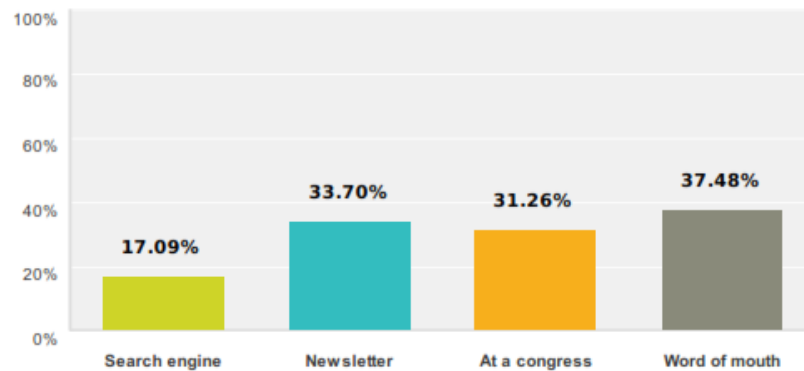
Answered: 942 Skipped: 61



Answer Choices	Responses	
Budget	44.27%	417
Amenities	13.80%	130
Distance from venue	69.64%	656
One of the official congress hotels	20.28%	191
Total Respondents: 942		

### Q15 How did you hear about WSAVA?

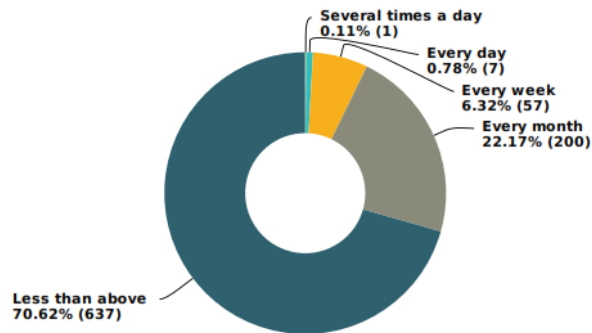
Answered: 819 Skipped: 184



Answer Choices	Responses	
Search engine	17.09%	140
Newsletter	33.70%	276
At a congress	31.26%	256
Word of mouth	37.48%	307
Total Respondents: 819		

### Q16 How often do you visit the WSAVA website?

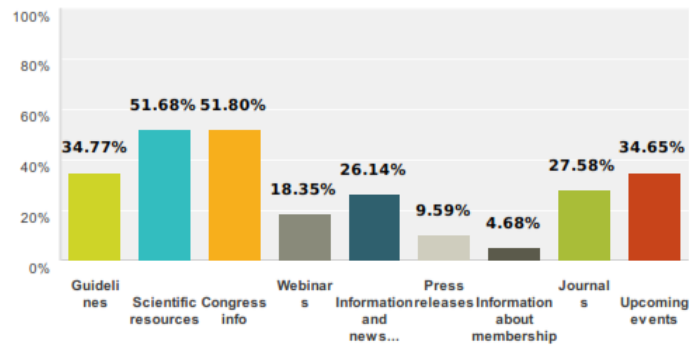
Answered: 902 Skipped: 101



Answer Choices	Responses
Several times a day	0.11% 1
Every day	0.78% 7
Every week	6.32% 57
Every month	22.17% 200
Less than above	70.62% 637
<b>Total</b>	<b>902</b>

### Q17 What are you looking for when you visit WSAVA website?

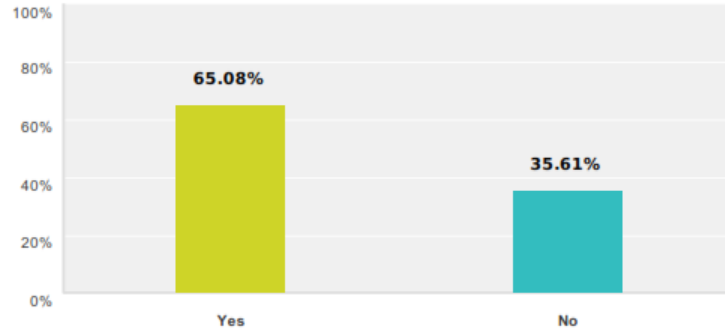
Answered: 834 Skipped: 169



Answer Choices	Responses
Guidelines	34.77% 290
Scientific resources	51.68% 431
Congress info	51.80% 432
Webinars	18.35% 153
Information and news about WSAVA	26.14% 218
Press releases	9.59% 80
Information about membership	4.68% 39
Journals	27.58% 230
Upcoming events	34.65% 289
<b>Total Respondents: 834</b>	

**Q18 Does the content available on website(webinars, webcasts, guidelines,...) contribute to the management and care of your patients?**

Answered: 862 Skipped: 141



Answer Choices	Responses	
Yes	65.08%	561
No	35.61%	307
Total Respondents: 862		

**Q19 Do you consider the website is a valuable support for your work?**

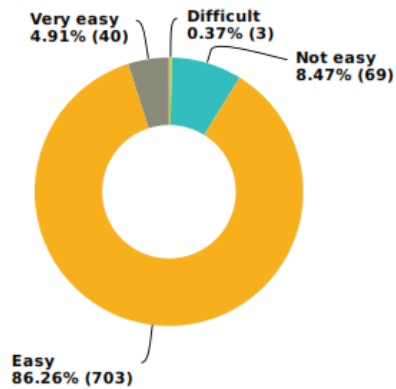
Answered: 617 Skipped: 386



Answer Choices	Responses	
Yes	100%	617
Total		617

## Q20 Would you say that wsava.org is easy to use?

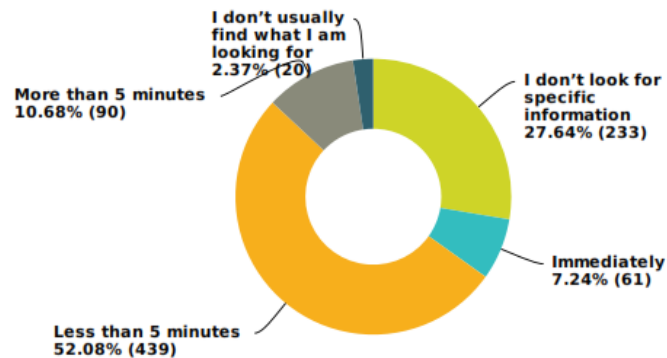
Answered: 815 Skipped: 188



Answer Choices	Responses
Difficult	0.37% 3
Not easy	8.47% 69
Easy	86.26% 703
Very easy	4.91% 40
<b>Total</b>	<b>815</b>

## Q21 How much time does it take you to find the information you are looking for?

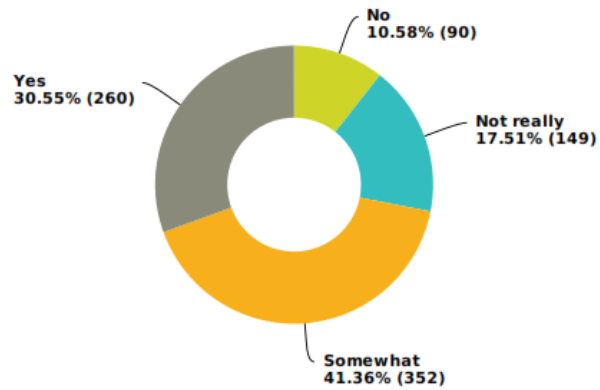
Answered: 843 Skipped: 160



Answer Choices	Responses
I don't look for specific information	27.64% 233
Immediately	7.24% 61
Less than 5 minutes	52.08% 439
More than 5 minutes	10.68% 90
I don't usually find what I am looking for	2.37% 20
<b>Total</b>	<b>843</b>

## Q22 Do you understand how the website is organized?

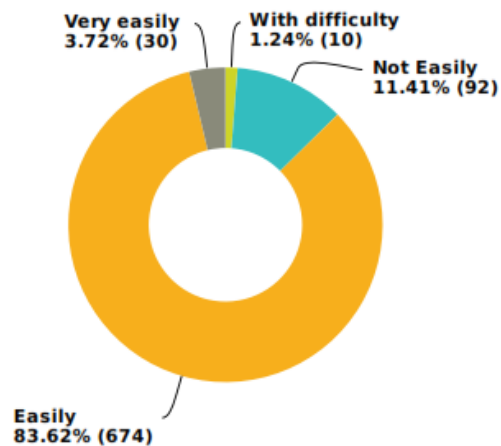
Answered: 851 Skipped: 152



Answer Choices	Responses
No	10.58% 90
Not really	17.51% 149
Somewhat	41.36% 352
Yes	30.55% 260
Total	851

## Q23 How do you navigate on wsava.org?

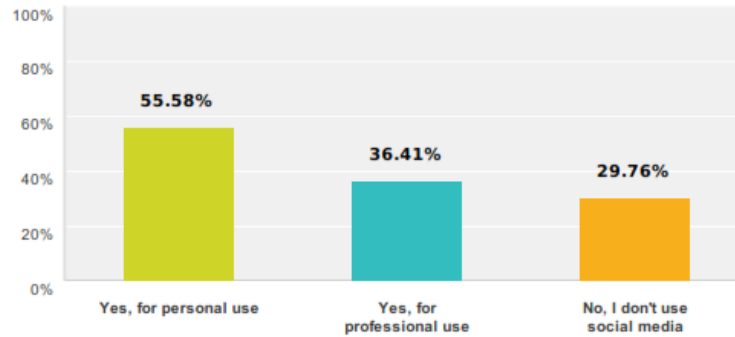
Answered: 806 Skipped: 197



Answer Choices	Responses
With difficulty	1.24% 10
Not Easily	11.41% 92
Easily	83.62% 674
Very easily	3.72% 30
Total	806

## Q24 Do you use Social Media on a regular basis?

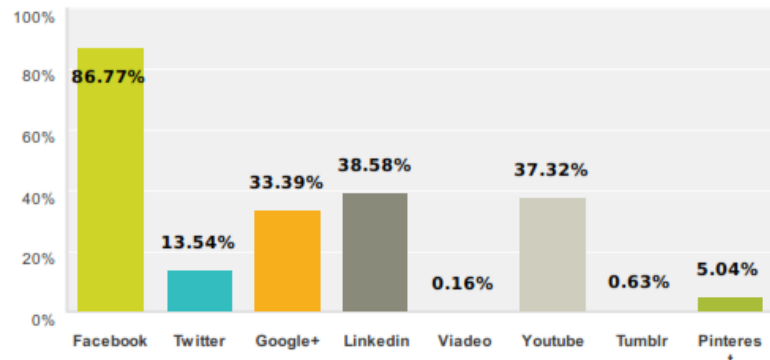
Answered: 887 Skipped: 116



Answer Choices	Responses
Yes, for personal use	55.58% 493
Yes, for professional use	36.41% 323
No, I don't use social media	29.76% 264
Total Respondents: 887	

## Q25 If yes, what Social Media?

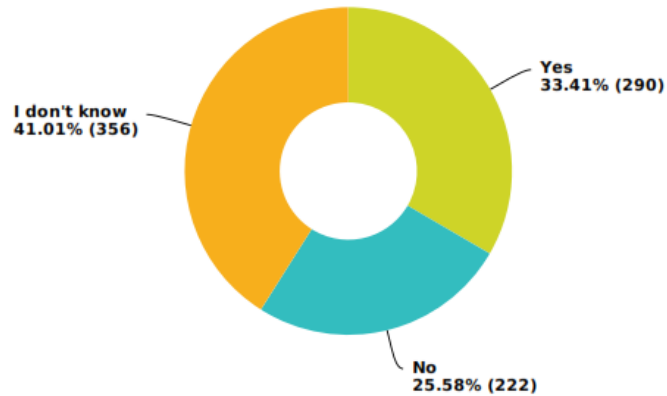
Answered: 635 Skipped: 368



Answer Choices	Responses
Facebook	86.77% 551
Twitter	13.54% 86
Google+	33.39% 212
LinkedIn	38.58% 245
Viadeo	0.16% 1
Youtube	37.32% 237
Tumblr	0.63% 4
Pinterest	5.04% 32
Total Respondents: 635	

**Q26 Do you think the WSAVA should be more active on Social Media?**

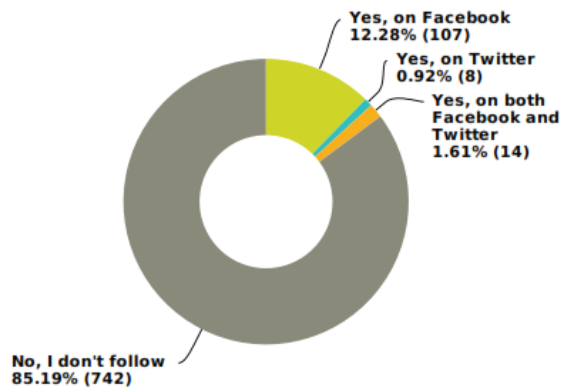
Answered: 868 Skipped: 135



Answer Choices	Responses	
Yes	33.41%	290
No	25.58%	222
I don't know	41.01%	356
<b>Total</b>		<b>868</b>

**Q27 Do you follow WSAVA activity on Facebook and Twitter?**

Answered: 871 Skipped: 132



Answer Choices	Responses	
Yes, on Facebook	12.28%	107
Yes, on Twitter	0.92%	8
Yes, on both Facebook and Twitter	1.61%	14
No, I don't follow	85.19%	742
<b>Total</b>		<b>871</b>

## Appendix 5

### List of congresses for advertisement

Full Name	Society	Start Date	Venue (City)	Length (days)	URL	Size	Scope	Freq.	Contact
18th European Veterinary Behavior Meeting	European Society of Veterinary Clinical Ethology	Nov-13	TBA	3	<a href="http://www.esvce.org/news/3/24/ESVCE-congress-2012.html">http://www.esvce.org/news/3/24/ESVCE-congress-2012.html</a>		Europe	Annual	<a href="mailto:Emmanuel.gaultier@esvce.org">Emmanuel.gaultier@esvce.org</a>
NAVCC Conference 2014	North American Veterinary Conference	19-Jan-14	TBA	5	<a href="http://navc.com/conference">http://navc.com/conference</a>	16,000	Global	Annual	<a href="http://navc.com/contact/">http://navc.com/contact/</a>
Western Veterinary Conference (WVC)		16-Feb-14	Las Vegas	4	<a href="http://www.wvc.org/">http://www.wvc.org/</a>	6,000	Global	Annual	<a href="mailto:jill@wvc.org">jill@wvc.org</a>
AAHA Nashville 2014	AAHA	20-Mar-14	Nashville	4	<a href="https://www.aahanet.org/Education/FutureDates.aspx">https://www.aahanet.org/Education/FutureDates.aspx</a>	3,500	U.S.A	Annual	<a href="mailto:info@aahanet.org">info@aahanet.org</a>
19th Annual ABVP Symposium	American Board of Veterinary Practitioners	1-Apr-14	San Antonio	4	<a href="http://www.abvp.com/symposiums/upcoming-symposium.htm">http://www.abvp.com/symposiums/upcoming-symposium.htm</a>	200	U.S.A	Annual	<a href="mailto:abvp@xmi-amc.com">abvp@xmi-amc.com</a>
LATIN AMERICAN VETERINARY CONFERENCE (LAVC del NAVC)		1-Apr-14	Lima	3	<a href="http://tlavc-peru.org/">http://tlavc-peru.org/</a>		Latin America	Annual	<a href="mailto:eventos@circulomilitardelperu.com">eventos@circulomilitardelperu.com</a>
European Veterinary Congress 2012 VOORJAARSDAGEN	Netherlands Association for Companion Animal Medicine (NACAM/GGG) of the Royal Netherlands Veterinary Association. The Voorjaarsdagen Equine programme is organized in close collaboration with the Netherlands Equine Veterinary Association.	3-Apr-14	Amsterdam	3	<a href="http://www.voorjaarsdagen.eu/">http://www.voorjaarsdagen.eu/</a>	1,000	Global	Annual	<a href="mailto:info@voorjaarsdagen.org">info@voorjaarsdagen.org</a>
82nd OIE General Session	World Organization for Animal Health	1-May-14	Paris	6	<a href="http://www.oie.int/eng/Session2012/info.htm">http://www.oie.int/eng/Session2012/info.htm</a>		Global	Annual	<a href="mailto:oie@oie.int">oie@oie.int</a>
Pacific Veterinary Conference		19-Jun-14	San Francisco	4	<a href="http://www.pacvet.net/">http://www.pacvet.net/</a>	1,500	U.S.A	Annual	<a href="mailto:info@pacvet.net">info@pacvet.net</a>
23 Annual Scientific Meeting of the European	European College of Veterinary Surgeons	5-Jul-14	Barcelona	3	<a href="http://www.ecvs.org/agenda.htm">http://www.ecvs.org/agenda.htm</a>	600	Europe	Annual	<a href="mailto:ecvs@vetclinics.uzh.ch">ecvs@vetclinics.uzh.ch</a>

Full Name	Society	Start Date	Venue (City)	Length (days)	URL	Size	Scope	Freq.	Contact
College of Veterinary Surgeons									
AVMA Annual Convention 2014	American Veterinary Medical Association	26-Jul-14	Denver	3	<a href="http://www.avmaconvention.org/avma12/public/enter.aspx">http://www.avmaconvention.org/avma12/public/enter.aspx</a>	4000	U.S.A	Annual	<a href="http://www.avma.org/convention/contact.asp">http://www.avma.org/convention/contact.asp</a>
23 Congress of the European Society of Veterinary Internal Medicine	European Society of Veterinary Internal Medicine	1-Sep-14	Maastricht	3	<a href="http://www.ecvimcongress.org/#">http://www.ecvimcongress.org/#</a>	750	Europe	Annual	<a href="mailto:info@ecvimcongress.org">info@ecvimcongress.org</a>

## Appendix 6

### I. Media channels for advertisement (in order of importance)

#### a. Peer-reviewed journals

	Journal	Society+Competing Congresses	Publisher	Contact Details	URL	Frequency
<b>1st Tier</b>	Veterinary Research		EDP Sciences	<a href="mailto:contact@edpsciences.org">contact@edpsciences.org</a>	<a href="http://www.vetres.org/">http://www.vetres.org/</a>	6 Per Year
	Comparative Immunology, Microbiology & Infectious Diseases		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	6 Per Year
	Veterinary Microbiology		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	Monthly
	Veterinary Journal		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	Monthly
	Transboundary and Emerging Diseases		Wiley	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	6 Per Year
	BMC Veterinary Research		Biomed Central	<a href="mailto:info@biomedcentral.com">info@biomedcentral.com</a>	<a href="http://www.biomedcentral.com/bmcvetres/">http://www.biomedcentral.com/bmcvetres/</a>	Irregular
	Veterinary Parasitology	American Association of Veterinary Parasitologists (AAVP), European Veterinary Parasitology College (EVPC) and the World Association for the Advancement of Veterinary Parasitology (WAAVP)	Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	Monthly
	Medical Mycology		Informa Healthcare	<a href="http://informahealthcare.com/page/services/contacts">http://informahealthcare.com/page/services/contacts</a>	<a href="http://informahealthcare.com/page/services/contacts">http://informahealthcare.com/page/services/contacts</a>	9 Per Year
	Journal of Veterinary Internal Medicine		Wiley	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	<a href="http://online.library.wiley.com/journal/10.1111/j.1469-7580.2012.01676.x">http://online.library.wiley.com/journal/10.1111/j.1469-7580.2012.01676.x</a>	6 Per Year

	Journal	Society+Competing Congresses	Publisher	Contact Details	URL	Frequency
<b>2nd Tier</b>	Preventive Veterinary Medicine		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	Bi-Monthly
	Theriogenology		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/mercialesales.com">mercialesales.com</a>	<a href="http://www.elsevier.com/mercialesales.com">http://www.elsevier.com/mercialesales.com</a>	Bi-Monthly
	Journal of the American Veterinary Medical Association	American Veterinary Medical Association	American Veterinary Medical Association	<a href="http://www.avma.org/contact_us.asp">http://www.avma.org/contact_us.asp</a>	<a href="http://www.avmajournals.avma.org/loi/avjma">http://www.avmajournals.avma.org/loi/avjma</a>	Bi-Monthly
	Zoonoses and		Wiley	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	6 Per Year

	Public Health			m/WileyCDA/Section/id-302269.html		
	Veterinary Immunology and Immunopathology		Elsevier	<a href="mailto:info@elsevier.com">info@elsevier.com</a> <a href="http://www.elsevier.com/merciassales.com">merciassales.com</a>	<a href="http://www.sciencedirect.com/science/journal/01652427">http://www.sciencedirect.com/science/journal/01652427</a>	Monthly
	Avian Pathology	WORLD VETERINARY POULTRY ASSOCIATION (WVPA)	Taylor & Francis Group	<a href="http://www.tandf.co.uk/journals/contact.asp">http://www.tandf.co.uk/journals/contact.asp</a>	<a href="http://www.tandf.co.uk/journals/cavp">http://www.tandf.co.uk/journals/cavp</a>	6 Per Year
	Medical and Veterinary Entomology	Royal Entomological Society	Wiley	<a href="http://eu.wiley.com/WileyCDA/Section/id-302269.html">http://eu.wiley.com/WileyCDA/Section/id-302269.html</a>	<a href="http://onlinelibrary.wiley.com/doi/10.1111/mve.2012.26.issue-1/issue-toc">http://onlinelibrary.wiley.com/doi/10.1111/mve.2012.26.issue-1/issue-toc</a>	Quarterly
	Institute of Laboratory Animal Research Journal	Institute of Laboratory Animal Research	National Academy of Sciences	<a href="mailto:ILARJ@nas.edu">ILARJ@nas.edu</a>	<a href="http://nas.sites.org/jlarjournal/">http://nas.sites.org/jlarjournal/</a>	Bi-Annual

	Journal	Society+Competing Congresses	Publisher	Contact Details	URL	Frequency
<b>African Journals</b>	Journal Of The South African Veterinary Association	SAVA	SAVA	Kevin Stevens <a href="mailto:kvvet@eastcoast.co.za">kvvet@eastcoast.co.za</a> This is the SAVA local organizer of WSAVA and I guess the person to contact initially	<a href="http://www.journals.co.za/save">http://www.journals.co.za/save</a>	Quarterly
	South African Journal of Animal Science			<a href="http://www.ajol.info/index.php/sajas/about/contact">http://www.ajol.info/index.php/sajas/about/contact</a>	<a href="http://www.sasas.co.za">http://www.sasas.co.za</a>	
	<i>Kenya Veterinarian</i>	Kenya Veterinary Association	Kenya Veterinary Association	<a href="http://www.ajol.info/index.php/kenvet/about/journalsponsorship">http://www.ajol.info/index.php/kenvet/about/journalsponsorship</a> kvanational@yahoo.com	<a href="http://www.ajol.info/index.php/kenvet/about/journalsponsorship">http://www.ajol.info/index.php/kenvet/about/journalsponsorship</a> <a href="http://www.ajol.info/index.php/kenvet/about/contact">http://www.ajol.info/index.php/kenvet/about/contact</a>	Biannual
	Tanzania Veterinary Journal	Tanzania Veterinary Association		<a href="http://www.ajol.info/index.php/tvj/about/contact">http://www.ajol.info/index.php/tvj/about/contact</a>	<a href="http://www.ajol.info/index.php/tvj/index">http://www.ajol.info/index.php/tvj/index</a>	Biannual
	Zimbabwe Veterinary Journal		African journals Online	<a href="http://www.ajol.info/index.php/zvj/about">http://www.ajol.info/index.php/zvj/about</a> <a href="http://www.ajol.info/index.php/zvj/about/contact">http://www.ajol.info/index.php/zvj/about/contact</a>	<a href="http://www.ajol.info/index.php/zvj/index">http://www.ajol.info/index.php/zvj/index</a>	