



*Association of Companion Animal Behavior Counselors
An International Membership and Certification Organization of
Companion Animal Behavioral Specialists*

*The Behavior Counselor Newsletter
Summer 2004 Issue*

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From the Editor

Happy Summer! I hope you all have been enjoying the fleeting season. There are no vacations happening at the ACABC this summer, though. The folks on the Board of Directors and in the executive committee have been busily working on ways to improve and grow the organization as well as offer greater benefits to the membership. Read the Executive Director's letter to learn about some of the changes. I think you will agree that this is an exciting time for our organization! As always, we invite you all to take an active part in it by joining a committee or submitting an article. There is no better opportunity to share your experiences and expertise with like-minded professionals.

As the first order of business, I'd like to introduce you to the editors who helped me pull together this issue. Suzanne Sherman volunteered to work on the newsletter a few months ago and has since made herself invaluable. In her "other life" she is an educational science writer and editor with a background in neuroscience research. She has had a life-long love of and fascination with all kinds of animals, from her childhood dog to the insects crawling on the windowsill. Suzanne is currently enrolled in companion animal behavior courses through the American Institute of Animal Science, and is working toward opening her own behavior counseling practice. She lives with her husband and two Brussels griffons in Chicago.

Debbie Winkler, who joined the newsletter last summer, has also jumped in with both feet and her hard work on each issue is a huge boon to the organization. Debbie Winkler is one of the founders and the current director of Dog Ears and Paws Assistance Dogs, founded in 1987.

Drawing from her education in behavioral/experimental psychology she has always used operant conditioning methods with a strong emphasis on positive reinforcement for training and also for changing problem behavior. Debbie also has a private multi-species animal behavior consulting practice and teaches others how to train animals through her business, Humane Domain, as well.

As always, I hope you will find the offerings in this issue of the Behavior Counselor informative and helpful. I hope that many more of you will think about submitting articles for future editions. Please submit any ideas, suggestions, or articles to me at editor@animalbehaviorcounselors.org.

Happy Reading!

Joanne Randolph
Chair, *The Behavior Counselor*

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*Association of Companion Animal Behavior Counselors
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Executive Director

Over the past several months, ACABC has experienced slow and steady growth under the leadership of our president, Dr. Roger Abrantes, our Board of Directors, our Board of Professional Certification and our executive committees. ACABC is not about large numbers, but rather, quality of membership; those who are achievers both academically and in the best interest of applied behavioral science.

Members can expect continued expanding services, scientific organization partnerships, continuing education opportunities, professional information, affordable dues, and the quarterly digital delivery of our Behavior Counselor newsletter with its mounting repute for scientific content, technical information, and featured member articles.

It is important that people in our profession belong to an association such as ACABC because of its high standards of ethics and scientific education in the field of applied companion animal behavior.

Our code of ethics adheres to the highest level of professional integrity and the humane treatment of animals.

BENEFITS OF MEMBERSHIP:

- ✓ Continue to be recognized by peers in your field,
- ✓ Proof of the high level of skills necessary for your continued success & commitment in your field,
- ✓ Supporting a learning-focused environment and collaborative learning,
- ✓ You will be part of a constituency that has a positive impact on your community,
- ✓ Network with others interested in or working in the field of applied companion animal behavior,
- ✓ Enable you access to the most current information in animal behavior via our newsletter the Behavior Counselor,
- ✓ Foster and promote the use of scientifically proven methods and strategies in applied animal behavior practices,
- ✓ Entitles you to a voice regarding applied companion animal behavior practices as well as contribute to the betterment of your community and provides an avenue for the members to relay pertinent information regarding our profession back to the membership,
- ✓ Stimulate public awareness regarding the benefits humane applied behavioral treatment methodology,
- ✓ The Member & Counselor directory is an excellent business tool to advertise your credentials and skills to those that seek assistance for their animal companions,
- ✓ A professional skills profile page is also include for those that are certified,
- ✓ A bulletin board where members can ask questions of other members, get advice about a case or problem, share information, and communicate about other issues in the field of companion animal behavior,
- ✓ Get an edge over your competition and stay informed of news and trends
- ✓ Make lifelong friends and valuable contacts

ACQUISITION OF ADDITIONAL BENEFITS, FEATURES AND SERVICES FOR CURRENT MEMBERS:

1. A dental discount plan is available at a 35% discount for all plans offered by DentalPlans.com. Current members access a coupon code for this discount via the Member Lounge with instructions regarding how to use the coupon code. A health insurance discount plan is also in development.
2. The American Institute for Animal Science, (AIAS), opened the Digital Stacks Library to current Association members. More information on how to access the Digital Stacks Library can be found in the Member Lounge.

3. Join a Committee forms for each committee are available via the Member Lounge. Current members can fill out a form for each committee(s) they wish to serve on.
4. The events calendar is available via the site links and Members Lounge respectively. Anyone can attend events. You must be a member to post an event. To submit an event include: Dates, title of event, location, contact information: email and/or url, description. Events information must be submitted a minimum of 30 days before the event date. If you would like to submit an event you are participating in or know about, please use the form available via the events page.
5. Animal law resources are available via the Member Lounge.
6. A new Association logo and a new site revamp will be released within the next month.
7. The basic content for a media kit containing mission, benefits, code of ethics, statistics regarding behavior counseling, credential levels, etc – coming soon.
8. The Executive Committee continues to hold monthly teleconferences to implement your ideas to enhance an association worthy of its membership.

In closing, a voluntary organization such as ours is only as good as the participation of its membership. Consider volunteering for a committee, writing an article for our newsletter and telling others in our field about the advantages of professional membership.

Thank you all for your continued support of our professional membership association.

Regards,



Anne Palumbo, M.H.S.
Executive Director

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*Association of Companion Animal Behavior Counselors
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Committees

ACABC Executive Committee Updates

Board of Institutional Accreditation Update:

The Education and Library Committee has recently been subdivided to better manage committee agendas. Daniela Sharma, Ph.D., has been appointed the Board of Institutional Accreditation chair. Welcome Daniela!

Since taking over this committee, Dr. Sharma has been researching and listing those colleges and organizations that could apply to be approved education providers. She also continues to work on contacting local universities (NJ area) to see if they are interested in opening up some companion animal courses.

The Behavior Counselor Update:

Committee Chair Joanne Randolph welcomes a new and talented editor, Suzanne Sherman, and welcomes back editor Debbie Winkler, who had to take a brief break during the publication of the Winter issue. With the help of these fine, hard-working editors we bring you the summer edition of *The Behavior Counselor*. Enjoy!

Membership Update:

Committee Chair Alan J. Turner, CBC welcomes Thomas Van Winkle, ACBC, whose experience in working with members, ideas and member development will help to grow our membership. Welcome Tom!

Testimonials:

The ACABC on-line Member Directory and profiles for certified specialists are the most comprehensive listings on the internet. Our Members Directory provides each member high public visibility and provides the public with instant access to your contact information. In addition, the Members Directory is a tool for membership and credentialing verification. The Association is interested to know how the Members Directory is serving its members. If you would like to share your thoughts and experiences about the Members Directory with other members and the general public, we want your testimonial! Send your testimonials to:
<mailto:membership.chair@animalbehaviorcounselors.org>

ACABC wishes a warm welcome to the following new members:

Katey Kintzer
Len Childers
Bonnie Galbraith
Kara Dell'Aquila
Sandi Mirabito
Laura Garber
Mark Magpayo
Emily Weiss, Ph.D., CAAB, BCCAB
Sharon Liu
Amy A. Blum
Elisette Rivera
Paulina de Velasco
Amy Tiscornia
Jill Tuthill
Victor Seguritan
Alice Anderson, CPDT
Cindy Vickers

Look for your membership cards in the mail beginning Sept. 2004. Please remember to update your directory listing. You can find the link in the Members Lounge. A new feature has been added to how your listing will be viewed in the directory! You can now select a radio button if you do not want your street address to be included in your listing as the public will view it. (City, State/Province, Country, Zip are required).

Board of Professional Counselors Update:

Congratulations to following members recently certified by the BOPC:

Deborah Holzel, MSW, BCCAB

Audrey Tucker, CBC

Tawnya Casey, CBC

Shirley E. Miyahara, ACBC

Thomas Van Winkle, ACBC

Spencer S. Parness, ACBC

Roxanne Lott, CBC

Laura Dash, CBC

Rachel Jones, CBC

Tim Thimsen, CBC

Amy Tiscornia, CDTI

Elisette Rivera, CDTI

Mireia Perrin, CDTI

Paulina de Velasco, CDTI

Sharon Liu, CDTI

YIN-CHEN CHUANG, CDTI

The following committees are looking for members to assist with the various duties for each committee. If you wish to join one or a few of the committees, you will find a link to more information in the Members Lounge. Or click this link: [Join A Committee](#)

Public Relations:

Chair: Dorrie Wilson, CBC

Membership:

Chair: Alan Turner, ACBC

The Behavior Counselor Newsletter

Chair: Joanne Randolph

Board of Institutional Accreditation

Chair: Daniela Sharma, Ph.D.

Education/Library

Chair: Chris Shaughness, ACBC

Board of Professional Certification (BOPC)

Chair: Bob DeFranco, MS, BCCAB

Look for more updates on the progress of each committee in the next issue.

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Featured Member



Emily Weiss, PhD, CAAB, BCCAB
Board Certified Companion Animal
Behaviorist
2672 SW Indianola Rd.
Benton, KS 67017 US
Phone: 316-778-1991 Email:
info@emilyweiss.com
Website: <http://www.emilyweiss.com>

**No Animal Beyond
Help**

A native of Long Island, New York, Emily Weiss, Ph.D., Certified Applied Animal Behaviorist and Board Certified Companion Animal Behaviorist has dedicated her life to developing positive, humane animal behavior programs in order to make life better for all creatures. **"I believe that no animal is beyond help," says Dr. Weiss. "Rather, each is a work in progress. Through humane behavior modification, we can help animals adjust, teaching them new skills for life."** From training orangutans to



present their shoulders for injections to creating programs that increase the adoption of adult dogs at animal shelters, Dr. Weiss is a skilled and compassionate trainer, behaviorist and lecturer, **offering humorous dynamic presentations with real-life examples** to groups and at one-on-one consultations tailored specifically to a guardian's needs.



Dr. Weiss divides her time among improving welfare for animals in shelters, companion animals and zoo animals. As the former Curator of Behavior and Research at the Sedgwick County Zoo, one of the nation's largest, she worked with a variety of species such as Komodo dragons, Mexican wolves, lions, orangutans and others. She is now taking those techniques and programs she developed and working with Zoos and sanctuaries across the country to improve the welfare of the individual animals held in those facilities. Dr.

Weiss has developed the SAFER test, an aggression test now used by shelters across the United States. **She developed the Matchmaker — or Meet Your Match program, an adoption program designed to match dog to guardian based on behavior, distributed nationwide by the ASPCA in 2003.**

She travels across the country lecturing on various areas of applied animal behavior. She is the Animal Behavior Consultant for the Kansas Humane Society, Wisconsin Humane Society and many others. Dr. Weiss is the Section Editor for The Journal of Applied Animal Welfare Science, and is on the Board of Directors of the Animal Behavior Management Alliance. An Instructor and Animal Behavior Consultant for the American Humane Association, a

consultant for the ASPCA, she is also an adjunct professor for Wichita State University. When not working, Emily spends time on the ranch with her husband, four dogs, eight horses, two llamas and two exotic pet cattle.

A Quality Education Isn't Expensive... It's Priceless.

Interested in learning about applied animal behavior programs in the animal sheltering field? This program is designed to train interns so that they are better qualified for certification as a behaviorist, and ready to enter the growing sheltering field. Interns will be involved in research, program development, meetings with clients, and phone help lines. Interns will also work one-on-one with shelter residents, conduct workshops and assist in training staff.

Requirements: GPA of 3.4 or better. Must have completed courses in learning theory, animal behavior and psychobiology or biological psychology. Experience in animal training is strongly recommended, as is a working knowledge of canines and felines.

Interns will work under the direction of Emily Weiss, Ph.D., Certified Applied Animal Behaviorist, and will be living in Milwaukee during the internship. Modest stipend and funds for housing are available. For more information contact Emily Weiss at weiss@emilyweiss.com or (316) 778-1991

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Members Speak

Meet Jennifer Taylor
Total Canine Solutions
Associate Canine Behavior Counselor

It all started 17 years ago, I know it seems a long time for someone of 33 years old, but let me tell you the story of my life. I had adopted a puppy from the local shelter...Parvo...but the vet didn't tell me not to get another one, well two more dead puppies later and I was devastated. Finally the vet tells me to adopt an older dog already vaccinated. I went to the shelter and brought home this 6 month old blue Australian Cattle dog and named her Lady. A more inappropriate name I couldn't think of as she was extremely dog aggressive and therefore off to obedience school we went. Eight years and a dead pit bull and min pin later (who committed suicide by getting into my yard through the concrete and 7 foot fence!) I had the best dog I've ever owned. Still dog aggressive, but so well behaved and she really kept our pack in line.

Since then I have always wanted to train dogs for a living and aggressive dogs and abnormal behaviors interested me the most. After a bachelors degree in Physics I spent 10 years in the oilfield building a nest egg and learning from trainers all over the world (including Scotland, England and Germany). I kept an open mind and believe that positive and motivated training work the fastest with a majority of the dogs; however, I also needed to look at all the tools out there. Therefore, I chose to use the clicker training and gentle leader as my primary tools. However, I trained on a check chain and prong collars before and feel when used in the proper setting can be very effective. I have researched electric collars and have experienced the benefits and drawback to this training by attending many seminars where experienced individuals show the proper techniques. I feel strongly that every dog should be individually evaluated in order to see what tool is best for the dog and trainer together to achieve their desired results.

After completing my work on my MBA with a goal in mind, my own dog training business, I moved home to California in 2003 and went to the Animal Behavior Center of N.Y.

I arrived back in California an Associate Canine Behavior Counselor, I liked to see the effort being put into the certification, with mentorship (which I strongly believe in) and the need for hands-on certification as well as learned and tested academics.

I started Total Canine Solutions in January of 2004 located in Riverside, California, but also working in San Bernardino, Orange and L.A. Counties.

My business goals are to have a well rounded training facility capable of meeting the needs of most of my clients. This would include obedience training, advanced obedience for competition, Agility and behavioral work. I am looking for a future in dog training based in scientific facts and theories. To this end I would like to see more stringent certification programs and a more structured, business-minded industry. I see too many people have horrible experiences with dog trainers to the point that their dogs have serious problems either in training or with aggressions prior to looking for assistance again. This lack of education is what I would like to see regulated so that trainers don't feel ashamed to refer difficult cases to individuals who are capable of handling the problems, before costs become prohibitive to owners and the dogs are destroyed.

I love to discuss dogs and training methods so feel free to contact me at totalcaninesolutions@charter.net or visit my website at www.totalcaninesolutions.com

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The Human-Animal Bond

You Are the Greatest Teacher

by Ron Hevener

Author, "The Blue Ribbon" and "Fate of the Stallion"

Having a kennel and loving dogs, I'm lucky enough to meet a lot of people they are important to; people from all walks of life. Today, the dogs we love and care for have a great affect on how we look at the world around us. Dogs are in the news, in movies, books, and all kinds of advertisements. What is their appeal? We know the answer to that. Dogs appeal to every sense we have, from visual to touch, and the magical result is the most powerful appeal of all . . . emotional.

Forget about the evolutionary history of dogs and worrying about how they may have come into being. Forget about making television documentaries about which breed was the "Original Dog" and traveling to exotic places to find the last remaining members of that breed on Earth. That's all grand in a National Geographic kind of way, but the truth is lost in so many forgotten memories that it doesn't matter to the dog in your life right now. What matters is the diversity of this species, and the possibility that there was no single original breed.

Do I believe in spontaneous genetics and things like that? Oh, yes; very much so. I also believe the emotional make-up of a living creature, and its mentality, are affected by its physical appearance. But, that could be my years of dog shows, raising just about every breed of dog there is at one time or another, or the artist in me speaking.

We all know our own personalities can rub off on our dogs. We know dogs are different from cats or birds or horses and other animals in their basic nature. Along those lines, customers at our kennel often ask which puppy in a litter is the ruler, which is the most loving or which is the most playful. Sometimes, when looking at a puppy by itself and searching for an emotional connection with this prospective fur-child, customers will ask if I think the pup will turn out this way or that. When I say it depends on them more than anything else, they are often surprised. "The dog is going to learn from you," I say. "You are the greatest teacher."

Here at our kennels, sometimes we raise whole litters together and we have a graduation system, like in school. Littermates start out together, but as they become more dominant, or according to their growth and the special feeding they may require along the way, they move up the ladder into the next run. They haven't lost sight of their littermates because they are in the next kennel run beside them. And the new kennel mates aren't strangers either because they've been housed next to each other for a while. The result is, our litters don't have just one dominant pup with a bunch of followers. Instead, what we have is a bunch of confident, independent thinkers.

When I say, "You are the greatest teacher" I'm not speaking about rigid discipline such as one endures in Obedience classes. Maybe "rigid" isn't the right word for that, but I think it illustrates the difference between fundamental training and the invisible "something" beyond that which develops between you and your dog just by traveling the same path in life. In my novel "Fate of the Stallion," this mysterious bond is expressed in a scene where Dan Marshall senses the presence of an Arabian stallion running along the river beside him. The horse seems to be calling him, as if saying "Find me! I am yours!" and the story reveals the parallels of their lives, showing how man and stallion share the same fate. Likewise, in "The Blue Ribbon" a novel set in the competitive world of dog shows, there is a scene called "Miles To Go." In this scene, Robert Sheffield, a dog show judge loved by two different women who own rival kennels, is hiking in the Canadian woods with his dog, reflecting on love. If you'll notice, the path in the woods symbolizes Robert's own path in life, and his dog is right there beside him. Like many of us do, Robert is thinking to his dog in a mental conversation, wondering if he has made the right decision by letting the woman he really loves slip through his fingers. Among the trees, the dog sees a deer, runs after it, but, of course, the

deer gets away. "She got away?" Robert asks. "It's OK, fella. We've got miles to go." In those miles, will there be other deer? Will they see the same deer again? I wasn't sure when I wrote that scene how it would turn out.

Dogs have an emotional appeal that covers our widest range of feeling. In my writing, whether about dogs or horses, the stories often deal with keeping our sense of love alive. Over and over again, at book signings and lectures, I am asked "What does keeping love alive matter to a man like you, who has everything he could possibly want and more than he can handle? I guess my reputation for playfulness has something to do with that. Surely, someone like me doesn't have a care in the world! I say this with tongue in cheek, of course. Married at nineteen, a father soon after that and selling my artwork as souvenirs to tourists, you could say I've been around the block a few times. In fact, I'd say I've been around the block and all over the neighborhood! I've met many people in that neighborhood and I've come to believe our ability to love is eroded by the rotten things that happen to us. It is also nurtured by anything that makes us feel good and important.

As an artist, my studio has been committed to uplifting, encouraging work such as the Hevener figurines and paintings for over thirty years now. Very few animal lovers are not familiar with our collectible figurines with their open expressions and smiling faces. Even The Antiques Road Show has featured them. And all of our figurines, prints, books or CDs are made in honor of the animals who keep alive our ability to love, in a world where it is very difficult to do so.

Let's talk about that world.

Today, we are facing a crumbling economy. Let me rephrase that. We're not facing a crumbling economy; we're in it. Just about everywhere we turn, something is falling apart. All of us know people who have lost their jobs. All of us see businesses closing. All of us see odd legislation being passed— things we never would have considered before the day in September that changed it all. There is an uneasiness around us. And it's growing. As we deal with serious issues more and more, as our families fracture and our natures become more hardened, our pets become a comfort to us and sometimes the only way to keep our hearts open.

At a recent high school appearance, I spoke in the auditorium about the many things people can do with their lives; the many adventures they can have in the creative fields I know something about. Publishing, the record business, television, movies, horse racing, dog shows, horse shows, the art world; surely I could open doors for them in an exciting array of life's opportunities. But, looking around that auditorium, I saw no spark of interest or imagination. As we left that school, I said to my assistant, "Maxine, this is the first time I can ever remember not even reaching one soul." And I asked myself what kind of society would want zombie-like citizens such as I had just seen. Was it an "inner city" school I had just been to? Yes. Was it New York or Chicago or Philadelphia? No. It was a school in the town of Lancaster, Pennsylvania; in the county known for its industrious Pennsylvania Dutch; the county in which I live. Were they Pennsylvania Dutch kids I was speaking with? No, they were not. In much the same way that Hawaii was invaded by outsiders and the values of its native population changed forever, Lancaster County has changed and I doubt if there was even one student of Pennsylvania Dutch background in that school. This is serious. It's why teachers are giving up. And it has happened in our lifetime!

The hopelessness of those students mirrored the hopelessness of their homes. But I knew these kids had pets at home, too. How did I know? I asked them. In a show of hands, reluctant at first, I had found out how many had horses, dogs, cats, fish and other pets. And I thought to myself, this is the first thing they're responding to. In a world where so much is out of their control, they don't feel like they can reach the lofty things I'm talking about and maybe they can't. But they can have an influence on their pets, and that's a start.

Today, right now, pets are more important than ever. In order to keep pets and take care of them, we have to provide for them. To provide for your pet, you have to buy food. Which is best, you wonder?

You must take your pet to the veterinarian. Who is the best vet around, you ask?

If you want a litter of puppies, you must find a mate. Where do I find the perfect match, you ask, searching out the local kennel club.

When the pups are born, it's one of the most magical experiences of your life. You'll always remember it. Now, you must raise them and for the next couple of months you will do everything you can to raise them well. You'll have paper work to fill out: registrations and pedigrees to prepare and sign. You'll meet new people when families come to you for the puppies you brought into the world. Everywhere your pet takes you, it means dealing with other people, talking things over and finding out what works for you. Before you know it, you have a lifestyle and a reason to live.

That school of the zombies? It took me a while, but I finally figured it out. They didn't want to see an author that day. They wanted a ray of hope. I guess I should have brought a puppy with me.

Next time, I'll remember that.

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Companion News

Rico, the Fast-Mapping Ambassador of Intelligent Dogs
by Suzanne Sherman

To many who work and live with dogs, it was perhaps not a great surprise to learn about Rico the border collie. Rico was the subject of an investigation in the June 11 issue of the journal *Science* (Kaminski et al., 2004). The investigators studied the ability of Rico to quickly learn the names of novel objects. Although Rico was the only subject and the investigation did not actually qualify as an experiment, this study may signify the opening of doors to the study of cognition in dogs, and the greater acceptance of dogs as intelligent beings by society.

The investigators were attracted to Rico because of his caregiver's claims that he knew the labels of over 200 items, mostly toys and balls. Since he was 10 months old, 9 year-old Rico's caregivers had been reinforcing his retrieval of objects by name by rewarding him with play and food for his correct responses. The investigators first confirmed that Rico appeared to be able to identify a great many more objects than was considered scientifically possible by a dog. His "vocabulary" of over 200 words is reportedly comparable to that of language-trained apes, dolphins, sea lions, and parrots.

Rico was then tested for his ability to identify novel items, things that he had never encountered before. The investigators introduced 10 novel items over 10 sessions. In the second or third trial of a session, Rico was asked to bring the novel item by using a word that was unfamiliar to him. Rico retrieved the novel item correctly in 7 of the 10 sessions. The authors compared Rico's cognitive achievement to exclusion learning, in which the name of the novel item is deduced by inference. Four weeks later, Rico was able to again retrieve the novel items by their names, after not having access to these items in the interim. Learning had indeed occurred.

The ability to learn and remember new words in this manner is called fast mapping. Fast mapping is one way in which human children acquire language, and was previously thought to be unique to humans. Even chimpanzees have not shown this ability. The authors conclude that some of the "cognitive building blocks" of human language learning may be shared by other species, and may have existed in early humans before they began to speak.

There may be more to take from this study. That this investigation was conducted at all, and that it was published in an esteemed journal, has implications of its own. It is often the case that those who train animals, work with them, live with them, and love them, know of the cognitive capacity of a species, however misinterpreted, long before any cognitive capacity of that species is acknowledged in the scientific world. In fact, only recently has the subject of cognition in dogs been taken seriously in the academic community, though now the topic may be tending toward stylish. The author of another article in the same issue of *Science* speculated that dogs may become "the new chimpanzee of comparative cognitive research" (Bloom, 2004). The idea of dogs in laboratories is not an image I like to conjure; however, an increase in cognitive research in dogs could have the power to affect societal attitudes about companion animals—that their needs may go beyond the physical and the emotional to include the intellectual.

What does this investigation mean to us, as behavior counselors, trainers, and animal caregivers? Rico's performance could be viewed as operant behavior tucked inside of respondent conditioning, which we have often seen when introducing a new command to a dog familiar with training. If Rico's retrieval behavior was trained through shaping of some kind, even if the conditioned reinforcers were unintentional, he may have retrieved the novel item correctly by offering its retrieval as a "new" behavior. Whether Rico really made an inference, a cognitive process that implies reasoning, is not entirely clear and is perhaps not really important, at least not to me. After all, when we humans make an inference, who is to say that we are not simply "offering" a new thought or behavior within a previously learned context?

Rico's ability to remember the names of the novel objects after a single exposure is truly impressive (I probably would not have performed as well), but may be a demonstration of the exception rather than the rule among dogs. In other words, we should not take from this the suggestion that we should go train our dogs with fast mapping. Rather, what this study does is push the boundaries of what is possible. Every time an animal's cognitive capacity is broadened, the superiority of the human intellect is slightly chipped away—a fine perspective to take, in my opinion. The less superior we are the easier it may be for society to respect other animals and make their needs a legitimate priority.

I trained my dog, Marvin, to touch different objects with his paw on command, not for retrieval, not for utility, but for fun. “You have too much time on your hands,” is a comment I sometimes get. Marvin appears to love the challenge of this game, as there are always new things I can ask him to touch, and he has to figure out what they are. To engage in this stimulating game together does more than challenge his mind, it increases his attentiveness to me, strengthens the emotional bond that we share, and is highly rewarding for both of us.

Sources

Bloom, P. (2004). Can a dog learn a word? *Science* (304), 1605–6.

Kaminski, J., Call, J., & Fischer, J. (2004). Word learning in a domestic dog: evidence for “fast mapping.” *Science* (304), 1682–3.

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Companion News

'Guardianship' Replacing 'Ownership'

by Patricia Collier

*Children are not pieces of property - they are not 'owned.' Animals are
not pieces of property, either.*

If you are an animal lover, neither statement is a revelation. Anyone who has spent even part of their lives with a beloved companion animal knows their furry or feathered companion is not a lump of property to be neglected at will, bartered, or cast aside when something bigger and better comes along.

Now, a movement is rolling across America to explain that to everyone else.

It's called the Guardian Campaign. Its organizers call it a "nationwide platform to reflect growing public support for a redefined public standard of relating to animals."

Until fairly recently, the public standard was to look upon animals as commodities, from pet dogs to cows in the field, and as such they were often legally exploited.

Just as often, reports of abuse were taken lightly because, after all, an animal "owner" had a right to do what they wished with their "property."

People involved with the campaign said updating the term "ownership" to "guardianship" can create for many people a new way of perceiving the human-animal bond.

In other words, semantics do make a difference.

These days it is increasingly common to see animals referred to as "he" or "she" instead of "it." That change, small as it may seem, has helped shift the public perception of animals so that they are seen less as inanimate objects and more as living, breathing beings with feelings and emotions.

The Guardian Campaign recognizes that continued shifts in perception can play a large role in decreasing occurrences of animal neglect and abuse.

The campaign offers extensive guidance to empower regular citizens to help change ordinances in their home towns to reflect the new verbiage.

It also offers way for teachers, humane educators, anti-violence educators, and regular citizens, to help change curriculum in schools to reflect what the campaign leaders refer to as the "gentler terminology."

Called "The Guardians for Life Education Program", it is an approach to education which acknowledges the existence of a cycle of violence, and the fact that animal abuse by children plays a role in the continued cycle of abuse.

"There will be those who oppose the term animal guardian due to economic interests or fear of losing past ways of thinking," said organizers of the campaign.

"However, it is the majority who decides where the world is going. The majority is clearly moving toward compassionate, responsible animal guardianship," they said.

More information about the 'Guardian Campaign' can be found at www.guardiancampaign.com.



*Association of Companion Animal Behavior Counselors
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On Behavior

**A Case of Desensitization, Counterconditioning, Modeling
and Obedience (DRI)**

Christina Shusterich, BA, CBC

Heidi was a 10-week-old Beagle purchased from a breeder in Missouri and transported via plane and car to her new owner in New York. After approximately 2 weeks in her new home she began to exhibit a fear of strangers that was first manifested by her backing away from visitors. Thinking to reassure her, her owner tried carrying her when strangers were present and noticed Heidi was shaking. When she did not carry her, Heidi began to run away from all visitors and hide until they were gone, sometimes hiding for several hours.

Heidi exhibited a panic reaction to being walked and immediately upon being taken outside the front door would be unable to move further. She would initially freeze in her body and behavior, and then, cowering and shaking, she would lunge at the front door, frantically scratching to get back indoors. Her reaction was so extreme her owner Christine was unable to walk her. However, Christine did have a small, fenced in and secluded backyard where Heidi exhibited no symptoms, was comfortable and went about freely.

The household consisted of Christine, her mother and her grandmother. Fellow animals were a 15-year-old cat and 2 other dogs, both 3-year-old neutered males, one also a Beagle and the other a Lab/Shepherd mix.

I was called by the client when Heidi was 4 months old to help Heidi overcome her fear of strangers in and outdoors and to train her in basic obedience. Session times were 1 – 1.5 hours in duration once per week eventually totaling 7 sessions. The other animals were initially segregated during sessions. To start with, Christine was instructed not to pick up Heidi any more when strangers were present and it was explained to her that carrying Heidi in these situations was not comforting or reassuring to Heidi but rather in all likelihood was increasing her panic reaction as Heidi was experiencing overwhelming fear she could not escape from. She was also advised against picking up Heidi in general as it can foster a feeling of helplessness. Christine was advised to avoid having strangers to the house while we worked with Heidi and was also advised not to walk Heidi outside at this point in the program.

Desensitization & Counterconditioning

The first step in treating Heidi (as well as to permit me to interact with her) was desensitizing and counterconditioning her to strangers, beginning with me. I had also brought my assistant along with me to act as a neutral stranger presence. During sessions she sat in a remote part of the room and did not look at, make eye contact with or interact with Heidi in any way but was merely present.

Upon arriving at their home, Heidi immediately ran from me to the top of the living room stairs, where she apparently felt more secure. Therefore, desensitization and counterconditioning began on the stairs with Heidi at the top and Christine and I at the bottom sitting together, Christine facing Heidi and I sitting sideways to Heidi but closer to her than Christine. I placed treats on all the steps leading to Heidi where she would run away at my approach and then return once I had retreated back to the stair bottom. At first, she would only eat the treats on the first two steps closest to her while Christine and I verbally praised her. Over the next sessions I placed treats progressively closer from the near end of each step to the far end and then down to the next lower step and so over sessions Heidi slowly walked down the steps ending with her only two steps above me and eating the treat from my hand. I was able to intermittently look at Heidi but could not make eye contact with her at this point, as it would cause her to run back to the top of the stairs.

Thus the desensitization and counterconditioning process consisted of my approaching Heidi with a reinforcer (treat) and retreating while she was reinforced for her approach to me (however far the initial distance) by the treat and

praise and by doing this over and over again at progressively shorter distances. At this point, I felt that Heidi was strong enough to proceed to the next stage of treatment.

Modeling & Obedience

The next phase of treatment for Heidi involved the use of Christine's other dog Thunder, a 3-year-old neutered male Labrador/Shepherd mix. Thunder was a calm, tolerant, friendly and eager to please dog who was also quite large, being more than double Heidi's height and weight. Thunder was the very patient Alpha dog of the household.

Apart from her fear of strangers, Christine described Heidi as rambunctious, active and very assertive with the other dogs, competing vigorously with them for objects and affection. In fact, she described Heidi as being quite possessive, often stealing toys and bones from the other dogs and pushing past them for affection.

I decided at this time to include Thunder in our sessions for several reasons:

- 1- I wanted to engage Heidi in obtaining my affection, attention and treats while I interacted with Thunder based on the idea that her possessive, competitive traits would overcome her now desensitized fear.
- 2- I wanted to use the larger and alpha Thunder as a reassuring presence for Heidi and literally work them side by side;
- 3- I wanted to train Heidi in basic obedience and alternate behaviors to engage in rather than her fearful reactionary behaviors by training her and Thunder simultaneously;
- 4- I wanted in all ways for Thunder to act as a model from which Heidi could take her cues for appropriate behavior in interacting with strangers (the foundation for the appropriate behavior being our obedience training in which Heidi could later take her cues directly from her owner's commands).

Obedience and DRI (differential reinforcement of incompatible behavior)

A primary purpose of training Heidi in obedience aside from its inherent benefits was to train her in alternate behaviors which would be incompatible with her fearful reactionary behaviors or employ differential reinforcement of incompatible behaviors (DRI). In addition, Heidi would be learning to look to others, Thunder, myself and Christine, for her cues for appropriate behavior in fearful situations.

Almost immediately upon beginning basic obedience training with Thunder, Heidi came altogether down from the stairs and into the living room, very closely watching Thunder's training from a small distance away. During the first lesson Heidi was brave enough to approach me, stretching her body as far as possible to reach my outstretched hand then retreating quickly. As the session progressed and I continued to work with Thunder, Heidi approached me more frequently although in the same manner and did exhibit some physical shaking at times. In order to really engage Heidi and distract her from her fear towards the end of the session Christine and I instructed Thunder in the "come" command, with Thunder running back and forth between us for treats and affection. To our great delight, Heidi made a major breakthrough and began running with Thunder back and forth between us. Her body language and behavior conveyed a happy confidence as she played this recall game and exhibited no fear, in fact often pushing past Thunder to reach each of us first. Christine was instructed to train Heidi in the other aspects of the lesson before our next session.

Heidi's obedience training continued in this way with her progressing quickly, she was soon side by side with Thunder during sessions, now working directly with me and earning her treats through obeying the obedience commands rather than for her proximity to me. It was now time to take Heidi outside.

Walking Outside

A Gentle Leader head collar was used on Heidi due to its effectiveness in reducing pulling. The physical act of pulling is paired with the emotional state of fear as it is utilized in an attempt to escape/avoid whatever is triggering the fear, the interaction of physical and emotional states combine to produce the experience of "fear". Therefore, each component can act upon and influence the other. By reducing a physical component of fear, i.e. pulling, the emotional aspect and the experience of fear can be diminished. A long lead was also used to provide Heidi with plenty of room for maneuvering rather than a taut, restraining lead.

Heidi's stranger phobia outside proceeded very similarly to her treatment indoors and we actually used a fairly large staircase here as well, beginning at the top and working our way down the steps to the sidewalk. Here, however, we all started at the top platform, Heidi, Thunder and myself and worked our way down together via the obedience commands of sit, down and come, working methodically and slowly. Initially upon going outside Heidi quickly ran back inside about 2-3 times, almost immediately returning back outside. It was soon apparent Heidi needed Thunder to be literally next to her at all times or she would continue to freeze and then lunge back indoors so they were kept tightly side by side.

Upon reaching the sidewalk keeping Thunder next to Heidi was essential — if he got a step or two ahead of her Heidi would immediately exhibit a panic reaction. Heidi's stranger phobia on the street was treated by training her to walk properly, i.e. luring her ahead with the command of "let's go" and plenty of auto-sits. As Heidi was unable to pass people on the sidewalk at this point — she would cower and run away from them — initially any stranger was given a wide berth while she was quickly lured past. As is often seen in phobic reactions, Heidi was also hypersensitive to noises, which would cause her to momentarily freeze. This was dealt with in the same manner of luring her and quickly proceeding forward and past the sound. Several sessions were devoted to Heidi's outside walks and as she progressed she was able to relax and enjoy being walked. However, while she could pass strangers, she needed to be just off the curb into the street to do so and they were passed in a progressively slower but still very quick walk as was the case with any sudden noises. Additionally, Heidi needed Thunder to be with her at all times to persuade her from running back towards home.

Upon completion of Heidi's treatment and training (primarily determined by the client's finances), Christine was advised to continue as we had been and to also start to slowly expose Heidi to strangers indoors, letting Heidi completely decide if and when she wanted to approach any visitors rather than having any visitor approach her. She was to proceed in the same way we had been, visitors were to ignore Heidi, not making direct eye contact with her and Christine was instructed to create a trail of treats towards the visitor as we had done on the stairs. Over time, as Heidi grew more comfortable being simply physically around visitors they could begin to intermittently glance at her and place a treat at their feet. Eventually, the visitor was to request an obedience command from Heidi and treat her directly from their hand if Heidi was comfortable with their doing so. The client was advised that Heidi's fear was very ingrained and deep and needed to be continually, slowly and gently reduced through the programs we had established. This was to be an ongoing and a long-range process with no clear end at this point and may be necessary to an extent throughout Heidi's life.

Follow up

At 2 month follow up Heidi was able to be walked outside without Thunder long enough to eliminate and with Thunder was able to go on regular extended walks comfortably. When alone Heidi could be walked past strangers and would not panic although she would somewhat hurry. With Thunder, she would not hurry but had begun to occasionally bark at passersby. Heidi's owners were advised to continue to work with Heidi's outdoor program and still provide intermittent rewards for walking correctly (i.e., not pulling and with auto-sits) past strangers.

Heidi had cautiously approached some visitors in the house right after training and quickly sniffed them and retreated but currently is only partially approaching visitors and then retreating and hiding. Heidi's owners were advised that while they had done very well in working with Heidi it was extremely important to continue to work with her to prevent her fear from again overwhelming her and were instructed again in the program to effectively expose Heidi to visitors in their home.

Christina Shusterich, BA, CBC
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On Behavior

Rescuing a Consultation Gone Bad
By Deborah Holzel

Because I'm a psychotherapist with almost thirty years of experience, working with a variety of clients on issues involving their dogs hasn't been difficult for me. Recently, however, I met with a woman who almost defeated me. I learned from this interaction, and would like to tell you about our session.

The client called about her ten-month-old Golden Retriever, Midas. She also had an older Lab mix, whom she'd obtained at a shelter several years ago. She said that the older dog was anxious and sometimes cowered when she got angry. Midas had acted like a typical Golden Retriever puppy until recently, when he'd begun imitating the behavior of the older dog. He also had just begun to chew destructively and to display symptoms of separation anxiety. I suggested that I come out to see the dogs.

Both dogs greeted me enthusiastically. We went inside, and the client sat down next to me, pen and notebook in hand, prepared to take notes. Midas hovered in front of us, sniffing the pen and paper. The client became irritated with him, told him to stop, and then said that she was going to tie him up in another room. When she returned, I said: "Usually in a situation like that, the best thing is to ignore him and—"

"When he has his head in my lap and I can't *write*? That would be letting him get *away* with it! I don't think that that's a good idea at all!"

"But if he's trying to get your attention, and you don't give it to him, he'll probably just stop."

"I disagree. That would just be letting him get away with it."

I dropped the subject and began filling out the behavior questionnaire with her. After a few minutes she interrupted and said, "*Excuse me. Why are we doing this instead of discussing the *problem*?*"

I took a deep breath. "Because I need this information to understand what we're dealing with."

I hurried through the remainder of the questionnaire, and then asked her to describe the problem behavior.

"He's a very anxious dog."

"What makes you think he's anxious?"

"Because he stops and just stares at people."

"That can mean that he's challenging them."

"Look, I do know something about this. He stares at *trucks*! Surely you don't think he's challenging a *truck*? And he's started chewing when I'm out."

"Is he crate trained?"

"He used to be. He liked it, but then he outgrew his crate."

"You might try getting a bigger crate and crating him when you're gone, since he did like it, and it would keep him from chewing."

"You can't put an anxious dog in a crate! An anxious dog can hurt itself in a crate. Anxious dogs *mutilate* themselves in crates. I don't want my dog *mutilating* himself!"

Lady, this isn't worth the thirty bucks you're paying me.

I took another deep breath.

"Look, you asked me here because I have some expertise in this area, but you object to all of my suggestions."

"Well, I don't want you to just give me a *laundry* list. We can *discuss* it, can't we?"

I decided that it might be a good time to look at the dog. I untied Midas, who followed me back to the living room. He was panting, and his tail was down, its tip moving slowly.

"Well, he does show some symptoms of anxiety," I said, *but I'll bet it's not because he's imitating the other dog!*

I brought out Karen Overall's Deference and Relaxation Protocols, explaining that they would teach Midas to look to her for cues as to how to behave. I explained that dogs often became anxious when they didn't know what was expected of them. The client had heard of Overall, so my status appeared to go up a few notches.

She looked thoughtful. "So if I'm preoccupied about something, they might be picking up cues from me and reflecting my own mood?"

"It's certainly a possibility."

“I like the idea of cues.”

At that point it was clear to both of us that I had been able to offer her something in a way that she could hear, and that it was useful.

As I prepared to leave, I noticed that Midas was chasing his tail.

“That could become a problem,” I said offhandedly. “Probably the best thing would be to divert him. Try calling him, then have him sit and reward him.”

She did and he did. They both looked pleased, and I left.

I got a note from her a couple of days later, thanking me for getting her to listen. She had had to admit that she didn't know as much about her dogs as she had thought. She told me which of my suggestions she was implementing and thanked me for my time.

This session made me reflect on my work as a people-therapist. People come to me for help because their lives are in some way painful, and they want change. The request for help is often hidden beneath behavior designed to push me away, based on a lifetime of experience with hurtful relationships.

We are likely to encounter these same people when they are asking us for help for their dog. Getting through these barriers is even more difficult when clients aren't asking for help for themselves but for their dogs, and aren't prepared to acknowledge that the dog's problem is an extension of their own. The bottom line is that people ask for help because they want it, and our job is to give that help in a way that can be accepted. And, as with dogs, people learn the most when they arrive at insights on their own.

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On Behavior: Interview

An Interview with Veterinary Ethologist Myrna Milani, DVM
By Debbie Winkler

Q: I understand that you are a veterinary ethologist. We are familiar with veterinary behaviorists, but not ethologists. Would you please define and tell us why you chose to be an ethologist rather than a behaviorist?

A: When people ask me to define the difference between a veterinary behaviorist and an ethologist, I tell them to think of the difference between B.F. Skinner and his followers and Jane Goodall and hers. Skinner wanted to know how we can get animals to do what we want them to do and Goodall wanted/wants to know how animals learn and teach themselves in their particular environments. As an independent scholar, my work focuses on the interaction of companion animal health, behavior, and the human-animal bond which makes me much more of an ethologist than a behaviorist. When a problem exists I don't immediately think in terms of changing the animal. I always look at the big picture, as we used to say in Driver's Ed back in the dark ages, and ask why is this particular animal displaying this behavior. I have a slide I use in seminars that says that no matter how bizarre or negative an animal's behavior appears to us, the animal displaying it does so because on some level it works for him or her. I see my job as determining why it works so I can determine a more acceptable option that will work just as well or, preferably, better.

Q: How much do you feel that physiology effects behavior?

A: It's virtually impossible to change physiology without affecting both behavior and the bond. At the same time, it's virtually impossible to change behavior or the bond without changing the other two. To say, for example, that hypothyroidism causes canine aggression is meaningless unless we acknowledge that aggression can also cause hypothyroidism and that both of these may be influenced by the animal's relationship with the owner. To focus on just one part is to do only a third of the job.

Q: You are known for being a bit of a "Maverick", a leader instead of a follower, and definitely thinking "outside of the box". Can you tell us what inspired you to be different?

A: It just sort of happened. I entered vet school because I was interested in the health-behavior-bond relationship and was stunned that it was never addressed in my education. In spite of that, I wasn't in private practice more than a week when I realized that an understanding of this did, indeed, play a crucial role. When I discussed continuing my formal education with a former professor of mine, I discovered that, in that age of increased specialization, no one was interested in interdisciplinary, integrative work. It was either get an advanced degree in a specialty only somewhat related to my interests or pursue my studies as an independent scholar. I chose the latter and have never regretted it.

Q: You had mentioned to me that many of your clients come to you with aggression problems. What do you think are some of the most important things trainers and behaviorists should know about aggression?

A: Get a good history tops my list. The second is to ditch the problem-oriented approach. Sometimes trainers and behaviorists are so set on labeling what's going on—labels, I might add, on which no agreement exists—that they lose sight of the whole picture. One thing I always tell my clients is that our dogs' behavior many times reflects their relationship with us. Trying to change that behavior without changing that relationship is like changing the mirror because we don't like what we see in it. It doesn't work. When we take a problem-oriented approach to aggression—

for example, using treats or other techniques to distract the dog—without addressing the underlying issues, we may be able to get some improvement in some dogs. However, because the underlying cause—*why* the dog feels the need to express aggression in the first place—hasn't been addressed, it may crop up again, or in a different form,



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including stress-related medical problems. If we're not aware of this, it appears like the approach works. However because I am aware of these connections, it matters a great deal to me.

Q: You & I met at a conference for professionals working with and concerned about shelter animals. Is this of special interest to you?

A: Yeah, for so many reasons I don't know where to begin. Shelter work is like the DisneyWorld of the human-animal bond as far as I'm concerned. :-) I can't think of any other setting where so many people simultaneously project so many different views and so much symbolism on animals and their treatment. This, in turn, leads to a tremendous potential for breakdowns in communication (as well as all the human stress that goes with it). Unlike professional meetings where excessive jargon may lead to such breakdowns, in shelter work it's often the opposite: everyone is using the same words, but they apply different meanings to them. "Aggression" is an excellent example. One person's aggression may be another's normal animal behavior. Or it may evoke fear that causes a third person to resent the animal displaying it, while yet another sees aggression as a chance to prove that love conquers all or try out a new method learned at some meeting. People who define the word in all these and other ways may sit on the same shelter board or be among the staff and volunteers. Consequently, even though they can talk for hours about "aggression" they don't communicate in any meaningful way. At its worst, these people become involved in power struggles with each other, the animals become reduced to symbols of individual human beliefs and, as such, their needs become secondary.

Q: Do you work with small and large animals such as horses?

A: Although I didn't plan it that way, my practice is all dogs and cats. However, in my writing I explore larger areas such as the effect of domestication on animal physiology, behavior, and the human-animal relationship, the human-endangered species connection, as well as anything else relative to animals that seems to fit in with my work.

Q: What is the most important advice you could give pet owners?

To recognize their pets as members of a unique species that has its own needs. I think it's great that 80% of the American public considers their pets members of their families--as long as they remember that their pets aren't human. We don't need to know anything about cats, dogs, horses, or birds to treat them like a person. Anyone can do that. What we need are owners who care enough about their pets to learn about and fulfill that animal's own physical and behavioral needs.

Q: What is the most important advice you could give animal trainer/behaviorists?

A: Aside from that crucial getting a good history, I think it's important not to confuse a well-trained dog with a well-behaved one. Some of the most aggressive dogs I've worked with have had championships in obedience and/or agility. At the risk of upsetting some folks, practically all the dogs with problems seen by trainers and behaviorists across the board have had some kind of formal training. Consequently, we either need to stop telling owners that training prevents problems or we need to change the way we're training so that it actually does.



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On Business

Keeping Your Business Attractive

By Debbie Winkler

In our area, we have all sorts of pet stores springing up— some of them chain stores— and many are offering training. So how does an independent or more specialized business compete with these larger businesses that offer one-stop shopping for the pet?

Back to the Basics

One of the most important things to remember in a service industry is that your business needs to provide great service to customers and the community. If you offer better behavior services than the new pet store, and you market this well, then customers will come to you for their needs in this area. We have worked hard to keep our business a good service business for the community with the hope that we not only do not lose business, but also gain business. Our classes are very important to us, because we depend on this income to fund a substantial portion of our assistance dog-training program. So we will do what it takes to make sure our classes beat the competition.

Make it Fun and Provide Freebies!

As part of our training program, our first class is an orientation class, and we ask people to come without their dogs. This allows us to talk about what we hope to achieve in the class and to give the owners some basic information without the distraction of the pets. For this event, we use collapsible tables that we cover with white plastic tablecloths to give a more refined and professional atmosphere. These cloths can be purchased for about \$.99 each in most grocery stores. Since no one can resist cookies, we purchase bags of cookies that we place on paper plates on the tables, spaced about every 3 chairs. To top it off, we fill large, vinyl, blow-up coolers with ice, soda and bottled water. One cooler is patriotic, and the other is whimsical and fun. We want to be the Nordstrom of a pet training & behavior facility!

Each person is provided with a free clicker, which has our information on the back, and a wrist coil to hold the clicker. We also provide pocket folders, handouts and pens. This may sound expensive, but it is not. The small expense has been well worth our efforts. People feel they are getting more value for their money when they receive small freebies like this.

We found an incredible resource, Oriental Trading Company, where you can purchase a dozen pens for \$3.00, and a dozen wrist coils for \$3.00. We actually purchased our blow up coolers for \$12.00 from the same company. Many times we find seasonal and holiday decorations for unbelievably low prices, that clients really seem to enjoy. We have found all sorts of costumes and gear from this company. One of my favorites are the black graduation caps, which are made of felt and are only 2"x2". When they are on sale, they cost only about \$.25 each. We present them to the pet owner with our certificates of completion. Clients adore them. You can also glue them to the corner of the certificate.

The number and Web site are 1-800-526-9300, <http://www.orientaltrading.com>. The Web site will give you an idea of everything they sell, but it is not as complete as the catalogue. Request a business edition catalogue. You will be amazed!



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Networking Works

Last, but not least, we have made a point of becoming friendly with the store managers at pet-related businesses—including those that offer their own training classes. We do the same with veterinarians and animal shelters. Our instructors will purchase some small things from these stores, occasionally drop by and give a candy bar to the manager to brighten their day, or just stop in to chat for a few moments. During the winter holidays, we always take large boxes of candy for all of their employees to share.

Some of our handouts contain information on how to prevent a dog from biting, how to comfortably introduce a head collar & how to prevent jumping. Pet stores, veterinarians and shelters are all grateful for the handouts, which they can provide to their customers who have questions on these issues. Of course, we print our information on the bottom of each handout, so each person receiving a handout in any of those locations is also receiving a form of advertising for our business! Even the stores that offer the classes are happy to have the information. And since most are set up only to do basic training, they can pass along more difficult behavior cases, or people who want to do advanced training, to us.

We also do short in-service workshops for veterinary technicians about housebreaking, play-biting, helping cats return to the litter box...many of the topics that vets are asked about. We provide them with concise responses and the vets can go on to the next client knowing that their tech is giving a client good advice in the exam room. Most vets will admit that they don't know that much about animal behavior, and that they do not have the luxury of spending time in an exam room teaching someone how to housebreak their puppy. If they have a knowledgeable staff, which we help provide, then they are happy.

The benefit to these relationships is that they will refer certain types of business to us. Since they do not teach agility, and cannot handle behavior problems, we simply request that they kindly refer these individuals to us . . . and they do!

We seem to have some exceptional credibility because we train assistance dogs, and assistance dog trainers teach our classes for the public. Doing a little volunteer work with a pet facilitated therapy or an assistance dog program will add to your credibility with regard to knowledge, and all of these programs are always in need of volunteers. You will be helping yourself while helping a good cause.

You also might consider donating a small portion of your fees to a local assistance dog program or animal shelter. If you do this you can say "A portion of the proceeds from this class benefits ____." Many people feel better about spending their money if part of it is supporting a good cause.

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On Business

An Environmental Analysis was completed with a current industry overview which details the growth of the industry over the last 20 years and illustrates the current trends in the industry, with a focus on the current position of Dog Trainer, Dog Behaviorist, and Veterinary Behaviorist.

By Jennifer Taylor

Editor's Note: Though this study was done for a specific business, I felt that there was information within the study that could be relevant and interesting to any person who owns a training business or behavior consultancy. Portions of the paper have been reformatted to work within the newsletter.

Executive Summary

This report was commissioned by the Board of "Dogs R Us" in order to evaluate and analyze the long-term scenarios of the Dog Training Industry. Only two geographic areas were reviewed, the U.S.A. and U.K., as they were deemed to be the main growth areas and would affect "Dogs R Us" industry the greatest. A full industry analysis was completed and a strategic model arrived at in the three-step process set out by Mercer, Environmental Analysis, Scenario Planning, and Corporate Strategy.

The Environmental Analysis was completed with a current industry overview that assumes the current understanding of the position of Dog Trainer, Dog Behaviorist, and Veterinary Behaviorist. It details the growth of the industry over the last 20 years and illustrates the current trends in the industry. Political and Legal fears of owners have led to more responsible dog ownership and the increased need by owners for dog training. Many clubs have attempted to begin accreditation of dog trainers including the Kennel Club in the UK, the ADPT and ACABC in the U.S.A., and the American Veterinary Association is looking into some guidelines.

Dog-training businesses are currently experiencing an over-abundance of clients that has opened the doors for the entrance of some larger conglomerates, such as PetSmart. The economies of scales are changing with the entrance of these larger businesses, but to date, with small companies of less than 20 employees, are difficult to use to a competitive advantage. There is a high degree of product differentiation that is used to establish competitive differences in the type of training and experience levels of the trainers. There also are substitutes in the industry in the form of self-train books.

A PESTLE analysis was used in order to have a look ahead at the global factors that may affect the industry. And a SWOT analysis of the current position of "Dogs R Us" was used to establish the current core competencies. A look into trends, globalization, technological advances, growth of knowledge base, and legal and economic pressures was analyzed in concord with a Porters Forces diagram so that the key industry drivers could be ascertained and all areas of input were reviewed.

The Key Drivers arrived at included the buyers bargaining power, economic value, quality of service and results, and finally, the cost of services. From these Key Drivers three scenarios were agreed to be the most probable outlook of the Dog Training Industry in the next 10 years.

Scenario #1 – Over Concentration of Trainers: This is a scenario where the economies of scales needs to be utilized effectively in order to control costs for lower prices.

Scenario #2 – Legal Requirements for Trainers: This scenario is that a governmental run certification program comes into effect and increases costs, and consumer confidence.

Scenario #3 – Increase of Clients wanting Trainers to Train their Dogs: This scenario would have a Kennel business model with the need for training facilities and operational facilities managed and run by the corporations.

- Strategy for scenario #1 – Use of internship, this would allow a small cost in salary and allow more training at a faster pace, as more “trainers” are available. Costs could be kept to a minimum.
- Strategy for scenario #2 – Achieve certification, this process would allow for the Board to ensure that there was at least one certified person from each of the main divisions in their corporation. Costs would increase over the course of the training-up period, however, core competencies would be increased along with Quality and Service.
- Strategy for scenario #3 – Have licensed Kennels, would be a larger financial requirement from the company, and would require full-time employees who can do maintenance and facility management.

Recommend that “Dogs R Us” begins getting forms of accreditation on a few of their experienced trainers and to begin looking for kennel facilities as the opportunities of Scenario 2 and 3 far outweigh the risks. Scenario #1 is a model that needs to be reviewed and monitored closely against the key drivers as it does not appear to be the primary industry trend, but this may change and the company needs to be prepared for the possibility of a completely different business model.

Introduction

This report was commissioned in order to examine the growth of the Dog Training Industry and to make recommendations to the board of “Dogs R Us” as to the possible future scenarios in this industry over the next 10 years. As this industry is currently growing slowly, due to its current hobbyist nature, a 10-year analysis of possible strategies has been the approach used, in order to better capture the long-term requirements of this corporation.

A full industry analysis has been completed and the most likely to occur scenarios were reviewed with a look at the needed structure and strategic opportunities in order to ensure a strong company in each of the scenarios. The report then reviews the needed core competencies in each scenario, looking for overlap and reoccurring themes, and makes a recommendation as to the advantage of the opportunities and the risks associated with it.

Currently the Dog Training Industry has its largest growth markets in the United Kingdom and the U.S.A. with mainland Europe beginning to show potential growth. We will focus on the U.K. and USA markets in this report; these are the two markets that will most affect “Dogs R Us”.

In order to develop a Strategic Model for “Dogs R Us” to follow, the following three-step process has been used. (Mercer, 1995, Pg. 82)

Environmental Analysis
Scenario Planning
Corporate Strategy

1.0 Environmental Analysis

In order to develop best-case scenarios an examination of the industry nature was reviewed, with an eye towards future trends and key drivers within the Dog Training World.

There are areas of consideration that this report does not cover and this is due to a low probability that the events will change the global Industry of Dog Training.

- Middle East Crisis causing global recession
- Weapons of Mass Destruction used by any country
- Stock Market crash and financial recession
- Increases/decreases in economic growth

As these events have a low probability to affect the Dog Training Industry, any consideration into these events would only remove focus from the more possible scenarios. Therefore this report will focus on relatively high probabilities of events and trends that may affect this industry.

2.1 Industry Overview

Prior to designing viable scenarios a full analysis into the industry must be completed with an understanding of the market and competition within the industry. The Dog Training industry currently has three types of trainers working within it.

- The Dog Trainer – This is a professional who works at training dogs through training techniques developed from behaviorists and have a general method of training that is applied to all dogs. This group of people will teach technique and general methods, without looking at why the dog began the behavior and how it became habit for the animal. This can be one-on-one or group training sessions depending on what the client requires.
- The Dog Behaviorist – This is a person who is closer to a clinical psychologist and looks into why animals act as they are and what type of behavior modification is needed to change that behavior. This is a one-on-one service aimed at dogs that are already having difficulties
- The Veterinary Behaviorist– This is a certified veterinarian who will look at medical reasons behind unusual dog behaviors and will then look to a physical answer to solve the abnormal problem.

These are service-orientated professions in which the knowledge and experience of the individual is utilized to assist the client. It should be noted that currently in both the USA and UK only the Veterinary Behaviorist has government-run certification programs.

In the past 20 years this industry has been growing at a steady rate as the public is requiring increasingly obedient and better socialized dogs. This has to do with the increased publicity into laws concerning dangerous dogs. In 1991 the United Kingdom voted into law the Dangerous Dogs Act of 1991, which made illegal ownership of any American Pit Bull Terrier or Pit Bull Type dogs, and owners with any of these specific dog breeds had to declare them as such. This law also gave authorities the right to impound and destroy dogs for small infractions such as biting another dog or jumping on people in the park. In the U.S.A. a couple was prosecuted for second-degree murder, and each person received a sentence of 4 years, for the mauling death by their dogs of a neighbor. (Vo, Kim, *Mercury News*, April 13, 2003) With the increased responsibility on dog owners, they are looking towards Dog Behaviorists and Dog Trainers to ensure they have a well-socialized and controllable dog.

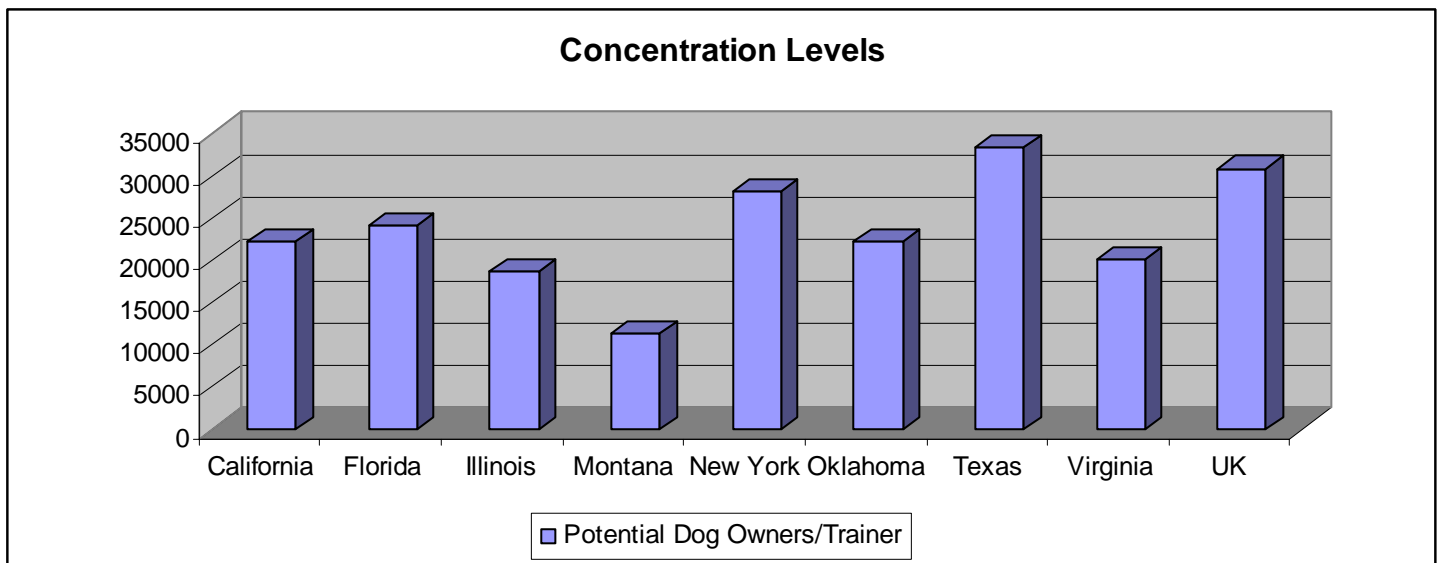
Political and Legal fears have led dog-owners to look for a way to ensure they are responsible owners. The Value Added by this profession is the relationship built between dog and handler, which leads the handler to enjoy the training sessions so much, 40% of the people will continue into advanced classes and further training of their dogs. However, in order to ensure this customer base returns, there is a large need to customer service and quality care. This primarily involves the person performing the service and the type of training that is given to the handler.

With this in mind, many groups of trainers have been trying to develop an accreditation program. The Kennel Club (UK Dog Club) has currently piloted an Accreditation Scheme for Instructions, which currently has 500 volunteer trainers. The USA has many groups trying to address this problem with the ADPT (Association of Pet Dog Trainers) currently with 4,279 members and the ACABC (Association of Companion Animal Behavioral Counselors) currently with 640 members. These associations are attempting to bring testing and education into the certification process. This will add value to clients who have heard of some of the results of bad training. Some examples include instances such as U.K. trainer Stephen King, who's training technique's led to the death of a bull terrier in front of the owner. In the U.S.A. the government is charging a dog trainer with fraud after dogs he trained failed to detect 100 pounds of explosives hidden during a field trial. (Seper, 2003) These litigations will bring the Dog Training Industry more into the public eye.

According to Pearce & Robinson (2003, Pg. 57) there are three components that influence the industry structure. The Remote Environment that is discussed later in this report, the Industry Environment, and the Operating Environment. In looking then at the Industry Environment we must consider four variables, the concentration of competition, economies of scale, product differentiations (including substitutes) and finally barriers to entry.

Currently the Dog Training Industry can be found in all major towns within the two geographic areas of interest. In heavily populated areas, such as Los Angeles County, there can be found up to 10 dog trainers/behaviorists per city. However, a quick look into population versus dog trainers available shows that, with 40% of the population being potential dog owners, there are on average approximately 22,000 potential customers per trainer. As an average owner has one dog every 10 years, this can be further estimated at 2200/year or 183 per month. One trainer can only

train approximately 360 dogs per year. This illustrates that the concentration is still below possible requirements. (Figure 1: Examples of Potential Numbers of Customers – Data obtained from census information and numbers of trainers per city. A few areas were chosen to illustrate typical numbers)



In considering economies of scale it appears that most of the businesses to date tend to be small businesses with less than 20 employees. However, with the entrance of PetSmart and large pet shop conglomerates, the economies of scale are changing. The industry on average has not been looking to minimize costs, as these are consultancy business with small costs. However, PetSmart has capitalized on the amount of customers they receive and increased their business through dog training. PetSmart minimizes their cost by employing trainers with little experience and knowledge in training techniques. This has led over the last 4 years to other businesses branching out and also trying to get more businesses and share in costs.

There is a high degree of product differentiation within this industry. The experience of the trainers and their background is the major differentiation. This background can range from psychologists with Ph.D.'s studying all animal behaviors and working for the government (The Centre for Applied Canine Behavior, 2001) to individuals who have learned through a mentor or experience and have been trained in Dog Training/Behaviorist Institutes throughout the world. Some examples include Cornell University, USA, Animal Care Collage in the U.K., and Bishop Burton College, UK, and many private and animal shelter-training facilities. There is product differentiation in the form of training and the level of training, from pet levels to competition to search and rescue and bomb detection. There are also many forms of product substitution through the form of self-train books, which have been on the increase over the last 10 years. These books will teach you the basic methods to training, but socialization will have to occur separately.

Barriers to entry into this industry tend to be quite low. Being largely service based, capital costs are not high to entry. The largest barrier is the amount of knowledge that each instructor has. Clearly the longer you work with animals the more experienced and valued you become. However, for basic pet owners, a person with good communication and the basic techniques could run a business. With the entrance of the Internet and chat lines into

the dog training arena, this knowledge gap would be decreased as currently the industry is willing to share knowledge.

In reviewing the Industry forces a look into Porter's Forces was used. This consideration led to three areas of high concern: the threat of new entrants, the threat of substitutes and the threat of buyer power. (See Appendix C) The industry overview has led to many scenarios of the next 10 years. A further look at trends and key drivers will bring out the most likely to occur.

2.2 Industry Factors Affecting Dog Training Profession

A further evaluation of the industry was explored using a PESTLE (Appendix A) analysis of the environment that will exist over the next 10 years. This analysis attempted to look at a wide range of variables and markers in order to follow the industry and ascertain early signs of change in each area. A more in-depth look into the future of the industry is covered in the following sections.

A current SWOT analysis (Appendix B) was compiled for today's "Dogs R Us" in the industry. This was completed in order to show the current core competencies and some of the issues facing the Board in today's growth industry.

2.2.1 Trends

A current trend in the Dog Training Industry includes the increase of pet owners using dog trainers and behaviorists to solve problems. Also there is a trend towards more legal responsibility in ethical pet ownership, this includes care and medical responsibility, ensuring proper socialization of the animal and proper identification on the animal with proper containment.

2.2.2 Globalization

To date there are no Dog Training Companies that could consider themselves global. However, training and care of many pets have been increasing in public awareness, even in countries that otherwise have not been receptive to animal rights. This includes many trainers giving lectures on their training methods in different nations. John Rogerson (living in U.K.) has been conducting many training sessions in the U.S. and his name is well known as a predominant trainer. There is also a beginning trend towards companies being international, such as Angela White's International Animal Behavior Training Centre, which is located in the U.K. but also trains on the continent. However, true corporate globalization would be further than 10 years away and won't be discussed further for this report as there is few instances of cost savings or economies of scale in different countries.

2.2.3 Technological Advances

In the last 10 years there have been many technical advances in the dog training industry, this has come about with the adaptation of many marine animal training techniques into the arena of dogs. These advances are clicker training and less "punitive" forms of training. As there are now positive reinforcement methods that have the animals learning quicker, the training for the layman has become more simplified. This has lead to an increase in the ability to train dogs to many different forms of behaviors.

2.2.4 Growth of Knowledge Base with Internet Connections

Another advance in the Dog Industry in the last 2-5 years has been the sharing of knowledge over the Internet. As the Internet has grown and website prices have decreased, there is now a wealth of knowledge about training your dog. Some people even claim to be able to help with training problems over the Internet. However, the Knowledge sharing with the trainers themselves has increased. There are over 100 different e-mail based chat groups that address the training industry.

2.2.5 Legal Pressures

These pressures are coming about due to the various dangerous dog laws being evoked around the world. In Germany you must have a certified behaviorist do a temperament test on any dog resembling a Pit Bull Terrier in order to keep that dog otherwise it will be destroyed. Similar breed specific laws also exist in the U.K., certain U.S. cities, Germany, Norway, New Zealand, and Australia. These pressures ensure that people are working harder to ensure their dogs do not exhibit undesired behaviors. This trend has been increasing over the last 5 years.

2.2.6 Economic Pressures

The legal system is also placing financial responsibility on owners who possess dogs that have bitten or harmed another animal or a child. With this you see, for example, an increase in Insurance companies refusing to insure your residence if you own certain types of dogs, these can be Pit Bull Terriers, Rottweilers, Dobermans, German Shepard, Golden Retrievers, and others, the lists vary across insurance companies. This will increase the awareness of owners in respect to ensuring that they can control their dogs at all times. This will actually assist in increasing business and a prediction for growth in the future is plausible.

Pressures on the Businesses in the dog industry have not shown to be highly affected by the economic slowdown.

2.3 Key Drivers

There are always drivers in any industry and in order to consider the scenarios that are most likely to affect the Dog Training Industry these factors will be considered utilizing the Porter's Force diagram (Appendix C).

2.3.1 Buyers Bargaining Power

In the Dog Training Industry so much of the decisions of the buyers rests on their opinion of the Dog Trainer. As this is a client-focused industry a dog trainer that is willing to be customer orientated and ensures that the customer's needs are met, will stand a higher chance of gaining the customer. This means that more than ever the attitude that "customer is always right" is needed. Even though there appears to be an over-abundance of clients to each trainer in the USA and UK, the client is not time-constrained. They are willing to wait for the next class to start (generally in 4 to 6 weeks) in order to work with the trainer that they feel most comfortable with.

2.3.2 Economic Value

Dog training is seen to be of value to the client if they can receive cost savings, such as insurance discounts, on their animals being "canine citizens" or when they are more comfortable with their pets' behavior. The Dog Training will align their future financial risks of having dogs out of control with the trends noted above. There will be two sorts of clients for this arena, those that just want the certificate and those that want a dog that is fully obedience trained.

2.3.3 Quality of Service and Results

As this is a consultant type of business the results of the training will dictate the quality of service, the only way to get continued service into the upper level obedience classes, is to have the clients pass the first class. And it is the upper level classes that are repeated many times by clients. Therefore, it is very important to have high quality of service with results, and if the results aren't achieved, some sort of guarantees or cost reductions.

2.3.4 Costs of Service

In all situations the customer will price shop and therefore, it is important to ensure the cost of the service is in line with competition. As there are very few fixed costs associated with the Dog Industry this should be easy to monitor and even PetSmart is keeping with the current pricing policies within the industry.

3.0 The Scenarios

By assessing the affects of the Key Drivers in line with the analysis to date we need to evaluate the drivers against some probable outcomes of scenarios. (Figure 2: Scenarios)

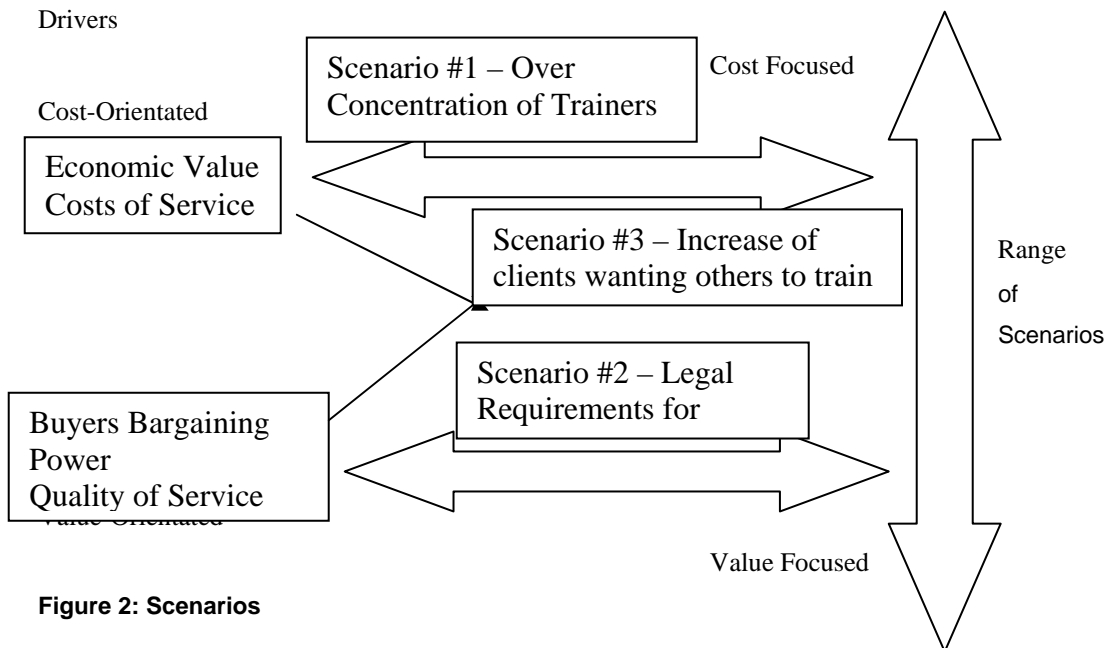


Figure 2: Scenarios

3.1 Scenario 1 – Over-Concentration of Trainers

As this industry has grown over the years more and more trainers are able to make a substantial yearly earning, combined with the current, over-abundance of customers this could appear to be a lucrative business to join. There will be a large multitude of owners who will only be starting training classes in order that they can get a certificate for their insurance company or to show that their dogs are under control.

Therefore, in this scenario “Dogs R Us” would have pressure to drop prices to ensure that the 60% of owners who train only one time, do choose their services over the plethora of competition. To focus on core competencies in this area will be to hire minimally paid trainers with low experience levels and have many “basic” training classes being run throughout the week in a multitude of locales. This scenario requires many buildings that are leased for the 3 hours a night, with lessons in each area of focus, and that the economies of scales would need to be focused in areas where it previously has not been seen in the industry.

Technology would actually be on the increase in this scenario as instructors look for many more training techniques in order to have the dogs learn quickly. This could decrease the amount of weeks a class would take. One would also possibly see more frustration on the trainers’ parts that may reinforce the ‘punitive’ form of training.

A resultant strategy of this scenario would be the PetSmart type of business, where a building was rented out and low experienced interns would be used to do the abundance of training. However, specialist skills will still be required which will keep the costs from becoming negligible for services.

3.2 Scenario #2 – Legal Requirements for Trainers

As the industry develops there would be legal requirements to be a trainer through the adoption of a certification scheme and various courses and exams to achieve it. There would be a required dog behaviorist at each business who has a degree or equivalent capabilities to be classified as such, and each trainer would have to be certified that they can not only teach the basic course work but also can pass tests on basic dog psychology and the abilities to know how to work with problem dogs and people. This scenario could even go to the length of requiring a teaching accreditation along with certification as a dog trainer.

In this scenario “Dogs R Us” would have to pay for many accreditation courses on all its trainers and assistant trainers. This would incur a large educational cost and also requirements with the local governments in paperwork would increase. This would ramp up costs and increase the amount of service and quality that is expected from this business. Therefore, the client’s value and expectations would increase.

3.3 Scenario #3 – Increase of Clients Wanting Trainers to Train their Dogs

With the increasing work demands on the current work force in both the U.K. and U.S.A. it is understandable that the client may want to get the trainer to take the dog through the basic coursework. This way the dog has been trained without the owners losing time in their busy days.

This scenario would require that “Dogs R Us” have a working kennel in order that the dogs can be boarded there while the trainers work with the animals. This is a large cost to the business in requiring permanent premises, however, the owners would be willing to pay more for this service.

This would require a high level of quality as you will be doing all the training in-house and must have the results of the training prior to releasing the dog back into the owners care. There would be no compromise in the training as the business would no longer be focused on training the people to train their dogs, i.e. imparting your knowledge, but only your expertise at training dogs. Economies of scales could be focused on through the amount of dogs that are trained on a single location. The close alignment between client and businesses means that the customer value will be realized with high rates of satisfaction.

4.0 The Strategies

4.1 Strategy for Scenario 1 – Use of Internships

A strategy to meet the demand of scenario #1 would be for the Board of “Dogs R Us” to consider the use of internships and beginning instructors in their training regime. Combine this with the outsourcing of the majority of other costs, such as leasing a building only on a partial basis, have clients purchase their own equipment and not keeping equipment on stock, and it would assist in keeping costs to a minimum.

A SWOT analysis for the use of internships and cost reduction is found below.

<p>Strength – Low salary costs Low inventory Low premises costs</p>	<p>Weakness – Difficult to train quickly if equipment not available Low Experience of staff High turnover with low salary Low morale Marketing Costs would be low</p>
<p>Opportunity – Can lower costs to increase clients Staffing Level Changes</p>	<p>Threat – Barriers to entry very low Difficulty in finding premises Price Wars</p>

To fully lower costs in this strategy would require the board to have an unlimited number of interns interested in learning to train dogs. This would require a large number of recruiting exercises in the hobbyist arenas in order to ensure interns are available at all times.

Moving to interns will allow the customer to make a full cost savings and have a minimized number of weeks of classes to attend. The quality of what is retained will be quite low and therefore, repeat business can be expected to be quite low.

4.1.1 Core Competencies Required

Moving to a strategy of low cost would require many changes on the current industry business model. There would be an entirely new set of core skills in trying to work faster in achieving the dog’s training. This would require at least 2 interns per class in order that more people could be assisted with their dogs and ensure completion in a timely

manner. This would require a generic strategy of cost leadership. There would need to be a supervision of labor, new training skills, and low-cost marketing program.

“Dogs R Us” should also develop frequent detailed reports on competition pricing and structures, and ensure marketing is targeted to bring in the most numbers of clients.

4.1.2 Risk and Uncertainty

The greatest risk and uncertainty in a low cost business in this industry revolves around the knowledge of the interns. They will generally have low motivation levels and will require a high level of supervision. There would also be an uncertainty about the number of interns that the industry can bring in at any one time. There could be a cultural mismatch where clients desiring high quality come into the lower quality classes and then negative marketing may be achieved, this would be due to a low evaluation process and customer service. And this could affect the interns who are not aware of the culture.

These risks and uncertainties are placed on a 2-axis graph in order to place value to the possibility of occurrence and the impact to the business.

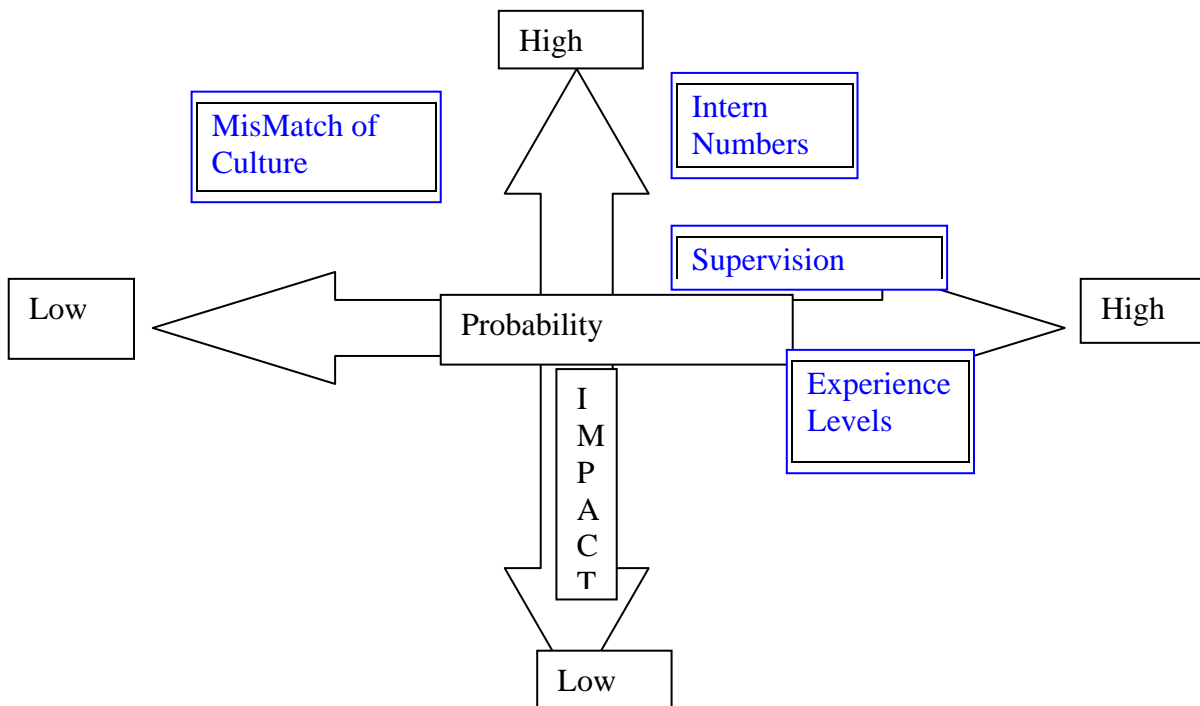


Figure 3: Strategy #1 Risk Profile

Risks revolving around adopting this strategy revolve around the expertise of the business. If the company is seen as a low cost provider and then another of the two scenarios is evoked, such as certification, then the business will have very little choices but to raise prices. This is because of the economies of scale as there would be training needed at the same time when all other Dog Industries are looking for trained staff with certifications, a direct contradiction to the adopted business model of “Dogs R Us”. There is also the risk in the levels of training

accomplished in this type of business and some refunds or repeat of classes would be required, which would lower the possibility for more clientele.

4.2 Strategy for Scenario #2 – Achieve Certifications

A strategy to meet the scenario of Legal requirements for trainers is to ensure that as the years are passed that the trainers remain up to date on certification in a number of different and highly probable training certification schemes. Currently the two main systems have been mentioned within this paper, the APDT and ACABC. This would require many seminars in different training technique yearly in order to keep them certified. However, once the trainers have achieved the certification then the maintenance will be a small cost that can be offset by the trainers themselves.

A SWOT analysis for the use certified trainers is found below.

<p>Strength – High Experience Levels Knowledge of New Training Techniques Raise Barriers to Entry Marketing through Certification</p>	<p>Weakness – Training costs would increase over the year All trainers would need to be monitored Loss of training time with trainers away</p>
<p>Opportunity – Can increase pricing with certification Will have high quality services Able to have differentiation to keep clients Certification will allow increases in business opportunities in funding & premises acquired</p>	<p>Threat – Once everyone is certified will become expected Training seminars over booked Loss of trainers to competition</p>

This strategy would require that “Dogs R Us” put more funds into training and development of staff.

4.2.1 Core Competencies Required

This strategy will require the most about of employee training and development. The core competencies will be a trained staff with a multitude of skills.

Technical differentiation is a requirement meaning that “Dogs R Us” will need many different types of trainers and may require to have more staff than can be used at any one time, just to ensure all activities are covered. Excellence in Customer Service would be a requirement that would necessitate the ability of the trainers to instruct others as well as train dogs.

In this strategy it would also be beneficial to monitor competition in a benchmarking scheme in order to ensure that your level of differentiation through products and services is ensuring maximum business towards “Dogs R Us”.

4.2.2 Risk and Uncertainty

The risk and uncertainty in this strategy is less tenuous than one would appear. The risks would be in not recovering costs of training. Also would be the possibility of the trainers you have certified being snatched up by the competition. This would also lead to a skills shortage in the short-term with all the non-certified personnel trying to attend the proper schools and seminars for certification, causing a bottleneck.

These risks and uncertainties are placed on a 2-axis graph in order to place value to the possibility of occurrence and the impact to the business.

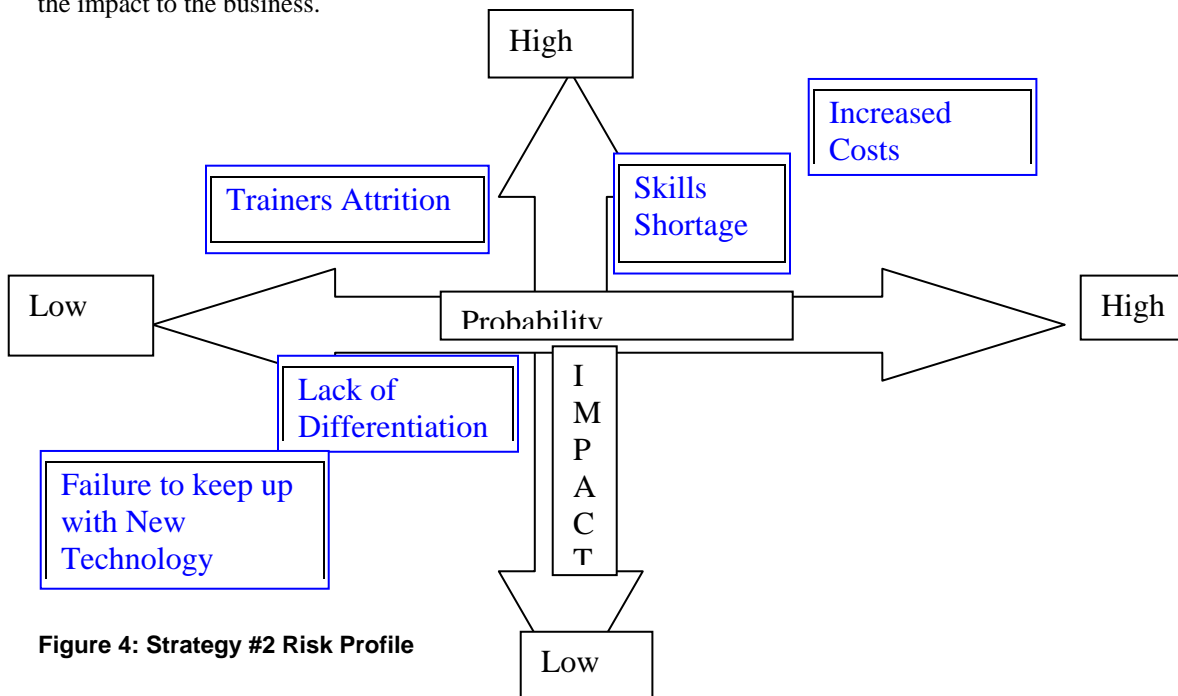


Figure 4: Strategy #2 Risk Profile

If the business would currently have at least one “behaviorist” that was certified, then the trainers could work under that certification. This would allow an increase in marketing at a time when certification is a rarity.

4.3 Strategy for Scenario #3 – Have Licensed Kennels

The strategy for scenario 3 is to ensure that licensed kennels are available for the possibility of a change in the client’s training needs. These kennels would still be a sound investment if the scenario is never fully realized as they can still be used to board dogs while owners are out. This would be a type of divergence into another Dog related industry.

A SWOT analysis for the use Kennels is found below.

<p>Strength – High Experience Levels Raise Barriers to Entry One premises to upkeep Supervision only required at one site</p>	<p>Weakness – Client’s transportation to facility could be long Still need to introduce clients to basic commands High fixed costs Staff on hand 24 hours a day for emergencies Increased responsibility Government license required</p>
<p>Opportunity – Can board dogs also as a separate business Can ensure highest quality of training Access to state of the art training facility Business Core Activities contained</p>	<p>Threat – Could result in service problems Limited number of kennels available for dogs Productivity would not be high</p>

This strategy would require the highest financial input into the business and would also require the most amount of supervision on the part of a business manager.

4.3.1 Core Competencies Required

Competencies that the Board of “Dogs R Us” would require is new skill sets in management of a premises. An increased numbers of trainers close to the area of the kennels would be a requirement. On site supervision required for 24 hours that will also require security measures to ensure the dogs are always safe. An individual capable of maintenance on the facility and to ensure that will be up to government codes at all times.

In this strategy there will also be an increase in the numbers of competition as the trainers would have a wider range of training abilities, as the dogs come to them, therefore, competition with trainers outside the current areas is a high probability and should be monitored

4.3.2 Risk and Uncertainty

The risk and uncertainty in this strategy to “Dogs R Us” is more financially binding due to the high fixed costs for this type of business outcome. The trainers would expect to be higher paid as they would be working on a more full-time basis and coming to a place of business. Many trainers today have the freedom to make their own hours and are without supervision and could lead to some Cultural problems could occur in this strategy change.

These risks and uncertainties are placed on a 2-axis graph in order to place value to the possibility of occurrence and the impact to the business.

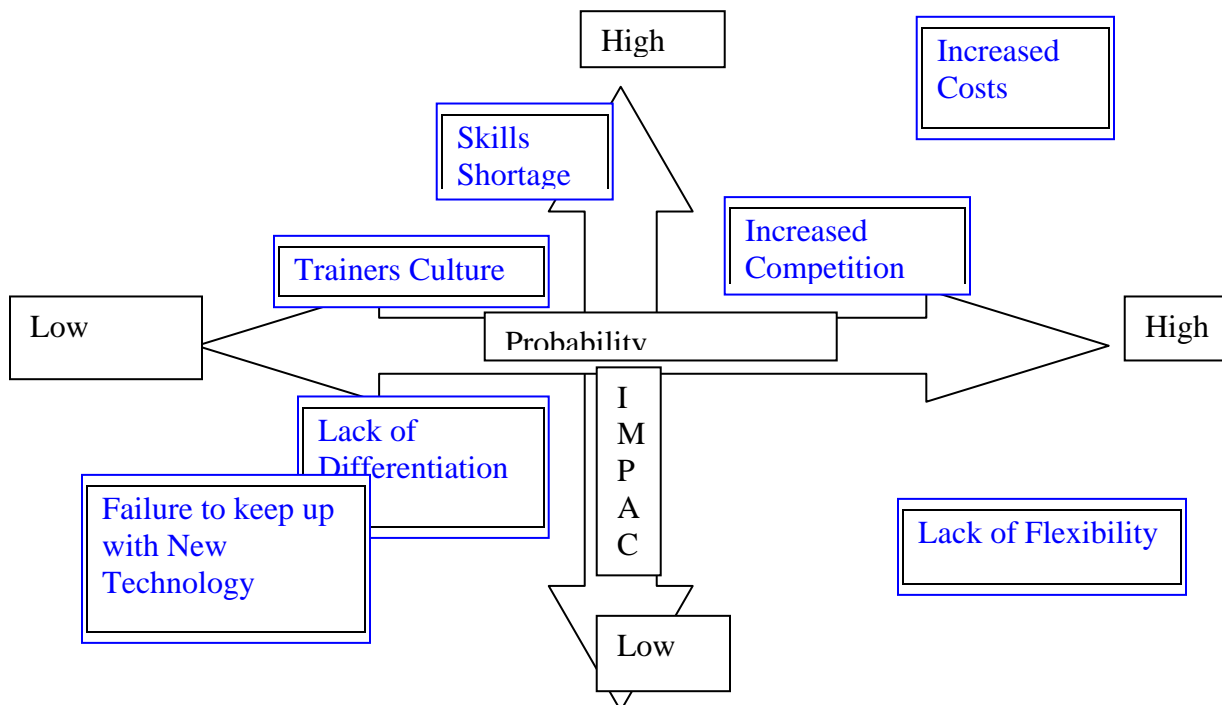


Figure 5: Strategy #3 Risk Profile

This strategy would incorporate a more classical business model as the consultancy services would still be a core competency, however, a need for operations management of a facility would be required.

5.0 Recommendations

In order to ensure that “Dogs R Us” is best prepared for the possible future in 10 years, it is recommended that some core competencies are developed where there is overlap in each of the three mentioned scenarios and strategies. This would ensure that in case of one or even all of the scenarios taking place, the Board has ensured the company is in a strongly competitive position in order to be a leader in the industry.

5.1 Competencies Required

This strategy will be met by maximizing efficiency through the use of trainers in multiple disciplines and ensure training of many differentiated products. Also available will need to be the insurance that new technologies are regularly reviewed and that knowledge is passed onto the other trainers. This would require a number of trainers to be certified with the current main programs and the updating of methods through training seminars. The skills shortage risks must be mitigated through the use of interns, which will ensure that a training staff is always available and can learn the culture of the business at the same time. At the same time a premises should be evaluated for possible purchase and some in-house training can be begun at the kennels. This strategy should be implemented against some long-term objectives, combined with short-term obtained goals. This will ensure that “Dogs R Us” has matched all the possible gaps in the current competencies and the strategies of the scenarios.

6.0 Conclusions

This report has outlined the type of Industry to be expected in the next 10 years in which Dog Training businesses will operate. It is imperative to note that the last 10 years has seen increased steady growth and the next 10 years will see more technological advances in the industry. Through the consideration of the key drivers in the industry and the client’s needs three scenarios have been arrived at that are the most probable. This report concludes that the most probable scenario is #2, Legal Requirements for Trainers, and is supported in the current KC scheme just in acted and the American Veterinary Associations current draft into guidelines which address the behaviorist field, but has yet to be enacted but a need is felt towards this trend. (Kahler, 2001) However, scenario #3 has a high probability of occurring also and the business should ensure the core competencies for this scenario are covered. These will ensure the best possible position for “Dogs R Us” to be in with the most minimal of costs that will add value to the business and place them into a possible leading position in 10 years.

Scenario #1 of lower cost structure seems to be less likely over the next 10-year period. As Richard D’Aveni (1995) states in *Hyper-Competitive Rivalries* first in an industry there is a desire for high quality, and it is not until the industry is saturated that the client requires high quality with low price. However, this possibility is real and therefore the Board should look to monitor the key drivers closely.

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13.0 Appendix A – PESTLE Analysis

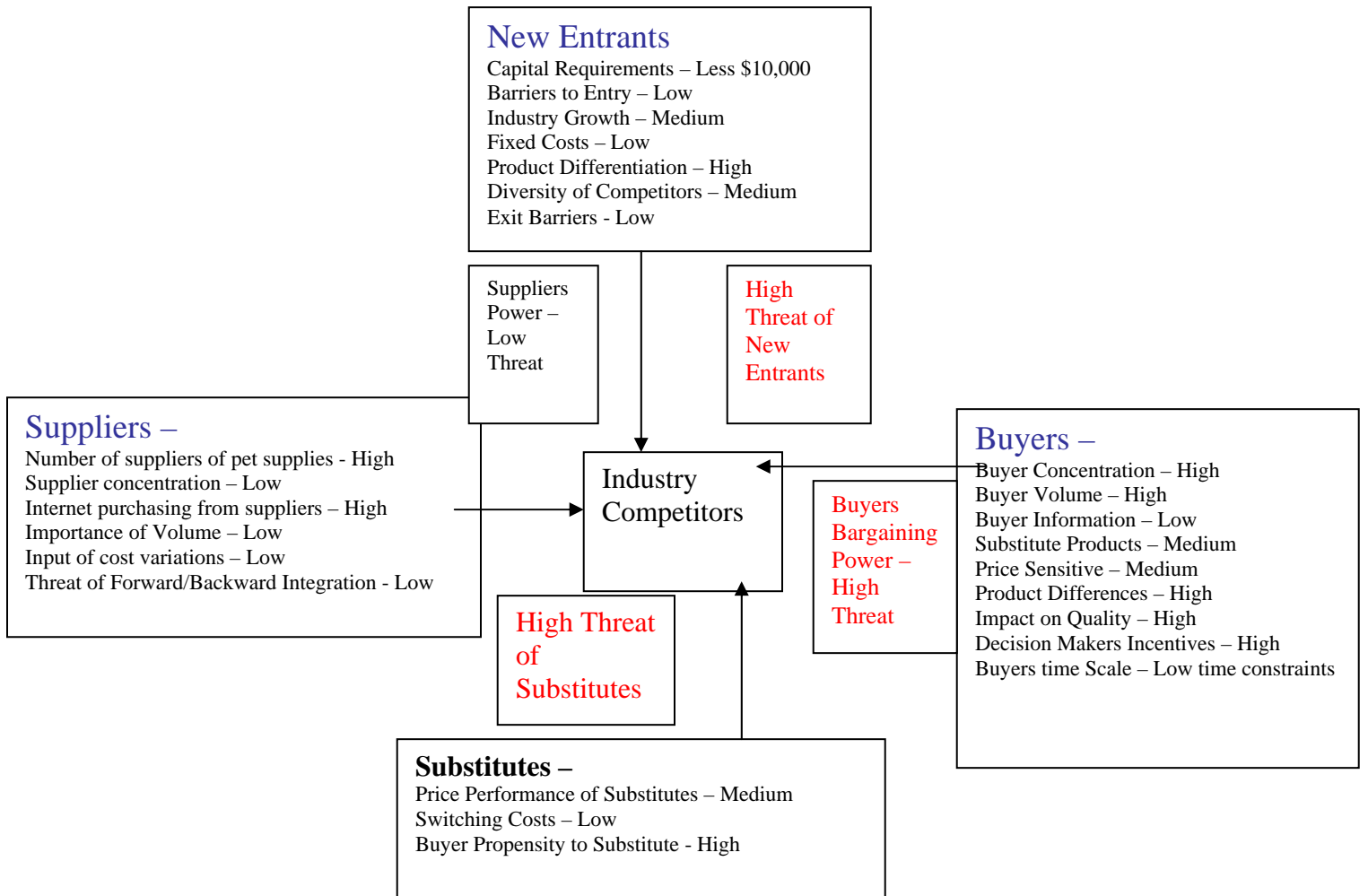
Prior to embarking on a scenario plan, a PESTLE analysis was needed in order to evaluate the current position of the Dog Training Industry and the possible future changes.

<p>Political</p> <p>1.0 More interest by Politicians who feel they can win support through the animal hobbyist campaign (hunting and BSL Laws)</p> <p>2.0 Newspapers are exploiting Dog Attacks more than ever</p> <p>3.0 After September 11th, requirements increased for Dogs capable of detecting bombs and Search and Rescue dogs.</p> <p>4.0 Increased Global recognition of Animals being mistreated and abused.</p> <p>5.0 Kennel Clubs in UK already began accreditation scheme for instructors due to consumer's requests for such.</p>
<p>Economic</p> <p>1.0 Current economic downturn will decrease consumer spending on hobby activities</p> <p>2.0 Large corporations (PetSmart) have begun to have in-house trainers and groomers so economy of scale will affect prices</p>
<p>Social</p> <p>1.0 Trend towards book purchase to self-help psychiatry has become prevalent in dog training and dog behavior</p> <p>2.0 Increase in Dog activities as a hobby due to Dog Agility, Flyball, and Obedience competitions – has brought a sports theme to Dog Training</p> <p>3.0 Increase International Awareness of Trainers and Competitors accomplishments; already see a trend to more global rules and regulations of dog sports.</p>
<p>Technical</p> <p>1.0 Increased training methods as studies in animal behavior modification in scientific community have matured.</p> <p>2.0 Internet connections has increased the speed at which training methods are discussed which has significantly increase knowledge learning.</p>
<p>Legal</p> <p>1.0 Recent Breed Specific Legislation Globally (U.K., New Zealand, Norway, Germany, USA) has brought to light that the owners of dangerous dogs will now be responsible</p> <p>2.0 Recent killings/mauling by dogs have owners brought up on manslaughter charges, success of up to 30 years in jail for murder in some instances</p>
<p>Environmental</p> <p>1.0 Impact of environmental enthusiasts restrictions to wildlife areas, hunting, and dog fouling laws.</p>

Appendix B – SWOT Analysis

<p>Strengths</p> <p>Product Differentiation –Repeat Customer</p> <p>Attend training sessions</p>	<p>Weakness</p> <p>Years in Business</p> <p>Low Marketing Budget</p> <p>Few Employees</p> <p>Low Knowledge</p>
<p>Opportunities</p> <p>Growth Opportunities</p> <p>Customer Service</p> <p>Excessive customers on market</p> <p>Completed Behaviorist School</p>	<p>Threats</p> <p>Substitutes</p> <p>Established Competition</p> <p>National Conglomerate</p> <p>Internet Knowledge Base</p>

Appendix C – Porter’s Five Forces



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*Association of Companion Animal Behavior Counselors
An International Membership and Certification Organization of
Companion Animal Behavioral Specialists*

Internship Announcements

Interested in learning about applied animal behavior programs in the animal sheltering field? This program is designed to train interns so that they are better qualified for certification as a behaviorist, and ready to enter the growing sheltering field. Interns will be involved in research, program development, meetings with clients, and phone help lines. Interns will also work one-on-one with shelter residents, conduct workshops and assist in training staff.

Requirements: GPA of 3.4 or better. Must have completed courses in learning theory, animal behavior and psychobiology or biological psychology. Experience in animal training is strongly recommended, as is a working knowledge of canines and felines.

Interns will work under the direction of Emily Weiss, Ph.D., Certified Applied Animal Behaviorist, and will be living in Milwaukee during the internship. Modest stipend and funds for housing are available. For more information contact Emily Weiss at weiss@emilyweiss.com or (316) 778-1991

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