



# 2018 World Pet Association Retail Operating Performance Survey



## DEADLINE FOR SUBMITTING FORM: JULY 15, 2018

The World Pet Association is proud to announce the launch of the **WPA Retail Operating Performance Survey** (of 2017 results). This report promises to be the most timely and comprehensive profile of peer performance available. Every company that participates in the survey will receive a FREE copy of the final Industry Report (available WPA Member and Pet Store Pro users - \$295, WPA Non-Member - \$495, Non-Retail - \$995.), providing financial benchmarks against which you can compare the operations and practices of your company against the industry norms.

All responding companies will also receive an individual, confidential **Company Performance Report (CPR)** that will compare your company's performance against other retailers of a similar size and location. This individual report will contain a **"Report Card"** which will essentially grade your company versus the industry for several key ratios --- allowing you to easily identify your company's strengths and weaknesses.

Additionally, all participants will be given access to an interactive **Online Reporting Tools**. This online program which contains interactive graphs also allows participants to "dig deeper" into the data. Not only will users be able to create data cuts of those aggregates in the report (All Respondents, Profitability, Revenue, Geographic Region, Square Footage, etc.), they will also be able to use them in conjunction with each other (e.g. a filter can be created of all respondents in the Pacific region, who have \$1-\$2 Million in Revenue and indicated they have less than 1,000 sq. ft.). **This valuable benefit, will only be given free of charge to those who participate.**

### General Information

- To complete the survey online with a save and return feature, please go to [www.WPAsurvey.com](http://www.WPAsurvey.com).
- If you cannot fill out every line, provide as much information as possible. It is OK to leave blanks. However, keep in mind that the more you are able to fill out, the more information you will get back about your own company. You may provide estimates if necessary.
- Enter figures from your completed year that ended nearest to December 31, 2017. While full-year data is required, you do not necessarily need to wait for audited/adjusted results from your accountant.
- Please report round numbers only; show dollar figures without pennies.
- **If you need assistance**, call Michael Becher, CPA, Vice President of Industry Insights at 614/389-2100 ext. 114 or e-mail him at [mbecher@industryinsights.com](mailto:mbecher@industryinsights.com), or **if you prefer, complete what you can and forward your financial statements to Industry Insights. They will fill out the rest of the form for you, to the extent possible.**
- Individual company responses will not be shared with WPA or anyone outside of Industry Insights. All responses will be kept in strictest confidence by Industry Insights, Inc.
- **Return this survey to:** Industry Insights, Inc., PO Box 4330, Dublin, Ohio 43016 or by FAX to 614/389-3816

Your data will be treated in the strictest confidence by Industry Insights, Inc., an outside, third party company that specializes in such studies. However, please fill out the information below, so that Industry Insights will be able to distribute the full industry-wide report, individual company performance report, and credentials for the online tools directly to you.

*Please type or print clearly.*

Contact Name: \_\_\_\_\_ Title: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: (\_\_\_\_\_) \_\_\_\_\_

Company Name: \_\_\_\_\_ Suite/Floor: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State/Province: \_\_\_\_\_ Zip/postal code: \_\_\_\_\_

**Company Information**

Please indicate the association/service to which you belong? (check all)      300  WPA      301  Pet Store Pro User

**1. How many locations are you reporting for?**  
*\*You may submit either one location or aggregate (if reporting for more than one location) or multiple locations on this survey form. If you submit one form per location you will receive an individual company performance report for each submitted questionnaire.*

# \_\_\_\_\_ 1

**2. Indicate type of business that most closely matches your operation? (Check only one)**

02-1  Pet Store with Animals (Check all animals that apply)

03  Dog      05  Bird      07  Saltwater Fish      09  Small Animal

04  Cat      06  Freshwater Fish      08  Reptile

2  Grooming Store w/Retail Supplies

3  Aquarium Store

4  Pet Store Dry Goods Only

5  Online Retailer

**3. Is your store a franchise operation?**       Yes       No      10

**4. What size community do you serve (if multiple locations, what is the average size)? (Check only one)**

11-1  Major Metro Area (over 1 million population)      3  Small city (25,000 to less than 100,000)

2  Moderate size city (100,000 to 1 million)      4  Town of fewer than 25,000 or rural area

**5. How many years has your business been in operation?**      \_\_\_\_\_ years      12

**6. In what state(s) is your store located?**      \_\_\_\_\_      13

**7. What is your legal form of business?**

14-1  C-Corp      2  S-Corp      3  Partnership(LLC)      4  Sole proprietorship      5  Other \_\_\_\_\_

**8. Is your business premises owned or leased?**

15-1  Owned      2  Leased      3  Both Owned and Leased (multiple locations)      4  Other \_\_\_\_\_

**9. Does your company use Accrual Basis Accounting or Cash Basis Accounting?**

16-1  Cash Basis      2  Accrual Basis

**10. Weekly hours of operation, per store, in 2017 (i.e., if you were open 5 days a week for 8 hours a day, input 40)**      # \_\_\_\_\_      17

**11. Total number of company-wide register transactions in 2017**      # \_\_\_\_\_      18

**12. Current year (i.e. 2017) net sales**      \$ \_\_\_\_\_      19

**13. Prior year (i.e. 2016) net sales**      \$ \_\_\_\_\_      20

**14. Forecasted 2018 total company sales growth (i.e., your expected total 2018 sales volume change over 2017). Use a "-" for an expected decline.**      \_\_\_\_\_ %      21

**15. Which of the following services does your store offer (if multiple locations, check if any store provides the service)?**

22  Grooming      26  Veterinary Care      29  Day Care

23  Training      27  Boarding (Dog/Cat)      30  Nail Trimming

24  Aquarium Service      28  Boarding (other)      31  Other \_\_\_\_\_

25  Wing Clipping

**16. Indicate below the number of stores you operate, the number of square feet used, and annual sales by location.**

Physical Facilities	Mall Shopping Center	Freestanding	Strip Center	Online	TOTAL All Stores
Number of Stores	32	33	34		36
Total Square Feet	37	38	39		41
Square Feet of Selling Space	42	43	44		46
Net Sales	47	48	49	50	51

	All Employees	Full-Time Employees	Part-Time Employees
<b>17. Number of employees as of 1/1/2017</b>	# _____ 52	# _____ 53	# _____ 54
<b>18. Number of employees as of 12/31/2017</b>	# _____ 55	# _____ 56	# _____ 57
<b>19. Number of terminations (voluntary and involuntary) in 2017</b>	# _____ 58	# _____ 59	# _____ 60

<b>20. Does your company sell store gift cards?</b> If you sell store gift cards, what was the amount sold in 2017?	<input type="checkbox"/> Yes <input type="checkbox"/> No   61 \$ _____ 62																																													
<b>21. Approximately what percentage (or actual dollar volume) of your total 2017 retail sales is related to the following categories:</b>	<table border="1"> <tr><td>Pet food</td><td>_____ %</td><td>63</td></tr> <tr><td>Dry Goods</td><td>_____ %</td><td>64</td></tr> <tr><td>Live Animals</td><td>_____ %</td><td>65</td></tr> <tr><td>Other</td><td>_____ %</td><td>66</td></tr> <tr><td><b>Total</b></td><td><b>100%</b></td><td></td></tr> <tr><td colspan="3"><b>IF YOU HAVE GREATER DETAIL, PLEASE ALSO USE THE FOLLOWING LIST:</b></td></tr> <tr><td>Aquatics total (fish: dry goods, aquariums &amp; kits, food)</td><td>_____ %</td><td>70</td></tr> <tr><td>Bird total (bird: dry goods, food)</td><td>_____ %</td><td>73</td></tr> <tr><td>Cat total (cat: dry goods, collars, leads, flea &amp; tick, food, litter)</td><td>_____ %</td><td>80</td></tr> <tr><td>Dog total (dog: dry goods, collars, leads, flea &amp; tick, food, treats)</td><td>_____ %</td><td>87</td></tr> <tr><td>Reptile total (reptile: dry goods, food)</td><td>_____ %</td><td>98</td></tr> <tr><td>Small animals total (small animal: dry goods, food)</td><td>_____ %</td><td>101</td></tr> <tr><td>Services (grooming, training, day care, boarding, trimming, etc.)</td><td>_____ %</td><td>111</td></tr> <tr><td>Other _____</td><td>_____ %</td><td>116</td></tr> <tr><td><b>Total</b></td><td><b>100%</b></td><td></td></tr> </table>	Pet food	_____ %	63	Dry Goods	_____ %	64	Live Animals	_____ %	65	Other	_____ %	66	<b>Total</b>	<b>100%</b>		<b>IF YOU HAVE GREATER DETAIL, PLEASE ALSO USE THE FOLLOWING LIST:</b>			Aquatics total (fish: dry goods, aquariums & kits, food)	_____ %	70	Bird total (bird: dry goods, food)	_____ %	73	Cat total (cat: dry goods, collars, leads, flea & tick, food, litter)	_____ %	80	Dog total (dog: dry goods, collars, leads, flea & tick, food, treats)	_____ %	87	Reptile total (reptile: dry goods, food)	_____ %	98	Small animals total (small animal: dry goods, food)	_____ %	101	Services (grooming, training, day care, boarding, trimming, etc.)	_____ %	111	Other _____	_____ %	116	<b>Total</b>	<b>100%</b>	
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<b>Margins and Turnover</b>																																														
<b>22. Please indicate your estimated "initial" and "realized" overall margin experience for each of the following categories.</b> For example, if you buy an item at a cost of \$10 and initially price it to sell for \$20, this would be an <i>initial margin</i> of 50% (i.e., \$20 original price minus \$10 merchandise cost equals \$10, which is 50.0% of the \$20 price). If, however, after pricing markdowns, employee discounts, and shortages have been taken into account (i.e., shrinkage) the effective sales price is \$18, then the <i>realized margin</i> would be 44.4% (i.e., \$18 sales price minus \$10 merchandise cost equals \$8, which is 44.4% of the \$18 actually received for the merchandise sold).																																														
<table border="1"> <thead> <tr> <th></th> <th><b>Initial Margin</b></th> <th><b>Realized Margin (or Gross Margin)</b></th> <th><b>Inventory Turnover (Cost of goods sold ÷ Average inventory)</b></th> </tr> </thead> <tbody> <tr><td>Pet Food</td><td>_____ % 123</td><td>_____ % 136</td><td>_____ times 149</td></tr> <tr><td>Dry Goods</td><td>_____ % 124</td><td>_____ % 137</td><td>_____ times 150</td></tr> <tr><td>Live Animals</td><td>_____ % 125</td><td>_____ % 138</td><td>_____ times 151</td></tr> <tr><td>Aquatics (total)</td><td>_____ % 126</td><td>_____ % 139</td><td>_____ times 152</td></tr> <tr><td>Bird (total)</td><td>_____ % 127</td><td>_____ % 140</td><td>_____ times 153</td></tr> <tr><td>Cat (total)</td><td>_____ % 128</td><td>_____ % 141</td><td>_____ times 154</td></tr> <tr><td>Dog (total)</td><td>_____ % 129</td><td>_____ % 142</td><td>_____ times 155</td></tr> <tr><td>Reptile (total)</td><td>_____ % 130</td><td>_____ % 143</td><td>_____ times 156</td></tr> <tr><td>Small Animals (total)</td><td>_____ % 131</td><td>_____ % 144</td><td>_____ times 157</td></tr> <tr><td>Services (total)</td><td>_____ % 132</td><td>_____ % 145</td><td>_____ times 158</td></tr> </tbody> </table>		<b>Initial Margin</b>	<b>Realized Margin (or Gross Margin)</b>	<b>Inventory Turnover (Cost of goods sold ÷ Average inventory)</b>	Pet Food	_____ % 123	_____ % 136	_____ times 149	Dry Goods	_____ % 124	_____ % 137	_____ times 150	Live Animals	_____ % 125	_____ % 138	_____ times 151	Aquatics (total)	_____ % 126	_____ % 139	_____ times 152	Bird (total)	_____ % 127	_____ % 140	_____ times 153	Cat (total)	_____ % 128	_____ % 141	_____ times 154	Dog (total)	_____ % 129	_____ % 142	_____ times 155	Reptile (total)	_____ % 130	_____ % 143	_____ times 156	Small Animals (total)	_____ % 131	_____ % 144	_____ times 157	Services (total)	_____ % 132	_____ % 145	_____ times 158		
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<b>23. Average monthly (or quarterly) total assets for the year 2017</b> <i>To arrive at this figure, please add ending assets figures for all 12 months, then divide by 12 – or add ending assets figures for each quarter, then divide by 4.</i>	\$ _____ 117																																													
<b>24. Average monthly (or quarterly) inventory for the year 2017</b> <i>To arrive at this figure, please add ending inventory figures for all 12 months, then divide by 12 – or add ending inventory figures for each quarter, then divide by 4.</i>	\$ _____ 118																																													
<b>25. Average monthly (or quarterly) accounts receivable for the year 2017</b> <i>To arrive at this figure, please add ending A/R figures for all 12 months, then divide by 12 – or add ending A/R figures for each quarter, then divide by 4.</i>	\$ _____ 252																																													
<b>26. Average monthly (or quarterly) accounts payable for the year 2017</b> <i>To arrive at this figure, please add ending A/P figures for all 12 months, then divide by 12 – or add ending A/P figures for each quarter, then divide by 4.</i>	\$ _____ 119																																													
<b>27. What percent of 2017 sales came from credit card/debit card transactions</b>	_____ % 120																																													

Employee Benefits			
	Did Company Provide in 2017?	Participating Employees	Cost in 2017
28. Medical Benefits	<input type="checkbox"/> Yes <input type="checkbox"/> No 162	# 166	\$ 170
29. Dental Benefits	<input type="checkbox"/> Yes <input type="checkbox"/> No 163	# 167	\$ 171
30. 401k Match	<input type="checkbox"/> Yes <input type="checkbox"/> No 164	# 168	\$ 172
31. Vacation Days	<input type="checkbox"/> Yes <input type="checkbox"/> No 165	# 169	\$ 173
Advertising/Marketing			
32. What was your company's marketing budget (as a percent of total net sales) in each of the following years?	2016	%	174
	2017	%	175
	Anticipated 2018	%	176
33. Does your company engage in the following Advertising/ Marketing Activities? (Check all that apply)			
177 <input type="checkbox"/> Broadcast TV Advertising      181 <input type="checkbox"/> Newspaper/Magazine Advertising      184 <input type="checkbox"/> Email Blasts 178 <input type="checkbox"/> Cable TV Advertising      182 <input type="checkbox"/> Non-Reimbursed Coupon Expense      185 <input type="checkbox"/> In-store/Community Events 179 <input type="checkbox"/> Radio Advertising      183 <input type="checkbox"/> Website/online advertisements      186 <input type="checkbox"/> Other _____ 180 <input type="checkbox"/> Co-Op Advertising with your supplier/manufacturer			
34. Percentage of Advertising/Marketing budget that is spent:	In-house	%	187
	Outsourced	%	188
	<b>Total</b>	<b>100%</b>	
35. Does your company allow ordering through your own website? If yes, percent of 2017 sales that were made through your website	<input type="checkbox"/> Yes <input type="checkbox"/> No		189
		%	190
36. If you don't conduct sales through your website, are you planning to? 191-1 <input type="checkbox"/> Yes, in 1-12 months      2 <input type="checkbox"/> Yes, in 13-24 months      3 <input type="checkbox"/> Yes, in more than 24 months      4 <input type="checkbox"/> No			

### IMPORTANT

The information below is requested in order to compute the various financial ratios and industry comparative data for the industry report as well as your personalized *Company Performance Report*. It is important that this information is provided to produce the most complete and accurate data possible. All surveys will be coded to assure anonymity of responses when processing the survey forms. No one outside Industry Insights will ever have access to your data. All responses are kept strictly confidential.



If you would prefer, Industry Insights' Financial Analysts will transfer your company's financial statements to this survey for you, to the extent possible. Simply enclose a copy of your most recent financial statements (Income Statement / Balance Sheet only) along with your completed form to this point. Otherwise, please proceed.

Line #	BALANCE SHEET (FISCAL YEAR 2017)	Amount
<b>ASSETS:</b>		
1.	Cash & Equivalent	\$ 195
2.	Accounts & Notes Receivable	\$ 196
3.	Inventory	\$ 197
4.	Other Current Assets	\$ 198
5.	<b>Total Current Assets (Sum of Lines 1 thru 4)</b>	\$ 199
6.	Plant and Equipment (fixed assets) (less accumulated depreciation)	\$ 200
7.	Other Assets	\$ 201
8.	<b>Total Assets (Sum of Lines 5 thru 7)</b>	\$ 202
<b>LIABILITIES &amp; NET WORTH:</b>		
9.	Accounts Payable	\$ 203
10.	Notes Payable	\$ 204
11.	Other Current Liabilities	\$ 205
12.	<b>Total Current Liabilities (Sum of Lines 9 thru 11)</b>	\$ 206
13.	Long Term Liabilities	\$ 207
14.	Net Worth	\$ 208
15.	<b>Total Liabilities &amp; Net Worth (Sum of Lines 12 thru 14)</b>	\$ 209

**IF YOU DON'T HAVE YOUR NUMBERS BROKEN OUT BY CATEGORY, PLEASE ENTER TOTALS  
(e.g. Total Payroll, Total Occupancy Expenses, etc.)**

Line #	INCOME STATEMENT (FISCAL YEAR 2017)	Amount
<b>REVENUE AND COST OF GOODS:</b>		
16.	<b>Gross Sales</b> of Merchandise	\$ 210
17.	Credit Card Discounts (fees)	\$ 211
18.	Returns, Allowances, and all other reductions from gross to net sales	\$ 212
19.	Net Sales of Merchandise <b>(Line 16 minus lines 17 through 18)</b>	\$ 213
20.	<b>Total Cost of Goods Sold</b>	\$ 214
21.	<b>Gross Margin (Line 19 minus Line 20)</b>	\$ 215
<b>OTHER INCOME:</b>		
22.	Net Income from Grooming (grooming revenue minus grooming expenses)	\$ 216
23.	Net Income from Boarding of All Animals (boarding rev. minus boarding specific exp.)	\$ 221
24.	All Other Income	\$ 225
25.	<b>Total Other Income (Sum of Lines 22 through 24)</b>	\$ 226
26.	<b>Operating Margin (Line 21 plus Line 25)</b>	\$ 227
<b>PAYROLL EXPENSES:</b>		
27.	Salary, Wages, Bonuses, Commission--Owners, Partners, Officers	\$ 228
28.	Salary, Wages, Bonuses, Commission--All Other Employees	\$ 229
29.	Payroll Taxes	\$ 230
30.	Employee Benefits Expenses	\$ 231
31.	<b>Total Payroll Expenses (Sum of Lines 27 through 30)</b>	\$ 232
<b>OCCUPANCY EXPENSES:</b>		
32.	Rent (including common area charges)	\$ 233
33.	Repairs and Maintenance	\$ 234
34.	Utilities (except Telephone)	\$ 235
35.	<b>Total Occupancy Expenses (Sum of Lines 32 through 34)</b>	\$ 236
<b>GENERAL AND ADMINISTRATIVE EXPENSES:</b>		
36.	Professional Services (e.g., accounting, legal, etc.)	\$ 237
37.	Advertising and Promotion	\$ 238
38.	Insurance (general liability, loss coverage, etc.)	\$ 239
39.	Depreciation/Amortization Expense	\$ 240
40.	Office Expenses (store/office supplies, computer equipment/software, general postage)	\$ 241
41.	Telephone	\$ 242
42.	Travel and Entertainment	\$ 243
43.	Licenses, Permits and Other Taxes	\$ 244
44.	Other Operating Expenses (auto/delivery, franchise fees, collection expense, dues, etc.)	\$ 245
45.	<b>Total General and Administrative Expenses (Sum of Lines 36 through 44)</b>	\$ 246
46.	<b>Total Operating Expenses (Line 31 plus Line 35 plus Line 45)</b>	\$ 247
47.	<b>Net Operating Profit (Line 26 minus Line 46)</b>	\$ 248
<b>OTHER INCOME (EXPENSE):</b>		
48.	Interest Income (Expense)	\$ 249
49.	Other Income (Expense)	\$ 250
50.	<b>Net Income (or Loss) Before Tax (Line 47 plus Line 48 plus Line 49)</b>	\$ 251

**Thank you for your participation.**

**Please return your survey to:**

Industry Insights, Inc., PO Box 4330, Dublin, Ohio 43016; 614-389-3816 FAX

Or email to Michael Becher, CPA, Vice President at [mbecher@industryinsights.com](mailto:mbecher@industryinsights.com)

**Deadline for Submitting Form: July 15, 2018**