

***PROPOSED MARKETING STRATEGY FOR ERUTHA VET AND SHOP
MAKASSAR TO INCREASE REVENUE IN THE COMPETITIVE MARKET***

**STRATEGI PEMASARAN YANG DIUSULKAN BAGI ERUTHA VET AND
SHOP MAKASSAR UNTUK MENINGKATKAN PENDAPATAN DI PASAR
YANG KOMPETITIF**

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ABSTRACT

The pet care industry in Indonesia has shown significant growth in line with the trend of pet humanization and increased purchasing power among the population. Erutha Vet and Shop (EVS), a Makassar veterinary clinic, has experienced a decline in revenue due to seasonal purchasing patterns and intense competition. This research attempts to create new marketing initiatives to improve EVS's revenue and competitiveness. The study employed a mixed-method approach through interviews and surveys with 119 respondents, analyzed using STP, VRIO, Value Chain, Marketing Mix 7P, SWOT, and SERVQUAL gap analysis. The results indicate that EVS excels in service quality and sanitation, yet demonstrates weaknesses in promotion and service process efficiency. Furthermore, the segmentation study identified two consumer groups; however, the new approach focuses on the cluster that prioritizes digitalization and convenience. Five priority strategies were proposed, including strengthening digital promotion, improving clinic facilities, and digitalizing the queue system. These strategies are expected to enhance customer satisfaction and support EVS's sustainable growth.

Keywords: Marketing Strategy, Pet Care Industry, Pet Clinic

ABSTRAK

Industri perawatan hewan peliharaan di Indonesia telah menunjukkan pertumbuhan yang signifikan sejalan dengan tren humanisasi hewan peliharaan dan peningkatan daya beli masyarakat. Erutha Vet and Shop (EVS), sebuah klinik veteriner di Makassar, mengalami penurunan pendapatan akibat pola pembelian musiman dan persaingan yang ketat. Penelitian ini bertujuan untuk menciptakan inisiatif pemasaran baru guna meningkatkan pendapatan dan daya saing EVS. Studi ini menggunakan pendekatan campuran melalui wawancara dan survei dengan 119 responden, dianalisis menggunakan STP, VRIO, Rantai Nilai, Marketing Mix 7P, SWOT, dan analisis kesenjangan SERVQUAL. Hasil penelitian menunjukkan bahwa EVS unggul dalam kualitas layanan dan kebersihan, namun memiliki kelemahan dalam promosi dan efisiensi proses layanan. Selain itu, studi segmentasi mengidentifikasi dua kelompok konsumen; namun, pendekatan baru ini fokus pada kelompok yang memprioritaskan digitalisasi dan kenyamanan. Lima strategi prioritas diusulkan, termasuk memperkuat promosi digital, meningkatkan fasilitas klinik, dan mendigitalisasi sistem antrian. Strategi-strategi ini diharapkan dapat meningkatkan kepuasan pelanggan dan mendukung pertumbuhan berkelanjutan EVS.

Kata kunci: Strategi Pemasaran, Industri Perawatan Hewan Peliharaan, Klinik Hewan

INTRODUCTION

The COVID-19 pandemic has altered the global economic structure and impacted the consumption patterns of society as well. While many business sectors have experienced significant losses, the pet care industry has shown resilience and even growth. This phenomenon is driven by increasing emotional attachment between human and their pets during quarantine, which makes pets an important part of the

family. Globally, the market value of this industry reached USD 235.50 billion in 2022 and is projected to grow to USD 363.19 billion by 2030, with a compound annual growth rate (CAGR) of 5.57% (Zion Market Research, 2025).

In this particular industry, Indonesia presents a market potential that is quite promising. From 2023 to 2033, the Indonesian pet care market is expected to grow at a rate of 9.5% per

year, rising from USD 2.29 billion in 2023 to USD 5.88 billion in 2033 (Future Market Insights, 2025). This means that companies and entrepreneurs may utilize the increasing demand for pet care services and product in Indonesia.

The development in urbanization, Western culture, and animal welfare awareness are driving the growth in pet ownership, particularly in cities, which is resulting in increased demand for professional pet care services. Makassar as the economic hub of Eastern Indonesia has become one of the cities which shown strong growth in this industry. This opportunity has been seized by Erutha Vet and Shop (EVS), a veterinary clinic and pet shop established in 2022 as part of the business diversification of CV Erutha Djaya. EVS offers a wide range of services, including veterinarian consultation, vaccination, surgeries, dental care, and house call services as well as the sale of pet products.

Despite its promising market prospects, EVS faces serious challenges in terms of declining revenue, particularly in its clinic services. It further complicates situations, as clinical services are the main financial contributor for the clinic. Internal data shows that clinic service revenue dropped sharply from approximately Rp 58 million in August 2024 to roughly Rp 37 million in March 2025. This decline is due to increased competition from other veterinary clinics in Makassar, as well as seasonal purchasing habits among pet owners. This circumstance demonstrates the need for effective marketing strategies to improve competitiveness and ensure the sustainability of EVS' business operations.

Therefore, this study has the following questions: 1. What are the

internal and external analysis of EVS? 2. What is the proposed marketing strategy to increase competitiveness and revenue for EVS? 3. What is the implementation plan of the proposed marketing strategy? From these questions, the author emphasizes the objectives of this research which aims to analyze internal and external factors that influence EVS performance, develop relevant marketing strategies to improve competitiveness and profitability, and design a structured implementation plan. Through this approach, it is expected that EVS will be able to position itself competitively in the increasingly dynamic animal health services market in Makassar.

LITERATURE REVIEW

A marketing strategy is a whole process meant to provide customer value and established competitive advantage in the market by means of a systematic strategy. According to Kotler et al. (2023), this strategy includes market segmenting, targeting the right segment, strong positioning and developing a relevant marketing mix. In the context of service industries such as veterinary clinics, marketing strategies must consider the various characteristics of customers and their specific needs for service quality and comfort.

Segmenting, targeting, and positioning (STP) is one of the fundamental strategies used in developing a marketing strategy. Market segmentation is to organize customers based on geographic, demographic, psychographic, and behavioral aspects (Camilleri, 2018). After defining the market segments, the company chooses the most potential target market to serve and develops a positioning strategy to embed a unique perception of the service offered compared to competitors. In the case of

EVS, this approach is important as the business is aimed at middle to upper class pet owners who value premium services and cleanliness of the clinic.

Different analytical approached were applied to help create an appropriate strategy. Internal analysis including VRIO is used to assess whether a company's resource are valueable, rare, difficul to imitate, and supported by the organization (Rothaermel, 2024). The value chain analysis helps to identify the main and supporting activities that generating competitive advantage (Ateljević et al., 2023). Furthermore, the marketing mix 7Ps were used to comprehensively design service strategy (Zeithaml et al., 2018).

On the other hand, the external analysis such as PESTEL, Porter's Five Forces, customer and competitor analysis offer observations about market conditions and the level of competition. Findings from all the internal and external analysis are integrated into the SWOT framework to formulate responsive strategies. Additionally, for contionous service quality improvement, the SERVQUAL framework measures the gap between customer expectations and perceptions.

RESEARCH METHODS

This research uses a mixed methods of qualitative and quantitative approach to design a marketing strategy for EVS. The study begins with identifying the core business problems, followed by the establishments of objective, literature exploration, data analysis to support the formulation of marketing strategies. The research framework is show in the Figure 1.

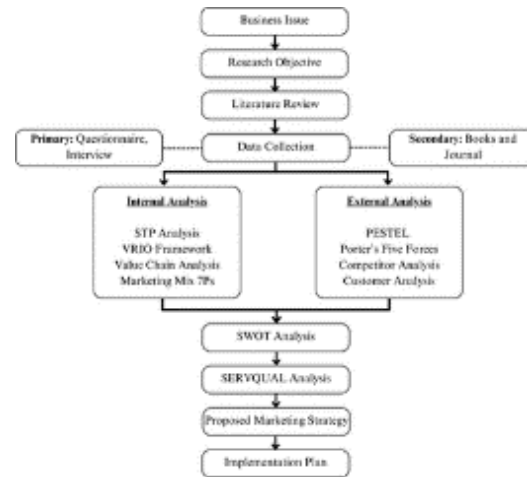


Figure 1. Research Design Framework

The process of data collection encompassed two main sources: primary data and secondary data. Primary data was gathered via semi-structured interviews with EVS management to gain comprehensive insights towards its internal operations and the challenges encountered. Furthermore, online questionnaires were sent out to both customers and potential customers utilizing a 5-point Likert scale to gather insights on perceptions and service preferences. The number of respondents was determined using the Slovin formula with a significance level of 0.1 from the total adult population of Makassar, which is 1,103,957 people, resulting in a sample size of 100 people. On the other hand, secondary data is obtained from EVS's internal financial reports, academic publications, scientific journals and other relevant internet sources (Sekaran & Bougie, 2016).

Each method was subjected to distinct data analysis. The qualitative data underwent a process of reduction, presentation, and conclusion drawing. The analysis of quantitative data with SPSS involved validity assessment via Pearson correlation and reliability evaluation using Cronbach's Alpha, with a threshold of 0.70 as the minimum

acceptable value. Additionally, customers were categorized based on their characteristics and behaviors through hierarchical and K-Means cluster analysis. The primary customer segments for EVS are identified based on the results of these groupings.

RESULTS AND DISCUSSIONS (HASIL DAN PEMBAHASAN)

A. Internal Analysis

An internal analysis was employed to assess EVS's strengths and weaknesses through the STP, VRIO, Value Chain, and Marketing Mix 7Ps frameworks.

Segmenting, Targeting, Positioning (STP)

EVS uses the STP strategy to gain an in-depth understanding of the market structure, identify the most relevant customer segments, and design a brand positioning that meets the specific needs of target customers. This approach helps EVS tailor its marketing tactics to the profile and behavior of consumers in its operating regions.

1. Segmenting

EVS segments the market based on demographic, geographic, psychographic, and behavioral dimensions. Geographically, the customers of the clinic come from Makassar and surrounding areas. The demographic of the customers is comprised of individuals from a variety of professions, aged 18 to 40, who have upper-middle income levels. From a psychographic perspective, customers tend to seek hygienic and professional veterinary services for their pets, whom they consider family members. Behaviorally, the frequency of visits is depends upon

the animal's health status and routine requirements.

2. Targeting

The primary target of EVS is middle-class to upper-class Makassar pet owners aged 18–40 who value cleanliness and are ready to pay more for premium services; the secondary target is influencer pet owners and house call clients who provide social media exposure, effective word-of-mouth marketing, and higher profit margins due of their lower price sensitivity.

3. Positioning

EVS positions itself as the cleanest animal clinic in Makassar with a unique selling proposition in safety and cleanliness, backed by a reputation for not accepting infectious cases. The contemporary, sanitary, and odorless atmosphere attracts premium customers, while the advantage of house call services offers flexibility compared to competitors with rigid schedules, therefore reinforcing this positioning.

VRIO Analysis

VRIO analysis is used to evaluate EVS's internal resources and capabilities in identifying sustainable competitive advantages (Barney & Hesterly, 2019).Based on observations and interviews, EVS has several key resources, including strategic location, modern medical equipment, professional staff, customer relations, hygiene standards, and infection control policies.

Three resources based on this analysis satisfy all VRIO criteria (Valuable, Rare, Inimitable, Organized) and are categorized as sustainable competitive advantages. These three aspects cover infection

control policy, standards of clinic cleanliness, and customer relationship management. Each of these elements are challenging for local rivals to replicate and are supported by an organizational structure capable of maximizing their utilization, thereby strengthening EVS's differentiated position in the market.

On the other hand, resources such as strategic location and medical equipment only meet the “valuable” and “organized” criteria, but are easily replicable, thus only providing “competitive parity.” Similarly, staff competencies provide only temporary advantages as they can still be replicated through training by competitors. Therefore, EVS needs to focus on maintaining and developing advantages from resources that are not easily replicable to ensure long-term competitiveness.

Table 1. VRIO Analysis of EVS

Resources and Capabilities	V	R	I	O	Competitive Implication
Location near residential areas	Yes	No	No	Yes	Competitive parity
Modern veterinary equipment	Yes	No	No	Yes	Competitive parity
Expert staff	Yes	Yes	No	Yes	Temporary competitive advantage
Customer relationship management	Yes	Yes	Yes	Yes	Sustained competitive advantage
Cleanliness standards	Yes	Yes	Yes	Yes	Sustained competitive advantage
Infection control policy	Yes	Yes	Yes	Yes	Sustained competitive advantage
Variety of services	Yes	Yes	No	Yes	Temporary competitive advantage

Value Chain Analysis

Value chain analysis is applied to assess primary and support activities of EVS, thereby determining the internal operations

through which EVS generates value (Ateljević et al., 2023). This framework is particularly beneficial in the veterinary healthcare sector, as it enables to identify opportunities for strategic development, cost efficiency, and service differentiation.

In the primary activities, EVS manages inbound logistics by directly supplying products from distributors in Makassar, and uses an application system for stock management. The clinic services are managed by a team of veterinarians operate under a rotation system and strict infection control policy which is a significant differentiator for EVS. The house call service also provides customers with value, despite the fact that is currently only promoted on WhatsApp and Instagram. Sales activities are conducted directly by doctors who double as service personnel, demonstrating strong customer relations but with operational efficiency that can still be improved.

In the context of its support activities, EVS uses an application called olsera to control its finances and inventory; it also operates on owned infrastructure, which provides stability. Human resource management prioritizes informal training as a means of professional development, despite the absence of a formal HR system. The primary objectives of technology development are the maintenance of existing medical equipment and the collaborating with external laboratories. The centralized procurement systems guarantee the quality and efficiency of the supply chain by implementing purchasing systems that are based on seasonal

demand and pricing comparisons among suppliers.

Marketing Mix 7Ps

The marketing mix 7Ps framework is employed to assess the strategic components that influence the clinic's positioning and support its business objectives. This analysis is focus on the strategic seven aspects of marketing: product, place, promotion, price, people, process, and physical evidence (Kotler et al., 2023).

1. Product

EVS offers a comprehensive selection of pet care services, including dentistry, surgical procedures, grooming, general consultations, and house calls. Further, EVS provides accessories, sustenance, and pharmaceuticals for pets. The product and service line are tailored to meet the common needs of pets, such as seasonal health items and vaccine packages.

2. Place

The clinic's is located in the center of business and residential areas in Makassar, which provides them accessibility. This location also benefits them in terms of convenience and proximity to the main target market.

3. Promotion

In the context of promotion, EVS still lacked a digital presence. They mainly use WhatsApp to promote their business and rarely use their Instagram account. The underutilization of digital marketing activities is one of

their weaknesses in reaching new customers.

4. Price

EVS adopts a unique pricing strategy to fit its upper-middle-class targeted segments. They offered a tiered pricing system, meaning for they charged customers for veterinary service based on complexity, pet gender, weight and type. Furthermore, they offered special prices for rescue animals.

5. People

The clinic operates under a small team consisting of four veterinarians and one grooming staff. The veterinarians are periodically attending seminars and workshops to enhance their knowledge. However, the lack of non-clinical employees in administration and front office reduces its operational efficiency.

6. Process

Medical standards are adhered to throughout the service process at EVS, which includes a strict infection control system. Nevertheless, there are constraints due to the fact that doctors are also responsible for handling registration and payment, which can cause disruptions in the flow of services.

7. Physical evidence

The clinic features a clean, tidy, and modern environment. Cleanliness is a key strength that creates a professional image that reassures customers, especially those who treat their pets like family members. A range of modern veterinary medical equipment also equips the clinic to support its diagnostic service.

B. External Analysis

EVS external analysis includes an evaluation of external factors that influence its market position and performance. Using the PESTEL approach, Porter's Five Forces, competitor analysis, and customer behavior analysis, this analysis aims to identify opportunities and threats in the external environment. The results are used as a basis for designing business strategies that are adaptive to market dynamics.

PESTEL Analysis

PESTEL analysis is applied to evaluate external factors such as politics, economics, society, technology, environment, and law that influence EVS in terms of industry dynamics and business competition (Witcher, 2020).

1. Political

The animal health industry is substantially impacted by government regulations and policies. The Ministry of Agriculture's Directorate of Animal Health is committed to the preservation and enhancement of animal welfare. In December 2024, the International Conference on Animal Welfare reaffirmed this commitment, with the Ministry emphasizing the significance of humane treatment of animals and the improvement of welfare standards through legislative reforms (Direktorat Jenderal Peternakan dan Kesehatan Hewan, 2024). Additionally, the government's 2024 work plan of "Accelerating Inclusive and Sustainable Economic Transformation" aimed to boost business development in an

inclusive and sustainable economy. This program reduces bureaucracy and strengthens the regulatory framework to encourage innovation, which benefits animal health clinics like EVS.

2. Economic

Indonesia's GDP grew by 5.03% in 2024, which has a positive impact on increasing the purchasing power of consumers (Badan Pusat Statistik, 2025). However, inflation of 2.26% by the end of 2024 is expected to increase operational expenses, such as the price of medications and medical equipment (Badan Pusat Statistik, 2025). According to a survey by Intage Group, the average monthly expenditure of pet owners is Rp 1.41 million for cats and Rp 1.36 million for dogs, indicating significant potential in the pet market (Lubis, 2024). Thus, despite inflationary pressures, increased purchasing power and high spending by pet owners indicate significant opportunities for EVS to develop premium services in a growing market.

3. Social

The pet humanization trend keeps increasing in Indonesia, especially among urban households. Additionally, the COVID-19 pandemic has resulted in an increase in the adoption of pets, as individuals seek companionship in their homes (Elfreda, 2021). This trend strengthens the demand for quality and hygienic services such as those offered by EVS. Furthermore, the dominance of millennials and Gen Z in pet ownership presents opportunities

for a digital marketing and service approach.

4. Technological

Global projections suggest that the value of telemedicine for veterinary medicine will reach USD 746 million by 2034, with a compound annual growth rate (CAGR) of 17.8% (Future Market Insights Inc, 2024). EVS can capitalize on this trend to expand its post-operative consultation services. Additionally, the clinics have also implemented inventory systems and simple financial using applications for its daily operations.

5. Environment

Environmental factors greatly influence the operation of veterinary clinics in Indonesia, particularly in relation to public health and ecosystem sustainability. The development of parasitic diseases in domestic animals is facilitated by the humid tropical climate of Indonesia. The government, through the Ministry of Environment, strictly regulates the management of hazardous medical waste (B3) from animal clinics, including infectious waste, pharmaceutical waste, and animal tissue, in accordance with Government Regulation No. 22 of 2021.

6. Legal

Indonesia veterinary clinics are influenced by several legal frameworks for their daily operations, including Law No. 41/2014, the Job Creation Law No. 6/2023, and the Ministry of Agriculture Regulation No. 03/2019. These regulations address legal penalties, service

standards, veterinarian qualifications, and clinic licenses. Additionally, clinics are required to adhere to other administrative policies and tax regulations. These regulations serve as the legal foundation for the sustainability of veterinary practice in Indonesia.

Porter's Five Forces

The Five Forces analysis shows that the animal health services industry in Makassar has a relatively high level of competition. The threat from new entrants is moderate, because although initial costs and legal requirements are not too high, compliance with regulations such as Law No. 6/2023 remains an obstacle (Timothy, 2025). Furthermore, the addition of new players has led to intense competition in terms of price and service quality. In contrast, the threat of substitute products or services is minimal due to the fact that alternatives, such as telemedicine or self-care, have not yet been able to entirely replace the direct medical services offered by animal clinics.

Supplier bargaining power is low because EVS has many options for distributors of medicines and medical supplies, and the switching costs between suppliers are relatively small. Buyer bargaining power is also moderate, because although middle- and upper-class consumers are not very price sensitive, they still have high expectations for service quality. Access to digital information and online reviews also makes customers more selective and critical. Nevertheless, the level of competition among players is

quite high, considering that there are around 100 clinics and pet shops in Makassar. The main competitors are well-known clinics, so EVS must maintain service differentiation such as cleanliness, home service, and customer relations to remain competitive.

Competitor Analysis

The competitor analysis identifies Sahabat Satwa Clinic (SSC) and Makassar Pet Clinic (MPC) as the main local rivals for EVS in the pet healthcare market of Makassar. Both competitors provide veterinary services, grooming, and pet care products; however, their strategic approach and market positioning are markedly different. Although its limited parking space may impact customer convenience, SSC distinguishes itself by offering 24-hour emergency services, advanced facilities (including radiology and laboratories), and robust digital promotion. In the interim, MPC is the most established competitor in the city, boasting a comprehensive medical equipment, an experienced veterinary team, and six branches. It capitalizes on its substantial customer base and robust presence on digital platforms such as Instagram and TikTok.

While SSC emphasizes fast response and specialized emergency care, MPC builds its strength through scale, professionalism, and reach. Both clinics utilize online channels and offer a wide range of services, but they still have limitations in hygiene protocols and home service availability. In contrast, EVS positions itself as a clean, professional, and personalized

clinic, offering strict infection control, home visits, and a customer-centered approach. These findings indicate that in order to effectively compete in the crowded veterinary clinic market in Makassar, EVS must enhance its digital marketing and brand awareness while preserving its unique service quality.

Table 2. Marketing Mix 7Ps of EVS's Competitors

7Ps Elements	EVS's primary competitors	
	SSC	MPC
Product/Service	Comprehensive veterinary services, including consultations, vaccinations, surgical procedures, emergency care, grooming, and pet care products.	Similar to SSC but with a slightly different emphasis on emergency services and pet care products.
Price	Intermediate pricing strategy, generally between Rp. 25,000 to above Rp. 1,000,000.	Premium pricing strategy, generally above Rp. 35,000 to above Rp. 1,000,000.
Place	Strategically located in a commercial area, easily accessible via public transport, with ample parking space (approx. 20 spaces).	Located in a prime area with limited parking space (approx. 10 spaces), but convenient for customers.
Promotion	Active on social media (Instagram, TikTok, WhatsApp), offering discounts, free consultations, and pet care tips.	Similar to SSC but with a slightly different emphasis on emergency services and pet care products.
People	A team of experienced veterinarians, a full-time staff, and a team of pet care assistants.	A team of experienced veterinarians, a full-time staff, and a team of pet care assistants.
Process	Streamlined service process, offering a full range of services, including consultations, diagnostics, treatment, and surgery.	Similar to SSC but with a slightly different emphasis on emergency services and pet care products.
Physical Evidence	A modern clinic with advanced medical equipment, including X-ray machines, ultrasound, and laboratory facilities.	A modern clinic with advanced medical equipment, including X-ray machines, ultrasound, and laboratory facilities.

Customer Analysis

The customer analysis of EVS was conducted to gain insights the characteristics and behavior of pet owners who are the target of the clinic's services. A survey distributed through social media successfully collected 119 respondents, exceeding the minimum number calculated using the Slovin formula. Analysis indicates that the majority of customers are women (75%), with the dominant age groups being 29–39 years (50%) and 18–28 years (42%), which reflects a young and productive demographic. In terms of occupation, most are private employees (42%) and civil servants (35%), reflecting their professional background. Most respondents

reside in Makassar (63%), with the remainder spread across Gowa, Maros, and Takalar. The educational level of customers is relatively high, with 84% of respondents holding a bachelor's degree or higher. Additionally, spending data indicates that customers have medium to high purchasing power, with 30% spending Rp 5–7.5 million per month and 28% spending more than Rp 7.5 million.

The majority of clinic visitors are cat owners, comprising 63%, while dog owners make up 29%, reflecting the common trends in pet ownership in Indonesia. Approximately 56% of responders attend the clinic every three months, demonstrating their concerns toward their pet's well-being. In addition, the most commonly used services are medical consultations (27%), grooming and vaccination (each 25%), followed by surgery (10%), food purchases (8%), and medications (5%). These findings confirm that EVS serves an educated, caring customer segment with diverse pet healthcare needs, both preventive and curative.

C. SWOT Analysis

The SWOT analysis is consists of Strengths, Weaknesses, Opportunities, and Threats. By combining internal and external elements, the SWOT analysis for EVS finds strategic directions that can increase its competitiveness in the veterinary service industry.

1. Strengths

EVS has a reputation as the cleanest veterinary clinic in Makassar, supported by modern facilities and interior design.

Home visit services provide flexibility for busy customers, while infection control policies add a sense of security for pet owners. In addition, a team of experienced veterinarians and ownership of the building provides stability and long-term operational excellence.

2. Weaknesses

Digital promotion of EVS is still very limited with inconsistent social media activity, reducing brand exposure. Moreover, veterinarians are required to handle administrative duties in the absence of a receptionist, thereby impacting service efficiency. The operational risks are further increased by the clinic's location on the second floor of an electronics store, the limited medical equipment, and the reliance on a single essential individual.

3. Opportunities

The trend in pet humanization opens up huge opportunities for EVS to expand its services. Economic growth and increased purchasing power also point to a promising market potential. Government support, the adoption of telemedicine technology, and the dominance of a digitally active younger generation represent strategic opportunities to strengthen EVS's position in the market.

4. Threats

There are approximately 100 animal facilities in Makassar, some of which, such as SCC and MPC, offer superior technology and comprehensive services, indicating intense competition in the pet care industry in the city. Rising operational costs due to

core inflation of 2.26% in December 2024 are squeezing profit margins through increased prices for medicines, equipment, and supplies. Law No. 6/2023 on Job Creation poses market entry barriers by simplifying regulations for new animal clinics with modern technology and higher capital.

D. Marketing Mix 7Ps Gap Analysis

The gap analysis was conducted to assess customer perceptions and expectations towards EVS's marketing mix 7Ps element. Following is the table of marketing mix 7Ps gap analysis of EVS.

According to the gap analysis table below, it shows that the strongest performance lies in the people, price, and place dimensions. The professionalism and responsiveness of the staff surpassed customer expectations, as evidenced by the highest positive gap (1.74) in the people aspect. Likewise, pricing (1.50) and location (1.28) were perceived positively, showing that clients find EVS affordable, accessible, and supported by quality service delivery. The product dimension scored moderately (0.60), with good evaluation on completeness and effectiveness of services, although lacking in innovation and renewal according to market trends.

Conversely, the promotion element showed the largest negative gap (-2.50), signaling a major mismatch between marketing efforts and customer expectations. Promotional methods via Instagram, TikTok, influencers, and referrals all received negative scores, pointing to the need for a

revamped communication strategy. Minor negative gaps were found in process and physical evidence aspects, particularly in the reservation system and intensive care facilities. These findings indicate that although EVS is strong in operational and relational dimensions, strategic improvements in digital marketing and physical service environment are needed to meet evolving customer expectations.

Table 3. Marketing Mix 7Ps Gap Analysis of EVS

Dimension	Variables	Gap
Product	The veterinary clinic provides complete products and services as needed.	0.57
	Medicines available at veterinary clinics are effective for the treatment of pets.	0.51
	Veterinary clinics regularly update product types according to market trends.	-0.49
	Total Gap Product	0.60
Price	The veterinary clinic provides products and services at affordable, competitive prices that match the quality.	0.66
	Veterinary clinics provide clear and understandable pricing information.	0.55
	Veterinary clinics provide discounts and promotions on products and services offered.	0.29
	Total Gap Price	1.50
Place	The location of the veterinary clinic is strategic and easy to reach.	0.87
	The veterinary clinic location has a large parking lot.	0.69
	The veterinary clinic can be contacted via Shopee	-0.65
	The veterinary clinic can be contacted via Tokopedia	-0.33
	Veterinary clinics can be contacted through digital platforms such as WhatsApp.	0.70
	Total Gap Place	1.28
Promotion	The veterinary clinic promotes through brochures or social media on Instagram.	-0.59
	Veterinary clinics promote through brochures or social media on TikTok	-0.66
	Veterinary clinics conduct promotions with local influencers.	-0.82
	Veterinary clinics have promotions through acquaintances/family recommendations.	-0.44
	Total Gap Promotion	-2.50
People	Veterinary clinic staff give explanations that are easy to understand.	0.66
	Veterinary clinic staff are responsive to customer complaints and provide relevant solutions.	0.58
	Veterinary clinic staff are professional and well-groomed.	0.50
	Total Gap People	1.74
Process	The patient registration and queuing system is well organized.	-0.58
	The payment process can be done using cash and non-cash.	0.88
	Reservation procedures for grooming and other services are easy.	-0.74
	Total Gap Process	-0.44
Physical Evidence	The interior design of a veterinary clinic is attractive and makes pets feel comfortable.	-0.32
	Veterinary clinics have specialized areas for animals that require intensive care.	-0.56
	The products in the pet shop are neatly arranged and organized.	0.75
	Total Gap Physical Evidence	-0.13

E. SERVQUAL Gap Analysis

Analysis of service quality gaps is also conducted on EVS, aiming to see the difference between customer expectation and perception of the services that they offer. This analysis consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Zeithaml et al., 2018). The gap analysis of SERVQUAL for EVS explained as follows.

The SERVQUAL gap analysis for EVS demonstrates that assurance is the clinic's best-

performing service quality dimension, with a positive gap of 1.40. This reflects customer trust in the competence of veterinarians and the friendliness of staff, reinforcing a sense of safety when seeking treatment. The reliability dimension also shows strong performance (0.93), especially in diagnosis accuracy and service consistency, although punctuality in delivering services remains a concern (-0.45).

The responsiveness dimension was shown a positive score of 0.86, indicating that EVS staff are responsive to emergencies and customer requests. However, in the context of availability of staff to always help is still considered lacking by customers (-0.61). The empathy dimensions illustrated a total difference that was nearly zero (-0.03), which means a moderate degree of alignment between services and customer requirements. The tangible dimension received the lowest score (-0.74), despite perceptions of cleanliness showing a positive score (0.21). The negative gap is driven by expectations concerning equipment and the comfort of waiting areas that were not fulfilled.

Table 4. SERVQUAL Gap Analysis of EVS

Dimension	Variables	Gap
Reliability	Erutha Vet and Shop provides services according to the promised time	-0.45
	Veterinarians at Erutha provide accurate and precise diagnosis	0.77
	Erutha Vet and Shop provides consistent service all the time	0.61
	Total Gap of Reliability	0.93
Responsiveness	Erutha Vet and Shop responds quickly to pet emergencies	0.73
	Erutha's staff are always willing to help customers	-0.61
	Erutha's staff are never too busy to respond to your requests	0.74
	Total Gap of Responsiveness	0.86
Assurance	Veterinarians in Erutha have adequate knowledge and skills	0.50
	You feel safe bringing your pet to be treated by Erutha Vet and Shop	0.29
	Erutha's staff are always polite and friendly	0.61
	Total Gap of Assurance	1.40
Empathy	Veterinarians in Erutha show concern for your pet's health	0.67
	Erutha Vet and Shop understands the specific needs of different types of pets	-0.33
	Erutha's operating hours are convenient for all customers	-0.37
	Total Gap of Empathy	-0.03
Tangible	Erutha Vet and Shop has modern medical equipment	-0.43
	Erutha Vet and Shop has a comfortable waiting area for owners and pets	-0.52
	Erutha's physical facilities (examination room, grooming, etc.) are clean and well-maintained	0.21
	Total Gap of Tangible	-0.74

Cluster Analysis

This study uses a combination of hierarchical clustering and K-means clustering methods to identify EVS customer segmentation based on similarities in demographic characteristics, behavior, and perceptions of service quality. The analysis produced two main clusters from 119 valid respondents. Cluster 1 consisted of 40.3% of respondents and Cluster 2 consisted of 59.7%. The profile of these cluster in terms of demographic and behavior is explained on the table 5.

Furthermore, a comparative analysis was conducted on the characteristics of each cluster based on the 7P marketing mix attributes and service quality. This analysis aimed to understand the differences in perceptions between clusters in more detail and provide insight into the expectations and actual perceptions of each cluster regarding EVS Pet Clinic services. Thus, the two customer segments with distinct characteristics were identified.

Table 5. Cluster Profile

	Characteristics	Cluster 1	Cluster 2
Gender	Female	32%	43%
	Male	8%	17%
	<17	1%	2%
Age	18 - 28	16%	26%
	29 - 39	22%	29%
	>40	2%	3%
Occupations	Students	4%	4%
	Civil servants	12%	23%
	Private employee	19%	23%
	Entrepreneur	5%	8%
	Lecturer	0%	1%
Domicile	Unemployee	1%	0%
	Makassar	23%	40%
	Maros	4%	2%
	Gowa	12%	13%
	Takalar	2%	4%
Education	Graduate/Postgraduate (S2-S3)	34%	50%
	Diploma (D1-D4)	3%	3%
	Elementary/Middle/High school	4%	7%
Average Monthly Expenses	< Rp. 2,000,000	5%	11%
	Rp. 3,000,001 – 5,000,000	10%	15%
	Rp. 5,000,001 – 7,500,000	13%	18%
	> Rp. 7,500,000	13%	16%
Types of Animals	Cat	25%	38%
	Dog	10%	18%
	Reptile	4%	3%
	Rabbit	1%	0%
Frequency of Clinic Visits	At least 1 time in 3 months	18%	39%
	At least 1 time in 6 months	16%	14%
	At least once a year	7%	7%
Types of Services	Vet consultation	10%	15%
	Purchase of Medicine	0%	5%
	Vaccination	13%	12%
	Surgery	3%	7%
	Grooming or Haircut	10%	15%
	Purchase of Pet Foods or Accessories	0%	8%

Table 6. Cluster Characteristics Based on Marketing Mix 7Ps

Dimension	Variables	Cluster 1	Cluster 2
Product	The veterinary clinic provides complete products and services as needed.	3.09	3.86
	Medicines available at veterinary clinics are effective for the treatment of pets.	3.30	3.93
	Veterinary clinics regularly update product types according to market trends.	3.34	4.15
Price	The veterinary clinic provides products and services at affordable, competitive prices that match the quality.	3.21	3.72
	Veterinary clinics provide clear and understandable pricing information.	2.91	3.85
	Veterinary clinics provide discounts and promotions on products and services offered.	2.91	3.82
Place	The location of the veterinary clinic is strategic and easy to reach.	2.55	3.71
	The veterinary clinic location has a large parking lot.	2.66	3.76
	The veterinary clinic can be contacted via Shopee.	3.55	4.14
	The veterinary clinic can be contacted via Tokopedia.	3.57	4.07
	Veterinary clinics can be contacted through digital platforms such as WhatsApp.	2.74	3.76
Promotion	The veterinary clinic promotes through brochures or social media on Instagram.	3.62	4.28
	Veterinary clinics promote through brochures or social media on TikTok.	3.57	4.17
	Veterinary clinics conduct promotions with local influencers.	3.60	4.29
	Veterinary clinics have promotions through acquaintances/family recommendations.	3.66	4.42
People	Veterinary clinic staff give explanations that are easy to understand.	3.00	3.86
	Veterinary clinic staff are responsive to customer complaints and provide relevant solutions.	3.04	3.92
	Veterinary clinic staff are professional and well-groomed.	3.17	3.82
Process	The patient registration and queuing system is well organized.	3.47	4.29
	The payment process can be done using cash and non-cash.	2.55	3.81
	Reservation procedures for grooming and other services are easy.	3.55	4.50
Physical Evidence	The interior design of a veterinary clinic is attractive and makes pets feel comfortable.	3.23	4.26
	Veterinary clinics have specialized areas for animals that require intensive care.	3.36	4.38
	The products in the pet shop are neatly arranged and organized.	2.62	3.82

Cluster 1 is categorized as Quality and Service-Conscious Pet Owners, namely customers who have high expectations for service quality but show low levels of satisfaction. They complain about basic aspects such as inaccurate medical diagnoses, less strategic locations, limited payment methods, and price transparency. Hence, customers in this cluster need an improvement in areas such as medical competence, accessibility, and operational systems.

In contrast, Cluster 2 is categorized as Convenience and Experience-Oriented Pet Owners, a group of clients who value a high level of service and easy access. They underscored the importance of service digitalization, simple reservation processes, and flexible operating hours through platforms like Shopee and Tokopedia, which resulted in high satisfaction. The convenience of physical facilities and referral-based promotions were also important factors, reflecting a

preference for practical and tech-friendly services.

Table 7. Cluster Characteristics Based on SERVQUAL

Dimension	Variables	Cluster 1	Cluster 2
Reliability	Erutha Vet and Shop provides services according to the promised time	3.30	4.21
	Veterinarians at Erutha provide accurate and precise diagnosis	2.64	3.81
	Erutha Vet and Shop provides consistent service all the time	2.96	3.85
Responsiveness	Erutha Vet and Shop responds quickly to pet emergencies	2.83	3.89
	Erutha's staff are always willing to help customers	3.64	4.26
	Erutha's staff are never too busy to respond to your requests	2.74	3.86
Assurance	Veterinarians in Erutha have adequate knowledge and skills	3.30	3.76
	You feel safe bringing your pet to be treated by Erutha Vet and Shop	3.43	4.03
	Erutha's staff are always polite and friendly	3.26	3.63
Empathy	Veterinarians in Erutha show concern for your pet's health	2.79	3.78
	Erutha Vet and Shop understands the specific needs of different types of pets	3.21	4.01
	Erutha's operating hours are convenient for all customers	3.53	4.56
People	Erutha Vet and Shop has modern medical equipment	3.00	4.04
	Erutha Vet and Shop has a comfortable waiting area for owners and pets.	3.64	4.35
	Erutha's physical facilities (examination room, grooming, etc.) are clean and well-maintained	2.91	3.97

F. Solution and Proposed Implementation Plan

The aim of this subsection is to address the second research objective by suggesting new marketing strategies for EVS.

Proposed Segmenting, Targeting, and Positioning (STP)

EVS uses the STP analysis to further define its market focus and to ensure that the services they offer are in accordance with what its market needs. The online survey conducted on EVS's customers and its potential customers is then analyzed using clustering methods. Through this analysis, the researchers divided the customers into groups based on demographics, behaviors, and psychographics. This analysis will also look into customers' perceptions and expectations towards Erutha services across the marketing mix 7Ps and SERVQUAL aspects.

Proposed Segmenting

The cluster analysis using K-mean clustering methods, reveals two primary categories of EVS consumers. Cluster 1 (40.3%) is composed of women aged 29–39 who are private sector workers, highly educated, and possess fundamental service requirements, such as vaccination and hygiene. This cluster prioritize quality of service and animal health. Cluster 2 (59.7%) is composed of women between the ages of 18 and 39 from a variety of professions. They prioritize digital integration, convenience, and flexibility, and are more active on social media, prioritizing easy access to services.

Table 8. Proposed Customer Segmentation

Dimensions	Cluster 1	Cluster 2
Number of people	40.3%	59.7%
Demographic		
Age	29-39 years old	18-39 years old
Gender	Female	Female
Occupation	Private employee	Mixed professionals (Private employee & Civil servants)
Domicile	Makassar	Makassar
Education	Undergraduate/Postgraduate (S2-S3)	Undergraduate/Postgraduate (S2-S3)
Average Monthly Expenses	1. Rp. 5 million to Rp. 7.5 million (13%) 2. More than Rp. 7.5 million (13%)	1. Rp. 5 million to Rp. 7.5 million (18%) 2. More than Rp. 7.5 million (16%)
Behavioral		
Types of Animals	Cats (25%), Dogs (10%)	Cats (38%), Dogs (18%)
Frequency of Visits	At least 1 time in 3 months (18%)	At least 1 time in 3 months (39%)
Type of Service	Vaccination, Vet Consultation and Grooming/Haircut	Vaccination, Vet Consultation and Grooming/Haircut
Service Expectation	Essential services only	Convenience and accessibility, digital integration, flexible scheduling, comfortable experience
Psychographic		
Lifestyle	Health-conscious pet owners, quality-oriented	Convenience oriented experience-oriented, active in social media
Values	Pet health excellence, high quality standards	Convenience and accessibility

Proposed Targeting

EVS employed a concentrated targeting strategy by focusing its resources on Cluster 2 as the primary target market. This cluster comprises 59.7% of customers with high satisfaction and high revenue potential. Furthermore, it also consists of 18–39-year-old pet owners in Makassar

with upper-middle income, who are active on digital media and value service convenience. Focusing on this segment enables EVS to increase market penetration, improve resource efficiency, and unlock growth opportunities through digital strategies and cross-selling of relevant services.

Proposed Positioning

EVS's aim is to attract pet owners who prioritize convenience and experience by positioning the targeted segment as "Your Pet's Health Made Easy – Anytime and Anywhere." Through this approach the focus is on the flexibility of the service for its tech-savvy consumers, which includes house call service, e-commerce access, WhatsApp consultations, and a convenient online appointment system. Enhanced by a comfortable clinic atmosphere and modern interior design, this positioning is designed to create a fast, simple, and enjoyable pet care experience for digitally active customers.

Proposed New Marketing Strategy

The suggested marketing strategy for EVS is constructed with the 7Ps framework (Product, Price, Place, Promotion, People, Process, Physical Evidence), established via thorough internal and external assessments, including SWOT, SERVQUAL gap analysis, and cluster-based STP strategy.

a. Product

To address product development gaps and trends in pet humanization, EVS will expand its service offerings through digital innovations such as telemedicine, mobile

booking applications, and house call packages. In order to enhance consumer value and frequency of visits, new bundled services, such as vaccination and health check package will be employed. Moreover, the clinic will start offering organic pet products from existing suppliers to meet market demand for quality and health-conscious items.

b. Price

Although pricing performance shows a positive gap, EVS plans to maintain affordability while introducing tiered membership programs (Basic–Premium–VIP), discounted telemedicine services (50–60% cheaper than offline), and premium pricing for house calls that reflect personalized convenience. This strategy aligns with the target market's purchasing power and positioning goals.

c. Place

The location dimension will mostly focus on improving EVS's online visibility and accessibility. Among the improvements are enhancing the Google My Business profile of the clinic, building presence on online retailers (Shopee, Tokopedia), and integrating a multi-platform booking system through WhatsApp and website. EVS will improve signage and use QR-code-based navigation to help overcome the physical barrier of its second-floor location.

d. Promotion

Promotion is prioritized as the area with the most significant

gap. EVS will revamp its promotional efforts by hiring a part-time social media specialist, collaborating with local influencers, running referral reward systems, and partnering with pet communities. Seasonal campaigns aiming at raising market presence during high demand seasons like holidays or rainy seasons will also be started.

e. People

EVS plans to recruit a dedicated receptionist and contract freelancers with social media experts in order to enhance operational effectiveness and customer interaction. Staff courses will be kept running and widened to cover communication skills and service excellence, thereby ensuring a consistent service experience match with customer expectations.

f. Process

EVS will apply affordable online booking linked with Google Calendar and WhatsApp reminders following process inefficiencies found in appointment and queuing systems. Every service will have established standard operating procedures (SOPs) to guarantee constant quality of service and emergency readiness. Customer satisfaction surveys will also be introduced for post-visit feedback.

g. Physical Evidence

EVS will enhance its physical environment by redesigning the interior layout with cost-effective solutions such as

lighting, signage, and seating. A designated waiting area for cats and dogs will be created, and consultation rooms will be upgraded with telemedicine-ready equipment. Investments in diagnostic tools and climate control will support improved service delivery and customer comfort.

Proposed Implementation Plan

The EVS implementation plan is based on five key strategies that were found through the gap analysis, STP, and marketing mix 7Ps. These strategies were chosen because of their urgency in addressing key issues such as minimal digital presence, inefficient service systems, and the need to improve non-clinical facilities and staff. The plan includes key performance indicators (KPIs), responsible parties (PICs), action steps, and a four-quarter implementation schedule. The objective is to enhance service quality and efficiency while strengthening EVS's position in the pet care industry in Makassar.

Table 9. Implementation Plan and Timeline for the Proposed Strategy

No.	Proposed strategy	PIC	KPI	Action Plan	Timeline											
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Optimize digital presence and enhance collaboration	EVS Owner	1. Increase Instagram/TikTok engagement by 30% within 3 months 2. Collaborate with local influencers in 5 months	1. Hiring part-time social media specialist 2. Creating content calendar 3. Develop content strategy and influence campaign 4. Develop weekly content for Instagram and TikTok												
2	Digitalization of reservation and queuing system	EVS Owner/Manager	1. 80% of customers use WhatsApp/Google Form for booking 2. Queue waiting time reduced by 30%	1. Integrate WhatsApp Business API with auto-reply 2. Create a Google Form + QR check-in code												
3	Redesign of waiting room & basic treatment facilities	EVS Owner	1. Positive Google review on office design increase by 30% 2. Increase in client satisfaction	1. Redesign waiting room with comfortable decoration and supported between pet and dog 2. Add storage at the front desk 3. Optimize an evidence, comfortable waiting arrangements, and improve its cleanliness with air purifier for air and pet and regular disinfection 3 times a week												
4	Recruitment of non-clinical staff for service system efficiency	EVS Owner	1. Faster service time by 20% 2. Variation time to serve no client increased	1. Recruit new front desk staff for non-clinical administration 2. Development of SOP and emergency response protocols to ensure consistency in service delivery												
5	Develop bundled package services & digital consultation	EVS Owner/Team	1. 30% of customers use bundled services 2. Additional revenue from bundle with 10% increment	1. Develop bundled package for "Petcare and Health Check Package" or "Complete Wellness Package" 2. Launch consultation for digital consultation via WhatsApp Video 3. Promote through educational content & customer testimonials												

CONCLUSION AND RECOMMENDATION

A. Conclusion

This study aims to formulate new marketing strategies

to improve the profitability and competitiveness of EVS as a small animal clinic in Makassar. Based on internal and external analyses, the 7Ps gap analysis, and SERVQUAL, it was found that the physical evidence, process, and promotion aspects need to be improved. The segmentation of the market targets digitally active pet owners between the ages of 18 and 39 who give service convenience top priority. Five priority strategies—enhancing clinic facilities, optimizing veterinary services, strengthening digital presence, applying educational promotions program, and digitalization of queuing and appointment system—are suggested to help to reach this. The plans are catered to EVS's capability and seek to create long-term competitive advantages in the ever more fierce pet care industry.

B. Recommendation

This study recommends that EVS marketing strategies be tested in other animal clinics with a variety of geographical conditions and resources in order to assess the reliability and generality of the solutions. It is recommended that further research be conducted to expand the analytical framework by incorporating external factors such as the role of technology in the production of integrated services, the impact of online pet communities, and consumer decision-making procedures. Furthermore, it is recommended that cost-benefit analysis be incorporated to assess the financial viability of each strategy, thereby providing a more practicable and reliable framework for the

development of marketing strategies in the animal healthcare sector.

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