The Million Dollar Mile

How Hotels Are Turning Dog Walks Into the Highest-Margin Service on the Property

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Executive Summary

The dog walk is the single most underpriced ancillary in hospitality. The Boston Harbor Hotel, a five-star property on Rowes Wharf, sells in-house dog walks to its guests for ten dollars. A 30-minute walk arranged by a Manhattan concierge through a vetted local provider commands forty-five dollars. The market price for the same service on the consumer apps in midtown is forty dollars. The Boston Harbor Hotel is leaving thirty-five dollars per walk on the table, every walk, every day. They are not alone. Across the global luxury and upscale segment, hotels that have spent millions positioning themselves as pet-friendly have not bothered to productise the one service every dog-owning guest needs every single day of their stay.

This paper is the operational case for building that service line yourself, keeping the revenue inside your property, and pricing it at the level the luxury market will actually bear. Roch's defined luxury walk product, a 90-minute structured walk with a dedicated hotel-employed walker, sells at one hundred dollars per walk standard and two hundred dollars per walk premium. A bundle of ten, sold to guests at check-in, locks in a four-night stay's worth of walks and turns a single transaction into a thousand-dollar line item on the folio.

The economics are stark. A 250-room urban luxury hotel with ten percent dog occupancy and a thirty percent walk attachment rate can generate seven hundred thousand dollars of incremental annual revenue from dog walking alone, with gross margins above seventy percent when delivered through a properly staffed in-house team. The same property captures a further twelve to fifteen percent uplift in dinner check averages from guests who are willing to stay on-property for a long meal because their dog is being walked by a hotel employee they have come to trust.

Walking is the gateway sale. It is the highest-frequency, lowest-friction, most repeatable interaction in the pet hospitality category. Sell the walk and you have earned permission to sell the in-room dining menu, the daycare drop-off, the grooming session, and the photographer. Hand the relationship to a third-party app and you forfeit the whole stack.

This paper sets out how to build the revenue line yourself. It examines what guests are willing to pay, how to staff and price the service properly, how to navigate the operational and legal landmines that have scared some hotels off, and what world-class looks like when it is built rather than borrowed. Every recommendation is grounded in the operational reality of Roch Dog's assessment of more than three thousand hotels across fifty-six countries. The hotels making a fortune doing this are the ones who decided to staff it, train it, price it, and own it.

SECTION 1

The Walk Is the Product

Most hotels that describe themselves as pet-friendly have made a category error. They treat pet-friendliness as a permission state, a yes or no checkbox at the booking engine. Pets allowed, pet fee charged, bowl on arrival, done. This is not a product. A product is a thing a guest pays money for because it solves a specific problem at a specific moment in their stay. The dog walk is that thing. It is the most acutely felt unmet need a dog-owning guest experiences inside a hotel.

The problem is structural. A dog-owning guest who has flown into a city for three nights cannot bring their dog to a fine-dining restaurant, a theatre, a museum, a board meeting, or a spa. They cannot leave the dog in the room indefinitely. The dog needs to be walked, ideally twice and often three times a day, at predictable intervals. Every walk the guest does themselves consumes one to two hours that would otherwise be spent inside the hotel spending money on food, drink, spa, retail, or extending the stay. Every walk the guest worries about cancelling means a missed dinner reservation or a curtailed evening. The structural friction is permanent. The opportunity to relieve it is the product.

Where this product has been built well, the economics speak for themselves. Pan Pacific London arranges city walks through its Pet Concierge desk and packages them with the hotel's Afternoon Tea offering. Loews Hotels operates the Loews Loves Pets programme across its US portfolio. Four Seasons properties from St Louis to Sydney coordinate walks through concierge at premium rates that anchor to the rest of the luxury ancillary stack. Aman butler-coordinates walks as part of the unstated luxury bundle. The Boston Harbor Hotel runs walks in-house at ten dollars apiece, an unintentional case study in what happens when a hotel correctly identifies that walking is a service it should own but neglects to price it.

The hotels offering nothing are not just missing this revenue. They are losing it to the consumer apps. A guest who arrives in midtown and discovers their hotel has no walking arrangement does not give up. They open the nearest consumer app, book a stranger, and that stranger walks through the lobby of the hotel two hours later to collect the dog. The hotel captures zero percent of the spend, takes one hundred percent of the operational friction of an unvetted contractor in the corridors, and loses the chance to upsell daycare, dining, or grooming through the same channel. Doing nothing is not neutral. It is actively unprofitable. So is outsourcing. The only path that captures both the revenue and the relationship is to build the service inside your own four walls.

SECTION 2

What Guests Are Actually Willing to Pay

The demand-side numbers are settled and they are large. A 2024 traveller survey of one thousand and two respondents found that seventy percent of frequent travellers almost always seek out pet-friendly hotels, and thirty-six percent would pay more than one hundred dollars per night extra for a pet-friendly room. Forty-six percent of pet owners say they will only stay at pet-friendly accommodation. Thirty-eight percent of pet-owning travellers will pay a meaningful premium specifically for the pet-friendly attribute. These numbers describe a guest segment that has already self-selected on price sensitivity. They are not looking for the cheapest room. They are looking for the room that does not force them to choose between their dog and their trip.

Within that segment, willingness to pay for walking specifically tracks closely with what local consumer providers charge. The current US market average for a 30-minute walk is twenty-nine dollars and fifty cents, and rising fast: one industry aggregation places the US one-hour walk average at thirty-three dollars and twenty-six cents in 2025, up from twenty-one dollars and sixty-six cents in 2023. Consumer-app data for a 30-minute walk shows twenty-one dollars in Chicago, fourteen pounds and nineteen pence in London. Independent professional walkers in Manhattan publish rate cards at twenty-seven to forty-nine dollars depending on length and group versus solo. In Berlin, local platforms list walks at ten to twenty euros. In Paris, French pet-sitting platforms quote eighteen to twenty-eight euros for sixty minutes.

These are baseline consumer reference points. What a guest will pay inside a hotel sits well above them, because the hotel guest is buying convenience, vetting, integration with their stay, and the assurance that the walker is a known employee of the property they have already trusted with everything else in their trip. The defensible 30-minute walk price in a Tier-1 urban luxury hotel concierge-arranged is thirty-five to fifty dollars in New York, Los Angeles, or San Francisco. Thirty to forty-five pounds in central London. Thirty-five to fifty euros in Paris, Berlin, Amsterdam, or Madrid.

The ceiling, properly built and properly sold, is meaningfully higher. The Roch luxury tier sets the world-class benchmark.

The demand is not uniform across the day. It is concentrated in three windows. The morning potty break (seven to nine in the morning) commands the lowest willingness to pay, around twenty to thirty dollars. The midday walk (eleven to two), when the owner is at a museum, a meeting, or a long lunch, is the peak demand window and the highest willingness to pay. The evening dinner walk (six to eight), when the owner is at the restaurant or theatre, is the second peak. Walks per day per booking guest average one and a half for stays of three nights or more. Walking is a length-of-stay product: leisure travellers on a three-night stay buy it daily, single-night business travellers do not.

SECTION 3

The Pricing Ladder

A dog walk should not be priced in isolation. It should be anchored within the existing ancillary stack of the property so that it reads as consistent with the rest of the menu. The following table sets out the conventional anchor relationships for five representative city-tier combinations.

City and Tier	30-Min Dog Walk	Daily Valet	Spa 50-Min Massage	Daily Pet Cleaning Fee	Room Service Tray Fee
New York Urban Luxury	$45	$85	$220	$150 flat	$15
London Urban Luxury (Mayfair)	£35	£65	£180	£0	£8.50
LA Luxury Resort	$50	$75	$240	$295 flat	$12
Paris Urban Luxury (1st Arr.)	€40	€60	€190	€100	€10
Chicago Upscale	$30	$60	$160	$75 flat	$8.50

A 30-minute walk priced at twenty to twenty-five percent of a 50-minute massage at the same property reads as consistent with the property's luxury positioning. A walk priced below the room service tray fee reads as undervalued. A walk priced above the daily valet reads as premium and is defensible at true luxury tier where the guest understands that the walker is vetted, insured, and trained to brand standard.

Most hotels currently offering walks have priced at the bottom of this band or well below it. Boston Harbor Hotel sells in-house walks at ten dollars. Colonnade Boston charges fifteen dollars. New York-New York Hotel & Casino in Las Vegas charges twenty-five dollars for a ten-minute room check. These prices are not the result of a competitive analysis. They are the result of nobody having sat down to price the service. The ceiling is much higher than these hotels imagine.

The Roch Luxury Tier

The conventional anchor table above describes a market that has not yet realised what a properly built dog walking product is worth. The Roch luxury tier sets the actual ceiling.

Product	Duration	Price	What's Included
Roch Standard	90 min	$100	Dedicated hotel-employed walker in brand uniform, scouted route, GPS tracking and photo updates, water and treats, return-to-room handover
Roch Premium	90 min	$200	All of Standard, plus full wash and towel-off on return, fresh-prepared dog meal on request, in-room kennel sanitisation, dedicated walker assigned for the duration of stay
Roch Stay Bundle	10 walks	$800	Standard walks, bookable at any time during the stay, $80 per walk effective rate, guest assigned a primary walker for the bundle

This pricing reads as aggressive against the consumer market. It reads as obvious against the rest of the luxury hotel pricing stack. A 90-minute structured walk by a dedicated hotel employee, with photo updates and a wash on return, is a comparable luxury experience to a spa treatment. Pricing it at two hundred dollars puts it below the typical 50-minute massage at the same property. A guest who pays one hundred and fifty dollars per night to bring their dog to the hotel in the first place will pay one hundred dollars for the walk that lets them eat dinner without rushing.

The bundle is the volume play. A four-night stay with two walks per day equals eight walks. The Stay Bundle of ten at eight hundred dollars locks in the stay plus two carry-over walks, banks the revenue at check-in, and creates the loyalty primitive: the guest who has bought the bundle uses it, the guest who uses it builds a relationship with the walker, the guest who builds the relationship rebooks the hotel because their dog now has a person at this property.

The 30-minute concierge-arranged walk does not disappear under this model. It sits below the Roch Standard as the entry option, priced at thirty-five to fifty dollars to match the conventional anchor. The Roch tier is the upsell, presented at booking and at check-in, with the bundle pitched as the smart purchase for any stay of three nights or more.

SECTION 4

The Dog Walk Is the Gateway

Walking sells everything else. This is the part of the thesis that operators consistently miss. A dog-owning guest who has bought a Roch Standard walk has, in the same transaction, signalled three things: they trust the hotel with their dog, they intend to spend the next ninety minutes off-property or in another part of the building, and they have established a billing relationship with the pet concierge for the rest of their stay.

That relationship compounds. The guest who books a walk on day one books a second on day two without thinking. By day three they have moved onto the Stay Bundle. By the end of the stay they are asking the concierge about a daycare option for the long lunch they have planned, the grooming session for the day of departure, the in-room dining menu for the dog, and the photographer for the family portrait with the dog on the lawn. None of these upsells happen at the same conversion rate without the initial walk. The walk is the trust event.

The revenue multiplier is material. Roch Dog's own data set, covering more than three thousand hotels across fifty-six countries, shows that dog-owning guests stay twenty-two percent longer than the industry average, spend thirty percent more on food, beverage, spa, and ancillary services, and return at a rate of seventy-six percent compared with the industry loyalty benchmark of thirty to forty percent. This is the baseline dog-friendly uplift before walking is layered in. With walking productised and sold, the F&B uplift on dinner check averages alone reaches twelve to fifteen percent, because the guest is no longer rushing back to the room to take the dog out before the main course arrives.

The compound effect on RevPAR is the headline number. Pet-friendly hotels offering a complete walking and pet-concierge service register ten to twenty percent higher revenue per available room compared with non-pet-friendly competitors in the same market. The room is the same room, the bed is the same bed, the location is the same location. The difference is that one hotel has productised the dog-owner stay end to end and the other has not.

For a 250-room urban luxury property with seventy percent occupancy, ten percent dog-room penetration, and a thirty percent walk attachment rate priced at the Roch luxury tier, the maths runs as follows:

- Dog-occupied room nights per year: 6,388 (250 × 365 × 0.7 × 0.10) - Walk-purchasing room nights at 30 percent attach: 1,916 - Average walks per dog-owning stay (1.5/day, 2.5-night average): 3.75 - Walks sold per year: 7,185 - Blended price (60% Standard at $100, 25% Bundle at $80 effective, 15% Premium at $200): $115 - Direct walk revenue: $826,275 - F&B uplift at 12 percent on dog-owning F&B baseline ($90/night): $68,990 - Total compounded incremental revenue: ~$895,000

These are conservative inputs. At fifty percent attach the number crosses $1.25 million.

SECTION 5

Building Your In-House Walking Service

The case for owning the service rather than outsourcing it is the case for owning the relationship rather than renting it. Every guest dog that gets walked by an outside contractor is a guest dog whose owner builds a relationship with that contractor instead of with your property. Every consumer-app booking that walks through your lobby is a transaction your concierge could have processed, your folio could have captured, and your repeat-stay engine could have logged. The outsourced model is a leak in the bottom of the bucket. The in-house model is the bucket.

The in-house dog walker is a dedicated hotel employee on the W-2 payroll, in the brand uniform, assigned to the pet concierge function, trained to the hotel's specific brand standards, and integrated into the rest of the guest journey through the PMS and the concierge desk. They know the layout of the property. They know which guests have dogs. They know which dogs are returning. They build the relationships that turn a one-time stay into an annual booking. They are the asset.

The First Walker

Most properties start with one walker. A single full-time dedicated walker can sustainably handle six walks per day at the Roch Standard 90-minute length, allowing for transit, handover, vetting, route variation, and the natural idle gaps between the three demand windows. At six walks per day across 350 working days (allowing for two weeks of cover via the concierge team), one walker delivers 2,100 walks per year, or just under three hundred thousand dollars of gross revenue at the blended luxury price point.

The walker's fully loaded annual cost varies by city and tier:

City	Base Wage (Hourly)	Annual Base	Multiplier	Fully Loaded
New York / LA / SF	$24-25	$50-52k	1.45x	$72-75k
London Luxury	£16.50	£34,320	1.35x	£46,332
Manchester	£13.50	£28,080	1.30x	£36,504
Paris	€12.50	€26,000	1.45x	€37,700
Berlin	€15.00	€31,200	1.40x	€43,680
Madrid	€11.00	€22,880	1.35x	€30,888

A single Manhattan walker at $75,000 fully loaded, delivering 2,100 walks per year at a $115 blended price, generates $241,500 of revenue against $75,000 of cost. Gross margin: $166,500 per walker, sixty-nine percent. This is before the F&B halo and the cross-sell stack are layered on.

The Second Walker and Beyond

A property hires a second walker when sustained demand exceeds twelve walks per day. At twelve walks per day the first walker is at saturation and the concierge is turning away or rescheduling guests, which is the precise failure mode that drives those guests back to the consumer apps. A 250-room urban luxury hotel hitting twenty walks per day in peak season needs three walkers on staff and a fourth on call. A 500-room resort with strong dog penetration needs four to six.

Hiring a second walker shifts the model from a one-employee-cost-line to a small team with internal coverage, holiday rota, peak-period flex, and the ability to assign a specific walker to a specific high-value guest dog for the duration of a stay. The Premium tier becomes operationally viable only with a team of two or more, because the dedicated-walker-for-the-stay promise requires someone to cover the rest of the day's bookings.

The Walker's Day

A well-built walker schedule maps the day to the three demand windows with productive use of the gaps:

- 07:00-09:00: morning potty breaks (2-3 short walks) - 09:00-11:00: kennel sanitisation, pet welcome packs for arrivals, route scouting, walker admin - 11:00-14:00: midday peak (3 walks) - 14:00-17:00: pet amenity preparation, cross-training, brand standard maintenance, dog-photo sessions on request - 17:00-20:00: evening peak (2-3 walks)

A six-walk day fits comfortably inside an eight-hour shift with cross-training time built in. The walker is not idle between peaks. They are working the pet concierge function in its entirety, of which walking is the headline product.

SECTION 6

The Break-Even Maths

The decision to hire your first walker turns on daily walk volume. Two scenarios bracket the threshold:

Aggressive break-even: 5 walks per day. At a fully loaded NYC/LA/SF FTE cost of $75,000 and a blended luxury price of $115 per walk, the in-house model breaks even at 4.5 walks per day. This assumes the walker is near-fully utilised during their paid hours and the property has demand to fill the schedule.

Conservative break-even: 7 walks per day. Realistic operational analysis accounts for transit time between rooms and walking routes, weather delays, no-show guests, walker training and onboarding ramp, and the structural idle gaps in the schedule. At realistic utilisation, the break-even shifts to seven walks per day even at luxury pricing.

The two scenarios bracket the decision band. Below five walks per day, the hotel sells walks via the existing concierge function at the conventional thirty-five to fifty dollar price point with a vetted local provider on retainer. The product still exists, but it does not need its own employee. Above seven walks per day sustained, the hotel hires its first walker and moves to the Roch luxury tier pricing.

Property-size guidance follows from this:

Property Size	Typical Dog Occupancy	Daily Walks Achievable	Recommended Build Path
50-room boutique	1-3 rooms	1-4 walks	Concierge-arranged via vetted local provider, conventional pricing
150-room urban upscale	5-10 rooms	3-7 walks	Hire first dedicated walker on the upper end of the band, launch Roch Standard
250-room urban luxury	10-20 rooms	5-12 walks	First walker minimum, second walker as demand sustains above 12/day
500-room major resort	25-50 rooms	10-25+ walks	Team of three to six walkers, full Roch luxury tier including Premium

Most properties in the global market sit in the 150-250 room urban band where the maths supports one walker at the Roch Standard. Resorts and large urban luxury properties support a team. The boutique sub-50-room property uses the conventional concierge-arranged model until demand grows.

SECTION 7

Navigating the Operational Risks

Three issues have scared some hotels off building in-house. None of them is a reason not to build. All of them are manageable with the right structure.

Worker Classification

In California, AB5's three-part test classifies any worker performing work within the hotel's usual course of business as an employee, not a contractor. A hotel that markets itself as pet-friendly and offers dog walking is doing dog walking in its usual course of business. A 1099 freelance walker engaged directly by the hotel fails the test and exposes the hotel to retroactive payroll taxes, workers' compensation back-premiums, unpaid overtime claims, and class-action liability.

The solution is straightforward. Hire the walker as a W-2 full-time employee on the master payroll, in the brand uniform, on the standard hotel benefits schedule. Not as a contractor. Not as a Venmo freelancer. As an employee. This is how the hotel already engages every other guest-facing role on the property. The walker is no different. AB5 is only a trap for hotels that try to engage walkers as contractors. For hotels that hire them properly, AB5 is irrelevant.

In the UK, IR35 applies the same logic. Hiring a freelance walker on-call while the hotel controls their schedule and provides their equipment fails IR35 and triggers retroactive employer National Insurance liability. The fix is identical: PAYE employment, not freelance engagement.

In the EU, the Platform Work Directive (transposed by member states by 2 December 2026) targets platform workers, not hotel employees. The Directive does not constrain a hotel's ability to employ walkers directly. It does constrain the hotel's ability to engage workers through an outsourced agency that itself relies on misclassified contractors, which is another argument for building in-house.

Insurance

The average claim cost of a dog-related injury now exceeds $58,000 according to recent insurance industry reports. A standard hotel commercial general liability policy excludes or sub-limits animal liability. Adding a pet liability rider to cover an in-house walker and the dogs in their custody costs $1,500 to $3,500 annually in the US and £800 to £2,500 in the UK. This is small money relative to a hotel's master programme.

The risk is not in the premium. It is in the operating discipline that keeps the claim from happening. Hotels that build in-house walking and execute it properly experience claim frequency well below the platform marketplace average, because the walker is a trained employee on a known route walking a known dog, not a stranger collected from an app. The in-house model is the lower-risk model. The audit trail, the route documentation, the GPS tracking, the photo updates, and the post-walk handover are all defensive evidence in the event of a dispute.

The pet liability rider is the price of doing business properly. Build it into the operating budget alongside the walker's salary.

Brand Standards

Marriott Pet Friendly, Hilton Pet Policy, Hyatt LovesPets, IHG Pet Policy, and the equivalent chain standards all permit on-property pet services. Most actively encourage them. The standards typically require dogs to be crated when the room is unoccupied, which seems at first reading to conflict with an in-house walker collecting a dog from an unattended room. It does not.

The walker is in attendance. The dog is not unattended when an authorised hotel employee in brand uniform is in the room with a guest-issued access protocol. This is handled the same way housekeeping is handled. The brand standard exists to protect housekeeping staff from a defensive animal alone in a room. The walker collecting the dog from a guest-authorised pickup is the inverse situation: the dog is being attended to by a trained handler with the owner's explicit consent recorded at booking.

Every major chain has properties running in-house pet services already. The brand-standards conversation is a paperwork exercise, not a structural obstacle. Document the protocol, get it signed off by the regional brand-standards lead, and proceed.

Union Jurisdictions

In US hotel markets with strong UNITE HERE presence (New York, Los Angeles, San Francisco, Chicago) and the Hotel Trades Council in New York-New Jersey, adding a new role requires negotiation with the bargaining unit. The walker classification slots into the standard wage scale and benefits structure. This raises the fully loaded cost but does not block the build.

The decision math at union wage levels still works. A Los Angeles walker at the union scale (heading toward $35/hour by 2027 with benefits, total comp ~$100,000) needs to deliver eight to ten walks per day to break even on revenue alone, which is achievable in any 250+ room luxury property with active concierge selling. The union walker is also a more durable hire with lower turnover, which compounds the relationship-building thesis that justifies the in-house model in the first place.

SECTION 8

The 90-Day Build Plan

A hotel deciding to build in-house dog walking from a standing start can be in market in ninety days. The sequence below assumes a 200-300 room urban luxury property hiring its first dedicated walker.

Weeks 1-2: Walker Hire. Draft the role: full-time W-2 dedicated dog walker, brand uniform, reporting to the head concierge. Required qualifications: pet first aid and CPR certification, dog handling experience, background check, GPS app comfort, brand-aligned presentation. Post internally first to cross-train an existing concierge or bell team member who loves dogs before going external.

Weeks 3-4: Legal and Insurance. Process W-2 paperwork through the standard payroll system. Add the pet liability rider to the master CGL policy. Update the guest registration to authorise the walker to collect the dog from the room. For chain-managed properties, submit the brand standards exception to the regional lead.

Weeks 5-6: Product Build. Set the menu: 30-minute concierge walk at $35-50, Roch Standard at $100, Roch Premium at $200, Stay Bundle of ten at $800. Build the digital booking flow into your PMS. Scout three to five walking routes within ten minutes of the property. Procure branded leads, harnesses, bowls, towels, treat tins.

Weeks 7-8: Walker Training and Integration. Train the walker on property layout, routes, booking flow, concierge handover, the GPS app, post-walk wash protocol, brand presentation. Brief front desk and concierge on the upsell ladder (walk to bundle to daycare to grooming to dining). Brief housekeeping and security on walker access protocols.

Weeks 9-10: Marketing Launch. Update the website pet page, the OTA amenity tags, the pre-arrival email, the in-room collateral, and the TV welcome screen with the menu and booking link. Brief sales and PR. Train the front desk to offer the bundle at check-in with every dog-owning guest.

Weeks 11-12: Measure and Iterate. Track attach rate by room type, walk volume by time of day, bundle conversion, revenue per dog-owning room night, walker utilisation, and cross-sell rate into daycare, dining, and grooming. Expect attach to climb from ten percent in month one to twenty-five to forty percent by month six. The bundle becomes the dominant unit sold by month four.

SECTION 9

The Roch Dog Turnkey Service

Not every hotel that wants to capture this revenue has the bandwidth to build it themselves. Hiring a walker is a hiring decision. Training a walker is a training decision. Building a menu and a pricing strategy is a product decision. Navigating insurance and brand standards is a risk decision. Marketing the offer through the OTAs and the pre-arrival email is a sales decision. Five separate departmental conversations in a hotel that may not have an obvious owner for any of them.

Roch Dog delivers the entire build as a completed project package. The hotel commissions us, we deliver the running service inside ninety days, the hotel owns the revenue and keeps the relationship. Specifically:

- We define the role specification for your market and your property tier - We source, vet, and recommend the walker candidates (or transition an existing cross-trained employee into the role) - We train the walker to the Roch Dog Friendly Standard (RDFS), the only structured certification in dog-friendly hospitality - We build the SOPs, the route documentation, the GPS and photo update integration, the post-walk wash protocol - We brief and train your concierge, front desk, housekeeping, security, and sales teams - We design the menu, set the prices for your tier and market, and produce the in-room collateral - We integrate the offer with your PMS, your guest app, your pre-arrival email, and your OTA listings - We document the brand standards exception and the insurance rider language - We hand over a running, generating, measurable service with the first sixty days of metrics in your hands

The hotel pays Roch Dog a fixed setup fee for the build and an optional ongoing retainer for quarterly review, training refresh, and certification renewal. The hotel retains one hundred percent of the walking revenue, one hundred percent of the F&B and ancillary uplift, and the full guest relationship. Roch Dog is the partner that gets the service standing. The hotel is the operator that runs it.

Properties built to the Roch standard receive the RDFS certification at the appropriate tier, editorial coverage in Roch Society, integration into Kali (the canine concierge for the world's best dog-friendly hotels), and inclusion in the curated maps and trail recommendations that drive search traffic to the property's website. The build is the operational entry point to the wider Roch Dog certification and distribution stack.

Appendix A: Worked ROI Calculator

Use your property's own numbers. Column A is your figure. Columns B and C are worked examples for two property types running the in-house build.

Step 1: Your baseline

Input	Your property	A: 250-room urban luxury	B: 60-room boutique resort
Room count	____	250	60
Average occupancy	____	70%	65%
Dog occupancy share	____	10%	15%
Dog-occupied room nights/year	____	6,388	2,135
Walk attach rate	____	30%	40%
Average stay length (nights)	____	2.5	3.0
Walks per stay (1.5/day)	____	3.75	4.50

Step 2: Walks sold

Calc	Your property	A	B
Walking room nights	____	1,916	854
Walks sold/year	____	7,185	3,843
Blended price (Standard $100 / Bundle $80 / Premium $200)	____	$115	$115
Direct walk revenue/year	____	$826,275	$441,945

Step 3: Walker staffing cost

Calc	Your property	A	B
Walks per walker per year (6/day × 350 days)	____	2,100	2,100
Walkers required	____	3.4 → 3-4	1.8 → 2
Fully loaded cost per walker	____	$75,000	$42,000
Total walker cost/year	____	$262,500 (3.5 FTE)	$84,000 (2 FTE)

Step 4: Indirect uplift

Calc	Your property	A	B
Dog-owning F&B/night baseline	____	$90	$120
F&B uplift at 12%	____	$10.80	$14.40
Annual F&B uplift	____	$68,990	$30,744

Step 5: Total contribution

Total	Your property	A	B
Direct walk revenue	____	$826,275	$441,945
F&B uplift	____	$68,990	$30,744
Less walker cost	____	($262,500)	($84,000)
Less equipment/insurance/marketing (5%)	____	($41,000)	($22,000)
Net annual contribution	____	$591,765	$366,689

Numbers are illustrative. The 250-room luxury property in this example clears more than half a million dollars of net annual contribution from a service that did not exist twelve months earlier. The 60-room boutique resort, smaller in scale but higher in dog penetration and attach rate, clears more than three hundred and sixty thousand. Adjust the attach rate, blended price, and F&B baseline to match your property's reality. A property hitting fifty percent attach with active concierge selling sees these numbers climb above eight hundred thousand and four hundred and fifty thousand respectively.

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16. Colonnade Boston, V.I.Pets package
17. New York-New York Hotel & Casino, Doggie Butler
18. Roch Dog, RDWP-PB-01, The Hotel Dog Friendliness Playbook
19. Roch Dog, RDWP-FS-01, The Roch Dog Friendly Standard
20. Roch Dog, RDWP-IHG-01, IHG Dog-Friendly Ranking Analysis Report
21. Roch Dog, assessment data set covering more than 3,000 hotels across 56 countries

Roch Dog operates the Roch Dog Friendly Standard, the world's only structured certification for dog-friendly hospitality. The RDFS scores hotels across forty-eight data points covering policy, room setup, shared spaces, services, and staff training. Certified hotels appear in Roch Society and integrate with Kali, the canine concierge for the world's best dog-friendly hotels. To commission a turnkey walking service build at your property, contact the CEO directly at bule@rochdog.com.