

Strategic Alternatives Part 1							
Key Factors	Weight	Strategy 1 Forward Integration*		Strategy 2 Backward Integration*		Strategy 3 Horizontal Integration*	
		AS	TAS	AS	TAS	AS	TAS
Key External Factors:							
<i>Opportunities:</i>							
1. Increase of 40% in Colombian E-commerce	0.08	2	0.16	1	0.08	1	0.08
2. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia	0.07	-	-	-	-	-	-
3. Increase of 44.44% of internet users in the past few years in Colombia	0.07	2	0.14	1	0.07	1	0.07
4. Economic stability projections for Colombia in the coming years.	0.06	3	0.18	4	0.24	1	0.06
5. Average time invested in personal and free time activities of 17:20 +/- 1hrs	0.08	1	0.08	1	0.08	2	0.16
6. Bogotá has the largest number of women workers 63%	0.09	-	-	-	-	-	-
7. High demand of relaxing activities	0.09	2	0.18	1	0.04	1	0.04
8. Stress affects 28% of workers in Colombia	0.04	-	-	-	-	-	-
9. Increasing social media scope, 15 billion social network users in Colombia	0.04	1	0.04	1	0.04	4	0.16
<i>Threats:</i>							
1. Wide range of relaxation activities business.	0.06	-	-	-	-	-	-
2. Small and barely known market industry	0.06	1	0.06	1	0.06	4	0.24
3. Positioning of other SPAs	0.06	-	-	-	-	-	-
4. Market rejection of express business model	0.04	1	0.04	1	0.04	2	0.08
5. High competitiveness	0.06	-	-	-	-	-	-
6. Space of Massage is unknown by our employees.	0.07	2	0.14	1	0.07	1	0.07
7. Traffic congestion affecting our times of delivery.	0.03	4	0.12	1	0.03	2	0.06
TOTAL	1.00						
Key Internal Factors							
<i>Strengths:</i>							
1. The possibility to go to our customers. Being able to take the service to them, wherever they want us to deliver the service.	0.17	4	0.68	1	0.17	1	0.17
2. Use natural moisturizer and oils, certified with no contraindications.	0.05	-	-	-	-	-	-
3. Have a wide range of different types of massages	0.11	1	0.11	2	0.22	1	0.11
4. Our employees will have a previous preparation to best satisfy our customers	0.09	1	0.09	1	0.09	1	0.09
5. Our employees must have an educational formation with an emphasis in physiotherapy.	0.07	-	-	-	-	-	-
6. Being able to book any type of massage through the Internet in any smart phone device through our website.	0.06	-	-	-	-	-	-
7. Having promos and special treats every month for our loyal customers.	0.07	2	0.14	3	0.21	2	0.14
<i>Weaknesses:</i>							
1. Not having a recognized image	0.03	-	-	-	-	-	-
2. Lacking of awareness of our business at the moment.	0.02	-	-	-	-	-	-
3. Not recognized by our potential customers as the first option for massages	0.07	-	-	-	-	-	-
4. Prices not very low in comparison with the competitors	0.09	1	0.09	1	0.09	3	0.21
5. We are just starting so we don't have as much experience compared to the other firms in the same market	0.07	-	-	-	-	-	-
6. The space disposal depends on the customer (for now).	0.10	4	0.40	1	0.10	1	0.10
TOTAL	1.00		2.65		1.63		1.84

Strategic Alternatives Part 2							
Key Factors	Weight	Strategy 4 Market Penetration*		Strategy 5 Product Development*		Strategy 6 Market Development*	
		AS	TAS	AS	TAS	AS	TAS
Key External Factors:							
<i>Opportunities:</i>							
10. Increase of 40% in Colombian E-commerce	0.08	4	0.32	3	0.24	3	0.24
11. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia	0.07	-	-	-	-	-	-
12. Increase of 44.44% of internet users in the past few years in Colombia	0.07	4	0.38	4	0.38	3	0.21
13. Economic stability projections for Colombia in the coming years.	0.06	4	0.24	4	0.24	3	0.18
14. Average time invested in personal and free time activities of 17:20 +/- 1hrs	0.08	1	0.08	4	0.32	3	0.24
15. Bogotá has the largest number of women workers 63%	0.09	-	-	-	-	-	-
16. High demand of relaxing activities	0.09	4	0.36	4	0.36	3	0.27
17. Stress affects 28% of workers in Colombia	0.04	-	-	-	-	-	-
18. Increasing social media scope, 15 billion social network users in Colombia	0.04	3	0.12	4	0.16	3	0.12
<i>Threats:</i>							
8. Wide range of relaxation activities business.	0.06	-	-	-	-	-	-
9. Small and barely known market industry	0.06	1	0.06	4	0.24	1	0.06
10. Positioning of other SPAs	0.06	-	-	-	-	-	-
11. Market rejection of express business model	0.04	1	0.04	2	0.08	2	0.08
12. High competitiveness	0.06	-	-	-	-	-	-
13. Space of Massage is unknown by our employees.	0.07	1	0.07	2	0.14	1	0.07
14. Traffic congestion affecting our times of delivery.	0.03	1	0.03	2	0.06	1	0.03
TOTAL	1.00						
Key Internal Factors							
<i>Strengths:</i>							
8. The possibility to go to our customers. Being able to take the service to them, wherever they want us to deliver the service.	0.17	4	0.68	3	0.51	3	0.51
9. Use natural moisturizer and oils, certified with no contraindications.	0.05	-	-	-	-	-	-
10. Have a wide range of different types of massages	0.11	4	0.44	4	0.44	3	0.33
11. Our employees will have a previous preparation to best satisfy our customers	0.09	4	0.36	4	0.36	3	0.27
12. Our employees must have an educational formation with an emphasis in physiotherapy.	0.07	-	-	-	-	-	-
13. Being able to book any type of massage through the Internet in any smart phone device through our website.	0.06	-	-	-	-	-	-
14. Having promos and special treats every month for our loyal customers.	0.07	4	0.28	4	0.28	2	0.14
<i>Weaknesses:</i>							
7. Not having a recognized image	0.03	-	-	-	-	-	-
8. Lacking of awareness of our business at the moment.	0.02	-	-	-	-	-	-
9. Not recognized by our potential customers as the first option for massages	0.07	-	-	-	-	-	-
10. Prices not very low in comparison with the competitors	0.09	1	0.09	4	0.36	1	0.09
11. We are just starting so we don't have as much experience compared to the other firms in the same market	0.07	-	-	-	-	-	-
12. The space disposal depends on the customer (for now).	0.10	2	0.20	4	0.40	3	0.30
TOTAL	1.00		3.75		4.05		3.14

Strategic Alternatives Part 3

Key Factors	Weight	Strategy 7 Divestiture*		Strategy 8 Liquidation*		Strategy 9 Purchase a store*	
		AS	TAS	AS	TAS	AS	TAS
Key External Factors:							
<i>Opportunities:</i>							
19. Increase of 40% in Colombian E-commerce	0.08	1	0.08	1	0.08	2	0.16
20. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia	0.07	-	-	-	-	-	-
21. Increase of 44.44% of internet users in the past few years in Colombia	0.07	1	0.08	1	0.08	2	0.14
22. Economic stability projections for Colombia in the coming years.	0.06	2	0.12	1	0.08	4	0.24
23. Average time invested in personal and free time activities of 17:20 +/- 1hrs	0.08	1	0.08	1	0.08	3	0.24
24. Bogotá has the largest number of women workers 63%	0.09	-	-	-	-	-	-
25. High demand of relaxing activities	0.09	1	0.08	1	0.08	3	0.27
26. Stress affects 28% of workers in Colombia	0.04	-	-	-	-	-	-
27. Increasing social media scope, 15 billion social network users in Colombia	0.04	2	0.08	1	0.04	4	0.16
<i>Threats:</i>							
15. Wide range of relaxation activities business.	0.06	-	-	-	-	-	-
16. Small and barely known market industry	0.06	3	0.18	1	0.06	1	0.06
17. Positioning of other SPAs	0.06	-	-	-	-	-	-
18. Market rejection of express business model	0.04	3	0.12	2	0.08	4	0.16
19. High competitiveness	0.06	-	-	-	-	-	-
20. Space of Massage is unknown by our employees.	0.07	2	0.14	1	0.07	4	0.28
21. Traffic congestion affecting our times of delivery.	0.03	1	0.03	1	0.03	4	0.12
TOTAL	1.00						
Key Internal Factors							
<i>Strengths:</i>							
15. The possibility to go to our customers. Being able to take the service to them, wherever they want us to deliver the service.	0.17	1	0.17	1	0.17	1	0.17
16. Use natural moisturizer and oils, certified with no contraindications.	0.05	-	-	-	-	-	-
17. Have a wide range of different types of massages	0.11	1	0.11	1	0.11	1	0.11
18. Our employees will have a previous preparation to best satisfy our customers	0.09	1	0.09	1	0.09	1	0.09
19. Our employees must have an educational formation with an emphasis in physiotherapy.	0.07	-	-	-	-	-	-
20. Being able to book any type of massage through the Internet in any smart phone device through our website.	0.06	-	-	-	-	-	-
21. Having promos and special treats every month for our loyal customers.	0.07	1	0.07	1	0.07	3	0.21
<i>Weaknesses:</i>							
13. Not having a recognized image	0.03	-	-	-	-	-	-
14. Lacking of awareness of our business at the moment.	0.02	-	-	-	-	-	-
15. Not recognized by our potential customers as the first option for massages	0.07	-	-	-	-	-	-
16. Prices not very low in comparison with the competitors	0.09	2	0.18	1	0.09	1	0.09
17. We are just starting so we don't have as much experience compared to the other firms in the same market	0.07	-	-	-	-	-	-
18. The space disposal depends on the customer (for now).	0.10	3	0.30	1	0.10	4	0.40
TOTAL	1.00		1.91		1.31		3.44