## Key Factors

### Weight

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### Key External Factors:

#### Opportunities:
1. Increase of 40% in Colombian E-commerce
   - Weight: 0.08
2. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia
   - Weight: 0.07
3. Increase of 44.44% of internet users in the past few years in Colombia
   - Weight: 0.07
4. Economic stability projections for Colombia in the coming years.
   - Weight: 0.06
5. Average time invested in personal and free time activities of 17:20 +/- 1hrs
   - Weight: 0.08
6. Bogotá has the largest number of women workers 63%
   - Weight: 0.09
7. High demand of relaxing activities
   - Weight: 0.09
8. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia
   - Weight: 0.06
9. Increasing social media scope, 15 billion social network users in Colombia
   - Weight: 0.04

#### Threats:
1. Wide range of relaxation activities business.
   - Weight: 0.06
2. Small and barely known market industry
   - Weight: 0.06
3. Positioning of other SPAs
   - Weight: 0.06
4. Market rejection of express business model
   - Weight: 0.04
5. High competitiveness
   - Weight: 0.07
6. Space of Massage is unknown by our employees
   - Weight: 0.04
7. Traffic congestion affecting our times of delivery.
   - Weight: 0.03

### TOTAL

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### Key Internal Factors

#### Strengths:
1. The possibility to go to our customers. Being able to take the service to them, wherever they want us to deliver the service.
   - Weight: 0.17
2. Use natural moisturizer and oils, certified with no contraindications.
   - Weight: 0.05
3. Have a wide range of different types of massages
   - Weight: 0.11
4. Our employees will have a previous preparation to best satisfy our customers
   - Weight: 0.09
5. Our employees must have an educational formation with an emphasis in physiotherapy.
   - Weight: 0.07
6. Being able to book any type of massage through the Internet in any smart phone device through our website.
   - Weight: 0.06
7. Having promos and special treats every month for our loyal customers.
   - Weight: 0.07

#### Weaknesses:
1. Not having a recognized image
   - Weight: 0.03
2. Lacking of awareness of our business at the moment.
   - Weight: 0.02
3. Not recognized by our potential customers as the first option for massages
   - Weight: 0.07
4. Prices not very low in comparison with the competitors
   - Weight: 0.09
5. We are just starting so we don't have as much experience compared to the other firms in the same market
   - Weight: 0.07
6. The space disposal depends on the customer (for now).
   - Weight: 0.10

### TOTAL

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## Strategic Alternatives Part 2

### Key Factors

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### Key External Factors:

#### Opportunities:

1. Increase of 40% in Colombian E-commerce  
   Weight: 0.08  
   Strategy 4: 4  
   Strategy 5: 0.32  
   Strategy 6: 3  
   Market Penetration: 3  
   Product Development: 3  
   Market Development: 0.24

2. Growth in GDP 4.0% to 4.4% (2013-2015 respectively) in Colombia  
   Weight: 0.07  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

3. Increase of 44.44% of internet users in the past few years in Colombia  
   Weight: 0.07  
   Strategy 4: 4  
   Strategy 5: 0.38  
   Strategy 6: 4  
   Market Penetration: 3  
   Product Development: 0.38  
   Market Development: 0.21

4. Economic stability projections for Colombia in the coming years.  
   Weight: 0.06  
   Strategy 4: 4  
   Strategy 5: 0.24  
   Strategy 6: 4  
   Market Penetration: 3  
   Product Development: 0.24  
   Market Development: 0.18

5. Average time invested in personal and free time activities of 17:20 +/- 1hrs  
   Weight: 0.08  
   Strategy 4: 1  
   Strategy 5: 0.08  
   Strategy 6: 4  
   Market Penetration: 3  
   Product Development: 0.32  
   Market Development: 0.24

6. Bogotá has the largest number of women workers 63%  
   Weight: 0.09  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

7. High demand of relaxing activities  
   Weight: 0.07  
   Strategy 4: 4  
   Strategy 5: 0.36  
   Strategy 6: 4  
   Market Penetration: 3  
   Product Development: 0.36  
   Market Development: 0.27

8. Stress affects 28% of workers in Colombia  
   Weight: 0.04  
   Strategy 4: 3  
   Strategy 5: 0.12  
   Strategy 6: 4  
   Market Penetration: 1.6  
   Product Development: 0.16  
   Market Development: 0.12

9. Increasing social media scope, 15 billion social network users in Colombia  
   Weight: 0.04  
   Strategy 4: 4  
   Strategy 5: 0.36  
   Strategy 6: 4  
   Market Penetration: 3  
   Product Development: 0.36  
   Market Development: 0.27

#### Threats:

1. Wide range of relaxation activities business.  
   Weight: 0.06  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

2. Small and barely known market industry  
   Weight: 0.06  
   Strategy 4: 1  
   Strategy 5: 0.06  
   Strategy 6: 4  
   Market Penetration: 1  
   Product Development: 0.24  
   Market Development: 0.06

3. Positioning of other SPAs  
   Weight: 0.04  
   Strategy 4: 1  
   Strategy 5: 0.04  
   Strategy 6: 2  
   Market Penetration: 2  
   Product Development: 0.08  
   Market Development: 0.08

4. Market rejection of express business model  
   Weight: 0.06  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

5. High competitiveness  
   Weight: 0.07  
   Strategy 4: 1  
   Strategy 5: 0.07  
   Strategy 6: 2  
   Market Penetration: 0.14  
   Product Development: 1  
   Market Development: 0.07

6. Space of Massage is unknown by our employees.  
   Weight: 0.03  
   Strategy 4: 1  
   Strategy 5: 0.03  
   Strategy 6: 2  
   Market Penetration: 0.06  
   Product Development: 1  
   Market Development: 0.03

7. Traffic congestion affecting our times of delivery.  
   Weight: 0.03  
   Strategy 4: 1  
   Strategy 5: 0.03  
   Strategy 6: 2  
   Market Penetration: 0.06  
   Product Development: 1  
   Market Development: 0.03

#### TOTAL  

1.00  

### Key Internal Factors

#### Strengths:

1. The possibility to go to our customers.  
   Being able to take the service to them, wherever they want us to deliver the service.  
   Weight: 0.17  
   Strategy 4: 4  
   Strategy 5: 0.68  
   Strategy 6: 3  
   Market Penetration: 0.51  
   Product Development: 3  
   Market Development: 0.51

2. Use natural moisturizer and oils, certified with no contraindications.  
   Weight: 0.05  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

3. Have a wide range of different types of massages  
   Weight: 0.11  
   Strategy 4: 4  
   Strategy 5: 0.44  
   Strategy 6: 4  
   Market Penetration: 0.44  
   Product Development: 3  
   Market Development: 0.33

4. Our employees will have a previous preparation to best satisfy our customers  
   Weight: 0.09  
   Strategy 4: 4  
   Strategy 5: 0.36  
   Strategy 6: 4  
   Market Penetration: 0.36  
   Product Development: 3  
   Market Development: 0.27

5. Our employees must have an educational formation with an emphasis in physiotherapy.  
   Weight: 0.07  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

6. Being able to book any type of massage through the Internet in any smart phone device through our website.  
   Weight: 0.06  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

7. Having promos and special treats every month for our loyal customers.  
   Weight: 0.07  
   Strategy 4: 4  
   Strategy 5: 0.28  
   Strategy 6: 4  
   Market Penetration: 0.28  
   Product Development: 2  
   Market Development: 0.14

#### Weaknesses:

1. Not having a recognized image  
   Weight: 0.03  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

2. Lacking of awareness of our business at the moment.  
   Weight: 0.02  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

3. Not recognized by our potential customers as the first option for massages  
   Weight: 0.07  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

4. Prices not very low in comparison with the competitors  
   Weight: 0.09  
   Strategy 4: 1  
   Strategy 5: 0.09  
   Strategy 6: 4  
   Market Penetration: 0.36  
   Product Development: 1  
   Market Development: 0.09

5. We are just starting so we don't have as much experience compared to the other firms in the same market  
   Weight: 0.07  
   Strategy 4: -  
   Strategy 5: -  
   Strategy 6: -  
   Market Penetration: -  
   Product Development: -  
   Market Development: -

6. The space disposal depends on the customer (for now).  
   Weight: 0.10  
   Strategy 4: 2  
   Strategy 5: 0.20  
   Strategy 6: 4  
   Market Penetration: 0.40  
   Product Development: 3  
   Market Development: 0.30

#### TOTAL  

1.00  

| 3.75 | 4.05 | 3.14 |
### Key External Factors:

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<th>Strategy 8 Liquidation*</th>
<th>Strategy 9 Purchase a store*</th>
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