Universitat de Lleida

Assignment 1

Design of the Strategic Plan of your business idea

Assignatura: *Technological Business Management and Entrepreneurship*

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        * Bargaining power of suppliers
        * Bargaining power of buyers
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1.1 Strategic Plan

- **Strategy**: An strategy when talking about business is the plan that the company has to achieve its objectives and purposes.

- **Strategic plan**: A strategic plan is a document that is used to communicate with the organization the organization's goals, the actions needed to achieve those goals and all of the other elements developed during the planning exercise that will help the company achieve its strategy.

1.2 Description of the company

- **Mission**: The mission of a company is the reason for its existence, the purpose of the company, the reason why it is in business. It states the company's goals, problems it pretends to solve and the value that it will provide to the costumers.

- **Vision**: It's what the company aspires to be in the long term. It will serve as a source of inspiration, and set the direction of the company's growth. It can be more abstract than the mission, focusing on the desired future.

- **Values**: Basic principles and beliefs that guide a company's behaviour, thinking, interactions and ways to make decisions. They define the culture and view of the company, and create a company identity, and make both employees and customers resonate with them.

1.3 Environment

- General 1.3.1

- Specific 1.3.2

1.3.1 General

A general analysis of the environment evaluates external factors that can impact the company's operations, decisions and success. They are normally categorized in the following categories:

- **Political factors**: Include government policies, political stability of a country, policies on taxes, restrictions on trades, and how much the government usually intervenes in the economy.

- **Economic factors**: Inflation rates, interest rates, economic growth, exchange rates and economic cycles. Normally influence on consumer's purchasing power, capital and investment opportunities.

- **Social factors**: Cultural aspects, attitudes and society's values. Include things such as demographics, population growth rate, age distribution, education levels…Understanding these factors can help a company meet the needs of a target market better.

- **Technological factors**: Impact of emerging or existing technologies, changes and advancements; as well as research automation, and innovation. Can offer both opportunities and threat to companies.

1.3.2 Specific

A specific analysis of the environment evaluates the competitive forces that can impact the company in a immediate and industry-specific way. Focuses on competitive elements that directly affect the company's ability to serve its own costumers.

- **Threat of new entrants**: Focuses on how easy or difficult it is for new companies to enter the industry. Considers some barriers to entry as high investment, access to technology, regulations, economics,...

- **Threat of substitutes**: Focuses on the availability of alternative products or services that can satisfy the same need. This may cause costumers switching to alternative products or services that meet similar needs, and limit the pricing power.

- **Bargaining power of suppliers**: How much power a company's suppliers have over the cost of goods and services needed to produce the company's product. A small number of suppliers or unique service can affect production costs and profitability.

- **Bargaining power of buyers**: Power costumers have to set prices, quality and services. If the company's costumers have many options or or account for too much portion of the company's sales, that can be bad for the company

- **Rivalry among existing competitors**: Intensity of competition among competitors in the company's same industry. High levels of it can limit profitability and growth potential due to things such as prices wars, advertising battles, and newer product innovations.

2 Mission, vision and values

Describe the mission, vision and values of your business idea.

- Mission 2.1

- Vision 2.2

- Values 2.3

2.1 Mission

At RefuAPP, our mission is to empower outdoor enthusiasts with the tools and information they need to embark on unforgettable adventures in the mountains. We are committed to providing a comprehensive platform that

offers real-time refuge updates, personalized route planning, and immersive experiences, ensuring the safety, comfort, and enjoyment of every hiker. Our mission is to foster a sense of exploration, stewardship, and community among outdoor lovers, while promoting responsible outdoor recreation and refuge conservation efforts. We also consider our mission to provide a secure and reliable experience for those who are looking for a refuge in the mountains, even if they succumb to bad weather conditions. In those cases, we make it our mission to contact the emergency services and provide the necessary information to ensure the safety of our users.

2.2   Vision

Our vision at RefuAPP is to become the leading global platform for mountain refuge information and outdoor adventure planning. We envision a world where every hiker can confidently explore the wilderness, armed with the knowledge and resources to make informed decisions and create lifelong memories. By harnessing the power of technology, innovation, and collaboration, we aspire to inspire a new generation of outdoor enthusiasts and foster a deeper connection with nature and the mountains. We want to create a world where everyone can enjoy the mountains and the outdoors, without having to worry about their safety, and where they can enjoy the beauty of nature without any worries.

2.3   Values

Innovation   We embrace innovation and strive to push the boundaries of what's possible, continuously seeking new ways to enhance the outdoor adventure experience through technology and creativity.

Empowerment   We empower users to take control of their outdoor adventures, providing them with the tools, information, and confidence to explore the mountains safely and responsibly.

Community   We value community and believe in the power of connection and collaboration. We foster a supportive and inclusive community of outdoor enthusiasts who share a passion for exploration, adventure, and stewardship.

Integrity   We operate with honesty, transparency, and integrity in everything we do. We are committed to delivering accurate, reliable, and trustworthy information to our users, and to upholding the highest ethical standards in our interactions with partners and stakeholders.

Sustainability We are committed to sustainability and environmental stewardship. We strive to minimize our ecological footprint, promote responsible outdoor practices, and contribute to the preservation and conservation of mountain ecosystems and refuge habitats.

3 Strategic plan

Development of a Strategic Plan: Describe yout company/startup, different activites, departments, internal and external analysis.

- Description of the company/startup 3.1

- Different activities 3.2

- Departments 3.3

- Analysis 3.4

3.1 Description of company/startup

Our company is a tech-driven startup dedicated to revolutionizing the hiking and mountain refuge experience in the Pyrenees. Our mission is to provide hikers with reliable information and tools to ensure their safety, comfort, and enjoyment while traversing through the breathtaking landscapes of the Pyrenees mountain range. We want to bring technology closer to nature while preserving the authenticity and spirit of outdoor adventure. Our commitment is to grow the hiking community, support refuge owners, and local economies.

3.2 Different activities

App development The core activity of RefuApp revolves around the development and maintenance of the app, a hybrid application available on desktop, iOS and Android platforms. This app serves as a comprehensive guide to mountain refuges in the Pyrenees, offering features such as real-time refuge status updates, detailed refuge information, route planning, and user notifications.

Hardware installation and data analysis and insights Refuapp collaborates with refuge owners to install edge devices equipped with sensors at select refuges. These devices collect real-time data on refuge occupancy, and other relevant metrics. The hardware installation team is responsible for deploying and maintaining these devices to ensure accurate and reliable data collection.

Customer support and community engagement RefuApp places a strong emphasis on customer support and community engagement. A dedicated team is responsible for addressing user inquiries, troubleshooting issues, and soliciting feedback to continuously improve the app and services. Additionally, this department engages with the hiking community through social media, forums, and events to foster a sense of belonging and encourage user participation.

Partnerships and outreach To expand its reach and enhance the app's capabilities, RefuApp collaborates with various stakeholders, including refuge owners, government agencies, outdoor gear manufacturers, and tourism boards. This department is responsible for establishing and nurturing these partnerships, negotiating agreements, and exploring opportunities for mutual growth and benefit.

Marketing and growth The marketing and growth team is tasked with promoting the RefuApp, acquiring new users, and increasing user engagement. This involves developing marketing campaigns, creating compelling content, optimizing app store presence, and leveraging digital channels such as search engine optimization (SEO), social media advertising, and influencer partnerships.

Product development and innovation As technology evolves and user needs evolve, RefuApp is committed to continuously innovating and enhancing its products and services. The product development team conducts research, gathers user feedback, and iterates on the app's features and functionalities to stay ahead of the curve and deliver exceptional value to hikers and refuge owners alike.

3.3 Departments

Our main departments would be:

- App development
- Hardware installation
- Data analysis and insights
- Customer support and community engagement
- Partnerships and outreach
- Marketing and growth
- Product development and innovation
- Human resources

3.3.1 Department outsourcing

Although our main idea is to have all the departments in-house, RefuAPP may consider outsourcing some functions if the startup grows and the workload becomes too much for the company to handle. The departments that could be outsourced are:

- Hardware installation

- Partnerships and outreach

- Marketing and growth

- Human resources

Hardware installation   By outsourcing hardware installation, RefuAPP can leverage the expertise of third-party installation teams to deploy and maintain sensors at refuge locations. This will help us both in doing better installations (as the members of the team are not experts in hardware installation) and in being able to dedicate more time to the development of the app.

Partnerships and outreach, Marketing and growth and Human resources   Although the members of the team will have the last word in the negotiations, the outsourcing of this functions will help us to reach more potential partners and to have a better negotiation with them, filtering the best options for the company.

3.4 Analysis

- Internal analysis3.4.1

- External analysis3.4.2

3.4.1 Internal analysis

RefuApp is composed by a skilled and dedicated team passionate about outdoor exploration and technology. The company's strengths lie in its innovative approach to solving a longstanding problem faced by hikers in the Pyrenees. The expertise of the app development team ensures that RefuApp remains user-friendly, feature-rich, and constantly updated to meet the evolving needs of hikers and refuge owners.

Additionally, RefuApp's commitment to data-driven decision-making sets it apart. The ability to collect and analyze real-time data from refuge sensors provides valuable insights into refuge usage patterns, allowing for informed

strategic decisions. This data-centric approach not only improves user experience but also strengthens partnerships with refuge owners and other stakeholders.

3.4.2 External analysis

Externally, RefuApp operates in a dynamic and competitive landscape. The popularity of hiking and outdoor activities in the Pyrenees presents a significant opportunity for growth. However, the company also faces challenges such as geographical challanges, regulatory constraints, and competition from other outdoor apps and resources.

Moreover, RefuApp relies on collaboration with refuge owners, government agencies, and other partners to gather data and enhance the app's functionality. Building and maintaining these partnerships are crucial for the success of the RefuApp. Additionally, external factors such as changes in consumer behavior, technological advancements, and economic conditions can impact RefuApp's operations and growth trajectory.

Overall, while RefuApp possesses strengths in technology, data analytics, and industry expertise, it must navigate external challenges and capitalize on opportunities to maintain its competitive edge and achieve long-term success in the outdoor recreation market.

4 PEST

Describe the analysis of the environment (PEST). Explain all different items

A PEST analysis examines the external factors that may impact a business or industry. It stands for Political, Economic, Social, and Technological factors.

By considering these PEST factors, RefuApp can better understand the external environment in which it operates, anticipate potential opportunities and threats, and adapt its strategies accordingly to maximize success and sustainability.

- Diagram 4.1

- Political factors 4.2

- Economic factors 4.3

- Social factors 4.4

- Technological factors 4.5

4.1 Diagram

A summary of the PEST analysis for RefuAPP can be seen on Figure 1.
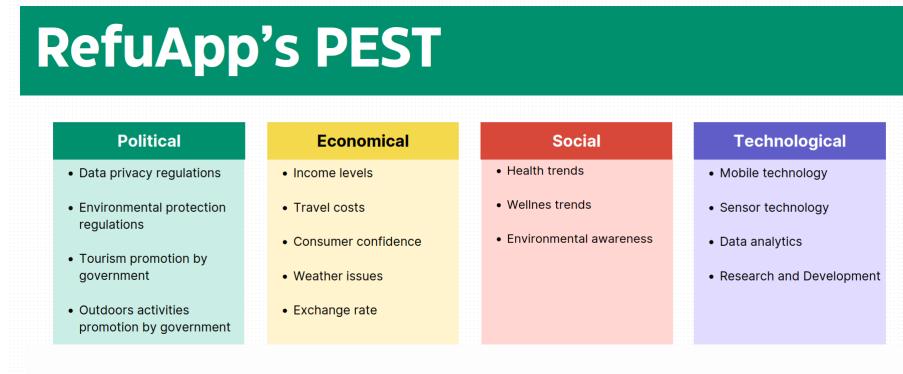

Figure 1: RefuAPP's PEST analysis

4.2 Political factors

Political factors encompass the influence of government policies, regulations, and stability on a business. For RefuAPP, political considerations may include:

Regulatory compliance Compliance: Compliance with regulations governing outdoor recreation, data privacy, and environmental protection is essential. Changes in regulations can impact refuge access, data collection practices, and overall operations.

Government support Government support for outdoor recreation initiatives, tourism promotion, and technological innovation can create opportunities for RefuAPP to expand its reach and influence.

4.3 Economic factors

Economic factors relate to the broader economic environment and its impact on businesses. For RefuAPP, economic considerations may include:

Income levels Hiking and outdoor activities are often discretionary expenses. Economic downturns may reduce discretionary spending, impacting RefuApp's user base and revenue streams.

Tourism Trends Economic factors such as exchange rates, travel costs, and consumer confidence influence tourism trends. Fluctuations in these

factors can affect visitor numbers to the Pyrenees and, consequently, the demand for

Weather issues   The weather can have a significant impact on the number of hikers and the demand for refuge services.

4.4   Social factors

Social factors pertain to cultural, demographic, and societal trends that influence consumer behavior and preferences. For RefuAPP, social considerations may include:

Health and wellness trends   Increasing awareness of health and wellness benefits associated with outdoor activities drives demand for hiking and adventure tourism. RefuAPP can capitalize on this trend by positioning its app as a tool for promoting healthy lifestyles and outdoor exploration.

Environmental awareness   Growing concerns about environmental sustainability and conservation may influence hikers' preferences for eco-friendly refuges and responsible outdoor practices. RefuAPP can align its messaging and initiatives with these values to resonate with environmentally-conscious users.

4.5   Technological factors

Technological factors encompass advancements in technology and their impact on industries and businesses. For RefuAPP, technological considerations may include:

Mobile technology   The proliferation of smartphones and mobile apps facilitates access to information and services, making the app more accessible and convenient for users.

Sensor technology   Advances in sensor technology enable real-time data collection and monitoring at mountain refuges, enhancing the accuracy and reliability of refuge status updates provided by RefuAPP.

Data analytics   Innovations in data analytics tools and techniques allow us to derive actionable insights from refuge usage data, improving decision-making and user experience.

Research and development Continuous technological innovation is essential to stay ahead of the competition and meet evolving user needs. RefuAPP must invest in R&D to develop new features, improve app performance, and maintain its competitive edge.

5 Porter's five forces

Describe the basic competitive Porter's five forces based on your business idea. Argue all of them.

Porter's Five Forces analysis reveals a dynamic and competitive landscape for RefuAPP, characterized by various challenges and opportunities. By understanding and navigating these competitive forces, our company can devise strategic initiatives to sustain growth, enhance competitive advantage, and solidify its position as a leader in the outdoor adventure and technology space.

These forces encapsulate the external factors that shape the industry environment, ultimately influencing RefuAPP's strategic positioning and long-term success. The threat of new entrants scrutinizes the ease with which newcomers can penetrate the market, assessing barriers to entry such as technological expertise and regulatory compliance. Meanwhile, the threat of substitute products or services gauges the susceptibility of RefuAPP to alternative solutions like traditional maps or competing apps, weighing the uniqueness and indispensability of its features. Bargaining power of suppliers evaluates the leverage held by technology providers and data analytics platforms, pivotal to RefuApp's operations. Conversely, the bargaining power of buyers scrutinizes the influence wielded by individual hikers and outdoor enthusiasts in negotiating terms and pricing. Lastly, rivalry among existing competitors delves into the intensity of competition within the sector, delineating the strategies and advantages leveraged by both established and emerging players against RefuAPP. Through a comprehensive examination of these forces, RefuAPP can formulate strategies to fortify its market position and navigate challenges adeptly.

- Diagram 5.1

- Threat of new entrants 5.2

- Threat of substitutes 5.3

- Bargaining power of suppliers 5.4

- Bargaining power of buyers 5.5

- Rivalry among existing competitors 5.6

5.1 Diagram
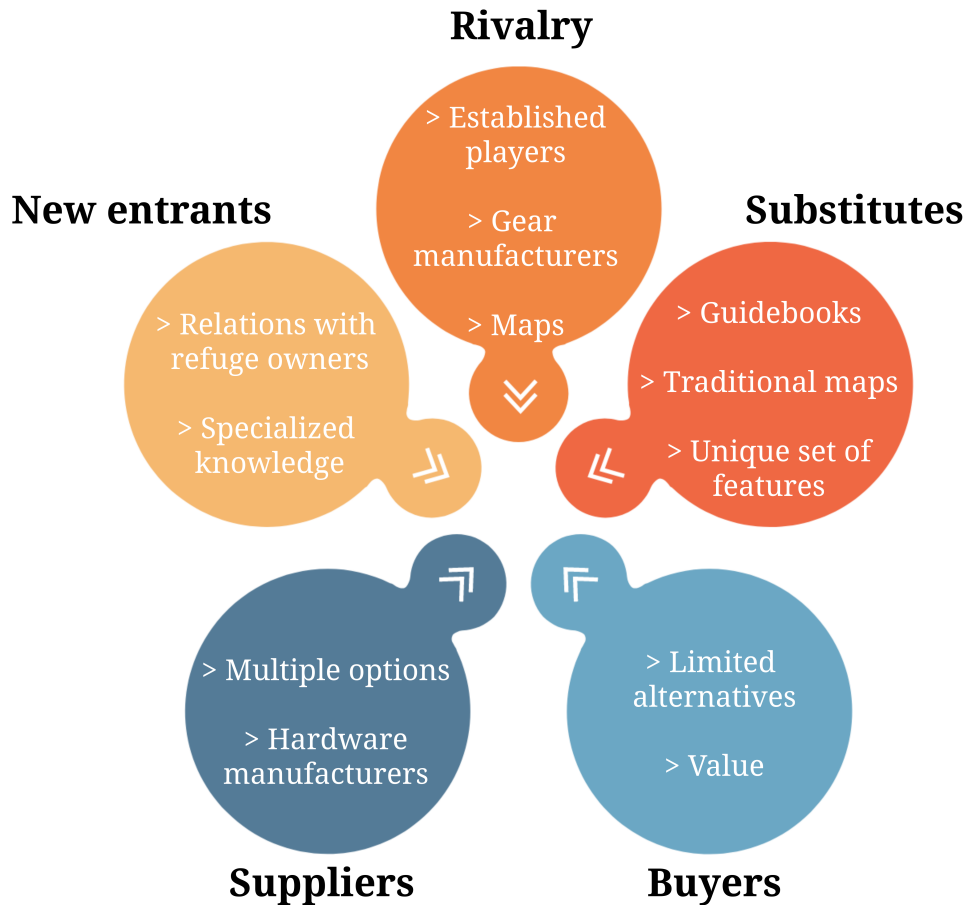
Figure 2: Porter's Five Forces analysis for RefuAPP

5.2 Threat of new entrants

Entering the market for outdoor recreation apps like RefuAPP requires a significant investment of resources and expertise. Potential new entrants must contend with established players and navigate the complexities of app development, outdoor recreation, and data analytics. While the allure of profitable returns may attract some, barriers such as the need for specialized knowledge and established relationships with refuge owners act as deterrents. Additionally, regulatory compliance and the availability of funding further shape the landscape, creating a moderately challenging environment for new entrants.

5.3 Threat of substitutes

While RefuAPP offers a unique blend of features tailored to hikers and outdoor enthusiasts, it is not immune to competition from substitutes. Traditional maps, guidebooks, and other hiking apps present alternative options for users seeking refuge information and navigation assistance. However, RefuAPP's real-time data updates and sensor-driven insights provide a level of convenience and accuracy that traditional methods cannot match. While the threat of substitutes exists, RefuAPP's differentiated value proposition and technological advantages mitigate this risk to some extent.

5.4 Bargaining power of suppliers

Suppliers in the realm of technology and outdoor equipment play a crucial role in sustaining RefuApp's operations. From hardware manufacturers for sensor devices to data analytics platforms and technology providers, the bargaining power of suppliers varies. Multiple options exist in the market, reducing individual suppliers' ability to dictate terms significantly. Switching costs, while present, are manageable, affording RefuAPP flexibility in sourcing its requirements. Overall, the bargaining power of suppliers is moderated by the availability of options and the relatively low impact of supplier changes on RefuAPP's operations.

5.5 Bargaining power of buyers

As the primary users of RefuAPP, individual hikers and outdoor enthusiasts exert some influence as buyers. However, their bargaining power is tempered by several factors. RefuApp's unique features, including real-time refuge status updates and sensor data insights, create value that may outweigh the influence of buyers seeking discounts or additional features. Moreover, the limited availability of comparable alternatives and RefuAPP's market dominance further restrict buyers' ability to dictate terms significantly. While buyers collectively hold some power, RefuAPP's differentiated value proposition mitigates their influence to a considerable extent.

5.6 Rivalry among existing competitors

Competition in the outdoor adventure and technology sectors is robust, with several established players vying for market share. Established hiking apps, mapping services, and outdoor gear manufacturers pose direct competition to RefuApp, leveraging advantages such as brand recognition and extensive resources. Additionally, smaller, independent competitors may employ agile strategies to carve out niches or target specific market segments. The level of rivalry varies, influenced by factors such as market share, product differentiation, and marketing strategies. While competition is fierce, RefuAPP's

unique features, data-driven insights, and strong market presence position it favorably amidst existing competitors.

6 SWOT

Draw a SWOT diagnostic methodology of your business idea: current and future (3 years along).
In the following section, we delve into a comprehensive analysis of RefuAPP's present and future outlook through the lens of a SWOT analysis. This strategic diagnostic tool systematically evaluates the company's internal strengths and weaknesses, as well as external opportunities and threats, providing valuable insights into its competitive position and strategic priorities. By examining these factors in detail, we gain a deeper understanding of RefuAPP's current standing in the market and its potential trajectory over the next three years.

6.1 Current

- Diagram 3

- Strengths 6.1.1

- Weaknesses 6.1.2

- Opportunities 6.1.3

- Threats 6.1.4

- Relations 6.1.5

REFUAPP'S SWOT (PRESENT)	
Strengths	**Weaknesses**
Innovative Technology Unique Features Strong Partnerships Brand Recognition	Dependency on Technology Limited Market Reach Competition Resource Constraints Regulatory Compliance Challenges
Opportunities	**Threats**
Expansion into New Markets Diversification of Services Partnership Opportunities Technological Advancements Community Engagement	Emerging Competitors Market Saturation Data Security Risks External Factors Economic Downturn

Figure 3: RefuAPP's current SWOT

6.1.1 Strengths

Innovative technology RefuAPP leverages cutting-edge technology, including real-time data collection from refuge sensors and advanced data analytics, to provide users with accurate and timely information about mountain refuges.

Unique features RefuAPP offers unique features such as real-time refuge status updates and user notifications, distinguishing it from traditional maps and competing hiking apps.

Strong partnerships The company can establish strong partnerships with refuge owners, government agencies, and other stakeholders, enabling access to exclusive data and fostering collaboration for mutual benefit.

Brand recognition RefuAPP can gain recognition and trust among hikers and outdoor enthusiasts, becoming a go-to resource for refuge information and route planning in the Pyrenees.

6.1.2 Weaknesses

Dependency on technology RefuAPP's reliance on technology, including sensor devices and data analytics platforms, exposes it to potential technical glitches, data inaccuracies, and system failures.

Limited market reach While popular among hikers in the Pyrenees, RefuAPP may have limited market reach beyond this region, restricting its growth potential and revenue streams.

Competition The outdoor recreation and technology sectors are highly competitive, with established players and emerging startups aiming for market share and innovation dominance.

Resource constraints Limited financial resources and manpower may hinder RefuAPP's ability to scale operations, develop new features, and expand into new markets.

Regulatory compliance Adhering to regulations related to data privacy, outdoor recreation, and tourism promotion poses compliance challenges and potential legal risks for RefuAPP.

6.1.3 Opportunities

Expansion into new markets RefuAPP can explore opportunities to expand its reach beyond the Pyrenees region, targeting other mountain ranges and outdoor destinations worldwide.

Diversification of services The company can diversify its services by offering additional features such as outdoor gear recommendations, weather forecasts, and user-generated content sharing.

Partnership opportunities Collaborating with outdoor gear manufacturers, tourism boards, and digital mapping companies can unlock new revenue streams, enhance user experience, and strengthen market position.

Community engagement Investing in community engagement initiatives such as outdoor events, user forums, and educational resources can foster a sense of belonging and loyalty among users.

6.1.4 Threats

Emerging competitors   The emergence of new competitors offering similar or superior features could erode RefuAPP's market share and competitive advantage.

Market saturation   Saturation in the hiking app market, coupled with changing consumer preferences and behavior, may limit RefuAPP's growth potential and revenue growth.

Data security risks   Data breaches, cyber attacks, and privacy concerns pose significant risks to RefuAPP's reputation, user trust, and regulatory compliance.

External factors   External factors such as natural disasters, adverse weather conditions, and geopolitical instability can disrupt refuge operations, outdoor activities, and user travel plans.

Economic downturn   Economic downturns, recessions, and fluctuations in disposable income levels may reduce consumer spending on outdoor recreation, impacting RefuAPP's revenue and financial sustainability.

6.1.5 Relations

- By using **innovative technology**, RefuAPP is able to **expand into new markets** and get more **partnership opportunities**. We offer a new approach, which is unique and aims to attract new users into the outdoor recreation market.diversify its services. Some **unique features** come from this technology, which can be used to **engage the community** and **strengthen partnerships**.

- Our **dependency on technology** can make us vulnerable to **emerging competitors** that use newer technology, leaving our team outdated and unable to compete.

- By **depending on third-party technology**, we're also vulnerable to **data security risks** that can disrupt our operations.

- Bringing the nature closer to the user has been a tendency in the last years, and this may cause some **emerging competitors** to appear.

- We use some private data from the users (to be able to locate them in case of an emergency). This may lead to some **regulatory compliance** issues, which can be a threat to our company, as well as posing **data security risks**.

6.2 Future

In the next three years, RefuAPP aims to capitalize on its strengths and opportunities while mitigating weaknesses and threats. The company plans to expand its market reach, diversify its services, and invest in technological advancements to maintain its competitive edge and sustain long-term growth. Strategic partnerships, enhanced user engagement, and proactive risk management strategies will be critical to navigating challenges and seizing opportunities in the dynamic outdoor recreation market.

- Diagram 4

- Strengths 6.2.1

- Weaknesses 6.2.2

- Opportunities 6.2.3

- Threats 6.2.4

- Relations 6.2.5

REFUAPP'S SWOT (FUTURE - 3 YEARS ALONG)	
Strengths	**Weaknesses**
Technological Advancements	Dependency on Third-party Providers
Market Expansion	Regulatory Compliance Challenges
Diverse Revenue Streams	User Retention and Engagement
Robust Brand Image	Competitive Pressures
Data-driven Insights	Resource Allocation
Opportunities	**Threats**
Monetization Strategies	Technology Disruption
International Expansion	Data Security Risks
Eco-Tourism Partnerships	Market Saturation
Vertical Integration	Economic Uncertainty
Enhanced Personalization	Legal and Regulatory Risks

Figure 4: RefuAPP's future SWOT

6.2.1 Strengths

Technological advancements RefuAPP has continued to invest in research and development, leveraging emerging technologies such as augmented reality (AR), machine learning (ML), and geospatial analytics to enhance user experience and provide personalized recommendations.

Market expansion RefuAPP has successfully expanded its market reach beyond the Pyrenees, establishing a strong presence in other mountain ranges and outdoor destinations worldwide through strategic partnerships and localized content.

Diverse revenue streams The company has diversified its revenue streams by offering premium subscription services, sponsored content partnerships,

and in-app purchases of outdoor gear and equipment, reducing reliance on advertising revenue.

Robust brand image RefuAPP has solidified its position as a trusted and authoritative source for refuge information and outdoor adventure planning, earning accolades and endorsements from outdoor enthusiasts, industry experts, and media outlets.

Data-driven insights The company has harnessed the power of big data analytics and predictive modeling to generate actionable insights into hiking trends, refuge usage patterns, and user behavior, enabling targeted marketing campaigns and personalized recommendations.

6.2.2 Weaknesses

Dependency on third-party providers Despite technological advancements, RefuAPP remains reliant on third-party providers for essential services such as cloud hosting, data storage, and sensor maintenance, exposing it to potential service disruptions and cost fluctuations.

Regulatory compliance challenges The company continues to grapple with evolving regulations related to data privacy, consumer protection, and outdoor recreation, necessitating ongoing compliance efforts and legal counsel to mitigate risks and ensure adherence to best practices.

User retention and engagement While user acquisition metrics have remained strong, RefuAPP faces challenges in sustaining high levels of user retention and engagement over time, prompting initiatives to enhance community-building efforts and incentive continued usage.

Competitive pressures Intensifying competition from both established players and agile startups in the outdoor recreation and technology sectors poses threats to RefuAPP's market share and profitability, necessitating ongoing innovation and differentiation to stay ahead of the curve.

Resource allocation Limited financial resources and human capital constraints continue to pose challenges in scaling operations, executing strategic initiatives, and maintaining a competitive edge amidst rapid industry evolution and shifting consumer preferences.

6.2.3 Opportunities

Monetization strategies RefuAPP can explore new monetization strategies such as affiliate marketing partnerships, sponsored content collaborations with outdoor brands, and premium membership tiers offering exclusive features and benefits.

International expansion The company has identified untapped opportunities for international expansion in key markets such as North America, Europe, and Asia, leveraging localized content, language support, and cultural insights to cater to diverse user demographics.

Eco-tourism partnerships Collaborating with eco-tourism organizations, conservation groups, and sustainable travel initiatives presents opportunities for RefuAPP to promote responsible outdoor recreation practices, environmental stewardship, and refuge conservation efforts.

Vertical integration Strategic acquisitions or partnerships with complementary businesses in the outdoor adventure ecosystem, such as outdoor gear retailers, adventure travel agencies, and lodging providers, could enable vertical integration and value chain optimization.

Enhanced personalization Leveraging advances in artificial intelligence and machine learning algorithms, RefuAPP can deliver personalized recommendations, itinerary suggestions, and targeted marketing messages tailored to individual user preferences and behavior.

6.2.4 Threats

Technology disruption Rapid technological advancements and disruptive innovations in the outdoor recreation and digital mapping sectors pose threats of obsolescence and market disruption for RefuAPP, necessitating ongoing investment in research and development to stay competitive.

Data security risks Heightened cyber-security threats, data breaches, and privacy concerns pose risks to RefuAPP's reputation, user trust, and regulatory compliance, requiring robust cyber-security measures, encryption protocols, and data governance frameworks.

Market saturation Saturation in the hiking app market, coupled with increasing competition from alternative platforms and niche players, presents challenges in acquiring new users, retaining market share, and sustaining revenue growth over time.

Economic uncertainty Global economic uncertainty, geopolitical instability, and macroeconomic factors such as inflation, currency fluctuations, and trade tensions may impact consumer spending habits, discretionary income levels, and travel preferences, affecting RefuAPP's revenue streams and financial performance.

Legal and regulatory risks Evolving regulations and compliance requirements related to data privacy, consumer protection, and outdoor recreation activities pose legal and regulatory risks for RefuAPP, necessitating ongoing monitoring, legal counsel, and proactive compliance efforts to mitigate liabilities and safeguard corporate reputation.

6.2.5 Relations

- Nowadays, we live in a world where **technology is constantly evolving**, and this can play a big role in our company's future, bringing. This can bring us **technological advancements** that can be used to **scalate vertically**.

- By using our **data-driven insights**, we can **enhance personalization**.

- As we've mentioned on subsubsection 6.1.5, there is a growing tendency for the nature to be closer to the user, this, together with our **robust brand image**, can bring us **eco-tourism partnerships** and **international expansion**.

- The same **evolving technology** can make us outdated, specially since we are **dependent on third-party providers**. This could make competitors take advantage of our domain and make us **vulnerable to technology disruption**.

- With growing data privacy concerns, we can be vulnerable to **regulatory compliance challenges** due to **legal and regulatory risks**.

- We don't know how the market and domain will evolve, this could lead to a **market saturation** and problems related to **user retention and engagement**.

7 Strategy selection

Propose and argue which strategy selects and the different strategic lines based on the current SWOT.
Based on the current SWOT analysis for RefuAPP, several strategic options can be considered, each aligned with the company's strengths, weaknesses,

opportunities, and threats. We've chosen to follow an **offensive strategy** for our company.

7.1   Strategic lines

Innovation and first-mover advantage   Our app is the first of its kind, and provides a novel solution to a real and growing problem faced by hikers. By being **aggressive** and pushing the set of features we offer, we can establish market dominance before any competitors emerge.

Technology   The integration of hardware installations for real-time data collection is one of our biggest strengths. With this, we can offer exclusive and up-to-date information to our users. By using an **offensive** strategy, we can actively promote this selling proposition and gain the market over.

Community and engagement   Our app allows users to notify others about their intent of sleeping in a refuge, which will create a community of engaged users. By being **offensive**, we aim to quickly build a large user base, crucial for a platform-dependent on user interaction.

Critical point   Our app solves a critical safety issue for hikers, and provides them the needed assurance to plan their treks. By using this strengh, we will attract users who prioritize safety and convenience.

7.2   Why have we chosen this strategy

The main points that led us to choose an offensive strategy can be seen on subsection 7.1. We believe that this strategy will help us expand our user base, partner with hiking associations, and becoming the go-to app for hikers. We'll be the first to market an application with such features, and we believe that we will be able to set a standard and gain a loyal following, making it hard for future competitors to enter the market.

7.3   Potential challenges

Maintaining differentiation in a rapidly evolving and competitive market requires ongoing innovation and investment in research and development. Balancing differentiation with cost considerations to ensure affordability and accessibility for a broad user base may pose challenges in pricing strategy and revenue optimization.
Overall, by pursuing an offensive strategy and implementing strategic lines focused on technological innovation, partnership differentiation, and brand enhancement, RefuAPP can strengthen its competitive position, enhance

user value proposition, and sustain long-term growth and profitability in
the outdoor recreation market.