

# ASSIGNMENT 1

## Strategic Plan

### 2023

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MEINF UDL-EPS

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CampManager



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## Index

The Main Theoretical Concepts.....	3
Strategic plan.....	3
Mission .....	3
Vision.....	3
Corporate Values .....	3
PEST.....	3
Porter's Model.....	3
SWOT Matrix .....	4
The Mission, Vision and Values.....	4
Mission .....	4
Vision.....	4
Values.....	4
Development Of A Strategic Plan.....	5
Executive Summary .....	5
Analysis Of The Situation .....	5
Strategic Objectives .....	6
Strategies and Action Plans.....	7
Organisational Structure .....	7
Evaluation And Control .....	7
PEST Analysis Of The Environment.....	8
Porter's Five Forces .....	9
The SWOT Diagnostic.....	11
Present SWOT Diagnostic.....	12
The Strategy .....	13
Future SWOT Diagnostic .....	15

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# The Main Theoretical Concepts

## Strategic plan

A strategic plan is a document that sets up the long-term objectives of a company, as well as the strategies and tactics that will be used to achieve them. The strategic plan addresses aspects such as the company's mission, financial objectives, market objectives and growth objectives, among others.

## Mission

The mission is the reason for the company to exist. In this, the company defines the needs to be satisfied, the customers it reaches, the products and services to offer.

## Vision

The vision describes the goal you hope to achieve in the future. This is the ideal expectation of what the organisation wants to achieve, also showing how it plans to achieve its goals.

## Corporate Values

The corporate values are the main principles that are taken as a reference for the culture of the company, decision-making and all the members from it must comply.

## PEST

PEST is an acronym that stands for Political, Economic, Sociocultural and Technological. This model is used to analyse the external factors that can affect a company. PEST analysis helps companies find opportunities and threats arising from changes in the political, economic, socio-cultural and technological environment.

## Porter's Model

Porter's Model is a conceptual framework used to analyse a company's competition. It focuses on five forces that affect competition: the bargaining power of suppliers, the bargaining power of customers, the threat of new entrants, the threat of substitute products, and the intensity of rivalry among existing competitors. Porter's model helps companies better understand their competitive environment and develop strategies to compete successfully.



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## SWOT Matrix

A SWOT Matrix is a strategic analysis tool used to assess a company's strengths, weaknesses, opportunities, and threats. The SWOT matrix helps companies identify internal and external factors that may affect their performance and develop strategies to capitalise on their strengths and opportunities, and address their weaknesses and threats.

## The Mission, Vision and Values

### Mission

*We are committed to offering efficient and simple technological solutions that allow organisers to optimise their work, save time and achieve a unique experience for their members.*

### Vision

*To be leaders in the innovation of technological solutions for the management of events and activities, supplying effective and simple tools that allow us to optimise the organisation's work and achieve a unique and satisfactory experience.*

### Values

- Social Responsibility: We care about the impact our work may have on the community and the environment and strive to act responsibly and ethically in all of its operations.
- Quality: We always seek to offer products and services of the highest quality, which meet the expectations and needs of our customers.
- Simplicity: We understand the importance of ease of use and clarity in our solutions, which is why we strive to provide simple, intuitive, and accessible tools for our users.
- Collaboration: We value collaboration, both within our company and with our customers and partners, as a way to achieve joint success and everyone's satisfaction.

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- Commitment: We are committed to our clients and their success, which is why we strive to provide quality, personalised service, with exceptional customer service.
  - Continuous learning and development: We foster an environment of continuous learning and focus on the professional and personal development of our team, to ensure that they are always up to date on the latest trends and technologies.

# Development Of A Strategic Plan

## Executive Summary

The aim of the CampManager company is to develop a platform that helps organising entities of educational or leisure activities to organise and manage their events, activities, and human resources. In order to achieve this objective, a Strategic Plan has been prepared that focuses on the development of an innovative and high-quality solution that meets the needs of clients and allows them to optimise their management of events and activities.

## Analysis Of The Situation

### *Internal analysis*

#### **Strengths**

- Experience in developing mobile applications.
- Highly trained, motivated, and young technical team.
- Excellent customer service available 24/7.

#### **Weaknesses**

- Lack of presence in the market.
- Financial limitations.
- Dependence on external providers.

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## ***External analysis***

### **Opportunities**

- Increased demand for technological solutions for the management of events and activities.
- Change in consumer behaviour towards digitization and process automation.
- Investment in technology and innovation by companies.

### **Threats**

- Fierce competition in the market.
- Changes in government regulations that affect the industry.
- Economic instability that affects the purchasing power of customers.

## **Strategic Objectives**

### ***Short Term***

- Launch of the beta version of the application in a period of 6 months.
- Obtain at least 20 customers for the app within 12 months.

### ***Medium Term***

- Increase the number of clients to 50 within 24 months.
- Get an 80% customer retention rate within 24 months.

### ***Long term***

- Become a market leader in mobile event and activity management solutions.
- Expand internationally and offer services to organisations around the world.

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## Strategies and Action Plans

- Development of an innovative and easy-to-use solution that meets the needs of customers.
- Implementation of an effective marketing plan that increases the visibility of the company and generates demand for the application.
- Establishment of strategic alliances with other companies related to the industry to increase the scope and effectiveness of the application.
- Constant improvement of the quality and functionality of the application, based on customer feedback.

## Organisational Structure

- Creation of a development team dedicated to the creation and constant improvement of the application.
- Recruitment of marketing and sales personnel to increase the visibility of the company and generate demand for the application.
- Constant staff training to ensure they are up to date on the latest trends and technologies.

## Evaluation And Control

- Development of a performance evaluation and control system to monitor the progress and results of the strategies and action plans.

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# PEST Analysis Of The Environment

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## Political

- Political stability: Political stability is important for confidence in the economy and business growth.
- Fiscal Policies: Government fiscal policies can influence the economy and market demand.
- Government Regulations: Government regulations may affect competition and the protection of intellectual property rights.
- Grants for organizations: Government grants for digitization of organizations can help the company.

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## Economic

- Economic Growth: Economic growth is critical to business success and can influence market demand.
- Unemployment rate: The unemployment rate can influence the purchasing power of consumers and market demand.
- Inflation: Inflation can influence production costs and business profitability.

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## Sociological

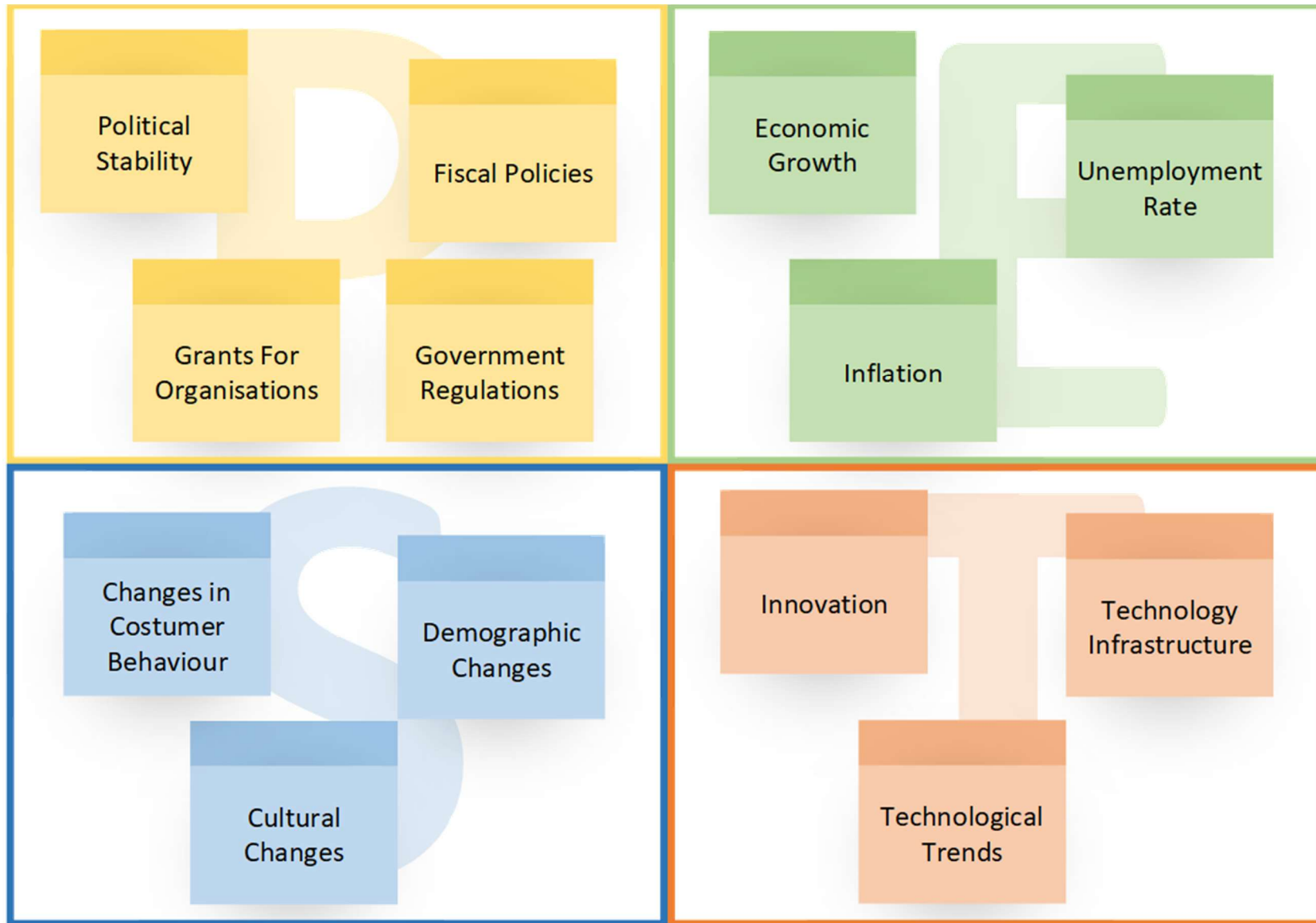
- Demographic changes: Demographic changes can influence consumer preferences and needs.
- Changes in consumer behaviour: Changes in consumer behaviour can influence market demand.
- Cultural changes: Cultural changes can influence the preferences and needs of consumers.

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## Technological

- Innovation: Innovation is critical to business success and can influence market demand.
  - Technology infrastructure: Technology infrastructure can influence the ability of the company to develop and deliver products and services.
  - Technological trends: Technological trends can influence market demand and the competitiveness of the company.
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# Porter's Five Forces

The **threat of new competitors** refers to the ease of new competitors appearing in this market niche, causing a price reduction:

- Low barrier to entry: Mobile app development is relatively accessible to new entrants, increasing the threat of new entrants.
- Development costs: The cost of developing mobile applications is high, which limits the threat of new competitors.
- Product Differentiation: Established companies may have an advantage in product differentiation, which limits the threat from new entrants.

The **threat of substitute products** or services refers to the ability of users to choose a different product or service instead of the one provided by the company:

- Easy to replace the service: the costs of switching from one application to another are low, increasing the threat of substitute products or services.
- Product Differentiation: Established companies may have an advantage in product differentiation, which limits the threat of substitute products or services.

The **bargaining power of suppliers** refers to the ability of suppliers to increase the cost of producing the product:

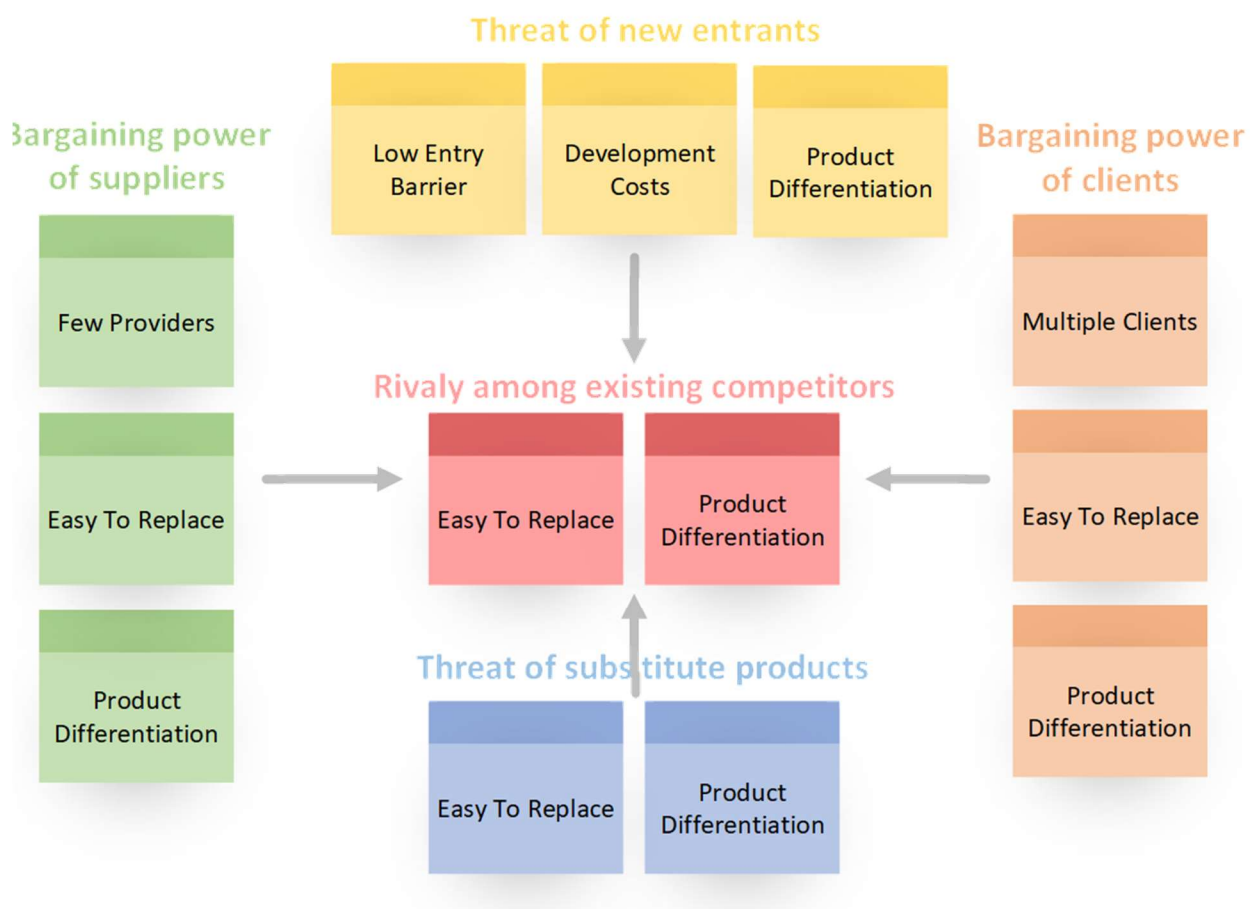
- Few providers: There are many providers of mobile application technology, which limits the bargaining power of providers.
- Product differentiation: Suppliers may have an advantage in product differentiation, which increases their bargaining power.
- Easy to replace the service: The costs of switching providers are low, which limits the bargaining power of providers.

The **customers' bargaining power** refers to the ability of customers to negotiate the prices of products and services:

- Multiple Clients: There are many potential clients for event management applications, which limits the bargaining power of clients.
- Easy to replace the service: The costs of switching applications are low, which increases the bargaining power of customers.
- Product differentiation: Established companies may have an advantage in product differentiation, which limits the bargaining power of customers.

**Rivalry among existing competitors** refers to a combination of all of the above, and defines the profitability of the entire industry:

- Product Differentiation: Companies can differentiate themselves from their competitors by developing unique features, which increases rivalry.
- Easy to replace the service: The costs of switching between applications are low, which increases rivalry.



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# The SWOT Diagnostic

## Present SWOT Diagnostic

### ***Strengths***

- **Development Flexibility:** The company has the ability to customise its applications to meet specific customer needs.
- **Focus on customer satisfaction:** The company focuses on customer satisfaction, which helps it keep long-term business relationships and attract new customers.
- **A trained and motivated team:** Workers with technical and creative skills that allow them to stay at the forefront of technological innovation.
- **Experts in leisure organisations:** Provision of multiple experts in the field of leisure organisations.

### ***Weaknesses***

- **Single Revenue Reliance:** The company relies heavily on its event management apps to generate revenue.
- **Resource Constraints:** The business may have limited human and financial resources, which may limit its ability to expand in the marketplace.
- **Dependency of suppliers:** The company relies on mobile application technology providers to develop its products.
- **Application usage environment:** The application is designed to be used during summer camps, but in these camps, there is often no coverage or Internet.

### ***Opportunities***

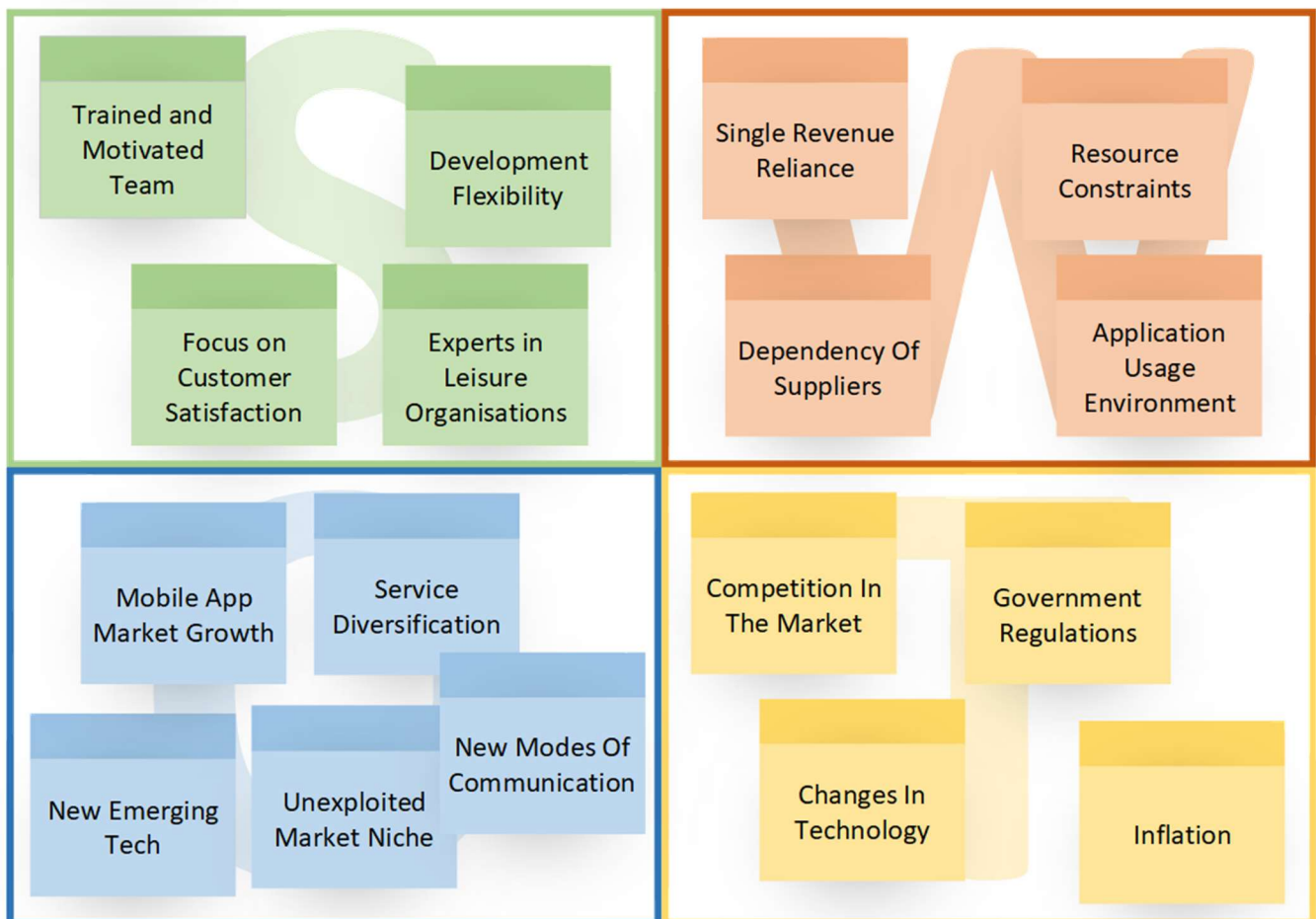
- **Mobile App Market Growth:** The mobile app market continues to grow and there is a huge demand for event management apps.
- **Service diversification:** The company has an opportunity to diversify its services in the future to expand its market reach.
- **New emerging technologies:** The company can take advantage of new emerging technologies, such as artificial intelligence and augmented reality, to improve its applications and offer innovative solutions to customers.
- **New modes of communication:** New or different modes of communication (without the need for mobile phone coverage) such as Bluetooth, 5G or satellite

communication can supply the use of the application in areas without mobile coverage.

- Unexploited Market Niche: Market not exploited by other competitors, with the possibility of establishing itself as a benchmark in the niche.

## Threats

- Competition in the market: The mobile application market is highly competitive, which can make it difficult for new customers to enter.
- Changes in technology: The rapid evolution of technology can affect the demand for business applications.
- Government Regulations: Government regulations may affect the development and distribution of mobile applications.
- Inflation: The current economic situation can cause increases in the price of resources such as energy, which can increase the costs of maintaining the application in addition to reducing the purchasing power of customers.



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## The Strategy

As a company, in this case we would opt for a reorientation strategy. Although we have strengths with which we could take advantage of the opportunities that the market offers us, we consider that we must use these opportunities to counteract our weaknesses. We also take into account that there are a considerable number of threats in this market, but we consider that in almost all of them we do not have an achievable way to mitigate them in the short term.

This strategy will be followed from different strategic lines. For starters, one of the weaknesses of this company is the fact that it relies on a single product and a single line of revenue. To counteract this, we can take advantage of the fact that the mobile application market niche for organisation management, that the mobile application market is growing rapidly, and that the company has the opportunity to grow, to create and publish other similar products that can open more lines of income for the company.

Another current weakness is that, although the application is designed with summer camps in mind, the application requires a constant Internet connection, and many of the summer camps in the area carry out their activities in camps in the Pyrenees, where there is often no mobile coverage or it is very bad. We want to use new forms of mobile communication such as 5G to provide the service also in areas with less coverage or use new technologies to provide more features that do not require the Internet.

With the new technologies we also seek to stop depending on single providers. The app currently relies on providers like Google (with its Firebase product) and Amazon (with its AWS services) to provide its service. With new technologies you want to stop depending on them, either because the company has evolved to be able to not need these external services, or because they have appeared. new suppliers, so that the company gains bargaining power, and its operation does not depend on a single supplier.



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In summary, the strategic lines that the company will take are:

- Take advantage of the new niche and market expansion to create a new product or application with which to obtain a new line of income, which must be used to obtain more resources.
- Use emerging technologies, communication or otherwise, to provide our service in locations where it cannot currently be used satisfactorily.
- Use new technologies and market expansion, along with increased resources, to stop relying on single vendors.
- Stop depending on a single source of income, diversifying sources of income.
- Increase the limited initial capital with the search for new investors.

## Future SWOT Diagnostic

### ***Strengths***

- Development Flexibility: The company has the ability to customise its applications to meet specific customer needs.
- Focus on customer satisfaction: The company focuses on customer satisfaction, which helps it maintain long-term business relationships and attract new customers.
- A trained and motivated team: Workers with technical and creative skills that allow them to stay at the forefront of technological innovation.
- Experts in leisure organisations: Provision of multiple experts in the field of leisure organisations.
- Multiple lines of income: Having more than one source of income, which can help diversify risk and increase financial stability.
- Not relying on single suppliers: Having multiple supplier options can reduce that risk and provide more flexibility in supply chain management.

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## ***Weaknesses***

- Complexity of maintaining new product lines: the complexity of maintaining more than one product simultaneously can lead to problems if one of the products does not generate sufficient profit.

## ***Opportunities***

- Mobile App Market Growth: The mobile app market continues to grow and there is a huge demand for event management apps.
- Service diversification: The company has an opportunity to diversify its services in the future to expand its market reach.
- International expansion: The company has a greater capacity to expand internationally thanks to the availability of additional resources that it can take advantage of to support its growth and development abroad.

## ***Threats***

- Changes in technology: The rapid evolution of technology can affect the demand and development for business applications.
- Inflation: The current economic situation can cause increases in the price of resources such as energy, which can increase the costs of maintaining the application in addition to reducing the purchasing power of customers.
- Government Regulations: Government regulations may affect the development and distribution of mobile applications.

