

# GROUP ASSESSMENT ITEM COVER SHEET

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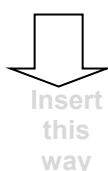
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# Assignment 1 – Case Study: Strava



INFT2150 – Business Analysis

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## ***1. Executive Summary***

Strava, the global fitness app, stands at a critical juncture, wrestling with significant challenges and promising prospects. An analysis of its stakeholders underscores the importance of aligning private ownership, managing employee interests, and leveraging the authority of the board of directors. In the SWOT analysis, Strava's strengths encompass its worldwide presence and vibrant community, while its weaknesses encompass privacy concerns and limitations in indoor tracking. To plot a successful path forward, Strava must streamline its complex functions, reconsider subscription fees, revamp its user interface, and tap into the potential of its underutilized features. Moreover, it is imperative to expand into untapped markets, bolster privacy measures, harness data analytics, and embrace agile development. By embracing user-centric innovation and making strategic decisions, Strava is not only well-positioned to surmount these challenges but also to seize emerging opportunities and thrive in the fiercely competitive fitness app arena, all the while nurturing its global fitness community.

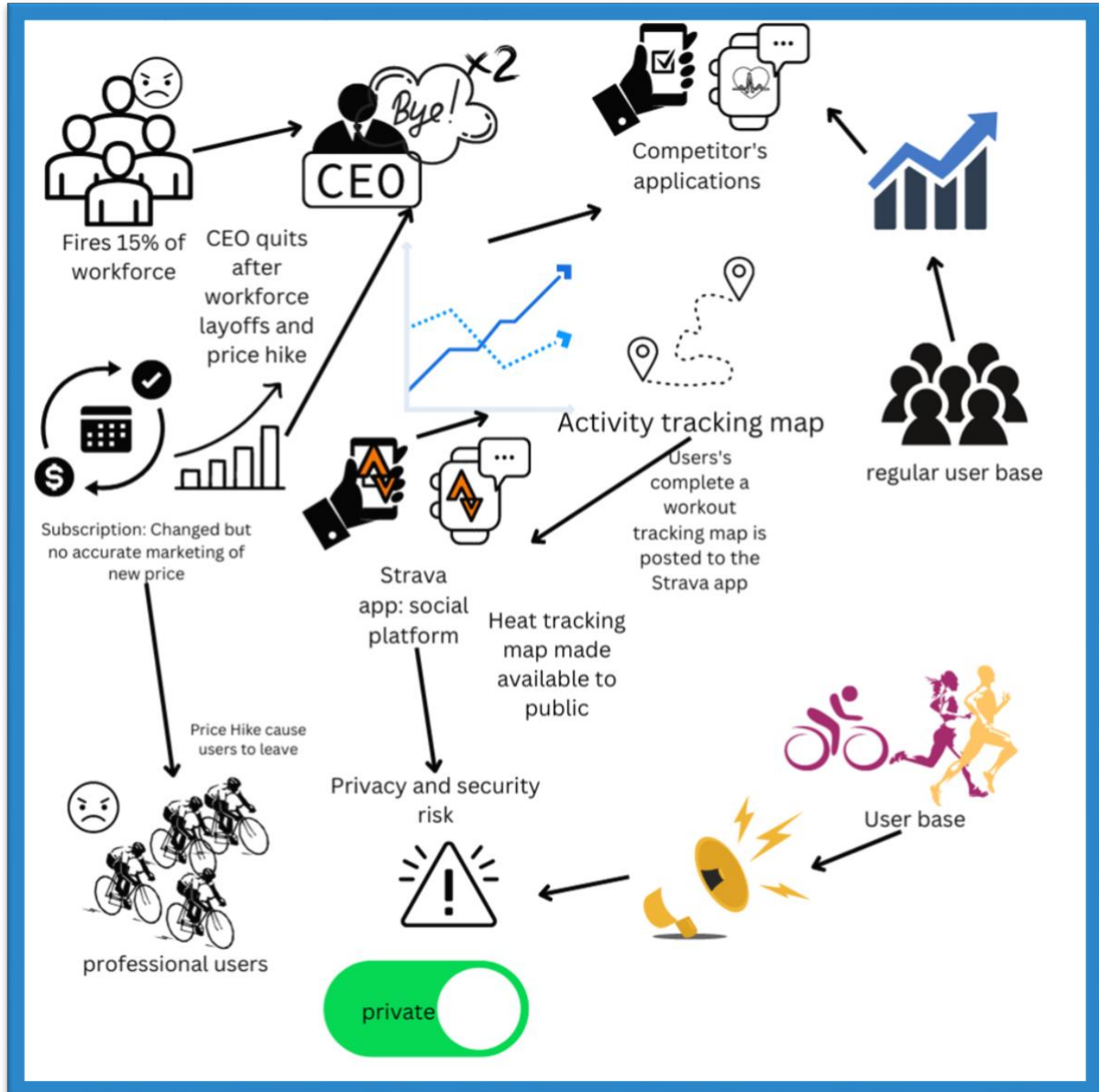
## ***2. Objectives***

The objectives of this report, commissioned by Strava to analyse the specifics of its business, include conducting a SWOT analysis, shareholder analysis, evaluating the business model, identifying problems related to its identity, and presenting solutions to address the threats and issues identified.

This analysis will facilitate an internal review aimed at addressing the heightened competition in the industry of directly competing products. It will also serve as a starting point for other internal reports, with a particular focus on the company's challenges and potential opportunities and threats.

### 3. Systems modelling

#### 3.1.1 Rich Picture



### 3.1.2 Rich Picture description

The depicts a series of strategic challenges and operational decisions. The central theme is the company's journey from employee layoffs to changes in subscription pricing, leading to miscommunication, leadership changes, and security concerns. The context also highlights the intricate features of their fitness app and its unintended consequences.

In the centre of the picture is the fitness company's logo, embodying its identity on devices such as smart phones and smart watches. Surrounding it are interconnected elements that symbolize the events and issues at play.

#### **Left Side: Challenges and Decision Making**

- At the top left corner, a group of workers represents the layoff of 15% of the workforce. This symbolizes the impact on the company's internal environment and employee morale.
- Beneath this, calendar with a price symbol, a price increase curve signifies the subsequent decision to raise subscription costs. An arrow points upward, indicative of the financial direction.
- An arrow connecting from the graph to the group of cyclists with an angry emoji represents the confusion and dissatisfaction among existing members due to the lack of clear communication about the new pricing structure.
- An image of a departing CEO stands as a visual representation of the leadership change that followed these tumultuous decisions. A broken chain symbolizes the disconnect and departure.

#### **Centre to bottom Right: Strava's Features and Implications**

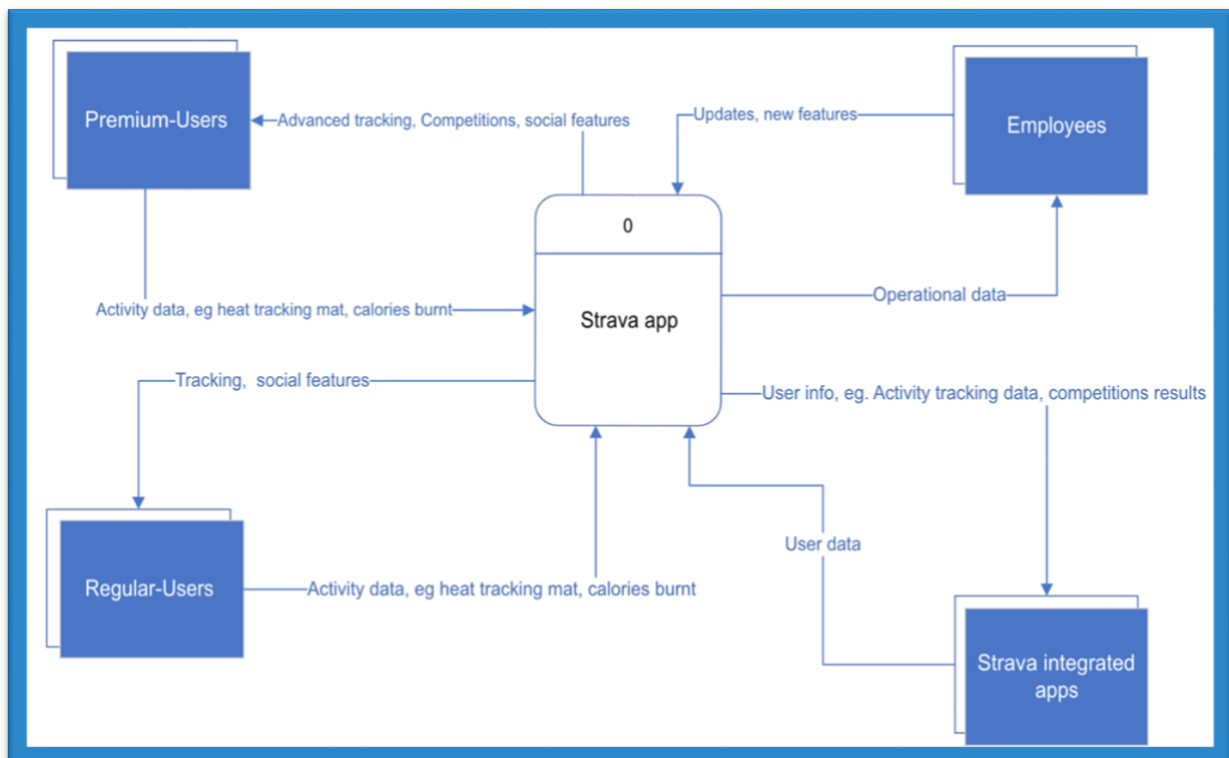
- A map icon to represent Strava's heat maps occupies the central-right part of the image. Curving lines represent the running paths of users. It's both a visual representation of the app's feature and a focal point.
- Connected to the heat map, a magnifying glass narrows the focus onto specific user activities. This highlights the capability to pinpoint individual actions within the broader data.
- Connected to
- A toggle switch along with a warning symbol labelled "Private" represents the app's user controls. This switch features prominently, emphasizing the importance of clear communication and user education about privacy settings.
- Connected to the app icon is a blue comparison chart contrasts the company's targeted marketing approach ("Professionals") with the untapped consumer segment. This visualizes the missed opportunity and underlines why a competitor, e.g., MyFitnessPal, has surged ahead.

### Right Side: User Engagement and Outreach

- A depiction of users engaged in various fitness activities, like running and cycling, represents the app's user base. These figures are interconnected with lines to reflect the community aspect of the platform.
- To the left of the user base, a megaphone signifies the need for more effective advertising to promote the "Private" setting. This suggests a remedy to the security concern through education and communication.
- A growth chart ascending upwards is emblematic of competitors' increasing sales, subtly pointing to the competitor's successful strategy.

In this rich picture description, various elements coalesce to encapsulate the complexity of the scenario, presenting both challenges and opportunities faced by the fitness company.

### 3.2.1 Context Flow diagram



### 3.2.2 Context Flow Description

In the context flow diagram, there are 4 identified external entities, that the Strava application interfaces with:

**External Entity:** Premium users

**Data Flow:** (Input) Competitions, Tracking, and social media options; (Output) Activity data

**Description:** Subscribers can track and analyse their workouts, compete with friends and the Strava community, and share detailed records of their fitness and training progress through social media. In return, the Strava app can utilize this data to analyse popular fitness trends, identify workout locations, and gauge engagement in social events such as competitions. Users also get discounts and benefits from Strava's Partner companies.

**External Entity:** Regular users

**Data Flow:** (Input) Tracking, and social media options; (Output) Activity data

**Description:** Subscribers can track and analyse their workouts and share records of their fitness and training progress through social media. In return, the Strava app can utilize this data to analyse popular fitness trends, identify workout locations.

**External Entity:** Strava Integrated apps (Facebook, Google, Snapchat)

**Data Flow:** (Input) User data; (Output) Activity data, Contacts, location tracking data

**Description:** Social Media platforms can utilize the data they receive from Strava to provide friend suggestions and deliver targeted ads for places/shopping in areas frequently visited by users. In return, Strava receives convenient authentication methods for users, opportunities to promote the app to other users on social media platforms, and the ability to share progress as "posts" on these platforms.

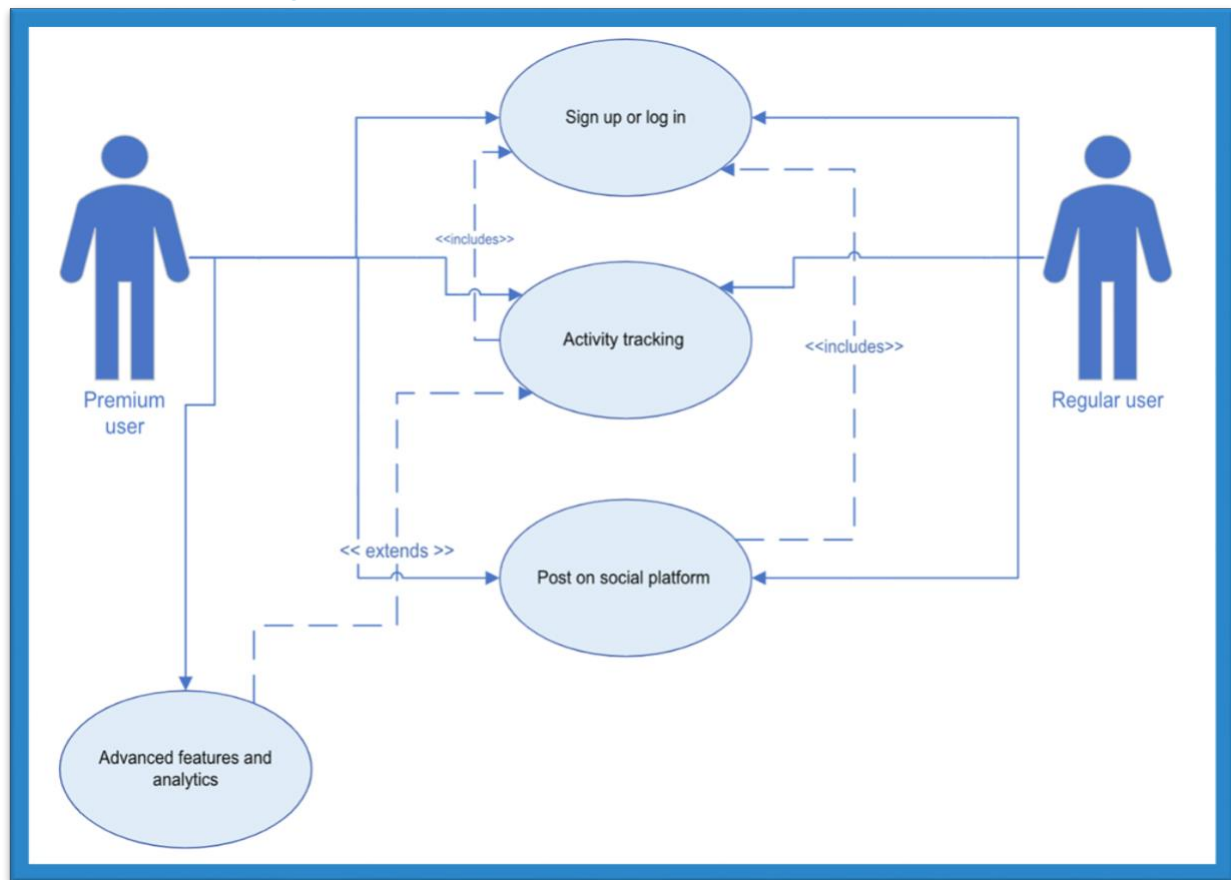
**External Entity:** Employees (Software Engineers, etc.)

**Data Flow:** (Input) Operational data; (Output) Updates, new features, bug fixes.

**Description:** Employees receive information regarding the functionality of the software and reports on tracking features. In return, employees utilize this data to develop new features and address software bugs.



### 3.3.1 Use Case Diagram



### 3.3.2 Use case description

In the use case diagram, there are 2 identified actors and the relevant use cases of the Strava application:

**Actor:** Premium User

**Associated use-cases:** Sign up, Activity Tracking, Post on social media, Advanced features, and analytics.

**Description:** Premium users have access to the Strava app's advanced features and analytics. This allows them to do things like check out heat maps of their workouts, compare their performance with friends, review their training history, set personal goals, view detailed metrics, and plan upcoming routes. Additionally, these users can easily share their progress and results on their favourite social media platforms..

**Actor:** Regular User

**Associated use-cases:** Sign up, Activity Tracking, Post on social media, Advanced features, and analytics.

**Description:** Premium users can utilize the advanced features and analytics of the Strava app. This includes viewing heat maps from workouts, comparing to friends, looking at the training log, set goals, view advanced metrics, and plan future routes. These users can also post their progress and results on social media platforms.

## 4. Stakeholder analysis

### 4.1.1 Stake holder types

Stakeholder categories	Stakeholder identification
<b>Customers</b>	Subscription users, Free users
<b>Partners</b>	Third-Party Accounts, Third Party Integrations, Subsidiaries, third-party analytics providers
<b>Suppliers</b>	Investors, Service Providers
<b>Owners</b>	Private owners
<b>Employees</b>	Employees
<b>Competitors</b>	In-direct Competitors, Direct Competitors
<b>Regulators</b>	Relevant governmental entities, Non-governmental Corporate Watchdogs/activists,
<b>Managers</b>	Board of directors, Middle and lower management

### 4.1.2 Stakeholder analysis

Stakeholder	Analysis
<b>Private owners</b> <b>Stake</b> – legal owners of Strava	<b>Attitudes:</b> <ul style="list-style-type: none"> <li>• High interest in high-level decision-making.</li> <li>• Some exhibit too little interest in low-level decision-making.</li> <li>• There is a high interest in the company's success because it is likely to benefit stakeholders.</li> </ul> <b>Influence:</b> <ul style="list-style-type: none"> <li>• They possess high power as the governing body responsible for high-level decision-making and the overall company's responsibilities.</li> </ul> <b>Authority Levels:</b> <ul style="list-style-type: none"> <li>• They hold high authority, second only to the owners in the organizational hierarchy.</li> </ul>

<p><b>Employees</b> <b>Stake</b> – employed by Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some have too little interest in high-level decision-making.</li> <li>• There is a varying degree of interest in low-level decision-making.</li> <li>• Some show no interest in the company's success, focusing solely on what personally benefits stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some hold low power as they are replaceable, while others are hard to replace due to their expertise.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority and occupy the lowest positions in the organizational hierarchy.</li> </ul>
<p><b>Board of directors</b> <b>Stake</b> – governing body of Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• High interest in high-level decision-making.</li> <li>• Some exhibit too little interest in low-level decision-making.</li> <li>• There is a high interest in the company's success because it personally benefits stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• They possess high power as the governing body responsible for high-level decision-making, and they hold significant responsibility for the company.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They hold high authority, second only to the owners in the organizational hierarchy.</li> </ul>

<p><b>Middle and lower management</b>  <b>Stake</b> – management of day-to-day operations of Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some show excessive interest in high-level decision-making.</li> <li>• There is a high interest in low-level decision-making.</li> <li>• Some express interest in the company's success because it personally benefits stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• They wield high power as they are responsible for the management of day-to-day operations.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• Some hold authority below the board in the organizational hierarchy.</li> <li>•</li> </ul>
<p><b>Relevant governmental entities</b>  <b>Stake</b> – Strava operates within sovereign nation states jurisdictions</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in both high- and low-level decision-making as it pertains to the application of legal business practices in the relevant jurisdiction.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some hold excessive power as legal punishment is an available recourse for stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They possess high authority as the company is subject to the relevant sovereign governmental entities.</li> <li>•</li> </ul>

<p><b>Non-governmental Corporate Watchdogs/ activists</b>  <b>Stake</b> – Strava operations affect society</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in both high- and low-level decision-making as it pertains to the application of legal and moral business practices in the relevant jurisdiction.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some wield excessive power due to the option to pursue civil legal punishment, refer criminal punishment, or engage in social activism, all of which are available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to Non-governmental Corporate Watchdogs/activists.</li> </ul>
<p><b>In-direct Competitors</b>  <b>Stake</b> – different products offered by other companies other than Strava fulfill the same need of fitness help and social contact  example gyms</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in high-level decision-making because it fulfills the same needs, and these stakeholders need to be vigilant about significant innovations in fulfilling those needs.</li> <li>• There is no interest in low-level decision-making because they don't compete in the same product market.</li> <li>• Some express interest in the company's failure because it is likely to benefit them personally as stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some possess power due to the option to pursue civil litigation and engage in legal corporate espionage, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to indirect competitors.</li> </ul>

<p><b>Direct Competitors</b>  <b>Stake</b> – similar products offered by other companies other than Strava fulfill the same need of fitness help and social contact example fitness bit</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in both high- and low-level decision-making because they fulfill the same needs and compete in the same product market; stakeholders need to be vigilant about significant innovations.</li> <li>• There is a high interest in the company's failure because it is likely to benefit stakeholders personally.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some possess power due to the option to pursue civil litigation and engage in legal corporate espionage, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to indirect competitors.</li> </ul>
<p><b>Investors</b>  <b>Stake</b> – contributed financing to Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in both high- and low-level decision-making because stakeholders are focused on achieving a return profit margin.</li> <li>• There is a high interest in the company's success because it is likely to benefit stakeholders personally.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some wield power through the option to pursue civil litigation and withdraw funding, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to investors.</li> </ul>

<p><b>Third-Party Accounts</b>  <b>Stake</b> – services used to create accounts to Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some show interest in high- and low-level decision-making, but only as it relates to Third-Party Accounts.</li> <li>• Some express interest in the company's success because they personally benefit from data harvesting as stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some hold power through the option to pursue civil litigation and engage in legal corporate espionage, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to investors.</li> </ul>
<p><b>Service Providers</b>  <b>Stake</b> – services provided to Strava for compensation</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some show interest in high- and low-level decision-making, but only as it relates to specific Service Providers.</li> <li>• Some express interest in the company's success because they personally benefit as stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some wield power through the option to pursue civil litigation and withdraw services, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to service providers.</li> </ul>

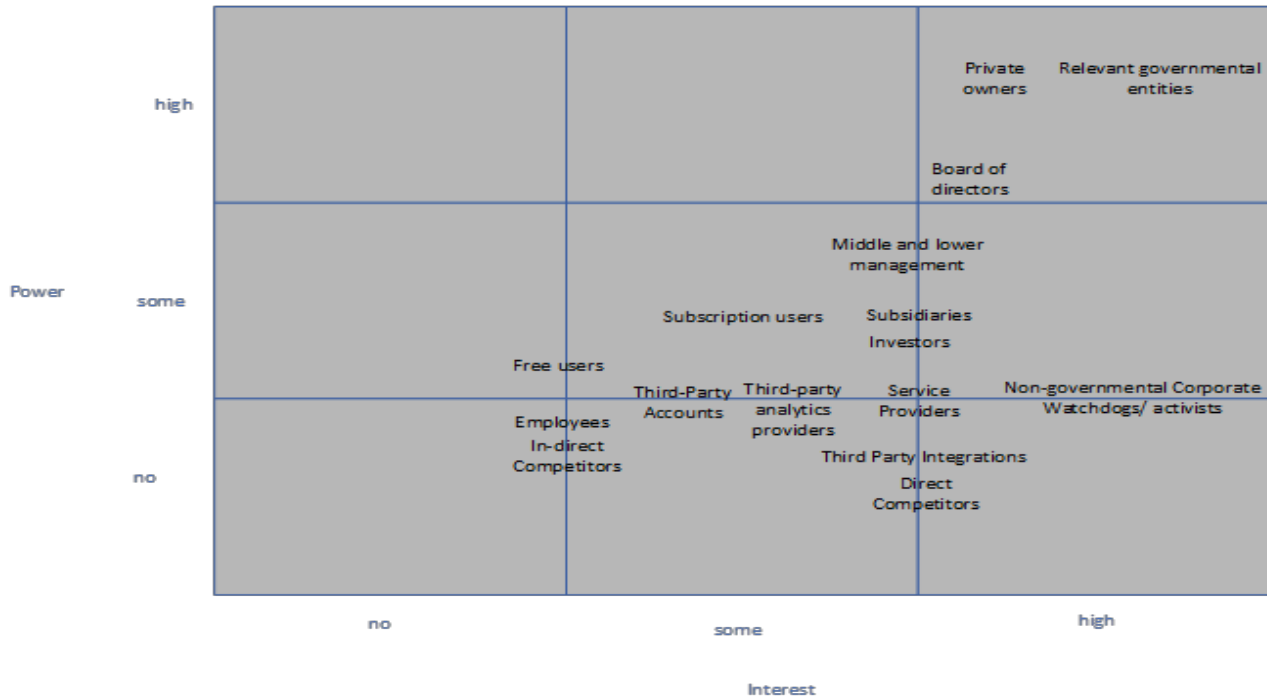
<p><b>Third Party Integrations</b>  <b>Stake</b> – apps integration into Strava ecosystem</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some show interest in high- and low-level decision-making, but only as it relates to specific Third-Party Integrations.</li> <li>• There is a high interest in the company's success because it is likely to benefit stakeholders personally.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some possess power through the option to pursue civil litigation and withdraw services, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to Third-Party Integrations.</li> </ul>
<p><b>Subsidiaries</b>  <b>Stake</b> – companies owned by Strava</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• There is a high interest in high- and low-level decision-making, but only as it relates to specific Subsidiaries.</li> <li>• Some express interest in the company's success because it could potentially benefit stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some hold power as they are ultimately inside the Strava business ecosystem.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to Subsidiaries.</li> </ul>



<p><b>Third-party analytics providers</b>  <b>Stake</b> – third-party analytics providers are employed by Strava regarding user data</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some have interest in high- and low-level decision-making, but only as it relates to specific analytics providers.</li> <li>• Some express interest in the company's success because it personally benefits stakeholders.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some wield power through the option to pursue civil litigation and withdraw services, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to third-party analytics providers.</li> <li>• </li> </ul>
<p><b>Subscription users</b>  <b>Stake</b> – extra services are provided to users by Strava for compensation</p>	<p><b>Attitudes:</b></p> <ul style="list-style-type: none"> <li>• Some show interest in high- and low-level decision-making, but only as it relates to Subscription users.</li> <li>• Some express interest in the company's success because stakeholders have the option to switch services.</li> </ul> <p><b>Influence:</b></p> <ul style="list-style-type: none"> <li>• Some wield excessive power due to the option to pursue civil litigation and choose competitors, both available to stakeholders.</li> </ul> <p><b>Authority Levels:</b></p> <ul style="list-style-type: none"> <li>• They have no authority, as the company is not legally or administratively subject to Subscription users.</li> </ul>

<b>Free users</b> <b>Stake</b> – services are provided to users by Strava	<b>Attitudes:</b> <ul style="list-style-type: none"><li>• Some show interest in high- and low-level decision-making, but only as it relates to free users.</li><li>• There is no interest in the company's success because stakeholders can easily switch services.</li></ul> <b>Influence:</b> <ul style="list-style-type: none"><li>• Some wield excessive power due to the option to pursue civil litigation and choose competitors, both available to stakeholders.</li></ul> <b>Authority Levels:</b> <ul style="list-style-type: none"><li>• They have no authority, as the company is not legally or administratively subject to free users.</li></ul>
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### 4.1.3 Stakeholder Power/Interest Analysis Grid



### 4.1.4 Stakeholder Power/Interest Analysis grid description

Group	Background Information and Management Strategies
<b>No Interest, No Power/Influence</b>	In terms of daily company matters, these stakeholders can be safely set aside, and there's no need for concerted efforts to convince them of its advantages. It's advisable to provide periodic updates.
<b>Some or High Interest, No Power/Influence</b>	This set of stakeholders might experience frustration due to a perceived lack of influence over the company, despite its direct impact on them. To address this, it's crucial to keep them well-informed about project developments and the rationale behind proposed changes.
<b>No, Some or High Interest, Some Power/Influence</b>	This category includes seniors who may not directly experience the effects, as well as regulators. To maintain their support for the company, engage in regular and constructive communication, and consider increasing their involvement in the company.

<b>No Interest, High Power/Influence</b>	Senior managers who may not have a direct stake in the company, possibly due to its small size, perceived lack of importance, or misalignment with their primary interests, should be vigilantly monitored to determine if the company could become more relevant to them. Deliberate on and emphasize any company facets that could directly or indirectly influence the stakeholder's business or personal domain.
<b>Some Interest, High Power/Influence</b>	Consider stakeholders who hold an indirect interest in the company because it occurs within or impacts their organizational domain. Generally, strive to maintain their contentment to prevent any inclination toward increased company involvement. However, there are instances when actively engaging the stakeholder becomes imperative, especially when their participation can significantly contribute to company success.
<b>High Interest, High Power/Influence</b>	Individuals with a vested interest in the company and the authority to either facilitate or halt its progress should be consistently informed and proactively overseen throughout all phases. This proactive management ensures that none of the project recommendations come as a surprise to them.

## 5. SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
<b>1. Worldwide presence:</b> Strava has a user base from across the world, allowing athletes to connect from many different countries to connect, share goals and challenge each other.	<b>1. Privacy Concerns:</b> Strava has faced criticism for potential privacy issues due to the public sharing of activity routes, raising concerns about user safety and the exposure of personal information.	<b>1. Offering a greater Activity Range:</b> Strava could expand its offerings to include a wider variety of activities, appealing to a broader audience beyond just traditional endurance sports.	<b>1. Data Security Concerns:</b> As with any platform that collects personal data, Strava could face threats related to data breaches and privacy concerns, potentially damaging its reputation.
<b>2. In-depth Data-Tracking:</b> Strava's ability to monitor and analyse a wide range of fitness activities, including running, cycling, swimming, and more, using GPS technology, stands as a notable advantage against competitors.	<b>2. GPS inaccuracies:</b> Strava's tracking precision is closely tied to GPS signals, which may result in occasional inaccuracies, particularly in regions with weak signal reception.	<b>2. Health and Wellness Trends:</b> With the growing interest in health and wellness, Strava could incorporate features that focus on general fitness, mindfulness, and overall well-being.	<b>2. Compliance challenges:</b> Evolving data protection and privacy regulations could impact how Strava collects, stores, and shares user data, leading to compliance challenges.

<p><b>3. Strong professional community:</b> Strava has established a strong and actively engaged community of athletes, cultivating a sense of motivation, healthy competition, and social interaction among its users.</p>	<p><b>3. Restricted Activity support:</b> While Strava is popular for outdoor activities like running and cycling, it is less effective in tracking indoor activities or sports that do not rely on GPS tracking.</p>	<p><b>3. Virtual Challenges and Events:</b> Building on the trend of virtual events, Strava could create even more interactive virtual races, challenges, and events to engage users and promote competition.</p>	<p><b>3. Competitors Technological Advances:</b> Rapid advancements in GPS technology, wearables, and fitness tracking could render Strava's current features obsolete if the platform does not keep up with innovation.</p>
<p><b>4. Cross-platform availability:</b> Strava seamlessly integrates with a wide range of devices, including fitness trackers, smartwatches, and cycling computers, enhancing its accessibility and usability.</p>	<p><b>4. Subscription Model:</b> While the basic features of Strava are free, the platform also offers a subscription-based premium model, which might discourage some users who do not want to pay for additional features. This leads to a smaller community and can reduce platform growth potential</p>	<p><b>4. Partnerships and Integrations:</b> Strava could explore further collaborations with other fitness-related companies, apps, and wearable technology brands to enhance its features and reach.</p>	<p><b>4. Rival competitors:</b> Strava faces competition (for example Garmin and Fitbit) from a range of fitness tracking apps, social platforms, and even device manufacturers that offer similar features and services. Some of these competitors' market more towards the public rather than just professional athletes</p>

<p><b>5. Reward system:</b> Strava implemented game like elements into the app. This engages users by offering challenges, achievements, and leaderboards, which motivates users to set and achieve goals.</p>		<p><b>5. Global Reach:</b> Strava can boost their audiences if they focus on simpler UX for people over 40+ ages. Developers can create a totally new User interface and functionality for the females body to include them and boost the female users. There is high potential to increase the users of Asian and European market as USA and UK are the trendsetter for most of the countries and Strava already has dominated the market in these countries. Strava has to provide cheaper subscription and boost their marketing to conquer the market of Asia and Europe.</p>	<p><b>5. Generating Revenue:</b> Strava's ability to convert its user base into paying customers for premium features might be challenged by users who expect free access to such features elsewhere.</p>
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## 6. Problem identification & description

Every company faces survival challenges or problems to sustain itself in a competitive market, and Strava is no exception. Strava encounters its own set of challenges in order to thrive in the fitness app market. Nowadays, people rely heavily on app-based services, leading to intensified competition compared to the past. As a result, the challenges and difficulties are escalating day by day. Below, we've identified specific issues with Strava and provided descriptions of these problems:

- **Complicated Functions:** The Strava app features numerous functions that can be challenging for users to comprehend, potentially discouraging their use of the application."
- **High Subscription Fee:** Strava charges a \$79.99 annual subscription fee, while many other fitness apps in the market offer lower-cost or free subscription options. As a result, Strava faces a significant risk of losing a substantial number of fitness-conscious customers who may be unwilling to pay such a high fee to use the app.
- **Attractive Aesthetics:** Mobile users tend to prefer apps with appealing features, pleasing color schemes, and well-organized interfaces. Unfortunately, Strava falls short in this regard, as it lacks user-friendliness and an attractive visual design.
- **Unused or Underutilized Functions:** Strava includes a swimming application, but not all mobile phones are waterproof, rendering this feature largely impractical for many users.
- **Lack of Promotional Activities:** In spite of Strava's global availability, there are countries where the brand remains unheard of. This highlights the inadequacy of their promotional efforts in reaching a wider range of potential customers.
- **Privacy and Security Concerns:** Strava's current security system is not robust, posing potential privacy risks to its users. Enhancing their security infrastructure represents a significant challenge for the company.
- **Analytical Limitations:** Strava faces challenges in accurately analyzing the movements of users who have physical limitations or engage in short, repetitive activities. The app may not effectively capture such motions.
- **Loss of customer confidence:** Strava has faced a breach of customer profile data in the past due to inadequate security measures, resulting in a loss of trust in their services. One of their major challenges is now to rebuild trust among their customers.
- **App Updates:** People's needs and preferences are constantly evolving. While the importance of fitness remains consistent, Strava should prioritize regular app updates to ensure users always have access to fresh features and experiences.

Challenges are an inherent part of every business's journey. Strava can overcome its current challenges by establishing a robust research and development team, adopting a more business-oriented approach, and leveraging effective strategies. Swiftly addressing identified issues is crucial for long-term performance and achieving a prominent position in the competitive fitness app market. It's time for Strava to consider revising its business policies; sometimes, taking a step back can lead to a higher leap forward. Despite the ups and downs in business, those that successfully address their problems and transform weaknesses into strengths can thrive and endure in the market.



## 7. Next steps

Here are some suggestions that Strava can use to resolve the problems and to build more promising opportunities:

➤ **Problem:** Complicated Functions

**Options:** Conduct User Experience (UX) Research

**Suggestion:** Invest in UX research to understand user issues, streamline the app's interface and simplify the functions based on the feedback of users.

➤ **Problem:** High Subscription Fee

**Options:** Review pricing strategy

**Suggestion:** Analyse pricing strategy and including a lower-cost plan or more value-added features in the premium subscription

➤ **Problem:** Attractive Aesthetics

**Option:** Redesigning user interface

**Suggestion:** Collaboration with UX professionals to improve user-friendliness, work on visual designing and enhance aesthetics.

➤ **Problem:** Unused or Underutilized Functions

**Option:** Enhancing Features

**Suggestion:** Redesigning and removing less-usage features and adding potentially relevant ones with meets the user's needs.

➤ **Problem:** Lack of Promotional Activities

**Option:** Marketing and Branding Strategy

**Suggestion:** Creating extensive marketing and branding plans to gain brand recognition in unexposed markets.

➤ **Problem:** Privacy and Security Concerns

**Option:** Improvement of Security

**Suggestion:** To address privacy issues, strengthen the security framework, carry out regular security assessments, and put in place effective data protection measures.

➤ **Problem:** Analytical Limitations

**Option:** Data Analytics Improvement

**Suggestion:** To better analyse and interpret user data, invest in advanced data analytics tools and techniques.

➤ **Problem:** Loss of customer confidence

**Option:** Trust-Building Projects

**Suggestion:** Initiate putting the efforts in security improvement, showcasing about protecting user information by launching trust-building campaigns.

➤ **Problem:** App Updates

**Option:** Using Agile Development approach

**Suggestion:** By adopting Agile development approach, it ensures the regular app updates to evolve according to the user's preferences.

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