Solutions

2.1

- $3 + 5 + 3 + 2 + 4 = 17$ of 25.

2.2

- $38 - (14 + 9 + 6 + 4) = 5$ a member.
- $5/38 = 13.2\%$.

2.3

- Brand: sustained (V, R, hard to imitate, organised).
- Equipment and trainers: parity (not rare).
- App: temporary (imitable within a year).

2.4

- Price +2.50: revenue 40.50. Staff scheduling -1.00: costs 32.00. Margin $40.50 - 32.00 = 8.50$, and $8.50/40.50 = 21\%$ - past the 18% target.

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