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Introduction

The concept of strategic management and in English (Strategic Management) refers to that administrative process by which all available resources in the organization are managed in a way that ensures the achievement of all its goals and objectives, so that this is done according to many steps, which in turn begin to define these goals, then work on analyzing the environment The competitiveness surrounding the institution, analysis of its internal system, and then developing a system for evaluating strategies, with the need to identify the available opportunities and threats that the institution may face, so that these threats can be within the institution itself, or from its competitors.

And strategic management provides a model suitable for dealing with possible future events, as it facilitates the discovery and interpretation of expected difficulties and seeks to address them and reach the highest profits in addition to ensuring the progress of the organization in line with its mission and the direction of its leadership, and it was defined as “the process through which managers are able to formulate strategies generated and implemented towards achieving the strategic goals optimally, and in order to achieve compatibility between the available environmental data and the internal data.

1. **An outline comparing the different strategy schools. Choose the one that you feel best supports Just Toyz's growth.**

The various strategic schools that support the company's work

Strategic thinking has defined several schools of strategic thinking, which differed in the content of the strategy and the methodology of its formulation and implementation. H. Mintzberg worked to group them into ten schools of thought, and in the following we will try to summarize the direction of each of them:

Extension schools (normative, directive), which include the School of Design, Planning and the School of Positioning;

- Descriptive schools: they include the contracting school, the cognitive school, learning, the "power" school, the cultural school, the ocean school;

Transformation school or plastic school

School Prescriptive:

Design process school: Design school

The pioneers of this school propose a strategic model that aims to search for a point of intersection or compatibility between the various internal and external capabilities of the institution by identifying the strengths and weaknesses of the institution and discovering the opportunities and threats of the environment; This model focuses on the need for the strategy formulation process to include both the managers' values (beliefs and tendencies of the institution's supervisors) and social responsibility (the ethics of the society working in the institution as seen by the managers). The degree of consistency with the objectives of

the institution, conformity with the conditions of the environment and the extent of its contribution to creating competitive advantage, and finally the degree of its realism;

The principles of the design school are summarized in seven mandatory conditions in the drafting process through the study of K.R.Andrews, which are as follows:

Drafting must be an optional process of conscious thought;

Strategy is the responsibility and authority of the person responsible for the organization.

- The drafting form should be simple and non-formal;

- The strategy should be of special distinction;

The design process reaches its climax when the strategy is formulated as a horizon;

The strategy must be clear;

- the implementation process begins immediately after the drafting process;

Although these principles contributed to laying the first foundations for the process of strategic business management, they are criticized in terms of the possibility of establishing a specific and central model in which there is no place for circumstantial and external influences with a clear separation between what is intellectual work and executive work; All of this makes the strategy just a technical work that can be prepared in advance precisely and categorically without the need to learn from practice and experience. Chandler) meaning that the organization has to linearly reconsider its structure and past experiences once the strategy is changed.

Planning school: Planning school

The emergence of the planning school coincided with the design school, especially when H.I. Ansoff issued his book Corporate Strategy in 1965, where the general trend was towards planning procedures and methods in the field of studies and field practice. The strategic planning literature spread in the seventies through the presentation of several graphic forms and steps with logical sequence and detailed procedures; For this school, setting goals is the starting point in formulating the strategy, where the quantitative and numerical dimension predominates over the objectives other than the design school, and here the clear distinction between strategy and objectives appears. future transformations and a detailed breakdown of the organization's strengths and weaknesses;

The drafting process ends with an evaluation of the selected strategies in terms of financial performance and their implementation by dividing the strategy into several sequential practical schemes. Although the planning school adopts most of the principles of the previous school, it adds to them a great deal of rigor and formation, and its principles can be summarized as follows:

- the strategy is the result of a controlled and conscious process of formal planning, divided into different stages where each stage is specified and detailed lists of techniques;
- In principle, the responsibility of the manager is comprehensive for all this process, but in reality we find that the responsibility for implementation rests with the planning men;
- Strategies emerge from this process and are clear in order to be implemented with keen interest in objectives, budgets, programs and various operational plans;

This school faced intense criticism that focused on the limitations and illusion of the term and concept of strategic planning in guiding the institution to determine its strategic options in terms of its surroundings and its capabilities. that the environment is predictable (full informative);

Positioning school: Positioning school

The School of Tawakzuq believes that the process of formulating a strategy is an analytical process whose main objective is to choose a strategic center for business in the industry sector in which it operates, and that this choice depends primarily on the formal analysis of the structure of the industry, and that there are a limited number of strategies that the organization can adopt in this field, What makes the planners are analysts in the organization, and the academics have contributed greatly to the formulation of the breakfast of this school of strategic aggregates, value chain, and game theory;

Descriptive school

a) Entrepreneurial school: Entrepreneurial school

The pioneering school views the strategy formulation process as a visionary process that exists in the mind of the leader in light of the expected opportunities in the markets and the core capabilities of the organization, depending on the experience, wisdom, initiative and

foresight enjoyed by the leader. In short, this school focuses on the key executives of the organization within the framework of intuition processes;

c) Cognitive school:

The cognitive school views the strategy formulation process as a mental process that occurs in the strategist's mind, meaning that it focuses on what happens in the strategist's mind, and how he deals with the information he obtains. Inferential in the process of formulating the strategy, the strategy is formulated in the form of innovative interpretations instead of being formulated other than portraying reality in a way that is larger or smaller than it is.

Learning School: The process of formulating strategy according to this school is an emergency process, emerging through personal decisions instead of being just a perception. Small through a gradual learning process that occurs only as a result of action and thinking, working individuals can learn by trial and error and the result is an organization that is able to adapt and learn over time;

C) School of power or authority: Power or Politics school

The concept of power takes the meaning of politics in institutions through all forms of influence, whether economic or otherwise, on decision-making in the institution. The school of power also distinguishes between two types of power:

The first relates to the partial "authority" of individuals in the institution in terms of their desires, goals and concerns, and thus the formulation of the strategy turns from a rational process to a political process based on negotiation and concessions between individuals and groups. Its environment includes suppliers, customers, banks, competitors, and here the strategy requires the management of these relationships; The principles of this school are summarized as follows:

- Both politics and power frame the strategy formulation process, whether at the internal level as a process or as a behavior at the level of the external environment;

The resulting strategy in this process is nascent, and takes the form of a position or a trick rather than a horizon;

Partial authority considers the formulation of strategy as a mutual effect through deterrence, negotiation and sometimes direct confrontation, in the form of political

practices between the interests of some and the changing blocs, where no one has permanent superiority.

From my point of view, I think that the best school for Just Toys Company is the pioneering school that tries to innovate, innovate and add competitive values in the market. This school fits with the current conditions of the company in light of the intense competition from several companies, Just Toys Company is trying to innovate several mechanisms for retail distribution of its products, these mechanisms must be unconventional - rather modern and contemporary and monopolize the market with creativity, innovation and leadership.

2. Competitive advantage strategy that will assist Just Toyz to strengthen their marker shares in both of its international markets.

There are many differentiation strategies that Just Toys can use to create competitive advantages in the market, these strategies focus on continuous improvement, innovation and excellence, among these strategies are total quality management, the Japanese kaizen strategy, and the focus strategy.

Porter's Five Forces model revolved around competition or competition; In any business sector, there are many companies that compete with each other in order to attract customers, by offering products of higher quality or lower price compared to competitors. Companies use PESTEL analysis to understand consumers' wants and needs, and VRIO analysis to assess their resources and capabilities in order to be able to identify ways to provide products and services that meet consumers' desires, with better quality and prices than those offered by competitors.

We can describe Just Toys as having a competitive advantage when this company succeeds in attracting more customers, achieving more profits, or achieving greater profits and returns for shareholders compared to its competitors. A company is able to achieve a competitive advantage through its ability to add value to its products and services or reduce its costs more effectively than its competitors in the same business sector.

Companies that adopt a cost leadership strategy offer their products or services to customers at lower prices than those of competitors, and in order to achieve this competitive advantage and outsmart their competitors belonging to the same business sector, they seek to reduce and control costs throughout all the activities of the value chain that they perform. For example, they work with suppliers who sell parts and supplies at the lowest prices, run manufacturing in cheap labor markets, and automate their processes until maximum efficiency.

A Just Toys cost leadership company should spend as little money as possible on producing products or providing services so that it can make profits when it sells those products or services at the lowest prices. Walmart is a pioneer in the use of cost leadership strategy, offering a wide range of products at lower prices than competitors, because it does not spend its money on stores or luxury stores, negotiates with suppliers to get goods at lower prices, and it pays Relatively low for the employees who work for it.

It is known that not all products or services available in the market are sold at low prices. The differentiation strategy is the exact opposite of the cost leadership strategy. Although most companies do not want to spend a large amount of money in production processes, there are some companies that adopt a strategy of excellence and seek to provide value-added products and services in order to be able to attract customers who are willing to pay a higher price, so they try in every A step in the value chain is to increase the quality, advantages and overall attractiveness associated with its products and services, and among the efforts it may make to achieve this: focus research and development operations on innovation, provide excellent services to customers, and enhance the value of the company's brand through marketing.

If JToys that adopts a strategy of excellence makes these efforts, it will be able to succeed and generate profits even though its production costs are higher than the production costs of other competing companies. Starbucks, which specializes in preparing coffee, is a good example of companies that adopt this strategy, as the customers of this company are willing to pay high prices for a cup of coffee provided by them because they like the distinctive atmosphere that Starbucks provides, its excellent service to customers, the quality of its products and its brand. known.

focus strategy

The third competitive strategy that Porter identified is the strategy of concentration, and it differs little from the previous two strategies. Companies that adopt this strategy must choose one of these two strategies to organize their activities, and this means that they will seek to reduce costs or add distinctive value, but what is different in this case is that companies that choose to use a focus strategy will focus their marketing and selling efforts on markets that are smaller than the markets Targeted by companies that adopt a cost leadership strategy or a differentiation strategy.

A company that uses a focus strategy based on excellence, for example, will seek to have an added value for its product or service that attracts the interest of a small number of customers to a large extent; Either because the product is suitable for use for a specific purpose or because it is a luxury product that only a few can pay for. For example, Flux sells custom snowboard straps and uses a strategy of focusing on differentiation because it creates a customized product that captures the interest of a group of customers who are willing to pay high prices for quality and specification snowboard equipment.

3. Make recommendation to Just Toyz about the company's short term and long-term goals

There are many recommendations that I offer to Just Toys in the short and long term, which benefit it in the continuation of the life cycle of performance and competition between companies. Among these recommendations are the following:

- Training the human resources within the company efficiently and effectively to use all modern means of communication within the work

Encouraging innovation and creativity within the company's work

To direct the company towards pioneering and leadership methods in work

The company's ability to work on continuous improvement to manage the operations of the company

Adopting a total quality management policy within the company

Improving the nature of relationships with suppliers and stakeholders.

The company can incorporate several recommendations and measures to achieve differentiation such as

To provide benefit to customers, by offering such a product that perfectly matches their needs and preferences.

Product innovation

- Increase product performance
- Determine the price of the product based on the features of the product and the purchasing power of the customer.
- Create a brand image, by ensuring better quality, services and customer satisfaction.

To successfully implement a differentiation strategy, all a company needs is to carefully analyze the customer's requirements and preferences, to determine the feasibility of incorporating various differentiation features into a unique product that has the desired attributes.

Managers at Just Toys should know which other companies fall into their strategic group, as the competition is more intense between companies that fall within one strategic group, and the actions taken by one of these companies will result in reactions from other companies belonging to the same group of in order to maintain their market shares in the business sector.

In order to reach a certain strategic position or position, Just Toys must choose a general competitive strategy that matches its available capabilities, and it must take measures that contribute to its superiority over competitors' positions. In addition to identifying the local, regional or global markets that you will target.

You should have an idea of your work experience. You will need to assess what is important to you and your business and the areas in which your organization is successful. This way, you will be able to provide a tight differential to your customers. Write down the strengths and weaknesses of your brand in general or specific products.

Most importantly, Just Toys' strategic positioning should be distinctive so that competitors cannot emulate and reach it quickly and easily. A company can have a competitive advantage if it is able to attract more customers or achieve more profits compared to its competitors, and this will only happen if the company is able to organize its activities efficiently and provide better products or services to its customers than those offered by competitors.

For retailers and brands like Just Toys navigating this new world, digital intelligence and innovation—whether that's AI-powered chatbots receiving customer service orders—or a variety of local IoT-based stores in Her knowledge—They are critical in driving sales and margins in the consumer economy to the demand that is so popular in today's world.

4. Strategic plan including an executive summary, mission statement, vision statement, SWOT analysis and goals:

The strategic plan of Just Toys aims to achieve the vision, mission, goals and values of the company at the near and long levels. During this plan, we will focus on the custody of strategies such as SWAT analysis and identifying the strengths, weaknesses, opportunities and threats for Just Toys. Among the elements of the plan: analysis of the external situation (the market), the position of the product, its quality and problems, clarity of the objectives to be implemented, resources and expenditures, and economic expectations. Probability analysis or (what if?)

The basic elements of Just Toys Company in the plan are the day and date on which the plan will be implemented, the objectives, the material and human elements, the cost, the budget, and the mechanism for achieving the plan.

The strategic plan calls for attention as an important concept that covers all the operations of organizations. The strategic plan, which includes defining the company's strategy and adjusting all its resources accordingly, is very important for setting standards and monitoring performance. Strategic plans must be updated, which is characterized by a high level of attractiveness among entrepreneurs and managers. , according to constantly changing conditions, at the same time, it is very important not to leave these plans on paper and to be implemented, especially since increased competition and change in the business world prompt management bodies and executive committees in companies to set long-term strategic expectations and goals, these goals are planned In the short and long term it is expected to predict the current situation, within the framework of the strategic plan, political, economic, social and technological developments are raised by investigating opportunities and threats with strengths and weaknesses, let's take a look at what you need to know when creating a strategic plan that plays an important role in The process of coordinating your strengths and opportunities.

In order to reach the goal in any task, identification of environmental conditions, good visualization and adaptation to work by analysis is extremely important, and at the same time, it is necessary to be aware of the strong and weak dimensions of work, to work on a clear task, to achieve very clear goals, if Achieving such a detailed understanding of objectives requires extensive work and this is possible with strategic planning.

Steps in the strategic planning process

The first step in the strategic plan will be market analysis, as the mission statement, which includes the analysis of your business conditions, also means defining the current and future business of your organization. In which competitors and customers, in addition, meeting the different job requirements and expectations of these different groups will be able to differentiate according to times, therefore, it will be correct first to determine how environmental conditions lead you and then to develop a general and strategic approach to your business.

Job description: answering the second question What kind of work does it show? When defining work, only the products and services produced should be emphasized, at the same time, it will be necessary to consider the contribution of production, in a way of social value and take into account the level of experience that you have created in your company.

Philosophy: After the mission, market analysis and job description, the third step will be to you will be able to provide a tight differential to your customers. Write down the strengths and weaknesses of your brand in general or specific products.

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the company's philosophy, thus, tips on how to achieve the company's functions will be achieved, does it take more risks to grow faster or adopt a slow growth trend? How will you build relationships with your customers, suppliers, and competitors? Do you have goals to add value to your community, if any? The principles that you will identify with the answers to these questions will help to articulate your philosophy, thus, a stable work environment will be provided with the influence of corporate culture.

Objectives: Objectives are defined as general and ideal situations, which correspond to the task. In determining the goal, it must be answered in two main problems: First: What is the goal and how will it direct the future of the company? You will need to take into account the characteristics of industries that fall into the environmental conditions.

Analysis of internal dynamics: after making the necessary decisions about external environmental conditions, your company will need to study its dynamics in more detail, the position of the technology that it uses in production processes and the level of personnel according to its human resource structure will be inevitable to determine the position of your company, it is useful to analyze the strengths And weakness in your company from a completely neutral point of view, at this stage in which opportunities and threats are identified during the preparation of the strategic plan, in conducting an analysis of the external environment, the issues related to the vision and mission of the organization are evaluated by considering developments at all levels.

Implementation of the strategic plan

It is important that the strategic plan does not remain on paper and be applied. There are two important elements in terms of implementation: communication and scheduling. Communication is more important than expected, as employees can resist a new implementation in the strategic plan, so, when you take a new path in business or decide Taking a different line than the one available, it will be beneficial to pass the program to

employees before the plan is implemented, this measure will help reduce resistance even if it does not result in 100% cancellation. Moreover, the new policy, content and details of the employees can be understood as per the procedures to be followed to achieve success on the road.

Conclusion;

In this report, I talked about the Just Toys wholesale company, I spoke extensively about the different strategic schools, and the most important schools that could benefit Just Toys. I talked about the most important plans that create distinction in the market and about strategies for excellence, and I finished the report by talking about marketing plans and the mission, mission and vision of the institution.

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