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MGT520: Managing Business Strategy
Module assignment: Strategic Management Plan

Task 1: Strategy schools

Introduction:

Strategy is critical key for an organization to accomplish its assigned goals and objectives. According to Mintzberg “Strategy is the pattern plan that incorporates an organizational goal, policies and action successions at large.” Hence, senior business leaders have to be deliberate when choosing the strategy to win.

Henry Mintzberg, depicted the process of ‘strategy campaign’ and defined ten schools of thought in respect of strategy evolution.

The ten schools classified into prescriptive, descriptive and synthesis groups. The difference point between the prescriptive schools and the descriptive is that the former concentrate on strategy preparation while the latter emphasize strategy development. The three prescriptive schools considered the efficiency foundations that make directions and objectives for the growth of organizations.

The three prescriptive schools are “the design school, planning school, and positioning school.

Strategy Schools:

Prescriptive schools became main factor of strategic development for each organization. Expanded to these schools, the different descriptive schools that are entrepreneurial school, the cognitive, the learning, the power, the cultural and the environmental schools give deep insights in strategy preparation. The last group is synthesis that comprises of the configuration school, which incorporates the aspects of all the other schools in terms of configurations or in term of transformations.

This assignment will take three schools to analysis and apply to Just Toyz to achieve its targets, objectives and expand in global market:

1- The Planning School:

One of the prescriptive schools, which focuses on how the strategy is articulated. It deals with consequences such as budgeting, scheduling and programming. It helps emergence and development of business so that, the model can be Implemented to help Just Toyz in global market.

This school also adopt the SWOT model, the internal strength and weakness as well as the external opportunities and threat

- Limitations:

Just Toyz may confront some disputes as:

- Planners may focus more in getting newer strategical concepts directing the current aims at lower standard away from the original purpose, which is a major risk.

- School is all about forecasting and anticipation based on current trend of economy, and risky to make the decision based on Supposition and doubts.

2- The Culture school:

One of descriptive schools focusing on strategy Constitution as a corporate process. The approach of this school attempts to involve several functions within the company to conclude a collective and combined process. This model considers all-important factors; corporate culture, social procedures, and Organizational values to help in decision-making and in strategy establishment.

Reviewing Just Toyz , The culture plays a critical role; the positive way people in the organization interact with each other is healthy for decision-making.

- Limitation:

- Dedication to beliefs encourages consistency in the organization's behavior, which may act as powerful internal barriers to fundamental change.
- Model is vague which might miss justifying the status-quo of the business with subsequent strategy limitation and resistance.

3- The Positioning School

Porter, the founder of the positioning school; his approach looks at the company's position in the market, put goals to differentiate the organization versus others in the same field.

This model is convenient with Just Toyz to help positioning itself in the market to accomplish high profit than other firms through market position.

Porter's five forces analysis is important here to empathize the competition and stressed on necessity of awareness of the industry condition and changes. The Model implies that business acts upon by five forces; supplier power, threat of replacements, customer power, barriers to entry and competition.

- Limitation

- Top-level leaders are the strategy formulator whilst execution is by the lower level, which may induce incompatibility or un-clarity with subsequent de-motivation.
- Crucial information like social, technological or political situation have not taken into consideration.
- Model established on the anticipation by generalizing the present tendency, which alters quickly for variety of reasons. If present trends are the only reference used to anticipate the succeeding trends, the strategies are insecure with wrong execution.

Recommended school:

Just Toyz needs to have an effective plan established on predicting how the economic is going to be, what it prefers to be, forecasting the market situation and customer needs. The answer for these questions is a mix between planning and positioning schools.

Moreover, Just Toyz needs to use Ansoff Model to analyze the market and products so, it can expand globally beyond Japan and UK, revamp its online access and expose and market its products to acquire new markets, and inject more investment on product development, media campaigns and innovation.

Therefore, Just Toyz will know the theories, plan for its new product and market, manage their budgeting, schedule, and select the best choices and methods to fit its goals and objectives.

Task 2: Strategy to Strength Market share:

Globalization is highly affecting marketplace fluctuation in consumer behavior. Newcomers in market such as Brazil, Singapore and Thailand articulate deviations in consumer behavior and expense. Several businesses have failed to maintain themselves into Global marketplaces.

This section will help in understanding and the preparation of maintaining global strategy for Just Toyz using Porter's five force and Value Chain Analysis render a penetration into company's position in UK & Japan.

This will help CEO, Ted Willar to proceed with recommended strategy to keep maintain the existing market share and planned growth as well.

- Porter's Five Force

It assumes the external environment to measure intensity of competition, profitability and attractiveness of a market to formulate a strategy that will enable firms develop chances and protect from threats.

This concept is dividing by 5 force:

- 1) Threat of new entrants into the market: the force of new entrants affects Just Toyz's power specially that Toys requires less time and initial investment to enter the market, which means that this industry has weak barriers to entry. Another barrier to entry is economies of scale.
- 2) Power of suppliers: Suppliers can drive up the cost of inputs. As most customers have an option between Toys stores who contend on price and promotions. Accordingly, Just Toyz needs not to order from one big supplier but a number of smaller ones.
- 3) Threat of substitute products: Substitute goods or services offered by competitors pose a threat. Close substitutes have more power for lower prices and unfavorable terms.
- 4) Degree of competition between existing competitors: The larger the number of competitors who have equivalent products and services, the lesser the power of Just Toyz.
- 5) Power of customers: The ability of customers to drive prices lower. It's affected by volume of buyers, and the cost to find new customers or markets. A smaller and higher segment customer means that customer has more power to negotiate for lower prices and better deals.

Understanding Porter's Five Forces can enable Just Toyz to adjust its business strategy to better use its resources to generate higher earnings.” As illustrated in task 4 below”.

Value Chain Analysis of Just Toyz:

All activities performed to design, produce, promote, deliver and serve company’s product. Its goal is to produce the products in such a way that they have a greater value to customers than the original/net cost.

Michael Porter’s value chain helps segregates a company into its strategically relevant activities, thereby creating a clear overview of competitive advantage the company has and assess where true value is created and where improvements is required.

The value chain activities divided into two broader types: *primary* and *support activities*.

Primary Activities

- Inbound Logistics: One far eastern provider supply the raw materials, and Just Toys has standard commodities, thus it does not face bottlenecks that halt future production.
- Operations: Just Toys forecast the future demand accurately and all its products adhere to the UK & Japan labelling, ensuring that products fulfill legislations requirements especially for safety and quality levels.
- Outbound Logistics: Two international couriers are serving to outreach to customers and the company works closely with retailers to forecast their requirements ahead of time for better inventory management.
- Marketing and Sales: company has strategic partnership with one media producer and adopts top pricing strategy, but local competitors offer some innovative products in lesser price, which requires more focus to improve this weakness.
- Service: the company has loyalty program through website where customer collect points for online orders with discounts for subsequent orders but it need to broaden this scope.

Recommended Strategies and support activities for Just Toyz:

Based on the above analyses, we identified several internal as well as external factors that resulted in certain issues in the business pacing like there is few and weak products launched last 3 quarters, less suppliers, insufficient utilization of technology etc.

As a turning point for business, proposed strategic developments is as follow:

- Organization and Management:
 - 1- Restructuring top management to assign key leader to fix the core functions; Human assets, Operations & Digital, Finance, Sales, Marketing and Risk.
 - 2- Creation of fair and flexible work environments to have life-work balance for employee retention.
 - 3- Some other strategies adopted were:
 - Set modest objective for value chain by 2024.
 - Liquefy redundant assets to fund growth.

- Focus on Capital Structure
To improve core business, raising fund “sell redundant assets, loans... “Simplifying corporate mission, vision and purpose to fortify value chain of Just Toyz.
 - Leverage technology, New Media and Digital:
 - 1- Digital strategy to develop online games for multiple players set to launch in 2022.
 - 2- Just Toyzas Mobile App. With points’ collection with incentives for more engagement with end users.
 - 3- Fortify online stores and logistics to cover delivery to entire cities in UK and Japan in lesser time.
 - 4- Work out online referral programs “modified B2B business” as quickly as possible to gain more leads and secure greater conversion.
 - Focus on Supply chain and Cost control:
 - 1- Company needs to review the entire procurement process, sourcing and diversity of suppliers aiming to lower cost countries’ like China & Indonesia.
 - 2- Outsourcing instead of manufacturing for example 20% of products outsourced to cheaper locations as a pilot trial and check the outcomes.
 - 3- Open competition between international couriers to get better terms and prices.
 - Focus on distribution:
 - 1- Major portion of sales takes place online purchases thus, company has to focus on big retailers in UK & Japan with commitment on more innovation and shorter delivery times.
 - 2- Getting closer to retailers is critical for Just Toyz to understand sales to the end customer chain.
 - 3- Adapt online marketing campaign publishing hundreds of quality contents, form informative blog posts, helpful infographics and appealing videos.
 - Innovation and End-Users:
New products and concepts based upon Just Toys themes are very important to keep it ahead and create an edge to grow and survive for long term. Therefore, the company has to lets the customers participate in new product development.
 - Check on performance: quarterly review to measure how successful planned strategy is and needs for improvement in addition to daily monitoring of business indices and KPIs.
-

Task 3: short and long-term goals and recommendations to Just Toyz to grow:

The 'goal' is a desire, objective or outcome to achieve. Will power and management team are critically required to get the goal done.

The most commonly used methodology for goal setting is "SMART" acronym:

Specific (Materialized), Measurable (trackable), Achievable (possible), Relevant (Core), Timely (deadline bound)

Business can survive with a well-defined plan, and leaders usually find efficiency in segregating their strategies' achievements into two phases: short-term goals and long-term goals.

This section illustrates goals' definition, characteristics and regular adjustments if any.

Short-term goals:

Short-term usually focus on a 3-6 months' period guiding the immediate needs of the business. Its consistency enables the company:

- Gathering feedback.
- Focus on daily operations.
- Finding solutions to identified problems e.g.; training for specific shorted skill.
- Link short to long-term goals. For example, a company wants to double its consumer base over the next six months, a goal that affect revenue for coming years.

Long-term goals:

It involves the company's mission to success over the next 4-5 years. When planning for the long term, businesses consider many factors:

- Major capital expenditures.
- Company policies.
- Making decisions on business practices, marketing and budget.

Synergy between short and long-term goals:

Long-term goals are the motivation behind a company's short-term plans. Short-term goals are the stepping-stones to long-term vision, for example, increase consumer demand by 200% in 5 years' time requires a chain of short-term goals like; engaging customers and gathering feedback, studying competition or doing market research and forecast.

Without actionable and measurable short-term goals, success in the long term is difficult.

Goals review; often and regularly

Following goals blindly can cause businesses to break down. It's a "paradox". Resolving this paradox is the basis of management and business leaders have the responsibility to adjust and keep execution pace and to analyze false assumptions and track when and how plans need to change.

Business continuity plan “BCP”:

Proactivity is the most important aspect of adapting to short-term needs. Companies need to have BCP and crisis framework to mitigate catastrophes that may happen. It's centered on areas like office management, system & IT, communications and staff safety, adapting to market changes becomes easier.

Tight deadlines for outcomes and feedback:

Setting shorter timelines for outcomes' measurement and analytics enable businesses to monitor operational changes more frequent. For example, sales' team working on quarterly projections can instead examine monthly or weekly timeframes to match the revolving market environment.

Prioritize IT modernization:

Keeping a competitive advantage during short-term, Company needs to adjust its information technology and system updates as businesses can adapt in times of crisis when updated IT& system maintains accessibility and connectivity e.g. during Covid pandemic, working remotely was crucial to adjust to the “new norm” easily.

Adjusting company's vision for the long-term goals:

Setting goals for 4-5 years involves different strategies:

- Using consulting firm or advisor to provide guidance on funding, operations and the integration of individual components.
- Business leaders can use entrepreneur networks that offer education, mentorship and peer review.

Monitoring and stretch pacing of milestones: As far as a company hits more of its financial milestones, setting new projections and objectives is required. To determine areas of concern and problems need radical solution, the company has to initiate:

- Engagement practice with the staff and customers.
- Launching market analysis and feedback.

Such initiatives will help determine buying behavior and what customers need moving forward.

Capitalize on automation:

For the long-term goals, efficiency and quality of work are game changers. Just Toyaz can control waste and save lot of time and resources using automation.

Automating internal and external processes across business functions such as operations, marketing, sales and finance will be the paradigm shift for the business in 3-4 years' time.

Recommended Goals for Just Toys:

Beside the aforementioned plans in this section, below is list of strategic goals focusing on specific key business areas that requires Monthly review via performance KPIs.

N.B: Not all Business goals listed below are SMART. Some are exaggerated or somehow unrealistic for example; Doubling Revenue in 3 years or 20 Million kids using company products in 5 years.

Area of focus	Short term goals	Long term goals
Growing a business	<ol style="list-style-type: none"> 1)Contract a consultant for one month to analyze customer's buying trends 2)increase advertising budget for next 6 months 3)Study feasibility to expand in two more countries – 6 months 	<ul style="list-style-type: none"> -Double business revenue in 3 years. -Increase sales 200% in 4 years.
Customer Engagement	<ol style="list-style-type: none"> 1) Design customer voice platform within Just Toyz App.in 3 months. 2) Incentives scheme for subsequent purchases 	-achieving > 95% customer satisfaction in 4 years
Employee Appreciation	<ol style="list-style-type: none"> 1) Employee of the month designations for best performers throughout the year 2) Monthly award for best innovation. 	-Employee retention over 96% in 4 years.
Community Outreach	<ol style="list-style-type: none"> 1) Sponsor one top-profile annual charity event. 2) Reward employees volunteered in community programs with Vouchers, more time off, or bonus. 	-List Just Toyz as one of the top ten Community supporter companies in 5 years.
Drive Website Traffic	<ol style="list-style-type: none"> 1) Hire web consultant for one month. 2) Purchase web traffic software. 3) Revamp site appeal convenient with broader audience. 4) Advertise your site address on the side of city buses 	<ul style="list-style-type: none"> -6 Million Visits a year in 3 years' time. -300K Mobile App. downloads in 2 years.
Supply Chain Management	<ol style="list-style-type: none"> 1) Change management for better inventory control in 3 months. 2) Contract with additional three couriers to broaden delivery coverage in 6 months. 3) Outsource 25% of old products before end of fiscal year. 	<ul style="list-style-type: none"> -Become the go to supplier in 3 years. -Decrease delivery time by 75% in 4 years. -Just Toys plant produce innovated products only in 4 years.
Operations' Efficiency	<ol style="list-style-type: none"> 1) System driven correspondence in 6 months. 2) Purchase RPAs to Automate transactions, one business unit every 6 months. 3) Solid appraisal to improve staff performance in 3 months 	-Cut operations' cost by 70% in 5 years.
Innovation	<ol style="list-style-type: none"> 1) Build internal platform to gather new ideas in 5 months. 2) Monthly forum to evaluate ideas and execution plan for chosen ones. 	<ul style="list-style-type: none"> -Best innovative Toyz business in 5 years. -Double business revenue in 3 years. -20 Million kids using Just Toys products in 5 years.

Task4: Strategic plan

Executive Summary

Just Toyz CEO, Ted Willard and Board leaders are passionate and have serious intent to solidify the business case to invest and expand the business. The “Start-up Business Plan” and the subsequent successes in building a solid organizational infrastructure has laid the foundation for Just Toyz to have good share in UK & Japan.

This “2021-2026 Strategic Plan” adds goals intended to influence trends in toys industry, increase in purchasing power, entertainment equity, and quality improvement initiatives in addition to financial growth and global market shares

CEO and the Board have considered the Best Practices Scorecard in line with the consultant recommendations as a dynamic tool identifying business areas to focus on and to capitalize Research and education objectives as leading indicators achieving this plan.

All staff will actively involve in execution, providing guidance and modify directions for Just Toyz’s long-term strategic plan for 2021-2026. The following plan provides detailed input collected from storming sessions, market insight and customer surveys in addition to planning sessions with the CEO and staff.

Company goals include influencing

Just Toyz Planning Framework:

- a. Resources and Preparation.
- b. Just Toyz’s Vision, Mission, and Values
- c. SWOT in addition to External analyses.
- d. Context for Five-Year Plan
- e. Goals & Objectives.
- f. Evaluation.

Resources and Preparation:

Just Toyz CEO, Board, and staff are actively involved in providing guidance and direction for Company’s long-term strategic plan for 2016-2021. A complete SWOT analysis accomplished with members during a mega brain storming Session and revision of Just Toyz’s vision statement is ready as well.

Just Toyz’s Vision, Mission, and Values:

Vision: Delight every child and build brain competency.

Mission: inspire and entertain all kids to realize their key strength and to fortify their cognitive abilities, to shape right values, to advances their imaginary world and to help adults keep the child in them alive and vibrant.

Values:

- Leadership: We lead the market by adding value to new generations' capability building.
- Trust: We are true to kids, community and ourselves.
- Excellence: in addition to using safest materials, superior processes and machines, and subjecting the final product to rigorous tests, we obsessed of values our customers get.
- Customer Treat: In writing the smile on faces, improving skills and by nurturing their creativity and imagination. Our obsession is to create "Loyal" not "Customer".

SWOT: Strengths, Weaknesses, Opportunities, Threats

SWOT analysis offers considerable insight into how customers perceive Just Toyz and where it needs to go forward. The following is high level SWOT feedback derived from the detailed brain storming results in each domain.

* Strengths Domain:

- Broadening the value proposition, Purpose driven, Good quality, Flexible culture.
- Infrastructure for online business.

* Weaknesses and Threats:

- Sustainability: The role of environment, policy, culture and infrastructure.
- Communications and marketing: Web based virtual life, revolving tendency of customer interest, Brand positioning...
- Lack of consumer focus in a fast-moving tech, Higher Prices Vs competition, Innovation

* Opportunities:

- Collaboration and innovation: A strong interest in culture and environment and engaging with organization development experts.
- Measuring value on investment: Data collected via surveying employee satisfaction, customer voice and metrics Just Toyz define areas for a better value proposition.
- Connecting with community.
- Outsourcing products , Better Supply Chain Management..

SWOT Analysis of Just Toyz	
Strengths	Weaknesses
1. Good experience in online business. 2. Brand is appealing. 3. Adaptive culture to latest market trends. 4. Excellent quality.	1. Lack of unique identity. 2. Higher prices Vs competitors. 3. Narrow markets “UK & Japan only”. 4. Lack of digital designer. 5. Marketing researches. 6. Short experience in the market.
Opportunities	Threats
1. Innovative capability to compete with digital toys. 2. Outsourcing the manufacturing. 3. Automation and RPAs.	1. Shifting trends in toy industry like Smartphone games. 2. Declining value of US Dollar. 3. High competition. 4. Lot of substitute products for lower price.

Based on Value Complexity Matrix as per Business plan and performance over the last 18 months

Context for Just Toyz Five-Year Plan:

This year’s planning activities occur in the context of growth and Operation changes. This include:

- Streamline business core: Surveys suggest building a “culture of service” and striving for “satisfaction” to maintaining market share and maturation of the business.
- Demographic changes: The marked increase in telecommuting and revolutionary growth of millennial generation has now game changing factors to consider.
- Just Toyz growth and Board stability: Good start-up and with steady growth in addition to management stability, All are critical keys to keep ability to compete.
- 2019-2021 business plan Achievements: Under the leadership of Ted Willard and an efficient committed Board, the “Business Plan for 2011-2015” has the ability of success.
- Just Toyz staff is stable and leadership is growing. However, sharpening the skills to cope with market changes is required

The Core Elements of 2021-2026 Business Plan summarized as per table below in addition to realistic goals mentioned in section 3 above.

Corporate Level Goals & Objectives:

Financial		Internal/Operational	
1- Revenue Growth: - grow our revenue by 25% each year KPI : Generate sales of 4 Million Dollars end of every year	2 productivity improvement: Maintain a 22% Net profit Margin every year : Maintain profitability with a budget allocation of 60% for business reinvestment for product development - Increase average billable hour factor	5-innovation/product development: Develop 2 new games/toys every year	6- Overall Operations: Develop and maintain infrastructure that allows for virtual office and efficient overhead. System modernization - define all processes and procedures to automate - revamp online portal and toys' mobile Application
Customer		People and Learning	
3- Professional Service: to be the partner of choice - Professional Service: Hire 2 new consultants \$10000+ per month	4-Marketing plan: - Hire 5 new top technology resources and 2 Customer experience professionals - Maintain 85% of current customers	7- Training: -Help staff to grow on professional and personal levels by work life balance , engaging work environment , training baskets and fair compensation - Train Sales and Operations in best practice. - Develop Better communication and increase ability to work with and assist customers	8- Community involvement: -Develop and implement a corporate giving strategy in line with company's competitive advantages. - Manage the selection , contribution and customer communication of nonprofit donations - Target is 5% of revenue
Key performance indicators "Yearly for next 5 years"		Implementation	
Measure	Target	How Just Toyz make strategy a Habit	
\$ increase in sales	\$4 Millions	Hire one strategic plan manager	
Maintain Profit Margin	22% Net	Increase operation's efficiency by 30%	
\$ per billable hour	\$110	Assign staff compensation plan	
# of new affiliated public figure	2	Training all staff on yearly basis	
% of increase of NPS score	5%	Empower managers and service staff	
Control bad debt	\$0	Weekly meeting for strategy milestones	
Reinvestment of retained profit	40%	Annual retreat end of December every year	

Just Toyz will accomplish these goals through research, collaboration, education and dissemination.

External Analysis Additional to SWOT: For defining Challenges/Problems, the business has:

- Five Forces analysis: As mentioned in section 1 of the assignment.
- PESTEL analysis:
 - Political: Political situation in target markets for expansion can change the rules and operations' requirement of Just Toyz.

- Environmental: products have to be safe with less or no pollution to environment.
- Social: Community is required to accept Just Toyz products.
- Technology: Is the way to compete with other competitors thus, flexibility to adjust the changes is critical.
- Economic situation: Far East and China are economically stable in the past few years, which makes it safe for business growth via expansion there.
- Legal: law is a risk and company has to follow all the rules and laws of the market where their transactions happen.

Problems Just Toys face in line with executing the 2021-2026 strategic goals (As defined by the three analyses above):

- Increasing Competition: Despite of the Company's successes, analysts realized that the company's mindset would change to be able to compete.
- Revolving Digital World: growth in electronic games, digital toys and much software make competition harder
- Child Development: Nowadays children grow up faster. It makes the global market for classical toys restricted because of their changing playing patterns.
- Downturns in global economies: Threatening purchasing power of toys products.

Solutions considered in the plan:

- Sustainability through smart growth strategies:
 - By 2023, Increase brand awareness to cover all Europe and Far East.
 - By end of 2023, strategy revision and repeat member satisfaction surveys.
 - Increase investments in branding and initiate Loyalty program aiming to achieve 90% customer retention and 70% subsequent buys.
- Increase collaborations and partnerships with public figures and influencers:
 - By 2022, recruit expert to organize public relations, think tanks, Events, and Forums especially with celebrities and guiding stars.
 - Secure funding that advances awareness about entertainment role in mental wellness.
- Diversify Customer segments:
 - By 2024, the total downloads of Just Toyz Mobile App. 500K.
 - By 2026, the number of innovated Games and Toys to 40 new products.
- Increase evaluation and research in customer satisfaction:
 - Strengthen Customer voice data collection in CSAT and NPS to 12% of customers.
 - Increase the number of sessions dedicated to Public Events, level of satisfaction and contract with neutral agency for market research and insight.
 - By 2022, Strategy revision based on CSAT and NPS results and Feedbacks in addition to include metrics of customer engagement in Business dashboard.

- Online social communication:
 - Facilitate parents to react with their children to create a Just Toyz’s community.
 - Add more value by providing web and App. Based information on developing children’s creativity & imagination ability through innovative games.

- Investment and funding:
 - Use new selling points like public halls, Shopping malls, food courts and kids area.
 - Affiliate with iconic leader or a company like Sony PlayStation to Co-brand and games’ development.
 - Invest in more products. Always change style, concept to suite with customers in each country combined with new technology.

Evaluation: Just Toyz Operations Plans/Activities:

Strategic plans need to be responsive to changes in the organization, the business climate, and the needs and interests of members company serves. Accordingly, the goals and objectives named in 2021-2026 plan will be subject to regular reviews and monitoring based on allocated metrics via Just Toys dashboard/ scorecard.

**Below is a sample scorecard that shows couple of above mentioned tasks and activities along with timelines and accountabilities for each:*

2021 Just Toyz Performance Scorecard				
2021 Annual Objectives	Activities	Timeline	Accountability	Measures
Increase Social media engagement (Pins, retweets, mentions, replies of Just Toyz, ..)	Post appealing / engaging items	Daily	Hazel and Kay	Internal scorecard monitoring
Number of new Mobile App. Downloads	Send out new member welcoming	Connect at time of download, follow up with social media and quarterly engagement.	Larry and COO	Internal scorecard monitoring
Maintain low unsubscribes	Communications improvements	Monitor after each mailing	Hazel and Larry	Internal scorecard monitoring

Conclusion:

Corporate Level Strategic planning relates to the overall scope in addition to the purpose of any organization and the way value added to its business units. Business level strategic planning relates to the way the business seeks winning competition in a specific market.

The success and survival of any business depends primarily on scientific preparation and planning yet, plans alone will not secure or guarantee growth thus; managers and leaders have to be able to adjust Company's plans in light of external and internal challenges.

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