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COVER PAGE AND DECLARATION

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Introduction

Strategic Planning is one of the factors that contribute in helping an institution achieve its objectives, recognize its strengths and weak points for development of work, and carry out comprehensive assessment to enhance its provided services and products to achieve success and stand out among the other competing companies.

The strategic planning was defined as the long-term planning which examines all predications that may be happened as a result of internal or external changes. It includes also all works related to strategic management beside setting out the vision of the company, and determining the targeted sectors regard to the company transaction to increase competitiveness with other companies.

Strategic thinking has defined number of school of strategic thoughts whereas the content, methodology for formulation and implementations differ from one another. In the following lines, we tackle three schools of strategic thoughts:

About company

Just Toys International is a global toy company specializing in licensed collectibles and gifts. We distribute our products to all major markets across the globe through our offices in USA, Mexico, Brazil, Spain, Switzerland, Hong Kong and Japan.

Comparison of different strategic schools

Strategy is a fairly new field whereas as studies, and schools have already different perspectives towards the given subject and area of research. All schools of strategic thinking and their perspectives will be viewed.

Firstly: Design school:

It is one of the Schools of Strategic Thoughts, developed by Henry Mintzberg with other two researchers. This school is involved in the conceptualism, which indicates proposing ways to formulate the strategy in light of studying the environment variables and trying to adapt to it in order to make profit.

For the Design School, strategy formulation is a process separated from its implementation, and is based on a proactive way of thinking, as there is no place for improvisation, and the SWOT framework is a good example of this school.

The pioneers of this school propose a strategic model that aims to search for a point of intersection and compatibility between the various internal and external capabilities of the institution by identifying the strengths and weaknesses of the institution and identifying the opportunities and

threats of the environment. This model concentrates on the necessity that the strategy framing stage shall include managers' values (beliefs and inclinations of the institution moderators), and social responsibility (ethics of the society working in the organization and as seen by the managers). This is followed by the selection process after evaluating various strategies by adopting a series of tests in order to ascertain the degree of harmony with the institution objectives, compliance with the environment conditions and the extent of its contribution in finding the competitive excellence, and finally realism degree;

The Design School principals are summarized in Seven mandatory requirements, as follows:

- The formulation shall be based on a conscious thought.
- The strategy is of the powers and responsibility of the institution administrator.
- The formulation form shall be both simple and informal.
- The strategy shall have a special excellence.
- The Design methodology reaches its extent upon completing the strategy formulation horizontally.
- The strategy shall be clear.
- The implementation process starts immediately after the formulation process.

Notwithstanding that these principles contributed to laying the first foundations for strategic business management, they are faulted for the premise of the possibility of developing a specific and centralized model in which there is no place for circumstance and outside influences with a clear separation between what is an intellectual work and an executive work. All of this makes the strategy just a technical work that can be prepared in advance precisely and categorically without need for learning from practice and experience. The Design School tends to acknowledge that the administrative structure shall follow the strategy in order to respond to the reality of the organization. This means that the institution shall reconsider, in writing, its structure and previous experience upon change of strategy.

Secondly: Planning school:

It is one of the Schools of Strategic Thoughts, developed by Henry Mintzberg with other two researchers. This school is involved in the conceptualism, which indicates proposing ways to formulate the strategy in light of studying the environment variables and trying to adapt to it in order to make profit.

This school depends on discretionary hypotheses and then the strategy formulation based on these hypotheses. It is a school of thought usually adopted by companies, depending on natural resources and estimates of their long-term exploitation, such as: Oil Companies.

The emergence of the Planning school coincided with the Design school, especially when H.I. Ansoff issued his book Corporate Strategy in 1965. The general direction was towards planning procedures and methods of studies and practice in the area. The strategic planning literature spread in the seventies through providing several charts, steps with logical sequence and detailed procedures. As for this school, identifying objectives is the starting point in the strategy formulation, whereas the quantitative and numerical dimension predominates over the objectives other than the Design School. Hence, the clear distinction between strategy and objectives appears. This stage is followed by the internal and the external diagnosis process with the same methodology as the Design School, concentrating on the anticipation and foreground tools for analysis future transformations and a precise detail of the institution's strengths and weaknesses; The formulation methodology ends with evaluating the selected strategies in terms of financial performance and implementing them through dividing strategy into a sequential process schemes. Although the Planning school adopted most of the principles of the previous school, it added a great deal of rigor and formation to it. Its principles can be mentioned as follows:

- The strategy was a result of a robust and conscious methodology of formal planning, divided into different stages, as each stage is defined by lists and detailed by techniques.
- Basically, the manager's responsibility is comprehensive for all of this methodology, while in fact, we find the responsibility for implementation is of the planners' responsibility.
- Strategies emerge from this methodology and are clear in order to be implemented with close interest in objectives, budgets, programs, and various operational plans.

This school has faced intense criticism concentrating on the limitation and illusion of the term and concept of strategic planning in directing the institution to identify its strategic selections in terms of its environment and potentials (Full Informing).

Thirdly Positioning school

It is one of the Schools of Strategic Thoughts, developed by Henry Mintzberg with other two researchers. This school is involved in the conceptualism, which indicates proposing ways to formulate the strategy in light of studying the environment variables and trying to adapt to it in order to make profit.

The competition basis is the cornerstone of this school, whereas companies compete in order to exploit and acquire existing resources creating values for customers. Therefore, the competitive advantage is on behalf of the company that is able to occupy a privileged position through cost pressure or quality excellence in a specific area of activity in a specific time period.

Positioning school believes that strategy framing process is an analytical process, the primary objective of which is to select a strategic business position in the industry sector in which it operates, that this selection depends primarily on the formal analysis of the industry structure, and that there are a limited number of strategies which the organization can adopt in this area, making planners as analysts in the organization. Academics have significantly contributed to the formulation of this school exemplified by strategic councils, value chain, and game theory.

The best School that supports the company's growth:

Applying location selecting strategy which could be used as the best school to suit the current conditions of Just Toys Co, as it develops ideas based on analyzing competitiveness and competitive situation of Just Toys Co. on economic concepts.

Competitive advantage strategy:

The competitive advantage is seen as the resources, competencies or assets which enable the organization to provide services better than competitors in addition to the difficulty of imitating them.

The exclusive competitive advantage includes obtaining natural resources, high-quality natural materials, a low-cost energy source, highly skilled employment or geographical position, high market entry obstacles or access to new technology.

There are three of competitive advantage strategies:

1. **Cost Advantage Strategy:** It focuses on the lowest cost by deleting, reducing and eliminating every activity that does not add value to the market and targets major markets, allowing the company to price its products at low cost, comparing to competitors while maintaining the company's ability to achieve a certain profit margin.
2. **Excellence Strategy:** It is a strategy that focuses on creating unique characteristics in its products or services, so that they are viewed with a high customer rating and are superior to what competitors offer.
3. **Core Service Strategy:** It focuses on the main or essential component of the service product and the purpose for which the Organization has come to contribute to solve the problems facing customers
4. **Ancillary Services Strategy:** Through it, the benefit of the primary product is maximized and its value is increased through complementary elements that revolve around the core product and integrate with it.
5. **Concentration Strategy:** It depends on selecting a limited competitive range within the industry.

Just Toys Co. can adopt excellence strategy as the best competitive advantage strategy, given that the first achieves a high quality product for the company. Therefore, the company can achieve the target growth, as Just Toys is a global company targets international markets and thus, focuses on providing the best product of the best quality.

Recommendation to Just Toyz about the company's short term and long-term goals

1. Expanding in the targeted markets by targeting other countries
2. Beginning to introduce other products rather than toys such as electronic games, accessories, gifts, etc.
3. Moving partially towards provision of retail services in target markets gradually
4. Moving towards building a brand for the company by going through not only trading but also manufacturing toys.
5. Seeking to provide business centers in some countries
6. Adopting one of the following proposed development strategies: -



Expansion plan

When it comes to the major opportunities for success, expansion and spread to which all companies aspire, it must be realized that significant successes are often not based on an individual vision or personal convictions, rather on the existence of a real and clear strategy grounded in correct and distinct bases that mainly contribute to achieving successive successes.

Ansoff Matrix, a strategic tool helps the entrepreneur who has succeeded in establishing the first experience to look at expansion systematically and in an orderly manner, removing his concerns and puts him face to face with new options.

Ansoff Matrix emanates from two major areas for expansion and growth: -

- 1- Markets
- 2- Services

Either you decide to expand markets or expand products, but these two options are not open. They are showed on a chart of a vertical and horizontal curve to form a mathematical matrix that gives you 4 options for expansion as set out in the following figure: -

The Four options for expansion as set out in the above figure: -

Market Penetration Strategy:

In this option, emphasis is given to the achievement of more sales of the existing project products in the project targeted market in order to raise the project market share. This can be implemented through more advertising and marketing efforts to be able to acquire a larger rate of the market share and expand the customer base and try to make the best use of the market and existing products

Market Development Strategy:

In this option, emphasis is given to the project's existing products' sale in new markets; the idea of expanding this option is to increase the targeted market segments, which leads to a very large increase of growth in sales compared to the first strategy. The reason is that the opportunities to open new markets with the same products is better than the opportunities of focusing on one market.

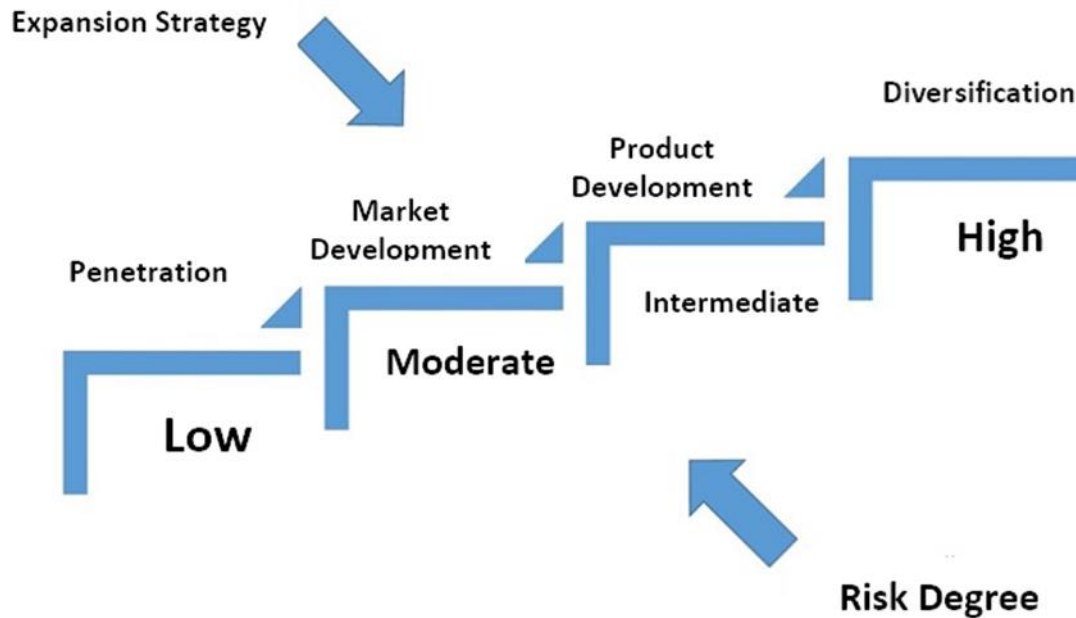
Product Development Strategy:

In this strategic option, emphasis is given to the new products' sale in the existing markets in which the project operates. The opportunities for expansion and growth in this option involve a key hypothesis (that the existing market can absorb new types of products and is desirous for them, which will enable you to resell the new project products to the existing customers)

Diversity Strategy:

In this last and most serious option, emphasis is given to the unprecedented new products' sale in unprecedented markets. This strategy is often followed in large and intercontinental investment companies, since they have tools, relationships and sufficient funding to conduct marketing research in unprecedented new markets that do not have sufficient time of experience. They are ready to implement these research outputs and the new products proposed to them in order to succeed in new markets on which previous research and studies were conducted

The following figure shows the four strategies' graduation in terms of the risk degree: -



Through the previous presentation, it is possible to use more than one strategy together or successively, since new markets can be penetrated with the same products. In addition, entering new and current markets can be accessible by adding new products such as accessories, gifts and some electronic device accessories, as well as moving towards retail. It is also easy to apply these strategies due to the company's benefits that make it in the forefront of somewhere that enables it to exploit those benefits in achieving the desired goals.

Strategic plan including for Just Toyz:

The Strategic plan includes an executive summary, mission statement, vision statement, SWOT analysis and goals.

Vision statement of Just Toyz:

Attainment of the leading position in gaming trade in all international markets. In addition, the company aims to be one of the top choices for the targeted customers in the markets

Just Toyz's Mission statement:

The company strives to provide a diverse and distinct group of games to a growing segment of customers by providing the most excellent brands in these products globally and by depending on all available means to reach the largest possible number of customers and achieve the broadest possible range of spread

Objectives of Just Toyz:

1. Achieving a good profit return, and reaching success and excellence in the working environment

2. Providing remarkable products to access a good position in the society
3. Maximizing and increasing the income volume in order to achieve the personal reputation in various markets
4. Achieving a leading position in covering all target areas, which increases the project's revenues
5. Reaching products to the largest possible number of consumers at the targeted markets.
6. Contribution to covering a part of the product demand
7. Providing different and remarkable products in the targeted markets
8. Providing the opportunity to choose and compare between a variety of products to facilitate the selection of the appropriate product
9. The project aims to support the global development of the commercial sector
10. Contribution to improving the economic position of project workers
11. Encouraging new ideas and the optimal use of economic opportunities
12. Contribution to participation in driving development

SWOT analysis Just Toys:

1. Strengths characterizing Just Toys Co.

- Just Toyz is an International toy company specializing in licensed collectibles and gifts. This makes the company a promising and growing market
- The company distributes products for all main markets in the whole world
- The company owns a number of offices in several countries such as; (USA, Mexico, Brazil, Spain, Ireland, Hong Kong and Japan).
- The company owns a flexible structure that allows it to forecast the latest market directions and the quick response.
- The company endeavors to provide high quality and extremely detailed products that satisfy the licensing partners, and above all, the supporters.
- The company has 22 licenses for the most significant brands in the world of children's toys, namely: Fallout, Hello Kitty and Friends, Dark Souls, Kirby, Dragon Ball Z, Minecraft, My Hero Academia, Five Nights at Freddy's, Sonic the Hedgehog, Rick and Morty, Sailor Moon, Doom, fire force, crash bandicoot, black * clover, skyrim, gudetama, aggrretsuko, cinnamoroll, pompompurin, steven universe, battlebunnies
- The products offered by the company are diversified, the most important of which are Mega Merge, Plush, Backpack Hangers, Mega SquishMe, SquishMe, Craftables, Mega Craftables, Hand Sanitizers, Slime, Fan Bites, Posters

- The company has an Online platform for browsing and purchasing products, which is characterized by simplicity and easy handling and browsing
- Multiple Online Payment Methods, which facilitates the procurement process
- Availability of following up the company on some significant social media: Facebook, Twitter and Instagram
- The rapid development of the company as it was established as a start-up Internet company and became a multi-million-baht company in just 36 months
- The complete support of the Online platform of the company for all electronic devices
- The Online platform has a unique and easy-to-use interface

2. Weaknesses of Just Toys Co.

- The lack of a various set of products that possess an accelerated market such as electronic games, as well as some other products other than toys like gifts and accessories
- Being limited to targeting narrow age groups through the available games, whereas the targeted group can be expanded by providing other game categories
- The lack of providing clear means of communication such as (E-mail, phone numbers, etc.) at the Online platform, while limitation to one means, which is the communication form
- The absence of contact details with various countries' branches
- The lack of important means such as electronic applications facilitating the process of access to clients
- Using only one language at the company website despite being in multi lingual and multi-cultural markets.
- The Online platform needs more development and improvement by adding other languages besides English, which are compatible with the targeted markets

3. Available Opportunities for Just Toys Co.

- Game market volume grows globally, since global game sales have reached \$95 billion in 2020, recording a growth of 2.6% over 2019. The game market volume was \$92.2 billion in 2019, and it's expected to reach \$103.8 billion by 2027, recording a compound annual growth rate of 2.5% from 2021 to 2027. It is expected to maintain its dominance throughout the forecast period.
- The global growth of the targeted age group (children), as the total world population aged 0-4 years was estimated at 677,468.96 thousand people in 2020.
- Notable economic growth that affects the project directions in all targeted communities

- Improving the competitive situation and status of the project in the market
- The expected growth in the market resulting from the high population density and the growth of the targeted segment of children
- Easy doing marketing and advertising campaigns because of the spread of Online marketing, which enables the company to access to all customers all over the world
- The spread of the Internet globally, with a prevalence rate of 62%, with 4.8 billion users
- Ease of distribution and access to all global markets due to the spread of global trade agreements and trade exchanges among countries

4. Challenges Facing Just Toys Co.

- new competitor's appearance of with large investments.
- Expansion of the current competitors' investments.
- The global economic position and its effects on the sales volume
- The impact of regional conflicts on the distribution of products in some markets
- Price discounts by competitors that direct the purchasing movement to competitors
- The general direction towards other categories of games like electronic games
- Ceasing the global trade movements of exports and imports due to the spread of seasonal epidemics and diseases such as Coronavirus

Conclusion

In light of the great interest by managers to the need for proper management of the relationships among the institution and its environment, these managers have to follow a methodology and system to make and implement decisions that are compatible with the tasks assigned to them, considering the changes and transformations at the institutional and surrounding environment level that led to a rethinking of management tools and methods of decision-making.

Through this research, it is concluded that strategy has several aspects and entry points; each of which represents a single concept that explains part, but not all, of the strategy. In addition, the total of the entry points does not collectively produce a unified concept of the strategy. It is the responsibilities of managers and researchers to find the appropriate model by adapting the approaches or relying on one that is appropriate for the institution position and the specificity of the environment in which it is located.

Furthermore, the research has provided an optimal choice of the competitive strategies that are commensurate with Just Toys Co., in addition to developing a perfect strategic plan to the company, including vision, mission and objectives, as well as the SWOT Analysis of the Company

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