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1- Introduction

Let us begin with the difference between two common wording, strategy and strategic, specially when it is related to management, since lot of people confused between them.

In the fact, strategy is included in the strategic management, since last one is the management way of defining objective, setting goal, plan to achieve the goals, in addition to the process that need to be followed up, to reach to companies target or mission, since the strategy is only the method that the company will go through to reach its goals.

Just Toyz is a Toy Thai Company which working as online wholesalers and within 36 months, it is being multimillion Bhat company, so In this assignment we will outline the 10 strategic schools that presented by Mintzberg, and mentioned the difference between them in addition to bring some examples, then I'll choose one of them which I feel that will support Just Toyz to grow, then will explain the competitive advantage strategy which strengthen our company market share in both markets, Japan, and United Kingdom, after that as business consultant, I will propose the recommendation for short terms and long terms goals of our company, in addition to create strategic plan for Just Toyz growth.

2- Business Strategy Schools of Thought

There is a lot of strategy schools which identify different strategies according to the situation or environment or resources or any other business effects but the 10 schools that described by Mintzberg et al. (2008), are the famous one, those schools are classified to Perspective Schools which include Design, Planning and Positioning schools, in addition to Descriptive Schools which include Entrepreneur, Cognitive, Learning, Power, Culture, Environmental, and Configuration school, so we will outline them as below:

2-1 Design School: Which depends on organization capabilities as internal factor and customer possibilities as external factor to formulate the Strengths, Weaknesses, Opportunities and Threats analysis that is symbolized by SWOT analysis.

This strategy school is optimum when the circumstances are stable, so no changes will happen on SWOT analysis, and it will be controlled by CEO for any changes, also since it depends on organization' SWOT analysis, that means it focuses less on staff, comparing with organization.

2-2 Planning School: It focuses on the implementation of the plan that was created based on external factor, contemporary issues, business situation, etc.

This strategy school takes innovation and groupthink under consideration, which is missed in the Design one, but may create disruption between managers through brainstorming, who also need to monitor every action through implementation.

2-3 Positioning School: It concentrates on how to improve the current organization position in addition to change customer's mind to overcome the competitors, or expand in the market, as example Hyundai motors create new brand called Genesis for luxury customers since the Hyundai car in customer perception is a simple and practical car.

This strategy school is totally different of previous two schools and is suitable for big organization since need lot of investment for changing the position, but it will not consider any future business environmental changes.

2-4 Entrepreneur School: It depends on the vision of the leader and all organization will follow up this visionary leader, as example, Microsoft follows Bill gates vision.

The Success or fail in this strategy will depend on the leader's qualification.

2-5 Cognitive School: It adapts customer wants and needs, so the customer will be the focus factor of this school, but it will take time and need more expenses for research which may fail because of wrong assumptions taken through research as example, when Ikea Furniture Company create kitchen department specially for the customers who would like to design their kitchens and Ikea can carry it out for them.

2-6 Learning School: This school will depend on the fails that happened in the past to build its new strategy in future, and the fails may not relate to same organization, they may relate to any other competitor, also the company may make partnership integration with other competitors to learn from them as example new product concept, and that is what happened exactly between VOLVO and Renault in 1993, but in other cases Cognitive School may need time and more expenses.

2-7 Power School: It depends on the competitive advantage of the organization which may be brand image, stakeholder, product. It is so similar of Entrepreneur School, for example, lifebuoy organization always depends on the medical competitive advantage through all its marketing campaign.

2-8 Culture School: its name is self-explanatory, since the employee will formulate this strategy based on the culture and social interactions, but may some problems happens specially through acquisition or mergers, as example, Japanese companies faced difficulties during merges with US or European companies in automotive field due to different cultures.

2-9 Environmental School: the concept of this school is depending on the external environment factor which is related to social or economical or also technical factors, but it will neglect the internal factor which may affect badly on the implementation of this concept, this strategy school is obvious in most of the Automobile manufacturer when they invested in electrical technology to reduce the exhaust gases which generate climate change.

2-10 Configuration School: In this school, the organization keeps changing its pattern of decisions until formulate the appropriate strategy, so it tries to find a combination from all other schools but required a flexible employee to be adopted with frequent change.

The best strategy that be recommended for our company as major is Design one, since we will create our strategic plan based on the analyzing of our SWOT, then we will draw the features of our future plan, also we will combine with this strategy, the Environmental one since clean climate is one of future orientation and we need to invest in it, at last we can adapt culture strategy when need to expand in EU markets.

3- Just Toyz Competitive advantage Strategy

Competition is one of the most factors that directs the company's strategy, so finding competitive advantage which will differentiate the company of other competitors will maintain the business sustainability.

Michel Porter, a Professor at Harvard Business school, outlined the strategies of competitive advantage (Porter's Generic Strategies, 1980) as below:

3-1 Differentiation Strategy: That the company need to find any factor that enable it to be distinctive of other competitors, so its product should have more value than other competitor's products which may be in quality or service or intelligent marketing to create unique branding, as example LEGO who differentiates by innovating product and it is called by their product as well also Nescafe, so a lot of people call Coffee by Nescafe (the brand name).

3-2 Cost Leadership Strategy: The goal of this strategy is to be differentiated of your competitor through lowering the cost which after that will be enabled to lead the market, and that can be done by finding effective channels for distribution or increasing the efficiency of labor or operation or also searching for low-cost sources of material, but this should not affect the customer need of quality, as an example of this strategy is HUAWEI mobile against Apple or Samsung mobile.

3-3 Focus Strategy: In this strategy we will look on the narrow segment of our market either go through differentiation or cost leadership orientation in this market segment, this strategy will be useful when have different markets and we can go through selected markets, as an example of this strategy is INFINITI luxury car from NISSAN as differentiation focus strategy.

Our Markets Japan and UK are interest in the greener environment which will maintain our climate so going through recycled raw material will be our Focus Differentiation Strategy for

plastic toys of kids age (0 to 9 years) which will provide us competitive advantage of our competitor.

Made toys free of chemical toxic will be attractive for our customer since it is related to new generation, the people in UK and Japan are highly educated regarding the bad effect of the chemical material and the governments encourage people to go through the green material (free of chemical or oil product).

We need to transfer our letter to our customer that Just Toyz is interest in the kid's health as parents so that we are environmentally friendly, and our toys will accompany the grow up of child. So additional advantage will be added to our toys to be safe, quality and environmentally friend.

Depending on eco-friend material we are sharing in the following:

- Reduce the negative impact of chemical materials and nature resources.
- Will improve our Credibility.
- Enter new segment of customers who take care of our environment.
- Start long-term growing up.
- Increase our profitability by saving cost of raw material.

4- Just Toyz Recommended Short-Term and long-Term goals

Setting goals refers to the successful of the company, so to go forward, we need to set short term and long-term goals and those goals should be SMART (Specific, Measurable, Achievable, Relevant and Timetable).

4-1 Just Toyz Short-Terms goals:

- Expanding our categories toys range: our current categories are 5, so we need to include educational category to our group since Japan market interests in this and prefer it more of any other one, so within 6 months we need to start our first production of our educational toys.
- Implementation of ISO 8124-1:2018: by end of 2021, our company should be prepared to implement for ISO 8124-1:2018, which is very vital for our business expansion and will enhance our market share.
- Focus on Environmentally Friendly product: next 6 months is our target for creating our new competitive advantage of toys with recycled material which expected to enhance 3% increment in our market share.

- Enhancing Online Wholesalers: Due to Covid19 Pandemic, most of the people go towards online purchase, so within next 3 months we need to enhance our marketing plan to increase our online wholesalers to be increased by 5%.
- Concentrate on the Social media: Our followers on Instagram, Facebook, and TikTok are still considered less comparing with our competitors, so we need to invest more in social media to double the follower in next 3 months in addition to create channel for Just Toyz products on You Tube.
- Participating in the Toy Fair 2022: 67th annual Toy Fair will be returned in 2022 from (25th till 27th Jan 2022) which will held at Olympia London, so we need to prepare ourselves for participating in it, it is very good chance to know our competitors' trend and collect more information for retailers which will help us in our long-term goal but this also is required from us to be member of British Toy and Hobby Association (BTHA) who 90% of Toy suppliers and manufacturer are member in it.
- Release Loyalty Program: within next month, need to release our loyalty program for our customers which enable them to collect more 10% discount on their next order when reached to their budget at the end of year as bonus, this will make them more loyal to us and will encourage them to order more.
- Customer Satisfaction KPIs: we need to deal with one CS companies to measure our customer satisfaction KPIs and narrow the gap between our customer needs and our services, within 15 days our marketing department should suggest action plan for that.

4-2 Just Toyz Long-Terms goals:

- Shift to Retail Sales: Since we are 3 years through online wholesale in Japan and UK, so we need to go through forward integration strategy and move from B2B business to be B2C business, so we may start by hiring spaces in large toys mall like Toys R Us, this plan need to be implemented through 2025.
- Penetrate other markets: Within next 3 years, we need to expand our markets and go through the market penetration intensive strategy, by including EU market since UK now is out of EU and already, we have enough experience with EU culture, so it is easy to enter the market with high expectation, also there is some platform will assist us by offering marketing solutions through cost effective.
- Increase our market share in UK: UK still the largest toy market in Europe, as per Global Data that “The UK toys & games market will grow 16.2% over the next five years, reaching a total value of £4.9bn, according to research and consulting firm GlobalData” so we need to focus more on this market by increasing our market share by 1% through next 2 years by concentrate on campaigns and social media.

- Carry out Strategic Integration Partnerships in Japan: FUJI Kindergarten is one of best schools in Japan, so we need within next 2 years to prepare for integration partnership with them by providing them all required toys for kids free of charge, meanwhile our brand will be enhanced and known by all their customers.

5- Just Toyz Strategic Plan

Below we will go through the Just Toys Strategic Plan which will clear the orientation of our company through next years.

5-1 Executive Summary:

Just Toyz has big opportunity for growing up by using the right strategies since through 36 months we are being multimillion Baht company, so we have a lot of strengths that can account on to enhance our brand image, so at first stage we can't only depend on UK and Japan markets, we need to spread out to EU and when succeed need to go far for middle east, also need to think more about environmentally friendly to be from the initial companies who adapt recycled materials in their product since the world awareness closes more and more of that, not only that we need to expand our toys categories to include educational toys since also the world go towards learning through entertainment.

Enhancing our marketing Campaigns will be effective for us specially that the Online sales was increased in previous 2 years due to COVID19 Pandemic, so this is one factor that need more focus from our side.

Being as only wholesalers will limit Just Toys aspiration, so we need to think to move forward to be B2C instead of current situation B2B.

5-2 Mission Statement:

Our mission in Just Toyz is to produce toys with high quality, safe and useful for our new generation.

We take care for every detail when need to innovate any toy and invest all our efforts to present a useful toy which can add value to our kids, so interest in qualitative is more important for us than quantitative which guide us to be eco-friendly to our climate and go towards recycled material to protect our life as much as we can, in addition to keep our kids safe when using Just Toys product.

Educational segment is one of our interests, and we can develop our criteria to involve this important segment to be close to our kids in most categories.

Our ambition is to extend our markets to cross UK and Japan and to be global to spread the useful and entertainment in all earth places.

5-3 Vision Statement:

Draw a smile on our kids face in every home we enter to it.

5-4 SWOT Analysis:

SWOT Analysis is a brief of Strengths, Weaknesses, Opportunities and Threats which are the 4 factors can affect the business, so SWOT is a planning method that will help the organization to create its strategy to match its goals, also it can be used to improve the operation, so below we will address the Just Toyz SWOT analysis which will assist in our strategic plan.

- **Strengths**

- 1- Thai labor is cheaper comparing with other countries specially China since as per country economic website that in 2018, the minimum wage of Thailand is less about 6% than the same in China in addition that Made in Thailand has competitive advantage than made in China, which effect positively on our cost.
- 2- Selling through online making the reach to our customer easy specially in the COVID19 pandemic period.
- 3- Being multimillion Baht company in just 36 months, means that we are on the right way, and we have the principles for growing up.
- 4- Going through environmentally friendly product will add value to our products specially in the societies that their governments try to increase the awareness about our climate.

- **Weaknesses**

- 1- Depends on only 2 markets will affect on our globally expansion.
- 2- Our toys range is narrow comparing with our vision, since we have the capability of developing new toys in addition the capacity for that.
- 3- Our present marketing is not enough specially on Social media since it became more important through COVID19 Pandemic.
- 4- Keeping toys more than 2 years on our store shelf is useless, so we can improve our turnover by adapting outlet campaigns at the end of the year.
- 5- Our Customer Satisfaction still weak, and specific KPIs are not clear to enable us to improve our services.

- **Opportunities**

- 1- Penetrate other markets through local marketing platforms will help us to carry out marketing with lower cost.
- 2- Expand our toys rang to include educational segment will affect positively on our spread out.
- 3- Invest more on the marketing by participating in toys fair or through social media channels in addition to create Just Toys Channel on YouTube will recognize our toys to the kids.
- 4- Our customer service still needs more investment to meet our customer needs and want.
- 5- New studies are going to enhance the kids learning through entertainment which boost toys trading, as example Montessori method.
- 6- ISO Implementation will assist us to compete in right way, and we can penetrate our target customers when start our retailer plan.

- **Threats**

- 1- Covid19 Pandemic effects badly on the customer purchasing capability, since there are other things which be more priority for parents comparing with toys.
- 2- Brexit had bad effect on toys UK market since new government regulation will be issued in addition that the EU custom system will be changed which may add more cost on our toys.
- 3- Increment of raw material cost may affect on our profitability and make the competition harder than before.

5-5 Organizational Goals:

- 1- Growth Strategy: going through forward integration strategy by moving from B2B to B2C, through shifting to retailer sails within next 4 years (2025).
- 2- Enter EU Market: Europe Union is very important market since it has similar culture of UK, and due to Brexit, we need to deal with it separately, this intensive strategy will enable us to expand with high expectation within next 3 years.
- 3- Focus on our current Markets: increasing our market share in UK by 1% with next 2 years by focusing on online advertisement and campaigns since still UK is considered as largest toy market in Europe.

Also, Japan market is important for us so within same 2 years we will going through Integration partnership strategy will affect positively on our sales specially with one of best schools in Japan like FUJI Kindergarten

- 4- Expand our toys categories to involve educational toys categories within next 6 months which as per Global Educational Toys Market 201-2025 Research (April 2021), that “the educational toys market and it is poised to grow by \$ 28.40 bn during 2021-2025 progressing at a CAGR of over 14% during the forecast period”.
- 5- Prepare ourselves for applying for ISO 8124-1:2018 by end of this year since ISO will improve our business control staff performance in addition that will enhance our marketing and sales.
- 6- 3% additional market share will be gained from adapting Friendly environmentally toys which should be applied within next 6 months since it will meet our mission in addition that cost effective investment.
- 7- Focus on the marketing through participating in the next Toy Fair 2022 at Olympia London, also carry out marketing campaign on the social media to double our followers within next 3 months, in addition to create new Channel on YouTube for our product.
- 8- Launch our loyalty program within next month which will enable to collect more discount as bonus for our customer who meet his target and this will encourage them to match agreed target.
- 9- Increase our Customer Satisfaction by dealing with our customer’s feedback with more professionalism, by next month our marketing department will present action plan for dealing with some companies that have experience in this to enhance or customer satisfaction.

6- Conclusion

As conclusion, we can notice that creating company strategy is one of most important factors to forward the business to be successful, which should be clear for all staff, and it will be futile without strategic management so both of them will determine the organization success or fail.

a lot of theories describe the strategy but the 10 Thought’s Strategic schools that prescribed by Mintzberg are the famous one, but it will not be enough if there is no clear leading for this strategy by setting the Organizational Vision and mission which will be the wide line that all managers and employees need work on it.

Then after that need to analyze the organizational Strength, Weakness, Opportunities and Threats, which called as SWOT analysis, this analysis id vital for any organization to draw its strategy and set its short-term goals and long terms goals.

And that what we did in this assignment since we selected the strategy school and our goals based on the SWOT analysis of Just Toyz.

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