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## **1 Introduction**

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Successful organizations have found that the strategic management process helps them to achieve their goals in long & short term with competitive environment.

Strategic management is a comprehensive process for achieving superior corporate performance by making the best use of a company's resources and capabilities.

Strategy is the broad set of goals that an organization needs to achieve in order to achieve its vision.

Just Toys International selected to study its strategy management and development it which its global toy company specializing in licensed collectibles and gifts, Just Toys strive to deliver products of the highest quality and attention to detail satisfy its licensing partners.

## **2 Comparing the different strategy schools**

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The below following three methods will be explained and compared in the Schools of Strategy management.

- Growth Strategy.
- Competitive Strategy.
- Defensive Strategy.

### **2.1 Growth Strategy**

A growth strategy can be defined as a series of actions to achieve growth in sales, profits, assets, productivity, market share, or a combination of these, for example, if the company wants to expand its sales or product line up, this is the strategy. (Ilhan & Durmaz, 2015)

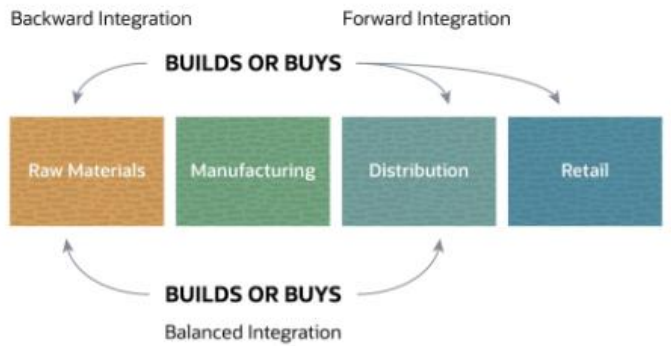
A growth strategy is divided into three different branches in the way of application,

- Vertical Integration Strategies.
- Horizontal Integration Strategies.
- Intensive Strategies.

#### **2.1.1 Vertical Integration Strategies.**

It can be divided into two types, first type is Backward integration which mean to be supplier for my required material, second type is Forward which gains a new role to be the distributor

of company products.



Advantage	Disadvantage
Decrease of Suppliers Empowerment	It is expensive investment
A monopoly can be made for a specific product	Need effective management for both company's
Can make Mass production	Different in employees' culture
Low products cost means more Profit	Reduce flexibility

### 2.1.2 Horizontal Integration Strategies.

Horizontal integration is a strategy to reduce acquisitions of competitors with other firmest the same level of the value chain in order to:

Advantage	Disadvantage
Sustainability of a business	Different policies and Cultures, it can be challenges later.
Merging with a competitor can make it more valuable to both companies.	Less flexibility in case of mergers with other companies
Horizontal integration allows for knowledge sharing and increased profitability.	
Minimize competition and increase market share	

### 2.1.3 Compare between Vertical & Horizontal Integration Strategies.

Vertical integrated strategies	Horizontal integrated strategies
More Control, for unit Cost & low risk on Primary manufacturing materials	Less Control, Dependent upon others
High Profit when successful in end products	the companies are able to benefit from the success of everyone in the value chain
Low cooperation in case different culture	required trusting partner collaboration
High Risk	Low Risk
required High invest new Capital	Low Capital Required
Need A gill management	More Idea between partners will create effective actions.

### 2.1.4 Intensive Integration Strategies.

Intensive Integration Strategies depends on new capital investment to achieve more profit by using three ways product development, market development and market penetration strategy.

product development	Market development	Market penetration
that seeks increased sales by improving or modifying present products or services	Depends on product success in current market and start in new market.	Deals with enhancing the share of market by effective and innovative strategies in order to make the present product more effective and attractive
Required Lare research and development expenditures.	Need to study new market culture before action	
Depend on current position of company products in market.		

## 2.2 Competitive Strategy

A competitive strategy defines how accompany intends to create and maintain a competitive advantage over its competitors, it is means being more profitable than competitors in the long run, which competitive Divided into three types Diversification, Michael Porter's Generic, Partnership Strategies. (Pisano & Hitt, 2012)

### 2.2.1 Diversification Strategies

It can be divided into three ways as per below table:

Concentric	Conglomerate	Horizontal
that mean invest in new product but with using the same Distributors.	that mean investing in new product with new Distributors & new segment of customers.	create new product without any related it hold product but with same suppliers of old products

### 2.2.2 Michael Porter's Generic Strategies

Porter called the generic strategies "Cost Leadership" (no frills), "Differentiation" (creating uniquely desirable products and services) and "Focus" (offering a specialized service in a niche market). He then subdivided the Focus strategy into two parts: "Cost Focus" and "Differentiation Focus." (Allen & Takeda, 2007)



#### 2.2.2.1 Low-Cost Strategy

In the low-cost strategy, the real winners are those firms that actually have the lowest cost in the market.

#### 2.2.2.2 Differentiation Strategy

Differentiation is perceived by the market as a relatively higher value to the customer or user than the competitor's product, often at the same or higher price level.

Differentiation strategy requires a company to fully understand its customers 'needs and preferences.

### 2.2.3 Partnership Strategies

In a strategic partnership, two businesses intertwine their efforts in a certain area, such as

marketing, supply chain, integration, technology, finance, or a combination of these. It can be counted in 8 partnership type as follows:

Type	Description
Strategic marketing partnerships	This type of strategic partnership agreement is most beneficial to small businesses with a limited selection of products and services to offer customers
Strategic supply chain partnerships	A popular (and extremely valuable) type of alliance is the strategic supply chain partnership. One of the most obvious places that you can see strategic supply chain partnerships in action is the film industry.
Strategic integration partnerships	Strategic integration partnerships are extremely common in the digital age since it's always great to have different applications work together or at least communicate with one another.
Strategic technology partnerships	Another type of alliance is a strategic technology partnership. This type of strategic partnership involves working with IT companies to keep your business updated.
Strategic financial partnerships	Many modern companies wholly outsource their accounting to strategic partners, Strategic financial partnerships are helpful because when you use a dedicated company for accounting
Joint venture Strategic Alliance	A joint venture is a joint for partnership of a small company (subsidiary) by two or more parent companies, Partners can choose between a 50/50 joint venture, in which both parent companies own equal shares of the subsidiary, and a majority-owned venture.
Equity Strategic Alliance	For an equity alliance to occur, one company must purchase a specific percentage of equity in another company.
Non-equity Strategic Alliance	when two companies mutually agree on a contractual relationship which allocates specific resources, assets, or other means to one another.

### 2.3 Defensive Strategy

defensive strategy is a management tool that can be used to fend off attacks from potential competitors, protect company self, and defend its market position to satisfy customers and stabilize profits, which must defend market share, there is three types of defensive Strategy. (Ritson, 2011)

Retrenchment Strategies	Divestiture Strategies	Liquidation Strategies
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### 3 Which strategy school can help in Just Toyz's growth

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Just Toyz is a Thai online wholesaler who supplies toys to both Japan and the United Kingdom, both markets are different in terms of customers culture and also a significant difference in corporate management strategies in both countries, so this is a challenge to Just Toyz's.

The Japanese rely heavily on cost leadership strategies and rarely use product differentiation strategies, also from the social side, the Japanese woman marries at the age of thirty and is satisfied with one child so they will be very important with creative toys for their kids.

Government poll released in January 2020 revealed that among Britons was 37% told pollsters they did not want any children ever which means the toys market in UK will be less in long term. (Johnson, 2014)

Two types of strategy were selected together:

At first Just Toyz shall Adopt Intensive Integration Strategies to develop its product Based on the tremendous development in Kids ideas in century 21 in Japan or UK therefore, developing the product in order to keep pace with this life especially in UK & creative toys in Japan market, intellectual development and their needs is the solution to maintain Just Toyz market share or increase it.

But when Just Toyz Implemented of this proposal entails an increase in COSG as a result of increased research and development costs so Just Toyz should adopt Vertical Integration Strategies in parallel with Intensive Integration Strategies to cost saving to be have priority in Japan & UK the market.

Just Toyz can implement Vertical Integration Strategies by Reducing the number of material supply chain and establishing a new department for supplies, which reduces production costs to help in Fixing or reducing the selling price of Just Toyz products.

The implementation of above proposal of merging both strategies require capital increase as well as strong management to control both manufacturing and supply chain activities.

## **4 Competitive advantage strategy that will assist Just Toys**

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Just Toys compete manufacturing toy companies to gain a competitive advantage, this means wanting to get ahead of all competitors, devising a strategy from which they can advance to the top of the market and create an advantage that will be at competitors on the road, but that the company will sustain by creation and new ideas and slogans that attract a good segment of consumers to have a competitive advantage, Which Porter's generic competitive strategy should be considered. (Ali & Anwar, 2021)

The strategy that Just Toys should adopt to gain competitive advantage is Three different ways to create differentiation from low prices web sites like Alibaba and Amazon.

### **4.1 Create new slogan: Today for chosen, Tomorrow for received**

Just Toyz will rely on a new idea, which is that Just Toyz will deliver the purchase order within only one day with 5% only increasing to be matching with new slogan. How?

Based on Strategic Shipment partnerships which Just Toys Just Toyz create partnership with DHL, UPS or FedEx using certain part of their storage space is in Japan and UK to can deliver orders within only one day by their logistical networks For five percent of each supply order , and it is also agreed that they have a stock of Toys that are selected based on Revenue report and specifying the quantities required to be stored weekly in both the countries of Japan and UK , that will be big competitive advantage .

### **4.2 Create Smart phone Applications (IOS, Android) for selling & after selling services.**

Just Toyz create smart phones application for sales and service after sales, it is linked with Shipment partnerships for speedy completion, Through the application, can see 3D -photo for toys, also educational programs for each toy, and videos on how to install them in the case of creative toys which can be downloaded it, as well as videos of how to maintain the toys.

The application can be used to evaluate all products and find out from the customers what they like in the product and what they hope to find in the product, this will be a cheap way to help R/D department in designing toys.

#### **4.3 Divide customers according to their ages and create standards for each age.**

Segment 1 will be from 3 month to 2 years at this age, most of the toys are traditional, with using of attractive colors for boys and girls.

Segment 2 will be from 2-6 years at this age, most of the toys should be creative o develop their learning capabilities and get intelligence while playing with the toys.

Segment 3 will be from 6-12 years, Just Toys will focus its efforts in this area, from educational toys with puzzles to attractive, non- injurious toys that enhance kids' intelligence.

#### **4.4 New Marketing Strategy.**

This strategy can be marketed through social media & YouTube with Highlights the advantages of toys and how they affect the behavior of kids and development of intelligence which advertising for maximum impact depend on parents interested in these toys is increasing each year in addition, advantage of Just Toys' fast shipments.

## 5 Short term goals (objectives) for Just Toys

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Short-term goals for Just Toys business should be a road map of where it wants to go, setting short-term goals for its business can be a bit tricky, this is because they must be very clear, practical. (Harackiewicz & Barron, Short-term and Long-term Consequences of Achievement Goals: Predicting Interest and Performance over Time, 2000)

### 5.1 Social Media Marketing Plan.

More than 57.10 million people use social media in UK as Facebook and YouTube which counted more than 50 million users from UK, also 102 million in Japan, so It is clear from this numbers that 80% of the total population uses social media which LINE is the king of Japanese social media. (Smith J. , 2023) (Cultural Insights in Asia, 2022)

- New Marketing plan will be implemented in England and Japan market using kids' channels in social media and also the channels that parents care about it in first quarter 2023.
- marketing technique is to put all of marketing team energy and focus into one platform until they grow that one.

### 5.2 Stay Up-to-Date with Marketing Trends

- Quarterly, Just toys R&D department should be on the lookout for new trends, because trends are constantly changing, simply being behind the times can make you less successful
- It's Always great to implement a goal, but without analyzing how it works, you may be left with more questions than answers, Monthly A report is estimated to top management that includes the number of new consumers, the number of old consumers, their level of satisfaction, problems with the product, are kids react to the products?

### 5.3 Reduce Monthly Expenses

The short-term goal is to reduce monthly expenses, but reviewing company expenses will help top management understand what are spending money on so need Thinking outside of the box to manage monthly expenses can benefit business.

### 5.4 Develop a New Product

I think, it is time to create or make changes to products to meet the demand of what people want?

This changing must depend on study of customer requests, costs, selling price, and competitors' selling price and check its expected revenue to can Increase revenue by 5%.

### **5.5 partnership with a shipping company**

A shipping company partnership is being sought in Japan; it must have a fleet of cars/ multi logistic ways also large storage areas for fastest delivery so that partnership will not overhead cost for booths, suggested each of the following companies to partner with it as EMS, Yamato Transport, FedEx, Nippon Express. (kanae, 2023)

Also, in UK, Just toys can create partnership with one of this shipping company as FedEx, DHL.TNT, UK Mail, Hermes. (read, 2023)

### **5.6 Just Toys will penetrate 4 new markets in 2023**

The company will strive and open 4 new markets in Northern Europe (Germany, Denmark, Norway and Sweden) which the number of children in Germany is 10 million, Denmark 1 million children, and also 1 million children in Norway, and 1.8 million children in Sweden. Which Just toys Looking for 30% of the total near 14 million children as per our new segments. (zhujiworld, 2022)

### **5.7 Just Toys Smart Phones Application**

An application is created on smart phones, in which there are videos of toys that show their features, there is also a videos game for 5 minutes for each toy so that increases kids' relation with his/her toy, also an evaluation of toys can be done through the application and receiving complaints and suggestions about it to can fulfill customers requirement.

## **6 Long term goals for Just Toys**

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Long-term goals are intended to be achieved over a longer period of time, Just Toys long-term goals are targeted for then ext. five years, long-term goals include the following: (Harackiewicz & Barron, Short-term and Long-term Consequences of Achievement Goals: Predicting Interest and Performance over Time, 2000)

### **6.1 Expand into a new 2 market**

A number of new markets are being stormed, such as Gulf area had 13 million children, with a high standard of living for these countries, also America, where there are 47 million children which many potential customers that will create more opportunities for Just Toyz to grow. (Duffin, 2023)

But the policies of entering these markets must be different, as in Gulf countries, it is through partnership with marketing / delivery companies such as souq.com or Noon which they had big storing area, in USA can create partnership with amazon to interduce Just toys products in USA market.

Our financial goal increasing revenue by double after 5 years.

### **6.2 Increase in stake share's profit / improve profit margins**

Just Toyz's take share are the owners, investors, in which they invest them money in Just toyz which our long -term goal is to increase the wealth of our owners and investors, to achieve profit to stakes hares by min + 7% yearly.

### **6.3 Risk management**

Just Toys should that the production process, supply chain process, and shipping process all need to be planned to reduce risk and Just Toys' long-term strategy needs to be reviewed so that the company 'steam can improve upon it, in addition, time constraints will allow the company to more proactively track results and mitigate risks as they occur.

### **6.4 Create new Department for row material suppliers**

A new department is established to be responsible for row material supplying, which reduces

the risks, increases annual profits, and reduces production costs, but in order for this department to be implemented, new funds must be invested. Therefore, I suggest increasing the number of shares of the company in the stock exchange depending on the new assets required to be implemented, this will attract investors depending on the company's ability to disburse annual profits to the original investors and decrease raw material cost.

## **6.5 create YouTube movie**

create YouTube movies using toys Characters produced by the company which It will create affiliation between kids and toys, and it will help in increasing marketing and sales automatically.

## **6.6 Increase Brand Awareness by Creating Stellar Reputation**

Creating a good reputation for the company is a basis in the world of marketing and investment, and it is not easy to create it among customers unless a lot of quality is provided, environmental assistance by using materials that are not harmful to the environment, also help for sick and hungry kids all over the world, which creates a good reputation for the company and is reflected in sales figures.

## **6.7 Optimize inventory levels**

After competing in more than four new markets and the work of strategic companies with selling companies, shipping and delivery companies to the end customers,

Just toys are stored in other companies warehouses as per its agreement, so the efficiency of the storage management must be raised to be matching with new challenging.

## 7 Strategic plan

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Selling toys can be easy today if you have the right marketing strategy, there is no one in this unique world that does not enjoy the eternal laughter and play of the brood, Children are not the only ones who enjoy playing with toys. Adults, such as collectors and parents, make up the majority of toy store customers, they are a target market that family should also focus on because they have the purchasing power, or limited capital, to purchase products. we will Review some of the key factors in Just Toyz' strategic plan. (Maleka, 2014)

### 7.1 Executive Summary

Just Toyz has been a profitable online sale toy business for the past five years, It was established and established its own factory in Thailand.

Currently, Just toyz has a good position with 40 products developed and sold in the Japanese and UK markets, but we are confident enough in our products and concept to looking for outside markets as well.

The growth of Just Toys requires strategic planning, discuss Just Toys' mission statement and vision statement, and strategic planning will allow Just Toys to achieve a competitive advantage through differentiation strategy focused on educational toys for ages1-7and creative and engaging toys for ages7-12.

after an analytical study of its internal and external environment through SWOT analysis, as well as identifying its capabilities and opportunities through which it can generate a competitive advantage that supports its penetration in new markets.

The COVID-19 pandemic presented opportunities for toy makers; threats to Just Toyz include increased competition and lower prices offered by competitors. Finally, the goals of Just Toyz are explained through its smart goals.

### 7.2 Mission Statement

Just Toyz mission is to fulfill the desires and dreams that kids fantasize about. In particular, the presence of animated images about characters that children dream of playing with and owning supports their imaginative creativity.

Just Toyz is delivered through fun and educational toys, Just Toyz stimulates children's innovation and imagination, influences them to become better, more responsible people, and motivates them to be safe and healthy in order to better prepare for the future.



The importance of the mission to the company is to provide a quality product at a specific time, to determine the target customer, and to distinguish itself from other competitors, in other words, to express its main objective, Just Toyz 'mission is to “inspire a new generation of innovators by providing high-quality, innovative toys.”

The company is committed to research and development in order to be able to reach the largest number of consumers and know what the customer wants. Also, development includes reducing manufacturing costs in order to have a competitive advantage.

### **7.3 vision statement**

As a prototype of the flexible, forward-looking trading firm, we rank in the industry among the pioneers of sustainable commerce for the future which our vision included below items:

Just toyz to be the most loved toy manufacture that puts a never-ending smile on little one’s face in any time.

Just toyz product creative toys to show case the skills and help kids to improve kids imagine.

Just toyz products continue to be inspired by Ted Willard principles our CEO.

Just toyz manufactures environmentally friendly products that help customers preserve the environment.

### **7.4 SWOT Analysis**

The SWOT analysis tool is one of the most effective business and decision-making tools, SWOT analysis help any company identify the internal and external factors affecting its business.

The results obtained from SWOT analysis is form part of a company’s business plan it can also be useful for Gain deeper understanding of company business, identify are as for improvement in company business, determine whether new products or services should be introduced, understand market and competition Anticipate the changes needed to make business successful. (GÜREL, 2017)

Strengths	Weaknesses
Variety of products.	Lack/ delay in Supply chain
Company already in toys market.	Limited Markets only in UK, Japan.
experience in Selling Online with low cost.	Depend on Supplier's for raw material.
High Quality which competes in UK & Japan.	Low budget for marketing, online website selling.
Low manpower resources cost	Different Culture in targeted markets.
Easy respond to market update or changing.	Low birth rate in UK/ Japan which threatens in business.
Agile decision making	Low technology used in Thai.
efficiency Leadership / management	No Strategic planning.
Good Culture in team work environment	Lack of presence in social media.
	No Research and development Department.

Opportunities	Threats
using warehouses after partnership with shipping company in countries targeted for growth to reduce the impact of supply chain problems.	Highly competitive market in UK / Japan.
Entering new markets.	High cost of R&D.
Backward integration to control the supply chain	High cost of backward integration
Creating new ways of marketing.	customer loyalty may be loss
investing in Research and development Department.	Uncertain economic changes as economic crises such as 2008.
Partnership with new markets local partners	
Training of employees	
Make a strategic plan	

The best strategy for Just Toyz is backward integration by having manufacturing or supply capabilities, reducing the power of suppliers over the company, reducing the cost of products, adopting a cost leadership strategy, as well as partnering with shipping companies to reduce the problems of slow shipping and supply chain disruptions by Reduce and use its warehouse to increase spending on advertising and marketing, especially social media plat forms, invest in innovation and integration into technology partnerships that not only attract more customers to the Just Toyz plat form, but also raise the technology level of the company and its products. Just Toys also needs to enter new markets, is using all of its strengths to enter new markets, both in terms of advanced technology, such as markets had the power of the consumer.

Just toyz can use Porter's Five Forces is a model that helps identify and analyze the five competitive forces that shape its industry and determine the industry's weaknesses and

strengths as following:

Competition in current market.

- Potential of new entrants into the industry.
- Power of suppliers.
- Power of customers.
- Threat of substitute products.

## **7.5 Just Toyz Goals**

One of the most important requirements for any successful business is that its goals be specific, based on these goals, can predict the longevity of the business.

According to Just Toyz Vision that state: "offer on line sample shopping by website or application and you can receive in next day " with easy-to-follow Toys instructions, clear and secure payment strategies, and Kids can follow all video of selling toys to know how toys installation and maintenance and kid also can make toys design modification by Just toyz phone application, these objectives and long-term goals:

- Adding value and increasing shareholder's wealth to can increase the number of shares of the company and increase in fixed / current assets.
- Increasing total assets within 5 years to be 3 times.
- Just Toyz will penetrate 7 new markets within five years.
- Just Toyz become one of the top 10 online toy shopping platforms in the world.
- Just Toyz become one of the best delivery times be partnership with the best shipping company in every market.
- The R&D department creates large selections that keep pace with the times and can attract new customers from 0 to 14 years.
- Investing in creating cartoon videos using the company's Toys characters, these videos will be as advertising and marketing, Just Toyz can also be used as other income also can published on YouTube in Just toyz channel Which creates more loyalty between the product and the customers.
- Defining key performance indicators for every Department in Just Toyz.
- Follow up KPI daily, weekly, monthly, yearly for all items.

- Establishing an efficient customer service system using many ways to can customer evaluate the products and service customer till be satisfied.
- financial statement will display the business's profitability, and operational performance monitored and controlled accordingly through variance analysis, also publish it on the stock exchange to help increase in the share price and an increase in demand for it.
- Interest in marketing in social platforms which the focus is on the best social platforms that are very popular in each market.
- Using ISO9001-2015 for operation management to less manufacturing cost & raising the efficiency of labor and equipment's.
- create employee retention policy that allows it to reduce organizational costs while improving the quality of work with the help of experienced employees not Retaining Less-Qualified Employees.
- Training the warehouse department employees, as it is responsible for warehouses in all markets, coordinating with all shipping partners, and making the best use of storage spaces and should use global software to more control.
- Caring for the environment and reducing the percentage of environmentally harmful substances in Just Toyz's products.

## 8 Conclusion

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Developing a strategic plan will help Just toyz track progress against its goals, by ensuring that each department and team understands company's larger strategy, its progress will directly impact the company's success, a top-down approach to tracking key performance indicators (KPIs) is achieved.

By developing a company strategy and defining goals, KPIs can be determined at the organizational level. The goals can then be extended to business units, departments, teams, and individuals. This allows each level of the organization to work together to positively impact KPIs and business performance.

We expect the company to increase sales and an increase in the share of new markets, but this depends on development and knowledge of customer requirements, as well as reducing prices and using all modern means in advertising and marketing. (Bhatti, Awan, & Razaq, 2014)

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