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Introduction

Every successful entrepreneur strives for creativity and innovation in business development as it is the foundation of success for startups in the labour market. Businesses that are stable may be in danger, but the only way to take them to the pinnacle of success is via constant improvement.

Toyz, despite its recent emergence, has made a significant qualitative shift in the gaming industry, which allowed it to achieve revenues in the millions in just 36 months. On the other hand, it was able to maintain a high volume of customers during this time, demonstrating the strength of the content and the rising demand for this type of games.

This calls for additional innovation and development in supply and manufacturing, the creation of new market channels, the identification of fresh clientele, and careful planning to put the anticipated expansion strategy to work.

We must be able to clearly articulate the objectives that the organization wants to attain if we are to be successful. Smart goals are therefore created for a tool that generates indicators to help increase the likelihood of success and making progress. It also helps us save time and effort at work while confirming that we are heading in the right direction. The secret to any business' success is proper planning. We are attempting to assist the business in achieving the following in the lines below:

Any organization or business should have a clear understanding of its mission and core values if it is to win the trust of its stakeholders, including customers, employees, and other external parties.

In addition, they define definite objectives to help them fulfill their ambitions and principles (Mckeown, 2019).

The schools of strategy

There are many schools of strategy; we can mention three of them such as planning school, positional school, and resource-based school.

The planning school: This school employs rational bureaucracy to establish "compatibility" between the organizational strategy and its environment, but it is unsuited to problematic markets because it bases its decisions on historical trends, projections, structures, and stable settings. There are four divisions at this school:

1. Market penetration

In order to grow sales in the current market this will result in an increase in its market share through lowering prices to draw in new customers and stepping up promotion and distribution efforts.

2. Product development

It is dependent on bringing fresh goods to the market. To satisfy the demands of the market today, we are creating a new product. This cycle typically entails intensive research and development while

growing the business's product line. When businesses can offer creative solutions to satisfy customer tastes and have a solid understanding of their existing market, they adopt a product development strategy. By investing in R&D, a company can create new products, acquire a competitive product, combine resources, and engage in strategic alliances with other businesses to access distribution networks or brands.

3. Market development

This strategy is based on entering a new market while employing the same current products, while also growing into new markets, new geographic areas, and new consumer groups. For this strategy to be successful the company must have cutting-edge technology that can capitalize on it in new markets and potential customers must have priceless savings. Offering games for a different age group, joining a new local market (growing regionally), or entering a foreign market will not significantly change consumer behavior from consumer behavior in existing markets (expanding internationally)

4. Diversification

It is reliant on recent advancements in both markets and products. Although this strategy is the riskiest because it necessitates significant technical and creative work to gain a distinct market share, the risks can be somewhat reduced through related diversification because it creates an entirely new revenue stream for the business as it approaches consumer spending in a market that the business has no prior access to.

The advantages of planning school

- Simplicity: The information in this matrix is quite simple to understand, as anyone with a basic understanding of marketing may use it to analyse the four scenarios above. You are then given four options from which you must select the best one to help businesses increase sales and profits.
- Keep an eye on all viable options: Additionally, it enables the business to keep an eye on all viable options in order to pick the best choice, which will then enable it to achieve the necessary growth through this approach. If the company's product does not perform well in the current market, it can move to develop the market if it does not have a new product in mind. However, the company must set a marketing budget and pay for advertising to present the current product in the new market; otherwise, if it does not want to take a chance entering a new market, it must move to develop a new product.
- Risk assessment: It aids in risk analysis for each strategy, assisting the business in making the necessary preparations.

The disadvantages of planning school

- Competitors are ignored: Ignoring competitors is one of the serious flaws in the Ansoff matrix because it only shows the company's product and the company's market without taking into account

the competitors who are already in the market. As a result, you work without being aware of what other people are doing, what they produce, or how much they receive from the market, which is important information to know when writing a report, whether or not the business plan is successful.

- Lack of cost-benefit analysis: It only discusses the strategies without considering the cost-benefit analyses of the various strategies. For instance, if a company is unsure whether to pursue a diversification strategy or a product development strategy, cost-benefit analysis will be necessary to help it make the best choice. Simply said, a cost-benefit analysis is required to support the firm's choice because, in the end, everything comes down to numbers as every action the company takes tries to boost its sales and earnings figures. Forecasting is challenging because while the Ansoff matrix appears straightforward, it is very difficult to foresee how implementing these strategies will affect a company's sales and profits because consumer and market reaction can never be predicted with 100 percent accuracy, throwing all calculations for a loop. As a result, the company should keep this in mind before making any decisions. From the aforementioned, it is also clear that this matrix is wholly advantageous to the company but also has limitations. Because of this, businesses wisely employ this matrix to boost sales as well as the company's position in the market and instill consumers with a positive perception of the company's products (Brooks, 2019).

The positional school: The Company depends on what sets it apart from competitors and boosts its profitability, and the emphasis is also on it being a logical analytical approach to developing the strategy. It also works to position the company and its products in a favourable market or environment and heavily relies on performance measurement and decision-making tools because the competitive advantage may only last for a short period of time. It either gets shorter quickly or lasts for a long time. You might be able to develop a competitive advantage, but rivals will quickly copy it. As a result, the resources and capabilities that underlie this feature and influence how easy or difficult it is to copy them will lose their competitive advantage. The more difficult it is to transfer and copy these resources, the longer the competitive advantage lasts. Additionally, it is challenging to understand the causes of this competitive advantage and how to replicate it due to the dependence of this advantage on numerous resources and capabilities, and both internal and external factors directly affect this advantage:

- Internal environment: Be aware of the company's capacity to control resources, and develop or acquire capabilities to ensure that they are unavailable to rival businesses. By consistently researching and learning what the client needs, they can develop a competitive advantage through an original, engaging, and well-liked game design. A competitive edge is greatly influenced by creativity and content presentation. Here, creativity refers to more than just providing a good or

service; it also refers to creativity in strategy, innovation in the way things are done or the technology that is used, and creativity in coming up with new benefits for the client.

- External environment: Because the company under study focuses primarily on games, the rapid and enormous change in technology that occurs every day is one of the factors that directly affect them. This results in a change in the needs of the customer, which may give some companies a competitive advantage because they can read and understand those needs and respond quickly. These developments emphasize the need for the business to be able to react swiftly to outside changes, which depends on the company's adaptability and its capacity to follow changes by examining data and foreseeing changes (Snihur & Tarzijan, 2018).

The resource-based school: Because the word "resources" is employed in common language in so many diverse ways, resource-based theory can be difficult to understand. It's critical to separate strategic resources from other types of resources. Cash is a valuable resource to the majority of people. A person's home and car are two examples of tangible resources. However, common resources like money and automobiles are not regarded as strategic resources when studying companies. Resources like money and vehicles are obviously valued, but other businesses can easily obtain them. Therefore, a company cannot expect to build a sustainable competitive advantage around shared resources.

Instead than attempting to learn new abilities for every opportunity, you rely on taking advantage of external opportunities by employing existing resources in a novel way. To help businesses improve organizational performance, internal resources must be given priority. Resources come in two varieties:

- Tangible asset: since competitors may quickly acquire the same resources, resources like land, buildings, machinery, equipment, and capital do not give organizations a significant advantage over the long term.
- Intangible asset: the most significant is the reputation of the brand, which has been developed through time and is something that other businesses cannot purchase on the open market. Intangible assets comprise everything else that does not have a physical presence. The main source of a sustained competitive advantage is an intangible resource that typically stays within the organization (Drobyazko, Okulich-Kazarin, Rogovyi, Goltvenko, & Marova, 2019).

From my point of view, I think **the positional school of strategy** is the one that you feel best supports Just Toyz's growth.

Competitive advantage strategy

A company's ability to produce goods or services faster, more efficiently, or for less money than its competitors is known as a competitive edge. These elements enable the producing unit to outperform its competitors in terms of sales or margins. A number of elements, including as cost structure, branding, the calibre of product offers, the distribution network, intellectual property, and customer service are said to contribute to competitive advantages. There are 3 main strategies for the competitive advantage strategy includes:

- Cost Leadership Strategy: One of the company's strategies is to lower costs and sell products at lower prices in order to increase market share and sales volume while maintaining an acceptable level of quality. This strategy serves as a strong line of defense against competitors and the negotiating power of customers, and it also creates significant barriers for any potential new competitors.
- Differentiation strategy: Through this, the business offers goods or services that are different from those offered by rival businesses. As a result, the customer accepts to pay more for them than usual. This is done by enhancing the brand's reputation and emphasizing the product's uniqueness, quality, and brand identity. One of the key elements that should be prioritized in order to achieve differentiation is to knowing what the customer wants and differentiating the product or service that aims to add value to the product that satisfies the customer's needs and, as a result, the customer accepts to pay more for our product than for similar products. Therefore, it's crucial to understand the wants of the client, as well as any needs that aren't being met by the items on the market, as well as the price that the consumer is willing to pay for this service. Customers are personally interviewed as part of marketing research to gain insight into how they choose products and what they like and dislike about them. We can utilize current information about how consumers use this product and the technique of customer observation to learn about potential product improvements. We can also mail surveys to customers or give them to them when they make a purchase from our items. The consumer must understand the significance of the situation, that he is a genuine and serious person, and that he has a counterbalance, such as discount coupons or anything similar. High capacity for product/service development: Successful project management and the capacity to produce products that stand out from the competition are prerequisites for development. And to ensure the success of the development process, a team made up of representatives from all the company's departments with the appropriate specialties must be assembled. These departments should include those responsible for marketing, design, research, manufacturing, accounting, purchases, and possibly other specialties. It will be able to sense the wants of the consumer right away, and the marketing expert will be informed right away of the

impact that certain product additions will have on price and profitability. Promotional campaigns: Strong marketing capabilities are necessary for the success of the aforementioned components. Additionally, businesses that offer high-end goods must be able to persuade buyers of the quality of their goods and that the value they would receive in return for their purchase is commensurate with the cost. The presence of the brand's reputation for quality and high performance makes the customer willing to pay for a higher material price because this identity is practically a guarantee of product quality as well as the company's confidence in its product. Therefore, developing a strong brand reputation is crucial when adopting the excellence strategy. Ability to innovate and be creative: Businesses that compete by differentiating their goods and services must encourage employees to be inventive. While cost-cutting requires control, creativity requires flexibility. The importance of the ideas that employees at all levels can contribute is often overlooked by businesses at the departmental level. Research: Since scientific research is the foundation for the development of new products by technologically advanced companies, it is necessary for creativity and innovation to exist. The creation of new products is not dependent on the presence of a research department because many of them are made with already-available technology and can be applied to other fields or without requiring any kind of technological or scientific advancement. The essential factor ensuring the Differentiation strategy's success is the efficacy and efficiency of the organization's management.

- Focus strategy: In this strategy, the business concentrates on a particular market sector or product in an effort to meet client requests and needs. As a result, the business here seeks to provide superior products at competitive costs, if not both (Ali & Anwar, 2021).

The short term and long-term goals of Just Toyz Company

The short-term goals

- Increase income by 50% in the first year (taking advantage of the current crisis), 30% in the second year, and 20% in the third.
- Create incentive plans to encourage staff members to feel loyal to the business.
- Establishing connections with suppliers in order to forge a long-term alliance and cut the price of raw materials by 15%.
- R&D spending was increased by 40% over the previous year in order to stay up with advancements in technology.
- Design the company's website application so that we may easily and quickly close purchases in the second half of the year by displaying all of our products.

The long-term goals

Working to increase the trademark's value within 5 years so that it will rank among the top 10 global brands:

- Increasing annual revenues by 100% over the next three years.
- Securing a 60 percent market share over the following three years by focusing on the Arab market.
- Making a unique product in Arabic, given the sizeable presence of the Arab minority, Later on in the second year.
- By the end of three years, the company will establish a new headquarters in the Middle East.

The Strategic plan of Just Toyz Company

The vision

Provide world-class, aesthetically pleasing entertainment content that can be accessed in every household and connected to the global market through our devices.

The mission

We are dedicated to upholding the reputation of our clients, associates, and personnel.

Holding ourselves accountable is the key to our success, and we fully think that everything we do should be founded on honesty, clarity, and business ethics. We take pride in the fact that we are concerned about the comfort and safety of both our customers and staff, and that protecting the environment is one of our top priorities. We make a good difference by implementing ecologically responsible policies and offering game content that enhances the skills of all users, not only those we believe will have a positive influence on society. Since our personnel are our true capital, we invest in them. We always work to attract and hire everyone who has a passion for innovation, creativity, and success. We also accept cultural diversity and reward those who work hard and earn it. We cherish the community of partners, suppliers, and businesses we deal with because we think it's important for us to develop and flourish as a team by offering all of our help and knowledge to everyone who asks or needs it. We are eager to grow the strategic and profitable business connections we have with our partners.

SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> - Bring in a sizable portion of the age groups using these games. - High product quality. - The crew has extremely high levels of abilities and competency. - The capacity for originality and creativity. - Constant, direct communication with clients and suppliers. 	<p>Weaknesses</p> <ul style="list-style-type: none"> - There is no established plan. - A lack of marketing expertise. - There are just two markets where the distribution and sales operations are allowed. - During crises, our products can be dispensed.
<p>Opportunities</p> <ul style="list-style-type: none"> - Targeting the Arab community's surroundings, where there is a dearth of distinctive Arabic language material. - The current crisis's rising demand for this kind of commodity. - The extreme product shortage that occurred during the Corona crisis. 	<p>Threats</p> <ul style="list-style-type: none"> - Corona epidemic, which put a stop to all motion. - Introducing new rivals at a reduced price. - The crisis's major impact on exchange rates. - Implementing further regulations amid this situation.

Goals

- Create motivational programmes to build loyalty to current and new clients. Attract highly innovative and inventive personnel.
- Developing a company's brand or purchasing an existing mark as it grows, as it is a simple means of word-of-mouth propagation in the case of its quality.
- Increase the R&D departments' resources, pay attention to suggestions from all administrative standards, and develop the best of them with motivational skills.
- Adopting the creation of a special department to research the market, read, comprehend, and forecast what external and internal events are interpreted in order to quickly respond to any changes and prepare the necessary decisions at the proper time. This is because the nature of our products is very dynamic.

- Open new markets to accommodate development and technological advancement in order to strengthen its position and presence elsewhere.

Conclusion

Success is essentially easy to achieve, but maintaining it needs careful preparation and well-defined objectives. Everything we strive for would otherwise be only a dream. Success is an unavoidable outcome of careful planning and preparation, which aligns time with selecting the most crucial objectives and attainable objectives while taking into consideration external influences. The goals are purely speculative until you have a concrete plan to carry them out.

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