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Strategic Management Plan

Introduction

This strategic management plan highlights the important successful strategies for the Thai based online wholesalers ’ Just Toyz focusing on toys to maintain and further expand the position in the Japanese and UK markets. The paper will explore the analysis of different strategies, competitively advantage theories, and analyzed with the help of comprehensive SWOT analysis for the further recommendations. Short-term and long-term objectives such as product diversification, expansion into new markets, and management of innovative technologies product development, can all help Just Toyz maintain a solid market position and guarantee future profitability (Barbosa et al., 2020). This plan unearths strategies crucial in managing the challenges and exploiting opportunities in the volatile toy market.

Comparing Strategy Schools

In strategic management there are many schools of thought that shed light on how organizations can come up and put into practice strategies. The classical school, under which the managerial decision-making process is possible, is based on a rational and logical approach to decision making based on strategic goals, competitive advantage, and assessment of internal and external factors. This strategy is derived from the economic theories of cost leadership and product differentiation, and it is most appropriate in organizations that operate in stable markets (Mintzberg et al., 2020). The classical school is said to have or provide a structured means of formulating strategies and development plans, efficiency, specific objectives, and centralized decision-making phase.

The second one, the evolutionary school, insists that the markets are in some way unpredictable and the survival is an issue at hand. It is against the long-term business strategies, but rather, it favors a short-term and lucrative business approach. Its application is appropriate in highly dynamic technology environments with swiftly evolving customer preferences and upcoming competitors (Barbosa et al., 2020). The evolutionary school argues that companies should act according to a trial-and-error mode and adjust their strategies along with the market changes rather than sticking to long term strategies.

According to the processual school, strategy-making is not perfectly rational. It assumes that mobilization occurs due to a process that is dynamic and evolves over time with the ability to learn, bargain, and accommodate to forces within and outside an organisation. In contrast to the classical view, the processual school recognizes the fact that organizations might not act in a linear or structured path, knitted perfectly towards organizational goals. However, it defines strategy as the end products of accumulation and minor adjustments, which make it realistic for organizations that face uncertain and volatile contexts.

Lastly, the systemic school argues that strategic management is best defined as a process that inherent in the social, cultural, and institutional systems of the firm. It implies that strategies are not only the functions of economic forces but also of the social structures within which a business operates. This school ensures learners understand that business decisions are bound to be shaped by factors such as culture, political setting, and other social factors in a particular area (Mintzberg et al., 2020). This point is especially applicable to the companies that function in more than one country, such as Just Toyz, because it underscores the importance of taking the diverse environment of the numerous markets into account.

Comparing these schools, classical school is more beneficial for Just Toyz which has already gained significant market success and might need strict regulation for maintaining control over its fast growth. However, considering that the toy industry is constantly trying to change, dynamics, and trends, fast growing and highly competitive, the evolutionary school offers a more versatile model that will allow the company to easily and quickly adapt to the changes. This is particularly crucial to Just Toyz because the company has its operations in Japan and the United Kingdom, which are two different markets with different trends and customer preferences.

The processual school also provides value to Just Toyz, given that the company may have to adapt its strategies gradually in response to the multiple complex factors that result from entering international markets. However, the most applicable to Just Toyz's context is the systemic school. Since Just Toyz is an organization established in several countries with varying cultural and business circumstances, the company's strategies must take into account the local surroundings. The focus of the systemic school for infusing appropriate strategies that can fit the respective institutional, social, and cultural characteristics is relevant to Just Toyz's situation because it has to consider the business context of the Japanese and British markets.

Competitive Advantage Strategy

To maintain and enhance its market position, it is crucial that Just Toyz employs a sound competitive advantage strategy that will see the company over-powering rivals in its international markets – Japan and the United Kingdom. Competitive advantage on the other hand can be best described as the position that a company holds where it is able to secure higher profitability or success than other competitors (Distanont, 2020). Various theories such as cost leadership, differentiation, focus to construct and maintaining competitive advantage. Cost leadership is a strategic positioning in an industry wherein the organization strives to attain the lowest cost of production of goods and services as well as delivering them to customers. Hence, the cheapest strategies allow companies to offer prices at the same level as competitors and generate a higher level of profit margins or appeal to consumers sensitive to price levels. This strategy is typical when the price is an important buying criterion, and it is effective where the competition is high.

Differentiation is the strategy that involves producing goods and services that are distinct from those of competitors. This approach entails identifying and implementing a business model that delivers value above the cost of production to consumers such as quality, innovation, branding or customer service. This strategy is very vital in industries where products can easily be standard and generic, as it enables a business to provide a unique value proposition that will be of value to consumers (Gibson et al., 2021). Focus strategy means targeting a particular area or market only. Unlike the overall competition strategy, this one focuses on a specific segment of demand to offer greater value to a selected number of consumers through cost leadership or differentiation strategies. The focus strategy can be especially useful if the big players in the certain market may ignore the small customer demands, thus, allowing a company to take over the whole small portion of the market.

In the case of Just Toyz, it uses the position as an online wholesaler to reach both the Japanese and the UK markets with exceptional speed and success. However, it plays in a highly competitive industry that is constantly threatened by entrants and constantly shifting customer demands (Distanont, 2020). For Just Toyz to be able to strengthen both its market shares, then it is important that the company is able to determine its current competitive position in both markets.

Just Toyz's Competitive Position in Japan and the UK

As for the Japanese market, consumer preferences depend on the culture, trends, and quality. The Japanese customers might be seeking quality, creativity, and good design of products, especially toys. The current competitive strategic posture that Just Toyz has established in Japan may have been developed from the company's capacity to stock a wide range of toys with reasonable prices (Grant, 2021). However, they are quite loyal to brands that offer good quality and service and as such differentiation is key to standing out from the competition. The toy market in the UK is quite competitive but the drivers that govern the market slightly differ. There is also higher price sensitivity, particularly among parents who are looking for cheap toys for their children. Competition has been greatly enhanced especially with the growth of e-commerce since customers have access to information involving prices as well as the commodities available in the market. Just Toyz's gross profit margin is highest because it is an online wholesaler which has low-cost structure yet the company needs to look for other ways through which it can server its customers beyond price.

Strategic Plan for Enhancing Market Shares

To consolidate its market stands in both Japan and UK, Just Toyz should embark on a dual approach differentiation and cost leadership.

Cost Leadership in the UK Market

The UK market is highly sensitive to the prices, so Just Toyz should employ a cost leadership strategy. There is also more that the company can do to reduce its costs further: the company must look for new ways to optimize its supply chain meaning that by using economies of scale, manufacturing partnerships and finding the low-cost suppliers the company can reduce more of its costs (Whittington et al., 2020). Also, Just Toyz as an organization can employ the use of technology in its operations to reduce overhead and offer the same reductions to its customers. The market with competitive prices with moderate quality will enable Just Toyz to capture a large market especially in the UK market.

Another major aspect in this strategy will focus on data analysis on customers' buying behavior to dictate the appropriate promotional strategies to employ. Just Toyz can select dynamic pricing models by adjusting prices depending on demand patterns to gain the profit margins. This will assist the company to attract price sensitive clients who are in the market for cheap but quality products.

Differentiation in the Japanese Market

On the other hand, differentiation strategies should be used by Just Toyz to enhance its positions in the Japanese market. This is because Japanese customers are quality-conscious, value designs, and prefers innovative products, so Just Toyz needs to provide special and culturally sensitive toys. This may be done through partnering with native toy designers or by developing new products more tailored to the flavor of Japan. Using product quality, safety regulation, and distinction as its pillars, Just Toyz can then sell products at relatively higher prices than competitors and attract many customers (Henry, 2021). In addition to the strategy of product differentiation, there is a need to improve the brand image of Just Toyz in Japan. This may be done through marketing promotions that seek to portray the company as one that produces quality and innovative products that respects its consumers' values and standards. It can also consider developing relationships with local stores or endorsers to enhance brand recognition and customer relations.

Trends and Market Analysis

The toy market in both the UK and in Japan are dynamic and are being influenced by e-commerce, consumer trends and change brought by technology on play. In the UK, sustainability trend is getting apparent with the increasing number of people becoming conscious of sustainability when purchasing toys. This is an area that Just Toyz can take advantage of by developing green products which will give it a competitive edge over competitors (Henry, 2021). One of the major opportunities that exist in Japan is the increase in demand of technology toys and educational toys which is a niche that Just Toyz has not ventured into. In both markets, personalization is beginning to manifest itself. To differentiate the toys, Just Toyz can provide toys with limited editions or toys made according to the consumer's specification. Additionally, if the company uses augmented reality (AR) or digital companion apps, then it can add further value to toys in a way that differentiates the toys in play.

Recommendations for Enhancing Competitive Advantage

Just Toyz company should focus on the supply chain cost reduction strategies with a view of sustaining the low prices of toys in a sensitive market. The adoption of dynamic pricing strategies such as customer behavior and demand patterns will help the company control dynamic pricing to improve its profitability and competitiveness in the market. Moreover, new toy lines focusing on environmentally friendly toys will allow positioning Just Toyz as a sustainable business and meeting the demands of consumers focusing on products' sustainability, as well as distinguishing it from rivals (Gibson et al., 2021).

Future strategies in the Japanese market should be concentrated on product differentiation and product quality, as these factors are highly valued in Japan (Distanont, 2020).. Marketing strategies should be adjusted locally to reflect company's brand image and identity, to cooperate with local influential influencers or retailers. Moreover, the company can add technical and educational toys to the assortment, as well as toys related to the culture of the country to meet the needs of the Japanese market.

Recommendations for Short- and Long-term Goals

The company's current market position as a successful player in the toys selling market underlines its evolving perspectives in the sphere of online wholesale business. The company has recorded good progress by venturing into both the Japanese and the UK market and the company has become a multimillion Baht company within 36 months. However, to achieve sustainable organizational success, Just Toyz needs to have a well-defined set objective in the short-term and the long-run that look at the strengths and weakness of the company and also the opportunities and threats in the market environment. This way it enhances its market standing, improves the customer loyalty, and also opens doors to new opportunities for expansion.

In the short term, over the course of the next one to three years, Just Toyz should rely on its strengths to meet the current market demands. One of the vital short-term objectives that the company should undertake is to diversify the existing products to meet new market trends in Japan and the UK. Just Toyz can target the specific segments of toys that have not been adequately met thus seizing more market shares and selling toys that can cater for more clients. Besides, the change in product portfolio is useful because the industry is oversaturated with new trends and customer preferences are rather volatile. This will also help Just Toyz to expand into new toy niches which are already trending in the global toy market like STEM toys and toys with an emphasis on sustainability.

Improving its customer service is another short-term goal for Just Toyz, though this could involve the use of online avenues. Just Toyz, being an online wholesaler, has very little interaction with customers through a physical means, the main means being a website. Customers will also be more loyal and satisfied if the website is designed more efficiently, recommendation tools are added, and the company’s response and communication with customers are efficient and quick (Distanont, 2020).. Company in the short-term could develop the website with enhancing some features like live chat, product configurators, custom-made customer services. This allows Just Toyz to stand out from the competition and to improve its relations with both casual customers and franchises.

As for the long term, that is the three years and more, Just Toyz should turn to the new markets, thus, strengthen its presence internationally. As of now, the company has its business established in Japan and the United Kingdom. However, its sales can expand in other global regions specifically in the international markets of North American and Europe where the demand for toys are high. Venturing into the international market will not only be a diversification of the Company's revenue sources, but will also help to decentralize the business and avert the problems that are connected with fluctuations in the local markets and their effects on Just Toyz (Gibson et al., 2021). When expanding into new markets, the company is likely to have to undertake extensive market research and to secure safe entry with local distributors or retailers.

The company should also employ diversification as one the avenues that can be used in the future perspective of Just Toyz. The kind of diversification can be many, one of which is into related product lines for instance, children's educational tools or games that are in some way related to toys, which is their line of business. This will provide Just Toyz with an opportunity to explore new markets apart from toys which are seasonal and more likely to face fluctuations in demand (Distanont, 2020).. The proposed diversification strategies will be used by the company to strengthen it and make it sustainable in the face of future industry shocks by dealing in products that would always sell throughout the year.

Furthermore, the company's use of emerging technologies must remain one of its primary strategic goals in the future. It shows that expectations regarding technology development in toys are high, especially when it comes to concept like augmented reality (AR), virtual reality (VR), and artificial intelligence (AI). As a toy retail business, Just Toyz can leverage this as an opportunity to be on the cutting edge of technology. Thus, by including these technologies into the production of their products they can offer engaging and teaching games that would attract the culture of using toys with technology, especially in the category of educational toys. Moreover, future advancements in the automation and deployment of artificial intelligence in the supply chain management of Just Toyz could go along way in cutting costs and increasing efficiency.

This strategy will also help Just Toyz in achieving its long-term plan of increasing its online outreach and also diversification abroad. When the market for toys shifts toward e-commerce, it is crucial to successfully extend offerings to new consumers through an adaptable and effective online sales platform, opportunities for international shipping, close customer service, and individual marketing. Thus, Just Toyz needs to maintain their focus on employing social media websites, search engine optimization SEO, and influencer sponsoring to expand the customer base and increase the sales of toys online, both in the existing and new regions (Gibson et al., 2021). The company can also consider big data analytics strategy to capture customer data relating to their behaviors, preferences, and buying habits that will be useful in its marketing and product development strategies.

In justifying these recommended short and long-term goals, Just Toyz's strategic growth targets will be evident as follows. Thus, growing public lines and increasing the level of services provided to customers in the short term is favorable for the company to adapt to the current tendencies and satisfy customers' needs to achieve the enhancement of its competitive advantage. On the other hand, strategic objectives that include internationalization, diversification, and the opportunity to take advantage of new technologies will underpin Just Toyz's capacity to grow and develop in the future. These strategic initiatives are critical in implementing change within a competitive and dynamic industry with the ultimate goal of achieving long-term profitable growth.

Strategic Plan

Executive Summary

This strategic plan identifies specific changes that the organization should make to be used sustained growth in the toys industry in the international markets of Japan and United Kingdom. The plan highlights the need to use short-term and long-term strategies in meeting current market demands while at the same time making necessary preparations for future growth. These include increasing the company's market share through product diversification, improving on customer satisfaction, and exercising a competitive price. The company has also planned to adapt new trends like tech-based toys and Eco-friendly toys to survive in a ever changing market.

The plan further seeks to focus on long term strategies including market entry in new international markets and diversification into other product categories besides toys. As for the future strategies, Just Toyz will also direct its attention towards improving the technology in toys and in the company's processes for improving the clients' satisfaction and supply chain management. This will be accompanied by a detailed analysis of the firm's strengths, weaknesses, opportunities and threats (SWOT) analysis which reveals the company's internal strengths and weaknesses and the key opportunities and threats that exist in the external environment. Through this strategic plan, Just Toyz can increase its competitive advantage, expand market share, and enter the number of leaders in the toy market of the world.

Mission Statement

The main mission of Just Toyz is to offer the best Toys that would foster creativity and knowledge among children of the world. Considering the company's work as an online wholesaler, its primary goal is to provide clients – retailers in foreign countries such as Japan and the UK – with timely access to the innovative toys at reasonable prices. Just Toyz aims at delivering excellent standards of customer service, building strong relationships with business partners as well as customers. The company respects environmental responsibility and ethical standards, aiming at creating a social benefit.

Vision Statement

Just Toyz has set its strategic goals to be one of the leading toy companies all over the world with its innovative products and newly developed toys. The company wants to be known as a company that provides quality toys that are both creative and sustainable, ultimately improving every child’s experience around the globe. For the long-run, Just Toyz concerns expanding the business in several countries, vertical integration, and establishment as a major supplier for retailers and consumers. Director Sunil Goyal and his team at Just Toyz plan on employing state of the art technology and maintaining focus on the customers as they strive to chart the course into the future of the toy industry, while remaining true to the company’s ethos.

SWOT Analysis

SWOT analysis of Just Toyz explains the internal and external factors that will influence its operations; the strengths, weaknesses, opportunities, and threats of the toy manufacturing company will help to design its strategy.

Strengths

One of Just Toyz’s strength is its focus on being an internet-based wholesalers which ensures that the company is closely connected to the retailers and can provide relatively low prices. Another strength is its capacity in responding to market dynamics and responding to them proactively by introducing product offerings that appeal to consumers in Japan and the UK. The company has also crafted a reputation for quality that is instrumental in the toy market since the safety and durability of toys is paramount to the buyer (Ivanenko et al., 2024). Furthermore, Just Toyz has well developed and established e-commerce system and good control of its logistics which enables the firm to expand to various international markets.

Weaknesses

However, there are several internal issues that affect Just Toyz negatively despite the many achievements of the organization. One weakness is that the company heavily depends on Japan and the UK as its two main markets which could be volatile (Ivanenko et al., 2024). Another weakness is that the company is not very well-known outside these markets, which puts a lid on the company's expansion possibilities. Also, Just Toyz's success had been in being able to enjoy the cost leadership strategy which can stifle innovation and product differentiation once other players offer new and technologically superior toys in the market. Another challenge is that, as the firm grows and may expand to multiple locations, especially within new geographical regions, there may be inefficiencies that are experienced.

Opportunities

Looking at the external factors there are a lot of opportunities available for Just Toyz in the coming years. First, the indications of the market shift towards educational and technology-based toys offer potential diversification and new target markets. Just Toyz could position some best toys to attract the attention of the parents who are eager to find toys that can help children to learn and develop (Gibson et al., 2021). Conversely, the emerging theme of sustainability as one of the major consumer values can be utilized by Just Toyz to launch its green toys into the market hence competitive advantage. Another opportunity is the ability to expand outside of Japan and the UK and move to other parts of the globe such as North America or Europe where there is still high demands for toys.

Threats

However, external environment also poses several threats to Just Toys. The toy industry unlike some other industries is very much flooded with players and new entrants into the market are rampant, especially in the e-commerce markets. This creates great pressure on Just Toyz in the sense that the company has to come up with more unique products to compete well. This is especially true when economic conditions in core markets are not favorable, such as the UK, the general population may thus prefer to spend their money on necessities over toys. Finally, geopolitical risks like political instability or disasters may disrupt the supply chain of materials or hinder product distribution which may be a threat to the company.

Organizational Goals

Based on the SWOT analysis and the competition analysis, organizational goals of Just Toyz are prepared to meet both the short-term and the long-term objectives that can give a sustainable growth to the company. In the short term, Just Toyz aims to diversify its product line to capitalize on the need for higher product differentiation in toys. This concerns incorporation of educational and technology learning toys that can be embraced by consumers especially in the Japanese market which emphasize on such products. The company also aims to improve its customer relations by improving its website and other online tools which would make it easier for customers – be they retailers or end consumers – to find what they are looking for and get the help they need. Website enhancement, enhancing shopping experiences so as to create a stronger bond with the customers and good customer services are other areas that are crucial to Just Toyz in order to stand out from its competitors.

Another strategic short-term objective is consistent branding in the United Kingdom and Japan by launching extensive marketing promotions. This will entail use of online marketing tools such as social media marketing, partnership with social media influencers and SEO to help expand its clientele base. Thus, the increased brand awareness will enable Just Toyz to strengthen its position in these markets and increase a sales revenue.

In the long-run, Just Toyz plans to increase its global market share by penetrating new markets across the globe including North America and Europe. This goal is important in breaking the dominance of the existing markets for the company's sales and hence diversifying its revenues. To do so, Just Toyz will have to engage in the partnerships with the regional distributors and do the marketing in the targeted local languages. Also, the company aims at expansion of product range by penetration into related lines of product, for example, children's games and education equipment which are related to its business lines.

Another long-term goal is to invest in strengthening the technological development in its products as well as in its production procedures (Chiarini et al., 2020) The product innovation of Just Toyz will focus on combining augmented reality (AR) and artificial intelligence (AI) to develop toys that allow the customer to interact as well as provide an entertaining experience to consumers who relate to the technology. The company will also work on changing the supply chain management and develop structures that incorporate automation and data to increase productivity and reduce cost and time in the making of business decisions.

Conclusion

Just Toyz strategic management plan is a sound one that can effectively help the company in managing its growth path amidst the growing competition within the toy industry. The proposed objectives of product differentiation, improving the level of customer satisfaction, and the company's global presence meet the existing strategic objectives needed to improve the company's market position. On the same note, the effective use of technologies and the pursuit of consumer trends will help Just Toyz to create a competitive advantage. The use of these strategies will not only guarantee short-term performance but will also create a long-term and successful future for Just Toyz toy manufacturing company, setting it up as a global player in the toy industry thus creating a sustainable future for the company as it adapts to future changed market conditions.

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