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Introduction:

Strategic management and strategic thinking have become topics of great interest in today's business environment, where intense competition, scarcity of resources, and speed of change require conscious management of the nature of events or changes taking place around the organization. Strategic management allows the organization to create distinctive capabilities based on sustainable competitive advantages that lead to success and better results. The strategy and its concepts have developed over different periods and today they represent a stock of knowledge that the departments of organizations benefit from in their work. And with the presence of many models in the frameworks in which the organization's strategy is developed and implemented, a general and comprehensive model can cover all the stages of strategic management, starting from the formulation process, then implementation, evaluation, and control. In today's world.

Despite the importance of strategic management and planning, it is no longer sufficient to make us stop at it. Rather, it requires developing the capabilities of strategic thinking to develop the skill of preparing future maps and scenarios for officials, and this provides analysis that leads to making wiser strategic decisions, as well as the mechanisms used in management, are no longer sufficient in its usual form to face the turbulence in the global environment in which we live. On the other hand, success in formulating the strategy does not necessarily guarantee success in its implementation.

With the emergence of strategic planning as the latest form of planning in organizations. This type of planning has changed how organizations plan to develop and implement their strategies, and strategic management has become an essential tool for organizations to learn and develop if they want to forge a state of excellence and respond effectively to the accelerating and increasing global changes.

1 – 1 The different Strategies School:

According to Mintzberg, he has renewed ten schools of strategic thought, three of which are prescriptive and are more concerned with how to formulate the strategy than with the implementation process, namely, the design school, the planning school, and the concentration school. There are other six descriptive schools that are less concerned with specific aspects of the

strategy formulation process than the way that strategy is implemented, and they include the cognitive school, the entrepreneurial school and the learning school, the power school, the cultural school, and the environmental school. The last school, the plastic school, combines the different elements of the strategy formulation process. Below is a brief overview of each:

The Design School: This school sees the formulation of a strategy as a conceptual process. The strategy can be formulated thoughtfully, Deliberated through an informal design process to achieve alignment between the organization and the external environment in which it operates, based on SWOT analysis, which includes analyzing the weaknesses and strengths of an organization against the opportunities and threats it faces. The organization's strategy is formulated by the chief executive director of the organization carefully and carefully, and it is usually a simple, clear, and understandable strategy by everyone after he contributed to delivering it to them to facilitate the implementation process.

- **Planning school:** The planning school views the strategy formulation process as a regular and independent formal planning process. Although it meets with the design school by reliance on binary analysis SWOT, it deals with it in a more systematic way, where the planning process is divided into a set of studied steps, and the detailed procedures for each step are determined using checklists, in addition to a set of means, especially Objectives, budgets, programs, and operating plans. It should be noted that the level of formality adopted in the formulation of the strategy usually prevents the establishment of initiatives and thus becomes an obstacle to strategic thinking (Mintzberg, 1994).

Positioning school: The positioning school believes that the process of strategy formulation is an analytical process whose main objective is to choose a strategic position for business in the industry sector in which it operates. And that this choice depends primarily on the formal analysis of the structure of the industry, and that there are a specific number of strategies that the organization can adopt in this area, which makes the planners analysts in the organization. Academics have contributed greatly to formulating the ideas of this school represented by strategic groups, value chain, game theory ...etc.

The Entrepreneurial School: The Entrepreneurial School views the strategy formulation process as a visionary process that exists in the mind of the leader in light of the expected opportunities in the markets and the core competencies of the organization based on experience, wisdom, initiative, and foresight that the leader enjoys. This strategy is usually well thought out in its broad outline but is flexible and extroverted in the details. In short, this school focuses on the key executives of the organization within the framework of intuition processes.

Cognitive school: The cognitive school views the process of strategy formulation as a mental process that occurs in the strategist's mind. In the sense that it focuses on what happens in the strategist's mind and how he deals with the information he obtains. It should be noted that a new branch of this school has recently emerged that stems from the interpretive or constructive point of view in the process of formulating the strategy. The strategy is formulated in the form of creative interpretations. Rather than being formulated by portraying reality in a way that is bigger or smaller than it is.

Learning school: The process of formulating a strategy according to this school is an Emergent process through personal decisions rather than just a Perspective. The complex and rapidly changing environment limits the organization's ability to develop deliberate strategies. Instead, the strategy can be formulated and implemented in small steps through a gradual learning process that occurs only as a result of action and thinking. Working individuals can learn by trial and error, and the result is an organization that can adapt and learns over time.

The Power or politics school: The formulation of strategy, according to this school, represents a process of negotiation between the main players. This process takes two directions. The first is micropower, which sees the development of strategy within the organization as a political process based on bargaining, persuasion, and timing among the main players in the organization. The second trend is represented by the macro power, which looks at the organization as a whole, indivisible in its dominance over others and its external partners (alliances and joint or temporary projects) to formulate collective strategies that serve the interests of the organization without paying attention to the process of integrating efforts between the organization and the rest of the partners.

- **Cultural school:** This school deals with the formulation of strategy as a collective process aimed at integration and achieving mutual benefit. In the sense that the strategy is the product of

a process of social interaction based on the values, beliefs, and common understanding of the working individuals, and therefore it gives an active role to the organizational culture that the organization possesses to bring about the required strategic change.

1-2 The design school is a good option for Just Toyz:

It is also called (Mintzberg Design School). It is one of the schools that (Mintzberg) introduced to help the organization understand, define and formulate the appropriate strategy or strategies that help it achieve its goals.

This school focuses on formulating a clear and simple strategy that achieves compatibility between the internal environment and the external environment of the organization. And that is the institution analyzes the internal environment to discover its strengths and weaknesses, and it also analyzes the external environment to be able to discover the available opportunities and threats it may face and then formulate a strategy that harmonizes between the internal and external position of the institution.

Among the tools used in this process are SWOT Analysis and Ashridge Mission Model. The success of the application of this school depends on two factors: the stability of the environment in which the organization operates and the acquisition of appropriate knowledge and its proper use.

2- Competitive advantage strategy that Just Toyz needs to follow

A competitive strategy is a long-term business plan for a company that is directed to gain a competitive advantage over its competitors after assessing and comparing the strengths, weaknesses, opportunities, and threats in the industry to your own.

Harvard University professor Michael Porter introduced the concept of competitive strategy. According to him, there are four types of competitive strategies that are implemented by companies globally.

Companies need to understand the basic principles of this concept that will help them make informed business decisions in the course of business.

2-1 The competitive strategy: focuses on achieving an above-average position and achieving a higher return on investment (ROI).

This strategy is very important when companies have a competitive market and many similar products available to consumers.

Why is competitive strategy important?

The more competition in your field, the more difficult the competition. When you enter a concentrated market, you must set a high level, or else you will not be able to keep up with your competitors, especially with those selling similar products.

To build a successful business in such a competitive environment, you must conduct a thorough analysis of the strengths, weaknesses, and advantages of your competitors.

Consider potential threats, too. Research potential customers' needs, problems, and preferences to tackle this task

. They can tell you directly what the current products are lacking so you can act accordingly.

With a well-thought competitive strategy, companies make informed decisions and constantly improve their products and services. In the next section, we will review the main types of competitive strategies. The Four Types of Competitive Strategy

Michael Porter divided competitive strategy into four different types of strategies.

*** Cost leadership strategy**

A cost leadership strategy for small businesses is difficult to implement because it includes a long-term commitment to offering products and services at low market prices. For this purpose, firms need to produce products at low cost, or else they will not make a profit.

Since cost leadership means becoming a low-cost producer or provider in the industry, any large-scale company can provide and manufacture products at low cost through economies of scale.

There are many cost-driving factors such as technological advancement, efficient operation, bargaining power and large distribution channels.

*** Differentiation Focus Strategy**

in the differentiation strategy, the attribute of a product that is unique from competitors in an industry are the driving factors, differentiation strategy is one of Porter's three marketing

strategies, and is the secret to the success and distinction of many brands. The differentiation strategy aims to add a competitive advantage to the product or service, to distinguish it from other competing products to create a distinctive customer experience, in terms of product design, brand and quality, and customer service.

The idea of competitive advantage depends on providing a unique experience to your customers, and then realizing the value of what you offer them, and its scarcity in the market compared to competitors. Porter's generic strategies determine the company's position among its competitors in its field of work, in terms of the company's profits compared to competitors, is it higher or lower than competitors

***Cost focus strategy**

This strategy is very similar to the cost leadership strategy; However, the main difference is that the cost focus strategy targets a specific segment within the market and that segment is offered at the lowest price for the product or service.

This type of strategy is very useful to satisfy the consumer and increase brand awareness.

For example, beverage companies that manufacture mineral water can target a segment of the market such as Dubai, where people only need and use mineral water for drinking, and it can be sold at a lower price than competitors.

***Differentiation Focus Strategy**

Similar to the cost focus strategy, the differentiation focus strategy targets a specific segment within the market; However, instead of offering low prices to the consumer; Companies distinguish themselves from their competitors.

Differentiation strategy offers unique features and attributes to appeal to the target segment.

Competitive Strategy vs. Business Strategy

Business strategy has a broader scope than competitive strategy. Business strategy includes all the procedures and methods for competing against competitors and how management deals with various strategic issues.

As noted by Hill and Jones, the business strategy consists of action plans adopted by strategic managers to use the company's resources and distinctive competencies to gain a competitive advantage over its competitors in the market.

In doing business, companies face a lot of strategic issues. Management has to tackle all these problems effectively to survive in the market.

Business strategy deals with these issues, as well as 'how to compete. On the other hand, competitive strategy deals with “management’s action plan to compete successfully and deliver higher value to customers”.

I will suggest the cost leadership strategy for the Just Toyz company due to its benefits for strengthening the market share of Jost toyz company, **the below are some of the benefits**

1- Low costs mean less prices: the leaders who follow this strategy focus on increasing the efficiency of production, so when the costs are low the prices are low with the same rate of profit.

2- In the high competition market conditions, this strategy has more change to withstand: the efficiency of the product will give the leaders the ability to reduce their prices in the market which will allow them to sell more than competitors with less prices and still making profit.

3- Cost leaders may enjoy increased market share. an oversized share of consumers are price-sensitive and gravitate toward the businesses offering the lowest-priced goods. this implies that the corporate with rock bottom prices is probably going to sell the foremost units. The more units an organization sells, the more its market share increases. In turn, when the market share of a corporation rises, the cost decreases, potentially fueling even greater profits.

Recommendations about Short-term and long-term goals to Jost Toyz

1- Understanding market share

A company's market share is calculated by measuring the percentage of its sales or the total units it owns in the market. According to the percentage of sales method, if a company has annual sales of \$1 million and total market sales in the same year are \$100 million, the company has a market share of 1%. By following the percentage of units the company owns method, if the

company sells 50,000 units annually and the total market sales in the same year are 5 million units, the company has a market share of 1% as well.

The higher a company's market share, the higher its competitive value, and companies with a large market share often receive better offers from suppliers, as their order volumes increase their purchasing power. In addition, a large market share means greater and better production, as the large number of production reduces the costs required to produce each unit separately.

Attractive more designers and creative employees to help keep the company updated with the changes outside

2- Keeping the current customers loyal, supporting them after purchasing like a warranty program or free repairing for broken toys.

3- Purchasing designs online by creating an online place inside the websites, especially for the young designers who look for opportunities to support their finance, the benefit of this movement will be having a lot of new creative designs for a cheap price and could end up hiring those young designers.

4- Entering new markets like India and china because they represent 40 percent of the world's population and expand in the region countries in Asia Market and then the International.

5- Investing in high technologies, enhancing or bosting logistic applications to be able to compete with the competitors, and developing a modern website to sell all products in a professional way like Amazon and eBay.

6- Diversify sources of income: Usually the online sellers make a profit from selling their products to the customers but it is not enough, there is another way you can make a profit online like publishing an advertisement for the companies that want to attract customer's attention to their new products.

7- Innovation and creativity: Innovation is one of the ways companies use it in order to increase their market share. If a company introduces a new technology that its competitors have not yet reached, consumers who want that technology will rush to buy it from this company, even if they are former customers of its competitors. As a result, many of these consumers become loyal

customers of the company, which increases its market share and reduces the share of previous competitors.

8 - Maintaining Existing Share: Companies protect their current market share by strengthening their relationships with customers, always seeking to attract them so that they do not abandon it when a competitor presents them with an attractive new offer. In the same vein, companies can increase their market share through a simple strategy. When satisfied customers talk about their repeated positive experiences with the company to their friends and relatives, the latter will become new customers. Such word-of-mouth advertising increases the company's market share and revenue without the need to spend on marketing.

Executive Summary

The Just Toyz company is a toy company that has fascinated children. Just Toyz is a wholesaler in Thailand that exports its merchandise to Japan and the UK. Ted Willard the CEO of the Just Toyz company needs to develop a strategic plan aft the company became a multimillion Baht business in just 36 months. The name Just Toyz consists of two distinct Danish terms that represent justifiable toys. This report tried to focus on the creation and implementation of a detailed business strategy by the company. The strategic management plan is the core goal of the organization since it was created. In this research report, a theoretical review needs to be provided by choosing different strategies and selecting the best strategy for the company.

Just Toyz must do a deep analysis for the external and internal factors to dedicate the reasons of any protentional error prior to happen. The company needs to follow a modern style of leadership and applying the scantest theory of the business and marketing like SWOT and PETSLE to illustrate the efficient factors that will enhance the achieving of global sustainable growth for Just Toyz company.

Just Toyz Vision:

Just Toyz's dream is to be the biggest games seller in the world not only in the real world but in the digital world as well.

Just Toyz Mission:

The project statement is a mechanism or an agreement that a business wants to fulfill the shareholder's standards. This explains how a company conducts its corporation, defines its employees, and establishes a range of products and the service it provides to its employers.

SWOT analysis of Just Toyz

Strengths

- 1- It is based in Thailand which has a huge amount of educated young force.
- 2- The Just Toyz Company one of the largest companies in the world in games productions for kids in just 3 years
- 3- Toyz alone is seen as the fastest and strongest provider of toys to children which improve and adds to the knowledge of young people.
- 4- Using clever creativity and keeping producing new games to keep the market share.
- 5- Has a committed and professionally trained manufacturing and logistics workforce.
- 6- Identify tactics, behavior, companies, visions, solutions, thoughts, etc.

As a strong association in the toy industry for children, Just Toyz is of unprecedented quality, best perceived for the generation of Just Toyz brand not affected by various troops in the company.

Weaknesses

- 1- Just Toyz needs to manage good relationships with the new partners as a fundamental partner and as the affiliation that conserves a stable corporate environment, well-ordered strategies and actions.
- 2- The company's inherent vulnerabilities are needed to be managed to safeguard, represent, protect and secure its brand image.

Opportunities

- 1- Just Toyz is only a word large retail and online company. It has several opportunities to expand its activities from that point on.
- 2- The extension of toys together with the authorization of international expansion with the support for the advancement of connectivity and transport makes for wider distribution and a stronger universal effect.

Threats

1- Just Toyz often brings risks that are daunting in the business. The attributes of the association are responsible for the struggle of Just Toyz against many external intimidations.

2- There is, in the present trend, a vicious antagonism in the market.

3- Trademark risks for the toy industry can, for instance, be called challenges to rivalries, trends, associated hazards, product safety, etc

The company Goals are:

- worldview :The idea of an entrepreneurial startup is usually an idea that can be expanded and applied on a global scale. Therefore, Just Toyz must focus and expand in the global regional markets to mitigate the risks related to only two places. If disturbances arise in Japan or the United Kingdom, this will greatly affect the market share of Just Toyz.
- solving problems: One of the main reasons for creating startups is to search for solutions to specific problems through new or improved products or services than those in the market, and this often means that there is no ready-made recipe for success.

Conclusion

Just Toys is an innovative company based in Thailand, specializing in the sale of toys for children and sells its products in Japan and the United Kingdom.

This report examined the various scientific strategies and chose one of these scientific methods to enhance sales and reach its goals efficiently and effectively.

This report dealt the SWOT analysis for the Just Toyz Company which is an analysis framework used to assess a company's competitive position and specifically identifies the strengths, weaknesses, opportunities, and threats to the business. Swat analysis is a basic evaluative model that measures what an organization can/cannot do, as well as its potential opportunities and threats. Enhancing the strength point of the company and reducing threats and weaknesses and taking all available opportunities by supporting the innovation.

Innovation greatly helps in solving all the problems facing the individual effectively. Raising the efficiency of the educational level of individuals. Innovative thought contributed greatly to the industrial and technological renaissance. Innovation helps raise the intensity of competition between different economic institutions, and thus contribute effectively to economic development.

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