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Introduction

Strategic planning is of great importance for Just Toyz company since it is one of the most important administrative processes in the work environment, and its importance is due to the fact that it helps to preserve capital as it works on reviewing the financial performance of the work and is always keen to provide permanent developments that contribute to achieving the best results as it contributes to The plan on the right track for the main vision.

Strategic planning also contributes to defining the time period for implementing the plan by putting the working body into it. It also contributes to designing the steps for work and transforming these steps into actual steps that are measurable and applicable, so that sufficient information is known to obtain results. It also contributes to the service industry and financial means. It helps to know the changes affecting work, whether at the general or specific economic level in the country.

The importance of strategic planning is due to the precise method used in its application of planning in the practical aspect of work within the company, and it helps in setting the general features of the way in which the institution is going to achieve its goals. It also helps managers in their work as it shows a clear general picture of the company's situation, and it includes all the elements, which include the nature of work, employees, and the surrounding environment, as well as clarifies the resources available to the institution to exploit them appropriately.

It also helps to create innovation within the employees and officials in the departments of the organization, in order to develop the work and, in cases of exposure to various risks, in order to maintain the plan to implement the objectives and to maintain and increase the market share of the organization and increase its sales.

In addition to the fact that the field of our industry that we are talking about is children's games, the importance of playing for the physical, motor, and sensory development of boys and girls, because the process of playing helps in strengthening the body, exercising muscles, and teaches the child a lot of daily movements, including running, jumping, and climbing... Play regulates movements of kinetic balance. physical activity of the child, especially from the age of 1 to 12 years.

Main Body

Outline: In this section, we will discuss a simple comparison between some of the strategies that suit the development and growth of Just Toyz, and the most appropriate of these strategies to be applied at Just Toyz.

- a) Acquisition.
- b) Partnership.
- c) Backward Integration.
- d) Market penetration.

Acquisition: this term means the acquisition of another company by a company, the purchase of a company by another one that is smaller than it, or of the same size, or in the same field of industry. Acquisition is one of the growth strategies.

For example: acquiring the Kiddy Land Toys Company in England or the Toyo Boy Company in Japan, and getting the benefit from the size of their customers while keeping the names of these companies as they are at present.

Partnership: it can be any expansion between multiple parties. They may be governments, corporations, companies, or organizations. Partnership objectives also vary widely. In our industry sector, it can be public or private schools, sports clubs, or entertainment places where children of all ages reside.

For example, it is possible to sign partnership contracts with "New Testament Language Schools" or "Nioten Newton International Schools", or family club branches in the UK and Japan, as well as places of entertainment in order to display "Just Toyz" products and capitalize on market share in these destinations.

Backward Integration: meaning the company expands its role to accomplish the tasks that were performed by the companies in the supply chain or inventory.

For example: establishing a factory to manufacture toys with a low-cost material to increase the value of the profit by reducing the cost, in addition to saving shipping time, avoiding high supplier prices,

and diversifying the quality based on the customer's needs.

Bearing in mind that we will be restricted from selling our factory products in the first place, this is a weak point in the backward integration strategy.

Market penetration: is calculated on the basis of how much a product or service is used by customers compared to the total market for that product or service, and is generally used as a means to establish a market position, especially in the initial stages of preparation of the business, which helps it to establish and develop a trend for expansion and growth in the market.

The formula for calculating market penetration as a percentage:

Market Penetration = (Current Sales Volume ÷ Total Sales Volume) X 100

For example: Increase promotional activities: by increasing the appearance of the product and targeting the most profitable customers, you will increase the market share of the product.

Product Improvement: Taking customer feedback about the product and what improvements they want to see in that particular product would make it irresistible.

The Highly Recommended Strategy

The highly recommended strategy would be a **Partnership**, whether this partnership is with another trademark in the field of toys or with the partnership of institutions in which it is easy to display our products and spread distribution and sales in these institutions, such as sports institutions such as sports clubs, or social clubs, or educational institutions such as schools or institutions, or recreational cities such as theme parks.

And because the partnership will achieve the highest profit margin for "Just Toyz" and will benefit from the geographical coverage of our new partners and their current marketing power, especially in the sports and educational sectors, whether it is a governmental or private institution, because these sectors have the most activities and events in which children of all ages are present that target the products of our company.

The advantages of partnership in our case are summarized in the following points:

1. Helping gain new customers in new market segments
2. increases its marketing budget
3. Expands the reach of the company's target audience.
4. Increase exposure to marketing
5. Expands the scope and purpose of the marketing strategy, allowing the company to market in a variety of new ways.
6. It helps us save money.

Competitive Advantage

We must have a competitive advantage of our own in marketing our products in order to maintain the identity and image of our brand among customers.

So, after analyzing the market in the United Kingdom and Japan for the customer's needs and desires during the buying process in general and the purchase of toys in particular, especially since the process of buying toys is repeated on several occasions.

And after doing an analysis of competitors in marketing and management and an assessment of the strengths and weaknesses of current and potential competitors. For this analysis to provide an offensive and defensive strategic context in which the available opportunities are identified. And by analyzing the operations of our company in a single framework to support the formulation, implementation, monitoring, and adjustment of an effective and effective strategy.

Competitor analysis is an essential part of the company's strategy. It is said that most companies do not conduct this type of analysis systematically enough. Instead, many organizations operate on so-called “informal impressions, guesses, and intuitions gained through anecdotes of information about competitors.

We decided our competitive advantage will be **a points-based loyalty program**; we will create a points-based loyalty program with different earning rules. Reward clients for their purchases, behavior, and online interactions.

This competitive advantage covers the four blocks:

- 1- **Customer responsiveness:** The customer always expects more than he pays for any product, and this makes him feel appreciated. Therefore, the points-based loyalty program that we will create will cover this point of the customer's need to feel appreciated.
With each purchase, there will be points that he can use to purchase our products or the products of friendly companies with whom we have a similar agreement.
- 2- The element of **innovation** here is the freedom to choose to use the earned points, whether in our store or any other store of our cooperating companies in the agreement
- 3- This competitive advantage will increase the **quality** of our products as well as our good reputation through customer trust and loyalty to Just Toyz products.
- 4- The **cost** of redeeming points will be gained for us and not a burden on us because we will increase our sales and profit margin, which will cover the cost of any points used in the loyalty program.

Company's Short-term & Long-term Goals

Most companies have long-term goals. Maybe on a large scale, such as the volume of the profit. They may be short-term goals, such as achieving a monthly sales target.

However, the problem with long-term goals is that they are often so far away that it is difficult to know where to start, and the gains from the goal seem so far away and unattainable.

That is why short-term goals provide a solution to this problem.

When formulated correctly, it presents a series of milestones-a step-by-step system that paves the way toward your long-term goal. They give you a clear plan to understand what might seem impossible.

Long-term Goals

Long-term goals are expected results from the following particular strategies. Strategies represent actions that must be taken to achieve long-term goals. And the time frame for goals and strategies

should be consistent, usually 2 to 5 years. In our case, it will be between that, which is for 4 years, and without long-term goals, the organization may drift aimlessly towards an unknown end.

It is difficult to imagine a successful organization without clear goals. We may have worked hard in the past few years to achieve the goal of expansion and development of the company. Success rarely happens by chance; rather, it is the result of hard work directed towards achieving certain goals.

So, we expect to achieve these goals over the next four years:

- Increase Just Toyz's total income by 25% over the next four years, by increasing market share by expanding the partnerships level strategies.
- Development and launch of E-Learning new products of toys.
- Reduce production expenses by 15% over the next four years.
- Increase public awareness of Just Toyz's brand.
- Increase Just Toyz's market share in UK and Japan.

Short-term Goals

Short-term objectives are required steps to reach a long-term goal and they are goals that can be achieved within a short period of time, usually within six months to a year.

Short-term goals break down both medium and long-term goals, as they are more flexible, achievable, easily measurable, and give companies the confidence and basic knowledge they need to achieve goals that take longer. It is the first step toward achieving long-term goals.

- Increase Just Toyz's total income by 2.5% over the next six months.
- Launching 3 new toys of E-Learning products in the next six months.
- Reduce production expenses by 3% over the next year.
- Increase public awareness of Just Toyz's brand by set marketing campaigns every three months.
- Increase Just Toyz's market share in UK and Japan, by entering to a new market every six months, based on expansion plans locally and globally.

Strategic Plan

Executive Summary

Just Toyz provides high-quality toys from online wholesalers, and its market share is in Japan and the United Kingdom. Mr. Ted Willard is the current CEO.

And its mission is to enrich the quality of children's lives through modern toys for ages 1 to 12. and we are committed to the pursuit of excellence through high-quality products.

Just Toyz's vision is to build a market for high-quality children's toys that are enjoyable for the child, educational for the child, and of good value for their mental and physical health.

We did the SWOT analysis to stand out among competitors. And used the opportunities to counteract our current weaknesses and threats.

According to our analysis, we were very keen on gaining a competitive advantage (**a points-based loyalty program**) in order to increase Just ToyZ's market share, and it covers customer responsiveness, innovation, high quality, and reasonable cost.

We reviewed many strategies and compared the advantages and disadvantages of each strategy, then we recommended the most appropriate strategy for the company, which is (**Partnership**).

We set long-term goals and divided them into short-term goals. In order to achieve the goals in a timely and efficient manner,

Vision Statement

It is used to describe the future state of the Just Toyz company and what Just Toyz wishes to become in the future,

So that the *Vision* will be:

“Market high-quality children's toys that are enjoyable for the child, educational for the child, and of good value for their mental and physical health”

Mission Statement

A mission statement simply states our company's desire to be one of the best online toy wholesalers, and it is a way of showing what makes Just Toyz stand out and what makes its future so bright.

So that the *Mission* will be:

“Enrich the quality of children's lives through modern toys for ages 1 to 12. We are committed to the pursuit of excellence through high-quality products”

SWOT Analysis

SWOT analysis is also known as "situation analysis" to assess our company's standing among competitors.

We need to do a SWOT analysis to take an actual step and develop it in our company.

It is an abbreviation of four words:

Strength: expresses the strengths in our company that distinguish us from other companies.

Weakness: Denotes the weakness factors within our company. What are the factors that negatively affect our company's profits?

Threats: Refer to external threats affecting the company, such as the emergence of a new competitor with better advantages.

Opportunities: They refer to the available opportunities that the company can exploit to improve one of the weaknesses and increase profits.

And the importance of SWOT Analysis for Just Toyz:

We find that SWAT analysis is concerned with all the factors affecting the evaluation and success of our company, as it is concerned with the internal factors of the company (strength, weaknesses), and the factors outside the control of the company (opportunities, threats), and helps Just Toyz in:

- To be fully aware of all the developments in our field is a must.
- How to make the best use of our potential.
- Determine our company's place in the market.
- Know the weaknesses of our company.
- reducing the chances of the company's failure or its extinction among other companies.
- Determine the threats surrounding the company.
- It is finding good opportunities that contribute to increasing the strength of the company and distinguishing it from other companies.
- Defining the company's goals (short and long-term), such as increasing production and profits or targeting a new class of customers.
- making sound decisions that increase the company's strength in the market.
- Determine the content that you want to reach our customers because the image you want to stick in their minds plays a key role in driving customers to buy.
- Is Just Toyz ready to deal with crises no matter what?

Internal environment

Strengths (S)

- Excellent sales team with strong knowledge of current toy products.
- Multiple payment methods.
- Trust and good relationships with clients.
- Diversity reputation.
- Good internal communication.
- The cheapest shipping cost.

Weaknesses (W)

- Difficulty meeting the delivery date
- Lack of good suppliers
- High rental costs
- We do not have enough technology to provide employment.
- Weak marketing
- Old market research data
- Cash flow problems.

External environment

Opportunities (O)

- Entering new markets
- Running marketing campaigns
- Rely on recruitment third parties to bring in employees faster.
- Reliance on working from home for part of the staff and reducing rented office space
- Create a procurement department.

Threats (T)

- Low market barriers
- Having many competitors
- The difficulty of keeping pace with modern technology in this field
- The cost of raw materials is prohibitively expensive.
- Technological development in the field of video games
- Power of buyers.
- Power of suppliers.
- Power of substitute.
- Power of current competitors.
- Power of new entrants

Through our SWOT analysis method mentioned above, we can use the opportunities available to our company to solve weaknesses.

So, when carrying out large-scale and successful marketing campaigns, we will solve the two weak points of marketing weakness and outdated marketing data,

The same thing will happen when we enter a new market, and expansion will increase our profit and thus eliminate the weak point of the cash flow problems.

And if we create a procurement department, the weak point of the lack of good suppliers will disappear, and since there will be more than one resource available, we can choose between them in order to get the highest quality toys at a lower price as well.

On the other hand, Power of buyers, we have to enter new markets besides the UK and Japan, to have a bigger market share and more buyers, reducing the risk of Power of buyers.

We cannot depend only on the Japanese and UK markets, we must enter at least 7 markets. So, if

purchasing power decreases in one or two markets, there will be an alternative in other markets that covers this deficit and does not significantly affect the strength of our company.

Power of suppliers, we have already talked about a part related to the same thing, and that if we open an efficient procurement department, it will ensure that we avoid this threat from suppliers and find more than one toy factory that provides us with the high quantities, quality, and price, whether they are at the local or international level, outside the countries that we have a market share.

Power of substitute, and here lies the threat to electronic and simulation games, which do not need to buy a new game every while. On the contrary, the device has been used for many years, and games are downloaded from the Internet for free and the user begins to use them, and this pushes us to enter this world as it is the future of games in any way. Starting at the age of 5 years, according to medical reports and research in the world of children, the child begins to form a personality and drifts more to electronic games than educational games or traditional non-technological games.

Power of current competitors, and when we talk about this threat, we must not lose sight of our use of competitive advantage in respect of which it reduces this threat, on the other hand, we can acquire any of our existing competitors or merge with them and use their names and market share to our advantage.

Power of new entrants, here we can use more than one strategy, such as a loyalty program for the customer when buying from our store will earn points, and also we can rely on high-quality suppliers in toys, so we can reduce the new arrivals within the market and maintain our share of the market.

Conclusion

Nowadays, we are in the VUCA world, Volatility, uncertainty, complexity, and ambiguity are acronyms for volatility, uncertainty, complexity, and ambiguity.

It refers to the state of constant and unpredictable change that has become the norm in several industries and economic sectors, such as toy manufacturing and online wholesalers like Just Toyz.

VUCA necessitates the abandonment of antiquated management, leadership, and day-to-day work practices. In a tumultuous environment, these are frequently too slow and limited to be effective.

In the context of VUCA, management needs newer, more flexible, and pragmatic processes. To counter VUCA challenges and convert them to our advantage, make vision, comprehension, clarity, and agility our guiding principles.

And establish Key Performance Indicators (KPIs) and metrics to track progress and performance across the organization in order to achieve the intended outcomes.

So that our recommended Strategic Plan is characterized by agility and diversity, to keep pace with current challenges and to develop and grow with the performance of Just Toyz.

If we apply this Strategic Plan, we will be one of the top three online wholesalers in the world during the next five years.

In order to monitor the recommended strategic plan and ensure that the goals are achieved, we must define performance indicators.

Key Performance Indicators (KPIs)

KPIs are measurable values that show the company's effectiveness in accomplishing and achieving its main business objectives.

Companies use key performance indicators (KPIs) at multiple levels to track performance measures. There are several types of performance measurement indicators, including high-level KPIs, and low-level performance indicators. There are performance measurement indicators linked to the plan, such as progress toward achieving the vision.

High-level KPIs may focus on the overall performance of the organization, while low-level KPIs may focus on operations or employees in departments.

The most important modules for KPIs are:

KPIs for **Financial** in order to measure: cash flow, growth in revenue, net profit margin, margin of gross profit, current accounts receivable and inventory turnover

KPIs for **Customer Satisfaction** in order to measure: customer satisfaction surveys, A customer satisfaction score and net promoter score (NPS)

KPIs for **Progress** in order to measure: order fulfillment time, time to market, employee satisfaction rating, and employee churn rate

KPIs for **People** in order to measure: employee turnover rate (ETR), percentage of response to open positions and employee satisfaction

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