



EUROPEAN  
INTERNATIONAL  
UNIVERSITY



## COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialisation:</b>	
<b>Affiliated Center:</b>	
<b>Module Code &amp; Module Title:</b>	
<b>Student's Full Name:</b>	
<b>Student ID:</b>	
<b>Word Count:</b>	
<b>Date of Submission:</b>	

**I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.**

---

**E-SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**EIU Paris City Campus**

**Address:** 59 Rue Lamarck, 75018 Paris, France | **Tel:** +33 144 857 317 | **Mobile/WhatsApp:** +33607591197 | **Email:** [paris@eiu.ac](mailto:paris@eiu.ac)

**EIU Corporate Strategy & Operations Headquarter**

**Address:** 12th Fl. Amarin Tower, 496-502 Ploenchit Rd., Bangkok 10330, Thailand | **Tel:** +66(2)256923 & +66(2)2569908 | **Mobile/WhatsApp:** +33607591197 | **Email:** [info@eiu.ac](mailto:info@eiu.ac)

## Contents

Executive Summary.....	2
Strategy Schools.....	2
Competitive Advantage Strategy .....	4
Executive Summary.....	7
Mission Statement.....	7
Vision Statement.....	7
SWOT Analysis.....	7
Goals .....	8
Conclusion.....	9
References .....	10

## Executive Summary

Just Toyz is a Thai online wholesaler that supplies toys to Japan and the United Kingdom. The company has been successful in growing its business in a short period of time, now it needs to develop a strategic plan that supports its continued growth. This report shall analyse the different strategy schools and recommend the best one for Just Toyz. It also suggests a competitive advantage strategy to strengthen the company's market share in both the international markets. Finally, it makes recommendations for the company's short-term and long-term goals and provides a strategic plan, including an executive summary, mission statement, vision statement, SWOT analysis, and goals.

## Strategy Schools

According to (Porter, 1980), there are a number of strategy schools, each with its own set of principles and approaches. The most prominent ones are the classical school, the behavioural school, the evolutionary school, the contingency school, and the resource-based school. Companies like Just Toyz could benefit by using them to come up with their strategic plans.

The classical school centres on increasing efficiency and productivity with the goal of increasing profits. (Porter, 1980) argues that, the classical school emphasizes the importance of planning, organization, and control. It believes that organizations can achieve success by following a set of principles and guidelines. The planning school centres on procedure formalization as a strategy, it therefore takes a planned, procedural stance to strategy development (Agras & Deliorman, 2014). Strategies come up after controlled, conscious processes of formal planning, which are divided into different steps based on the SWOT analysis of the business environment and supported by techniques. After the planning process, completed strategies are implemented through tight control and execution of a number of budgets, objectives, programs, and operations.

The evolutionary school aims to adapt to the business environment through constant change, where strategy is a process of transformation. According to (Rumelt, 2011) the evolutionary school emphasizes the importance of adapting to changing circumstances. It believes that organizations can achieve success by being flexible and responsive to external factors. An organization can be defined in terms of the configuration of particular characteristics. This

conformation affects or controls the manner in which it operates, meaning the strategies it puts into practice.

(Kiwi, 1991) postulates that the processual model concentrates on implementing an efficient process that will be sustainable in the long term, while the systemic model concentrates on the interrelationship within an organization and how to implement changes. David (2015) puts across the notion that from the power school standpoint, strategy is described as a process of negotiation. The process of negotiation is developed between the ones with power within the organisation and external stakeholders. According to Jofre (2011), this school of thought centres on the effect of power and politics on strategy.

The behavioural school focuses on people and their behaviour within the organization. It believes that organizations can achieve success by understanding the needs and motivations of their employees. Mintzberg (2017) postulates that the development of strategy is a process of social interaction based on shared perceptions and beliefs of employees. Strategies therefore take the form of perspectives rather than positions where strategy can be described as collective process and cooperative process.

The contingency school emphasizes the importance of situational factors. It believes that organizations can achieve success by understanding the unique circumstances they face. According to the learning school, strategy is viewed as an emergent process. This approach entails that strategies come up as people learn about particular situations that would have presented themselves. Strategies are then developed basing on the organization's capabilities and people's ways of dealing with presented situations (Nozari, 2008). The Learning School of strategy sees the development of strategy as an evolving, emergent process that is driven by learning. According to (Monib, 2021) individuals within an organization develop strategy as they experience situations, learn from them, and employ resources in those situations. The success of this lies in collective learning so as to not miss potential strategies.

Yaakob (2019) points out that the resource-based school emphasizes the importance of resources. According to (Barney, 1991) it believes that organizations can achieve success by utilizing their resources effectively. The resource-based school focuses on a company's internal resources and how they can be used to gain a competitive advantage. The resource-based school would be beneficial for Just Toyz because of the company's strong internal resources.

The positioning school emphasizes creating a unique position in the market to compete effectively (Ketchen & Short, n.d.; Agras & Deliorman, 2014). This school would be beneficial

for Just Toyz because of the competitive nature of the toy market. positioning school puts across strategy as an analytical process, giving the top manager control over the choices.

Finally, the entrepreneurial school emphasizes creativity and innovation to create new products and services. The entrepreneurial school would be beneficial for Just Toyz because of the constantly changing toy market. According to Maroufi (2006), in the view of entrepreneurial school, the strategy can be described as a visionary process where top management are viewed as the creators of company strategy. The entrepreneurial school incorporates the role of mental attributes. The strategic plan is less of a plan and more about the perspective or vision for the entrepreneur. It sets direction for the organization but is flexible in execution

After analyzing the different strategy schools, the one that best supports Just Toyz's growth is the evolutionary model. The company is still young, and the market is constantly changing. Therefore, Just Toyz needs to adapt to the business environment through constant change. The company needs to be flexible and agile to ensure it can respond to the changes in the market swiftly. The evolutionary model allows flexibility in decision-making, which can significantly benefit Just Toyz.

## Competitive Advantage Strategy

Ansoff (1965) coined the definition of competitive advantage as traits of individual product markets that give an organization a stronger competitive advantage. However, the ideology of competitive advantage was introduced by Porter (1985), he postulates that competitive advantage emanates from an organization's ability to generate superior value for its customers. He goes on to say that superior value is generated by offering lower prices than competitors for unique products or products of equal benefit to those offered by competitors. Porter's (1985) definition ties value and particularly benefits net of the price paid with the concept of competitive advantage (Sigalas and Pekka-Economou, 2013).

The discussion and research of competitive advantage have yielded a great number of scholarly perspectives on the concept, providing many definitions of competitive advantage. Sigalas and Pekka-Economou (2013) have identified two channels regarding the conceptual differentiation of competitive advantage. According to Sigalas and Pekka-Economou (2013), competitive advantage is viewed in relation to performance for example high profitability, high returns, superior financial performance, economic profits, and cross-sectional differential in the spread between product market demand and marginal cost. They also postulate that competitive

advantage can be viewed in terms of its sources for example unique characteristics or features of product markets, cost of leadership, locations, organizational capabilities, resources, technologies, and differentiation.

Sigalas and Pekka-Economou (2013) have come up with a definition for competitive advantage that amalgamates all characteristics of the concept. Sigalas (2013: 335) says that competitive advantage is “the above industry average manifested exploitation of market opportunities and neutralization of competitive threats”. From this construct, competitive advantage is an unobservable hypothesis and is essentially complex (Godfrey and Hill, 1995). Due to its dormant nature, competitive advantage is very difficult and challenging to identify.

According to (Barney, 2006) a company’s market share is the percentage of the total market that it has in its controls for its products and services. It serves as an indicator of an organization’s profitability. Market share has the ability to affect operations, the pricing of products and services, and, potentially stock market performance (Porter, 2010). A growing market share therefore has impact to growing revenue. To gain market share should be a serious business goal.

To strengthen its market share in both international markets, Just Toyz can implement a differentiation strategy. This involves creating a unique product or service that sets the company apart from its competitors. Just Toyz can differentiate itself by focusing on quality, innovation, and customer service. By providing high-quality products, innovative designs, and excellent customer service, Just Toyz can create a loyal customer base and attract new customers. These and other methods shall be explained below.

Just Toyz should conduct market research to identify the needs and preferences of its target customers. This will help the company to design and develop products that meet the specific needs of its customers. Just Toyz should also invest in research and development to create new and innovative products that set the company apart from its competitors. Innovation takes many forms. Kotler (1996) puts across the idea that, the use of new technology is an innovative way for competitive advantage and it would therefore gain Just toyz higher market share, should it be implemented. Consumers excited about the technology buy it, use it, and can become repeat customers. Other innovative ideas to strengthen market share include product innovation, marketing strategies innovation and product methods improvement.

To win market share and dominate an industry, a company can consider buying its competition. This allows for multiple strategies to increase market share. Acquisition allows a company to

do away with a competitor and assume its market share. Just Toyz might want to consider this for gaining competitive advantage.

For Just Toyz to strengthen its market shares in both its international markets, the company needs to implement a competitive advantage strategy. One approach to achieving this is through product differentiation. Just Toyz can alter its product range by adding new and unique products that can attract new customers.

Just Toyz can also improve its customer service to stand out from its competitors. By offering exemplary customer service, the company can differentiate itself from others in the market. Customers value exemplary customer service, and it can increase their loyalty to the company, thereby increasing their lifetime value.

Another strategy that can enhance Just Toyz's competitive advantage is by collaborating with influencers. Influencers have a significant social media following, and partnering with them can increase the company's exposure and attract new customers. As Just Toyz targets a young demographic, partnering with social media influencers can be crucial in enhancing the brand's image in the market.

Just Toyz can strengthen its market shares in Japan and the UK by investing in marketing and advertising campaigns. Additionally, Just Toyz can offer discounts or promotions to customers who purchase in bulk, and it can develop new products that are unique to the toy industry. By focusing on creating a unique position in the toy market, Just Toyz can gain a competitive advantage over its competitors.

#### Short-term and Long-term Goals

Just Toyz needs to create both short-term and long-term goals to ensure continued growth. Just Toyz's short-term goals should focus on maintaining its current market position and increasing its revenue. To achieve this, in the short term, the company needs to focus on improving its current operations, such as enhancing customer experience, expanding its product range, and scaling its business. Just Toyz can set short-term goals such as increasing sales by 10% in the next six months or launching a new product line within the next three months.

In the long term, Just Toyz needs to focus on expanding into new markets, such as the rest of Asia, Europe, and North America. By expanding its operations, Just Toyz can reach new customers, which will increase its revenue. Long-term goals can include expanding into new product categories or increasing sales by 25% in the next two years. By establishing both short-

term and long-term goals, Just Toyz can remain focused and motivated to achieve continued growth.

## Executive Summary

This section provides an overview of the strategic plan. The executive summary provides a snapshot of the strategic plan and highlights its critical components. The summary includes Just Toyz's mission and vision statements, the selected strategy school, and the SWOT analysis.

## Mission Statement

The mission statement outlines what Just Toyz aims to achieve. The mission statement highlights the company's core values and purpose.

The mission statement for Just Toyz is 'To supply the world with high-quality toys at an affordable price.' Just Toyz's mission might be "To provide high-quality, affordable toys to families worldwide while fostering creativity and imagination."

## Vision Statement

The vision statement outlines the aspirations and future goals of the company.

The vision statement for Just Toyz is as follows: 'To become the leading online toy wholesaler in the world by continually innovating and meeting the needs of our customers.'

## SWOT Analysis

(Hill and Westbrook, 1997) postulate that, the SWOT analysis outlines the company's strengths, weaknesses, opportunities, and threats. This analysis will help Just Toyz identify areas of improvement and areas that can benefit the company. The SWOT analysis analyzes Just Toyz's internal strengths and weaknesses and external opportunities and threats.

Just Toyz's internal strengths might include its strong internal resources and innovative products. The quality of their finished products is the biggest strength. The unity of Just Toyz team and well-organized warehouses stand out as strengths. Just Toyz is well positioned in Thai, Japan and the United Kingdom with heavy online presence which attracts global



customers. The company has many long-time shareholders and employees with low turnover rates which results in decreased hiring and training costs and ensures that Just Toyz has skilled employees who know the toy manufacturing business well.

One of the company's weaknesses might be its limited product line. Just Toyz does not gather data analytics, which puts them behind their competitors who are using in predicting consumer buying habits. It is lagging on investing in automation upgrades in the two manufacturing plants, this places them behind the industry standard in automated processes.

External opportunities might include new emerging markets or the possibility of partnerships with other toy companies. Just Toyz has a heavy online presence which provides them with unlimited opportunities to conduct business to a large number of people, it also provides room to penetrate new markets

External threats might include changes in consumer preferences or economic downturns. Economic downturn is one of the major threats to be faced. There is also the threat of new entrants into the market and the threat of change in customer preferences. As a business operating in a number of different regions the threat of unfavourable government policies is eminent.

## Goals

The goals listed in the strategic plan are SMART (specific, measurable, attainable, relevant, and timely). The goals for Just Toyz are as follows: Just Toyz's goals might include, expanding its product line or increasing its market share in the United Kingdom and Japan by 15% in the next two years. Additionally, Just Toyz might want to establish partnerships with other toy companies or influencers to promote its products.

1. Increase the product range by 25% in 18 months to cater to a broader clientele.
2. Increase the customer base by 15% over the next 12 months by improving customer experience and service.
3. Expand operations into new markets by targeting customers in Europe, North America, and the rest of Asia within the next three years.

## Conclusion

In conclusion, the strategic plan outlined in this report will ensure Just Toyz achieves its growth objectives. The implementation of the competitive advantage strategies outlined earlier will strengthen the company's market shares. The recommendations provided for the company's short term and long-term goals will ensure Just Toyz continues to grow, and the strategic plan developed will provide a clear path to achieving its goals. Just Toyz can continue to grow by developing a strategic plan that includes a comparison of different strategy schools, the creation of competitive advantage strategies to strengthen its market share, and the establishment of short-term and long-term goals. The strategic plan should include an executive summary, mission statement, vision statement, SWOT analysis, and goals. By following this strategic plan, Just Toyz can become a leading online toy wholesaler in the world.

## References

Agras, S., & Deliorman, R. B. (2014). Evaluation of the Paradoxes in Strategy Formation from the Perspectives of Strategic Management Schools. *European Journal of Business and Social Sciences*, 3, 302-311.

<http://kutuphane.marmara.edu.tr/dosya/kutuphane/form-files/382//1583403325.pdf>

Amit, R. and Schoemaker, P. (1993), “Strategic assets and organizational rent”, *Strategic*

Ansoff, H.I. (1965), *Corporate Strategy*, McGraw-Hill, New York, NY.

*Management Journal*, Vol. 14 No. 1, pp. 33-46.

Barney, J. B. (1991). Firm resources and sustained competitive advantage.

Barney, J. and W. Hesterly (2006). *Strategic Management and Competitive Advantage*,

Pearson Prentice Hall

David, F. R. (2015). *Strategic Management* (35th ed., pp. 24). P. Ali, & M. A. Seyed (Trans.), Cultural Research Office.

Emerson, W. M., Ferreira, J. J., & Raposo, M. L. (2014). Strategy and Strategic Management Concepts: Are They Recognised by Management Students? *Business Administration and Management*, 17, 43-61.

[http://legado.fucape.br/\\_public/producao\\_cientifica/2/Strategy%20And%20Strategic.pdf](http://legado.fucape.br/_public/producao_cientifica/2/Strategy%20And%20Strategic.pdf)

Farahbod, F., & Borhaninia, R. (2013). Schools of Strategic Management (pp. 1-12). Islamic Azad University Unit.

Godfrey, P.C. and Hill, C.W.L. (1995), “The problem of unobservables in strategic management research”, *Strategic Management Journal*, Vol. 16 No. 7, pp. 519-533.

Hill, T., & Westbrook, R. (1997). SWOT analysis: It’s time for a product recall. *Long range planning*, 30(1), 46-52.

Jofre, S. (2011). Strategic Management: The Theory and Practice of Strategy in (Business) Organizations. DTU Management 2011 No. 1, Technical University of Denmark.  
<https://backend.orbit.dtu.dk/ws/portalfiles/portal/5705108/rapport1.11.pdf>  
<https://orbit.dtu.dk/en/publications/strategic-management-the-theory-and-practice-of-strategy-in-busin>

Ketchen, D., & Short, J. (n.d). Mastering Strategic Management.13  
[http://www.opentextbooks.org.hk/system/files/export/17/17062/pdf/Mastering\\_Strategic\\_Management\\_17062.pdf](http://www.opentextbooks.org.hk/system/files/export/17/17062/pdf/Mastering_Strategic_Management_17062.pdf)

Kiwi, R. C. (1991). Research Methods in Social Sciences (Theoretical and Practical). N. Abdolhossein, Trans., Contemporary Culture.

Kotler, F. (1996). Marketing Management, VOL II. "Grafena", Sofia.

Mintzberg, H. (2017). The Ten Schools of Thoughts by Henry Mintzeberg. International Journal of Latest Engineering Research and Applications, 2, 32-36.  
<http://www.ijlera.com/papers/v2-i1/4.201701008.pdf>

Monib, F.A. (2017). Public Relations Strategic Management. Lambert Publication.

Nozari, H. A. (2008). Philosophy of History, Methodology and Historiography. New Design.

Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors.

Porter, M. (2010). Competitive strategy: Techniques for analyzing industries and competitors, Classics and style, S.

Rumelt, R. P. (2011). Good strategy/bad strategy: The difference and why it matters.

Yaakob, M.F.M., Musa, M.R., Habibi, A., & Othman, R. (2019). Strategic Management and Strategic Planning in School: Is It Worth for Teachers? Academy of Strategic Management Journal, 18, 1-6.  
[https://www.researchgate.net/publication/333662860\\_STRATEGIC\\_MANAGEMENT\\_AND](https://www.researchgate.net/publication/333662860_STRATEGIC_MANAGEMENT_AND)

\_STRATEGIC\_PLANNING\_IN\_SCHOOL\_IS\_IT\_WORTH\_FOR\_TEACHERS

<https://www.abacademies.org/articles/Strategic-management-and-strategic-planning-in-school-is-it-worth-for-teachers-1939-6104-18-3-368.pdf>

Schoemaker, P.J.H. (1990), "Strategy, complexity and economic rent", *Management Science*, Vol. 36 No. 10, pp. 1178-1192.

Sigalas, C. and Pekka-Economou, V. (2013), "Revisiting the concept of competitive advantage: Problems and fallacies arising from its conceptualization", *Journal of Strategy and Management*, Vol. 6 No. 1, pp. 61-80.

Sigalas, C., Pekka-Economou, V. and Georgopoulos, N.B. (2013), "Developing a measure of competitive advantage", *Journal of Strategy and Management*, Vol. 6 No. 4, pp. 320-342