



EUROPEAN  
INTERNATIONAL  
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### COVER PAGE AND DECLARATION

	<b>Master of Business Administration (M.B.A.)</b>
<b>Specialization:</b>	MBA in Hospitality & Tourism Management
<b>Affiliated Center:</b>	CEO Business school
<b>Module Code &amp; Module Title:</b>	MGT520 - Strategic Management
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<b>Word Count:</b>	3700
<b>Date of Submission:</b>	30-09-2023

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## **Introduction**

Strategic management involves the processes of planning, monitoring, and evaluating a company's strategies, all while considering the project's goals and objectives. This approach is essential for organizations to chart their long-term direction (Rezazadeh & Mirsanjari, 2020). I work as a business consultant, and one of my main responsibilities is aiding companies in the development of long-term strategies. This involves setting objectives, creating plans, and closely tracking project progress. I will assess Just Toyz, a Thai online toy store serving the UK and Japan, by examining its mission, objectives, values, and internal operations. Additionally, we will explore various schools of strategic thought and their application in business advancement. The study's findings and recommendations will be integrated into both immediate and long-term business plans.

## **Comparing Different Strategic Schools**

The term "pattern of decisions" is commonly used in discussions about strategy, referring to how a company makes decisions regarding its policies and processes. To fully understand this approach, it's crucial to implement a strategy at every organizational level. Mintzberg (Fedushk et al., 2021) categorizes the eleven schools of strategy into two groups: prescriptive and descriptive. The first group encompasses institutions that offer guidance on design, planning, and positioning. The second group includes entrepreneurial, cognitive, learning, configuration, environmental, potent, and cultural schools. These theoretical frameworks all have an impact on the study of organizational behavior, whether it is direct or indirect.

### **Design School-**

The company conducts a SWOT analysis and prospers in a low-stress, low-competition environment. However, the company relies on internally generated data for its internal analysis. At this university, executive planning seminars are offered, allowing students to apply their knowledge and address their weaknesses in front of their peers.

One potential drawback is that this approach lacks adaptability, as most design programs prohibit external modifications. In today's business landscape, where monitoring external events is vital, this is seen as a significant limitation. Despite its good intentions, this approach falls short, even at the organizational level (Memarzadeh et al., 2021).

### **Planning School-**

For the business to thrive, it must thoroughly analyze the entire plan, and decisions should align with the established plans. This perspective suggests that managers can garner the support they need to proceed. However, any disruption in the plan can lead to complications (Demir, 2018). To develop and implement a sound strategy, it's essential to break down the entire process into smaller, more manageable planning components.

Even if the organization is robust and the outcomes are promising, achieving the desired objectives still demands significant foresight and research. It is possible to hold contradictory views simultaneously

### **In the Positioning School of thought**

decisions are guided by the goal of effectively reaching the company's most profitable customers. It involves assessing the level of competition in the market and employs tools like value chains and Porter's Five Forces analysis. While it bears some resemblance to the design school, this approach is criticized for not adapting well to evolving trends in the business landscape (Taylor et al., 2012).

### **In the Entrepreneur School of thought**

the CEO's role demands strong leadership skills and strategic thinking. It is considered highly challenging to find a leader with such qualities within the organization. For instance, a CEO lacking a dynamic personality and essential business skills might make errors in crafting a marketing strategy.

### **The Cognitive School of thought**

is a valuable resource for gaining insights into the human mind's inner workings. The Jabari Window serves as an accurate representation of this organizational approach. This educational strategy adopts a cognitive and psychological perspective on students' mental processes. However, it's important to note that the cognitive approach may become less effective for problem-solving at a certain point.

### **The Learning School of thought**

in management utilizes historical data and future projections for the organization's educational process. It guides company actions based on proven success patterns. However, this approach is considered problematic because the course of action can change rapidly. It's important to consider past mistakes and the lessons learned from them. The fast-paced nature of business makes it challenging to rely solely on available data for planning. While there are different schools of thought, our approach is grounded in historical understanding. However, this university may not be the most suitable choice for a brand-new enterprise due to its lack of structure.

### **The PowerSchool of thought**

acknowledges that stakeholders, including consumers, retailers, and manufacturers, have decision-making power. While only a few individuals in a large organization may possess real decision-making authority, this perspective is generally considered valid. It emphasizes the importance of considering feedback and improvement ideas from both internal and external sources, including suppliers and governments, when developing a strategy. This approach may receive support from large corporations and influential market-controlling organizations, providing it with the necessary resources, tools, marketing efforts, and collaboration to advance its objectives.

### **. The Configuration School of thought**

argues that strategy cannot be solely based on information gathering; it must be openly defined. This perspective suggests that organizational stability can be achieved through various means. According to this school of thought, companies should continuously monitor new developments and reevaluate their decision-making processes as they formulate their strategies. While staying abreast of the rapidly changing environment may sound innovative in theory, it can be challenging to implement without a highly adaptable organization and workforce.

Considering Just Toyz's current market position and the need to focus on product conceptualization and decision-making in Japan and the United Kingdom, the Design and Positioning School of thought is a suitable choice (Morita, 2021). Given Just Toyz's geographical footprint, a hybrid approach that combines elements of Positioning and Cognitive tactics is likely to yield the best results. As a company with multiple locations, Just Toyz must be attuned to the diverse interests and requirements of its clientele. In this scenario, we would blend a Descriptive School with a Prescriptive School. Since Just Toyz is relatively new, it may lack the experience needed to make an informed decision about which school of thought to align with. By combining the two aforementioned viewpoint techniques and incorporating a Descriptive approach, the Positioning School aims to provide the organization with a clear understanding of its environment and how customers perceive its products in the market.



## **Mission Statement**

The primary goal of this group is to cultivate in young individuals an inherent ability for creative problem-solving. Empowering them to unlock their full potential is essential for them to assume control of their own lives.

- **Purpose Proclamation**

The company's ultimate objective is to establish itself as the leading global online retailer for children's toys in the long run.

**The company aims to achieve the following goals:**

Increase toy sales by 50% within the next three years to solidify its position as the industry leader. The company's expansion into international markets, including France, Germany, and Italy, has contributed to gaining market share.

**In the near term, the company has set the following goals:**

1. Create a separate Just Toyz online presence and develop a mobile app to categorize products by age, type, and cost effectively.
2. Engage professional search engine optimization (SEO) services every three months for the Just Toyz website. Success will be measured through various marketing goals and key performance indicators (KPIs), including website traffic volume.
3. Select three prominent annual organizations to support in the upcoming year, such as UNICEF, special needs children, refugees, or other relevant groups.
4. Conduct market research every three months to stay updated on developments and trends within the toy industry. New market entrants may influence the balance of power.
5. Cultivate a loyal customer following in the year following the website or product launch.
6. Secure a total of \$2 million in donations from various regions worldwide, including the Americas, the Middle East, and North Africa.



7. Establish a dedicated R&D department to innovate and develop more exciting toy products.

## **Long Term Goals**

Here are the additional goals and initiatives for Just Toyz:

1. Go public through an Initial Public Offering (IPO) to increase global wealth and prosperity.
2. Enhance the corporate culture to improve the work environment and employee morale.
3. Achieve sales of 50,000 toys over the next five years.
4. Aim for a 90% customer satisfaction rate, with satisfied customers leaving positive feedback about the products.
5. Expand the establishment of Just Toyz locations to provide fun experiences for as many children as possible.
6. Consider incorporating video games and consoles into advertising campaigns to cater to the growing popularity of digital entertainment among children.
7. Implement vertical backward and forward integration in phases seven and eight, including the construction of a toy factory. This strategy will enable Just Toyz to have complete control over the production and distribution process, ensuring quality and efficiency.

These goals and initiatives reflect Just Toyz's commitment to growth, customer satisfaction, and maintaining control over its operations

## SWOT analysis

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• Just Toyz is a renowned toy manufacturer known for producing educational toys that promote children's skill development. The company has experienced significant success through its online sales channels</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• Due to its limited distribution, Just Toyz is currently available in only a few regions of the United Kingdom and Japan. In these areas, the company faces stiff competition, making it challenging to expand its customer base.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The company should consider expanding its operations beyond its current presence in Japan and the UK. These two markets are the largest for the company, but there are also promising opportunities in regions such as Germany, France, and Asia. Expanding into these new markets can help the company reach a broader customer base and potentially increase its sales and market share</li> </ul>	<p><b>Threat</b></p> <p>The growing popularity of internet and computer games poses a potential challenge to Just Toyz's market dominance. The widespread use of information technology in the toy sector may have an impact on the company's sales. It's important for the company to stay competitive by adapting to changing consumer preferences and technological advancements in the industry. This may involve incorporating technology into their products or finding innovative ways to engage with their target audience.</p>

## External analysis

. Porter's Five Forces analysis provides insight into the competitive dynamics and external factors affecting Just Toyz:

### 1. Supplier Power:

- Just Toyz benefits from a strong brand presence, which gives it leverage in negotiations with suppliers.
- The limited number of intermediaries in the supply chain reduces the negotiating power of suppliers.
- However, the company should be mindful of its reliance on suppliers for essential materials like chemicals and plastics.

### 2. Buyer Power:

- Consumers have significant negotiating power when it comes to price in the global toy market.
- Just Toyz can mitigate this risk by offering competitive pricing and ensuring customer satisfaction.
- The company faces competition from other businesses striving to attract customers in a highly competitive market.

### 3. Threat of Substitutes:

- The toy industry faces the challenge of potential substitutes, particularly from internet and computer games.
- Just Toyz should stay adaptable and innovative to remain competitive in an environment where consumers have various options.

### 4. Threat of New Entrants:

- To compete with new entrants, Just Toyz needs a broad and well-connected distribution network.
- The company should focus on technological advancements and strategically advantageous locations to deter potential competitors.

5. Competitive Rivalry:

- While Just Toyz faces intense competition from well-established toy stores, it also competes with other extracurricular activities such as sports and hobbies.
- The global toy market is highly competitive, with a small group of dominant corporations headquartered in a few countries.
- Just Toyz has been incorporating expertise from the electrical business to enhance its offerings and remain competitive within the industry.

Overall, Just Toyz must continuously adapt to changing market conditions, leverage its brand strength, and focus on customer satisfaction to maintain a competitive edge in the toy industry.

**PESTEL Analysis**

<p><b>Political</b></p>	<ul style="list-style-type: none"> <li>• the United States gains political and economic advantages from its diverse population, despite the constant potential for international tensions related to politics and trade.</li> </ul>
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**Economical**

The global financial crisis could impact the company's daily operations, although the market for educational toys has seen significant growth recently, ensuring a consistent revenue stream. Expanding market share in the United Kingdom is a promising opportunity. However, currency hedging could potentially impact Just Toyz's bottom line.

<b>Social</b>	<ul style="list-style-type: none"> <li>• Globalization's cultural melting pot may influence the company's operations, while there is a growing demand for electrical goods</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>• To stay competitive and cater to tech-savvy youth, Just Toyz must upgrade its technology</li> </ul>
<b>Environmental</b>	<p>.This could pose a challenge for the company, given industry regulations and standards, as well as the prevalence of counterfeit products in the market. It's essential to consider the differences in copyright and patent laws across different countries.</p>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• The United Kingdom has stringent environmental protection regulations in place, making it crucial to use eco-friendly products whenever feasible (Sota, 2021).</li> <li>• Growing concerns regarding carbon dioxide and other detrimental emissions.</li> </ul>

## **Competitive Advantage Strategy for Strengthening Market Share**

The primary objective of business strategy is to establish a sustainable edge over competitors. Businesses can achieve this by either offering more value for the same price or charging a premium while providing additional features and benefits. Porter's four generic business strategies all revolve around the scope or depth of business activities that can be leveraged to gain a competitive advantage. Porter emphasizes the significance of differentiation to distinguish a business from its rivals. Below is a detailed examination of various approaches:

### **. Cost Leadership:**

- By adopting this strategy, Just Toyz aims to become the most competitively priced manufacturer in the market. This approach is proven and effective for achieving economies of scale. To become the lowest-cost producer, the company needs to optimize capacity utilization, enhance production efficiency, leverage technology, and establish efficient distribution networks.

### **Differentiation Leadership:**

- Differentiation leadership allows businesses to target a broader audience and gain a competitive advantage. Just Toyz focuses on meeting the specific needs of customers in the market who prioritize one or more of these criteria (Ansoff & McDonnell, 2019).

### **Differentiation & Cost Focus:**

- The company has achieved success by concentrating on niche markets with a limited customer base through a combination of cost-saving strategies and strategic differentiation. Their unique approach of treating customers as individuals sets them apart from competitors, representing a form of selective marketing.

To gain a competitive edge over rivals, Just Toyz considers Porter's five forces framework essential. In other words, the company aims to distinguish itself from competitors while maintaining competitive pricing.

Cost considerations are pertinent across various industries, but differentiation and cost-saving strategies are industry-specific. With a unique leadership approach, Just Toyz can achieve its objectives and succeed in expanding its market share in the UK. Customers are likely to prefer their products over similarly priced but less distinctive competitors due to the premium

price justified by the uniqueness of their products. Typically, unique products command higher prices because they stand out from the crowd. However, the company faces a challenging task that requires substantial and ongoing investments in marketing expenses, including:

- Providing products of the highest quality in terms of durability, utility, reliability, and other attributes.
- Prioritizing distribution through key channels within the industry, especially in regions with strong brand loyalty like Japan and the United Kingdom. In other words, stores carrying the company's products should feature the endorsed brands

## **Recommendation**

. Considering the analysis conducted so far, it is advisable for Just Toyz to prioritize both short-term and long-term goals simultaneously. Given the company's near-term objective of supplying educational toys to customers in Japan and the United Kingdom, the focus should be on developing innovative educational toys. Additionally, it's crucial to take into account the preferences and emotions of both parents and children when selecting toys for production.

When entering a new market or launching a new venture:

In the United Kingdom, it's essential to understand how competitors plan to succeed. To better connect with families, the company should nurture a strong community. This is significant because many children prefer Just Toyz toys, but the cost is borne by their parents. Convincing parents of the product's reliability should be a focal point. One approach is to unite parents who share a belief in the importance of encouraging their children to think creatively. Another option is to consult a family-oriented database.

The company should strive to expand its market share and brand recognition to the extent that



it is recognized as one of the most successful toy manufacturers globally. To succeed in the long term, Just Toyz must distinguish itself from competitors and establish a strong reputation for reliability. This will significantly impact the company's current position in the market. One of the company's establishments could be branded as "Just Toyz World." In many parts of the UK, opportunities for fun and play are limited, both for children and their parents. Therefore, if Just Toyz offers products that cater to this need, it could be beneficial. In addition to selling toys, they could also offer experiences and generate revenue. By employing this strategy, customers can anticipate new trends or innovative enhancements. The chain of systems could be used to provide customers with fresh concepts and brand value, such as dining areas, children's play zones, toy-themed decor, miniature museums, and more, all while maintaining the unique aesthetic of the restaurant. All of these are potential examples. It's crucial to thoroughly understand consumers' desires and needs, both online and offline, to fully meet their expectations (Boyne & Gould-Williams, 2003). Further research is required into both offline and online activities

## **Conclusion**

Just Toyz has a clear and distinctive goal of providing unique, interactive toys that support children's cognitive development while ensuring the safety of these toys by making them PVC-free. Given this strategy, it appears that Just Toyz could potentially enhance its profit margins by expanding its operations to regions with lower labor costs.

To effectively implement this strategic direction, executives need to define various components of their company's overall strategic orientation. Each mission should come with its own set of objectives and key performance indicators (KPIs), and the organization's management should operate based on a strategy rather than a mere goal. It's essential to recognize that the value network is not a strategy solely for dealing with vendors, customers, investors, or staff. In other words, strategies represent ways of thinking about how to achieve corporate objectives

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