



EUROPEAN
INTERNATIONAL
UNIVERSITY



COVER PAGE AND DECLARATION

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

I confirm that this assignment is my own work, is not copied from any other person's work (published/unpublished), and has not been previously submitted for assessment elsewhere.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

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

COVER	0
CONTENTS	1
INTRODUCTION	2
Strategic planning	3
Recommendation to Just Toyz.	6
Competitive advantage strategy.	8
The different strategy schools.	10
CONCLUSION	13
REFERENCES	15

INTRODUCTION

The word “strategic” is an ancient word used by the Greeks and Chinese, and it is linked to wars and battle tactics. It refers to methods of managing wars and battles. Its origin means a military word, as military battles have one goal, which is victory. This goal cannot be reached easily or by luck but by careful and careful planning, which is done through many studies, whether For the current or future capabilities, risks, and how to deal with all of this, and the leaders who plan the battle, and the capabilities of these leaders to train members of their armies, raise their readiness and equipment, and try to obtain their best capabilities to achieve victory. Hence, this term was used to apply it to economic projects, as the goal of the various projects and institutions is to achieve The objectives of the institution, the owners, and the stakeholders of these institutions, and the basic element in the strategy is the management element, because the method of implementation must have a leader who knows how to manage the success strategy, and from here we know the value of leadership and the art of management that the leader possesses, as management is defined as follows:

Management is several processes that form an entity to deal with the project from its beginning to its end, and how to link the parts of this entity together, as this entity was divided into more than one part, and these parts are sequential, interactive, and linked stages, it was previously divided into several stages (INITIATION, PLANNING, EXECUTING, MONITORING AND REPLANNING, AND CLOSING) then the merging, redefinition, and distribution of these stages began until they reached the following stages (PLANNING, ORGANIZING, LEADING, and CONTROLLING).

All of this is to reach the goals of the institution and its stakeholders satisfactorily in terms of quality and the method of achieving this quality, as reaching the goal is achieved through several methods, but the secret of success is reaching the goal in the best way , and the ways to reach the goal are what are called strategies.

This report is a strategic plan that was submitted at the request of JUST TOYS to explain how the company continues in the growth stage continuously to reach the best gains before naturally reaching other stages such as the dilution stage. While the growth stage increases, the dilution stage is stable at the top, which means Continue at the top for a longer period, then start adjusting the strategy to suit each stage later.

Executive summary:

The goal of a strategic plan is to help the company continue to grow and before we start presenting our proposals, we must explain the meaning of the plan.

A strategic plan is to draw the organization's and stakeholders' dream about the company's future on paper before implementing it in reality.

This fee shall be based on effective and efficient principles and methods.

Just Toyz’s dream is not to be a supplier company only, but its goal is to have an annual net profit of one billion dollars and to be one of the top 5, and to achieve this dream we introduce our strategic plan which is summarized as follows:

- 1- Establish clear policies for the company.
- 2- The company’s internal development, from leaders to the lowest employees, and their qualifications and training.
- 3- Partnership with international companies to become the exclusive supplier and manufacturer of their movie characters.
- 4- Expanding online shopping.
- 5- Increase our market share in Japan and the United Kingdom.
- 6- Opening a new market.
- 7- Opening more stores around the world to rely on direct shopping through our stores.
- 8- Obtaining more stores close to the new markets, then stores inside each market.
- 9- Starting the production stage in addition to continuing the supply for some products for the markets.
- 10-Striving to have our own brand.

🚩 Based on the Above summary we will go in details

(1-4) Strategic planning

Which defined that it is several sequential and interconnected elements that ultimately lead to achieving a vision and dream organization and stakeholders and these elements are:

- 1- Vision
- 2-Mission
- 3- Values
- 4- Analysis of the current situation
- 5- Goals
- 6- Strategies
- 7- Resources
- 8- KPIs

VISION	Our dream is not to be suppliers of happiness, but we hope to be makers of happiness for the Children.
--------	--

MISSION	Just Toys is a toy supplier company that focuses on the 0:10 age sectors, and our goal is to have an annual net profit of one billion dollars and to be one of the top 5 companies, as we are distinguished by quality and reasonable price.
---------	--

VALUES	Creating an honest and beneficial work environment for the company’s employees, we push employees to dedicate themselves to providing our customers with exceptional benefits.
--------	--

ANALYSIS FOR CURRENT SITUATION	<p>STRENGTHS</p> <p>Less employees so low overhead</p> <p>Low risk due to only supplying and no inventory.</p> <p>Low prices for our products due to low-cost production</p>	<p>WEAKNESSES</p> <p>Failure to respond quickly to some special requests.</p> <p>Lack of control over the price of the product Not obtaining a special brand</p> <p>There are no stores close to some markets</p>
	<p>OPPORTUNITIES</p> <p>Need to increase market share.</p> <p>Could convert existing products for new markets</p> <p>Open new market</p> <p>To be producers</p> <p>To be seller</p>	<p>THREATS and RISKS WHICH TIME POSITIVE AND SOME NEGATIVE</p> <p>Larger competitors get a majority of the market share and more famous brand names.</p> <p>The power of the buyers, producers, and shipping companies</p> <p>By using STEEPLE analysis as below we will show more</p>

STEEPLE CALCIFICATION	
<p>S-SOCIAL: - Population growth benefit is positive risk more kids mean more sell.</p> <p>-Cultural differences: Not all toys suitable for all culture</p> <p>-Health & Welfare: effect on the population age and population map</p> <p>-lifestyle: modern life gives more interest in electronics so less sales of toys</p>	
<p>T-TECHNOLOGICAL: - developing using the technology and internet will help increase the online shopping.</p> <p>-Technological development reduces the passion for playing with toys</p>	
<p>E-ECONOMIC: Individual income affects sales, which prompts family members to make toys for their children from simple local ingredients or from within homes.</p>	
<p>E-ENVIRONMENTAL: Climate change can have an impact on the choice of some games that require outdoor locations.</p> <p>One of the effects of climate is its effect on the movement of transport and shipping</p>	
<p>P-POLITICAL: Impact of wars</p> <p>Boycott campaigns for some countries' products</p> <p>Countries seek to impose fees on non-local products to preserve the domestic industry</p>	
<p>L-LEGAL: consumer protection</p> <p>Copy right law.</p> <p>Health and safety for the products</p>	
<p>E-ETHICAL: > Bribery, Intellectual property, Reputation, Business ethics, and Confidentiality</p>	

GOALS	Refer to point (2-3) details we explain deeply the two types of Goals long and short term
-------	---

STRATEGIES	<p>Refer to point (4-1) details we recommend the following strategies.</p> <p>Proactive strategy - Growth strategy - Michael Porter's Generic Strategies</p> <p>Cost Leadership in New Market</p>
------------	---

RESOURCES	<p>We have a lot of resources for example but not limited to (human, material, financial, physical, and time) which will be plane as per the stage of the work</p>
-----------	--

KPIs	<p>The evaluation system for everything, including the evaluation of individuals, the evaluation of production, quality control, and setting clear standards for everyone for evaluation methods, along with setting a policy for reward and punishment.</p>
------	--

🚦 Refer to above we will come deeply for the goals, and we will highlight the recommendation help to achieve these goals.

(2-3) Recommendation to Just Toyz.

Before we highlight the recommendation, we should identify the goals which it divided to two type long and short term as following:

The long-term goal

For JUST TOYZ is to have an annual net profit of one billion dollars and to be one of the top 5 companies in production and marketing not supplying only.

We can consider short-term goals as a breakdown of the long-term goal and the way to achieve it.

The recommendation to follow the sequence of the short-term goal.

Refer to our study it's noted One of the most famous countries that import children's toys is the United States of America, followed by the United Kingdom, Iran, India, China, Hong Kong, Canada, the Emirates, Australia, and Bulgaria, but the idea of toy markets depends on several factors, the most important of which is the age group and the proportion of children in the country with family income. Also, the countries most interested in raising children, and we find that the most important of these countries, which are considered among the markets that must be taken into consideration, are (Norway - South Korea - the Netherlands - France - Ireland -

Denmark - Belgium - Iceland). From the above, it is possible to think about the markets that you want to penetrate and obtain. market share

Short-term goal

- 1-Establish clear policies for the company and ensure that all employees are aware of these policies.
- 2-The company's internal development, from leaders to the lowest employees, and their qualifications and training.
- 3-Partnership with international companies to become the exclusive supplier and manufacturer of their movie characters.
- 4- Expanding online shopping.
- 5- Increase our market share in Japan and the United Kingdom.
- 6- Opening a new market.
- 7- Opening more stores around the world to rely on direct shopping through our stores because some markets do not rely on online shopping, and we will start by renting for stores until we get our own.
- 8- Obtaining more stores close to the new markets, then stores inside each market.
- 9- Starting the production stage by renting the manufacturing line for max one year until we get market share of our product in the market before starting our factory in addition to continuing supplying for some products for the markets.
- 10- Striving to have our own brand.

The most important recommendations to the management team for success in the long- and short-term goals are:

- 1- Commitment to the action plan
- 2- Evaluate the extent of commitment to the work plan and monitor it continuously, and it can be modified if necessary to achieve the best result in the best way.
- 3- Do not neglect risks and try to find ways to reduce the impact of risks
- 4- Commitment to developing the human element according to the needs of each stage
- 5- Using the agile principle in dealing with the business plan
- 6 - Continuous study of the market, surrounding markets and competitors
- 7- Do not neglect customer opinions about products

8- Trying to reduce returns

9- Developing the advertising and IT department

10- Make plans to interact directly with customers and know their aspirations for products

11- Striving to make customer trust part of our product advertising campaign

12- Create some events and activities for live presentation

13- Promoting our websites and products through some other advice related to children, such as health and nutrition, to attract some customers to the products indirectly.

14- Diversity in games, between educational and entertaining, and an attempt to highlight the importance

✚ There are other strategies that increase the ability of our companies to compete in the market, and these strategies include what is called the competitive advantage strategy, which JUST TOYZ benefits from. Before we review them, we must know the meaning of competitive advantage and its impact on the company's sales.

(3-2) Competitive advantage strategy.

A competitive advantage can be defined as the company's winning lottery ticket, as it is the factor that attracts customers to buy the company's products. Competitive advantage is the company's weapon against its competitors in the market to win the largest marketing share, as it allows the company to produce its products and market them at a cheaper price than competitors and in a higher quality manner, as they are available in abundance. The hand is everywhere, which increases sales, which reflects on the profit margin, and the competitive advantage is due to several factors, which are the cost of the product until it reaches the consumer's hand, the cost of raw materials and manufacturing, and the direct and indirect, fixed and variable costs it includes, trademarks, quality of offers on the products, distribution network, intellectual property, and service. After sales, there are also some advantages, such as the absence of some laws in the country of production or some international incentives for the country of distribution. The competitive advantage can be divided into comparative advantages and differential advantages, which can be defined as follows.

- Comparative advantage: is producing the product in a higher quality with a lower price than competitors, which increases sales and thus increases profit.
- Differential advantage: which is choosing the product when it is compared to another competing product due to the trust in the product and the brand and looking at it as a unique product.

- To build a competitive advantage, the company can rely on two methods: either cost, which is providing offers at the lowest price, or differentiation, which is providing higher quality offers.
- Strategies to Build a Competitive Advantage

To build a competitive advantage, a company must know what sets it apart from its competitors and then focus its message, service, and products with that difference in mind. Here are several strategies companies use to build a competitive advantage:

- Research the market: Market research helps a company identify and define its target market, which can guide it in developing the most effective advantage.²
- Identify strengths: A company can find its unique strengths, especially relative to competitors, by reviewing products, services, features, positioning, and branding.
- Evaluate finances: Companies can take a close look at their financial performance to spot profit centers and areas of stability, using financial statements and ratios.
- Review operations: How efficient is a company's operations? Where is it effective, and where is there room for improvement? Consider customer service as well as production and supply chain management.
- Consider human resources: The talent of a company can attract employees and leadership can make an important difference in the success of the business. Evaluating company culture, hiring, and staffing practices can help.

One of the most important competitive advantages JUST TOYZ is:

1- The nature of the company's work, as the company's work as a supplier enables us to penetrate the markets with a steady and confident pace and enables us to study the market. It also does not impose many financial restrictions on us and the situation poses great risks.

2- The cost of production and the price of the product, as Thailand has the cheapest labor and also the company's proximity to China, where the largest factory has the lowest cost.

3- Proximity to some new markets and proximity to Japan, which is the market that has been penetrated and obtained a marketing share in it.

4- Proximity to many shipping companies, which enables us to compete, as there is easy access to markets in any quantities.

✚ As a part of the strategic planning elements is strategies which is defined in short as the way to reach the goal in effective and efficient principles and methods.

(4-1) The different strategy schools.

There are many schools of strategies, and this is normal and usual for several strategies to be used in one project, but success is how to use the appropriate strategy to achieve the objectives of the organization and its stakeholders effectively and efficiently. Before starting to choose the appropriate strategy, time, and place, you must obtain a clear definition of the objectives of the organization and its stakeholders. Interest In our case, JUST TOYZ's goals are to continue growing the company, so our strategy will focus on growth.

Below we will review the different strategies and identify some of the strategies used in developing JUST TOYZ.

A) The first strategy classification is to be one of the following or more.

Proactive strategy	Reactive strategy
It is working and trying to influence the nature of the market and be a driver and influencer in the market	It is a reaction to market movement and production is not continuous and does not change according to market conditions

In our case as a supplier, we are working by a reactive strategy based on the principle of supply and demand, but we choose to follow a proactive strategy because it's suitable for our goal to continue the growth goal.

B) The second strategy classification to be one of the following or more.

Growth strategy	Competitive strategy	Defensive strategy
Vertical Integration Strategies	Diversification Strategies	Defensive Strategies
Horizontal Strategies	Michael Porter's Generic Strategies	
Intensive Strategies	Partnership Strategies	

It is known that any project goes through three common stages: Growth, maturity, and decline.

Each of these stages has its own strategies that suit it to achieve the best benefit and reach the best way to achieve the company's goals as follows:

- ❖ Competitive strategy: is suitable in the stage of maturity of the organization.

Features of this strategy

Diversification Strategies:

- **Concentric:** Providing a new product that is related to the old product, and this relationship between the two producers is that they have the same consumer and the same distributor
- **Clustering:** Introducing a new product that is not directly related to the old product, but may be complementary to it
- **Horizontal :**Introducing a new product that is not related to the current product but has the same character

Michael Porter's Generic Strategies

- **Cost Leadership:** Relying on the low price of the product and increasing supply to attract consumers to buy the product is a competitive advantage.
- **Differentiation:** Relying on high product quality to attract consumers to buy the product is a competitive advantage.
- **Cost focus:** Relying and focusing on the price of one product in the case of producing more than one product to attract consumers to buy the product. This is a partial competitive advantage, which distinguishes some models or products from the rest of the products.
- **Differentiation focus:** Relying and focusing on the quality of one product in the case of producing more than one product to attract consumers to buy the product. This is a partial competitive advantage, which distinguishes some models or products from the rest of the products.

Partnership Strategies:

- Benefit from the partner's markets and expertise

❖ **Defensive strategy:** is suitable in the stage of decline of the organization.

Features of this strategy

Retrenchment – Divestiture - Liquidation

❖ **Growth strategy:** is suitable in the stage of starting and growing the organization so as a consultant I recommend this strategy as a part of our suitable strategy for JUST TOYZ

Below we will explain the features and parts of the strategy and the appropriate parts with JUST TOYZ

Vertical Integration Strategies

- Forward: opening toy shops in the new markets to introduce our product to the customers who are not interested in internet shopping or the internet shops not available in the zone which will be identified in the plan
- Backward: Purchasing some production lines that are compatible with new regions and markets, as well as some old markets
- Horizontal: Partnership works with some international companies in the field of media, including films and series for children, to obtain the exclusive right to manufacture some toys with the characters participating in this business.

Intensive Strategies

- Market Penetration: Entering the old market with the same products, but at a lower price and with more production, and this strategy is not recommended in JUST TOYZ case.
- Market Development: Due to the experience and success of some products in our old markets, some new markets can be entered if they are suitable for the new market based on their previous experience in the old markets.
- Product Development: Entering the old market through new products, as trust of this market was gained, the decision was made to partner with some companies to monitor production lines.
- Diversification: It will be an adventure to enter a new market with a new product unless the products are linked to successful personalities in the new market

The summary of the recommended strategies that it is suitable for growth JUST TOYZ

Proactive strategy - Growth strategy - Michael Porter's Generic Strategies -Cost Leadership in New Market

Conclusion

Finally, we can summarize our recommendation for the strategy plan of JUST TOYZ to help the company continue in the growth stage and then reach the best growth conditions before the stage maturity to follow the proactive strategy, the growth strategy, and part of the competitive strategy as following ((Proactive strategy - Growth strategy - Michael Porter's Generic Strategies Cost Leadership in new market))

The plan is summarized as follows:

- Start to increase our market share.
- Reduce charging time
- Providing the product in the shortest time, lowest price and high quality
- Open new market.
- Start the production phase first by renting a production line, and after ensuring the success of the phase, we begin establishing the factory.
- Entering the stage of direct selling of products
- Expanding agreements with some companies and officials to create animated characters exclusively as toys.
- Expanding partnerships with some companies to enter their markets and learning from their experiences.

In order to strive towards the success of this strategic plan, we must believe in the company's goals, implant this within all employees, and develop the employees' feeling that they are partners in success. At the same time, we must not neglect to create clear policies for everyone and ensure that these policies are followed within the company and continuous evaluation and adherence to the KPI system.

All this without forgetting our slogan to ((**Draw Happiness On The Children's Face**))

Through the science of strategic management, we can consider this science as a way of life, as it can be used in private human life and not in economic application, as the impact of this science on human behavior can be demonstrated when planning future goals and ambitions, as the dreams and ambitions of individuals require the same stages:

Planning: All parts of the planning stages, including setting goals and ambitions, determining priorities, the method of reaching them, and the timetable for achieving them.

Organization: It is arranging goals, arranging and organizing the steps to achieve them, how determining the contributing factors, and the time to use these factors.

Leading: How to make decisions and deal with life influences

Controlling: Trying to focus and control oneself, not being neutral or lazy about achieving the goal, and trying to evaluate each stage of reaching goals and ambitions.

REFERENCE

- ❖ (Dr. Amira Sabik - Updated 2023)- (strategic management plan- on CEO web)- Retrieved from CEO materials.
- ❖ (PMI – Updated 2008)- (PMBOK Guide Forth Edition 2008)- Retrieved PMI
- ❖ (Imelda- 17th November 2010)- (SIX CLASSIC BUSINESS RESOURCES on the century management. web)- Retrieved from <https://centurymanagement.ie/uncategorised/six-classical-business-resources>
- ❖ (al bayan Team – 2023)- (The largest importers of children's toys in the world - Article on al bayan web)- Retrieved from <https://www.albayan.ae/economy/2008-03-22-1.627576>
- ❖ (sputnikarabic Team – 20/02/2020)- (The best and worst countries in the world to raise children - Article on sputnikarabic web)- Retrieved from <https://sputnikarabic.ae/20200220/%D8%A3%D9%81%D8%B6%D9%84-%D9%88%D8%A3%D8%B3%D9%88%D8%A3-%D8%A7%D9%84%D8%AF%D9%88%D9%84-%D9%81%D9%8A-%D8%A7%D9%84%D8%B9%D8%A7%D9%84%D9%85-%D9%84%D8%AA%D9%86%D8%B4%D8%A6%D8%A9-%D8%A7%D9%84%D8%A3%D8%B7%D9%81%D8%A7%D9%84-1044620036.html>
- ❖ (ALEXANDRA TWIN– August 03, 2023)- (Competitive Advantage Definition- Article on Investopedia web)- Retrieved from https://www.investopedia.com/terms/c/competitive_advantage.asp#:~:text=To%20build%20a%20competitive%20advantage%2C%20a%20company%20can%20use%20one,to%20a%20focused%20market
- ❖ (Tony Chen– June 15, 2023)- How to Increase Sales in Toys Store- tony sourcing web)- Retrieved from <https://tonysourcing.com/store-improvement-ideas/>