



Business Strategy Planning of Thuan Nguyen Toy and School Equipment Manufacturing Company Limited in The Post-Covid-19 Context

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ABSTRACT

Based on the theoretical system of business strategy and business strategic planning along with the provided and collected data, the article has made assessments on the uses of the EFE and IFE models, SWOT to plan and propose new strategies for the company with the purpose of improving the company's business performance during the economic recovery period after Covid-19. The implementation of the business strategy of Thuan Nguyen children's toy and school equipment manufacturing company in the context of Covid-19, thereby proposing solutions to improve the business strategic planning activities of Thuan Nguyen company in the near future. In addition, the author has established goals and orientations for human resource development, financial resources and the company's brand.

Keywords: Planning, Business strategy, Post-Covid-19

1. Introduction

The global crisis called "Covid-19 Pandemic" has not yet come to an end, with the rapid rate of infection and many new and complex mutations emerging, bringing enormous consequences to the future. Around the world. In Vietnam, the economy and businesses cannot escape the devastating impact of Covid-19. The toy manufacturing industry cannot avoid the difficulties caused by the pandemic, requiring administrators to be sensitive in grasping the changing situation of the market economy and clearly understanding resources. with the company's business activities to make appropriate changes.

In fact, in the context of the economy recovering and gradually returning to operations, the strategic plans of Thuan Nguyen Company in the past are no longer appropriate. That is also the reason why I chose the topic "Business strategy planning of Thuan Nguyen toy and school equipment manufacturing company limited in the context of Covid-19" for research.

There are many topics about planning business strategies for specific companies, but in the field of children's toys and school equipment, there is very little research. In addition, previous studies when developing and planning for completion did not analyze the company's situation and fluctuations in the context of Covid-19. Therefore, researching this topic is absolutely necessary.

In this article, the author mainly relies on the theoretical basis of business strategy and business strategic planning to evaluate the current status of business strategic planning of the toy and toy manufacturing company limited. Thuan Nguyen school equipment in the context of Covid-19, thereby providing company development orientation and proposing solutions to improve the company's business strategic planning.

2. Research methods

Business strategy is the totality of an enterprise's activities based on selected action plans to achieve the long-term goals of the enterprise.

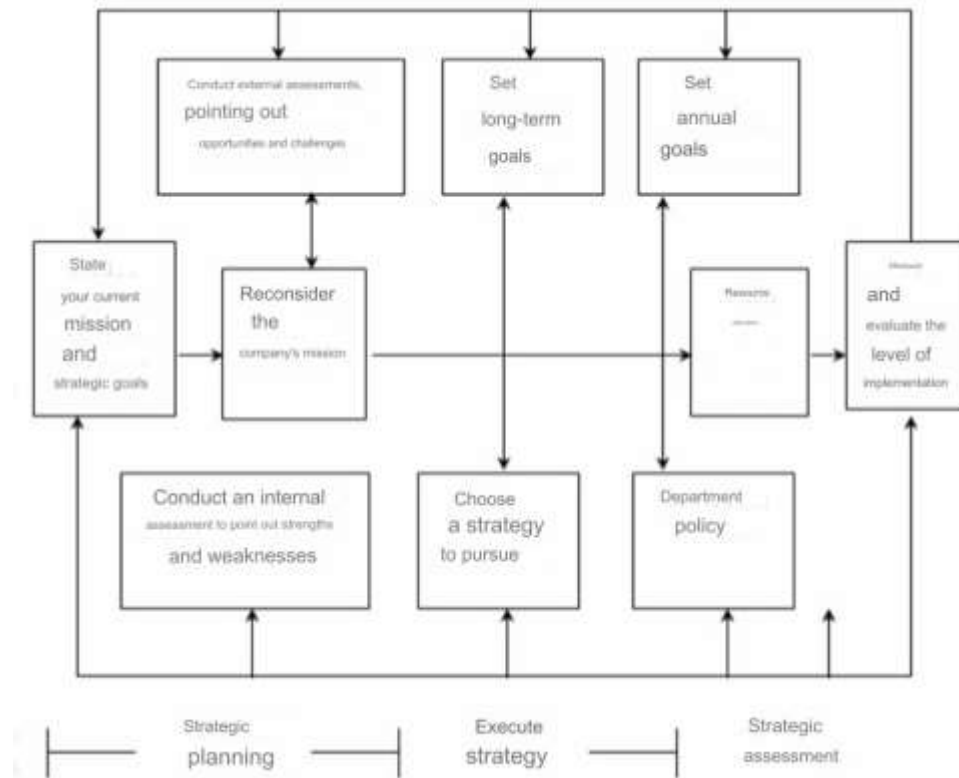


Figure 1: Stages of strategic management

Source: Fred R. David, 2006

Concept of business strategic planning

Strategic planning is a management function to determine business goals and make decisions about actions to take to achieve goals.

3. Current status of the company's strategic planning work

To determine the company's vision, mission and goals, the board of directors and senior leaders in departments will be responsible for establishing and shaping operations.

To analyze the business environment, Thuan Nguyen used two methods: the actual survey method and the environmental forecast method.

Actual survey method: is a method of collecting data, researching, investigating, analyzing and evaluating information about the macro environment from many different angles such as: Hiring analysts, Assess the level of influence and fluctuations of the macro environment on the industry and company, informal and official surveys to assess the level of influence of economic, political and legal policies..

Environmental forecasting method: is a method based on the development trend of the economy in each specific period to make forecasts about environmental changes such as GDP growth rate, income per capita , Vietnam's relationship with global economic organizations, or the fluctuations of the pandemic...

To choose a business strategy, the company uses the EFE matrix, IFE matrix and SWOT matrix to extract the core factors that affect its competitive position and the implementation of these strategies. Company strategy

4. Limitations and causes of strategic planning

- Long-term strategic goals have not been built, sometimes strategies are spontaneous
- There is no functional strategy as well as specific tasks for each department, leading to limitations in the production and business process.
- Economic research and analysis need to be evaluated from many angles

Than

- There is no specialized Marketing department responsible for all activities

marketing

Cause of limitation

Objective reasons

Due to the impact of the Covid-19 pandemic on the economy

Subjective reasons

- Due to the small number of human resources, the number of highly specialized managers is not enough to be able to build and adjust long-term and short-term goals and functional strategies for each department regularly and continuously. custom.
- The company has not seen the importance of Marketing activities, has not focused on investing in marketing staff, improving staff skills.
- The company does not have activities focusing on distribution activities, expanding consumer markets or activities to expand capital sources.

5. Conclusion and solutions

Business orientation of the company in the coming time Strategic business goals in the coming time Orientation for human resource development
Orientation to improve financial capacity Orientation to brand development

Plan the company's business strategy in the coming time External factors evaluation matrix (EFE) Internal factors evaluation matrix (IFE)

SWOT matrix analysis at Thuan Nguyen company

Table 1: SWOT matrix at Thuan Nguyen company

Matrix SWOT	Opportunity (O)	Challenge (T)
	1. Average income per capita decreases 2. Vietnam is a country with a stable political situation, attracting foreign investment 3. Vietnam has launched Many policies benefit domestic businesses	1. Large-scale competitors 2. Impact of Covid-19 on the company's economy and production activities 3. Average income per capita decreases 4. Impact of Covid on people's daily lives
Strengths (S) 1. Stable human resources with skills and expertise 2. Company finances are stable 3. Effective product research and development 4. Stable source of corporate customers 5. Quality input materials, stable	SO: 1. S(1,2,3,5) and O(2,3) Market expansion Expanding the market and developing brand identity along with customer attraction activities 2. S(3,4,5) and O(1) Product development strategy Research and develop diverse and unique products in accordance with consumer trends	ST: 1. S(1,4) and T(1,4) Product diversification Create new products with many outstanding features and utilities to attract customers
Weakness (W) 1. Qualifications Unskilled workers make up the majority 2. Small market, brand not known to many people Marketing activities are poor	WO 1. W(2,3) and O(2,3) Market penetration strategy Increase existing market share, attract competitors' customers O(1,3) and W(2,3) Strategy Marketing	WT: 1. W(2,3) and T(1) Joint venture strategy conclude Associate with other partners to carry out large projects such as construction and interior design for schools and kindergartens.

From the results of the matrix, in addition to the strategies the company has implemented, there are 3 proposed strategies, which are:

Market expansion strategy Marketing strategy

Joint venture and association strategy

a, Strategic goals b, Strategic content

Market expansion strategy

In the market expansion strategy, Thuan Nguyen company chooses to simultaneously increase consumption in the current market and bring the company's products and services into new markets.

Marketing strategy

Product policy

In the coming time, to serve market expansion, the company needs to expand its team of qualified, capable and enthusiastic staff. To do that, the company needs to focus right from the recruitment process, in order to attract a sufficient number of quality candidates with full professional qualifications and long-term commitment to the company.

Price policy

To reduce the impact of price competition, the company needs to carry out cost control activities such as:

- Update the forecast of the number of products consumed scientifically to meet supply needs, manage inventory effectively, and be flexible in operating business and production activities.
- Control price fluctuations of input materials
- Plan to build production lines and automate production, improving labor productivity

Distribution policy

To maintain a source of business customers, the company needs to continue to perform well in after-sales services and customer care services such as: on-site delivery and installation support, discounts on customer contracts. Customers have used previous services, warranties, and periodic repairs with large contracts... Besides, in order to expand the distribution system, Thuan Nguyen needs to improve the quality of sales staff and expand the number of customers. number of sales staff of the company. To improve sales ability, companies should organize add training programs, build emulation and reward programs among sales department employees, motivate employees to increase revenue.

To develop the customer base through indirect distribution channels through retail distribution agents, the company needs to promote product development, uniform production quality and product diversity to attract more customers. more intermediary customers and distributors. In addition, the company needs to have discount plans for agents and retail distributors, and create good relationships with distributors. Thuan Nguyen should create incentive programs specifically for new agents to attract and expand the customer circle. In addition, the company also needs to build special customer care programs, support shipping costs, installation and returns, and compensate old distributors for defective products. In addition, all business cooperation activities must be expressed through a contract signed by both parties.

Promotion policy

In the current context of technological development, the company's advertising activities still have many shortcomings and limitations that need to be corrected such as:

- Professional, attractive image design
- Website design
- Article design

Joint venture and association strategy

In this strategy, Thuan Nguyen company will enter into joint ventures and cooperate with construction companies and interior design companies to work together and implement large projects and works. This strategy will help the company expand its customer base, combine resources and technical expertise to create the best quality products. In addition, the company can increase capital, learn new technology, develop and improve the quality of human resources. Besides, it also helps the company save budget and minimize risks when implementing large projects. This is also a good signal to implement a new market penetration strategy.

Solution to complete business strategic planning of Thuan Nguyen company

Solutions to complete the work of determining business strategic goals and tasks

The following solutions are proposed to improve the effectiveness of the company's goal setting activities:

It is necessary to clearly define and specifically quantify strategic goals

Goal setting activities should be based on the current state of the company's resources, not relying too much on external resources, reducing initiative during the process of achieving goals.

The set goals should not be given the same level of importance, causing conflicts and affecting each other's interests.

In addition to the company's profit and competitiveness goals, a number of tasks are set:

Mobilize additional investment capital for production activities

Improve worker training to improve skills as well as learn new technology to serve the design and production process

Improve raw material supply and production management to reduce costs

Complete solution for internal and external environmental analysis

On analyzing and evaluating external environmental factors On analyzing and evaluating internal environmental factors Completing analysis and strategic selection

The proposed strategic plans for implementation need to focus on solving the company's problems, removing difficulties and avoiding potential risks...

Strategic plans need to be built on the basis of long-term benefits to mobilize resources to effectively implement business strategies and divide costs during production and business activities. and easy to recover investment. Strategic options need to be divided into specific and clear tasks

each phase. Functional departments need to coordinate actions and complete assigned tasks to achieve efficiency in the strategy implementation process.

In strategic selection activities, there must be evaluation and discussion of functional departments and the board of directors in the company, ensuring the feasibility as well as the multi-faceted benefits that the strategy brings. In addition, it is necessary to choose strategies that create a difference from competitors.

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