

Toys'R'Us – or were they?

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“Disruption is not so much the technology used as whether or not being **close to your consumer** and knowing their **want’s and needs**”

Situation

Analysis

Alternatives

Recommendation

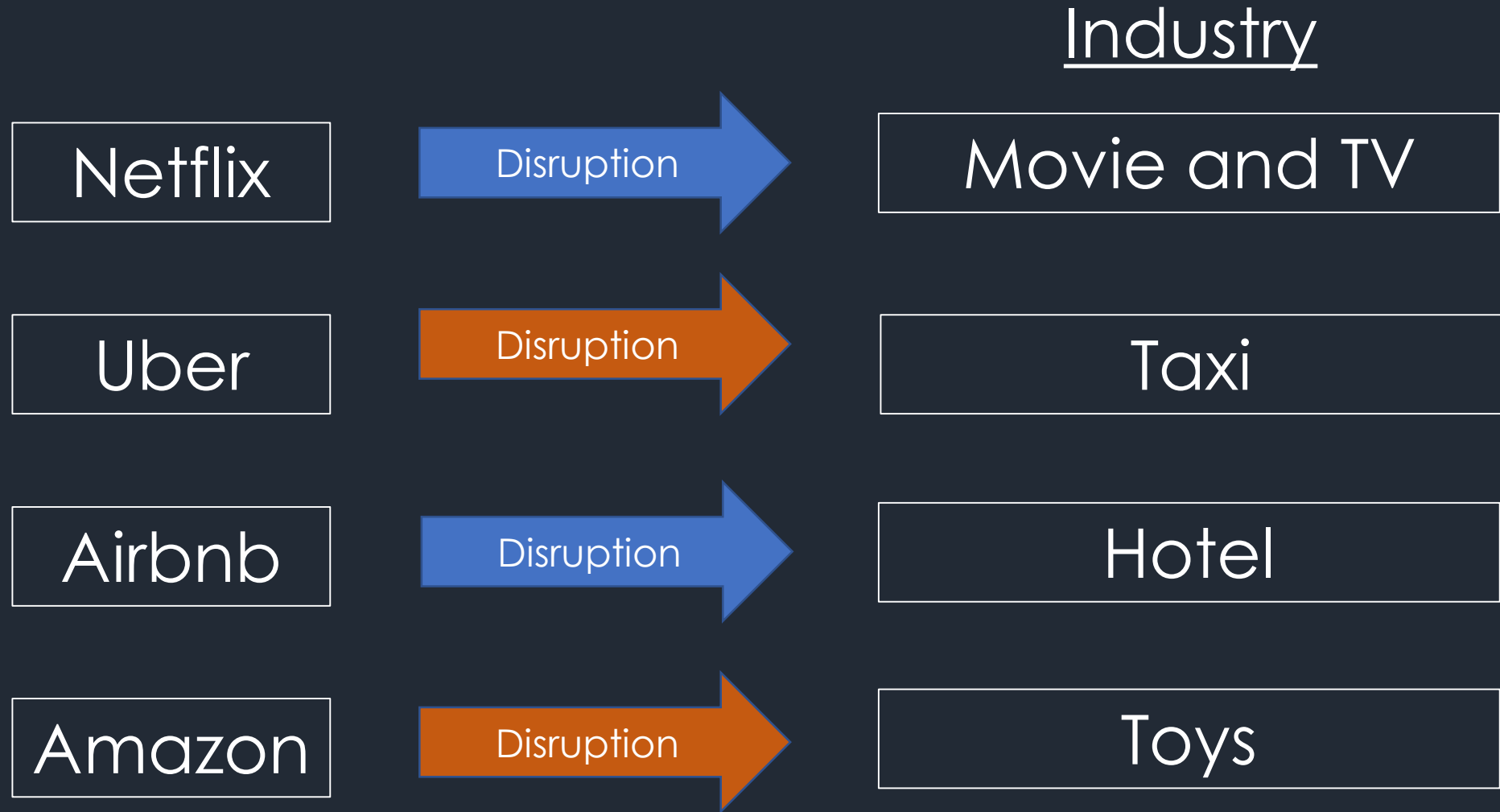
Risks

Conclusion

Agenda



What happened in those disrupted markets?



Situation

Analysis

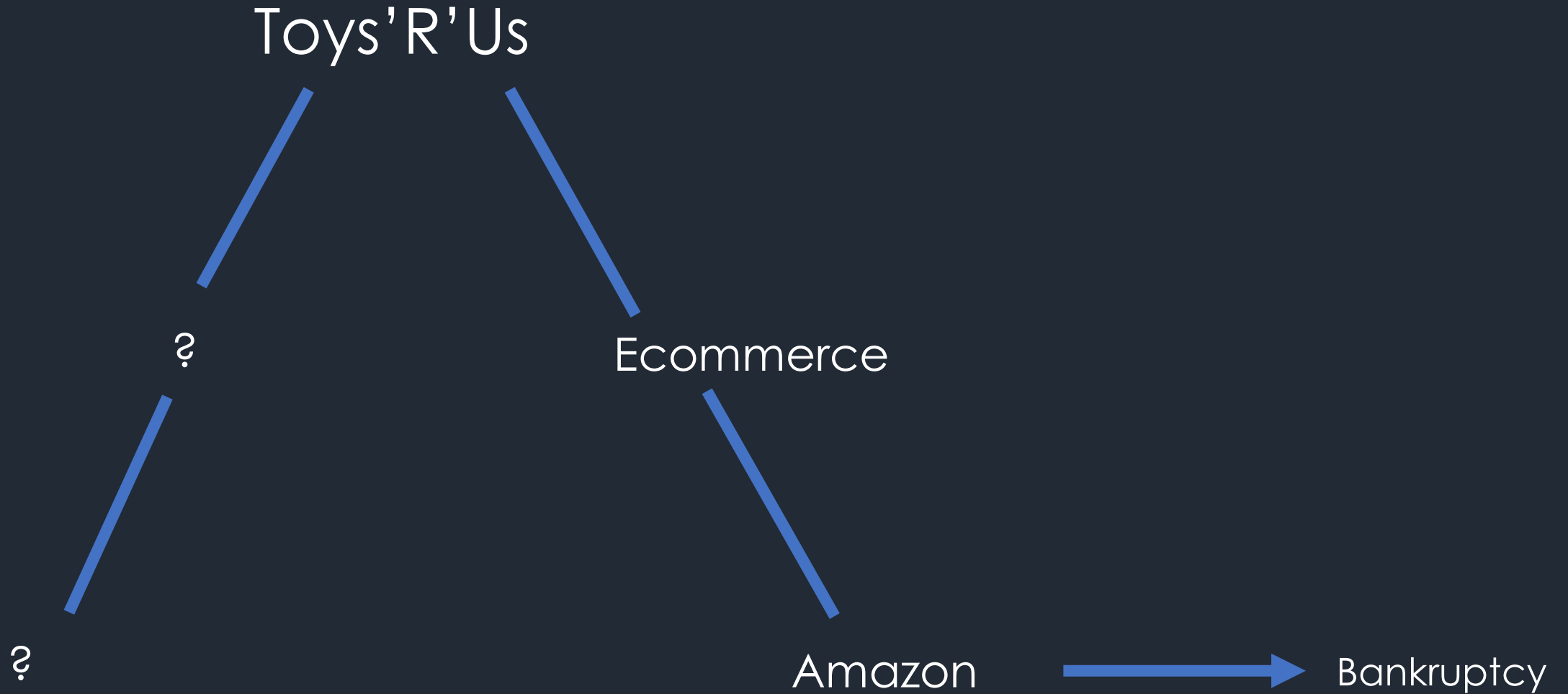
Alternatives

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Toys'R'Us – what happened?



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Main Challenge

- How could Toys'R'Us have catered to the digital transformation and avoided disruption?

Recommendation

- Putting the customer in center by investing in integrated omni-channel with urban “fun centres” and webshop creating high brand engagement

The customer and consumer

Parents



- E-commerce
- Value for money
- Happy children

Children



- Exposed to more marketing
- Increased screen time

Situation

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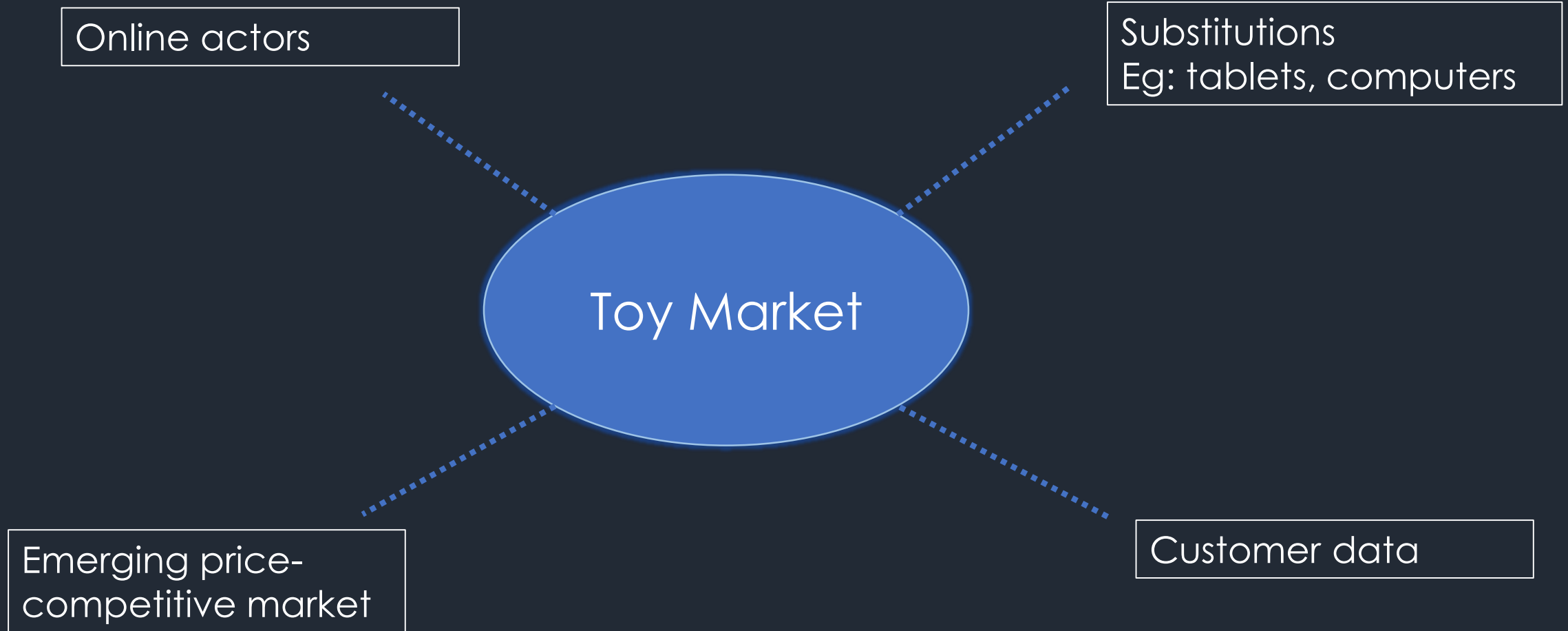
Alternatives

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The market of toys



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Toys'R'Us – What was the action?

Management
of Toys'R'Us



Amazon as on-line
sales platform

Integrate supply chain and
distribution channel within Amazon

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Toys'R'Us – The Fantasy

Question: What is Disruption?

Answer: Disruption is E-commerce
Disruption is platform building

Question : How to solve it?

Answer: Find someone who is good at
them-Amazon



Management

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The truth about disruption

Consumer Behavior

- Shifting to On-line purchase
- Growing expectation of better/faster/broader

Data Ownership

- Gathering data on Consumer
- Analyze market trend
- Predicting consumer behavior

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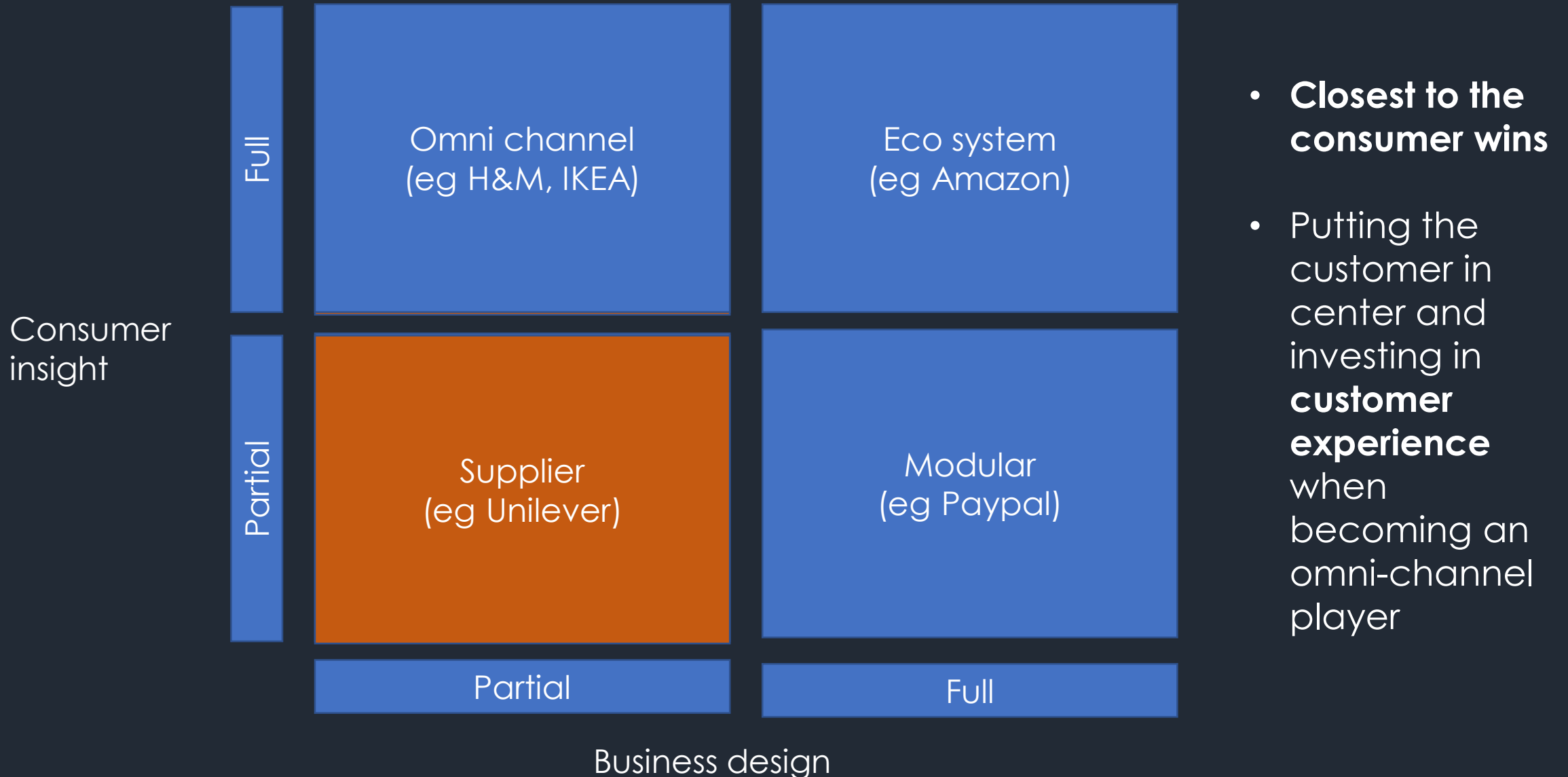
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How to navigate the digital transformation



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Alternative routes that could have been taken

Amazon

- Partnering with Amazon for distribution and sales logistics

Eco-System

- Driving Toys 'R' us as a pure e-commerce player creating an ecosystem for toys

Omni-channel

- Focus and invest in customer and consumer experience: integrate brand across omni-channel

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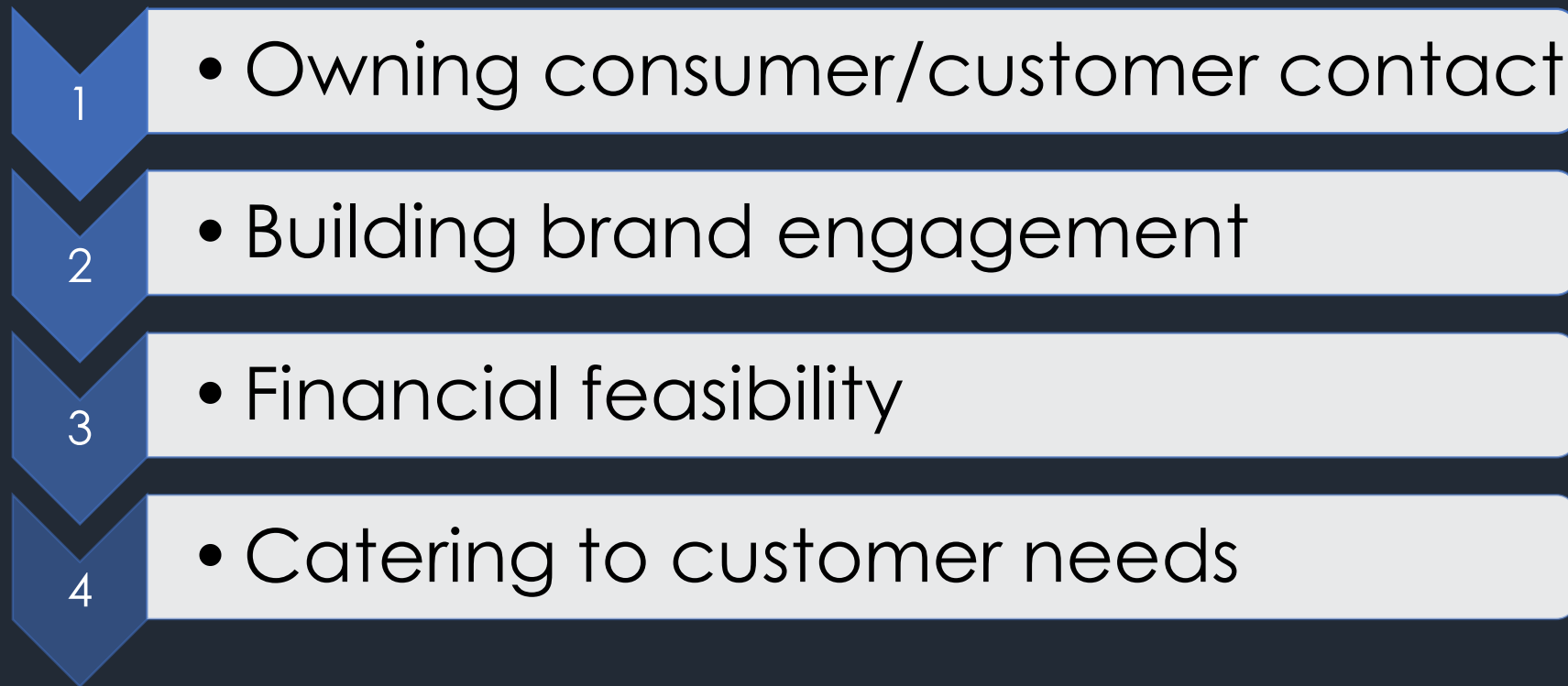
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Alternative routes that could have been taken



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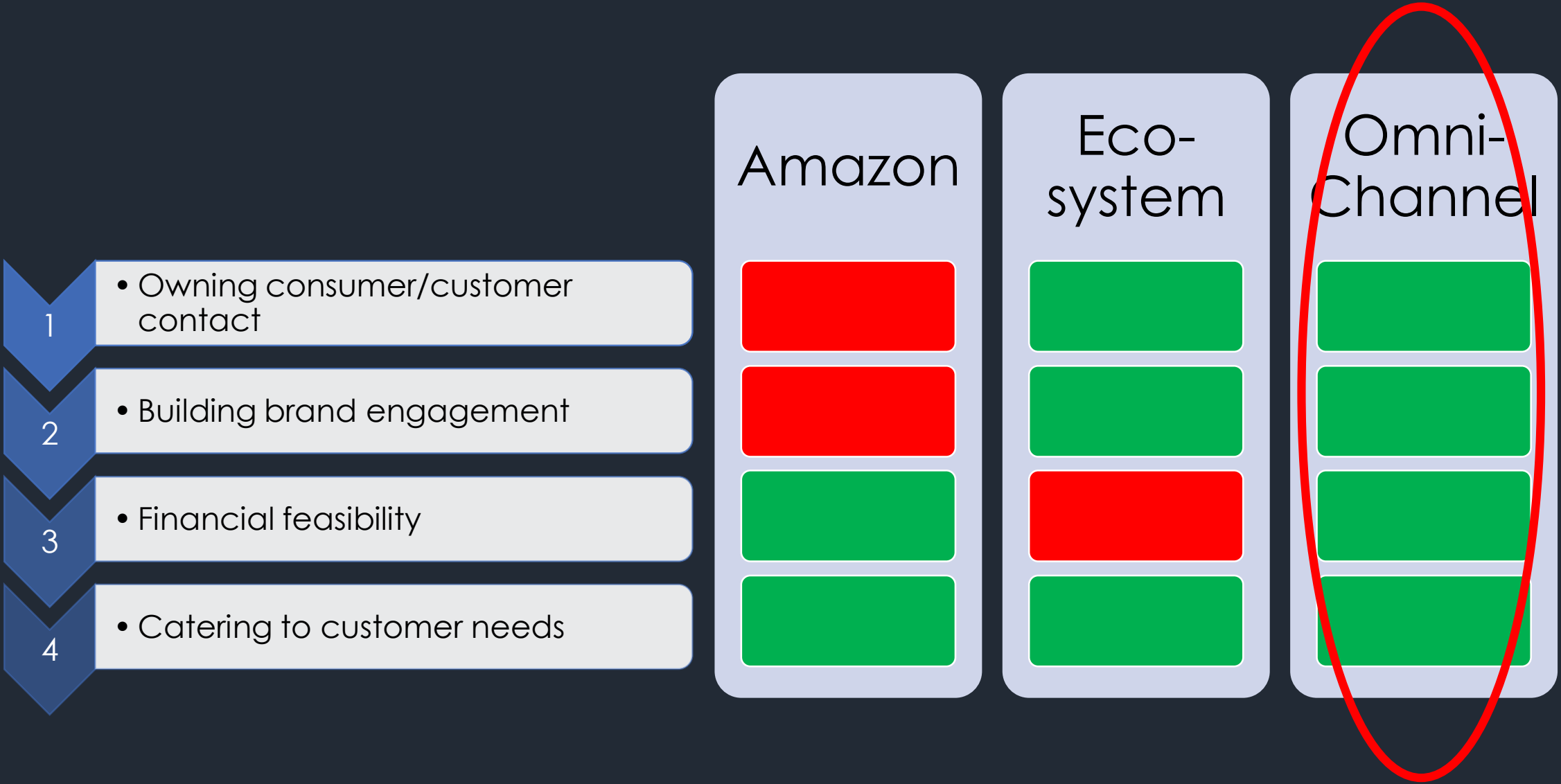
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Evaluating the alternative routes



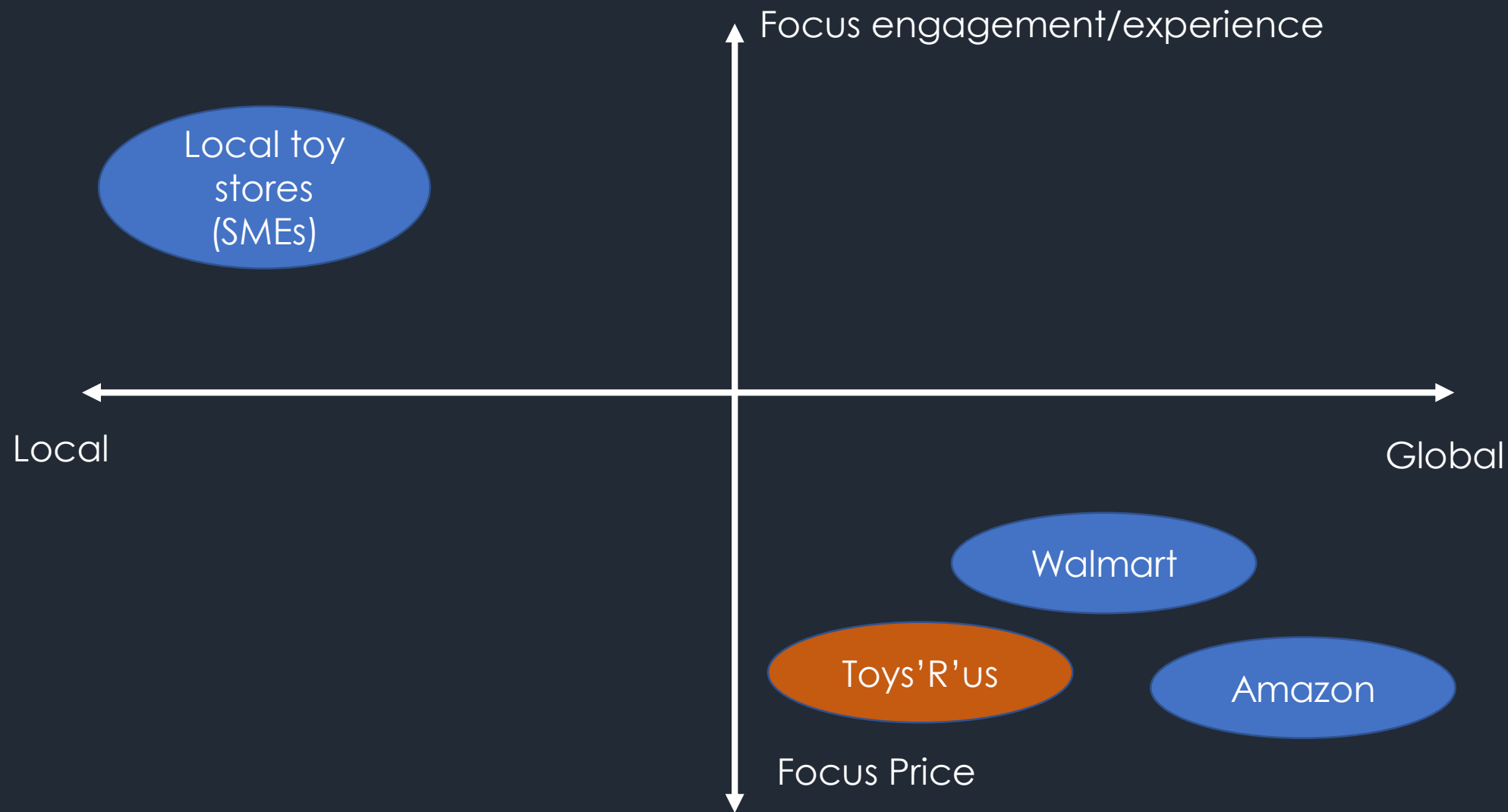
Main Challenge

- How could Toys'R'Us have catered to the digital transformation and avoided disruption?

Recommendation

- Putting the customer in center by investing in integrated omni-channel with urban “fun centres” and webshop creating high brand engagement

Finding a new space in the market



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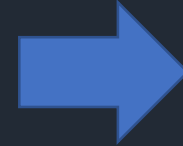
Recommendation

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Explaining the recommendation in three steps

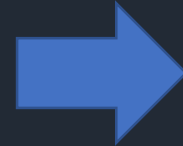
Relaunch Toys'R'us as an omni player with own web-shop



Key objectives

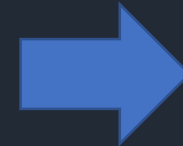
- Spontaneous brand awareness
- SEO
- Conversion rate

Shift brick & mortar stores to urban locations with small sqm and experience focus



- Customer experience (NPS)
- Visit per store

Invest in internal culture: staff rebranded as "fun ambassadors"



- Satisfied employees

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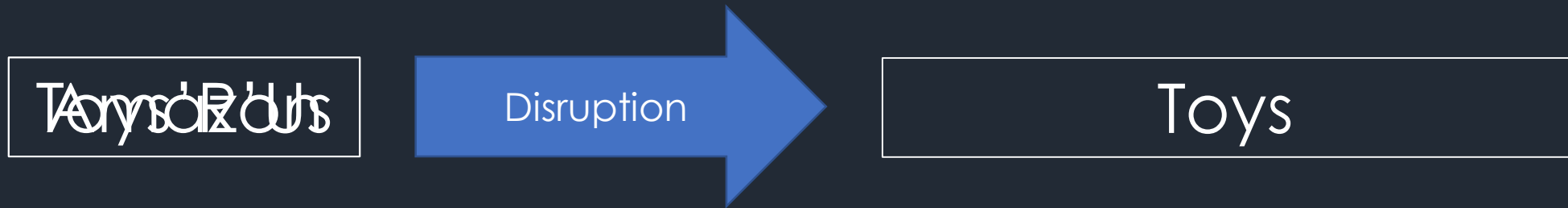
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What could have happened



- Brand engagement
- Consumer insight
- Consumer interaction

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