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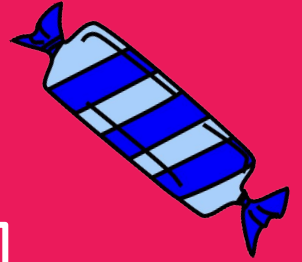


• LET'S HAVE
FUN
TOGETHER! •



2009

• NOW IT'S TIME FOR A CHALLENGE! •



1) How many times is the store shown?

- a) 0
- b) 1
- c) 2
- d) 3

2) Did these advertisements have a particular jingle?

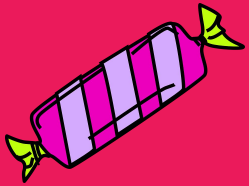
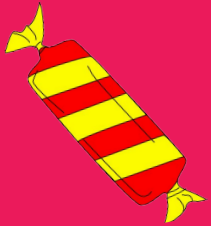
- a) yes, all of them
- b) only one of them
- c) only two of them
- d) no

3) What was the focus in the second adv.?

- a) on the fun experience
- b) on the largeness of the selection

4) Do you think these adv. have been successful?

- a) yes
- b) no
- c) more or less



• TOYS R US TIMELINE •



• IDENTITY •

WHO IS TOYS R US?

Toys R Us was a really big toy retailer.

Physique: “R”, giraffe,
bright colors

Personality: playful,
magical, childish,
enthusiastic

Relationship: playful,
happy-go-lucky,
immersive



Culture: traditional
families, USA culture,
baby-boomers

Reflection: they look
like lucky kids, a bit
spoiled, but really
satisfied

Self-image: “I feel a sense
of happiness, togetherness
and that in this place all
my dreams can come true”

Vision Statement:

"Our Vision is to put joy in kids' hearts and a smile on parents' faces."



Mission Statement:

"Our Goal is to be the Worldwide Authority on Kids, Families and Fun."

• VALUES •

They wanted to enable every child to be happy and every adult to become kids again

Not settling, always doing better: they wanted to improve the offer to satisfy evolving kids' needs and being everywhere

Important focus on the safety of employees and children inside the stores and on trust

• CORPORATE STRATEGY AND MANAGERIAL PRACTICES •

- Large variety of up-to-date toys
- Building relationships with their employees (providing them 10% discount off the products, 4% of benefits in investment, paid vacations, paid sick time) and partners
 - Omnichannel offering: e-commerce
- Use of the distinctive and gender-neutral purple and white “R” to identify themselves
- Focus on: logistics, optimal pricing, ideal location (outside the city centre), and store design/layout



• SEGMENTATION • TARGETING • POSITIONING •

Market segmentation

profile-demographic
criteria:

- age
- gender
- income

Targeting

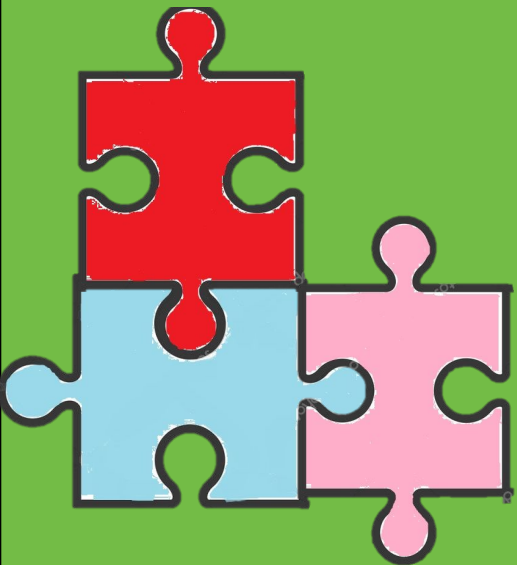
- children:
 - Babies 4 U
 - Kids 4 U
- parents
- gender equality
- people of significant income

Positioning

- physical attributes
- based on affective/emotional elements
- communication

Positioning Formula

For a open-eyes dreamer who wants to enjoy playful moments, Toys “R” Us is the place where, dipped in a magical atmosphere, he will find the toys that will make his dreams come true.



• **LET'S START!** •

**TOYS R US THOUGHT TO BE COHERENT
WITH WHAT IT CONCEIVED,
BUT IT IS NOT ANYMORE.**

**NOW IT HAS SOME REALLY
BIG ISSUES: THEY ARE
FAILING!**



• ISSUE •

Brand Equity weaknesses and the change of children behaviour

Brand equity as a component: “The place in which every child’s dream can come true”

Before: consistency between brand description and activities → brand strenght → brand value

Now: unawareness of constantly changing children’s need → they didn’t keep up.

Without evolving they lost coherence with their identity and failed in making children happy, losing strenght and value

• WHAT THEY NEED TO DO •

Reconsideration of their brand equity as a process
Understanding of the changes in their target's needs and satisfying them.
Making them engaged and loyal.
Turning this loyalty into cash flow

• HOW THEY HAVE TO DO IT •

- ★ Less creative children, more focused on video-games
- ★ Engaging them creating a community of mum and kids to enhance the creativity of children and their bonding, for example with play areas
- ★ In this way you appeal to their emotion and you make them visit your store and buy your products
- ★ You rebuild, step by step, a strong brand equity



• ISSUE •

Stores layout similar to a warehouse

They only invested in buildings treated like warehouses

The atmosphere was chaotic and not magical at all

Customers could find the products in many other places



Stores were out of the city center

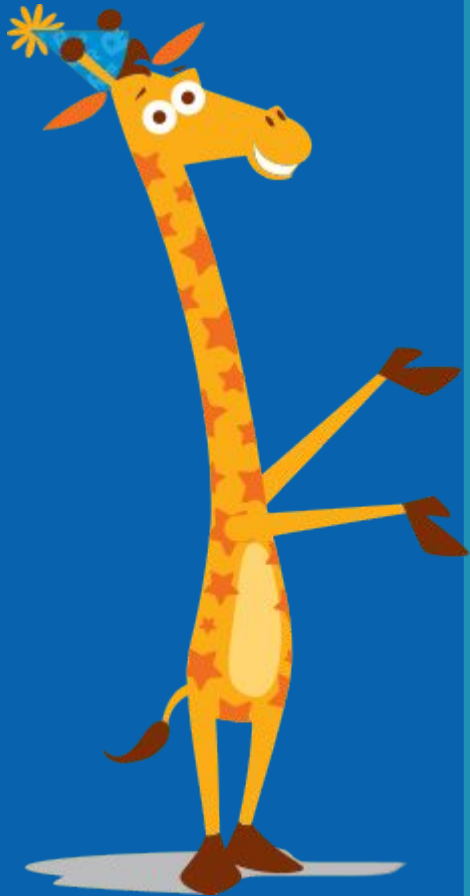
Poor customers service

Customers felt unwelcome

Lack of **customer engagement** and loyalty



• WHAT THEY NEED TO DO •



- **Concentration on the experience:** the stores need to be magical places where customers can spend time having fun with their families.
- **Smaller stores:** they need to be located where children can easily reach them, with some exclusive products lines
- **Organizing events:** a particular part of the store should be designed for special events like birthday parties
 - **Attention to the client:** small surprise if you make a purchase during your children's birthday week
- **Creation of an app:** development of a game about Geoffrey and his family. Children playing this game can gain points that their parents can use to have discounts

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• ISSUE •

Amazon's boom



Amazon is an important competitor: here you can find the most updated toys, you can order them online and have them home delivered

• WHAT THEY NEED TO DO •

They need to improve online shopping for example offering fast delivery service, the customers are changing and they need to keep up with them!

• ISSUE •

Technology is moving forward and a keep up activity is needed

They didn't invest in technology innovation inside the stores: their inventory management wasn't well-planned or executed

• WHAT THEY NEED TO DO •

Adopt an automated information system: so for example they can give employees an access to inventory in a mobile POS system and improve their internal efficiency and customer service.



• ISSUE •

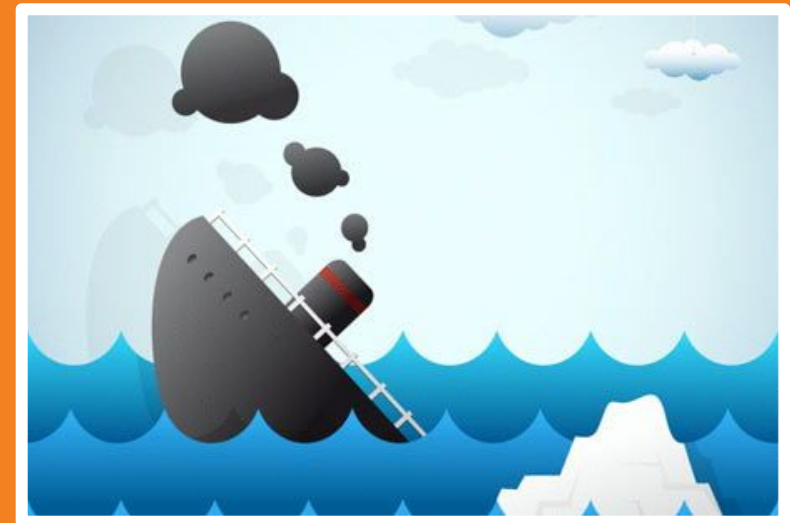
Sinking in debts

Toys r us are in huge debt

• WHAT THEY NEED TO DO •

Engaging their consumer, making them loyal and turning this loyalty into sales

Starting a crowdfunding campaign: so that everyone that grew up with Toys and felt a deep emotional bond with the brand can participate and donate money



• ISSUE •

Bad communication strategy

- Bad and unattractive tv advertising
- They stopped playing an advertising on television portraying jingles and song which made the kids feel “Toys R Us” kids.
- Official page only on Twitter

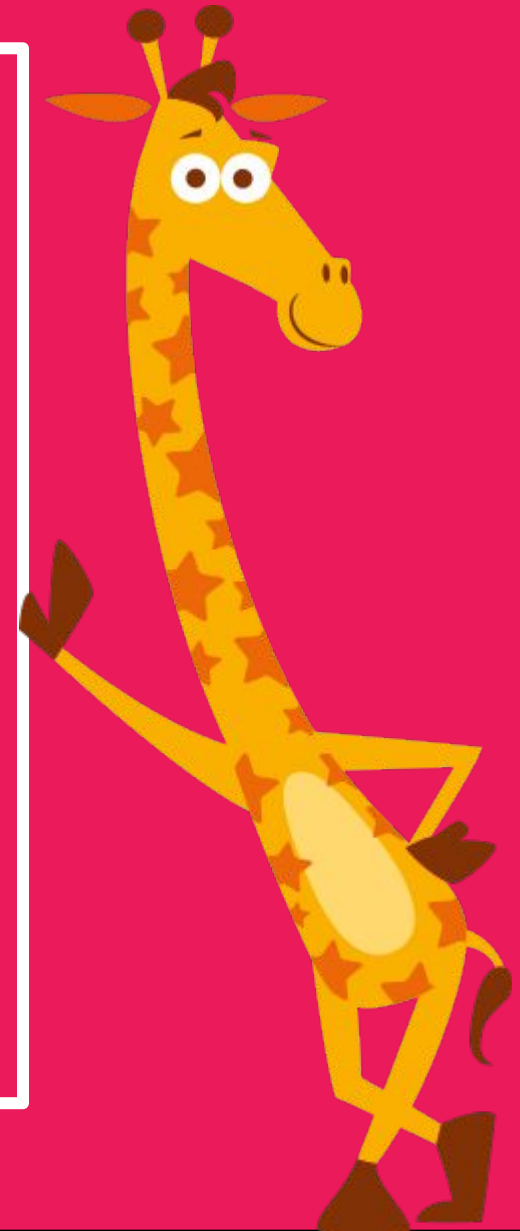
• WHAT THEY NEED TO DO •

- Improvement of the advertising, especially during children's tv time
- Improvement of the in-store promotional activities
- Focus on a social media strategy, with official page also on Instagram and other social



• CONCLUSIONS •

- The company's vision, mission, STP were all right
- Their problem is that they failed in putting them into practise
- They did not invest in innovation, in keeping up-to-date
- They should acknowledge that we are in 2018, that nowadays children are different and always more demanding
- There is a need for improving their ability to reach and to engage their target, finding new communication ways, as we tried to do in this work



• THANK YOU FOR
THE ATTENTION! •

FUN R US



• REFERENCES •

emarsys.com, *Success story: Toys “R” Us up to 45% increased conversion rate using automated campaigns* - Emarsys

<https://tech.everyeye.it/notizie/toys-r-us-pronto-tornare-in-vita-annullata-procedura-banca-rotta-345928.html>

• APPENDIX •



"Miss My Job"

★★★★★ Current Employee - Anonymous Employee

☒ Recommends ☒ Positive Outlook ☒ Approves of CEO

I have been working at Toys "R" Us full-time

Pros

Toys and its a fun job!

Cons

Company going bankrupt and its sad



Recensito 9 giugno 2016

Nightmare on Broadway

Unless you have NO toy stores / shops near you where you live, avoid like the plague. When I visited in Dec 2015 it was almost empty of toys, tourist-full, under construction and just a real stress. A huge shame the other, smaller toy-stores in... [Più](#)

HarrietBP
London

16 4

★★★★☆



Romeo dan of Dollard Des Ormeaux, QC ✓ **Verified Reviewer** \$ **Verified Buyer**

Original review: May 30, 2018

I ordered the Big Backyard - Ashberry II Swing Set in March and it is not received yet. Contacted the customer service many times by phone or email and the answer is that the item is with shipping company Cornerstone. I asked for the phone number of Cornerstone but no one wants to give it to me. I don't know what I can do. They took my money but I am fighting to get what I paid for. The worst customer service ever.

★★★★☆



Stacy of Ypsilanti, MI ✓ **Verified Reviewer**

Original review: Aug. 27, 2018

I'm due to have our 4th bundle of joy October 17, 2018. When we found out we were pregnant again my husband and I decided to do some baby shopping at Toys R Us (even though it was way early in the pregnancy) because they were going out of business and we wanted to take advantage of the deals. Fast forward to today when I decided it was time to start washing and getting ready for baby's arrival. I wanted to see my beautiful car seat I am bringing my bundle of joy home in and get the cover washed. I opened the SEALED box to find NO CAR SEAT and NO STROLLER but instead a bunch of toys (mostly dolls, barbies).

