

# Our green retail project - *Selling toys for life*



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*The video, the sources and attachments*

# Introduction



According to an annual study of toys conducted by U.S. PIRG Education Fund in 2014, despite progress in recent years, **toys containing potential hazards** that pose a health risk to children continue to **make it onto store shelves**. Thus, **choosing toys for the kids is a bit of a minefield**, with safety recalls to worry about, concern over whether toys are appropriate for your child's age group and its durability and suitability.



We decided it was high time to provide kids with safe, durable, green and appropriate toys, helping you making the right decisions when it comes to offer gifts to your little loved ones.

Leave it to "**Des Amis Pour la Vie**", your new green toys shop!

# About *Des Amis Pour la Vie* (1/2)

## Why our name “Des Amis Pour la Vie” (in English “Friends for Life”)?

We choose this name, not only because we want our toys to be appropriate to each stage of the kid’s life, thus providing them with **toys that will grow with them** but also because we provide the children with toys that are **eco-friendly, build up respecting our planet’s life**.

Moreover, we decided to have a **French name** for our store that will be based in France. Having a French name will be perceived as **more genuine and friendly**, far from today’s consumer society’s marketing habits where everything seems to be cooler in English.



# About *Des Amis Pour la Vie* (2/2)

Our vision? “Together, let’s imagine a playful future!”, supported by three main values:

## Responsibility



## Friendship



## Education



Our mission? Providing children with **sustainable and green toys**. Because we care about children and their safety, we sell the best products possible for a “**playful future**”. Together, we promote a more sustainable world, “**selling toys for life**”.

# I - Environment analysis

Clarifications - PESTEL &  
Porter analysis

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# Some clarification

What do we mean by “green toys”?

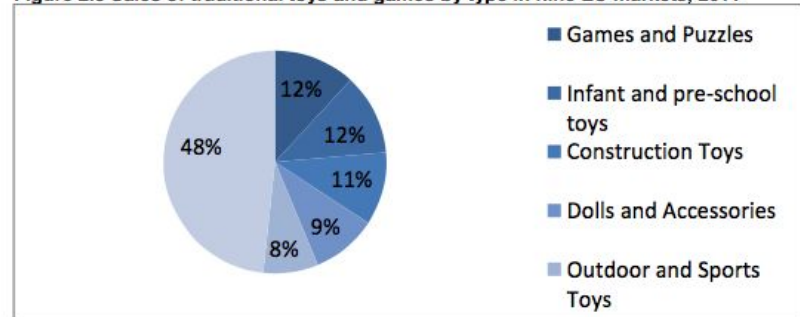
# First, what is a toy ?

Classification of Toys according the French Federation of Toys industry and Juvenil segment (Fédération française des industries du jouet et de la puériculture) :

- *traditional toys (51,72 % of the market)*: **fair trade toys and eco-design toys are considered as a niche** in the traditional toys. These toys, often wooden toys, link to the theme of sustainability and its dimensions of labour conditions and the environment.
- *electronics toys (48,28 % of the market)*: video games...

**Our main focus will be on traditional toys.**

Figure 2.3 Sales of traditional toys and games by type in nine EU markets, 2011



Source: Euromonitor. Note: the nine EU markets represented here are France, Germany, Italy, the Netherlands, Spain, Sweden, UK, Poland, and Romania.



# Then, what is a “green toy”?

## Ecoconception:

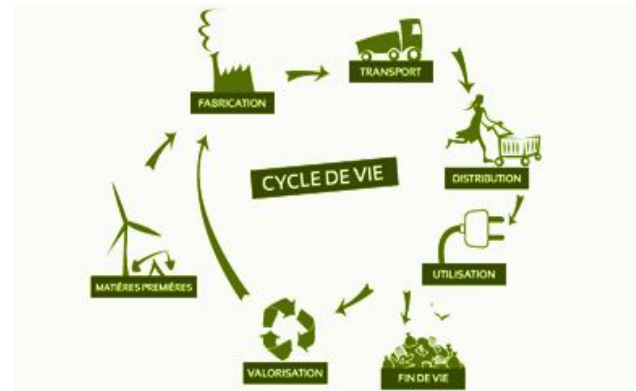
According to the ADEME\*, the “eco-conception” designates the **process of conceiving or improving existing products respecting the principles of sustainable and green development.**

The environment aspects which should be taken care of are the following:

- consumption of resources
- emission to water, air and ground
- miscellaneous

**How?** Using “ecodesign” and “ecomaterials”, thus **reducing as much as possible the nocive impacts of a product on our planet during its whole lifecycle:** from the choice of raw material, the fabrication process to the moment it is thrown away.

A description of the material used in our store will follow in the assortment description (IVth part)



Source: ADEME

# An overall positive environment for launching our project

PESTEL & Porter analysis

# PESTEL analysis (1/4)

## Political

- Stable political environment with politics trying to foster green initiatives and small to medium sized companies through notably financial incentives.

## Economy (1/2)

- Globally growth is slow, with an unemployment rate of 10,3% in 2015, increasing by 0,3. However, according to the INSEE, even though it is increasing for the older people, the unemployment rate of the 25-49 years old is decreasing (which is a good news for their represent our main target, refer to following slides on our targets).
- Regarding the **toy market, it is in good shape**, with a turnover and volumes increasing respectively by 2,7% and 8% in November 2014 compared to 2013. **60% of the turnover is done during the Christmas period**. In 2014, **specialized retailers stood for 45% of the market share** while the online shops' share was around 20%. The dynamism of the market is mainly linked to the **success of classics like construction and artistic games**.

# PESTEL analysis (2/4)

## Economy (2/2)

- Toys sales stand for 9% of the leisure spendings per family. Now, 80% of the toys are “Made in China”. At the European scale, **France is the second toys consumer** country behind the United Kingdom, and stands for 20% of the European market.
- **Parents represent 36% of the toys buyers**, grand-parents 29% and 35% by others (relatives, friends, etc.). Parents are spending on average **334€/year** for their child. The average price of a toy decreased from 12,85 to 12,20€ (2013-2014).

## Social

- Women are becoming mothers in a **later age** than before, around 30,1 years old in 2013.
- **Single parents families are increasing**, and families have **fewer children**, fecundity rate around 2,1.
- The crisis is not taking a toll on the budget spared for the children, considered by the parents as « their best investment », and impulsive buying increased in 2014. However, parents want to « **buy smarter** » (being able to buy more, buying second-hand toys, and being at the same time **more eco-friendly**).
- People are more reluctant to buy “Made in China”, parents like the return of the **“Made in France”** or at least **“Made in Europe”**.

# PESTEL analysis (3/4)

## Technological

- To adapt to a multi channel lifestyle and to the new generation, toys manufacturers are focused on innovation. Statement of the CEO of the French federation of toys « **to compete we need innovation** ». The short product life cycle of toys drives the need for innovation and research and development (R&D). Innovation is widely acknowledged in the sector as essential to maintaining a competitive position.
- Prices of electronic devices are going down, so it becomes **cheaper for manufacturers to produce « intelligent toys »** meaning they can speak, move faster.
- Emergence of a new market for **multi connected toys**: CogniToy by IBM is a dinosaur able to answer any questions of kids in an educational way, Google patent for a teddy bear with microphones, camera integrated.

# PESTEL analysis (4/4)

## Legal

- As most of the toys are produced in China, the European Union adopted a very **strict legislation**: limiting chemical substances, toxic substances in plastic toys. In Europe, toy safety is governed by the Toy Safety Directive.
- Different norms to certify that toys are conform to the legislation: CE norm, French norm, ISO norm...
- Strong chemical industry lobby in Brussels against any legislation regulating the use of chemicals in toys, in cosmetics...
- Protection of IPR because of toy manufacturers face **counterfeit toys**. The two main countries of origin are China (88%) and Hong Kong (10%).

## Environmental

- Related to the legal environment to limit toxic and chemical substances.
- **Green awareness is increasing**. For instance from 2010 to 2013, among a sample of 12 S&P Global 100 companies, aggregate revenues from sustainable products and services increased by 91%.

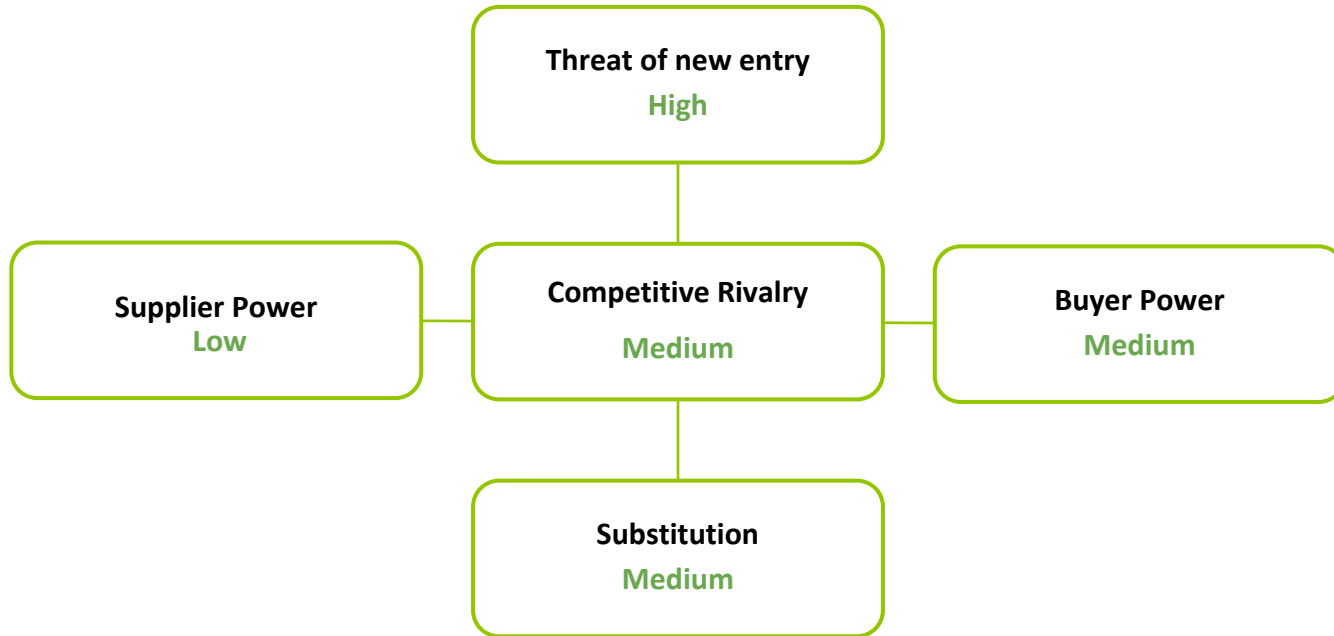
# PESTEL analysis conclusion

On the whole, the **toy market is favorable for new green initiatives:**

- The government is **supportive** of green initiatives
- The toy market is **dynamic, especially for construction and artistic toys**
- Parents are ready to **invest** in green toys

To abide by the strict **legal** norms regarding toys and green labels and to keep up with the **innovation** speed will be **key to our success**.

# Porter 5 forces analysis





# Porter analysis detailed (1/2)

## **Competitive Rivalry medium:**

- Many local and small retailers and few big stores
- It seems not to be great differentiation: no specialized stores into a particular toy
- Switching costs between toys stores are not present. You can switch from a store to another without additional costs. The only one can be the personal relationship established

## **Threat of new Entry high:**

- No need of huge amount of resources
- No need of economies of scale required but depending on the type of stores, some retailers need: (Toys R us in Bron). Not presence of huge fixed cost (check)
- Few barriers to entrance although image advantage is a possible competitive weapon.

# Porter analysis detailed (2/2)

## **Buyer power medium:**

- Parents can choose among multiple stores: even if they are strongly influenced by their children's preferences for the stores or the products.
- Clients buy small orders
- No cost of changing

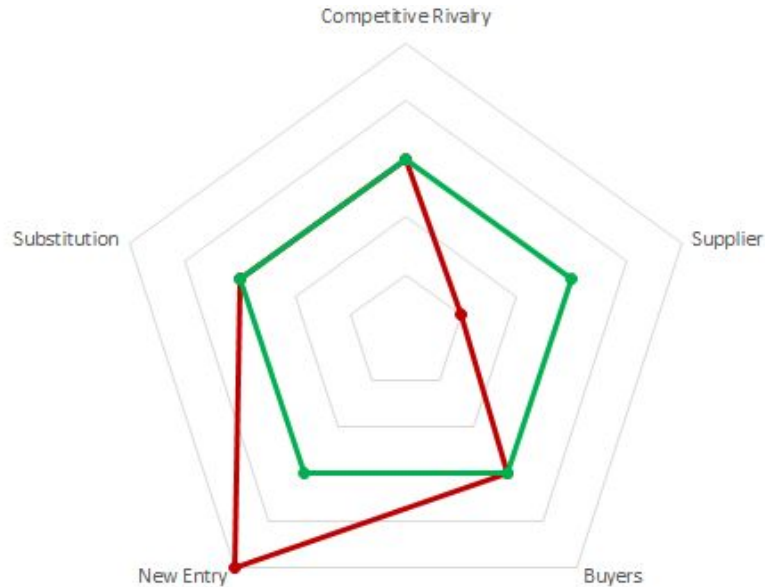
## **Threat of substitution medium:**

- Toys sold online: all the parts of experience missed, even if important trend (low-medium)
- Parks where children can play: it depends on the quality of our park (medium)
- Videogames: future trend growth (medium/high)
- Kindergardens: defined hours, no real threat (low)
- Supermarkets selling toys (supermarkets 32%: of these,carrefour 12%, leclerc 10%, auchan 9%) (medium)

## **Supplier Power low:**

- raw materials low~medium power: accessible prices
- finished toys low power: no branded toys; C4 index in this industry not high (25%)

# Porter analysis conclusion



As it can be seen easily in this radar graph, our competitive environment is neither a favorable nor a bad one. The powers of competitive rivalry, of substitution products and of buyers are medium; the power of suppliers is low; and the new entry threat is high.

This means that we will have to differentiate our offer to emerge, to **provide a unique selling proposition, irreplaceable.**

# II - Our shoppers: adults & kids

Target overview - Buyers  
characteristics - Buyers  
motivations

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# Overview of our target

- All the parents that have children between 3 and 12. Average age at which a woman has a child in France is 28.1 while usually men are older. Considering the distribution of the population we can say that our rough target is composed by **woman between 25 and 46 while men between 28 and 49**.
- The ages come from the fact that **we are serving children from 3 to 12 years old**. We decided to focus on children older than 3 years old since the younger ones do not necessarily get involved with the toys they have. While after 12 years, they usually lose interest in traditional toys. Since we want to sell a “friend for life”, a toy that can be built by the children, focusing on children from 3 to 12 years old allows us to clearly convey this message.
- Targeted customers are also **other adults** that want to buy toys as gifts (refer to the Pestel analysis)

Thus it is crucial for us to have a **double positioning**, since the consumer of toys are not the buyers of toys, so both targets need to be taken into consideration.

What are the characteristics  
of our buyers?

# Cultural factors

- France is a country of 64 million inhabitants. Among these 64 million roughly 27,8 million people are “active”. Among this labour force 23,7 millions are wage-earners. The working class is composed by 14 million people, while the middle class can be estimated in **9,4 millions**.
- Usually middle-class people are more likely to be environmentally aware and a member of an environmental organisation. So our target is more likely to belong to **middle class**
- Key elements of French culture are also the typical cuisine, the high-end clothing industry and the art.

# Social factors

- Our target belong to both **Generation X and Y**. So there is no unique social profile of our customers.
- The peculiar **buying process is decisively affected by children**, whose preferences drive partially the decisions of the parents. In order to interest and be liked by the children, the whole experience should be **pleasant and fun**: touching the materials, build, play in a colourful environment.
- Researchers found **consumers are willing to sacrifice luxury and performance to benefit from the perceived social status that comes from buying a product with a reduced environmental impact**. The researchers found that people were also more likely to choose green products when doing so in public.



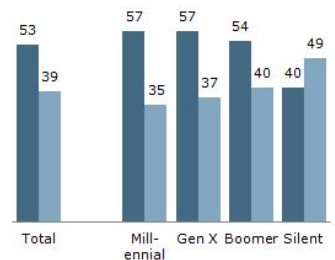
# Personal factors (1/2)

Woman between 25 and 46 and Men between 28 and 49:

- Variable Income: in France, the average household net-adjusted disposable income per capita is USD 28 799 a year, more than the OECD average of USD 25 908 a year. But there is a considerable gap between the richest and poorest, the top 20% of the population earn close to five times as much as the bottom 20%.
- Values: **parents that care about the environment**, about materials of goods and **safety** of their children. In fact there is a positive trend toward green products that represents an interesting business opportunity. Our main consumers belong to both generation X and Y. The importance given to environment related matters is increasing above all among the Millennials, our biggest target in 5-10 years.

## Stricter Environmental Laws and Regulations...

- Are worth the cost
- Cost too many jobs and hurt the economy



PEW RESEARCH CENTER Feb. 22-Mar. 1, 2011.

## Personal factors (2/2)

Woman between 25 and 46 and Men between 28 and 49:

- People that like old-style traditional toys for their children, and think that doing some activity with other children is positive and educational.
- Personal lifestyle: like shopping, also with their children, interested in educational training.
- Good level of education, since higher education level is positively correlated to ethical buying.

# Psychological factors

	Veterans (1922-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Generation Y (1981-2000)
Core Values	Respect for authority Conformers Discipline	Optimism Involvement	Skepticism Fun Informality	Realism Confidence Extreme fun Social
Family	Traditional Nuclear	Disintegrating	Latch-key kids	Merged families
Education	A dream	A birthright	A way to get there	An incredible expense
Communication Media	Rotary phones One-on-one Write a memo	Touch-tone phones Call me anytime	Cell phones Call me only at work	Internet Picture phones E-mail
Dealing with Money	Put it away Pay cash	Buy now, pay later	Cautious Conservative Save, save, save	Earn to spend

Our main target belongs to both Generation X (35-50 years old) and Y (25-35 in our target).

We can then rely mostly on their core value - fun.

Given our shoppers' profiles,  
what will motivate them to  
buy at *Des Amis Pour la Vie*?

# Theories we rely on to attract the parents

1. **Affiliation theory** – parents want to be part of an eco-friendly community and share their experiences with like-minded people and find new contacts as parents.
2. **Stimulus theory** – parents look for a new, non traditional, educational and rewarding way to engage their children and spend time together. They are recreational shoppers.
3. **Identification** – parents want to show their connection to higher social classes by buying in the branded stores with high positioning. In addition, being seen as a “good and responsible” parents taking good care of their children.

# Theories we rely on to attract the kids

1. **Stimulus theory** – fun, “out of the box”, playground, a toy as a reward, ability to start your own toy collection. They are recreational consumers.
2. **Affiliation theory** – be with other kids, collaborate with parents and with children, making new friends

# upper-middle class families

## **Philippe (35 y.o.) and Pauline (32 y.o.):**

- They have two young children (3-5 y.o.)
- Good level of education
- Their income is average, but they earn to spend
- Increasingly environmentally friendly
- Socially and online connected, addicted to fun
- Interested in personalized and original toys.



# Our shoppers' persona



## **Claude (49 y.o.) and Patricia (46y.o.):**

- They have older children (9-12 y.o.)
- Good level of education
- Their income is high but they are money saver
- Recently became more environmentally friendly
- Not really online involved
- Interested in educational toys.

# III - Two types of shoppers implying a double positioning

Location - Competition -  
Positioning

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*Des Amis Pour la Vie*

## location decision

Area analysis - location decision process - final choice

# Our store location: the city of Lyon (1/2)

Several factors conducted us to select LYON of the Rhône-Alpes region as our location.

**Demography:** 2nd urbanized region with 6,4 millions of inhabitants (2014), with Lyon & its suburbs ("Le Grand Lyon") standing for 1,3 millions inhabitants. **45% of the population is less than 35 years old** (25% is less than 20 years old). In 2011, half of the families declare more than **20,100€ of revenues** by consumption unit (2007-2011), this is 900€ more than the French average. Despite the crisis, the average revenue increased by 3,6% in the region (3% being the country's average). In Lyon, **37,967** is the registered number of children going to elementary and primary school for the 2015-2016, namely most of the children we are targeting.

**Economic activity:** the Rhône-Alpes region is one of the biggest and richest in France (3rd richest region). Lyon is considered the **most attractive city** according to executives (APEC 2014) and is seen by 46% of the European deciders as the first city being able to compete with Paris. In fact, it is the **first business-friendly city** according to L'Expansion-L'Express in 2014 and the preferred destination for French executives, who are our typical targets (Courrier Cadres 2015).

The employment rate is 65,9% (overcoming the national average of 63,7 in 2011), and the unemployment rate is 8,6% (compared to 9,7% in 2014 for the national average).

Finally, the overall infrastructures are well developed.

# Our store location: the city of Lyon (2/2)

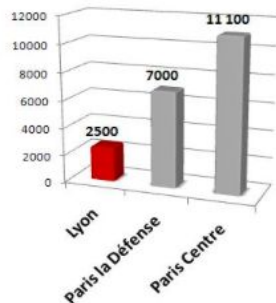
**Local incentives:** the region is proud of its entrepreneurial spirit and **fosters green initiatives** with the **biggest French budget allocated to eco-technologies** (54 millions €). This is not only a financial help for our business, this also provides us with already existing eco-friendly infrastructures allowing us to easily handle our eco-conception policy.

**Cost:** Lyon is one of the **least expensive European big city** to settle in ; moreover compared to Paris, Lyon is 30% cheaper.

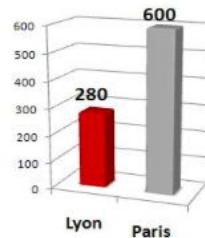
Prime rents  
(€/pretax/m2-year)



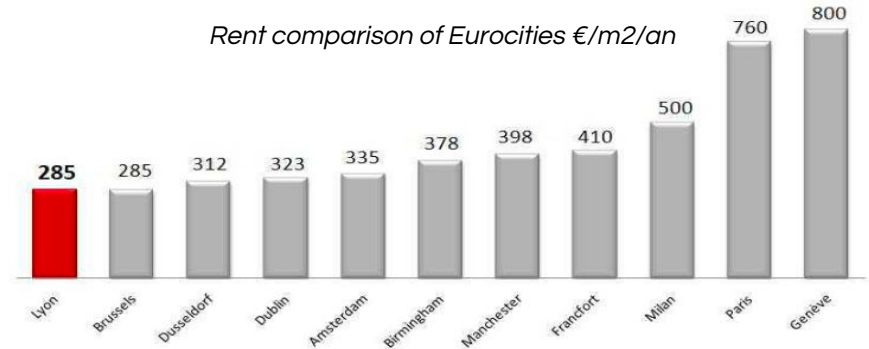
New office price  
(€/m2)



Local industrial  
acquisitions (€/m2)



Rent comparison of Eurocities €/m2/an



# City location selection process (1/3)

## Factors considered:

- Cost (Eur SqM)
- Density Population (People/km<sup>2</sup>)
- Density Children 3-10
- Density People 25-54
- Density Primary Schools
- Density kindergarten
- N° of competitors per area
- Density competitors

## How we proceeded:

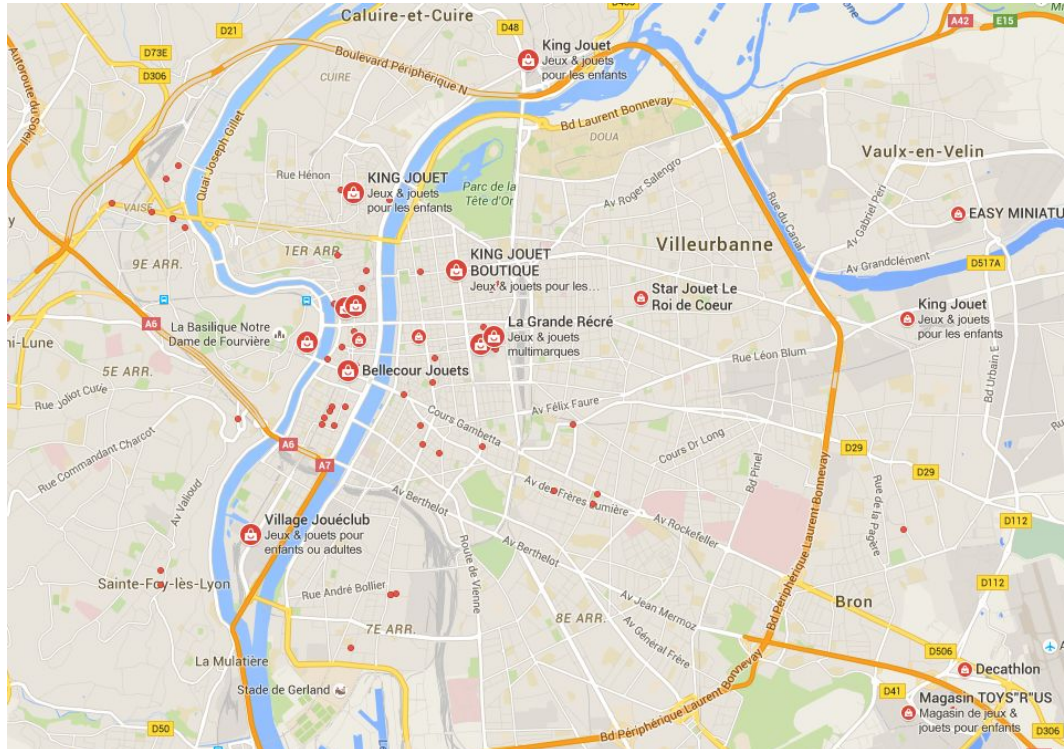
- We considered as macro-area the already existing Arrondissement.
- We assigned a relative importance to each factor.
- We gave a mark (from 1 to 3) to each arrondissement, considering if its performance was around, below or above the medium.
- We managed to evaluate each arrondissements and we have selected the ones with the higher value

# City location selection process (2/3)

	importance	Arr. 1	Arr. 2	Arr. «3	Arr. 4	Arr. 5	Arr. 6	Arr. 7	Arr. 8	Arr. 9
Cost (Eur SqM)	8	2	1	2	2	2	1	2	3	3
Density Population (People/km2)	8	3	2	3	3	1	2	1	2	1
Density Children 3-10	9	3	1	3	3	1	2	1	3	1
Density People 25-54	7	3	1	2	3	1	2	1	2	1
Density Primary Schools	5	3	2	2	2	2	3	1	2	2
Density kindergarten	4	3	1	2	2	1	3	1	2	1
Density competitors	8	1	1	3	2	3	2	3	3	3
	FINAL VALUE	123	62	123	122	78	99	73	123	86

*For more info about the process see the attachment*

# City location selection process (3/3)



## Competitors whereabouts

- Concentration in the **center of Lyon** between Hôtel de Ville and Bellecour metro stations
- The biggest toys retailers are located in **shopping malls like Part Dieu and Confluence**

# Which could be our final choice?

After a first screening of the areas we found as equally good choices Arrondissements n° 1, 3, 4, 8. We made further considerations on them:

- **Arrondissement 1:** probably is biased by its small dimension. There are also too many competitors, and its small dimension increases the difficulty to find an appropriate place, since we need a relatively big area.
- **Arrondissement 4:** the geographical area is hill and it could be problematic in terms of reachability; furthermore, costs of purchasing is elevated; finally, with respect to Arr. 3 and 8 there is a smaller absolute population.
- **Arrondissement 3 and 8:** they are close in terms of our final evaluation; they both fit with our requirements, one possible solution could be positioning the store near the limit of those two.

# Is Lyon Part Dieu a possible choice?

**Advantages:** The district of **La Part-Dieu** is the **central business district** of **Lyon** and Lyon Part Dieu shopping center is **one of the largest** shopping malls in Europe. Its site is deliberately selected for **easy access to pull customers** from a trade area with **on-site parking** and near the **main public transport station**. It also provides **weather protection** and an **atmosphere** created for shopping **comfort**.

**Density of target market:** Although Lyon Part Dieu is a big shopping center with **267 shops** offers the best of fashion, decoration, culture, sport and recreation, there is only **4 shops offering toys for kids** and **none** of them **selling Green toys**. Our shop wants to **take advantage of this potential opportunity**.

## **Disadvantages:**

At first, our shop is a **small independent retailer** and a **new entrant** thus it is sometimes **"hard to get"** because most **spaces** in Lyon Part Dieu shopping mall are **filled**. It is **difficult** to be **located in the main flow** of customers to attract and impress the customers. **Occupancy cost** in shopping center is **higher** than those of strip centers, freestanding sites, most central business districts and we need to **follow the rules** governing store displays and signage, and **under the control of mall management**.



# Des Amis Pour la Vie final location

Our final choice: the **3rd arrondissement** (near Montchat district)

Why?

- Because this arrondissement is known for gathering **lots of families**, that appreciate its calm and **village like atmosphere**, with lots of elementary schools and some gardens fitting our store positioning.
- There are **fewer competitors**, even the proximity Part Dieu Mall is not such an issue for we sell green toys.
- It is also **near the 6th arrondissement** which also well known for its **wealthy families** (but as mentioned previously the rent are too expensive).



# Our store dimension

We decided that our store will be around **200 square meters**.

According to a consumer study of 2013, "Oxybul-Eveil et jeux" (one of our competitors), the shoppers like the atmosphere and cleanliness. **"Often located in the downtowns, their small surfaces (332 sq m) is perceived by shoppers as giving more homey atmosphere"**.

Therefore, a dimension of 200 sq m for *Des Amis pour La Vie* appears to be relevant since we want to :

- be **near the downtown** (8th/3rd arrondissement of Lyon),
- offer a comfy and homey atmosphere,
- and, we are positioned on the green segment, so a place too big which conveys the image of a store using a lot of material and energy and producing waste would not **fit our image of eco-friendliness**.

Who are our competitors then?

# Overview of the competition (1/3)

**Table 2.2 Top 10 companies active on 9 main EU markets by sales, 2011**

Company	€ million	% of total
Mattel Inc	1343.6	10.08
LEGO Group	1108.5	8.32
Hasbro Inc	1084.9	8.14
Private Label	575.2	4.32
Simba-Dickie Group GmbH & Co KG	386.2	2.90
Giochi Preziosi SpA	375.7	2.82
Geobra Brandstätter GmbH & Co KG	316.8	2.38
VTech Holdings Ltd	296.9	2.23
Ravensburger AG	234.1	1.76
Takara Tomy Co Ltd	203.6	1.53
Other	7403.9	55.55

Source: Euromonitor. Companies are global brand owners, except private label companies. Sales under private labels are collected under the heading Private label.

- In France, as producers Hasbro and Mattel stands for 13% of markets shares, followed by Bandai.
- Regarding the retailers, JouéClub, La Grande Récré, Toys R Us, Maxi Toys, King Jouet, represents 40% of the market shares. Hypermarkets and supermarkets stands for 39% of the market shares (but they are on the decline), the leader in this respect is the French company Carrefour.

# Overview of the competition (2/3)

The competitors are different from the toys manufacturers, our competitors are the toys retailers in Lyon:

- **Toys retailers:** Toys"R"Us, Joué Club, La Grand Récré, King Jouet, Oxybul Eveil et Jeux, StarJouet, Fnac. they sell multi brand toys, for all ages. They have huge stores with a lot of choice for parents. They use massive external communication to raise brand awareness but also they implement discounts strategy to promote their stores. They are used to partner with their suppliers to get toys in exclusivity to get the attention of shoppers.
- **Supermarket retailers:** Carrefour - Leclerc - Auchan also sell multi brands toys but in restricted areas of the supermarkets. They do not communicate a lot on toys because it is not their basic offer, although they are challenging the biggest toys retailers. They focus more on in-store communication by raising podiums with special toys in offer.

# Overview of the competition (3/3)

The competitors are different from the toys manufacturers. Our competitors are the toys retailers in Lyon:

- **Small and specialized retailers:** Bellecour Jouet, Pirouette Cacahuète, Le bonhomme de bois, Les jouets des anges, Le roi de coeur, l'Arbre aux lutins, Le p'tit Marquis, Nature&Découverte, Loisir et Création ... They are independent stores, not big chains. Though the retail surface is a lot smaller, they also have a large choice of products. They are less distributing big manufacturers toys, and more focus on small suppliers to offer different kind of toys. They do not put the focus on communication. They represent our direct competitors.
- **Web sites retailers:** Amazon, Price Minister, Les jouets en bois. They offer the convenience to shop online very fast and avoid shoppers to wait in line a long time in the shops. Also, these websites do a lot of discounts that make them attractive.

# Focus on our direct competitors

## Shoppers' insights on...

### ... Pirouette et cacahuète:

*"The perfect place to find good quality toys like wooden toys or branded manufacturer toys which some are not available in the toys supermarkets."*

*"Excellent quality of toys and a lot of different brands"*

*"Small shop but a lot of product categories and good price/quality ratio"*

*"Sales team is available to give good advice, very useful for grand-parents. "*

### ... Le bonhomme de bois:

*"Toys for kids from 0 to 10 years old. Brands like Kapla, Crayola available"*

*"Small store that sells wooden toys."*

*"Excellent sales team who give advice to consumers and are very available for requests."*

*"The store is very clean."*

*"Large choice of toys."*

### ... Bellecour jouet:

*"It is the best place to shop for toys kids in Lyon. You do not find toys but real treasures, that satisfy kids and their parents both."*

*"To offer a nice and out of the box present, it is the best shop. "*

Shoppers seem to pay a lot of attention to the **originality of toys**, they are looking for toys who cannot be found in the traditional toys retailers (like Toy's R Us, King Jouet...). An important driver is the **advice given when they shop**. We noticed that price is not often cited therefore not considered as a key point when it comes to their store selection.

# Focus on our e-commerce competitors



## Value proposition:

*toys are fun, educational, colourful, and environmentally friendly and are compatible to mother's and children's needs.*

Age range: from 1 to 5

**Peculiarities:** The Boikido range of products is designed exclusively in France by a top team of designers. The products are all tested with mothers, babies and educational experts to ensure that the design and functionality are the best suited for the target groups.



## Value proposition:

*specialized in Sustainable, Ethical, Fairtrade, Safe and Green Toys ; good quality toys made from natural raw materials, our traditional wooden toys are solid and made to last. Our toys are educational and stimulating for your child.*

Age range: from 1 to 10 (most of the toys do not have a recommended age)

**Peculiarities:** *Let toys be toys* is a campaign asking the toy industry to stop limiting children's choices by marketing their toys for boys or girls.



## Value proposition:

*PlanToys® has been consistently developing its products and activities with a strong commitment that a company could ever made to contribute positively to the world. PlanToys® has grown from Green to Sustainability*

Age range: from 0 to 5 years old

**Peculiarities:** Sustainable Play is the foundation of how their toys cultivate creative minds and bring children closer to nature. The children will grow up with knowledge and appreciation to respect and to preserve natural resources for the future generation knowing that they can make the world a better place.



# How do we differentiate?

Our positioning drivers - Our promise - Positioning map

# Our positioning drivers: green, fun & education!

**Traditional drivers, the product : we provide safe, green and customized toys**

- **Green:** While green toys may look similar to other ones of the same type, they are made with a key difference. An important innovation of green toys is the flow of the design process with **using the greenest and safest materials available**. Green toys **avoid additives** that can harm the users of its products and also **avoids painted coatings** that contain toxic chemicals to **make safe playthings** for children. **Waste** is **prevented** or **minimized** throughout the product lifecycle and renewable resources and energy are utilized in production and use. Most of our toys are designed for disassembly and can be taken apart and remanufactured.

# Our positioning drivers: green, fun & education!

## Traditional drivers, the product : we provide safe, green and customized toys

- **Personalized and educative:** Pleasant and interesting toys attract children and stimulate their senses. Children become bored and frustrated when they play with toys that do not offer the **appropriate type or level of stimulation**. Therefore, our green toys are designed according to the level of development of a child through a personalization process. Our shop will educate children by offering functional, easy to use and pleasurable green toys help them expressing their personality. During this process, the children become **emotionally involved** and the personnel would encourage them in taking care of the toy that will become **“a friend for life”**. The toy can therefore be unique and personal for each child.

Thus our store is only providing the shoppers with the **appropriate green toys**, preventing parents and relatives from having a hard time choosing the right toys as opposed to the bigger and non-green specialized retailers having multi-brand toys for all ages.

# Our positioning drivers: green, fun & education!

## Traditional drivers, the service level:

- We not only sell the best products possible for **a playful future** for the children but also **create a world** that is **safe, green and wonderful** by offering a variety of services and activities to attract customers. It is quite different from **other retailers** when they often only **focus on selling toys** like supermarket retailer or website retailer.
- In-store information and pieces of advices from our nice and smiling staff
- After-sales and repair services

# Our positioning drivers: green, fun & education!

## Innovative drivers - exclusive in-store experience:

- **Fun** is what our shop aims to deliver on a daily basis. Our shop concept focuses on core customer – the children – and delivers a **wonderful experience** for every child to remember. **Children and parents** have great time to experience many toys before purchasing and enjoy other interesting activities. Through notably **innovative services like an in-store playground, workshops and special events held by our caring staff members** (refer to the following slides on our service offer)
- Besides, our shop tries to **educate** our customers about the play value of our carefully selected products. We also hope to strengthen the social and physical skills children need to thrive through our products and services. Education comes from the manual experience of building a toy, but also from our services that help them **develop social skills and understand the importance of environmentally friendly actions.**

# Our promise

At *Des Amis Pour la Vie*, you will be **attended to with the utmost care**, invited to a place where children can **safely discover customized and original toys** to stimulate their development.

Be prepared to **enter a world respectful of the environment** and **sharing with you and the future generations funny facts about our planet** and how we can all **help protecting it**.

*Des Amis Pour la Vie* is a world where you can **share precious times** with you little loved ones and help them growing up.

*Des Amis Pour la Vie* is a place where you can **buy original gifts** fitting the child's preferences and development stage, also **in adequation with your values**.

# Our Positioning

The most important dimensions for customers in retailing industry are price and service.

- **Price:** we want to position ourselves as **high price** store. This comes from a double consideration: first of all delivering green products imply some limitations and improved controls in the supply chain, and this increases all our costs. Secondly, people buy green products also for increasing their social status, and this effect is more present when people have to pay a premium price. (more details about the research are in the sources)
- **Service:** we have medium logistic services (breath, store layout, opening hours), high information services (depth, pre-selection, in-store info, salespeople) and interesting peripheral services (the personalization of the toys in an involving playground area and the customer experience in general). In our case we have medium logistic services, high information services since we select specific products, give information and assure of eco-sustainability of materials and we offer interesting additional services. So we can consider that we have a **high level of service**.

# IV-Our green products and services offer

Suppliers - Assortment -  
Breadth and depth analysis -  
Services

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A key issue for *Des Amis  
Pour la Vie*: the choice of our  
suppliers

# Suppliers – What We Want

In order to be consistent with our value proposition, our values and drivers, the choice of suppliers has to follow some guidelines::

- Toys must be **produced in the European Union**, since here rules and regulation about toys safety can be identified as more reliable and trustworthy than in other regions.
- Toys must be produced with **green material** (wood, recycled and eco-friendly materials)
- The producer must have a philosophy that can be identified as consistent with the one of *Des Amis Pour la Vie*: sustainability, eco-friendliness, importance of the experience with the toys, etc.
- And in fact, we have the **opportunity to easily fulfill these obligations in Europe and even in France** itself due to the presence of local toy manufacturers. The competitive analysis suggests that region of Rhone-Alpes is known for the production of traditional toys and games of high quality. *(see report by ECSIP Consortium, “Study on the competitiveness of toy industry”)*.

# Some potential suppliers and partners (1/2)

- **Bioviva:** a **French toy manufacturer** since 1996, they are **specialized in green toys** (using cardboard, wood and paper) and pay attention to **reduce the pollution linked to transportation and logistics**. Their toys have the **FSC label** (Forest Stewardship Council). They are willing to exchange with their clients ideas for creating new types of toys. They perfectly **fit our positioning** wanting the toys to be original, giving you both a moment of pure joy and helping people discover some funny facts about nature. (<http://www.bioviva.com>)
- **The Organic Toys Company:** a family-run business located **in the UK**. This company specializes exclusively in toys that have strict criteria of having certified **100% organic cotton**. Their products **meet all European safety standards**. Furthermore, the company is passionate about environmental and ethical issues. Their commitment is that the natural toys they offer also must be fun, utterly adorable and appealing to babies and children, and also stimulating children's senses and imagination. (<http://www.otoys.co.uk/>)

## Some potential suppliers and partners (2/2)

- **Grimm's Spiel & Holz Design:** located in **southern Germany**. The manufacturers produce **high quality environmentally friendly wooden toys** that will last a lifetime and have been well thought out in creating safe and health toys for children to play with. Testing toys for **quality and safety is one of top concerns** and all of company's products including the color and oil **meet the European standard for safety of toys** (EN71) and the US standards. (<http://www.grimms.eu>)
- **Myriad Natural Toys & Crafts:** a family company **in the UK**, specialize in **hand-crafted organically shaped natural wooden toys**, plant dye art materials, craft supplies, books and musical instruments. Their product is produced with reverence for the environment and the child, **encouraging meaningful and creative play**. Thus, they select products made from **natural materials**, and they must be **safe and non-toxic**. It is also important that the toys are **beautiful and a pleasure to touch** because the company believes that the children need toys that are simple and unsophisticated so as to awaken their creative impulse. (<http://www.myriadonline.co.uk>)

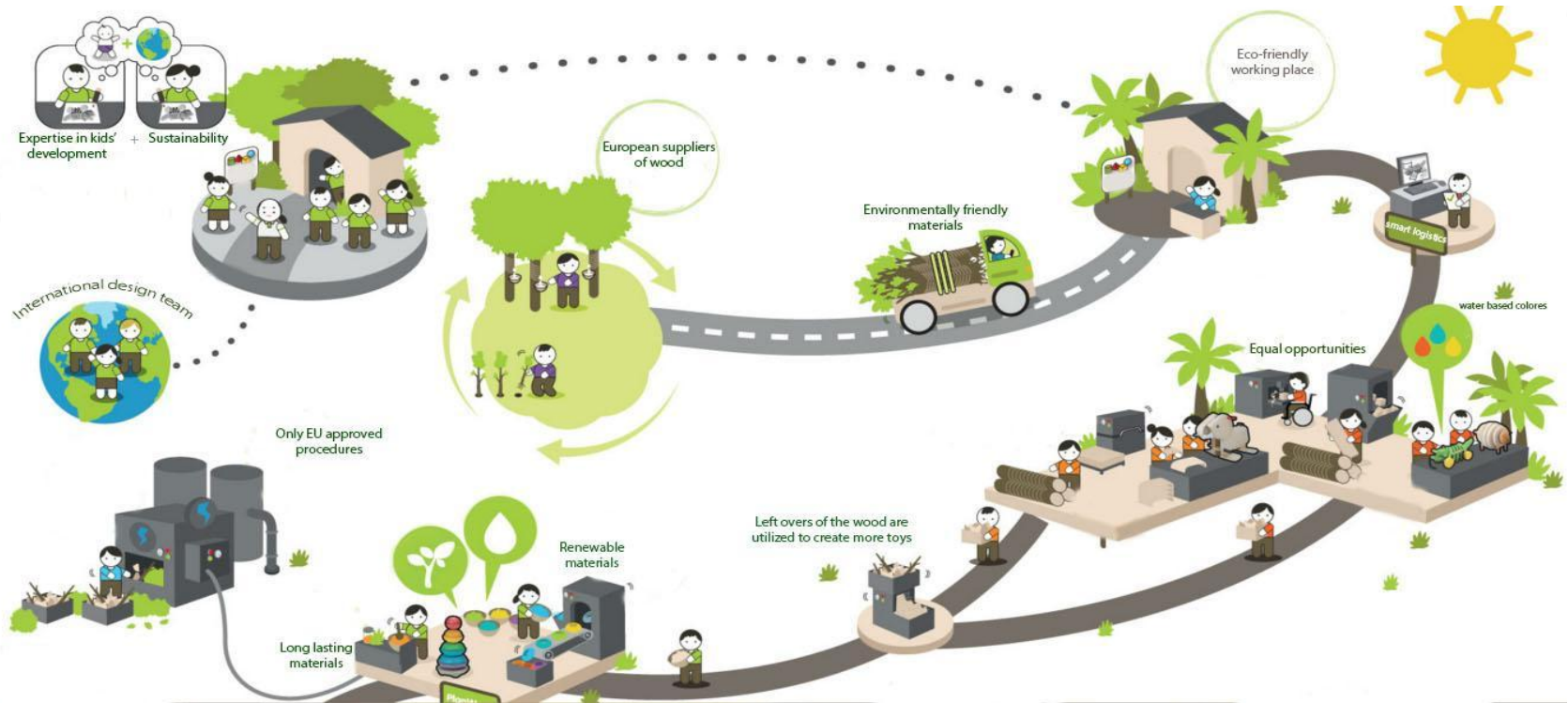
# Material Suppliers

Wood Sticks	Glue	Colours
<p>Ecological and biodegradable wooden sticks, that are safe for the children and easily available for us.</p> <p>From a French supplier of wood and paper ecological material</p>	<p>Multi-purpose glue, acetate-based, for wood.</p> <p>From a French supplier of ecological material for the office.</p>	<p>Friendly permanent ink marker with water. For writing on many materials.</p> <p>Refillable, therefore ecological.</p> <p>From a French supplier of ecological material for the office.</p>



*For further details and computations, see the attached excel file.*

# A visual map of the product conception from production to the shelves



# CSR Policy

- Conducting business in a **socially responsible** and **ethical manner** is our top concern, thus, we choose to **sell green toys** as a basic approach to **CSR policy**. In the long term, part of our **profits will accrue to the local community** to be used for **public infrastructure improvements** and **charity to help poor children** can be a part of our policy that would **bring more benefit to local people**.
- Furthermore, our shop has created a business retail model and has **created jobs** as a result. In addition, by contracting with the Green Toys Supplier, we contribute in **improving the social welfare** of individuals who are entering **the workforce**, because the design of Green Toys require **workers not to be exposed to chemical toxins** in **the production process**.
- Moreover, by offering a **Good-quality childcare service and green products**, we help to **protect the environment and the safety of people**, and **improve community's awareness** in selecting toys. Our shop hopes that when people can understand about what is or is not safe for their children, we can continue **improving the toy safety landscape** and **protect local youngest consumers**. Or in other words, we are **building a sustainable way of life for community** in which we operate.

The assortment of *Des Amis  
Pour la Vie*



# Assortment

- **Low Breadth**

We are going to have only toys that can be assembled. We want the kids to experience the creation of the toy, either in store or at home, in order to become engaged and create affection towards it.

- **High Depth**

With among others, different genders for the dolls, different colors, different houses (in color, in size, in material), different puzzles.

# Product Offer (1/2)

**The product offer will convey the same message to each of our potential customer:**

From 3 to 12 years old the **concept of the products** and the **experience** children can have through them should be **consistent**. Of course the actual product characteristics should fit the different interests, needs and capabilities of every age range.

**Adapting the products to the kid's development stage:**

The **age distinction** is based on the cognitive development scheme developed by Jean Piaget (recognized for his epistemological research), who suggested 4 stages of cognitive growth in children. They include sensimotor (0-2), preoperational (2-7), concrete operational (7-11), formal operational (11+).

Our main focus is on **preoperational and concrete operational stages**. Moreover, we divide the preoperational stage in half because **today's children** have a tendency of **developing faster** and being very tech savvy. Thus, **kids from 2 to 4 and kids from 5 to 7 are different**. The segmentation will also be made according to the difficulty levels of the toys. Formally, the **description will include the age limits** (for example, there are certain toys not allowed to kids under 4 years old).

# Product Offer (2/2)

Below is the categorization of our products according to the child's development stage. Each category is given a name as to invite the buyers in our universe.



- **For children 3+ : les coccinelles** (*ladybug*)  
Big pieces/blocks, easy to assemble, big puzzles



- **For children 6+ : les chatons** (*kittens*)  
At six years old they learn to read, therefore there is a huge gap between before and after 6. More complicated toys



- **For children 8+ : les oursons** (*bear cub*)  
More complicated and "cool" characters

# Children 3+



- Love to move
- Start dressing up and pretending to be someone else
- Start drawing simple things

Therefore, we give them the same themes as for older kids but **easier and bigger pieces**.

# Children 6+

- Can build friendship
- Can complete puzzles
- Can finish activities without waiting for the directions
- Can sort things into categories

Thus, we propose toys made of wood, the children can paint them, build house. Hair, tail, wings, ears can be assembled based on personal judgment. Children can also can choose food, pets...





# Assortment

Building Blocks	Puzzles	Dolls/Characters	Spare materials
<p>This is the kind of toy that best suits our proposition of <b>making the kids engage</b> with the toy and built it by themselves. They should be made of wood. This toy will represent <b>the core of our product offer</b>, being proposed in different sizes and forms. The size of the toys is going to be adjusted based on the regulations that apply to the 3 years old kids. For example the building blocks should be bigger than 5 cm. The blocks should be simple, stable and easy to carry.</p>	<p>This game for kids 3+ can be <b>fun and educating since the child create an image using the different pieces</b>. The image should be simple and realistic picturing routine or well known objects, animals. This is the time when kids learn to read and start acquiring language skills. Thus, <b>alphabet and routine words can be involved here</b>. For 3 years old kids, the number of images should be limited.</p>	<p>The dolls and characters, made of cloth, are <b>not divided by gender</b>, as any other toy in the offer.</p> <p>Characters for 3+ can be: animals, baby dolls etc</p>	<p>Playground and workshop service offer, in order to make children involved in the actual building activity of a toy, we will sell raw material ready <b>to be used for a DIY toy</b>.</p> <p>Additionally, the moving objects can be used in the playground to involve the kids in the process (e.g. moving wooden horse)</p>
<p><b>40% of the assortment</b></p>	<p>10% of the assortment</p>	<p>20% of the assortment</p>	<p>30% of the assortment, equally divided among: -spare wood blocks and sticks -colours (painting colours, markers) -cloth</p>



# Assortment

Building Blocks	Puzzles	Dolls/Characters	Spare materials
<p>This is the kind of toy that best suits our proposition of making the kids engage with the toy and built it by themselves. They should be made of wood.</p> <p>This toys will represent the core of our product offer, being proposed in different sizes and form.</p>	<p>This game for kids 6+ can be fun and educating since the child create an image using the different pieces. The image can vary according to the preferences: animals, nature images etc.</p> <p><b>The number of pieces start from 80 and increase.</b></p>	<p>The dolls and characters, made of cloth, are not divided by gender, as any other toy in the offer.</p> <p>Characters for 6+ can be: animals, baby dolls etc</p>	<p>Other than the playground and workshop service offer, in order to make children involved in the actual building activity of a toy, we will sell raw material ready to be used for a DIY toy.</p>
40% of the assortment	10% of the assortment, equally divided into categories according to the number of pieces (80 - 100 – 150 – 200)	20% of the assortment	30% of the assortment, equally divided among: <ul style="list-style-type: none"><li>-spare wood blocks and sticks</li><li>-colours (painting colours, markers)</li><li>-glue</li><li>-stones to be painted</li><li>-cardboard</li></ul>



# Assortment

Building Blocks	Puzzles	Dolls/Characters	Spare material
<p>This is the kind of toy that best suits our proposition of making the kids engage with the toy and built it by themselves. They should be made of wood.</p> <p><b>For 9+ children the blocks can be smaller, more difficult to assemble, with less instruction</b> on what to create in order to give the choice to children.</p>	<p>This product made of cardboard can be very challenging for children that from 9 years old seek for more <b>stimulating games</b> (the images represented can be: world map, night sky images etc).</p> <p><b>This game can also enhance the collaboration among kids who can work on it together.</b></p>	<p>The dolls and characters should follow the changing preferences of children according to their age.</p> <p>Therefore for 9+ characters can be made not only of cloth but also wood, and represents elves, fantastic heros, dwarfs, warriors etc.</p>	<p>For 9+ children the offer of spare material is the same as for younger.</p> <p><b>The children will be free to build whatever they want according to their preferences and skills, and not according to their age.</b></p>
40% of the assortment	10% of the assortment, equally divided into categories according to the number of pieces (500 – 750 - 1000)	20% of the assortment	30% of the assortment, equally divided among: -spare wood blocks and sticks -colours (painting colours, markers) -glue -stones to be painted



# Our product benefits

Through playing experiences, children learn about themselves, their environment, and the people in their lives; experiment with different ways to solve problems; develop body control; practice social skills; and express their creativity.

**Children gain confidence** as they choose toys and materials that are of particular interest to them. There is no differentiation between genders, so that children can feel free to choose the toy that interests them the most without any “gender barrier”.

An environment that encourages children to make their own choices **helps them feel safe, valued, adventurous, competent, and confident to take the initiative**. Observe children playing over a period of time, and you’ll see higher levels of thought form in all areas of development – physical, language, social-emotional, and cognitive.

# Our products price policy

benchmark - price definition

# Product prices - Benchmarking

For each product category **we have analysed the pricing applied by some of our competitors**, each of them peculiar for some similarity with *Des Amis Pour la Vie* in the offer or in the value proposition (Nature&Decouvertes, Toys"R"US, Disney Store, Oxybul eveil et jeux, Babi Pur and Lego).

- **Building blocks**

In this category **the average price of a product is around 45€**, but with a very high variance, in fact the cheapest product among the one analysed costs 6.99€, the most expensive 134€.

- **Dolls**

**The average price of a doll is around 30€**, and the variance is lower for this category: the cheapest is 7.99€ and the most expensive is 99.99€, both sold by Toys"R"US.

- **Puzzles**

For this category the result is biased by the fact that puzzles (also the ones for 9+ children) can be very complicated and very expensive, while the ones for very young children (like 3+) are usually very cheap. Therefore the results of the analysis is a great variance (lowest price 6.9€, the highest 225€), and a **high average price, around 45€**.

# *Des Amis Pour la Vie Prices*

**Toys that fit all the characteristics we want (green materials, educational purpose, high quality, durable) will cost more than a usual toy of the same category.**

As our **target is upper-middle class**, willing to find high quality product they can rely on., **they are willing to spend more** for products and services they believe in, and they are committed to the 'green' cause.

Therefore, we should be able to reach and engage our target customers even with a bit higher price positioning.

**Building blocks:** from 20€ to 100€, according to the amount of pieces and and age (therefore difficulty) it refers to.

**Dolls:** from 15€ to 60€, according to the size, the material, the availability of dresses and accessories.

**Puzzle:** from 10€ to 100€, according to the amount and size of pieces as well as the picture represented.

**Workshop:** considering all the cost (materials provided and personnel involved), we decided to set the price for 1 hour and a half workshop at 15€.

See the excel file attached for further details.

# Our services offer

Logistics and staff - Additional services - Workshops and Events examples

# Services

## Logistic services

- Facilitating our shoppers needs of stocking products, transport and time:
- **Opening hours:** no wasted hours, only when they need us!
  - **Proximity:** as said before, we are in the best location possible

## Informative services

- Facilitating our shoppers in researching info about us:
- **Strong preselection:** we are so strict with our suppliers!
  - **Assortment depth:** will reduce searching costs
  - **Staff:** clear distinction of roles, evaluation.

The playground and the activities in it are core services as well and not to be underestimate!



- Playground
- Workshops
- After-sale
- Fidelity programs

## Additional services

# Logistic services

## Opening hours

*On Tuesdays, Wednesdays, Thursdays and Fridays:*

12'30 am - 7'30 pm

2 pm - 4 pm : off-peak hours expected

12'30 am - 2 pm and 4 pm - 6 pm : peak hours expected

*On Saturdays:*

10 am - 7'30 pm

*Closed on Sundays and Mondays*

*Based on a benchmark on competitors' opening hours.*

# Logistic services

- **Proximity with our customers.** The store will be located in the 3rd arrondissement, near Montchat district and the 6th arrondissement where a lot of families that enjoy the calm area. (refer to the previous location analysis).
- **Low assortment breadth but great depth assortment with 4 main categories sold.**
- **Breaking bulks** is taken in consideration very seriously. It strengthens our value proposition. **Customers can buy the quantity they want** thanks to our spare materials. They can choose to have few pieces to **build the toy how they want.**





# Informative services

## Staff evaluation needed:

- **1 cashiers**, named Les fourmis (“the ants”), an advisor would be able to help as a second cashier particularly needed on Fridays and Saturdays (rush days) and in the lunchtime and evenings.
- **3 advisors**, named Les Chats (“the cats”). We think that **advisors are very important** with parents considering this as a major service. It is also consistent with our image of quality. Thus, we should look for **very specialized sales advisors that take in consideration our values**. Advisors are need at the lunchtime because parents would be free to come and buy a toy, and after parents left their work, at the end of the day. Rush days are on Wednesday because kids are not at school and also on Saturday.
- **Occasional animators**, named Les Poules (“the chickens”), needed for the playground and organizing workshops. **They do not constitute the heart of our staff. Nevertheless, they are very important because they add value to the proposition.**

# Informative services - staff planning

	Members of staff present in our store				
	Tuesdays	Wednesdays	Thursdays	Fridays	Saturdays
10am - 12'30 am					1 cashier 3 advisors
12'30 am - 2 pm	1 cashier 2 advisors	1 cashier 3 advisors	1 cashiers 2 advisors	1 cashiers 2 advisors	1 cashier 3 advisors
2 pm - 4 pm	1 cashier 1 advisor	1 cashiers 3 advisors	1 cashier 1 advisor	1 cashier 1 advisor	1 cashier 3 advisors
4 pm - 7'30 pm	1 cashier 2 advisors	1 cashier 2 advisors	1 cashier 2 advisors	1 cashier 2 advisors	1 cashier 3 advisors


 Affluence of customers expected

# Additional service offer

Des Amis pour la Vie is not to be considered as a simple toys store, we want our shoppers (children, parents, grandparents, god-mothers, etc.) to see it as a **place to be to have fun, spending precious time together and discovering new things regarding the environment** (as mentioned previously regarding our positioning drivers).

## How can we make this possible?

Our store will provide the parents (and other relatives) with a new opportunity to **spend time and play** with their children.

- Creating a **playground**
- Organizing **workshops and special events**

It is a place to discover things about the environment and learn how to be more eco-friendly:

- Offering special **“educative days”** in partnership with schools in the morning (open the store just when the workshops are arranged)
- Specialized workshops

# How will our playground work?

Parents know how the **playtime is important** for the mental development of kids. Through playing, children learn new roles and acquire new skills. Therefore, **we devote an open space for kids within the store, where they can play with the building materials themselves.** The surveillance of smaller kids can be arranged as an extra service.

Moreover, we also offer **workshops** that will fit the busy schedules of kids and their parents. The themes are suggested by the managers of the store in cooperation with schools.

During regular hours, the **playground can be accessed by anyone**, and the building blocks provided by the store can be used there. The capacity of the playground is maximum 12 children at a time. After that parents and kids can decide if they want to purchase the toy that they have built or leave the blocks for the next time.

Flexibility of the playground: Traditional playgrounds consist primarily of fixed equipment, such as slides, monkey bars to develop children's motor skills. Our playground is **made up of "loose/spare parts"** so that we can promptly **transform the scale and rearrange the play space** to suit our workshop or special events. Moreover, we always designed the playground as **a circle**, with a kind of endless circulation, so that **"our playground lets kids run forever"**.



# Fidelity and environment (1/2)

## What about fidelity?

To retain our customers and broaden the occasions in which they can come to the store, other supporting services will be provided.

- **Special repair service:**

We want to increase the fidelity of our shoppers by also providing them with a special repairing service. We ensure the good quality of our products and **wanting the toys to be the kids' "friends for life" and also to avoid waste**, our staff will be there to repair certain broken toys or, the parents could always bring the toys back to us so they **can be recycled** (in new toys when possible).

- **Fidelity program:**

Creating a fidelity card, making targeted recommendations for our registered customers through mails or texts, providing them with special and personalized discounts for the new products available. This will rely on Big Data like the shoppers' purchases records, birth dates, etc.. We would also offer our loyal customer special promotions on workshops or small gifts on special days linked to nature (e.g on the World water day (22nd March), on the national day for the environment (5th, June), etc.)

# Fidelity and environment (2/2)

## What about fidelity?

To retain our customers and broaden the occasions in which they can come to the store, other supporting services will be provided.

- **The power of raising environmental awareness** through our workshops and special partnerships with green associations is also an opportunity to deter our shoppers from going to other toys stores which are not positioned on the green segment and increasing their willingness to shop in our store. (e.g. *For christmas, we could have a gift wrapping service, but it would be seen as environmentally unfriendly, so we could implement a “wrap a gift, plant a tree” policy, if our customers decide to have a wrapped gift, the money will serve to help reforestation*)

# Example of events & workshops

## Special event for kids from 3 +

During school hours the playground would be empty and not profitable. Therefore, it can be useful to create regular weekly/monthly events for younger children. In the morning or early afternoon, mums and dads can come with their children and play with them there (so that we would not need to increase the personnel and mums and dads will be in charge of their own children) and doing so we will **create a relationship with future customers and let them know about all our services they will be able to enjoy as they get 6.**

- **Scientific experiments in collaboration with schools**

Work in partnership with schools organizing workshops with experiments where children can enjoy practical activities and raise their awareness to environmental issues in a ludic way.

- **Birthday party**

**The playground can be booked for a child's birthday party.** The store personnel will be available and will organise activities accordingly to the age of the children involved.



# Example of events & workshops

## Focus on kids from 6 +

Nowadays, most of the parents are workers, and kids usually stay at school at least until 5pm. Therefore, the services provided can be divided into two different groups to better meet our shoppers' needs and weekly schedules:

- From Monday to Friday

**“After five” workshops in order to increase traffic during the week** (can be made by subscription), for example drawing on dolls workshops, origami pets for dolls, building the furniture for the houses of dolls etc.

- Weekends

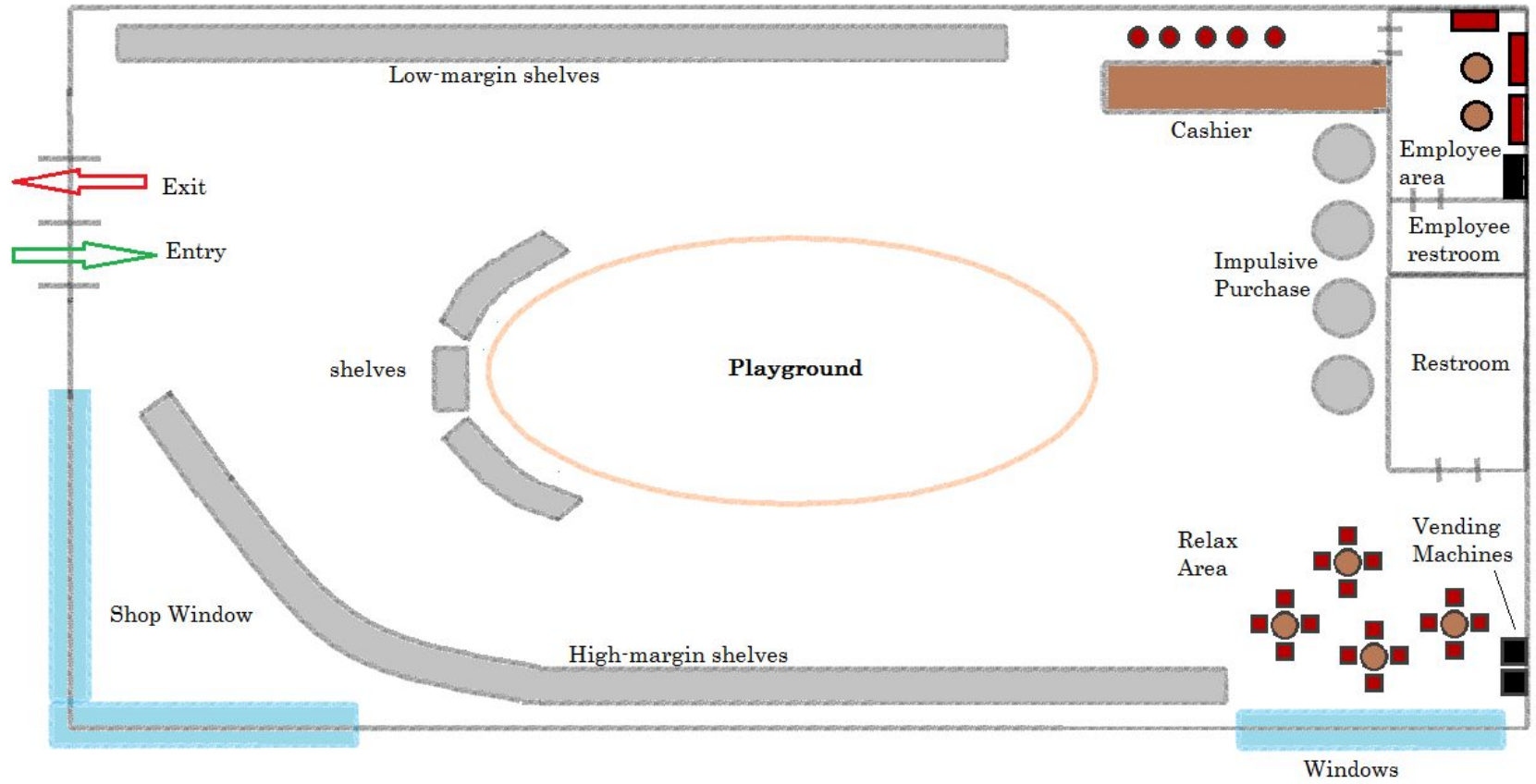
**Opportunity to assemble toys in the store with other kids** thanks to the help of the staff (parents can even leave their kids at the store under staff supervision). During the weekend, the flow of customer should be higher, therefore there is no need to organize events to attract people. Instead, we give the customers (kids and parents) to enjoy the experience of creating their own toys.

# V- Discover the beauty of green

Our offer visualization and  
merchandising

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# The layout



# The layout description

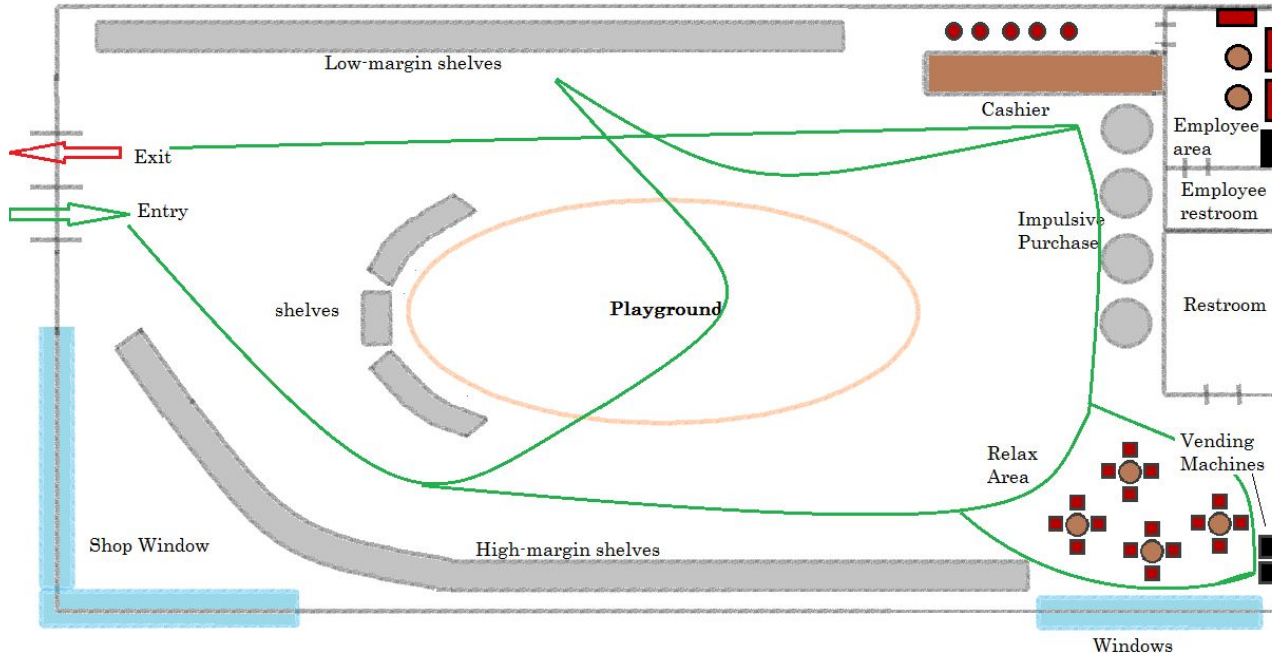
- The shop window will always be well decorated It is at a corner and we will use it with creativity, especially during Christmas time
- The entry will be in the left and the specific layout inside is designed to drive the shopper to the right
- The high-margin shelves will be present on the way of the shoppers during their experience
- The playground, one of the most important area of the store, is positioned in the middle of it. This way, we want to allow parents to watch them without the risk of losing them
- There will be more shelves around the playground but of a limited height in order not to prevent the surveillance of kids
- A special area designed in particular for the adults is the relax area, where they will have access to vending machines (with eco-friendly food and beverage) and to a restroom
- In front of the cashier there are some rounded shelves: they will be the impulsive purchasing ones
- The cashier is positioned in the top left corner to let shopper doing an almost complete tour before paying

# Customer path

To be clearer, we built three different customers paths, according to a distinction among three possible types of shoppers:

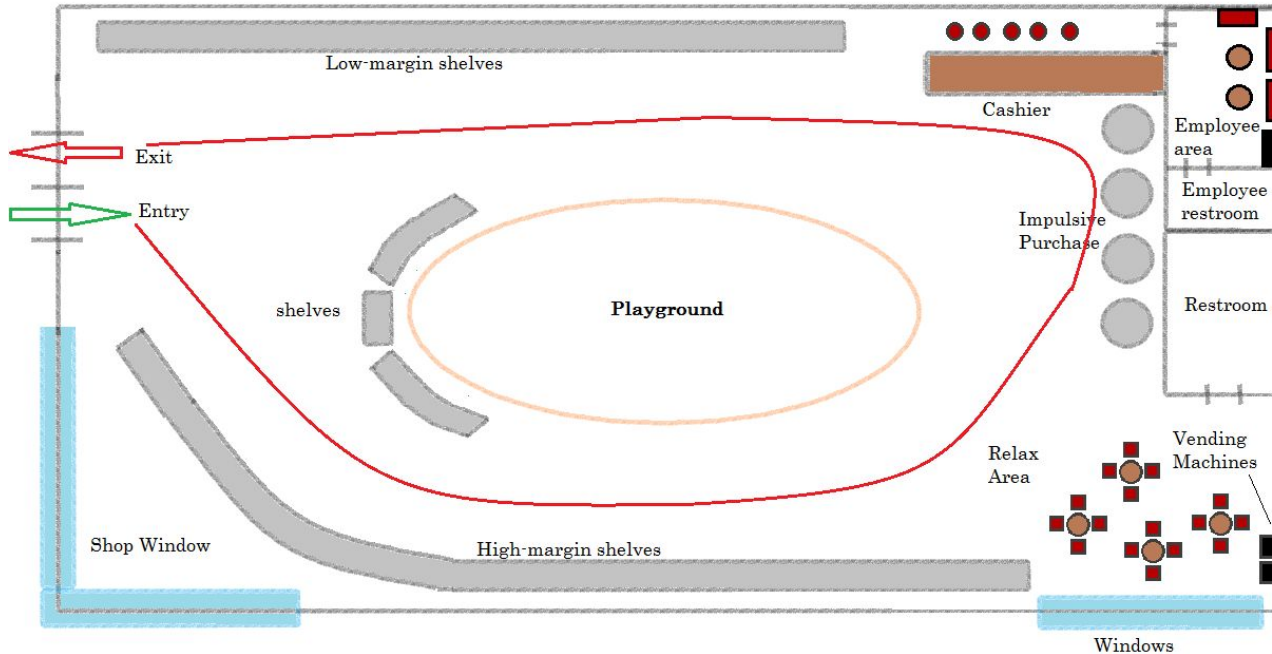
1. The highly motivated shopper: in green
2. The “just looking around” shopper: in red
3. The shopper interested only to the workshops: in blue

# Consumer path: highly motivated shopper



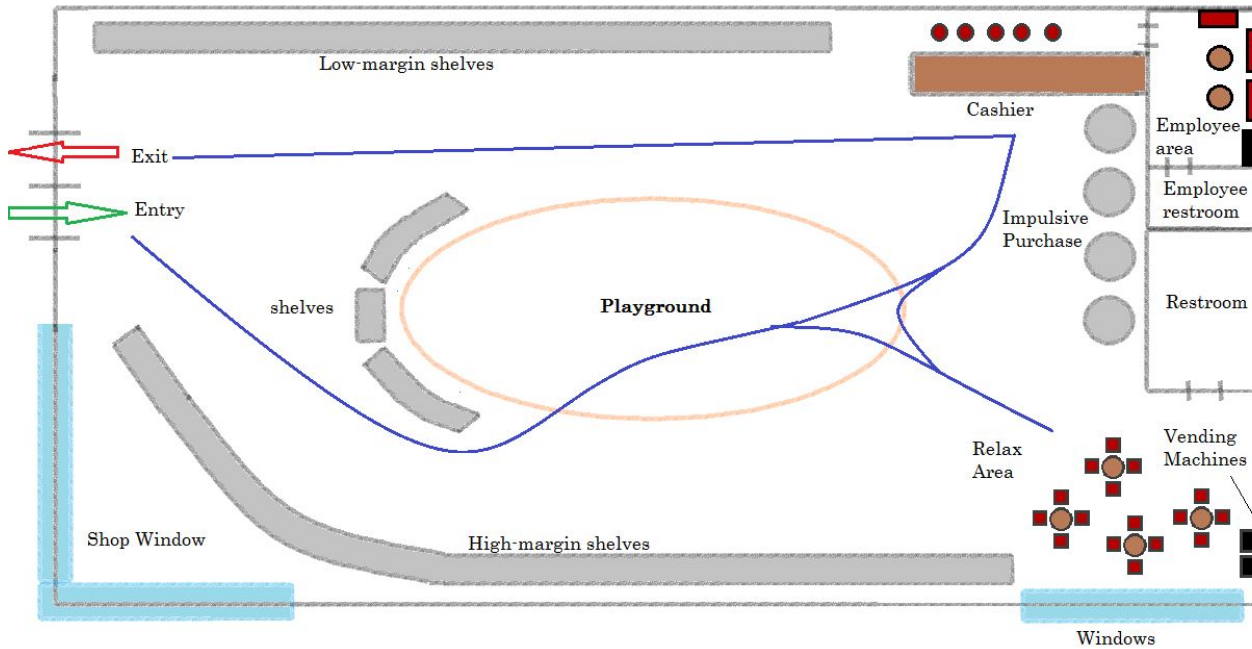
- Thorough visit of all the store, passing through high margin and low margin shelves.
- Stop at the playground
- Stop in the relax area
- Payment at the cashier, possible impulsive purchase too

# Consumer path: "just looking around" shopper



- Brief visit of the store
- Very fast pass through the shelves
- Impulsive purchase is probably the only shelf that could sell them something
- Curiosity around the playground

# Consumer path: interested only in workshop shopper



- They do not care about the toys in sale
- They go directly to the playground to let their children play
- Probably, they will relax in the special area during the workshop
- They will go to the cashier to pay for it



# *Des Amis Pour la Vie, store layout (1/2)*

**Our shop decoration** is based on the **main concept of bringing the environment to life** and not only to attract children, but people of all ages. This heaven for shoppers includes a stunning new interior, a full brand identity along with green toys.

**Visiting our shop is a unique experience** for all children and parents. **Our store's facade** consists of the frame of **vitrine** that **marks off the interior** and simultaneously **invites customers** to cross it to enter the shop. Because people want to know what the store offers before they walk into it, thus, we want to make sure that the outside of the shop **reflects both the interior and our image** by focusing on **paintwork, signage, and logo**.

Moreover, we can **make a great theme for vitrine** frequently to attract customers. Everything from Halloween to Christmas or even back to school can be exciting topics with a creative theme. Our shop can **frame this theme on vitrine** and **allow children to use paint to decor it**.

## *Des Amis Pour la Vie, store Layout (2/2)*

In our shop, there is a selection of toys is available for play and an area where children can play so that parents can look around in peace. Thus, **the playground** is placed in the center of our shop, so that, parents can both shop products and keep an eye on their children.

**The cashier and customer service** is placed at the end of stores to make sure that all customers **can observe all our products and make the best decision**. Furthermore, if they have any concerns about our toys, our staff members are ready to explain there. **The relax area** are **convenient** for parents to read papers, do their jobs if necessary, or release stress. We want our customers to **feel comfortable** when come to our shop.

**Atmosphere:** it will be based on child's interests and favorite activities, like sports, fairy tales or adventure stories. The **decoration** will make visitors enter **a fantasy world** like in the children's story. The **colours** that personalize the store are the **green, red, yellow, blue** because most children are attracted to **bright colors** and they still **represent nature**.

# Store atmosphere and materials

## Materials:

The **materials** of our store are a **key issue** for us since on the one hand we need to **attract children** with flashy paintings, lights and funny structures and on the other hand we need to **stick to our green positioning**.

## How can we tackle this issue ?

- Eco-lights, eco-materials for the shelves like wood (from eco-friendly forests) and recycled cardboard
- Green colors with ecologic painting
- Drawings on the walls and the floor representing trees and leaves, species on the verge of extinction, maps of the world where are the forests, the rare animals, water supplies, ...
- On the floor, special drawings of footprints to follow, like a game for the kids and it would lead the kids to specific shelves with specific toys, there could be a small board near the shelves with a fun fact about nature and environment and why this toy helps nature (this would be more for the parents)

# Furnitures material and design

Kids love to have their favorite toys on view and within reach, so we plan to use **low, easily accessible and open shelves** in store. It is important to keep shelves fun, attractive and accessible.

The easiest and most flexible way to build decent-looking shelves is to make them out of **wood or cardboard**.

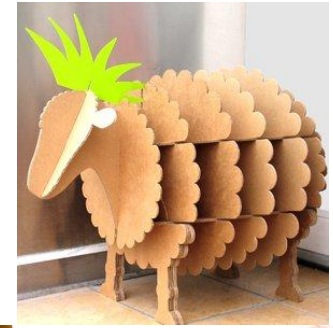
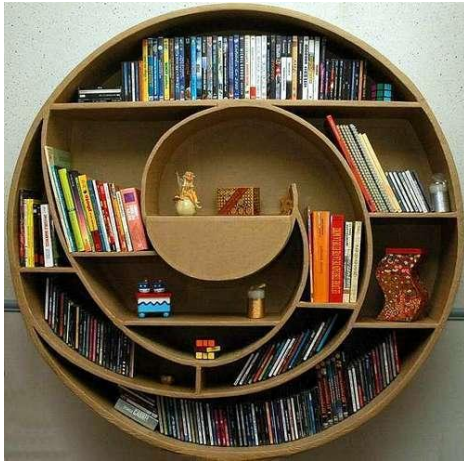
While there are many types of wood available, not all of them are good for storage shelves, so we decided to choose **plywood** from responsibly managed forests (from GreenT Cie for instance) because it is **strong, durable, not too expensive, and nice looking**.

Plywood is easy to work with, reasonably inexpensive, and it'll last well. It's made from thin layers (plies) of wood that are bonded together. Because each layer is layed by the grain perpendicular to the next, the finished product is quite strong. Besides, it is **easy to paint and decorate on the surface**.



# Furnitures material and design

Example of recycled, cheap yet nice cardboard structures that could be used for our shelves and decorations



# Shelves layout (1/2)

To choose the best way to **display our products**, we consider **3 main points** including:

- **Assortment** of product, **capacities and needs**
- **The age group, behavioral traits and habits of playing**
- **Shape and style** of products

Taking into account the above points, our shop decided to **display products on shelves according to category** including **Building Blocks** (40% of the assortment), **Puzzles** (10% of the assortment), **Dolls/Characters** (20% of the assortment).

**Each category** will be displayed **in the same area**, and items belongs to this category are **put respectively for children 3+, 6+, 8+ from the bottom to top**. Moreover, we also arrange them **based on shape and color** to create an attractive visualization. We put our **newest and most expensive items in the spotlight**. The height of the shelves on the borders will be on average, instead of the height of them in the middle, which will be at children size, to let the kids feel in a more comfortable place and the parents to be able to look after them from everywhere.



## Shelves layout (2/2)

Although our products may not change every week, it is important to **rotate store displays** in order to **keep the store fresh looking and to show our variety of products** on shelves. To do that, we would strive to change the display by rearranging the shelves content, creating new constructions, figures and stories with the toys. A new look within a store, rather than the "same old thing," makes the store exciting to shop, giving the impression it is continuously evolving. Displays should be rotated or changed every 2 to 3 weeks.



# Ideas of atmosphere (1/4)

*Example for the atmosphere*



*Example for the playground*





# Ideas of atmosphere (2/4)

*Example for the playground*



*Examples for the wall decorations*



# Ideas of atmosphere (3/4)

*Examples for the playground activities and layout*



# Ideas of atmosphere (4/4)





# VI - Promotion & Communication

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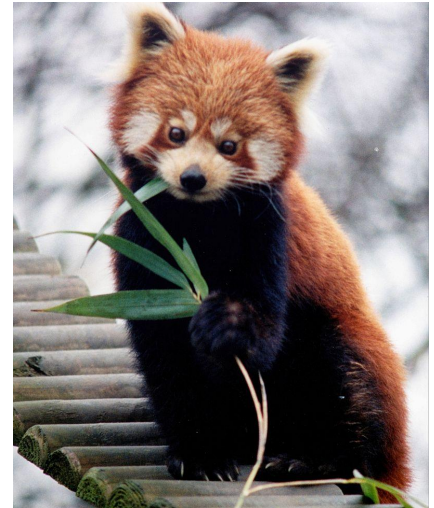


# Our mascot: the RED PANDA

## Why do we choose the red panda?

Because the red panda is one of the most **well-known** animal from the Lyon zoo in Parc de la Tete d'Or and very **popular amongst children**. Moreover it is on the verge of extinction. Therefore the red panda can perfectly represent the environmental friendly soul of our store.

**The red panda will be present in our logo** in order to be clearly associated with the store. Also, during the launching and opening event there will be a red panda mascot entertaining the children.



# *Des Amis Pour la Vie* logo



The logo of our store is composed by two main parts:

- The red panda running happily, enclosing the name of the store with its whole body, from the tail to the front arms;
- The name of the store itself.

Conveying our message of **a playful, safe, and green environment.**

# Launching event (1/2)

The first event held by *Des Amis Pour la Vie* will be the launching event, few days before the actual opening of the store.

The main purpose of this event is to create **brand awareness** about the store. In fact during it, the store, the activities and the opening event will be promoted.

In order to do so an event at **Parc de la Tete d'Or** will be organised. The choice of the parc is consistent with the store green image and soul. Moreover at the park we will be able to reach a great amount of parents with children, whether they come to the park because they know about the event or not. Therefore, the event will have the following characteristics:

- held on **easter time**, since it can be considered high season (therefore more people in town) and it is **spring**, so that we can hope it to be good weather;
- held on **saturday**, when most of parents are not working, children not going to school; going to the parc in the weekend is quite common for families in France;
- at Parc de la Tete d'Or, since is **close to the 3rd arrondissement** (where the store will be) and since our mascot, the red panda, lives there (at the zoo);

## Launching event (2/2)

During the event there will be **different activities** for the children: to make parents aware and children involved in what will be our offer, there will be workshops, where children could build toy constructions with raw material for themselves, and could also build a part of a bigger structure that will be the icon of the even. This big construction could be identified by a big representation of the store's logo that will appear on it.

The children will be grouped according to age range, in order to make them work together and engage in the workshop.

We expect to engage at least 100 children, therefore we will need almost all the store personnel to be involved in it for the following activities: manage the workshop, manage and explaining the event to the parents, promotion activities.





# Opening event

**Few days after the launching event**, probably the saturday after (always in order to reach the highest number of families) the store will held the **opening event**, the very first day open.

After having created a base of brand awareness about the store with the launching event at the parc, this second event is meant to actually **drag the people we engaged into the store**, letting them know where it is, how it is like, what does it offer.

Therefore, after the launching event at the park which will be the biggest event, this opening event is just a **symbol of the shop opening for the first time** with:

- festive recycled paper decoration, music;
- free organic food snacks;
- free workshops;
- the mascotte entertaining children and parents;

It will run from 2pm to 8pm.

This event will be **promoted during the launching event** and in general at the parc in the weekend before. Further details about communication strategy in the following slide.

# Communication - offline

In order to promote the store itself and the two events planned, we will use both online and offline communication. This means, especially the online one, will be used also after the initial event.

Before the opening:

- **Flyers:** small ones, to be distributed by hand in targeted places, such as outside schools (elementary and middle schools), gyms and sport centers for children, at the park;
- **Small posters** to be distributed to other shops (like organic food shops, vegetarian restaurants, small boutiques), mostly in the 3rd arrondissement, but some all over the city as well.

The flyers that will be distributed before the launching event at the park will contain information about both the launching event and the opening one in order to make a clear connection between the two.

During and after the launching event flyers promoting the opening event only will be distributed.

After the opening event we planned to distribute periodically (once a month) some flyers in strategic location (such as schools) in order to keep our possible clients updated with the activities and the offer.

Of course, our flyers will be environmentally friendly, made with recycled paper.

# Communication - online

This kind of communication will be targeting only the parents, since we believe that children should spend time together playing instead of staying in front of a screen, which can also be detrimental for their health.

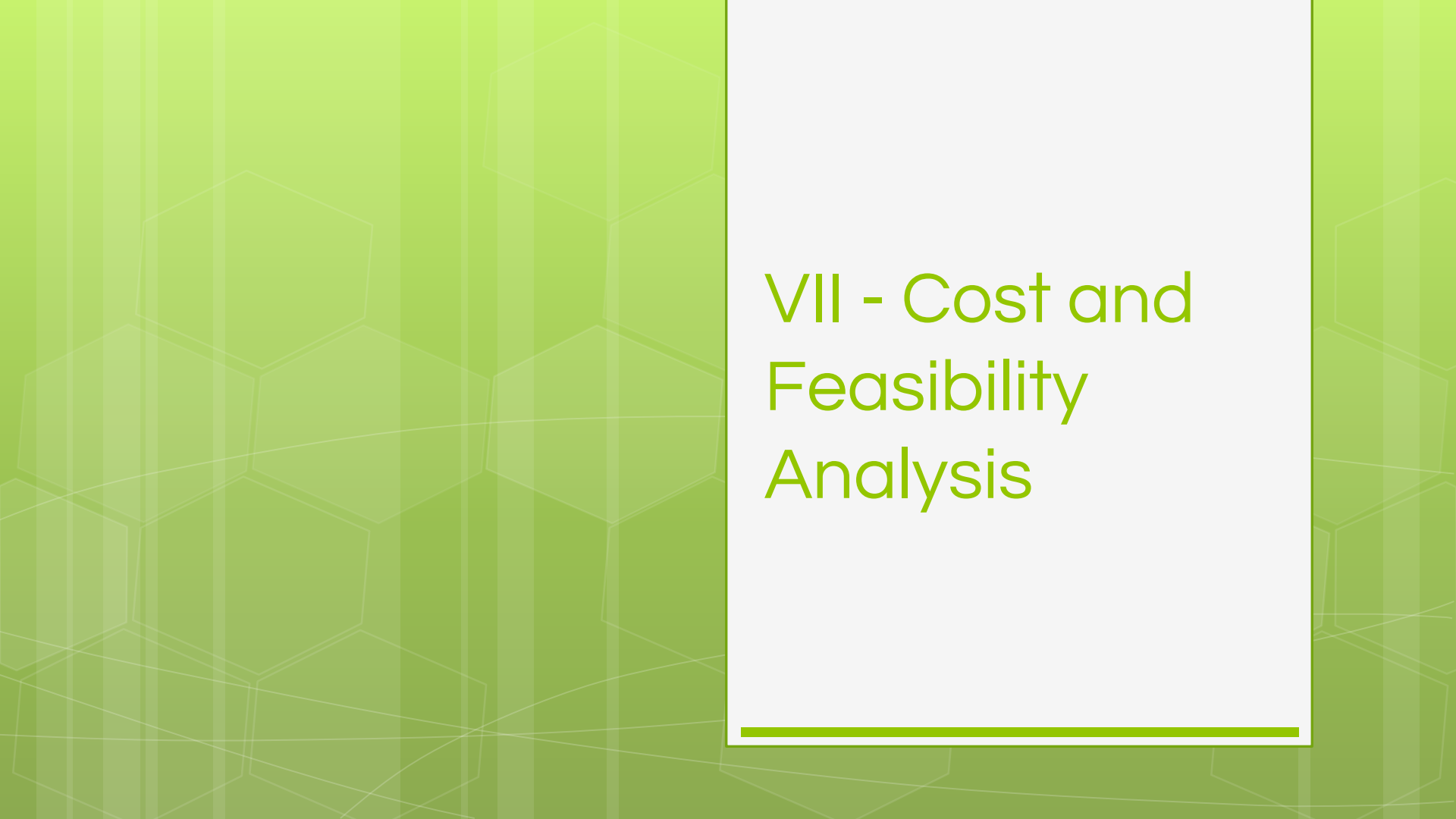
The online communication will be formed by essentially two parts: the website and the social media.

A **website** of the store will be developed in order to gather all the online information in one place, in order to be used also as a reference in the social media posts. In the website there will be the possibility to browse the product offer, the workshops and service offer as well as book a workshop for your child.

The **social networks** that will be used are the following:

- Facebook: creation of an official page of the store where the news about workshops and events will be posted;
- Twitter: creation of an official account of the store in order to keep customers up to date with new workshops and offer;
- Instagram: no image of children will be posted, just images of the offer and the store ambience, referring to the green spirit of the store and eco-friendly materials used.

*For further details on the communication and costs, see the attachments.*



# VII - Cost and Feasibility Analysis

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# Revenues Estimation (1/2)

$$\text{Total Revenues} = \frac{\text{Amount for traditional toys spent per child} * \# \text{ of children (3 - 12) in the area}}{\# \text{ of competitors} + 1}$$

- Average expenditure in a year in France per child per toy: 334 €
- Traditional toy market is 51,72% of total market of toys. Our assortment cover 52% of the category of traditional toys (means that we don't sell all the categories of traditional toys, so we cannot expect to gain that share of budget).
- Direct competitors in the 3<sup>rd</sup> arrondissement are 7. How to divide the children among all the competitors? We could divide them proportionally with respect to square metres. But some data are missing. So we could divide equally among all the competitors in the area.
- In the denominator we added 1 to consider that we are participating in the division of the market.

# Revenues Estimation (2/2)

In this way the estimated revenues for the first year are **108.894 Euros**.

Unfortunately this method has limitations:

- Data about annual expenditure are about France in general, not specific for Lyon
- We're not taking into account the different dimension of the stores, since we could expect that bigger stores acquire a bigger portion of revenues. Also we are considering the stores as equal in terms of revenues, and this is a strong assumption.
- We're considering as customer just the ones from the 3<sup>rd</sup> Arrondissement, while Part-Dieu Mall for example attracts more people from different areas given his nature of big commercial hub.

Some Solutions:

- Dimension of the store is important but since the stores in the 3<sup>rd</sup> arr. are more or less around 200 and 300 square metres, the problem's importance decreases.
- We could introduce a correction for considering the attraction power of Arr. 3 including some revenues as coming from other districts (in particular from arr. 7, 8, and 6).

After the correction the total revenues estimated are: € 196.090\*

For further details and computations, see the attached excel file.

# Cost Analysis - Cost of Goods Sold

	<b>Annual Revenues</b>	<b>External Purchases</b>	<b>% of Revenues</b>
<b>LA SYMPHONIE DES JOUETS</b>	€ 218.943	€ 101.088	46,17%
<b>Bebè Frog</b>	€ 111.469	€ 59.084	53,00%
<b>ARCHI CHOUETTE</b>	€ 261.023	€ 155.670	59,64%
<b>LES JOUETS DES ANGES</b>	€ 252.020	€ 131.943	52,35%
<b>Capucines Bazar</b>	€ 138.049	€ 80.954	58,64%

It would have been very hard and too assumption-based trying to compute the cost of good sold starting from estimating the amount of toys that each of our potential customer could buy.

Therefore we decided to apply a different approach: we looked at the balance sheets of five of ours competitor, and we computed the percentage of purchase on the annual revenues.

The average figure we came up with is: 53.3%. This one will be used in our feasibility analysis to compute the 'purchase'.

For further details and computations, see the attached excel file.

# Costs Analysis - Operating costs

Rent	37.656 €
Personnel	84.633 €
Furniture	51.000 €
Communication	3.500 €
Events	1.700 €
Electricity, water, internet	3.051 €

In our cost structure we face 6 main different sources of costs. **Rent and electricity water and internet** will be assumed to remain stable also for the following years.

The **personnel** will increase from the third year since we expect to increase the number of workshops and the assortment.

The **furniture** cost amount will be splitted into 10 years in order to be amortized.

Only the part of the **communication** related to promotional activities for the offering and workshop will be computed also in the following years, the rest (around 3100) is due to the development of the website and the promotions of the events.

The cost of the **events** (launching and opening) concerns only the first year.

For further details and computations, see the attached excel file.



## Feasibility Analysis (1/2)

	YEAR 1	YEAR 2	YEAR 3
<b>Revenues from toys sold</b>	€ 196.000	€ 196.000	€ 296.608
<b>Workshop revenues</b>	€ 11.520	€ 24.000	€ 31.680
<b>Purchase</b>	€ 104.468	€ 104.468	€ 158.092
<b>GROSS MARGIN</b>	€ 103.052	€ 115.532	€ 170.196
<b>Operating costs</b>			
<b>Rent</b>	€ 37.656	€ 37.656	€ 37.656
<b>Personnel</b>	€ 84.633	€ 84.633	€ 106.048
<b>Furniture</b>	€ 5.100	€ 5.100	€ 5.100
<b>Communication</b>	€ 3.500	€ 218	€ 414
<b>Events</b>	€ 1.700	-	-
<b>Electricity, water, internet</b>	€ 3.051	€ 3.051	€ 3.051
<b>OPERATING MARGIN</b>	-€ 32.588	-€ 15.126	€ 17.927

## Feasibility Analysis (2/2)

As shown in the table in the previous slide, in the feasibility analysis we computed that the store will start being **profitable from the third year** after the opening.

The cost structure is quite stable, and due to the nature of the costs, we cannot assume to reduce them in the near future.

Therefore what we had to leverage the volume of sales in order to increase the margins:

- we assume that after the first year we should have reached a good consumer base as well as brand awareness among the potential customers; thus, leveraging on the word-of-mouth among children and parents, we will be able to **increase the number of workshops**, that should be useful to bring new customers to the store (the increase will be gradual from the second year);
- From the third year, we will broaden the assortment adding a new toy category, always being consistent with our values and guided by our drivers: **sport toys**; adding such a category will increase our toys market share, where we assume it will be possible to gain more customers as well as a higher part of their toys expenditure).

For further details and computations, see the attached excel file.



# VIII- Future Development

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## *Des Amis Pour la Vie* in a couple of years

The first two years will be devoted to create and manage a good customer base, that will be one of our main sources of promotion through the word-of-mouth, particularly powerful among children and parents.

This is why from the second year already we can assume to have an increase in the number of children involved in the **workshop** and start **deepening our collaboration with schools**, offering them ad hoc morning workshops.

From the third year we will broaden the toy assortment, always being guided by our drivers and never forgetting our values. This is why we will add the **sport toys**: wooden sport toys such as wood rackets for 6+ or 9+, or wood bikes for 3+; toys that will enable the children to play together *en plein air*, for example at the parc.

All these different aspects are taken into consideration in the feasibility analysis.

## *Des Amis Pour la Vie's future*

In few years we will be able to implement **category management** system: knowing the profitability and turnover of each product category we will be able to rearrange the percentage of each of them in the assortment accordingly, optimizing our offering and boosting our revenues.

If the format of the store is successful, it would be possible in 5-10 years to **open other stores** in other critical areas in Lyon, allowing us to exploit economies of scale and increase our bargain power when dealing with the suppliers.

We will also develop a new part of our website (that has been created just in order to promote the brand, the product offer and the workshops). An **e-commerce** page will be created, with free delivery service in the Lyon area, while a fee will be charged to deliveries in the rest of France. This will allow us to massively enlarge our audience of possible customers. In order for the e-shop to be effective we will also have to develop an integrated web marketing strategy including social media, email, and display advertising.

The image features a green background with a white hexagonal pattern. A white rectangular frame is positioned on the right side of the image, containing the word "Video" in a green, sans-serif font. A thick green horizontal line is located at the bottom of the white frame.

Video

# Our Video presenting *Des Amis Pour la Vie*



<https://www.youtube.com/watch?v=XPI8TT1MQnl>

# Annexes

sources and attachments

---



# Sources

# Sources

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- <https://www.youtube.com/watch?v=toiTpK4n-LQ>
- <https://www.youtube.com/watch?v=WMwkuG91MCs>
- [http://letidor.ru/article/igry\\_v\\_sadu\\_stroim\\_dom\\_dlya\\_fe\\_40285/](http://letidor.ru/article/igry_v_sadu_stroim_dom_dlya_fe_40285/)
- [http://letidor.ru/article/igry\\_v\\_sadu\\_stroim\\_dom\\_dlya\\_fe\\_40285/](http://letidor.ru/article/igry_v_sadu_stroim_dom_dlya_fe_40285/)
- [http://letidor.ru/article/igry\\_v\\_sadu\\_stroim\\_dom\\_dlya\\_fe\\_40285/](http://letidor.ru/article/igry_v_sadu_stroim_dom_dlya_fe_40285/)
- <https://www.youtube.com/watch?v=ept5lAWcmXU>

## Articles related to our cost analysis:

- <http://www.cidj.com/article-metier/vendeur-de-jouets>
- <http://www.expert-comptable-tpe.fr/posts/view/cout-salaire-smic-charges-patronales>
- <https://www.service-public.fr/particuliers/vosdroits/F2302>
- <http://www.dynamique-mag.com/article/que-coute-un-salarie.2282>

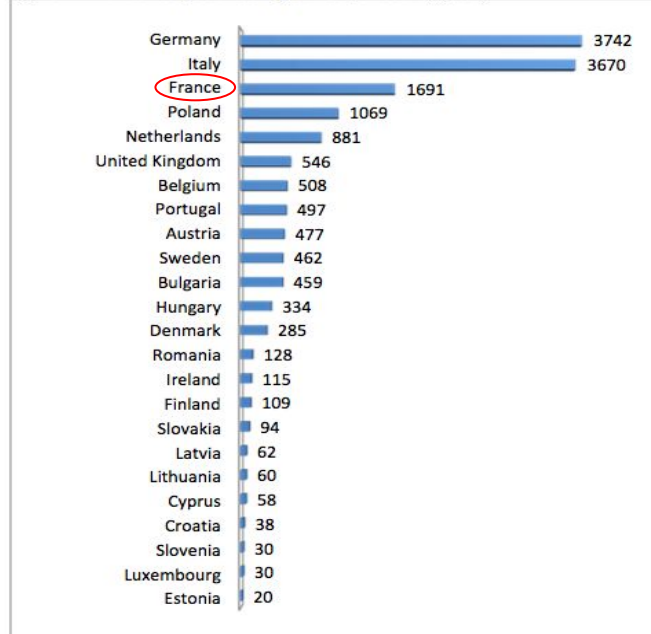


# Attachments

# Environment analysis

Some graphs from the “Study on the competitiveness of the toy industry” ECSIP, 2013

Figure 2.12 Number of specialized toy retailers per country (2010)



Source: Eurostat. Note: data are missing for Switzerland, Malta, Spain, Czech Republic and Greece.

Table 2.2 Top 10 companies active on 9 main EU markets by sales, 2011

Company	€ million	% of total
Mattel Inc	1343.6	10.08
LEGO Group	1108.5	8.32
Hasbro Inc	1084.9	8.14
Private Label	575.2	4.32
Simba-Dickie Group GmbH & Co KG	386.2	2.90
Giochi Preziosi SpA	375.7	2.82
Geobra Brandstätter GmbH & Co KG	316.8	2.38
VTech Holdings Ltd	296.9	2.23
Ravensburger AG	234.1	1.76
Takara Tomy Co Ltd	203.6	1.53
Other	7403.9	55.55

Source: Euromonitor. Companies are global brand owners, except private label companies. Sales under private labels are collected under the heading Private label.

# Environment analysis

*Some graphs from the “Study on the competitiveness of the toy industry” ECSIP, 2013*

**Table 2.6 Main regions of production of traditional toys and games in Europe**

Country	Regions
France	Franche-Comté, Jura, Rhône-Alpes
Germany	Bavaria, Baden-Württemberg
Italy	Lombardy, Piemonte, Marche, Veneto
Spain	Valencia, Cataluña, Alicante
Ireland	Waterford
Denmark	Southern Denmark
Malta	
Czech Republic	South Bohemia, Brno
Poland	Silesia
UK	North West, East Midlands, Kent, the Thames Valley/Heathrow Airport

Source: TIE Facts and Figures, and interviews with industry associations and producers.

# Location Selection - *Part Dieu thorough analysis*

## Shopping Center: Lyon Part-Dieu Shopping Center

### □ Consumer Shopping Situations

According to recent studies, 79.6 percent of the shoppers lived within five miles of the store and another 16.1 percent lived within a ten-mile radius, thus we define that our shop should not locate too far away from our potential customers.

Many shoppers like to compare the items in several stores by traveling only a minimum distance. As a result, stores offering complementary items tend to locate closed to one another. Thus, the shopping center is a good choice for our shop in this case.



# Location Selection - *Part Dieu thorough analysis*

## Density of target market

Although Lyon Part Dieu is a big shopping center with 267 shops offer the best of fashion, decoration, culture, sport and recreation, there is only 4 shops offering toys for kids.

### □ **Disney Store:**

Open all week without interruption, except Sunday, from 9:30 am to 20h, the Disney Store of La Part-Dieu is a delight for young and old with its selection of soft toys, costumes, figurines and other dolls bearing the likeness of the most beautiful Disney princesses of fairy tales. Categorized by styles and universe, toys and Disney Store clothing will make you back to childhood fail. Collectors parents can even give heart to joy by offering the latest figures of cartoon characters.

### □ **La Grande Récré Part-Dieu:**

La Grande Recre, La Part-Dieu is a toy universe from traditional to technology, found on level 2 of La Part-Dieu and displays nearly 10,000 references. At La Grande Recre, you will find timeless classics like craft stall at Smoby, construction games, Lego, interactive plush ... but also ideas surprising gifts like this vacuum of insects, these figurines Barbapapa or even Angry Bird Version wooden structure.

# Location Selection - *Part Dieu thorough analysis*

## **Oxybul Awakening and Games Part-Dieu: educational toys 0-12 years**

With a concept that is clearly differentiated from the best known brands of children's toys, games Oxybul Awakening and attracting more and more parents who want to buy educational toys for their children. It includes rattles for toddlers, discovery toys for 2-5 years like puzzles, cubes, memos or even interactive games. For larger, the spotlight is made board games, puzzles and other educational games. At this shop, with a wide choice of products, everyone can find happiness from very different topics ranging from reading, music through the drawing, imagination, outdoor and creative leisure.

## **Lego:**

Located in the second floor of center. Lego shop gives your child hours of entertainment with the LEGO products with a huge range of classic and special bricks. From teaching counting with the decorated number blocks to inspiring role play, products will open up a world of learning and creativity for young builder. It also includes a wagon base, window and door elements in bright, primary colors that toddlers will love to play with. The shops' products build inspiration to help parents and their child build an exciting things.

**=> There are no shops selling Green toys in this mall, thus, our shop want to take advantage of this potential opportunity.**

# Location Selection - *Part Dieu thorough analysis*

## **Advantages: Lyon Part-Dieu Shopping Center**

The district of **La Part-Dieu** is the [central business district](#) of [Lyon](#) and one of the most important areas of the city. This district is the second-largest business district of [France](#) after [La Défense](#) in the [Paris](#) area, with over 1,650,000m<sup>2</sup> of office space and services and more than 50,000 jobs. Located east of the [Rhône](#), Part-Dieu is a major transport and commercial gateway for [Europe](#), as the very busy [Lyon-Part-Dieu railway station](#) is located in the district. The Lyon Part Dieu shopping center is one of the largest shopping malls in Europe. The building is pre-planned as a merchandising unit for interplay among tenants. Its site is deliberately selected for easy access to pull customers from a trade area. Furthermore, it has on-site parking as a common feature of the layout.

Most customers like the shopping center's convenience. They drive in, park, and walk to their destination in relative safety and speed. Moreover, it is near the main public transport station and Part Dieu train station. This shopping centers also provide weather protection and provide an atmosphere created for shopping comfort. For the customers, Lyon Part Dieu shopping center has great appeal.

# Location Selection - *Part Dieu thorough analysis*

## **Disadvantages: Lyon Part-Dieu Shopping Center**

At first, our shop is a small independent retailer, thus it is sometimes "hard to get" because most spaces in Lyon Part Dieu shopping mall are filled. Furthermore, our shop is a new entrance, so one of our problems is to convince the mall managers that the new store has a good financial ability and reasonable chance of success and will help the development of shopping mall.

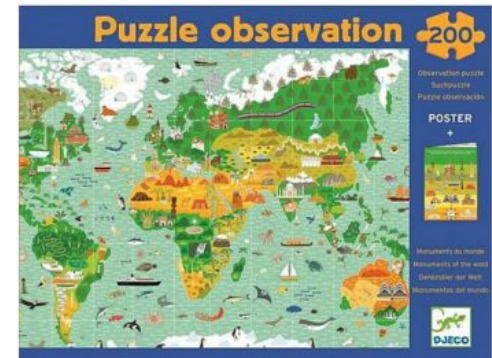
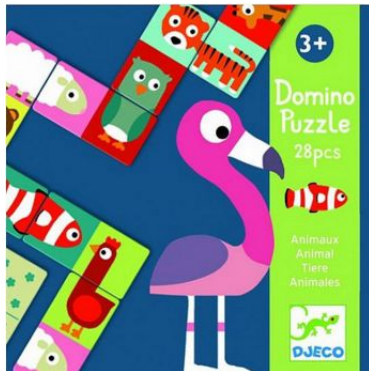
It is difficult to determine where our space will be. Location in the center is important because it is a comparative advantage if shop locates in the main flow of customers to attract and impress the customers. Moreover, "What shop be your neighbors" is necessary to consider to avoid intense competition within shopping center and Similar merchandise sold in a close proximity

Occupancy cost in shopping center is higher than those of strip centers, freestanding sites, most central business districts. Besides, our shop needs to follow the rules governing store displays and signage, and under the control of mall management.



# Example of products: Puzzles

3+ years old	6+ years old	9+ years old
made of cardboard with funny animals big pieces	made of cardboard famous characters (film, cartoons) around 100 pieces	made of cardboard different topics (from geography to fantasy) 200+ pieces



# Example of products: building blocks

3+ years old	6+ years old	8+ years old
<p>made of wood big pieces possibility to paint them</p>	<p>made of real small bricks build a real house by yourself Immerse the building in water to separate and recuperate all the bricks and start over</p>	<p>small wooden sticks (from controlled forests) you can build what you what you prefer</p>



# Workshop Example: “Build a cardboard castle”



# The layout

