

2. Exploration Toys (ET)

Exploration Toys (ET) manufactures educational toys. Dr Berac Loïc set up the business in 2006. *ET*'s unique selling point (USP) is that its toys are not only safe and fun, but also teach children to explore and solve problems. *ET* sells directly to consumers online, business-to-customers (B2C), and relies only on word-of-mouth promotion*. *ET* set its toy prices higher than those of its competitors.

Table 1: selected data for *ET*, for 2014.

Sales revenue	€300 000
Number of toys sold	12 500
Fixed costs	€121 800
Variable cost per toy	€10

By 2014, sales had stopped growing. A marketing consultant told Berac that with only word-of-mouth and B2C e-commerce sales, the situation would not improve. She recommended that *ET* restructure its marketing mix to include more promotion, lower prices, and an additional sales method called "toy parties". *ET* would need to recruit part-time sales associates (representatives) to host the toy parties. At the parties parents could see the toys and children could play with them. The sales associates would sell *ET*'s toys on a commission-only basis.

However, if sales grew significantly *ET* would need to lease a larger factory, which would increase fixed costs. Berac forecasted financial data based on the marketing consultant's recommendations.

Table 2: forecasted financial data for *ET*, for 2015.

Cash sales revenue	€352 000
Closing cash balance at year-end 2014	€37 000
Fixed assets	€40 000
Fixed costs	€180 000
Raw materials	€128 000
Sales commissions	€32 000
Other variable costs	€32 000

* word-of-mouth promotion: information passing from one person to another or others through oral communication

(This question continues on the following page)

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Terry C. Jones



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