#### 2. Exploration Toys (ET)

Exploration Toys (ET) manufactures educational toys. Dr Berac Loic 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	€121800
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)

# M13 3 Busmt Sp2 Eng Tz0 Xx

**KJ Lindholm-Leary** 

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