

EXPANSION REPORT & ISO 56000

Report produced for Griffiths & Hughes

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Executive Summary

This reports provides information on 9 pre-defined cities considered for expanding the operations of Griffith & Hughes, with a recommended location for each global region and the rationale behind it. In addition, recommendations on ISO56000 are included to indicate how this would benefit the organisation.

Product

Griffiths & Hughes manufactures top of the class security systems coupled with cameras that leverage from object recognition and movement sensors. The product range varies from home security to sophisticated industrial security systems. In addition, Griffiths & Hughes contributed during the Covid-19 pandemic by developing a body temperature scanner that encompasses the technology used in the security systems to also detect the use of face masks. This scanner has been successfully used in different venues, hospitals etc. for granting or denying access to the premises depending on the readings and the recognition a face masks in place.

Future of the company

Griffiths & Hughes aims to become a global leader in security systems and temperature scanners, and also aims to develop and commercialise a retinal scanner for personnel identification for granting or denying access to specific areas (e.g. restricted areas). The headquarters in Wales will oversee and control the manufacturing, marketing and distribution of their equipment globally.

Research for expansion

A study with suitable locations has been commissioned by Griffiths & Hughes as part of the current plan for expanding operations internationally. The requirement for the company to position themselves strategically in South America, Asia and Africa to control the manufacture, marketing, and distribution of products globally.

Upon initial investigations, 9 cities have been shortlisted as suitable locations for further consideration:

South America:

Porto Alegre (Brazil)

Montevideo (Uruguay)

Buenos Aires (Argentina)

Asia:

Shenzhen (China)

Mumbai (India)

Taipei (Taiwan)

Africa:

Durban (South Africa)

Bulawayo (Zimbabwe)

Tunis (Tunisia)

South America

Porto Alegre (Brazil):

Porto Alegre has a population of 1,488,252 inhabitants and is becoming an attractive location for Brazilian and international companies. For example, Porto Alegre is base for the Electronic Technology Centre (CEITEC) which corresponds to largest semiconductor facility in South America (Critical Manufacturing, 2015). This centre is particularly focused on integrated circuits and is becoming a key player in the global market for semiconductors. This centre can be key supplier for Griffiths & Hughes' requirements as part of their products is the development of biometric data for personnel identification (Ceintec, 2022). Other major organisations such as General Motors have manufacturing plants in the area of Porto Alegre, indicating therefore healthy conditions in the area for manufacturing and production. In addition to this, the city has 4 major universities with programmes offered in the areas of automation and control Engineer, manufacturing engineering, material sciences and engineering, computer Engineering, computer sciences, and electrical engineering, project management, and marketing amongst others. This

should provide a generous pool of candidates for starting and maintaining good levels of manufacturing and production should Griffiths & Hughes decides for this location.

The marketing and business engagement in Porto Alegre is quite healthy with several marketing agencies based in Porto Alegre. Many of them specialising in digital marketing which is now becoming extremely relevant for business engagement. Commercial and academic partnerships should be available due to the type of business of Griffiths & Hughes and the different companies and institutions operating in Porto Alegre. This will allow creating relationships that will support the business engagement and growth. Opportunities for marketing and business engagement in Porto Alegre are also in the form of conferences and symposiums, including the International Association for Management of Technology conference being held in Porto Alegre in April 2023 which gathers exhibitors showing the latest contributions in science, technology and innovation.

As mentioned, Porto Alegre benefits from different universities offering programmes relevant to the business of Griffiths & Hughes and therefore offers a vast amount of skilled local workforce. In addition to this, staff currently employed in manufacturing companies based in Porto Alegre should also be considered as a reflection of the skills and capabilities of the local workforce.

Porto Alegre facilitates the logistics and transportation of goods and materials via its well-connected inland port based in the Guaiba Lake. Linkage with road rail network that connects the port to key areas, including Argentina, Uruguay, Sao Paulo and other cities, substantially facilitates the distribution of cargo from and to the port (Portos RS, 2023). The port connects to the Atlantic Ocean through a channel system that provide access in the Southwest part of the Los Patos lagoon.

Trade relationships between the Brazil and the UK are well developed and with several mechanisms in place to facilitate movement of goods. In fact, Brazil corresponds to the UK's most important nation in South America for trading, with £1.1 billion in exports during 2020 (Chatham House, 2020).

Montevideo (Uruguay):

With 1,319,108 inhabitants, Montevideo is becoming one of the major gates for imports and exports in South America thanks to its port. A rapid growth and modernisation of the port has brought increasing foreign trade and constitutes one of the main elements in the economy of the city (ANP, 2022). Banking plays another important role in the economy of the city, with other sectors such as tourism, retail, agriculture and media and manufacturing also contributing (Intendencia Montevideo, 2022).

The local universities offer a varied portfolio of programs including computer engineering, electric engineering, computer science, marketing, and economics and therefore providing relevant workforce for the business.

Available support through the British-Uruguayan Chamber of Commerce (UBCC) corresponds to an important tool for business engagement. Their aid ensures businesses get close contact with different institutions that represent important sectors or activities related to the operations of the different organisations (Institute of Export and International Trade, no date). The UBCC also promotes partnerships between Uruguayan and British organisations to assist trade and business opportunities which should facilitate prospects for Griffiths & Hughes. In addition, the Institute of Export and International Trade offers free online advice to British firms looking to grow businesses internationally (Institute of Export and International Trade, no date). Multilateral trade negotiations treaty signed between the British and Uruguayan governments also puts in place additional support and special advantages guarantying benefits to businesses from both nations (Department of Trade and Industry, 1994).

The local skilled workforce is present in the form of local universities offering programmes relevant to the business of Griffiths & Hughes. Although the main economy in Montevideo is predominantly banking and finance, important manufacturing firms such as Samsung electronics, General Motors, Ford and others have operating plants in the city.

Not only the support from the entities described before is of valuable help for logistics, but also the state-of-the-art port in Montevideo provides key accessibility for transporting goods in and out of the country.

Buenos Aires (Argentina):

With a population of 15.5 million, Buenos Aires is one of the most important cities in South America and with a diverse economy. Among the main different sectors that contribute to its economy are advertising, banking and real estate, with others such as manufacturing, agriculture and automotive also playing a role (Ministerio de economia Argentina, 2020). Manufacturing is prominent in Buenos Aires although is heavily skewed towards processes and manufacturing related to agriculture, automotive, textile and metallurgic. The local universities provide programmes including electrical engineering, electronic engineering, and informatics.

A trading relationship is in place between the UK and Argentina, with the main trades being telecommunication, computer and information services (Department for International Trade UK, 2022). In terms of marketing, advertising is one of the main industries of Buenos Aires which can be beneficial for marketing campaigns to increase the branding value and awareness in the markets of the region.

Similarly to the other two candidates in South America, Buenos Aires benefits from having one of the main ports in the region providing access to Europe, North America and Africa via Sea.

Different companies, including Samsung Electronics, Siemens and different automotive manufacturers have operating plants in Buenos Aires. This could provide opportunities for business collaborations.

Similarly to the previous cities, local universities offer programmes relevant to the requirements of Griffiths & Hughes.

Regarding political aspects to consider, Argentina's economy has faced challenging times recently, with a financial crisis, coupled with the pandemic of 2020, shrunk the economy to almost 10%. (TMF Group, 2021). High levels of inflation over the past years and continuous changes in local legislations indicate political and economic turmoil that could negatively impact businesses and investors. In addition, local regulations limit international transfers and requires laborious documentation (TMF Group, 2021). Nonetheless, a devaluated local currency could represent lower costs in salaries and general overheads if opting for this location.

Recommendation: In general, the 3 locations have positives to offer and are culturally and socially stable. Nonetheless, based on the findings, Porto Alegre and Montevideo offer the best scenario, with Porto Alegre potentially being a stronger candidate due to aspects such as local capabilities, logistics and transportation and the benefit of having the largest semiconductor manufacturing centre of South America, with technology relevant to the future products Griffith & Hughes is developing.

Asia

Shenzhen (China):

Shenzhen has been for many years one of the global leaders in electronic manufacturing and has also become a place for start-ups to test their prototypes and get their products in the market at a low cost (Branwyn, 2015). Currently the city sits in the 9th place on the Global Financial Centres Index, making it one of the most competitive centres for doing business in the world (Long finance, 2023). Its economy is strongly driven by high-tech with logistics, high-end equipment manufacturing, and finance also playing an important role (Shenzhen Government, 2022).

A strong base of skilled local workforce is available in Shenzhen as the city attracts skilled workers to the area to find job opportunities. In addition, local universities offer programmes relevant to the business of Griffiths & Hughes, including electronic engineering, mechatronics, material sciences, computer science, management and marketing. The existence of joint academic programmes with British institutions, such as entrepreneurship & innovation cohort in Shenzhen by the University of Cambridge (University of Cambridge, 2023), and the Shenzhen-Queens joint foundation programme (Queen's University Belfast, 2023), should provide workforce familiar with both, the British and Shenzhen's systems and culture.

Being an important global hub for tech and manufacturing, different business events take place in the city to facilitate business engagement and networking. These include the International Factoring and Supply

Chain Finance conference in January 2023 (BCR, 2023) and the International Conference on Automation Engineering and Intelligent Control in February 2023 (AEIC, 2023).

The port of Shenzhen corresponds to one of the busiest container ports in the globe with 28.77 million of containers handled during 2021 (Statista, 2023). Therefore, a solid experienced network of companies offering the service of logistics and transportation of goods in the city should secure easy movement of goods.

Political global aspects should be considered to assess the suitability of this location. The current war in Ukraine has brought tensions between different nations, with a different suite of sanctions being imposed by West governments to Russia and Russian companies. China's position on this matter has been rather vague and has failed to condemn the invasion by Russia. Unwanted escalations to the conflict could potentially push China to take sides and depending on their position, businesses can be affected by sanctions. Additionally, recent tensions with Taiwan indicate political instability that can negatively affect businesses and more specifically those from Western firms.

Mumbai (India):

Mumbai corresponds to the most important city in India and is the commercial and financial centre of the country. The economy is predominantly driven by financial services, gems and jewellery, manufacturing, entertainment and automotive (Shira, 2019). However, other sectors have substantially started to play a major role in the city, including IT services which account for more than \$150 billion, mainly to provide services to the US (Nirmal, 2017). Advanced manufacturing has been on the rise too with 17% of India's GDP being from this sector with support in place from the Indian government for automation (International Trade Administration, 2022). The recognition of the new player in the manufacturing sector that can compete with China is perhaps one of the key elements for the local government to push for implementing technologies associated to industry 4.0 and maximising productivity. India's recognition to leverage on current challenges in China, including geo-political tensions, and the increasing demand for communication technology, high-end equipment and manufacturing, makes this location a suitable place for establishing a business with strategic benefits.

Mumbai benefits from two major ports: the Mumbai Port and the Jawaharlal Nehru Port, which provide the largest port facilities in India and handle more than a third of the trades in the country (Shira, 2019). As these port handle high volumes of materials and products being shipped in and out of the city, logistics and transportation should be straightforward and with a good infrastructure.

Trade talks between the British government and India held in December 2022 will substantially boost doing business in India. Tariff cuts, open opportunities and making it easier for British firms to do business in India are amongst the benefits (Gov. UK, 2022).

With an economy expected to be the world's 3rd largest (Gov. UK, 2022), the offer of local workforce in the city is substantial. Universities also have relevant programmes to the nature of the business of Griffiths & Hughes, and with historical links between the UK and India, good and fair business relationships should be expected.

Taipei (Taiwan):

Taipei is the most important city of Taiwan and is considered one of the main hubs in the high tech industry and with an economy that continues to grow with very low unemployment in the whole of Taiwan (Trading Economics, 2022). Many top tier tech companies have offices in the city, including Google, Apple, IBM, Intel and Microsoft amongst others, showing the importance of the city when it comes to tech industry. In fact, the city is such a powerhouse for manufacturing that one single Taiwanese company holds more than 60% of the world's capacity for advanced microchips (Feigenbaum & Feldgoise, 2022). One of the sectors that Taiwan has been struggling to grow on is the development of Industry 4.0 technology such as machine learning (Feigenbaum & Feldgoise, 2022), although announcements from major firms such as Microsoft and Google mention plans for developing AI and machine learning centres in Taipei (Jennings, 2018). This is key to consider if Griffiths & Hughes require the use of machine learning to implement in the new retina scanners.

Politically, the current tension between Taiwan and China is something to consider when making the decision. Intervention from the US if a conflict erupts will aggravate the situation substantially; and with the current American administration openly shifting its diplomatic ambiguity to out-front supporting Taiwan (Sacks, 2022), the security of running businesses in China and Taiwan can be jeopardised. Also, a conflict can take different forms, including sanctions that could halt the manufacturing sector, and the entire Taiwanese economy.

Recommendation: Considering the reasons discussed above, it is recommended to strongly consider Mumbai as one of the best suited locations in Asia. It provides political stability and is increasingly moving forward on different aspects in the manufacturing sector, including trade agreements, advanced manufacturing, and support from the local government.

Africa

Durban (South Africa):

Durban corresponds to the 3rd biggest city in South Africa with a population of 3.7 million inhabitants.

The city also has the second largest port in South Africa and is the main the busiest port in southern Africa for cargo and sea-traffic and with plans to increase its capacity (Transnet Port Terminals, 2019).

In terms of manufacturing firms of different sectors, such as food automotive, and electronics have plants in the city; among those, Siemens and Samsung Electronics which are of importance for Griffiths & Hughes.

The city also hosts different business fairs and international conferences that can be relevant for Griffiths and Hughes such as the International Conference on Business Research in July 2023 and the Data Mining, Communications and Information Technology conference being held in Late January. These events should facilitate networking and partnerships. A Griffiths & Hughes exhibition booth is encouraged in these events for marketing and networking purposes.

The large manufacturing sector in Durban covering different areas has also created a ripple effect with the inception of many components' manufacturing suppliers. This has produced increasing numbers of trained local workforce. In addition, the city benefits from having different universities that offer programmes relevant to the business plan of Griffiths & Hughes, including the Technology Transfer and Innovation programme at the Durban University of Technology.

The port of Durban is an integral role in the economy of South Africa with exceptional links to roads and rails of the country. Major shipping lines have this port as part of their route and export and import should therefore be easily accessible (Transnet Port Terminals, 2019). Many companies in the area provide hassle free and cost effective warehousing, transportation and logistics.

Child labour is one of the problems affecting Durban's society. It is important to audit the suppliers to be used in this city should this location gets chosen to make sure no child labour or work rights are being violated.

Bulawayo (Zimbabwe):

Bulawayo used to be one of the hubs of manufacturing in Zimbabwe. However, many plants have closed down or relocated, leaving the city in economic decline (Mbira, 2015). Different strategies have been implemented to bring the manufacturing sector back to life but with no positive results. Different studies conclude that lack of funding, poor politics and political will, obsolete machinery and poor infrastructure are the main causes of the collapse (e.g. Chinjova, 2019). This makes Bulawayo an extremely risky location for establishing a new business. In addition, its geographical location (inland) makes imports and exports more difficult compared to Durban and Tunis as cargo via sea ports is most cost effective and efficient. We therefore advise Griffiths & Hughes not to consider this city for establishing operations.

Tunis (Tunisia):

Tunis corresponds to the biggest city of the Tunisia and is the driver of the economy and industry of the country. The main industries are textile and food products with input also from tourism and car parts manufacturing (Kiprop, 2019). This location used to be considered one of the most successful economies in Africa. However, Its economy has been substantially declining since 2011 with high rates of unemployment that have pushed the country to rely on welfare state (The World Bank, 2022). Tunis is home of several universities that offer different programmes that cover from science and technology to business and marketing. This offers a good base for skilled resources. Moreover, the high unemployment rates could potentially result in a vast amount of job applicants if the firm decides to go ahead with this location.

The port of La Goulette corresponds to the local port situated in the Mediterranean coast of Tunis and is well equipped to handle cruise ships and cargo vessels. Several logistics and transportation providers that service this port should facilitate exports and imports of products. A UK-Tunisia trading agreement (Gov.UK, 2019) should also provide mechanisms and benefits for moving the products and/or equipment from/to the main headquarters in the UK.

Political instability and lack of safety and security in the areas near the border with Algeria and Libya must be considered when evaluating this location as this provides uncertainty for business continuity specially if the zone of concern expands further towards the interior of the country.

Recommendation: Based on the discussion above, it is suggested that Durban gets considered for establishing operations in Africa. This location has key manufacturers such as Siemens and Samsung Electronics that can substantially benefit the operations of Griffith & Hughes. Additionally, establishing business in Durban opens up opportunities for using major shipping lines that cover the Indian Ocean. This could serve as a link between India and Africa, including Mumbai if the firm decides to establish presence on that city. Tunis on the other hand sits in the Mediterranean Sea which is a region that should be easy to cover directly from the UK via other European ports if required. Political instability in Tunisia is also something to consider when discussing this region.

Recommendations on ISO56000

Recommendation is made to implement the ISO 56000 guiding standards in order to help designing roadmaps to help innovation in the organisation. Adopting this guidance will also allow the use of the correct terminology for innovation, improve communications, and drive innovation more effectively (Naden, 2020). In particular, technology evolves at a fast pace in the sector Griffith & Hughes focuses. Hence, it is vital for the future of the company that the latest technological developments get incorporated in the products offered. Innovation is key for the company to be positioned as one of the best providers of technology for security in the global market. However, the process of innovation can also be challenging as new ideas can be difficult to be tracked or developed. The ISO 56000 series corresponds to a tool that offers a systematic control for tracking and developing these ideas. This helps creating new opportunities and develop different parts of the business, from products to systems and services. (ISO Standards, 2020). Adopting ISO 56000 will reduce uncertainty and remove barriers for new product development for instance. This translates into higher profitability, provide better mechanisms for the professional development of staff members, create better culture for innovation and will also increase the reputation of the firm, even more if coupled with other ISO Standards such as Quality, HSE and Environment. Also adopting this guidance will provide an advantage for when the ISO 56001 Requirement Standards that are currently under development gets implemented. A Innovation Management Capabilities Assessment is also available as part of the ISO 56000 series. It is strongly recommended that Griffith & Hughes implements it as it will allow the organisation to internally evaluate the strengths and weaknesses of the internal capabilities and help identifying what actions to take to improve them.

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