

## **Recommended City per Region to manufacture market and distribute your products, following on from the Review of potential suitable locations**

### **South America**

#### **Montevideo (Uruguay): -**

Montevideo is the capital of Uruguay is between Argentina and Brazil on the GII with Brazil having the highest. However, in terms of a holistic offering Montevideo offers more benefits in terms of breadth of industry, links, and talent pool for any new start up Geographically it sits right between the two South American powerhouses giving good access to those lucrative markets. Uruguay is focused on expanding trade and has developed more links with other South American Countries and being Spanish Speaking is better suited unlike its Brazilian Neighbour whose main language is Portuguese to conducting business across the regions seamlessly. It also benefits from enjoying good relationships with Brazil. The volatile economic background limiting its ability to trade regionally (in US dollars) in Argentina together with the aging infrastructure in an otherwise cosmopolitan city preclude Buenos Aires.

### **West Asia**

#### **Dubai (UAE)**

The significant unrest between Pakistan and India weighed heavily against both Mumbai and Lahore. There is no real opportunity for trade between these two countries if you established an operation there you would have to use a third party like the UAE to move goods between these two countries. The UAE scores highest in the GII and the government is focused on attracting direct foreign investment and this could be done through a free trade zone. Dubai attracts talent from India and Pakistan so the organisation would have the best Mumbai and Lahore have to offer to recruit. Dubai is a global hub and politically it has changed its policies in the last few years focusing on being neutral meaning politically, geographically, and socially it is the best place to hit both West Asia but also expand exports into the Middle East North Africa (MENA).

### **East Asia**

#### **Seoul (South Korea)**

Scoring highest on the GII Seoul would appear to give Seoul the advantage however because of political issues Taiwan is not considered as an independent nation if it was it would certainly be on a par with Seoul. All three cities share similar cultural identities, this must be studied prior to beginning to lay the ground for establishing your base in this region. It is vital cultural sensitivities are understood adopted and followed to ensure success. Taiwan and PRC China have a difficult political relationship which does not appear to interfere with trade however both have good links and relations with South Korea. This ensures that if there is political uncertainty/upheaval trade between the three through South Korea could continue.

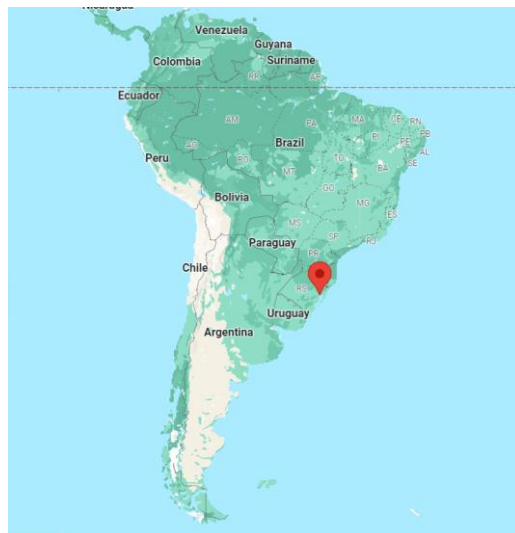
In addition, on a broader trade perspective markets, like Japan, Philippines and other Indo centric East Asian countries would have stronger links with South Korea than the Regions superpower which threatens all. The only Achilles heel for Seoul is lack of a port for distribution however based on the products being manufactured and distributed this does not present a significant obstacle

### **Review of potential suitable locations**

The Global Innovation Index for determining countries performance is an annual ranking of countries by their capacity for, and success in, innovation completed by WIPO will be listed next to the City name in the review. “The 2022 edition of the GII tracks the most recent global innovation trends against the background of an ongoing COVID-19 pandemic, slowing productivity growth and other evolving challenges.” (*Global Innovation Index 2022 (2023) Global Innovation Index*, available at: - <https://www.globalinnovationindex.org/home> (Sept 23)

### **South America**

Porto Alegre – Brazil Global Innovation Index rank 54 score 32.5



*Porto Alegre – Map data ©2023 Google, INEGI*

Manufacturing & Production: - One of Brazil's largest cities, Porto Alegre's industries are chiefly, processing agricultural products. shipbuilding, and manufacturing textiles, metallurgic goods and electrical

Logistics & Transportation: - Served by roads and railways; In addition, it has access to 800 miles of inland waterways (*Encyclopaedia Britannica (September 2023) Porto Alegre*, available at: - <https://www.britannica.com/place/Porto-Alegre> (Accessed Sept 23)

Political Aspects: - Brazil is working with Argentina to enable trade outside the US dollar which Argentina lacks. In addition, in talks with Uruguay, the President agreed to speed trade talks with the EU and China.

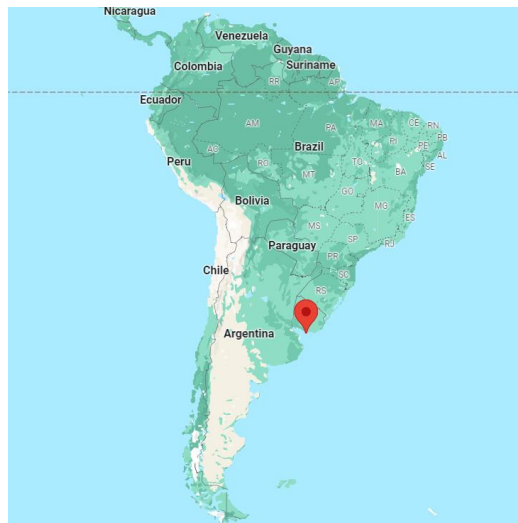
*(Catherine Osborn, FP (January 2023) Brazil and Uruguay give South American Trade a shot in the arm, available at: - <https://foreignpolicy.com/2023/01/27/mercosur-celac-lula-argentina-brazil-uruguay-trade-china-eu/> (Accessed Sept 23)*

Marketing: - Porto Alegre's has the advantage of being Brazil's hub to Mercosur trade parties increasing the market from 200 million to 450 million people regionally. It is of note that Brazil is Portuguese speaking, and the remainder of the region is Spanish speaking. *(Institute of Export, (2015) Doing business in Brazil, available at: - <http://brazil1stedition.doingbusinessguide.co.uk/the-guide/market-entry-and-start-up-considerations/> (Accessed Sept 23)*

Skills and Capabilities of the Local Workforce: - Education in Brazil faces difficulties in reach and quality only 59% of Brazilians will complete upper secondary education before 25 There is a shortage of graduates and skilled vocational graduates. *(OECD Library, (2023) Skills needs and skills imbalances: - <https://www.oecd-ilibrary.org/sites/9789264309838-5-en/index.html?itemId=/content/component/9789264309838-5-en> (Accessed Sept 23)* Brazil is 74<sup>th</sup> on the Global Talent Competitiveness index 2022, third quartile.

Cultural and Social Implications: - Birthplace of decentralisation in which the residents had more say in how public money was spent in the area. This led to a transformation of the city in terms of industry, innovation and infrastructure and culture. *(Good Practices UCLG, (2023) Decentralisation of Culture, Porto Alegre: - Available at, <https://obs.agenda21culture.net/en/good-practices/decentralization-culture-porto-alegre> (Accessed Sept 23)*

Montevideo – Uruguay Global Innovation Index rank 64 score 29.2



Montevideo – Map data ©2023 Google, INEGI

Manufacturing & Production: - Montevideo's main exports are agricultural products, textiles and clothing.

Logistics & Transportation: - Montevideo's port handles most of Uruguay's foreign trade. It has an international airport. Railroads meet in the city, extensive road network connecting Montevideo with other principal cities. (*Encyclopaedia Britannica (September 2023) Montevideo*, available at: - <https://www.britannica.com/place/Montevideo> (Accessed Sept 23)

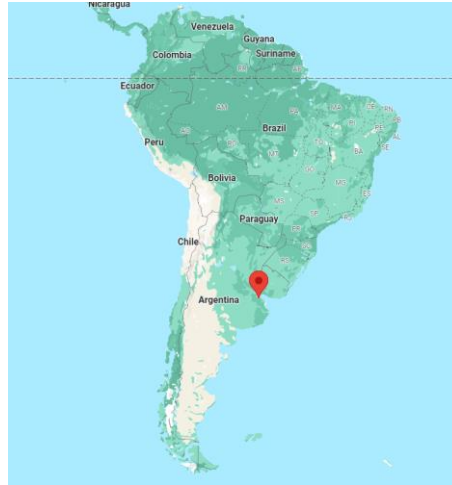
Political Aspects: - Uruguay is lead and signatory to a number of trade agreements, Mercosur - which includes Argentina and Brazil ALADI – 10 south American countries Recent pursuits of agreements with China and Turkey have angered its key trade partners Brazil and Argentina. (*International Trade Administration (2023) Uruguay – country commercial Guide*, available at: - [https://www.trade.gov/country-commercial-guides/uruguay-trade-agreements#:~:text=In%20addition%20to%20Mercosur%20there,China%20\(PRC\)%20and%20Turkey.](https://www.trade.gov/country-commercial-guides/uruguay-trade-agreements#:~:text=In%20addition%20to%20Mercosur%20there,China%20(PRC)%20and%20Turkey.) (Accessed Sept 23)

Marketing: - Business is done face to face, it is a tech savvy market, internet and social media use are high and e commerce platforms are extensive. (*International Trade Administration, (2023) Uruguay Country Commercial Guide*, available at: - <https://www.trade.gov/country-commercial-guides/uruguay-market-entry-strategy> (Accessed Sept 23)

Skills and Capabilities of the Local Workforce: - Uruguay is among the Latin American countries with better results, both at a primary and secondary level, it still faces serious challenges with respect to graduation rates. (*Development bank of Latin America, (September 2016) Uruguay's challenges regarding skills for work and life*: - <https://www.caf.com/en/currently/news/2016/09/uruguays-challenges-regarding-skills-for-work-and-life/> (Accessed Sept 23) Uruguay is 45<sup>th</sup> on the Global Talent Competitiveness index 2022, second quartile.

Cultural and Social Implications: - Montevideo's follow a very European approach to business, Use of Spanish would be advantageous and bilingual business cards are recommended. (*Worldwide Travel Guide, (2023) Uruguay, doing business and staying in touch*: - Available at, <https://www.worldtravelguide.net/guides/south-america/uruguay/business-communications/> (Accessed Sept 23)

Buenos Aires – Argentina Global Innovation Index rank 69 score 28.6



*Buenos Aires – Map data ©2023 Google, INEGI*

Manufacturing & Production: - Buenos Aires's main industries are agricultural processing, metalworking, automobile assembly, oil refining, printing and publishing, Heavy industry and manufacturing employee the majority of the city's workforce.

Logistics & Transportation: - Buenos Aires, ageing port is the largest in South America, The city has a mixed economy, helping to maintain a degree of stability despite inflation that effects the entire country. There are two international airports. (*Encyclopaedia Britannica (September 2023) Buenos Aires, available at: - <https://www.britannica.com/place/Buenos-Aires/Administration-and-society> (Accessed Sept 23)*)

Political Aspects: - Argentina is a regional power in Latin America thanks to the size of its economy. It is also part of several regional partnerships, including the Community of Latin American and Caribbean States, and the Mercosur trade bloc. Its relationships with its neighbours and broader Latin American countries depends on who is governing the country. (*Council on Foreign Relations (2023) Argentina A South American Power Struggles for Stability, available at: - <https://www.cfr.org/backgrounder/argentina-south-american-power-struggles-stability> (Accessed Sept 23)*)

Marketing: - Argentinian consumer choices represent those of European rather than Latin American nations. (*International Trade Administration, (2023) Argentina Country Commercial Guide, available at: - <https://www.trade.gov/country-commercial-guides/argentina-selling-factors-and-techniques> (Accessed Sept 23)*)

Skills and Capabilities of the Local Workforce: - Argentina is one of the largest economies in South America has placed employment at the heart of its economic policies. This has significantly reduced poverty and unemployment. (*International Labour Organisation, (September 2014) Argentina: - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_policy/---cepol/documents/publication/wcms\\_426610.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_policy/---cepol/documents/publication/wcms_426610.pdf) (Accessed Sept 23)*) Argentina is 59<sup>th</sup> on the Global Talent Competitiveness index 2022, second quartile.

Cultural and Social Implications: - Buenos Aires have a strong cultural link to Europe consequently, Buenos Aires has the most European attitude including Business in South America. (*Cultural Atlas, Include, (2023) Argentine Culture: - Available at, <https://culturalatlas.sbs.com.au/argentine-culture/argentine-culture-core-concepts> (Accessed Sept 23)*)

## West Asia

Lahore – Pakistan Global Innovation Index rank 87 score 23



Lahore – Map data ©2023 Google, INEGI

Manufacturing & Production: - Lahore is the Pakistan's second largest city after Karachi and one of Pakistan's wealthiest cities. Manufacturing is centred industrial units. Lahore has shifted from manufacturing to service industries. Lahore is Pakistan's largest software & hardware producing centre and is home to a growing computer-assembly industry.

Logistics & Transportation: - There is an extensive road network servicing Lahore. It serves as a major hub for all Pakistan. Lahore has an International Airport. (*Cities ABC (September 2023) Lahore, available at: - <https://www.citiesabc.com/city/lahore/> (Accessed Sept 23)*)

Political Aspects: - Since the partition in 1947 both countries have been mired in conflict with skirmishes as recent as 2022. These conflicts have ensured that relations between the two countries have been poor. (*Council on Foreign Relations (June 2023) Conflict between India and Pakistan, available at: - <https://www.cfr.org/global-conflict-tracker/conflict/conflict-between-india-and-pakistan> (Accessed Sept 23)*)

Marketing: - Small independent suppliers with low overheads prosper in Pakistan due to local perception that it is these that offer best value when compared to slicker more international looking organisations. Print media advertising has a wide reach (*International Trade Administration, (2023) Pakistan Country Commercial Guide, available at: - <https://www.trade.gov/country-commercial-guides/pakistan-selling-factors-and-techniques> (Accessed Sept 23)*)

**Skills and Capabilities of the Local Workforce:** - Durre Nayab said, “The lack of quality workforce in Pakistan has caused higher ratio of unemployment in the country.” With most of the skills taught in Pakistan’s institutions are obsolete and outdated. (*The Nation*, (May 22) *Skilled workforce termed vital for economic growth*, available at: - <https://www.nation.com.pk/30-May-2022/skilled-workforce-termed-vital-for-economic-growth> (Accessed Sept 23) Pakistan is 101<sup>st</sup> on the Global Talent Competitiveness index 2022, bottom quartile.

**Cultural and Social Implications:** - When considering Pakistani cultural identity Lahore has a distinct feel, it is particularly open to the outside world. Government funded hubs focused on technology-based business have the potential to be hotbeds for innovation. (*British Council, Keith Evans...*, (2014) *Culture and Creative Industries Report*: - Available at, [https://www.britishcouncil.pk/sites/default/files/britishcouncil\\_culture\\_and\\_creative\\_industries\\_report.pdf](https://www.britishcouncil.pk/sites/default/files/britishcouncil_culture_and_creative_industries_report.pdf) (Accessed Sept 23)

### Mumbai – India Global Innovation Index rank 40 score 32.6



Mumbai – Map data ©2023 Google, INEGI

**Manufacturing & Production:** - Commercial and financial centre of India. Production of metals, chemicals, automobiles, and electronics in recent years technology companies have moved there, of note are a special economic zone set up in the northern part of the city.

**Logistics & Transportation:** - network of roads link the rest of India. Trains travel to all parts of the country. Mumbai is principal air hubs in India. Mumbai is India’s principal western port. (*Encyclopaedia Britannica* (September 2023) *Mumbai*, available at: - <https://www.britannica.com/place/Mumbai/City-layout#ref59282> (Accessed Sept 23)

**Political Aspects:** - India prefers to develop multiple alliances. It is the most populous nation, a member of the G20 and the 5<sup>th</sup> Largest global economy, enjoying significant economic growth over the last two decades. The large English-speaking well-trained professionals and growing middle class is attractive to foreign investors. (*Herbert Wulf, IPS* (26<sup>th</sup> January

2023) *2023 Could be India's year*, available at: - <https://www.ips-journal.eu/topics/foreign-and-security-policy/2023-could-be-indias-year-6466/> (Accessed Sept 23)

Marketing: - TV is the best means of advertising Successful marketing would require an understanding of the region. (*The Media Ant*, (14<sup>th</sup> April 2022) *How to advertise your business in Mumbai*, available at: - <https://www.themediant.com/blog/how-to-advertise-your-business-in-mumbai-heres-a-complete-guide/techniques> (Accessed Sept 23)

Skills and Capabilities of the Local Workforce: - Of India's youth only 45.9% are "employable" however the average age is 26.8 years delivering millions of employable youths to the marketplace. India has made improvements in female representation in the workplace. (*Wheelbox*, (2021) *India Skills Report 2021*, available at: - <https://indiaeducationforum.org/pdf/ISR-2021.pdf> (Accessed Sept 23) India is 84<sup>th</sup> on the Global Talent Competitiveness index 2022, bottom quartile.

Cultural and Social Implications: - Mumbai is able to create job opportunities for the rapidly growing population being the commercial, financial and trade capital of India. Literacy rates run at 89and investment in social infrastructure e.g., water is a key focus. (*Internet Geography*, (2023) *What are Mumbai's social and economic opportunities*: - available at, <https://www.internetgeography.net/topics/what-are-mumbais-social-and-economic-opportunities/> (Accessed Sept 23)

Dubai – United Arab Emirates (UAE) Global Innovation Index rank 31 score 42.1



Dubai – Map data ©2023 Google, INEGI

Manufacturing & Production: - Trade remains at the core of Dubai's economy, it has two of the world's largest ports and a large international air cargo hub. The Jebel Ali free-trade zone in the 1980s was established to attract industrial investment; other FTZ's have since been created.

Logistics & Transportation: - the city is dominated by cars; however, introduction of a metro rail system has improved travel around the city. the Dubai-owned airline, Emirates has increased the capacity of air freight. (*Encyclopaedia Britannica (September 2023) Dubai*, available at: - <https://www.britannica.com/place/Dubai-United-Arab-Emirates/Economy> (Accessed Sept 23)

Political Aspects: - In the last two years the UAE has adopted a more non-aligned position. They have diversified their economy away from energy and its neutral stance has seen it benefit from Russian capital flowing into UAE financial institutions and energy price rises. (Joshua Krasna, IPS (18<sup>th</sup> April 2023) Big Changes in United Arab Emirates Foreign Policy, available at: - <https://www.fpri.org/article/2023/04/big-changes-in-united-arab-emirates-foreign-policy/> (Accessed Sept 23)

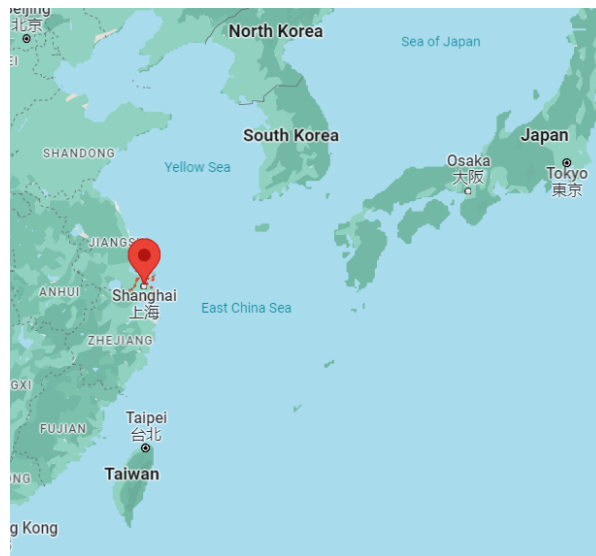
Marketing: - emphasises personal relationships and integrity, time is required to build these. Regional Trade shows are popular between late September and May. Marketing in English and Arabic there is a decided edge. (*International Trade Administration, (2023) United Arab Emirates Country Commercial Guide*, available at: - <https://www.trade.gov/country-commercial-guides/united-arab-emirates-selling-factors-and-techniques> (Accessed Sept 23)

Skills and Capabilities of the Local Workforce: - The UAE was ranked top for skills overall in the Middle East and North Africa. The UAE has been investing in a knowledge-based economy as it looks to diversify its economy further. (Deepthi Nair, *N Business*, (28<sup>th</sup> June 2023) *UAE Ranks first in MENA and second globally for workforce business skills*, available at: - <https://www.thenationalnews.com/business/money/2023/06/28/uae-ranks-first-in-mena-and-second-globally-for-workforce-business-skills/> (Accessed Sept 23) UAE is 23<sup>rd</sup> on the Global Talent Competitiveness index 2022, top quartile.

Cultural and Social Implications: - The UAE is a diverse and multi-cultural society with 80% of the population being expatriates. It has focused on Corporate and Social Responsibility and is rated as the least corrupt country in the MENA area. Business is routinely conducted in English, but Arabic is used in the public sector. (*Global Business Culture, (2023) Business Culture of the UAE*: - available at, <https://www.oecd-ilibrary.org/sites/9789264309838-5-en/index.html?itemId=/content/component/9789264309838-5-en> (Accessed Sept 23)

## East Asia

Shanghai – Peoples Republic of China (PRC) Global Innovation Index rank 11 score 55.3



*Shanghai – Map data ©2023 Google, INEGI*

Manufacturing & Production: - Shanghai is China's leading industrial and manufacturing centre mainly due to a large, highly skilled, and technologically innovative workforce; broad based scientific research establishment supportive of industry; cooperation among producers; and excellent communication and supply facilities.

Logistics & Transportation: - Shanghai is one of China's major transport centres. It is both a seaport and a river port, The railway network is extensive. Shanghai is served by two major airports. (*Encyclopaedia Britannica (September 2023) Shanghai, available at: - <https://www.britannica.com/place/Shanghai/Economy> (Accessed Sept 23)*)

Political Aspects: - China views its relationships with neighbouring nations as being vital and works hard to promote them however concern of China's rise economically and politically strains have led to its neighbours like Japan and South Korea gravitating out of its sphere of influence Bilateral trade relations however typically remain strong. (*Zhang Yunling, China CEE Institute (14<sup>th</sup> September 2022) China's relations with Neighbouring States A comprehensive perspective, available at: - <https://china-cee.eu/2022/09/14/chinas-relations-with-neighboring-states-and-regions-a-comprehensive-perspective/> (Accessed Sept 23)*)

Marketing: - Ensure your product is wanted to localise your brand. Remember to protect your IP as soon as you arrive in China. Paid marketing channels are important and require local sensitivity to be effective (*Emerging Comms, (2023) United Arab Building an Effective China Marketing Strategy in 2023, available at: - <https://www.emergingcomms.com/guide/china-marketing-strategy/> (Accessed Sept 23)*

Skills and Capabilities of the Local Workforce: - Shanghai has the second largest talent pool, Shanghai Municipal Government focused on increasing it. There is a difference in skill levels dependent on which district is being considered. (*Rufei Zhang OECD, (2009) The Shanghai “Highland of Talent” Strategy, available at: - [https://read.oecd-ilibrary.org/education/designing-local-skills-strategies/the-shanghai-highland-of-talent-strategy\\_9789264066649-4-en#page3](https://read.oecd-ilibrary.org/education/designing-local-skills-strategies/the-shanghai-highland-of-talent-strategy_9789264066649-4-en#page3) (Accessed Sept 23)* China is 39<sup>th</sup> on the Global Talent Competitiveness index 2022, second quartile.

Cultural and Social Implications: - Hierarchy is important driven by government policies and Confucian philosophies. To do business in China you must socialise with those you are planning to do business with they typically do business with people they know. Make sure a contract is signed to secure the deal. (*Kristina Temelkova, (9<sup>th</sup> November 2021) Doing Business in China: Cultural Differences you Need to Know: - available at, <https://www.milestoneloc.com/doing-business-in-china-the-cultural-differences-you-need-to-know/> (Accessed Sept 23)*

Seoul – Korea Global Innovation Index rank 6 score 57.8



Seoul – Map data ©2023 Google, INEGI

Manufacturing & Production: - Manufacturing remains one of the largest employers in the city. The information technology and electronics industries have been gradually replacing other industries.

Logistics & Transportation: - Seoul has a good road system, the hub of railway lines connecting it with most provincial cities and ports, The demilitarized zone between North and South Korea removed its ability to transport goods as a river port. There is an international airport serving the city. (*Encyclopaedia Britannica (September 2023) Seoul*, available at: - <https://www.britannica.com/place/Seoul/Economy> (Accessed Sept 23)

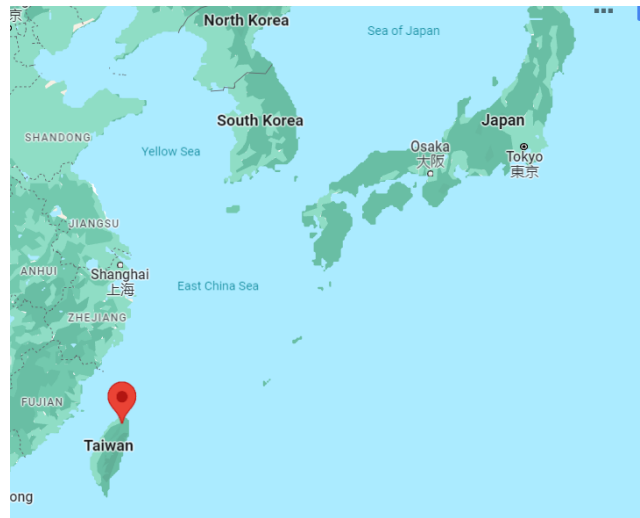
Political Aspects: - South Korea is treading a fine line between not upsetting China whilst growing relationships in ASEAN (Association of Southeast Asian Nations) nations and India. (*Kathryn Botto, Carnegie Endowment for International Peace (19<sup>th</sup> October 2021) South Korea Beyond Northeast Asia*, available at: - <https://carnegieendowment.org/2021/10/19/south-korea-beyond-northeast-asia-how-seoul-is-deepening-ties-with-india-and-asean-pub-85572> (Accessed Sept 23)

Marketing: - South Korean consumers are well educated and tech Savvy. The government has made big efforts to promote foreign direct investment in the country. Be aware of the significant cultural differences between south Asian countries. (INS Global, (2023) Marketing your brand South Korea, available at: - <https://ins-globalconsulting.com/news-post/marketing-brand-south-korea/> (Accessed Sept 23)

Skills and Capabilities of the Local Workforce: - The skills of 15-year-olds in reading, mathematics and science, and the tertiary education rate is amongst the highest across the OECD. The economy has steadily grown in recent years. (*OECD Skills Studies, (2021) Skills Strategy Implementation Guidance for Korea*, available at: - <https://www.oecd.org/skills/centre-for-skills/OECD-Skills-Strategy-Implementation-Guidance-for-Korea-Report-Summary.pdf> (Accessed Sept 23) South Korea is 26<sup>th</sup> on the Global Talent Competitiveness index 2022, top quartile.

Cultural and Social Implications: - South Korea led by Confucian Values – which embeds hierarchical structures and kibun “concept of face” in which people strive for harmony form the basis for the Korean workplace. It is important to build relationships, respect the hierarchy – leaders should talk to leaders and importantly seek clarification if not certain. (*Institute of Export (2023) Doing Business in South Korea*: - available at, <http://www.southkorea.doingbusinessguide.co.uk/the-guide/south-korean-culture/> (Accessed Sept 23)

Taipei – Taiwan Global Innovation Index rank 11 score 55.3\* *PRC used Taiwan undoubtedly higher*



*Taipei – Map data ©2023 Google, INEGI*

Manufacturing & Production: - Taipei is the principle industrial area of Taiwan. Industries based in the city include textiles, manufacture of electronic products and components, electrical machinery and equipment, printed materials, precision equipment.

Logistics & Transportation: - Railways and roads connect Taipei with all parts of the island. Taiwan's has two airports for international and domestic flights. *Taipei is served by a modern port. (Encyclopaedia Britannica (September 2023) Taipei, available at: - <https://www.britannica.com/place/Taipei> (Accessed Sept 23)*

Political Aspects: - Taiwan has been a self-governing state since 1949. China views the island as part of its territory. Tensions have risen in recent years culminating in China's sabre rattling in 2022. Bilateral trade between the two nations remains strong. No nation is able to maintain formal diplomatic links with China and Taiwan at the same time. *(Lindsay Maizland, Council on Foreign Relations (18<sup>th</sup> April 2023) Why China Taiwan relations are so tense, available at: - <https://www.cfr.org/background/china-taiwan-relations-tension-us-policy-biden> (Accessed Sept 23)*

Marketing: - Taiwanese consumers focus on price, whole life costs etc. are not major factors in decision making processes. Quality and after sales service is important. Labelling and packaging must be written in traditional Chinese characters. Featuring in International Journals and exhibiting at trade shows are important in marketing your products *(International Trade Administration, (2023) Taiwan Country Commercial guide, available at: - <https://www.trade.gov/country-commercial-guides/taiwan-selling-factors-and-techniques> (Accessed Sept 23)*

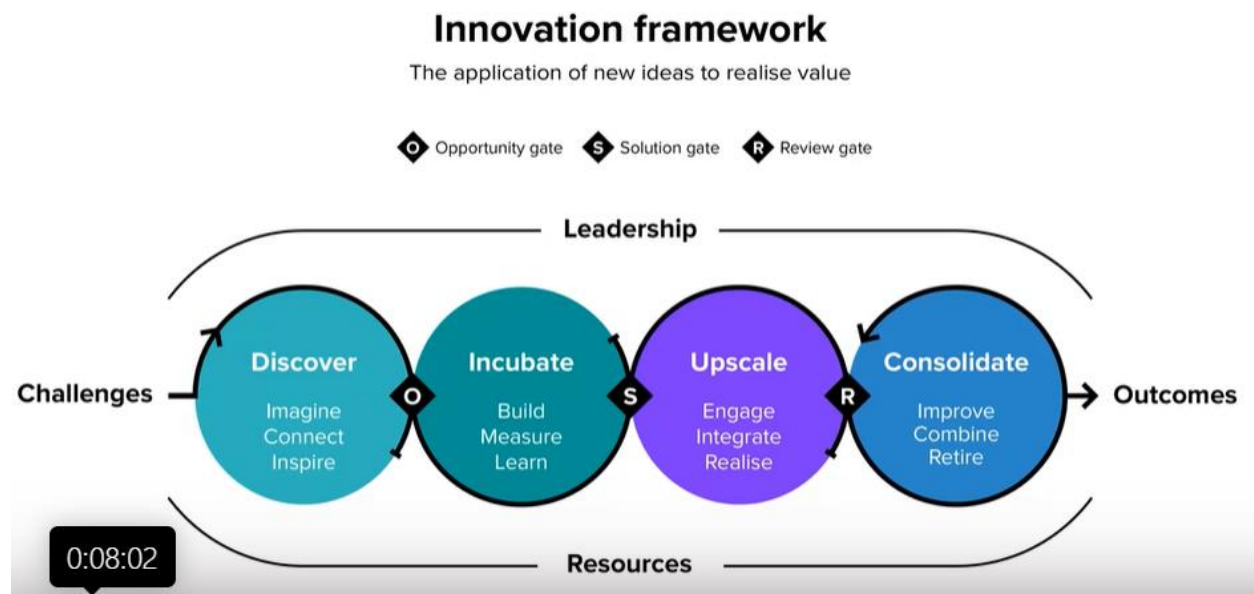
Skills and Capabilities of the Local Workforce: - In recent years, the Taiwanese government has invested heavily in education expanding the number of universities from 28 to 147. The youth are delaying entering the workforce while continuing their studies. One consequence of the increase in university educated people is that they are having to settle for lower skilled roles as degrees have become devalued. (*Oscar Chung, Taiwan Today, (1<sup>st</sup> January 2016) The Skills to Succeed, available at: - <https://taiwantoday.tw/news.php?unit=8&post=14210> (Accessed Sept 23)*) Taiwan not listed separate from China on the Global Talent Competitiveness Index.

Cultural and Social Implications: - Taiwan's working culture is a blend of tradition and change, they have a strong work ethic, try to establish a good work-life balance, and are focused on improving the business performance. They are known for their dedication, discipline, and collaborative spirit. However, like those Chinese from the PRC the hierarchical structure needs to be considered together with the non-confrontational work environment. (*Chase Cheung, NRoad (20<sup>th</sup> June 2023) Exploring Taiwan Working Culture In 2023: Key Differences and Strengths: - available at, <https://nnroad.com/blog/taiwan-working-culture/> (Accessed Sept 23)*)

## 2. Report on how innovation management standards such as the ISO56000 series may be of benefit to the organisation as it grows to a sustainable and prosperous future.

ISO 56000 is focused on ensuring that innovation is both manageable and repeatable. For a Welsh business looking to expand across three major global markets the key to retaining control and ensuring there is a harmonious strategy is to introduce processes which allow people from different backgrounds and cultures to maximise their own potential and “strengths” driving innovation and the organisation forward.

Using an innovation framework as detailed in the figure below enables an organisation to identify opportunities, generate ideas, implement innovative solutions and improve the whole innovation process.

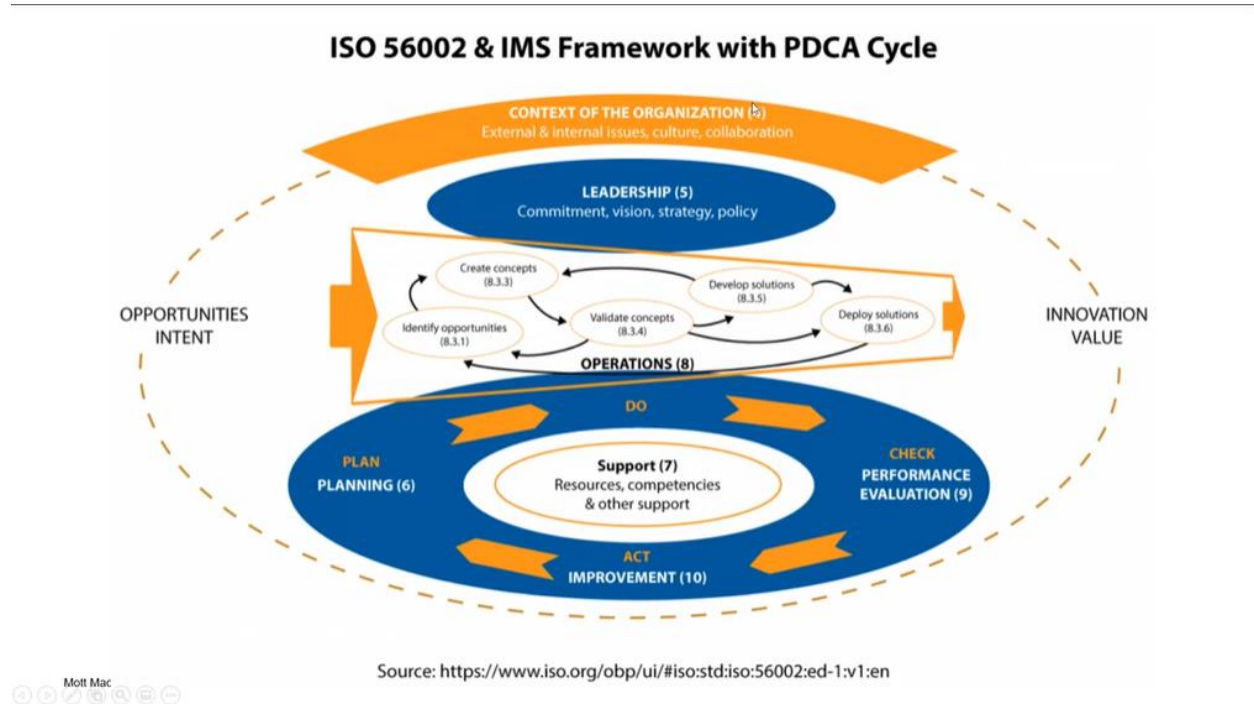


*@Jon Rains Head of Innovation Mott Macdonald*

The organisation will have to set the Strategy and ensure there is a supportive culture and leadership in place to support the framework. In addition, the right resources will need to be made available to ensure the process has the best opportunity to succeed.

The benefits of standardisation begins with enabling you to redesign and understand your processes. With this understanding of your systems and using KPI's it is easier to identify improvements. Adopting ISO standards enables your business to demonstrate to customers and other stakeholders that the quality, safety etc. of your products. (*Global Certification body, (4<sup>th</sup> April 2017) How Standard Certification Can Drive New Customer Growth: - available at, <https://www.nqa.com/en-gb/resources/blog/april-2017/standards-drive-new-customer-growth> (Accessed Sept 23)*)

It is important that the ISO56000 system adopted ensures a systematic approach to the innovation process. Adopting a model as outlined below enables this increasing the chance that ideas will be captured and used to improve the business performance which can be linked to a continuous improvement cycle.



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By using the same processes and guidance across the business you will ensure that the right level of resources is made available to ensure the innovation process operates optimally and delivers outcomes in a structured timely manner irrespective of where the site is. Another great feature of a companywide Innovation Management System underpinned by ISO 56000 is that the organisation can create shared sites where innovation can be viewed across the organisation allowing for peer review of the innovations being considered. The cross-border collaboration enhances outcome and by being process driven removes the influence of individual backgrounds, culture etc. A process which understands who has contributed and celebrates their successes together with the success of the team will encourage the culture of innovation.

It is vital that whilst rewarding innovation that the business understands that Innovation by definition is risky, after all you are doing something for potentially the first time. A robust Innovation Management cycle will include a mechanism for identifying the ideas, prioritising the ideas based on potential impact of the idea however it also provides the opportunity to realise that it may be of no value effectively culling the idea. Outcomes from Innovation should be tracked using tools effective for this process reinforcing the benefit to the organisation which should foster further innovation and most importantly to facilitate the continuous improvement cycle.

“As we look to the future, ISO 56000, along with AI, will play an increasingly integral role in innovation management, paving the way for more efficient, robust, and dynamic innovation processes. It's clear that the integration of AI and ML technologies within the framework of ISO 56000 for innovation management offers limitless possibilities to improve productivity, expand customer base, boost ROI, and grow the bottom line. The key to success will be to remain adaptable, agile, and open to the evolving landscape of innovation management, leveraging the power of AI wherever it offers value.” *(ISO, Planbox (2023) ISO 56000 Innovation Management Guide (page 21)*

*Total Words – 4283*

*Reference Words – 817*

*Total Words for Assessment - 3466*