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Section 1

Introduction

This report reviews the foreign direct investment (FDI) of Tesla in the German automobile industry, which is one of the most developed and competitive industries in the world. Germany continues to be a major force in the world automotive environment, especially in the shift towards electric mobility. The most recent statistics indicate that Germany had made about 1.67 million electric vehicles in the year 2025, which is 23% higher and makes it the second-largest EV manufacturing powerhouse in the world after China (Reuters, 2026). Moreover, about 40% of the domestic production was electric cars, a phenomenon that indicates industry change is happening very fast (VDA, 2026).

The report provides a competition analysis based on Porter's Diamond Model to examine industry competitiveness and critically points out the Tesla strategy by applying the Eclectic paradigm and the PESTEL model. Combining the theory with the existing information, it offers a detailed evaluation of opportunities and challenges that influence the operations of Tesla in Germany.

Industry and Country Overview

Introduction to the German Automobile Industry

The German car market is among the most developed and internationally competitive industries that dominate the national and global economy. Germany has long been considered to be a leader in automotive engineering, innovation and excellence in manufacturing. The industry is well ingrained in the industrial base of the country, and it has a strong network of suppliers, research institutions and skilled labour. The fact that Germany is leading in the premium and high-performance cars market is evidenced by the availability of the world-famous companies like Volkswagen, BMW, and Mercedes-Benz.

Over the past few years, the industry has been changing tremendously because of technological changes, the environment, and the global transition to electric vehicles (EVs). Foreign multinational enterprises (MNEs) such as Tesla have moved to this shift, where Tesla has invested in a Gigafactory in Berlin to take advantage of the strategic benefits of Germany (Tesla Inc., 2023). The German car industry now has a blend of conventional capabilities and the new innovative competitive forces.

Size, Scope, and Economic Importance

The car industry is a stronghold of the German economy as it makes an impact on GDP, job creation, and exports. The European Automobile Manufacturers Association (ACEA, 2024) considers Germany to be the biggest automotive manufacturer in Europe and one of the largest in the world. The industry has more than 800,000 direct employees and millions more in other related industries like parts manufacturing, logistics and services.

The economic significance of the industry is also shown through the level of exports. Germany is a major exporter of cars to the global market, and cars and car parts constitute a significant portion of the total exports (Huang and Ge, 2019). This export character strengthens the trade balance of Germany and makes it stronger in the world market.

The industry is a significant source of research and development (R&D). In Germany, automotive companies contribute a fair share to the national R&D spending, especially in the field of electrification, autopilot, and digitalisation (Kapustin and Grushevenko, 2020). This constant investment in innovation makes the process long-term competitive and puts the firms under pressure to adapt to the fast-changing market conditions. Whereas ACEA (2024) sees the power of the German industry, Liu and Xiao (2018) claim that this effort is dangerous to ensure cost increases and regulatory pressure in the long run.

The industry is not without challenges, such as expensive labour, stringent environmental laws and rising competition posed by local and foreign manufacturers of EVs (Liu and Xiao, 2018). These aspects prompt companies to trade between cost-efficiency and innovation and sustainability.

Key Firms and Competitive Positioning

The German car market can be described by the high level of rivalry between both domestic companies and newly entering multinational corporations. The strategic positioning of the major companies is outlined in the table below:

Table 1: Key Firms in the German Automobile Industry

Company	Type	Strategy	Market Segment	Positioning	Performance
Volkswagen Group	Domestic	Cost leadership + diversification	Mass market + EV	Global scale, strong EV transition	High global market share, strong revenues, but facing transition challenges

BMW Group	Domestic	Differentiation	Premium segment	Innovation, luxury, performance	Strong profitability and brand loyalty in the premium segment
Mercedes-Benz Group	Domestic	Differentiation	Luxury segment	Brand prestige, high quality	High margins, strong global luxury market performance
Tesla	Multinational (USA)	Innovation + differentiation	EV premium segment	Technology leader, sustainability focus	Rapid growth, strong EV sales, but lower market share in Germany

Comparative Evaluation

The industry has been traditionally dominated by domestic companies like Volkswagen, BMW and Mercedes-Benz with good brand reputation, engineering prowess, coupled with world distribution networks. The adopted mixed strategy of Volkswagen, with a focus on cost leadership and product diversification, allows it to cater to the mass and premium markets, as well as actively invest in electric mobility (Mohammadi and Saif, 2023). BMW and Mercedes-Benz, on the other hand, concentrate on a differentiation strategy, where they aim at the high-quality, high-technological premium and luxury markets.

As a foreign entrant, Tesla implements a different strategic approach that is based on the principles of innovation and technological leadership. Tesla uses software

integration, battery technology, and direct-to-consumer sales models, unlike traditional manufacturers (Sheldon and Dua, 2024). The fact that it is a sustainability-focused brand fits with the increasing demand for car brands that are environmentally friendly, which provides it with an advantage in the EV market.

Tesla has serious problems in Germany because of the intense rivalry with national companies that are actively developing their portfolios of EVs. In addition, German customers tend to be very loyal to local producers, a factor likely to restrict Tesla's penetration in the market (Papulová, Gažová and Šufliarský, 2022).

Performance-wise, although the traditional companies hold on to the higher levels of production volume and market share, Tesla has a high growth potential and disruptive power in the industry. This dynamic makes the environment very competitive, such that both current and new players have to keep on innovating in order to retain their positions.

Application of Porter's Diamond Model to the German Automobile Industry

The Diamond Model by Michael Porter is an in-depth model of study on the competitive advantage of countries in certain industries. It determines four central determinants, namely: factor conditions, demand conditions, related and supporting industries, and firm strategy, structure and rivalry, as well as the role of government and chance (Kittner *et al.*, 2020). The implementation of this model in the German automobile industry helps to refer to the main factors of its competitiveness in the global framework, but it also shows new issues.

Factor Conditions

Germany is a country with very high factor conditions that contribute greatly towards the competitiveness of its automobile industry. It has a highly skilled labour force, especially in the fields of engineering, manufacturing and automotive designing. It has a well-developed vocational training system and focuses on technical education, which guarantees a steady stream of specialised talent (Muratori *et al.*, 2021).

Also, Germany has one of the strongest research and development (R&D) capacities in the world, and the automotive companies are pumping millions of dollars into research and development, especially in electric mobility and autonomous driving systems. German manufacturers are also reported to be among the largest investors in automotive research and development in the world (Pamidimukkala *et al.*, 2024). The high labour and operation costs that come with these advanced factor conditions can lower cost competitiveness relative to the emerging economies. This puts pressure on companies to be more productive and implement new technologies in order to be efficient.

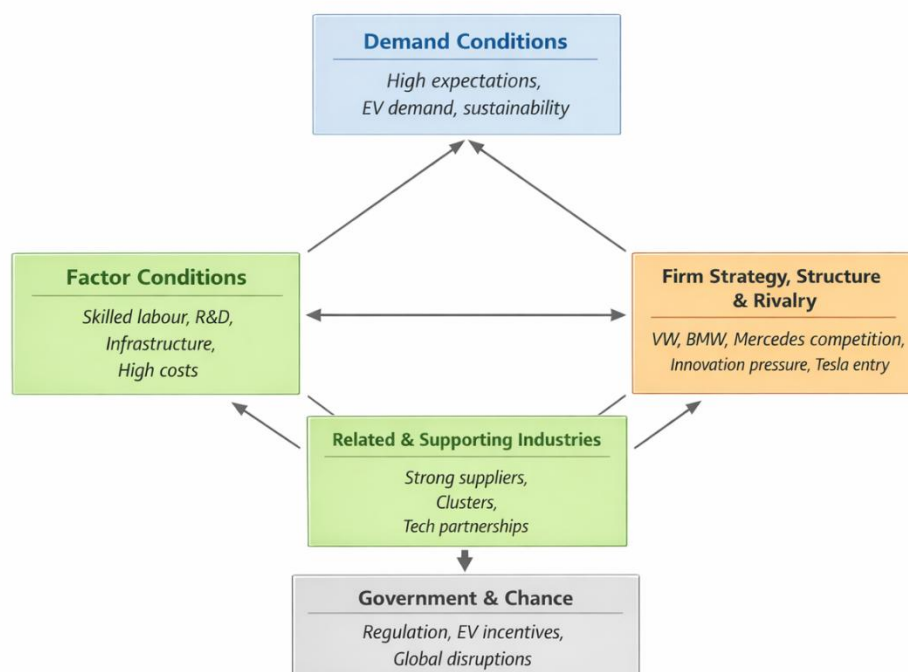


Figure 1: Porter's Diamond Model applied to the German Automobile Industry.

Figure 1: Porter's Diamond Model: German Auto Industry

Demand Conditions

The competitiveness of the automotive industry is heavily dependent on domestic demand in Germany. The German consumers are characterised by high expectations in terms of quality, safety, performance, and technological innovation (Pichler *et al.*, 2021). In addition, growing environmental consciousness and strict environmental standards in Germany and the European Union have boosted the shift to the use of electric vehicles (EVs). This change in consumer behaviour opens the opportunities

for innovation and places German companies in the leading position of sustainable mobility. It also poses great challenges, because companies have to be able to quickly adjust to the shifts in the demand trends and compete with emerging companies like Tesla, which is already established in the market of electric vehicles.

Related and Supporting Industries

Another important aspect that has led to the competitive advantage of Germany is the presence of strong related and supporting industries (Sanguesa *et al.*, 2021). A highly established network of automotive suppliers, component manufacturers, and technology companies that assist the industry is found in the country. These are the companies which are focused on precision engineering, electronics, and sophisticated manufacturing technologies.

Also, Germany has industrial clusters, which are geographically clustered firms, suppliers and research institutions. Such groups help in knowledge sharing, innovation and collaboration, resulting in efficiency and technological improvement (Yun *et al.*, 2025). The collaborations of automotive firms and scientific organisations contribute to the creation of new technologies, including battery systems and autonomous driving solutions, much faster.

The growing role of digital technologies and software in new cars has revealed a relative weakness in traditional German companies, which have paid more attention to mechanical engineering than to software development (Nettekoven, 2023).

Firm Strategy, Structure, and Rivalry

The German automobile industry can be described as highly competitive in terms of domestic rivalry among big companies like Volkswagen, BMW and Mercedes-Benz. This stiff competition stimulates innovation, efficiency and improvement, which enhances the global competitiveness of the industry. All the companies have different approaches, as Volkswagen is oriented on scale and diversification, whereas BMW and Mercedes-Benz are oriented on differentiation and premium positioning.

The existence of robust domestic players stimulates companies to spend a lot of money on innovation and to develop internationally. With the arrival of foreign firms like Tesla, the competition has further stepped up, especially in the electric car industry.

The innovative business model, sustainability-oriented approach, and technological competence of Tesla pose a threat to the traditional companies and compel them to speed up their change towards electrification (Alanazi, 2023).

German companies have the advantage of brand recognition and international distribution systems, but their extensive organisational framework can make them less flexible and slower in making decisions than some competitors, such as Tesla.

Role of Government and Chance

The German government has a major role to play in the support of the automotive industry by way of policies, regulations, and incentives. Electric mobility, environmental sustainability, and technological innovation, with the help of government initiatives, have stimulated investment and change in the industry. The competitiveness of the industry is also determined by external factors like global economic conditions, technological disruptions and geopolitical developments (Ravi and Aziz, 2022). The disruption of supply chains and the pace of digitalisation have posed risks and opportunities for automotive companies.

Critical Evaluation of Tesla's Operations in Germany

Tesla Inc. is a multinational company based in the United States that is one of the most disruptive in the world automotive industry, especially in the process of switching to electric mobility. Its foreign direct investment (FDI) in Germany, which is manifested by the Gigafactory Berlin-Brandenburg, indicates a strategic effort to enter the largest and most competitive automotive market in Europe. Germany has a special blend of modern industrial capacity, highly skilled labour, and regulatory propensity towards sustainability, which is why it is a good place to expand Tesla (Wellbrock, Ludin and Röhrle, 2020). The operation costs in the German market are also high, the regulatory requirements are strict, and the competition is very stiff due to the presence of well-established domestic producers like Volkswagen, BMW and Mercedes-Benz. Germany has massive opportunities, but, at the same time, it poses structural and institutional threats. In an attempt to maximise through skilled labour and geographic position to the European markets, Tesla sets up its global value chain by ensuring that the focus of R&D as well as software development is located in the United States and

manufacturing is located in Germany. Such an arrangement is efficient and has lower logistics expenses, as well as responsiveness to the market at a quicker rate. This part is a critical analysis of the drivers of the success of Tesla, where the FDI theories are combined with a PESTLE analysis of the political, economic, legal, and cultural environments.

Theoretical Justification of Tesla's FDI (Eclectic Paradigm – OLI)

The foreign direct investment (FDI) of Tesla in Germany can be urgently explained using the Eclectic Paradigm (OLI) by Dunning, who postulates that companies can make an FDI when the benefits of ownership, location and internalisation exist. Such a framework is especially applicable when one tries to explain Tesla's strategic choice of locating its Gigafactory in Berlin, but its explanatory power is not unconditional.

The benefits of ownership of Tesla are mainly due to the technological lead, especially in the area of battery development, electric powertrain systems and software integration (Beier, Kiefer and Knopf, 2022). Tesla is highly vertically integrated, unlike traditional automotive companies, which allows the company to have tight control over production processes and be innovative at all times. Its brand image, which is closely related to sustainability, innovative technology, and high-end positioning, contributes to its competitiveness on the international level (Akinsooto, Ogunnowo and Ezeanochie, 2025). These intangible resources build up huge obstacles to emulation and give Tesla first-mover status in the electric vehicle (EV) sector. This benefit is becoming less and less obvious as existing German makers are moving to EVs faster, which means that the relative technological superiority of Tesla is narrowing.

The location benefits that Germany provides are vast and are in line with the strategic objective of Tesla. Germany offers access to a very skilled labour force, especially in engineering and high-level manufacturing, due to its good vocational training system. It is in the centre of Europe, which provides easy access to major markets that contribute to better distribution. The fact that Germany has well-established supplier networks and industrial clusters is also another strong point, as it allows those to become more innovative, collaborate, and have economies of scale. Also, the strict European Union laws that are intended to curb carbon emissions provide an ideal policy climate to EV manufacturers (Hu, Wang and Li, 2020). The structural threats,

such as expensive labour, complicated regulatory system, and intense competition with local companies, accompany such benefits. Hence, although Germany has major locational advantages, it also creates limits that can influence the performance efficiency of Tesla.

The internalisation benefits of Tesla are reflected in the fact that the company has opted to create a wholly owned subsidiary instead of using other entry modes, including licensing and joint ventures. The reasons why Tesla prefers a wholly owned subsidiary are due to the fact that they should have the ability to keep a secret of the technological know-how, as licensing or joint venture would lead to more knowledge leakage. Internalisation of production also means that Tesla has complete control over its proprietary technology, quality standards and control of the supply chain, thus minimising transaction costs and minimising the risks related to knowledge leakage (Novas *et al.*, 2022). The internalisation theory, which opines that firms choose to internalise business in case there are market imperfections. The approach would also be associated with increased capital cost and risks of localisation, such as regulatory delays and operational inefficiencies. In the example of Tesla, the delays in the building of the Gigafactory also point to the possible disadvantages of complete ownership in the highly regulated environment.

In spite of the above advantages, the OLI framework has some limitations in the thorough explanation of the FDI decision by Tesla. Although it is an effective way of determining the economic reason why one invests in a business, it tends to ignore the institutional, cultural and competitive forces that largely determine the outcome of a business (König *et al.*, 2021). As an example, the high consumer loyalty to German car manufacturers and the high technological development of the local competitors are aspects that are beyond the classical OLI model. The Eclectic Paradigm is an excellent theoretical framework, but it should be supplemented with a more contextual study in order to gain a comprehensive insight into the strategic positioning of Tesla and its long-term outlook in Germany.

PESTLE Analysis of Germany

A PESTLE model allows conducting a systematic analysis of the external environment that has an impact on the activities of Tesla.

Table 2: PESTLE Analysis of Tesla in Germany

Factor	Opportunities	Challenges	Critical Evaluation
Political	Stable governance, EV subsidies	Bureaucratic delays, activism	Stability attracts FDI, but procedural inefficiencies reduce agility
Economic	Strong demand, high income levels	High labour and energy costs	The market is profitable but structurally expensive
Legal	Strong IP protection	Strict regulations	Protects innovation but slows expansion
Social	Sustainability awareness	Loyalty to domestic brands	Facilitates EV adoption but limits foreign penetration
Technological	Advanced infrastructure	Strong domestic innovation	Encourages progress but intensifies rivalry
Environmental	Green transition policies	Strict compliance requirements	Opportunity constrained by regulatory pressure

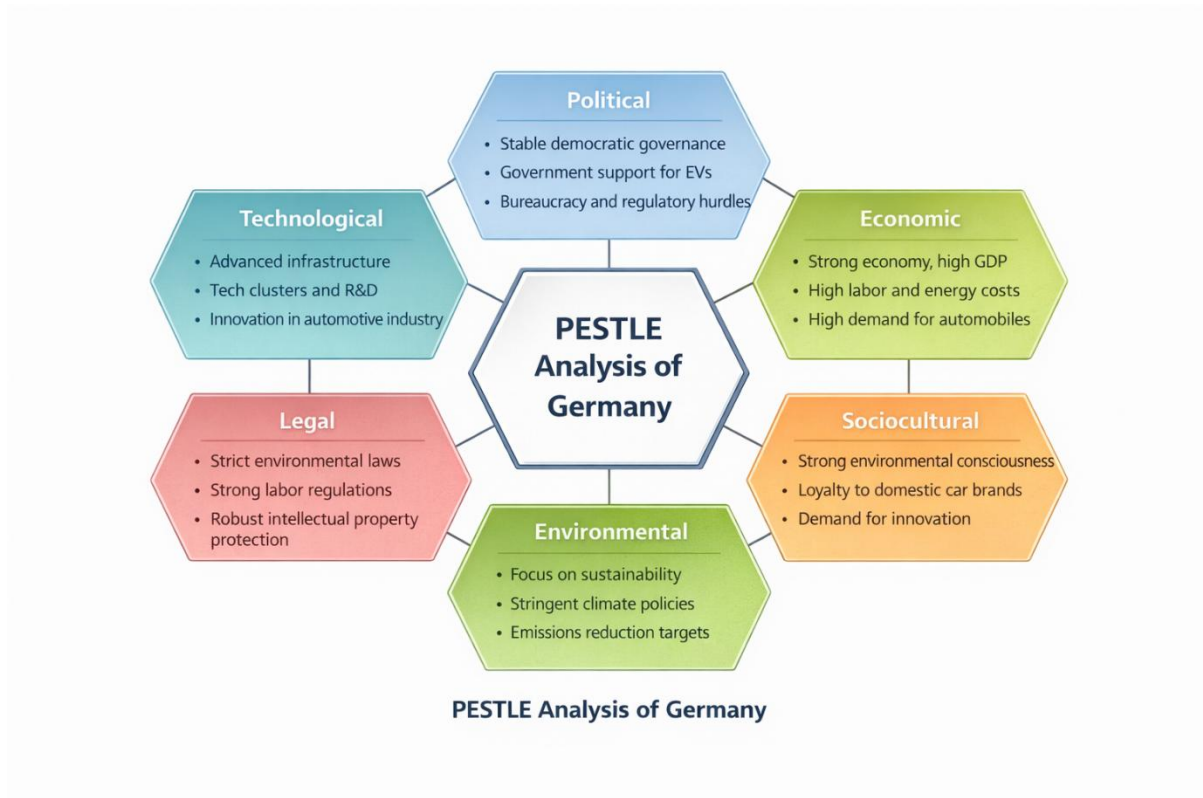


Figure 2: PESTLE analysis of Germany diagram

Political Environment

The political environment in Germany gives a predictable and stable framework to foreign investors, and systemic political risk is greatly minimised. The shift to electric mobility is highly encouraged by the government in the form of subsidies, tax breaks, and investments in the infrastructure, which directly serve the strategic interests of Tesla (Sun *et al.*, 2020). This correlation between the corporate strategy and the national policy augurs well with the growth opportunities of Tesla.

Political stability does not prevent operational difficulties. The Gigafactory project by Tesla took longer hours to be completed because of bureaucracy and environmental issues posed by the communities. These delays are an example of procedural political risk, in which ineffectiveness in administration and opposition by stakeholders interfere with the operations of the business (Dunn *et al.*, 2021). The German political environment is essentially conducive, but at the same time presents limitations that may limit speed and flexibility, which is a major factor in a rapidly changing industry.

Economic Environment

The economic power of Germany is a significant opportunity for Tesla. Being the largest economy in Europe, it has a large consumer base with high purchasing power, which makes it a good market for targeting high-end electric cars. Also, the central location of Germany can ease the distribution throughout the European markets, which contributes to the increased efficiency of Tesla in its operations.

The economic environment is very challenging. The high costs of labour and energy would raise the cost of production, which may decrease the cost competitiveness of Tesla compared to the manufacturers in the low-cost regions (Cao *et al.*, 2021). There are macroeconomic uncertainties that create further risks, such as inflation and disruptions in the supply chain. Although Germany offers a good revenue base, the cost model requires efficiency and innovation in strategy in order to sustain profitability.

Legal Environment

The legal system in Germany is described as being transparent, well-enforced and well safeguarded. This is especially helpful to Tesla, since it guarantees the safety of its technological advances and lowers the possibility of imitation.

But the legal environment is also very strict, especially when it comes to environmental standards, labour laws, and safety regulations (Zhang *et al.*, 2025). The directives of the European Union demand a lot of investment in monitoring and reporting systems, thus making operations more complex. Additionally, the development of the factories has been postponed because of the legal issues concerning land use and the environmental impact of Tesla. Therefore, the legal system promotes stability and security, but at the same time, it has high compliance costs that could constrain flexibility in operation.

Cultural Environment

Tesla has opportunities and threats that exist due to cultural factors. On the one hand, enhancing the level of environmental consciousness among German consumers will help in the use of electric vehicles, which is in line with the Tesla sustainability-based brand (Alanazi, 2023). This provides a favourable demand environment.

Well-established national brand loyalty towards the German automakers is also a strong impediment to market entry (Ravi and Aziz, 2022). Tesla will hardly find a big acceptance among consumers who tend to relate domestic brands with high quality and reliability. This cultural inclination emphasises the role of localisation policies, as technological superiority might not be the sole factor to gain the market share.

Competitive Dynamics

The German car industry is defined by a cut-throat competition that is fuelled by both the traditional national companies and new global competitors.

Table 3: Strategic Comparison – Tesla vs German Automakers

Factor	Tesla	German Firms
Core Strength	Innovation, software integration	Brand equity, manufacturing scale
Weakness	Limited local brand loyalty	Legacy systems, slower adaptation
Opportunity	EV market expansion	Transition to electrification
Threat	Established competitors	Tesla's disruptive model

The key competitive edge of Tesla is that it leads in technology, especially in battery systems and software integration. German companies, however, have a good brand name, supply chain and huge customer base. Although Tesla can be considered a first mover in the EV segment, German car manufacturers are fast catching up with massive investments in electrification (Ravi and Aziz, 2022). This increases competition and makes Tesla less competitive in the long run.

Overall Market Attractiveness

Germany is a paradoxical market for Tesla; at the same time, it is a good place to be and a challenging place to be. Market potential is favourable in the country because of the high demand conditions, well-developed infrastructure, and favourable policies.

Meanwhile, the barriers are severe due to the high costs, complexity of regulations, and competition.

Strategically, Germany can be described as a high-opportunity, high-risk market. The success of Tesla is not only based on the skill to utilise its technological advantages but also on the skill to adjust to the conditions of the country and effectively overcome the challenges of working in the country (Beier, Kiefer and Knopf, 2022).

Critical Synthesis

According to a critical synthesis, Tesla's foreign direct investment (FDI) in Germany is both operationally challenging and strategically correct. Although the Eclectic Paradigm (OLI) is a good explanation of the economic logic that informed the decision made by Tesla to invest in Germany, it fails to interpret the institutional, regulatory, and competitive dynamics that exist in the German market (Akinsooto, Ogunnowo and Ezeanochie, 2025). The success of Tesla in the long-term can be viewed as its capacity to be both global and local, especially in terms of its response to regulatory demands and consumer needs.

Besides, the automotive sector is experiencing a fast evolution due to the forces of electrification, digitalisation and sustainability. This dynamic nature makes the first-mover advantage of Tesla less durable as the established manufacturers in Germany invest more in electric vehicle technologies. Tesla has to keep inventing and enhancing its operational efficiency in order to stay competitive. Finally, long-term success will depend on the ability to be strategic, interact well with stakeholders, and the ability of the firm to operate in a more competitive and regulated business environment.

Tesla's operations in Germany can point to the interplay between opportunity and constraint in international business as rather complex (Hu, Wang and Li, 2020). Although Germany offers a very favourable location with regard to economic power, technological facilities, as well as the facilitation of policies, it also poses a great challenge concerning cost, regulation and competition. The key factor that will determine the success of Tesla will be its capacity to overcome these challenges without compromising its innovation-driven approach. The case highlights the essence of integrating theoretical knowledge and contextual analysis to comprehend the realities of foreign direct investment in very competitive markets. Though Porter's

Diamond pinpoints that Germany has structural competitiveness, the OLI model justifies the Tesla strategic entry, and PESTEL shows that the company is limited by the constraints of its operations. These combined show that despite German being very appealing, its institutional and competition pressures can constrain Tesla on a long-term basis.

Conclusion

This report has critically analysed the automobile industry in Germany and reviewed the foreign direct investment that Tesla has in the sector, which is highly competitive and dynamic. As it is shown in the analysis, Germany continues to be among the most competitive automotive centres in the world, which is supported by the high levels of factors, high demand, and a highly developed industrial ecosystem. The use of Porter's Diamond Model shows the way these interrelated factors are used to build the long-term competitive advantage in a nation, but emerging trends of increasing costs and technological upheaval are also causing problems.

Moreover, the Tesla investment in Germany is also strategically explained using the Eclectic Paradigm because the company takes advantage of its ownership advantages in ownership and takes advantage of the locational advantages of Germany and internalisation advantages. The analysis also shows that doing business in Germany is associated with high complexities such as regulatory limitations, high cost of operations, and stiff competition with well-established domestic companies. The PESTEL analysis supports the position that, though the German market has a lot of growth potential, it also has structural and institutional challenges.

The success of Tesla in the long term will be determined by the capacity to balance innovation with localisation, to coordinate the relationships with stakeholders, and to react to the fast-changing auto market. This case demonstrates the need to combine theoretical frameworks with contextual analysis in the evaluation of international business strategies.

Section 2: Reflective Account Using Gibbs' Reflective Cycle

Description

This reflective report will look at the steps followed in conducting the literature review, analysis and writing of the first part of this report, which was a case study on the German auto industry and foreign direct investment (FDI) by Tesla. As part of the assignment, the main theories of international business, such as the Diamond Model of Porter, the Eclectic Paradigm (OLI), and the PESTEL analysis, were to be applied to both assess the level of industry competitiveness and the external business environment (Schön, 2017). I used various academic materials, industry publications, and statistical databases like Statista, ACEA, and McKinsey so that the analysis could be based on recent and authoritative information.

Germany and the automobile industry were chosen due to their significance to the global economy and their high level of congruence with the theoretical frameworks of the module. The main multinational enterprise, which is Tesla, was selected because it has an innovative and disruptive role in the electric vehicle (EV) market. The general procedure included the systematic collection of the information that is relevant, the use of theoretical models, the organisation of the report in a logical manner and the use of a formal academic style of writing throughout (Bolton and Delderfield, 2018).

Feelings

I felt a certain level of uncertainty at the very beginning of the assignment on how to successfully combine theoretical knowledge with practical implementation. Despite my prior knowledge of the major concepts of international business through lectures, it was difficult to put into critical practice the theories in a particular case study setting. This instilled a feeling of indecisiveness, especially when it came to making sure that my work was up to the standards of the postgraduate academic work.

My confidence grew progressively as the research went on. The experience of reading academic literature and industry data allowed me to gain a better idea of how theoretical bases may be put into practice. I had a problem trying to go beyond the explanatory to the critical. This meant a change of mindset since I realised that good

academic work does not just entail explaining things but also looking at their shortcomings and applicability.

With time, I got used to this strategy and was more inspired. The process helped me to be more active and engaged on the subject, as well as strengthen my confidence in the ability to analyse complex business issues in an international environment.

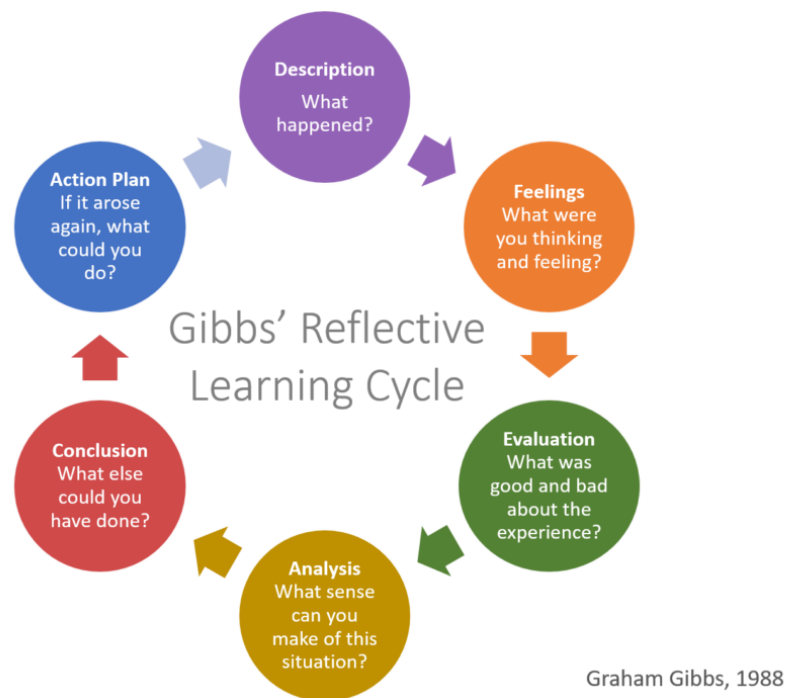


Figure 3: Gibbs' Reflective Cycle (Gibbs, 1988)

Evaluation

The good application of various theoretical models in the analysis of the operations of Tesla was one of the strengths of my approach. Using the Diamond Model created by Porter enabled me to comprehend the national competitiveness of Germany, whereas the OLI framework enabled me to make sense of the decision made by Tesla to invest. The application of PESTEL analysis also made it possible to carry out a systematic analysis of environmental factors outside the company (Körkkö, Kyrö-Ämmälä and Turunen, 2016).

I also used the latest and authoritative sources, which enhanced the academic nature of the report. Tables and systematic analysis were used, which enhanced clarity and organisation and made the arguments simple to follow.

There were limitations as well. My early writing was too descriptive, which meant that I just explained things and never critically analysed them. I also had difficulties in synthesising various theories to come up with a coherent argument. Another problem was time management because it took me longer to find and peruse quality sources than I expected.

Analysis

The issues that I had to face illustrate the relevance of critical thinking when writing a paper. Theoretical models should not be applied simply; their relevance and limitations should be considered in the particular situations. The Eclectic Paradigm is effective in explaining the FDI decision of Tesla, but fails to provide a comprehensive explanation of cultural and institutional complexities. The identification of these limitations enabled me to further analyse them.

The process focused on the significance of combining several views. Porter Diamond Model and PESTEL analysis worked together to give a better insight into the competitiveness of the industry and the environment. This strategy is in line with the learning outcomes of this module, which emphasise the requirement to analyse international business environments as a whole.

The independent research also played a role in the experience. The application of academic journals and industry reports helped me better understand the dynamics of a business in the real world, and I was able to write a more informed and evidence-based analysis. This shows the necessity of using the current sources to substantiate the critical arguments.

Conclusion

I can state that the experience of doing this assignment has greatly benefited my knowledge of the concepts of international business and their practical implementation. My research capabilities have been enhanced, and I have become better at critically analysing more complex information, and I am now confident about writing academically.

Although there were some initial challenges, especially the transition from descriptive to critical writing, these challenges enhanced my learning and development. The

experience has made me stronger in the application of theory in a critical and context-specific way, rather than a general explanation.

Action Plan

In other tasks, I will be more organised in the way I approach research and time management, writing ahead and setting aside enough time to critically analyse the research. I am also going to work on the development of my academic writing by practising the use of evaluative language and making sure that all the arguments presented are backed up by credible sources.

I would like to seek further practice in my critical thinking by engaging in critical questioning of theoretical frameworks and taking into account their shortcomings. Reading more academic literature and getting comments will also assist me in developing my analytical skills.

Lastly, I will keep on combining theory and real-life examples to come up with balanced and profound analyses. This practice will not only increase my grades but also make me more aware of what goes on in the global business.

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