



Programme: MSc International Innovation Management

Module: International Innovation Management

Assignment Title: International Operations

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Introduction

This report aims to conduct further research on the shortlisted locations for the manufacture of Organisation X's products. This will allow the organisation to strategically position themselves to control the manufacture and distribution of their products on a global scale. Three locations per global regions identified will be investigated thoroughly which will allow this report to accurately compare what each location has to offer and allow Organisation X to make an informed decision. This report will conclude with the top three manufacturing facilities that would be recommended for Organisation X to fully consider.

Organisation X outline

- Based in Mid Wales specialising in security systems for domestic, commercial, and industrial applications
- Products range from home security cameras to commercial CCTV equipment
- Popular product due to COVID-19 – Body temperature scanner
- Developing a retinal scanner for the same machines as body temperature scanner

The organisation has conducted an initial investigation in terms of manufacturing facilities, and has shortlisted the following possible locations for further consideration:

South America	Asia	Africa
Chihuahua (Mexico)	Shenzhen (China)	Durban (South Africa)
Montevideo (Uruguay)	Visakhapatnam (India)	Bulawayo (Zimbabwe)
São Paulo (Brazil)	Taipei (Taiwan)	Tunis (Tunisia)

1. Research to find the three most suitable locations for the manufacture of Organisation X's products.
 1. South America
 - i. Chihuahua (Mexico)
 1. Logistics/transportation
 - a. Air distance from Chihuahua to Wales is 5,169 miles.
 - b. Air or sea freight would be the most suitable way to move goods from Mexico to the UK. With a combination of land freight. Shipping by sea freight is far cheaper than air freight but it will significantly increase the delivery time to at least 30 days – 40 days (KTL, 2022). This is for consideration for when Organisation X would like to stock products in their main headquarters.
 2. Political aspects
 - a. One aspect to consider is the criminal activity in the country particularly in the border regions of Mexico. More specifically in Chihuahua, Mexico where violent crime rates are on the rise and is constantly increasing. Chihuahua, Mexico was part of the most dangerous cities in the world in 2020 (Statista, 2020) and the city continue to make headlines in 2021. Gun violence, drug trafficking, vandalism, theft and so forth are the many reasons why Chihuahua may be a risky option as the potential new manufacturer location for Organisation X.
 - b. The UK has signed a free trade agreement with Mexico which came into force in June 2021 (Department for International Trade, 2022). This agreement includes many benefits which would help the flow of goods and services between the two countries. Organisation X would also benefit from Mexico's network of free trade agreements such as USA and Canada

(DFS Worldwide, 2022) which can both potentially be large market for Organisation X's existing and upcoming products.

3. Manufacturing & production
 - a. Mexico is aggressively expanding their manufacturing scope and capabilities. Mexico manufactures thousands of varieties of goods for small to large corporations around the world, but the country's primary focus is on automotive, medical devices and aeronautics (NAPS, 2019).
 - b. Production in Chihuahua, Mexico fuels the fifth largest economy of Mexico's thirty-one states (Tecma, 2014) and has contributed to 3.5% national Gross Domestic Product in 2019 (GDP) (Mexico Now, 2020).
4. Quality
 - a. Manufacturing in Mexico has proven to be cheaper than most countries. But not only the low cost, Mexican manufacturers produce high quality parts at low cost giving their customers the best value for money (Intran, 2020).
5. Cultural & social implications
 - a. Some of the great advantages of getting the manufacturing done in Mexico is the low labour cost partnered with highly skilled production. However, even with the low labour cost, it is important to consider that Mexican workers are projected to ultimately increase wages. There has been a steady increase throughout the years, and this is something that Organisation X must take into account and be prepared for. Mexico is set to increase its minimum wage by 22% in 2022, previously increasing its minimum wage by 15% in 2021 and 20% in 2020 (Reuters, 2021).

ii. Montevideo (Uruguay)

1. Logistics/transportation
 - a. Air distance from Montevideo to Wales is 6,788 miles.
 - b. Air, sea, and land freight available
 - c. Uruguay's strategic geographical location can be beneficial for the development of logistics and commercial activities and can be used as Organisation X's gateway to Latin America (Uruguay XII, 2018). This can potentially open up new opportunities and provide access to a market of over 400 million people.
 - d. Uruguay is a founding member of the MERCOSUR regional bloc which includes countries such as Brazil, Argentina and Paraguay which agreed to a Free Trade Agreement with the EU on June 2019 (Gov UK, 2021). This would be beneficial to Organisation X if they are looking into dealing business in the EU.
2. Political aspects
 - a. Uruguay having the most 'institutionalised' political party system in the world is a good sign. Uruguay is known as country with positive background for political, democratic and social stability and macroeconomic solidity (Gov UK, 2021).
 - b. Uruguay is positioned to be a safe and friendly economy to do business in.
3. Manufacturing & production
 - a. It has been reported that Uruguay has exported over \$39.93 / £29.49 million goods to the UK during 2020 (Trading Economics, 2022). Electronics and plastic related products

exported from Uruguay has a combined value of only \$172.43 / £127.38 thousand during 2020. This clearly indicates this sector is not Uruguay's primary focus which may suggest lack of experience and expertise in the country.

- b. 65% of Uruguay's export are dedicated to food processing and agricultural-based products (International Trade Administration, 2020).

4. Quality

- a. Uruguay is a very reliable country to deal with as they have a 'long standing traditions of democracy and legal and social stability and a solid financial and legal framework' (PwC, 2014). The country's stability and predictability present Uruguay as a low risk and safe option for Organisation X.

5. Cultural & social implications

- a. With Uruguayans 'pragmatic, utilitarian and materialistic approach to life' (TMF Group, n.d.), doing business is very formal. Any documents that are issued abroad which consist of a different language must be fully translated to Spanish in order for it to be valid in Uruguay (Live in Uruguay, n.d.).

iii. São Paulo (Brazil)

1. Logistics/transportation

- a. Air distance from São Paulo to Wales is 5,830 miles.
- b. Air, sea, and land freight available.
- c. The logistics sector in Brazil has suffered over the years. Brazil relies heavily on land freight to transport goods and has proven to face many challenges with this method. Some challenges are lack of infrastructure, problems in their highways such as cargo theft and poorly maintained highways, high tax burden applied to logistic operations and much more (Waiver, n.d.).
- d. Logistics in Brazil also suffers from storage problems. Due to lack of adequate storage and poor condition this can often lead to poor organisation of orders and loss of products due to contamination (Massa, 2021).
- e. Freight lag, lack of professionals and rising cost in operations are other logistical challenges in Brazil that needs to be considered when considering setting up a potential manufacturing site in Brazil (Massa, 2021).

2. Political aspects

- a. Corruption and bribery are still serious obstacles to doing business in Brazil (Department of International Trade, 2017).
- b. Brazil imposes complex and high taxes and tariffs on imported goods and services which are reportedly prone to corruption (Department of International Trade, 2017).

3. Manufacturing & production

- a. São Paulo is the largest city in Brazil by population. The city has been described as 'the country's innovation powerhouse' due to its involvement with over 60% of start-up investments in Brazil and over 2,000 ventures working on tech-based products and services (Mari, 2019).
- b. Manufacturing that are mostly focused on the city of São Paulo covers manufacturing of products such as electronic equipment, automobiles, consumer goods and food products (Britannica, n.d.).

4. Quality

- a. Brazil has been a major world supplier of automobiles since the mid-20th century and has been reported to have produced over two million vehicles per year (Britannica, n.d.).
- 5. Cultural & social implications
 - a. Brazilian business relationships are built on trust, and it is preferred to have face to face meetings or calls over emails (TMF Group, 2018).
 - b. English is not widely spoken in the country. Be prepared to have a translator when initially meeting potential suppliers (TMF Group, 2018).
 - c. São Paulo faces major challenges such as heavy traffic, pollution, crime, waste management and rising property prices (Watts, 2013).

2. Asia

i. Shenzhen (China)

- 1. Logistics/transportation
 - a. Air distance from Shenzhen to Wales is 6,065 miles.
 - b. Air, sea, and land freight available.
 - c. Long lead times and significant shipping costs needs to be planned out well to ensure customer demands are met.
- 2. Political aspects
 - a. One of the biggest risks at manufacturing in China is the possibility of intellectual property theft. Intellectual property infringement and counterfeiting is a big business for companies operating in Shenzhen and in other cities in China (Yakowicz, n.d.).
- 3. Manufacturing & production
 - a. It has been reported that around 90% of world's electronics are manufactured in Shenzhen, China (Harris, 2017). Also known as "the world's factory" due to the large number of hardware and electronic goods that are manufactured in the city for businesses around the world. Products can range from drones, mobile phones, toys, televisions and much more. The amount of expertise in this area may benefit Organisation X with the launch of their new products but also their existing one products.
 - b. Low tooling costs and low production costs without reducing volume output.
- 4. Quality
 - a. Due to the expertise in the country, expect to receive high-quality products that are low-cost to manufacture. Shenzhen's industry is incredibly well developed where they offer the latest technologies and machineries.
 - b. Due diligence must be done by Organisation X to find a reliable supplier if decided to take this route. It can be easy to commit to a cheap manufacturer but may not delivery high-quality products which would not be acceptable.
- 5. Cultural & social implications
 - a. As the IP problem is so widespread, there's not a lot to do to prevent this from happening. Many companies would pay their factory works well and just 'hope' that their IP won't be passed on to other companies. Also often referred as 'open source mentality' where ideas are shared and collaboration is key (Get in the ring, n.d.).

ii. Visakhapatnam (India)

1. Logistics/transportation

- a. Air distance from Visakhapatnam to Wales is 5,131 miles.
- b. At the moment, logistics in India are not up to standards which can usually cause delays, expensive transport and slow lead times. However, the government is working to fix it by investing into developing their infrastructure (Hoyt, 2017).

2. Political aspects

- a. India is very respectable when it comes to intellectual property protection. India has been a member of the World Trade Organisation (WTO) since 1995 where some IP protection in their national laws is required (Intellectual Property Office, 2017). Local IP law and enforcement procedures are very similar between India and the UK
- b. Make in India campaign was launched in attempt to turn India into a global design and manufacturing hub. The Indian government is investing a lot of time and putting high priority to developing India's manufacturing industry to attract more investments (Hoyt, 2017).

3. Manufacturing & production

- a. Even compared to China, manufacturing labour is very cheap in India. This can be due to India's huge labour force available.
- b. The top 3 manufacturing sectors in India are leather, electronics and textiles (Sourcify, n.d.).

4. Quality

- a. With the use of high-quality equipment, most Indian factories can produce high quality goods.

5. Cultural & social implications

- a. Easy access to English-speaking managers and executives (Hoyt, 2017) due to English becoming one of their official languages.
- b. Well known for the care and transparency when dealing business.

iii. Taipei (Taiwan)

1. Logistics/transportation

- a. Air distance from Taipei to Wales is 6,166 miles.
- b. Delays in exports can be expected due to the border crossing trade requirements which can lead to weak export conditions (The Next Find, n.d.).

2. Political aspects

- a. Taiwan is a member of the World Trade Organization (WTO) and Asia-Pacific Economic Cooperation (APEC) (Buxton & Chen, 2021) in which Organisation X can benefit from.

3. Manufacturing & production

- a. 33% of Taiwan's export products are electronics (Trading Economics, 2022).

4. Quality

- a. Taiwan is known for producing high tech manufacturing goods (Rahman, 2021).

5. Cultural & social implications

- a. Taiwan is well known for their incredible technology and modern development. The technical skills are in high demand in the country (The Next Find, n.d.).
- b. Taiwan is a highly cultural-based country where citizens may be given more opportunities in any sector than foreign citizens

(The Next Find, n.d.). This may lead to an unhealthy business environment.

3. Africa

i. Durban (South Africa)

1. Logistics/transportation

- a. Air distance from Durban to Wales is 5,992 miles.
- b. South Africa ranks as the 3rd most competitive market in terms of logistics performance in the 2018 World Bank Logistics Performance Index just behind Thailand and China (Nthite, 2018).

2. Political aspects

- a. The government is pre-occupied with lowering the high unemployment rate which may reflect other areas suffering from being developed such as technological advancements within manufacturing and supply chains (Frue, 2016).

3. Manufacturing & production

- a. Low labour charges in South African markets which can also suggest low manufacturing cost (Tuteja, 2020).
- b. Unreliable power supplies can often lead to power cuts in the country which can affect production processes of organisations (Tuteja, 2020). If the demand for Organisation X's new products are high then this could be a big risk for the company.

4. Quality

- a. Manufacture high-quality products while spending the minimum.
- b. South Africa is currently not as well-developed which reflects the lack of proper infrastructure in the country (Tuteja, 2020). This may suggest the limited opportunities to Organisation X. The government are trying to improve the country's infrastructure, however, it's simply not there yet.

5. Cultural & social implications

- a. Culture in South Africa is very different from Western nations which may cause frequent misunderstanding between organisations. It has been reported that more than 2,000 languages are spoken in Africa (Tuteja, 2020).
- b. Shortage of skilled employees is another challenge in South Africa (Department for International Trade, 2021).

ii. Bulawayo (Zimbabwe)

1. Logistics/transportation

- a. Air distance from Bulawayo to Wales is 5,305 miles.
- b. Main transport sectors in Zimbabwe includes road, rail, aviation, inland water and pipeline transport (AFDB, 2013).

2. Political aspects

- a. Zimbabwe has been battling a deindustrialisation trend over the past decade and it has been a huge ongoing challenge. The country is currently under a lot of pressure to deal with challenges such as poor economic policies set by the government, political instability, unbalanced productivity growth, lack or unavailability of adequate funding and much more (Mazikana, 2017).

3. Manufacturing & production

- a. Bulawayo used to be Zimbabwe's 'industrial hub' consisting of large number of manufacturing and engineering companies,

however, it has been hugely affected by deindustrialisation (Chinjova, 2019).

4. Quality
 - a. Lean manufacturing implementation in Zimbabwean industries aims to eliminate waste and improve the quality of their products (Maware & Adetunji, 2019).
5. Cultural & social implications
 - a. Personal relationships are essential to business in Zimbabwe and should not be taken for granted. Zimbabwean business culture is also quite hierarchical where consensus-based decision making is not normal (Cultural Atlas, 2022).

iii. Tunis (Tunisia)

1. Logistics/transportation
 - a. Air distance from Tunis to Wales is 1,206 miles.
 - b. Tunisia's geographic location can offer direct access to the Mediterranean Sea and the close proximity to the European market where most of the country's exports are destined (Oxford Business Group, n.d.).
 - c. Almost half of Tunisia's manufacturing environment (2500 out of 5500 firms) are exporting internationally.
 - d. The plastic industry in Tunisia are made up of over 500 companies, majority of these companies have sufficient access to shipping and transport infrastructure (Oxford Business Group, n.d.).
2. Political aspects
 - a. Tunisia has been focused on having an economic model geared towards exports and industrialisation which are sustained by the implementation of investor-friendly legislation. Also supported by public investment in infrastructure and human capital which all enabled the success over the past decades (Oxford Business Group, n.d.).
3. Manufacturing & production
 - a. A wide variety of subsectors has thrived in the country which includes mechanical, electrical and electronic industries (Oxford Business Group, n.d.). These can suggest expertise in the field which can be useful to Organisation X manufacturing their new and existing electronic products.
4. Quality
 - a. Tunisia's manufacturing sector relies heavily on qualified, educated, and productive workforce at competitive salary levels. They have a labour pool available containing a significant number of engineers with educated backgrounds (Oxford Business Group, n.d.).
5. Cultural & social implications
 - a. Majority of Tunisia's population are Muslims. Religion and cultural standards should be well considered and followed (Rodriguez, 2019).

4. Conclusion

- i. Comprehensive research has highlighted the pros and cons for each shortlisted manufacturing locations. After careful consideration, it is recommended for Organisation X to consider these top three locations (one from each global region): **1. Chihuahua (Mexico), 2. Visakhapatnam (India), 3. Tunis (Tunisia).**

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.

Innovation is an increasingly important contributor to the success of an organisation. ISO56000 series covers all aspects of innovation management that can help transform the process in which an organisation operates when dealing with innovation. Having a systemic approach of dealing with innovation would be reflected through their product and services. This is key to staying competitive in the market and would be a factor that would make an organisation stand out from their competitors. Especially for a company like Organisation X, where they are looking to make a global impact. To be competitive and even survive at a global level, they will need to embrace a focused and a systematic innovation management approach. The ISO56000 series can be used as a guide by organisations who are new to certain markets as it will provide them with valuable insights and distilled knowledge from leading international businesses and innovation experts. This will provide them with a set of parameters to work within so that every energy coming from the business can be used as efficiently and as impactful as possible to create solutions that would work regardless of their sector. This will provide the organisation with fundamentals of innovation management principles and a well-built foundation that can be developed and scaled successfully. Having an innovation management system is key to the company's productivity and growth as this will allow them to follow a systemic approach to integrate innovation into all layers of the business. Especially when creating new opportunities for the business with the development of new products, services or systems.

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