



INTERNATIONAL OPERATION

MSc International Innovation Management

Assignment 2

Organization X, based in Mid Wales, has developed and market tested a retinal scanner. They want to set up manufacturing at best suitable location.

This report has investigated nine location and give recommendation to three locations, one in each global region, to where the product should be produced.

The investigation considers culturally, political, and environmental implications for manufacturing, including the use of ISO 56000 Innovation Management System

Dr. Tyra Oseng-Rees

0351717@student.uwtsd.ac.uk

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1. Introduction

Organisation X is based in Mid Wales and specialises on security systems for both domestic and commercial applications such as:

- Security cameras
- Scanners for body temperature to grant entrances
- Facial recognition scanners

The Company has developed and tested on the market a new retinal scanner. The company is looking into best location to manufacture the product and has shortlisted nine possible locations.

All nine locations have been investigated and this report gives recommendation to three locations, one in each global region, to where the product should be produced. The investigation has considered culturally, political, and environmental implications for manufacturing and assessed it up against:

- a) Manufacturing Capability and Quality Assurance
- b) Political and Cultural implications
- c) Logistics and Transportation
- d) Cultural and Social Implication

2. Global consideration

2.1. South America

2.1.1. Chihuahua, Mexico

Mexico is the third largest country in Latin America and one of the leading economic and political forces in Latin America. Mexico has a market economy and is strongly tied to the United States. The Mexican economy grew rapidly in the 1970s, when the government deregulated many industries, dismantled state enterprises, welcomed large amounts of foreign investment and removed import restrictions. It privatized telecommunications, energy sector and transportation sector. The North American Free Trade Agreement between Mexico, United States, and Canada was established in mid 90s and redefined in 2018. It is now the United States–Mexico–Canada Agreement. Air travel is a major mode of transportation and domestic and international airports have been built throughout the country.

The government is dispersing manufacturing by increase of *maquiladoras* (**manufacturing plant that imports and assembles duty-free components for export*). These *maquiladoras* produce motor vehicles and automobile parts, electronics, clothing, and furniture, are mostly foreign-owned and positioned to take advantage of low labour costs and less-stringent environmental regulations. Mexico's developing economy and diverse landscape that makes transportation challenging with trucks carrying most of the exports (Willey, et al., 2022).

Chihuahua lays in the north of Mexico and is also home to the eastern railroad known as Chihuahua-Pacific Railway a major rail line in northwest Mexico, linking Chihuahua City to port, Topolobampo. Chihuahua is second most competitive city in the country and ranks as the most Socially Competitive city in the country and the Ford Motor Company Chihuahua Engine plant and is an engine manufacturing facility (Motrolix, 2022).

2.1.2. Montevideo, Uruguay

Uruguay is located on the south-eastern coast of South America and is the second smallest country on the continent. Uruguay has strong ties to the United Kingdom, France, and Italy, and was political stable until troubled by economic decline and a repressive military rule between 1973–85. Almost half the people are concentrated around the area of Montevideo. Historically the country earnings come from agricultural exports, but recent governments have encouraged domestic manufacturing and services. Manufacturing industry is electricity, petroleum, manufacture, and cement, including meat and fish. Since the 1980s, manufacturing has declined in importance and most factories are concentrated in and around Montevideo.

Transportation and telecommunication are under government controls and most of the country's domestic freight and passenger service is by road. The basic railroad network radiates from Montevideo and connects with Argentina and Brazil and ships call mainly at Montevideo. Brazil traditionally has been Uruguay's main trading partner, but by the 2010s trade with China, Argentina and United States had become equally important. Services such as public administration, education, computer programming is on its increase and Uruguay's computer software industry has become progressively more important to the economy. The government own telecommunications and are totally digitized and more developed than in most other Latin America (James, et al., 2021).

Uruguay is considered a stable country with strong institutions and performs well on all major transparency and ease-of-doing-business indices. In the last decade Uruguay's economy has become more resilient and its exports more diversified. In 2017 the trade balance of goods and services between the UK and Uruguay resulted in a UK trade surplus of £64 million. EU exports dominated by manufactured products like chemicals, machinery, and foodstuffs, while service exports are also growing. The UK has a Bilateral Investment Treaty with Uruguay entered into force in 1997 (Estudio Kaplan, 2022) and (Institute of Export & International Trade, 2018). The city has an Up-and-Coming International Hub with an international feel to it. This is thanks to its many cultural centres and its role as administrative headquarters for Mercosur and ALADI (Latin America's trading blocs), which has led to Montevideo being compared to the role of Brussels in Europe. Due to its location and economic stability, the city is also becoming a huge player in the entrepreneurial and technological spaces (Puentes, 2022).

2.1.3. São Paulo, Brazil

Brazil is the fifth largest country in the world and the fifth most-populous country on Earth. Brazil struggles with extreme social inequalities, environmental degradation, intermittent financial crises, and a sometimes-deadlocked political system. The region of São Paulo is the nation's economic and demographic heartland, covers only one-tenth of Brazil's territory but has the greatest concentration of industrial and agricultural production in the nation. Its manufacturing includes electronic equipment, automobiles, consumer goods, and foodstuff, and the state has an extensive network of highways. Santos is the nation's busiest port and the largest coffee-shipping port in the world (Burns, et al., 2022).

During the great depression in 1920s the government took ownership of some of the country's largest companies but was both criticized and attributed. Some successes credited is amongst direct investments, tax incentives, protective tariffs, and import restrictions. The government initiated several key industries, including a modern shipbuilding program, a petrochemical sector, microelectronics, personal computer industry, aircraft manufacturing, and surveillance equipment. It established a motor vehicle industry in the 1950s to replace U.S. and German imports.

Manufacturing accounts for about one-fifth of the GDP in Brazil and São Paulo, alone produces nearly two-fifths of Brazil's manufactured goods. Employment is growing rapidly in the field of information technology, including electrical machinery, medicines, chemicals, aircraft, steel, foodstuff, and textiles, clothing, and footwear.

2.2. Asia

2.3.1. Shenzhen, China

China It is the largest of all Asian countries and has the largest population of any country in the world. Since the late 1970s China has dramatically increased its interaction with the international economy and become a dominant in world trade since foreign-owned firms began using China as a platform for manufacturing goods. China is a socialist country, and the government plays a dominant role in the economy (Elman, et al., 2022).

In 1980, Deng Xiaoping, China's leader from the late 70's until 1997, wished to promote China manufacturing by attracting foreign trade and investment while increasing exports. China knew it could take lower tax rates and other incentives to convince foreign investors to bring their money and technologies to partner with Chinese manufacturers, emphasizing the production of high-quality products manufactured with advanced technologies. Shenzhen has become manufacturing hub for electronics and home to the world's second busiest port and links Hong Kong to China's mainland. It is positioned in south-eastern China and is a modern metropolis. Shenzhen's major manufacturing industries remain strong in electronics, telecommunications, and computers (ITI Manufacturing, 2022).

2.3.2. Visakhapatnam, India

India is a part of South Asia has one-sixth of the world's total population and is the second most populous country. India has one of the largest, most highly diversified economies in the world, but also one of the poorest countries on Earth. India is a constitutional republic has a mixed economic system and government that plays a major role. In the 1990s India adopted a series of free-market reforms that fuelled the growth and made India a global centre of the high-technology with a significant annual growth.

The government's decisions are highly political, with manufacturing would not be economically competitive without the protection by tariffs on imported goods. Like most countries with a socialist tradition, India has an extensive bureaucracy, which has also contributes to social and economic growth. The growth has been greatly facilitated by its considerable engineering expertise which has been by government-owned factories (Wolpert, et al., 2022).

Visakhapatnam is one of the oldest port cities in the country and the second largest city of Andhra Pradesh. Visakhapatnam is famous for its steel industry and is also home to an international port (Cleartrip Pvt. Ltd, 2018) and (Britannica, The Editors of Encyclopaedia, 2019). Industry in Visakhapatnam is, Petroleum, Fertilizers, Polymers, and the Visakhapatnam Steel Plant is the biggest of all industry in the area (Government of Andhra Pradesh, 2022).

A particular manufacturing company in Visakhapatnam is Vizag Manufacturing Site and has in state-of-the-art manufacturing facility for constant supply of medicines to the patients. It has robust and most-advanced technical capabilities include automated solution compounding and sterilize-in-place systems. They manufacture several injectable products which are listed as essential by the WHO (World Health Organization) (Pfizer Healthcare India Private Limited, 2020).

2.3.3. Taipei, Taiwan

Taiwan lies off the coast of south-eastern China with Taipei in the north. The economic boom started during 1960s with a more-efficient farming and followed by moving to capital-intensive and knowledge-based industries in the 1980s. Rising labour productivity, privatization, government planning, foreign investment, and trade propelled the economy. Companies subsequently moved to manufacturing semiconductors and electronic equipment, telecommunication, and computers. Taiwan's main exports are electronics, basic metals and metal products, plastics and rubber, chemicals, and machinery. Taiwan's major import commodities include electrical machinery and

appliances, mineral fuels, mineral products, and chemicals. Taiwan also began producing steel and other metal components that were used to build ships, oil rigs, and automobiles (mostly under coproduction agreements with Japan and U.S.), including tools, auto parts, electrical equipment, and optics (Copper, 2022).

The capital Taipei is a modern metropolis and cultural and economic hub. Modern Taipei blends Chinese and Western traditions and continues to be influenced by Japan and South-East Asia, particularly because of recent immigration (Candice, 2022). There is a strong entrepreneurial spirit among the city's young people, but high rents and a limited amount of space available for start-ups and other creative organisations can be barriers to cultural production. While Taipei's economic development has been relatively slow in recent years when compared with China, it has advantages such as deeper foundation on democracy, resulting in more freedom for the younger generations to innovate. This has led to a wider range of entrepreneurship, especially in the creative and cultural industries (World Cities Culture Forum, 2022).

2.3. Africa

2.3.1. Durban, South Africa

South Africa is the southernmost country on the African continent. South Africa endured under a white minority apartheid government with untenable nature of ethnic separatism. They were eventually forced to confront under the South African government (1989–94) which began to repeal apartheid laws and a true electoral democracy. Nelson Mandela made extraordinary progress in establishing social equity in after his election in 1994. Today South Africa has a stable mixed economy that draws on highly intellectual capital and the economy is based on private enterprise. In 1990s the government partially privatized airlines and telecommunications, and despite opposition from trade unions, official economic policy has continued privatizing many public enterprises. Economic policy has been aimed primarily at sustaining growth and achieving industrial self-sufficiency, but high rates of inflation and declining investment, have complicated the economic situation. Trade sanctions due to its former apartheid ruling has persisted even after the end of apartheid. Major trading partners is China, the United States, Germany, and Japan, but because of its dependence on foreign trade, South Africa's economy is sensitive to global economic conditions (Thompson, et al., 2022).

Durban is a coastal city in eastern South Africa and known for its African, Indian, and colonial influences. It is the third most populous city in South Africa, a modern metropolis, and a centre of highly diversified manufacturing activity. Durban's harbour is one of the world's major commercial ports serving the Witwatersrand industrial region. It is a major container port and point of entry for bulk raw materials, capital goods, and industrial equipment (T. Editors of Encyclopaedia , 2021). The largest manufacturing industries are automobile and component sector, pulp and paper products, chemicals and petrochemicals, food, and beverages. The mining sector includes titanium dioxide, zircon along with iron, steel, and ferroalloys. One of the industries considered beneficial to a more downstream development is the aluminium industry which beneficieate both by large companies and financially assisted small, medium, and micro enterprises (Adlam, 2022).

2.3.2. Bulawayo, Zimbabwe

Zimbabwe is a landlocked country of southern Africa and achieved majority rule and internationally recognized independence in April 1980 (Sanger, et al., 2020). Bulawayo is a city in southwest Zimbabwe and has been the industrial centre of Zimbabwe. Its factories produce cars, building materials, electronics, textiles, furniture, and food. Aided by fiscal and monetary policy support interventions by the Government, these have assisted local industries to realise a repeat jump in capacity utilisation. The city has also registered a growing small to medium enterprise sector that is anchored in the manufacturing, retail, and service industry with a higher scope on food processing, leather and clothing value chains, mining supplies and engineering. Local companies have already embraced the export development agenda of the New Dispensation through increased production, productivity as well as competitiveness and which propel Zimbabwean products into the region and international markets. The country's president has visions of economic growth and aspires for the country to attain an upper-middle status by 2030 (Ndlovu, 2021).

Some growing manufacturer in Bulawayo are; Standard Global Communications which operates within Telecommunication Equipment and Manufacturing, Treger Products operating within Household Goods, Consumer Goods and Manufacturing, and Fazak Africa with Batteries, Power Storage Equipment, Generators and Electronics (ZoomInfo Technologies LLC, 2022).

2.3.3. Tunis, Tunisia

Tunis is on the northern African coast and is the capital and largest city of Tunisia. Tunisia measured extreme poverty in 2020 with the international poverty line of living on US\$1.90 per day. However, a new government was sworn in on 2nd September 2020 and the prime minister priorities the economic and social situation, rebalance public finances and begin reforms to cut subsidies and programs sustaining organizations like State Owned Enterprises. Tunisia has experienced a sharper decline in economic growth than most of its regional peers GDP growth contracted by 8.8% in 2020. Unemployment increased from 15% prior to the pandemic to 17.8% by the end of the first quarter of 2021. After an 8.8% contraction in 2020, growth was initially expected to accelerate to about 4% in 2021. The first quarter's mixed performance indicates some signs of recovery (mainly in industrial sectors) but the impact of the pandemic on growth has continued into this year (The World Bank Group, 2022).

Manufacturing contributes roughly one-sixth of GDP and employs an equal proportion of the population. The development of manufacturing in Tunisia has historically encountered two major difficulties: raw material and power supplies are inadequate, and the domestic market is limited. Since independence was achieved in 1956, some notable and sometimes costly projects, such as the Menzel Bourguiba iron-smelting complex located near Bizerte, have been successfully established. In general, the manufacturing base has remained relatively small and overly concentrated on making clothes, textiles, leather goods, and food products. More than one-third of all manufacturing operations are in Tunis alone. On the other hand, investment codes introduced in the late 1980s have attracted strong foreign interest, which has enhanced technology transfer, modernized the service and financial sectors, and aids export development (Murphy, et al., 2021).

3. Innovation management ISO 056000

The use of ISO 056000 has been recommended to aid the company to:

- a) understand the main terms, definitions, concepts, and principles of innovation management
- b) support the organization to establish, implement, maintain, and continually improve the innovation management system
- c) improve communication and create awareness of innovation activities both internally and throughout its international manufacturing groups that they will set up.
(ISO, 2019-07), (ISO, 2020-02) and (ISO , 2019-02)

It is also important to consider what impact COVID-19 have had in the manufacturing and logistics industry worldwide, including flexibility, market diversification, IT systems, and leadership. A study published in 2021 found that the logistics industry was among the few industries that survived and even improved during the pandemic. But only companies that had a strong Business Continuity Plan and experienced sudden changes, were able to adapt to the situation to ensure adaptation and survive-ability. As e-commerce grew rapidly among consumers due to worldwide lockdowns these companies experienced a positive impact due to the high demand for logistics, revenue (Ketudat & Jeenanunta, 2021).

Flexibility in modern engineering, especially for multiproduct manufacturing is vital. This includes intensification of manufacturing processes, increasing the efficiency of technological equipment, and reducing the time required to implement technological solutions. Fixture design is a complicated and time-consuming process that requires considering many parameters. (Ivanov, et al., 2021). It is therefore important that the manufacturer and country chosen by the company has flexibility fixtures effective for machining small batches with short-term machining and frequent readjustments to new workpieces

Studies has also been published in the area of customers preference of local or global brands (Davvetas, et al., 2020) and if brands need cultural and local adaptations for perceived success on the market (Steenkamp, et al., 2003). Yaw Kusi, et al. (2022) also address the relevance of a strong International Brand Management and must include international values, norms, artefacts, and behaviour, and a strong international business and branding management for any SME's that is searches for internationalisation. Managers in such firms should focus on developing their international brand orientation by building on four specific dimensions: values, norms, artefacts, and behaviour.

4. Conclusion

This report recommends for Company X to manufacture the product in a country which have a stable market economy good trading relationship with neighbouring global areas, strong institutions and a growth in the entrepreneurial, manufacturing and export industry.

It is important to choose a manufacturing plant with flexibility in the workflow, and a strong Business Continuity Plan and International Brand Management. The company need to regularly review and identify threats, prepare good solutions and follow up with an analysis of the pandemic effects for certain areas of the business and make sure that the plan is accessible and tested regularly with a recommendation to follow the ISO 056000 management system.

Considering culturally, political, and environmental implications for manufacturing and assessing it up against, Manufacturing Capability and Quality Assurance, Political and Cultural implications, Logistics and Transportation and Cultural and Social Implication the following three global areas has been recommended:

- **Montevideo in Uruguay** due to its strong institutions and performs well on all major transparency and ease-of-doing-business indices. Most factories are concentrated in and around Montevideo and the economy has become more resilient with more diversified exports. Trade between the UK and Uruguay resulted in a UK trade surplus of £64 million. It has an Up-and-Coming International Hub which has led to Montevideo being compared to the role of Brussels in Europe. Due to its location and economic stability, the city is also becoming a huge player in the entrepreneurial and technological spaces.
- **Visakhapatnam in India** due to the country has a mixed economic system with a series of free-market reforms that has fuelled the growth, in the high-technology market. A particular manufacturing company in Visakhapatnam has in state-of-the-art manufacturing facility for constant supply of medicines to the patients. It has robust and most-advanced technical capabilities include automated solution compounding and clean-in-place, sterilize-in-place systems.
- **Bulawayo in Zimbabwe** due to the growth of small to medium enterprise sector in the manufacturing, and the embrace of the export development agenda of the New Dispensation through increased production, productivity as well as competitiveness. The presidents' visions of economic growth by 2030 is a positive sign of country's social and cultural growth. Three manufacturers have also been shortlisted for Telecommunication Equipment and Manufacturing. The country also fiscal and monetary policy support by the Government.

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