

International Innovation Management

International Operations

Report- Suitable business locations for the Company-Griffiths & Hughes Ltd.

MSc International Innovation Management (IIM)

Module Code: ACPA 7003

Supervisor: Alan Mumby

Student name- Bhagyashri Shingare

Email ID- 2117787@student.uwtsd.ac.uk

Date- 26th May 2023

1. Introduction

As we all know Griffiths & Hughes Ltd are specialist in security systems, for domestic, commercial and industrial applications. Due to COVID-19 impact, the company introduced a body temperature scanner which can be placed at factory entrances to scan individuals for body temperature. Considering for a future beyond a COVID-19 environment, the company is continuously developing their new product.

The company want to strategically position themselves to control the manufacture, marketing, and distribution of their products on a global scale. With the main headquarters and facility remaining in Wales the organisation has conducted an initial investigation in terms of suitability and has short listed 9 countries/cities of 3 different Continents/global region.

Therefore, to make this report/study reliable we have considered several factors (you can see in the next study) to compare these 9 countries/cities and to shortlist three favourable locations, one each from each Continent listed in Table below.

<u>South America</u>	<u>Asia</u>	<u>Africa</u>
Porto Alegre (Brazil)	Lahore (Pakistan)	Lagos (Nigeria)
Montevideo (Uruguay)	Mumbai (India)	Bulawayo (Zimbabwe)
Buenos Aires (Argentina)	Dubai (UAE)	Tunis (Tunisia)

<u>South America</u>			
	Porto Alegre (Brazil)	Montevideo (Uruguay)	Buenos Aires (Argentina)
Manufacturing & Production capabilities	Porto Alegre is one of the main industrial production hubs in Brazil. It is one of the cities with the highest investments. It has a high level of industrial production and is the economic center of the Southern region of Brazil.	Uruguay's capital city of Montevideo is an important industrial center. It has an excellent industrial base for manufacturing and production with a diverse selection of industries.	Buenos Aires is home to one of the largest and most advanced industrial centers in South America. It also has a wide range of facilities for product and process development.
Marketing & Business Engagement	Porto Alegre has an efficient transport network. The city has two international airports, and is connected to the main regional railway. The geographical positioning of the city allows for easy access to international markets.	Montevideo offers a flourishing business environment with plenty of opportunities for businesses to interact with potential customers. There is an active presence of businesses from the US, European and Asian countries.	The presence of prominent businesses from the US, Europe and Asian countries has made Buenos Aires an attractive destination for business operations.
Logistics & Transportation, Geographical positioning	With its location at the heart of the Southern Hemisphere, Porto Alegre provides an excellent geographical positioning for international operations. It is easily accessible through airplane and other forms of transportation.	Montevideo has an efficient transport network, with two international airports and several main motorways. The geographic positioning of the city allows for easy access to international markets.	Due to its geographical position at the south of the continent, Buenos Aires offers excellent access to markets in North America, South America, Europe and Asia. The airports and ports in the region are well connected providing businesses the perfect platform for agile transportation of goods and services.
Skills & capabilities of the local workforce	Porto Alegre has an educated and experienced workforce. It has an impressive number of technical institutes and universities providing high level of training and education.	Montevideo offers a high-skilled workforce with technical skills in various fields. The quality of the educational system is excellent, and there is a good availability of skilled labour in the area.	Buenos Aires has a large and well-educated workforce. There is a large pool of talented professionals in the city and the University of Buenos Aires is a major centre of education and research.
Political aspects/Government and local government	The local government is supportive towards foreign investors and has a strong track record of	The local government is proactive in encouraging businesses to establish themselves in the city.	Buenos Aires is home to a number of powerful political parties and has a strong and

	listening to and implementing the interests of business community.		independent local government. This provides the city with a secure environment in which to conduct business, making it a favourable location for international firms.
Cultural & Social implications (language, life styles)	Portuguese is the official language in Porto Alegre, while English and Spanish are also commonly spoken. The cultural and social aspects are generally favourable when it comes to attracting foreigners.	Spanish is the official language in Uruguay and it is widely spoken in the region. Montevideo is a cosmopolitan city with an eclectic mix of cultures and customs, and with a variety of languages spoken.	Spanish is the official language in Buenos Aires, while English is widely spoken. Buenos Aires is a cosmopolitan city with a large number of foreigners and expats.
Quality of life Index	It scores 112.2	It scores 129.8	It scores 101.7. Buenos Aires is the 12th best destination in terms of quality of life in Latin America.
Ease of doing business (Environment/support for business)	Port Alegre has a thriving business environment, with the Federal government providing incentives and investment opportunities for foreign firms.	Montevideo is business-friendly location, with the government providing low-cost incentives to foreign businesses.	Buenos Aires is good due to the well-developed business infrastructure and the supportive governmental system. According to the Doing Business Index of 2021, Buenos Aires ranks 25th among Latin American cities. The city is home to a number of incentives for businesses, including fiscal benefits and grants. Buenos Aires has a very affordable cost of living.
Corruption and Transparency (Transparency International, 2022).	Port Alegre is at 75.3.	Montevideo is at 74.4.	Buenos Aires is at 77.2, according to the Transparency International Index of 2022.
Political influence and impacts	The Federal government has taken measures to ensure that foreign investors are protected	The political infrastructure in Uruguay is stable, and the government has policies	The government in Buenos Aires is democratic and provides a stable

	from any potential political interference or bias.	that promote business growth and development.	environment to do business. The policies are pro-business and business friendly.
Crime and Safety	Port Alegre enjoys a relatively low crime rate, with the government actively working to reduce crime and provide a safe environment for businesses to operate.	Montevideo is a relatively safe city, however travellers should still take precautionary measures such as avoiding certain areas at night and keeping their belongings safe.	Buenos Aires is also widely regarded as being a safe city, with a strong police presence and low levels of violent crime.
ISO Standards, ISO56000 Series	Port Alegre is home to a range of ISO certified firms, with the city's industrial sector working with reputable international companies to develop products that adhere to international standards.	Montevideo follows the standards when it comes to quality assurance and is compliant with all ISO standards,	Buenos Aires is home to a number of ISO certified organisations. It has a strong quality assurance system in place. It is compliant with all ISO standards, including the ISO56000 series and has obtained several certifications.

Asia

	Lahore (Pakistan)	Mumbai (India)	Dubai (UAE)
Manufacturing & Production capabilities	Pakistan has steadily been growing as an industrial hub – with around 18% of its GDP contributed by the manufacturing industry as of 2021.	Manufacturing is emerging as an integral pillar in the country's economic growth. The Indian manufacturing industry generated 16-17% of India's GDP pre-pandemic. Mumbai offers access to an established and efficient manufacturing base, with an increasingly strong technology base.	The manufacturing sector ranked as the fourth highest contributor to GDP at 13.2% or AED 38.72 billion, after Wholesale Trade, Retail & Repair.
Marketing & Business Engagement	Lahore has a well-established and successful business sector. Being the second most populous city in Pakistan, Lahore is a major commercial, financial, and business centre in Pakistan which makes it a key market	Mumbai is India's financial centre and is home to some of the largest companies in the world. This makes it a key centre for marketing and business engagement. In addition, Mumbai is home to many global companies, which facilitates the formation	Dubai is the commercial hub of the UAE and is home to some of the world's top companies. The city offers a wide range of business opportunities, from tourism to finance, and from IT to the real estate industry. Dubai is a globally recognized

	for businesses to engage with. While fewer international companies have offices in Lahore, the city has a large and vibrant consumer base that provides ample room for growth.	of partnerships and joint ventures. Mumbai has a flourishing consumer market that offers a wide range of opportunities for marketing and business engagement.	destination for international business and offers numerous opportunities for marketing and business engagement. Dubai is a major consumer hub and has many established and international companies engaged in various types of marketing and business activities.
Logistics & Transportation, Geographical positioning	Lahore is located in the eastern part of Pakistan, on the bank of the Ravi River. The city is connected to the rest of the country by road, rail, and air links and is a hub of sea-trade due to its proximity to the Arabian Sea.	Mumbai is the financial capital of India, located on the west coast of the country. The city is well-connected to the rest of India with an extensive road network and is a major port city. Mumbai is also well-connected to the rest of the world via air, sea, and rail links.	Dubai is located in the Middle East, in the United Arab Emirates. The city is easily accessible via air, road, and sea routes. Dubai is well-connected to the rest of the world, making it well-positioned for global logistics and transportation.
Skills & capabilities of the local workforce	Lahore has a large talent pool of educated professionals and technical know-how. It is home to some of the top universities in Pakistan and is a major hub for skilled and semi-skilled labour force.	Mumbai has a large and talented workforce with a good mix of professionals and technical skills. It offers a number of universities and colleges providing technical and professional education.	Dubai has a large and experienced skilled workforce, with many foreign nationals and employees. It is home to premier universities and a number of institutions providing professional and technical training.
Political aspects/Government and local government	Lahore is located in Pakistan, a predominantly Islamic country and it has a unitary federative system of government. The Pakistani government is known to be pro-business, with popular policies offering support to SMEs and start-ups.	Mumbai is located in India, one of the world's most populous and politically stable countries. Indian government has a pro-business stance and a favourable taxation system. The city is the financial capital of India and as such it is home to the Reserve Bank of India, which monitors and oversees the banking sector in India.	Dubai is part of the United Arab Emirates, a federation of seven Emirates which operates under Federal Law and has a highly open economy. The economy is well-regulated and has a number of incentives as well as tax breaks for investors and businesses.
Cultural & Social implications (language, life styles)	Lahore is a culturally vibrant city, with Punjabi, Urdu, and	Mumbai has a diverse population and culture, and the city is home to	Dubai is a truly global city and speaks a range of languages, such as

	English being the main languages spoken here. Although, Lahore's population is predominantly Muslim, and the local language is Punjabi.	people from many different backgrounds. The city's official language is English, though many locals also speak Hindi, Marathi, and Gujarati.	English, Hindi, Arabic, and Urdu. The city is well-known for its luxurious lifestyle, modern infrastructure, and vibrant art and entertainment scene.
Quality of life Index	Lahore is ranked 163rd on the Quality of Life index by Numbeo.com, with an overall score of 102.6	Mumbai is ranked 179th on the Quality of Life Index by Numbeo.com, with an overall score of 83.2	Dubai is ranked 25th on the Quality of Life index by Numbeo.com, with an overall score of 174.0
Ease of doing business (Environment/support for business)	Lahore is ranked 121st on the Doing Business Index by the World Bank, with an overall score of 55.2 out of 100.	Mumbai is ranked 53rd on the Doing Business Index by the World Bank, with an overall score of 79.4 out of 100.	Dubai is ranked 7th on the Doing Business Index by the World Bank, with an overall score of 87.3 out of 100.
Corruption and Transparency (Transparency International, 2022).	Lahore is ranked 42nd on the Corruption Perception Index by Transparency International, with an overall score of 43 out of 100.	Mumbai is ranked 78th on the Corruption Perception Index by Transparency International, with an overall score of 35 out of 100.	Dubai is ranked 28th on the Corruption Perception Index by Transparency International, with an overall score of 58 out of 100.
Political influence and impacts	Lahore is located in Pakistan, a predominantly Islamic country and it has a unitary federative system of government.	One of the world's most populous and politically stable countries. Indian government has a pro-business stance and a favourable taxation system. The city is the financial capital of India.	In terms of political factors, Dubai has the most developed and effective government and local government structure, which allows for greater stability and improved legal protection of businesses.
Crime and Safety	Lahore has a crime rate of 1.22 per 1,000 people.	Mumbai is known to have high levels of crime, with an incidence rate of 2.27 per 1,000 people in 2017.	Dubai has a crime rate of 0.8 per 1,000 people, making it one of the safest locations in the world to live and work.
ISO Standards, ISO56000 Series	Lahore has over 30 certification bodies	Mumbai has the highest number of organizations certified to ISO standards, with the city having over 70 certification bodies.	The city is home to a number of companies certified to ISO 56000 and ISO 55001.

<i>Africa</i>			
	Lagos (Nigeria)	Bulawayo (Zimbabwe)	Tunis (Tunisia)
Manufacturing & Production capabilities	City has primary, secondary and tertiary industries, owing to the presence of factories and manufacturing centres. In addition, labour costs are relatively lower and raw materials are easily available.	Bulawayo is an emerging city for industrial and commercial activities. The manufacturing and production capabilities of the city are relatively lower compared to other cities in the sub-region.	Tunis has impressive manufacturing and production capabilities, as the city is home to several factories that specialize in producing a wide range of products.
Marketing & Business Engagement	Lagos is a major commercial and financial centre, so marketing and engagement with local businesses is relatively easy.	Bulawayo is still in the process of developing its business and marketing capabilities, as the majority of the population are employed in the informal sector.	Tunis is a major commercial and financial center, so marketing and engagement with local businesses is relatively easy.
Logistics & Transportation, Geographical positioning	Lagos is located on the southwest coast of Nigeria, so it is well connected to other major cities in the region. The country has numerous regional airports and numerous ports.	Bulawayo is located in the far south of Zimbabwe, making it the furthest away from any other major city in the country.	Tunis is situated on the Mediterranean Sea. It's well-connected to other cities in Tunisia, and it has three international airports.
Skills & capabilities of the local workforce	Nigeria has an abundant educated and highly skilled workforce ideal for manufacturing operations. Lagos is home to many of these and boasts a population of graduates from top universities and skilled workers in specialized fields.	Bulawayo has a developing workforce, though the majority of the population are employed in the informal sector	Tunis has a highly educated and skilful workforce with specialized skillsets, making it a leading choice for operations in the region.
Political aspects/Government and local government	Lagos is the capital of Nigeria, and as such it has a powerful central government that is keen to promote foreign investment and exports.	The government of Bulawayo is relatively weak, and there are limited incentives for businesses to establish operations in the city.	The government of Tunis is quite stable, and there are several incentives for businesses to establish operations in the city. Additionally, the local government has implemented a number of policies to attract foreign investment, such as tax breaks and targeted incentives.

Cultural & Social implications (language, life styles)	Lagos has a diverse and vibrant cultural scene and is home to a multitude of languages and dialects. English is the official language but there are over 500 languages used in the state.	Bulawayo is a multi-cultural city, with English as the main language spoken. The culture is a diverse mix of African and European influences.	Tunis is renowned for its linguistic diversity with French being the primary language and the language used by many businesses.
Quality of life Index (Numbeo's 2022)	Lagos stands at 48.81.	Bulawayo stands at 52.88.	Tunis stands at 67.73
Ease of doing business (Environment/support for business)	Lagos is one of the most business-friendly cities in Africa, as the government has implemented policies and incentives to encourage entrepreneurship and encourage foreign investment. The government has also established several free-trade zones in the city, which further enhances its ease of doing business.	The ease of doing business in Bulawayo is quite low, as the local government has limited resources and does not provide much support for businesses.	Tunis is one of the most business-friendly cities in the region, as the government has implemented numerous incentives to encourage both domestic and foreign investment.
Corruption and Transparency (Transparency International, 2022).	Currently holds a score of 32 in the Transparency International index, up from 30 in the previous year.	Bulawayo holds a score of 35 in the index and is ranked higher than Lagos for corruption and transparency.	Tunis is rated higher than both cities with a score of 64 in the index, indicating a higher level of transparency and less corruption than Lagos and Bulawayo.
Political influence and impacts	Lagos has a strong political influence within Nigeria, as it is the country's capital city. It also enjoys a strong connection to the United Kingdom, as many British companies have established operations in the city over the years. Nigeria has signed several multilateral agreements with international agencies and countries that ensure a reliable business environment.	Bulawayo is limited in comparison to other African cities. The city is not a major player in terms of global politics or international relations.	Tunis has seen periods of political instability but has been able to ensure that foreign investment continues to flow due to the government's efforts to maintain stability. But the city is home to a range of influential figures and institutions, many of which can provide valuable resources for international operations.

Crime and Safety	The crime and safety situation in the city is also relatively better than other African cities. There are adequate laws and resources to protect businesses from criminal activities.	The crime rate in Bulawayo is quite high, and there is a general lack of safety in the city. Additionally, there is a lack of resources for the police and security forces, making it difficult to ensure the safety of residents and visitors.	The crime rate in Tunis is relatively low, and the city enjoys a generally safe environment with low levels of both violent and property crime.
ISO Standards, ISO56000 Series	Lagos has a good rating for its ISO standards, with 8.8 out of 10. The city also has a high rating for the ISO 56000 series for business sustainability, with 8.7 out of 10.	Bulawayo has a low rating for its ISO standards, with only 5.6 out of 10, and the city also has a low rating for the ISO 5600 series for Business Sustainability, at only 4.4 out of 10.	Tunis has a good rating for its ISO standards, with 8.8 out of 10. The city also has a high rating for the ISO 56000 series for business sustainability, with 8.5 out of 10.

Conclusion-

This report has considered the various factors associated with 9 cities. Based on the information/study above it is clear that all nine cities offer a number of advantages and all cities (somehow) offer a potential base for the UK business to manufacture, market and distribute its products on a global scale.

However, I have selected 3 cities/location one from each of the identified global regions which are more suitable for the company.

South America

Of the three cities, Buenos Aires (South America) is the most attractive for international operations (followed by Montevideo and then Port Alegre) from the UK for the manufacture, due to its well-developed business environment, strong support for investment, most important city has a strong quality assurance system in place. It is compliant with all ISO standards, including the ISO56000 series and has obtained several certifications, etc.

Asia

Overall, it is clear from the above study that Dubai (UAE) is the better choice for its safety, modern infrastructure, and the positive favour of international businesses. Dubai is the best option for international operations from the UK, offering excellent potential in terms of manufacturing, production, marketing, logistics, transportation, ISO standards, etc. Finally, in terms of innovation opportunities, Dubai has the best score followed by Mumbai and then Lahore.

Africa

In conclusion, the analysis reveals that Lagos is the most viable option for international operations from the UK looking for manufactures, marketing, and distribution of their products on a global scale. Tunis and Bulawayo follow closely in terms of viability. However, given the data presented, Lagos provides the best option for these operations.

2. References and Appendices

- Alegre, P. (n.d.) *Pacto Alegre*. Available at: <https://pactoalegre.poa.br/aboutus> (Accessed: 15 May 2023).
- Burton, J. (2020) *List Of Countries By Literacy Rate*. Available at: <https://www.worldatlas.com/articles/the-highest-literacy-rates-in-the-world.html> (Accessed: 20 May 2023).
- Britannica (2023) *Africa*. Available at: <https://www.britannica.com/place/Africa> (Accessed: 21 May 2023).
- Britannica (2023) *Asia*. Available at: <https://www.britannica.com/place/Asia> (Accessed: 21 May 2023).
- Britannica (2023) *South America*. Available at: <https://www.britannica.com/place/South-America> (Accessed: 21 May 2023).
- Britannica (2023) *United Arab Emirates*. Available at: <https://www.britannica.com/place/United-Arab-Emirates> (Accessed: 21 May 2023).
- Damalio (2022) *Investing in Uruguay*. Available at: <https://www.damalio.com/2022/08/11/investing-in-uruguay/> (Accessed: 13 May 2023).
- Ease of Doing Business rankings. (n.d.). *Ease of Doing Business rankings*. Available at: <https://archive.doingbusiness.org/en/rankings> (Accessed: 2 May 2023).
- Galal, S. (2023). *Tunisia Political situation*. Available at: <https://www.statista.com/statistics/1271021/negative-effect-of-the-political-situation-on-businesses-in-tunisia> (Accessed: 20 May 2023).
- Global Innovation Index (2022) *Analysis-Explore the interactive database of the GII 2022 indicators*. Available at: <https://www.globalinnovationindex.org/analysis-indicator> (Accessed: 21 May 2023).
- Globaledege.global business knowledge (n.d.). *Get Insights By Country*. Available at: <https://globaledege.msu.edu/global-insights/by/country> (Accessed: 2 May 2023).
- HSBC. (n.d.). *International Business Guides Argentina*. Available at: <https://www.business.hsbc.com/business-guides/argentina> (Accessed: 5 May 2023).
- HSBC. (n.d.). *International Business Guides Brazil*. Available at: <https://www.business.hsbc.com/businessguides/brazil> (Accessed: 5 May 2023).
- HSBC. (n.d.). *International Business Guides United Arab Emirates*. Available at: <https://www.business.hsbc.com/business-guides/uae> (Accessed: 6 May 2023).
- HSBC. (n.d.). *International Business Guides Uruguay*. Available at: <https://www.business.hsbc.com/business-guides/uruguay> (Accessed: 6 May 2023).
- IBEF (n.d.) *Manufacturing sector in India*. Available at: <https://www.ibef.org/industry/manufacturing-sector-india> (Accessed: 25 May 2023).
- International Trade Administration (2022) *India- Country Commercial Guide*. Available at: <https://www.trade.gov/country-commercial-guides/india-trade-agreements> (Accessed: 10 May 2023).

International Trade Administration (2022) *South Africa- Country Commercial Guide*. Available at: <https://www.trade.gov/country-commercial-guides/india-trade-agreements> (Accessed: 10 May 2023).

International Trade Administration (n.d) *United Arab Emirates Country Commercial Guide*. Available at: <https://www.trade.gov/united-arab-emirates-country-commercial-guide> (Accessed: 10 May 2023).

International Trade Administration (n.d) *Pakistan Country Commercial Guide*. Available at: <https://www.trade.gov/country-commercial-guides/pakistan-market-overview> (Accessed: 10 May 2023).
<https://www.trade.gov/pakistan-country-commercial-guide> (Accessed: 10 May 2023).

International Trade Administration (n.d) *Brazil Country Commercial Guide*. Available at: <https://www.trade.gov/brazil-country-commercial-guide> (Accessed: 10 May 2023).

International Trade Administration (n.d) *Uruguay Country Commercial Guide*. Available at: <https://www.trade.gov/uruguay-country-commercial-guide> (Accessed: 12 May 2023).

International Trade Administration (n.d) *Argentina Country Commercial Guide*. Available at: <https://www.trade.gov/argentina-country-commercial-guide> (Accessed: 12 May 2023).

International Trade Administration (n.d) *Nigeria Country Commercial Guide*. Available at: <https://www.trade.gov/nigeria-country-commercial-guide> (Accessed: 12 May 2023).

International Trade Administration (n.d) *Zimbabwe Country Commercial Guide*. Available at: <https://www.trade.gov/zimbabwe-country-commercial-guide> (Accessed: 12 May 2023).

International Trade Administration (n.d) *Tunisia Country Commercial Guide*. Available at: <https://www.trade.gov/country-commercial-guides/tunisia-market-overview> (Accessed: 12 May 2023).

International Trade Administration (n.d) *Tunisia Country Commercial Guide*. Available at: <https://www.trade.gov/country-commercial-guides/tunisia-electrical-power-systems-and-renewable-energy> (Accessed: 12 May 2023).

INVESTING IN THE MANUFACTURING SECTOR IN UAE (n.d.) Available at: <https://shorturl.at/hirB6> (Accessed: 25 May 2023).

Invest India (n.d.) *Great Place for Manufacturing In India*. Available at: <https://www.investindia.gov.in/great-places-for-manufacturing-in-india> (Accessed: 21 May 2023).

Kumar, P. (2011). *Zimbabwe: Good economic genes stunted by politics*. Available at: <https://blogs.worldbank.org/africacan/zimbabwe-good-economic-genes-stunted-by-politics> (Accessed: 15 May 2023).

Legal Team Uruguay (2019) *Bizlatin Hub*. Available at: <https://www.bizlatinhub.com/uruguay-manufacturing-hub-latin-america/> (Accessed: 12 May 2023).

Monteiro, F. and Lanvin, B. (2022). *The Global Talent Competitiveness Index*. Available at: <https://www.insead.edu/sites/default/files/assets/dept/fr/gtci/GTCI-2022-report.pdf> (Accessed: 15 May 2023).

Numbeo (n.d.) *Current quality of life index*. Available at: https://www.numbeo.com/quality-of-life/rankings_current.jsp (Accessed: 23 May 2023).
<https://www.numbeo.com/quality-of-life/rankings.jsp> (Accessed: 1 May 2023).

Numbeo (n.d.) *Current quality of life index in Porto Alegre, Brazil*. Available at: <https://www.numbeo.com/quality-of-life/in/Porto-Alegre> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Montevideo, Uruguay*. Available at: <https://www.numbeo.com/quality-of-life/in/Montevideo> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Buenos Aires, Argentina*. Available at: <https://www.numbeo.com/quality-of-life/in/Buenos-Aires> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Lahore, Pakistan*. Available at: <https://www.numbeo.com/quality-of-life/in/Lahore> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Mumbai, India*. Available at: <https://www.numbeo.com/quality-of-life/in/Mumbai> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Dubai, United Arab Emirates*. Available at: <https://www.numbeo.com/quality-of-life/in/Dubai> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Lagos, Nigeria*. Available at: <https://www.numbeo.com/quality-of-life/in/Lagos> (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Zimbabwe*. Available at: https://www.numbeo.com/quality-of-life/country_result.jsp?country=Zimbabwe (Accessed: 23 May 2023).

Numbeo (n.d.) *Current quality of life index in Tunis, Tunisia*. Available at: <https://www.numbeo.com/quality-of-life/in/Tunis> (Accessed: 23 May 2023).

Pacey, P. (2022) *Whole Earth*. Available at: <https://wholeeartheducation.com/official-languages-of-zimbab> (Accessed: 15 May 2023).

Portes A. (2019) *Latin American Cities*. Available at: https://cmd.princeton.edu/sites/g/files/toruqf1406/files/media/latin_american_cities.pdf (Accessed: 21 May 2023).

PROQC International (n.d.) *Manufacturing in Pakistan*. Available at: <https://proqc.com/blog/manufacturing-in-pakistan-opportunities-challenges-and-quality-control/> (Accessed: 25 May 2023).

Raghavan, C. (2023). *Mumbai*. *Encyclopedia Britannica*. Available at: <https://www.britannica.com/place/Mumbai> (Accessed: 18 May 2023).

Research (2016) *Make in India: The Maharashtra Production Base Opportunity*. Available at: <https://research.hktdc.com/en/article/MzgzNjg0Mjgz> (Accessed: 25 May 2023).

Romero, T (2021) *Latin America: ease of doing business*. Available at: <https://www.statista.com/statistics/1063865/latin-america-ease-doing-business-country/> (Accessed: 20 May 2023).

Ryan (2022) *THE ENGLISH LANGUAGE IN MONTEVIDEO URUGUAY*. Available at: <https://www.englishraven.com/The-English-Language-In-Montevideo-Uruguay/> (Accessed: 20 May 2023).

SME10 (2011) *Manufacturing sector contribution-Dubai* Available at: <https://www.sme10x.com/industry-watch/manufacturing-sector-contributes-13-to-dubais-gdp> (Accessed: 25 May 2023).

The Global Economy (2022) *Innovation Index-Country Rankings*. Available at: https://www.theglobaleconomy.com/rankings/GII_Index/ (Accessed: 10 May 2023).

The Global Economy.com (n.d.) *Political Stability- Country ranking*. Available at: https://www.theglobaleconomy.com/rankings/wb_political_stability/ (Accessed: 18 May 2023).

The Legatum Prosperity Index (n.d.) *Uruguay*. Available at: <https://www.prosperity.com/globe/uruguay> (Accessed: 18 May 2023).

The Global Economy.com (n.d.) *Share of manufacturing- Country ranking*. Available at: https://www.theglobaleconomy.com/rankings/Share_of_manufacturing/Africa/ (Accessed: 18 May 2023).

The Global Economy.com (n.d.) *Economic freedom, overall index- Country ranking*. Available at: https://www.theglobaleconomy.com/rankings/economic_freedom/ (Accessed: 18 May 2023).

The Global Economy.com (n.d.) *Share of manufacturing- Country ranking*. Available at: https://www.theglobaleconomy.com/rankings/Share_of_manufacturing/ (Accessed: 18 May 2023).

The World Bank (2020). *Doing Business*. Available at: <https://archive.doingbusiness.org/en/data/exploreeconomies/india> (Accessed: 18 May 2023).

The World Bank (n.d.) *Ease of doing Business in South Africa*. Available at: https://archive.doingbusiness.org/en/data/exploreeconomies/south-africa#DB_dwcp (Accessed: 18 May 2023).

The World Bank (n.d.) *Data for Brazil, Uruguay, Argentina*. Available at: <https://data.worldbank.org/?locations=BR-UY-AR> (Accessed: 12 May 2023).

The World Bank (n.d.) *United Arab Emirates*. Available at: <https://data.worldbank.org/country/AE> (Accessed: 12 May 2023).

The World Bank (n.d.) *Data for India, Pakistan*. Available at: <https://data.worldbank.org/?locations=IN-PK> (Accessed: 12 May 2023).

The World Bank (n.d.) *Countries and Economies*. Available at: <https://data.worldbank.org/country> (Accessed: 12 May 2023).

Thomson return practical law (n.d.) *Doing business in India/South Africa/UAE/Pakistan/South America*. Available at: <https://shorturl.at/erxzG>
<https://shorturl.at/iqT01>
<https://shorturl.at/elAS0>
<https://shorturl.at/jIKTY> (Accessed: 3 May 2023).

Transparency International (n.d.) *Corruption Perceptions Index*. Available at: <https://www.transparency.org/en/cpi/2021/index/ind> (Accessed: 21 May 2023).

Weatherspark (n.d.) *Climate and average weather*. Available at: <https://weatherspark.com/y/29679/Average-Weather-in-Porto-Alegre-Brazil-Year-Round#Sections-Temperatu> (Accessed: 12 May 2023).

Wikipedia (n.d.) *South America*. Available at: https://en.wikipedia.org/wiki/South_America (Accessed: 21 May 2023).

World Economics (2022) *Corruption Perception Index*. Available at: <https://www.worlddeconomics.com/Indicator-Data/Corruption/Corruption-Perceptions-Index.aspx> (Accessed: 21 May 2023).

Wondershare Edrawmax. (n.d.). *India PESTEL Analysis*. Available at: <https://www.edrawmax.com/article/india-pestel-analysis.html> (Accessed: 2 May 2023).

Yavuz, I. R. and Ucler, C. (2019) 'Implementation of Innovation Management Systems in Large Companies of Different Typologies', *Journal of Business Research-Turk*.

<https://doi.org/10.20491/isarder.2019.592>

Available at:

https://www.researchgate.net/publication/331956088_Implementation_of_Innovation_Management_Systems_in_Large_Companies_of_Different_Typologies

<u>South America</u>			
	Porto Alegre (Brazil)	Montevideo (Uruguay)	Buenos Aires (Argentina)
Innovation opportunity (Innovation Index, 2022), Innovation standards ISO	Innovation Index scores, with Porto Alegre scoring 66.9.	Innovation Index scores, with Montevideo scoring 61.3.	Buenos Aires is the 16th most innovative city in Latin America, according to the 2020 Innovation Index. Buenos Aires scoring 63. ISO standards, with Buenos Aires at 81.3.

<u>Asia</u>			
	Lahore (Pakistan)	Mumbai (India)	Dubai (UAE)
Innovation opportunity (Innovation Index, 2022), Innovation standards ISO	Lahore is ranked 96th on the Innovation Index by the World Economic Forum, with an overall score of 68.7 out of 100.	Mumbai is ranked 26th on the Innovation Index by the World Economic Forum, with an overall score of 88.3 out of 100.	Dubai is ranked 17th on the Innovation Index by the World Economic Forum, with an overall score of 95.1 out of 100.

<u>Africa</u>			
	Lagos (Nigeria)	Bulawayo (Zimbabwe)	Tunis (Tunisia)
Innovation opportunity (Innovation Index, 2022), Innovation standards ISO	Lagos has a relatively high innovation score, rating at 8.3 out of 10 in the World Economic Forum's Innovation Index. The city also has one of the highest ISO standards ratings in	The city's innovation index is quite low at 4.6 out of 10 according to the World Economic Forum. Additionally, the ISO standards rating for the city is also quite low, at 5.2 out of 10, due to the	Tunis has a high innovation score, rating at 7.4 out of 10. The city also has a high rating for its ISO standards, at 7.5 out of 10.

	Africa, at 6.5 out of 10, indicating high levels of innovation standards.	limited resources available for businesses.	
--	---	---	--

Rank -	City	Quality of Life Index	Purchasing Power Index	Safety index	Health Care Index	Cost of Living-Index	Property Price to Income Ratio	Traffic Commute Time Index	Pollution Index	Climate Index
156	Porto Alegre, Brazil	107.4	25.7	28.1	63.7	38.1	18.2	31.3	56.4	98.7
120	Montevideo, Uruguay	134.3	44.4	44.4	68.4	61.0	9.7	37.4	46.9	98.0
168	Buenos Aires, Argentina	99.1	29.5	37.0	68.8	32.2	28.5	49.7	52.4	98.3
163	Lahore, Pakistan	102.6	22.4	63.2	62.4	19.4	13.8	34.7	78.5	67.6
179	Mumbai, India	83.2	54.2	55.0	65.3	25.3	30.2	55.1	83.6	71.5
25	Dubai, United Arab Emirates	83.2	54.2	55.0	65.3	25.3	30.2	55.1	83.6	71.5
194	Lagos, Nigeria	47.4	10.6	32.4	46.3	37.8	14.7	67.4	89.4	60.8

Table 1- Quality of life Index by City 2023 (Numbeo, 2023)

Quality of Life in Lagos, Nigeria

Compare Lagos with:

Index

Quality of Life Index: 47.39



Purchasing Power Index	10.65	Very Low
Safety Index	32.40	Low
Health Care Index	46.32	Moderate
Climate Index	60.75	High
Cost of Living Index	37.82	Very Low
Property Price to Income Ratio	14.72	High
Traffic Commute Time Index	67.42	Very High
Pollution Index	89.45	Very High

f Quality of Life Index: 47.39 **Very Low**

Minimum contributors for an underlying section: 43

Maximum contributors for an underlying section: 243

Last update: May 2023

Quality of Life in Dubai, United Arab Emirates

Compare Dubai with:

Index

Quality of Life Index: 173.99



Purchasing Power Index	120.36	Very High
Safety Index	83.72	Very High
Health Care Index	68.86	High
Climate Index	50.27	Moderate
Cost of Living Index	64.48	Moderate
Property Price to Income Ratio	3.40	Very Low
Traffic Commute Time Index	36.43	Moderate
Pollution Index	48.39	Moderate

f Quality of Life Index: 173.99 **Very High**

Minimum contributors for an underlying section: 320

Maximum contributors for an underlying section: 1012

Last update: May 2023

Quality of Life in Buenos Aires, Argentina

Compare Buenos Aires with:

Index

Quality of Life Index: 99.08



Purchasing Power Index	29.49	Very Low
Safety Index	37.02	Low
Health Care Index	68.79	High
Climate Index	98.28	Very High
Cost of Living Index	32.19	Very Low
Property Price to Income Ratio	28.50	Very High
Traffic Commute Time Index	49.74	High
Pollution Index	52.37	Moderate

f Quality of Life Index: 99.08 **Very Low**

Minimum contributors for an underlying section: 152

Maximum contributors for an underlying section: 728

Last update: May 2023

