

International Operations Consultancy Report

International Innovation Management

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<i>Abbreviation</i>	<i>Explanation</i>
IT	Information Technology
AI	Artificial Intelligence
AM	Additive Manufacturing
R&D	Research and Development
GDP	Gross Domestic Product
CPG	Consumer Packaged Goods
SWOT	Strengths, Weaknesses, Opportunities, and Threats
KPI	Key Performance Indicator
IP	Intellectual Property

Summary

The purpose of this consultancy report is to conduct viable research in order to make an informed decision in choosing the most suitable three locations for the manufacturing of the organisations products. Specific factors will be considered when carrying out the research but not limited too. This report will also be useful for the traceability and compliancy within the manufacturing, and will acknowledge the strategical geographical position for the controlling of both manufacture and distribution globally.

The consideration of the product in a post COVID environment through the biometrics of a human would compliment working alongside a forward thinking manufacturer supplying innovative technology. There is a rapid growth for this type of technology, sourcing the companies and factories who are already successfully producing similar products will be a good starting point in knowing where their factories are located. Some of the leading providers of retinal scanners are CMITech in Korea, IrisGuard in UK, TECH5 in Switzerland, HID Global in USA, and BioEnable in India (Editorial, 2020).

The manufacturing of a retinal scanner is a unique selling point and would give the organisation opportunity to stand out. Is it predicted that the facial recognition market is to grow from USD 3.2 billion to USD 8.5 billion by 2025 (Statista, 2022), as sales of fingerprint devices are already on the decline. These figures confirm Organisation X is at a pivotal point for growth in developing its product for the competitive market.



Region: South America

- Chihuahua, Mexico

Starting in the North, Mexico is one of the largest exporters in South America. Defined as a large intro-industrial trade area, its main exports are machinery, electrical equipment, automobiles, mechanical inputs, minerals, oil and gas (GOV UK, 2021). Each region of Mexico is recognised within a specialised field with an already established skilled workforce.

Chihuahua is one of the biggest logistics areas in Mexico, strategic positioned in the middle of the US and Mexico border, it is placed at a prospering manufacturing supply chain. The possibility of nearshore manufacturing should be considered, the support services and access into the US can offer companies the potential to expand their operations or widen manufacturing to nearby countries. Exporting 49.7 percent of the national total makes this densely populated area the second largest bi-national location on the border (Chihuahua Global, 2021). Bringing together industry, government and community organisations allows for a logical advancement in the supply chain for Organisation X to expand operations.

The council of Chihuahua have adopted a Cluster Management Strategy that interconnects suppliers, businesses and institutions within similar industries. This strategy works in bridging the gap between government, private organisations and research institutions. As a results this will lead to an economic enhancement, the objective is to establish an ambitious economy aiming to improve the vulnerability of political change (Vaca, 2006).

- Montevideo, Uruguay

Uruguay has a huge existence of being home to more smaller domestic companies than large. The characteristics of these firms alter how innovation impacts the quantity and quality of employment in the country (Diego, Garda, Lanzilotta & Perera, 2011). Though smaller organisations have proven to develop complex innovative processes, in Uruguay the economy is significantly lower compared to more advance regions (Baldwin, 1997 p107).

The country has a fairly small population of 3.3 million people, 70 percent of the 2010 GDP is through services, 20 percent goods manufacturing and construction, and 10 percent

is production of primary goods (Diego, Garda, Lanzilotta & Perera, 2011). The city of Montevideo is strategically located by the Rio de la Plata flowing out to the Atlantic, a channel of water offering access to a multitude of places and a market of more than half a billion people. This port is a big driver for the regions economy and logistical chain, providing services 24 hours a day, 365 days a year, this reliability ensures workforce efficiency (Global Media Post, 2019).

Montevideo's large agricultural industry means improvements of technology within this sector are being advanced. Large corporations such AYAX Toyota are involved with rolling out acoustic technology not only for the automotive sector gain but also to aid the growth of plants (Global Media Post, 2019). Also the industrial and logistics park Zonamerica, which is only 30 minutes Northeast of Montevideo now has 12 Japanese high-value electronic firms, as well as manufacturing for companies such as Sony, Ricoh and Shimadzu (Global Media Post, 2019).

- São Paulo, Brazil

São Paulo is the most modern, diverse and highly populated city in this region, with a strong technology base producing high value products for variety of economic sectors, it is a pioneer of the new technology generation. The city thrive when it comes to manufacturing high-quality production and naturally attracts some of the most established organisations globally. São Paulo has one of the best R&D structures in the region, a highly concentrated network of research centres and universities, technology parks and incubators accounting for 86 percent of investments in the research industry (Invest SP, n.d. a).

The manufacturing strengths of the city match the demands of Organisation X, it is home to 71 percent of the pharmaceutical industry across Brazil, the flagship of 42 percent of the national high-tech equipment (Invest SP, n.d. b), and also one of the largest markets for green economy in Brazil. There are 142,000 companies operating in the district of São Paulo and a large proportion of these are within the Biofuel and Renewable Energy industry (Invest SP, n.d. a).

Whilst São Paulo is presented as thriving, due to recent economic and political disruption, it can be a problematic environment to manage a CPG supply chain. The complexity of the tax system also means organisations usually make taxes the key factor of the supply chain because tax policies are convoluted, and each state negotiate tax concessions leaving some businesses to consider their tax liability cost (Magalhães, Sonneveld, Woods & Basso, 2017).



Region: Asia

- Shenzhen, China

There are many different economy levels developing in this region, Shenzhen is one of Asia's fastest-growing cities with a strong focus on becoming part of the world's best cities for innovation by 2050 (Upton, 2019). Once a small fishing town, Shenzhen is now home to the world's second largest port, fourth biggest airport for cargo in China and a source of a Free Trade Zone for companies looking to import, export and generally trade (Upton, 2019).

Shenzhen has built an industrial ecosystem that supports the developing new generation of IT. Technology is the most prosperous sector in Shenzhen with a total number of high-tech companies exceeding 14,000 (Shenzhen European Office, n.d.), Tencent, Huawei, ZTE, Baidu, and IBM are a few globally recognised companies with headquarters in the city (Upton, 2019). This pioneering sector is leading the way in 5G mobile communication technology, manufacturing of AI hardware, AM for 3D printing, cutting-edge medical technology and flexible next generation electronics (Shenzhen European Office, n.d.), which gives Organisation X confidence of the potential this area has in innovative manufacturing.

As a result of Shenzhen's accelerating urbanisation and growth, one of the severe problems the city is facing are water shortages and water pollution (IWA, n.d.). It is estimated that subsequently by 2030 Shenzhen will see water shortages of 890 million cubic metres (IWA, n.d.), which will have a huge impact on the manufacturing industry. A water strategy program aims to lessen environmental city developments with a circular economy impact concept for longevity (Water Calculator, 2017).

- Visakhapatnam, India

Visakhapatnam is rapidly growing into a bustling industrial city with a population of 4.29 million, this well connected city has great access links by sea, rail, air and road making it a great prospects for investors. Strategically positioned on the Bay of Bengal with easy access to south and southeast Asia, Vizag is an eastern gateway for India with its two ports granting huge economic and commercial leverage to exporters. It is also one of the first

Indian ports to gain ISO 9001, ISO 14001 and OHSAS18001 Certifications (VSEZ, n.d.), has one of the highest freight transport lines along the Indian Railway and is located on the national NH-5, Kolkata-Chennai highway (VSEZ, n.d.).

With more than 9,000 acres available in this area, and even more near Anakapalle for future developments, Vizag has an abundance of land and natural resources offering endless potential for industrial growth (Business Line, 2016). With government support, the city aspires to become the lead manufacturing area offering an abundance of opportunity for businesses, especially in the emerging IT sector (Rastogi, 2017).

Vizag has multiple well connected engineering colleges and R&D institutions, with access to highly skilled personnel, English being widely spoken and a great low-cost social infrastructure attracts innovation organisations.

- Taipei, Taiwan

Taipei has an ambition to become one of the world's Smartest Cities, by using technology to better resource usage and lessen emissions, and executing traditional networks and services more efficiently via digital solutions for the benefit of business growth (European Commission, n.d.). With innovative tech solutions, Taipei has managed to decrease its carbon emissions by 25,000 tons leading to more a sustainable city and saving the local government USD 9.5 million (New Taipei City Government, n.d.). Smart Cities could potentially enhance the quality of life in urban areas, change the economic infrastructure and making space for both private sector participation and partnerships. There are many benefits in choosing one of these cities as it aim to bring together industries, SMEs, investors, researchers, as well as offering a network of sustainable and open data governance to support organisations in achieving a prosperous future (McKinsey Global Institute, 2018).

Since the COVID-19 pandemic some businesses are having a shift in supply chains, reconsidering their reliance on mainland China. Taiwan has a robust and developed capitalist economy with IT and electronics making up around 35 percent of country's industrial structure (Buxton & Chen, 2021). Companies are looking at Taipei as a great base for R&D because of its involvement with high-tech industries and the strategy priority for life sciences, biotechnology and precision medicine (Feigenbaum & Nelson, 2021).



Region: Africa

- Durban, South Africa

Durban is home to one of Africa's largest and busiest ports managing sea freight operations, sharing borders with Mozambique, Swaziland and Lesotho (White, 2020). The KwaZulu-Natal province that Durban is situated within serves as a prime position for facilitating the country's trade movement, further developments of an air freight hub near Durban's King Shaka International Airport will allow for probable multimodal transport (Oxford Business Group, 2014).

A ground-breaking economic zone development in the area is the Dube TradePort an infrastructure for manufacturing and logistical integration, created as an advocate for foreign and local investment (Dube TradePort, n.d.). As a result the globally recognised smartphone manufacturer Samsung are the first major investor for Dube TradePort, opening a USD 375 million industrial site with an aim to redeem millions in sales from the African export market (White, 2020). Eventually this zone will manufacture electronic devices, which would be vital to Organisation X's decision making.

Durban is intent on becoming a Smart City, though there are challenges of its underdeveloped infrastructure and demand for global investment, the city has already started smart technology research aimed at smart mobility to help traffic congestion (International Trade Administration, 2021). With the help of established innovation and technology hubs such as GITC, this progression for technology advancement, increase of jobs and sustainable economic growth goals (GITC, n.d.) will have a positive shift in the economy.

- Bulawayo, Zimbabwe

Bulawayo is the only land-locked location of the nine, and still serves as a crucial international transport gateway for between SA and other countries north of the river (Helmsing, 1999 p7-8). Zimbabwe has found receiving investment challenging due to the country's fragile economy (United Nations Climate Change, 2020), thus Bulawayo is salvaging its status as the country's core manufacturing location by ratifying technology.

With the aid of a value chain model the city is encouraging its key industries to explore the export route in pushing products to the international market, and as a country it aims to reach a higher economic status by 2030 (Ndlovu, 2021). The industrial community has a prosperous reputation in Bulawayo considering its size, many sectors are family owned businesses and usually choose a technical direction rather than financial. The manufacturing sector is pivotal for the growth of employment in the area (Helmsing, 1999 p7-8).

- Tunis, Tunisia

This dispersing capital of Tunisia is located in a paramount area for growth due to its direct access to the Mediterranean Sea and nearby neighbouring European market. Three quarters of export comes from the EU, having a large price advantage over other countries (Oxford Business Group, n.d.). Despite manufacturing being a small contribution towards the overall domestic growth of the country, Tunis specialises in the manufacturing of aeronautics and automotive parts being recognised by Tunisia's Ministry of Industry as a hub for multiple agro-industrial companies (Oxford Business Group, n.d.), machinery and electrical equipment are the country's biggest industrial investment.

Although the bureaucracy in the country still remains to have hurdles and is heavily controlled by the government, dominating key economy sectors such as finance, hydrocarbons, pharmaceuticals, and utilities is progressing country growth (World Bank, 2015). The government are looking to improve transportation and IT networks as there is a large amount of skilled engineers and technicians in the area, although hiring cost are generally lower than its neighbouring countries, a productive workforce comes at a competitive price (Elj, 2012 p3-7).

Innovation Management Standards

The benefits of using the ISO56000 innovation management standard would help in representing a consistent vision of professionalism for Organisation X, and will present a technical description of measurable processes in qualitative terms with the aid of professional terminology.

This documentation would be formed from all international manufacturing locations as well as support from public or private research hubs. The contribution will help with the success of the organisation as it will adjust their ability to adapt whilst allowing them to think in a different way about innovation management, managing IP, using specific cultural knowledge, growth insight gain and managing the process of ideas (Tidd & Bessant, 2009 pg56).

The scope for innovation is wide so the importance for both incremental and radical options are crucial (Tidd & Bessant, 2009 pg44). Developing a product within a new marketplace isn't straightforward as there are many considerations that need to be made such as difference in culture, political aspects, strategy, processes and both social and environmental impact. Creating new value propositions will maximise the potential of a product in a logical and structured manner.

Some ISO56000 deliverables that would be useful to Organisation X might be rethinking how to manage innovation partnerships at the new manufacturing locations, educating all teams on innovation management, operating methods for successful achievement in innovation with high-quality technology, and most importantly establishing a clear explanation as to why these processes are carried out.

Organisation X should focus on its core capabilities and find its own particular routine that works well, the ISO56000 standard can be a sufficiently generic system created for the application of diversity in growth and change to the individual company. There will be some hierarchical relationships in the development process that can be integrated into the expansion of abilities that make up the companies innovation management system. These core capabilities are strategy, culture, process, tools and techniques, and metrics of measuring the innovation management strategies. Once a decision has been made on what KPI performance measurement should be used, that will evaluate the success of the organisation (Tidd & Bessant, 2009 pg73).

ISO56000 integrates other ISO management systems, for example ISO9000, this series delineates a highly regarded framework of management tools that is used across multiple countries, with more than one million organisations are issued with this certification, and the aim is to embed this management system into a business ensuring the quality of a product or process (ISO, n.d.).

Looking into the future for Organisation X there will be an abundance of new innovations coming to market from other competitors, so standing out from the competition with a high-quality inventive product is important. Conducting a SWOT analysis as part of ISO56000 will not only conduct specific objectives for a new business opportunity, but can also identify any threats or weakness for external events. The advantage of this type of analysis is to prepare for the company's changing future when working with new overseas manufacturers, and to provide sufficient attention on the long term of a project. Whilst it is important to focus on the day to day, the longevity of a project needs to be coherent in its objectives and actions when a company is geographically dispersed (Tidd & Bessant, 2009 pg165).

Internally, the organisation should continuously ask questions to progress in the innovation program. Through asking questions this will uncover possible undiscovered patterns of success. For example, research has indicated that there is a business need for the adaption of the body temperature scanners that currently grants or denies someones access into a building, by developing this into a retinal scanner for the same machines as a new solution can increase revenue and have huge sustainable advancement for the organisation post COVID-19. This consistent communication and R&D will lead to progress and achievements strengthening the organisation in adapting to change and uncertain climate.

Technology advancement needs to be considered at the new manufacturing locations, and incorporating ISO56000 can better facilitate building a centre of quality for the innovation. A mobile application has already been developed supporting the home security camera product produced by the organisation, so a technical advancement would challenge this application in standing out from competitors and finding a gap in the market.

The ISO standards would need to consider differing policies within each country. From the research carried out in this report, manufacturing in China is cheap and one of the reasons for this comes down to lower paid workers (Chavez, 2021), and Taiwan offer a straightforward approval of visa-free travel for the United Kingdom.

To conclude, how far Organisation X is willing to change its process might be limited by multiple factors such as a financial budgets, poorly developed external networks, being unaware of the need for innovation and not recognising a change that needs to be made. If any of these issues surface the ISO56000 standard should be addressed and helps in setting a sideline for innovation in the organisation, not only for compliance but also providing ideas are properly cultivated and executed.

Conclusion

In conclusion this research has demonstrated the three best suited cities to expand product manufacturing are Chihuahua, Taipei and Durban. As shown there are many similarities and unique factors to each location. The main challenge for any of the three would be carrying out thorough methods of analysis through quantitative and qualitative research, and before making a final decision a theoretical framework must be engaged to support the research decision.

Although some areas have strong transportation and logistics, the technology innovation is a must for the growth of Organisation X. Carrying out a piggyback operation alternative regions would be a good low-cost entry strategy into the foreign market with a company that has unrelated yet complementary products (Terpstra & Yu, 1990 p52-63).

Overall Organisation X needs a manufacture that is trustworthy, can demonstrate knowledge and experience in answering questions and guiding the organisation through the process, are producing similar products so they understand the market and how to succeed, a strong reputation including Labour policies, and high-quality technical capabilities.

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