

ACPA7003 International Innovation Management

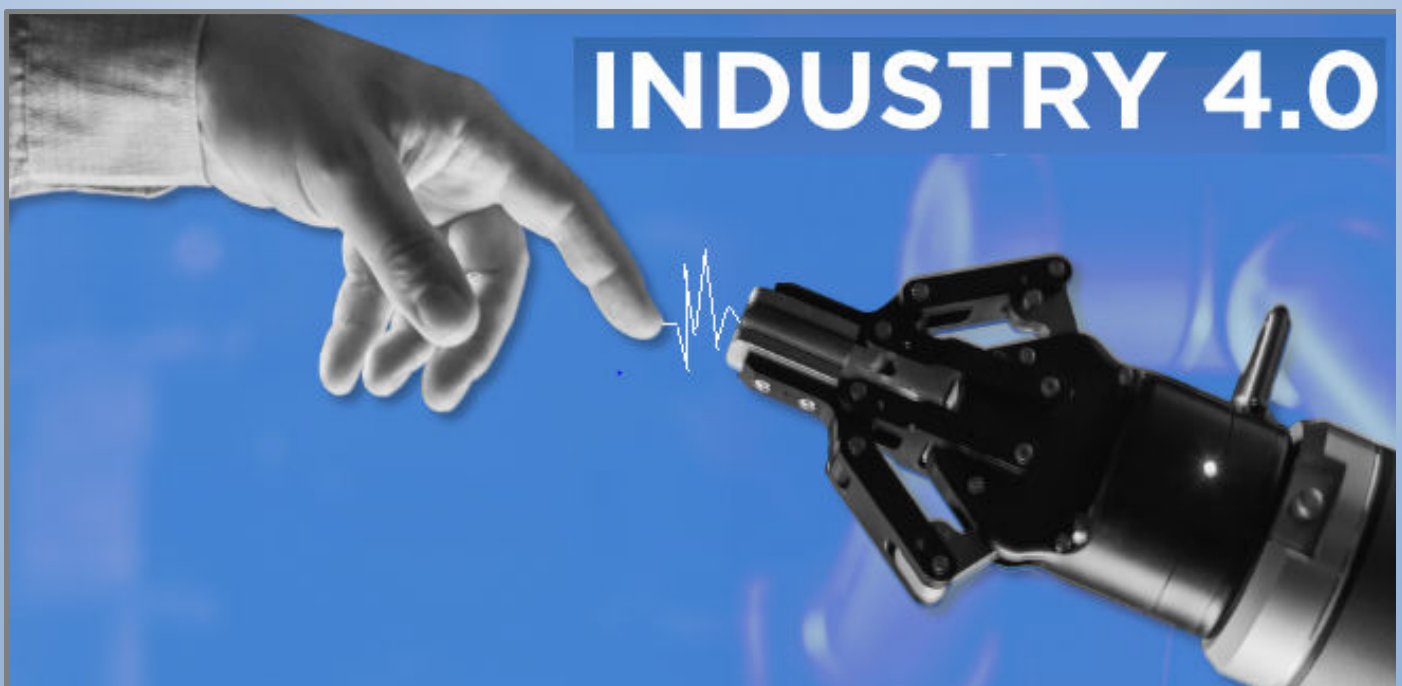
Assignment 2:

1. MSc International Innovation Management

2. Business Improvement with Innovation Management

- Critically analyse the links between academic innovation theory with industry best-practice through an exemplar international product development project.
- Document and communicate a comprehensive understanding of the key elements of the international innovation process: business model, technology/manufacturing drivers, and global considerations.
- Critically reflect on the latest innovation research methodologies and systematically plan the detailed timings/milestones for an international comparative study in innovation management.

Gerard Logan (2117371)



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1:1 **Introduction** –

Our company has been tasked to perform a follow up investigation into potential global expansion by Griffiths and Hughes, a company based in Mid Wales specialising in security systems for a wide range of markets, domestic, commercial and Industrial.

Expanding on their own initial findings we are to recommend one location on each of the continents of South America, Asia and Africa from a shortlist of nine (three on each continent).

Through the consideration of many location and business criteria along with International Innovation and Industry 4.0, we will nominate the preferred sites for further investigation.

The locations provided by Griffiths & Hughes are shown below.

South America	Asia	Africa
Porto Alegre (Brazil)	Shenzhen (China)	Durban (South Africa)
Montevideo (Uruguay)	Mumbai (India)	Bulawayo (Zimbabwe)
Buenos Aires (Argentina)	Taipei (Taiwan)	Tunis (Tunisia)

1:2 Considerations

A comprehensive list of location related considerations was drawn up, as shown below.

1. Geographical Location
2. Population
3. Education
4. Skills
5. Location to suppliers
6. Location to perceived market(s)
7. Road Links
8. Rail Links
9. Shipping Links
10. Air Links (International Airport)
11. Air Links (Freight facilities)
12. Language
13. Telecommunications
14. Security
15. Geopolitical Links
16. Nationalistic Links
17. Business Links
18. Business Rates/Taxes
19. Incentives
20. Export Deals
21. Existing Businesses
22. ISO56000 Membership and Implementation

Many languages being accommodated as a second language. Brazil has taken the decision to teach Spanish in all schools to assist in the opening up of their borders to their neighbouring countries who all speak Spanish as their native language, with Brazil being the exception in South America in speaking Portuguese.

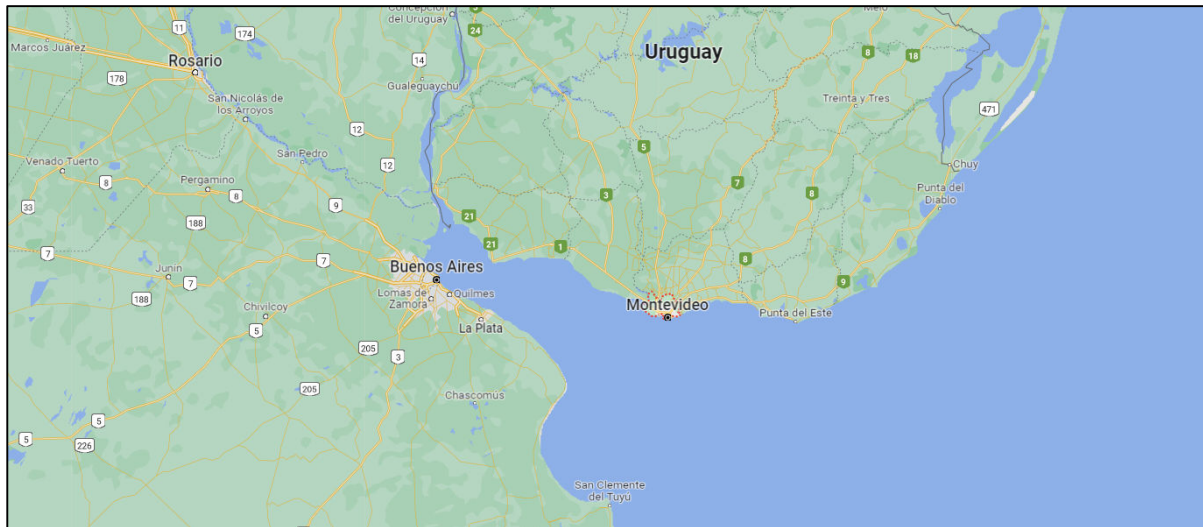
Corporate Income Tax stands at 15% on global income.

There should be no real concerns over potential adverse weather disruption.

Brazil is a full member of ISO and embraces ISO56000 ideals.

Montevideo (Uruguay)

Located in the south of Uruguay, Montevideo is found at the mouth of the River Plate near the South Atlantic coast. It has a population of roughly 1.4 million people (2011), roughly two fifths of the Uruguayan population.



It is Uruguay's largest city, home to many business and financial institutions.

It has several universities; The University of the Republic The Catholic University and The Uruguay Workers' University being three of them.

Montevideo is served by Carrasco International Airport which handles international passenger and 100% of Uruguayan Air Freight services from its' recently upgraded facilities. Latin America Cargo City (LACC) is the only multimodal airport free zone in Latin America, MVD Free Airport can receive and dispatch cargo arriving by land, sea or air improving logistic performance.

There is a container port in Montevideo Bay.

Uruguay is safe to visit in the main but street crime like bag snatching and pickpocketing occurs in Montevideo. Muggings and robberies (sometimes armed) also take place.

Politics – Uruguay is quite stable in the way of politics however an increase in government corruption along with drug trafficking threatens this.

Uruguay is a member of the WTO. Mainly English being accommodated as a second language.

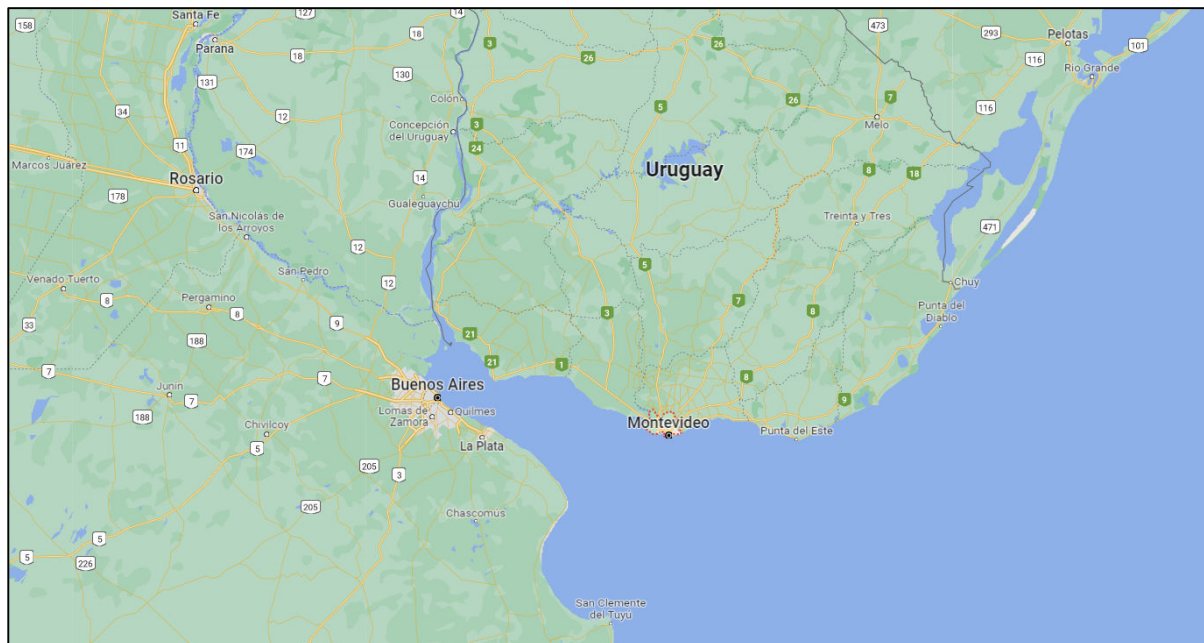
Corporate Income Tax stands at 25% on Uruguayan sourced income.

There should be no real concerns over potential adverse weather disruption.

Uruguay is a full member of ISO and embraces ISO56000 ideals.

Bueno Aires (Argentina)

Located in the north of Argentina, Bueno Aires is found on the River Plate 150 miles from the South Atlantic coast. It has a population of roughly 3 million people (city), with circa 15 million in the Greater city region.



Argentina's largest city, it is home to many business and financial institutions.

Argentiniens are among the most literate people in the world, and *porteños* (Inhabitants of Bueno Aires) have access to the country's finest educational facilities.

The city has 37 universities; As you would expect a varied selection of courses are offered.

Bueno Aires is served by Ezeiza International Airport which handles international passenger and Air Freight services mainly only to countries in the Americas.

The port is old, with poor infrastructure similar to much of the city.

Bueno Aires is safe to visit in the main, but some petty thefts take place.

Politics – Argentina is a federal, democratic republic.

Argentina is a member of the WTO. Mainly English being accommodated as a second language.

Corporate Income Tax stands at 25-35% dependent on income.

There should be no real concerns over potential adverse weather disruption.

Argentina is a full member of ISO and embraces ISO56000 ideals.

Asia

Shenzhen (China)

Located in the south of China, Shenzhen is found on the coast of the South China Sea and northwest of Hong Kong. It has a population of roughly 8 million.



A free zone, it is home to many varied businesses such as electronics, pharmaceuticals, chemicals, textiles, building materials, and processed foods.

The city has several universities; Shenzhen University was established initially along with campuses from many Chinese Higher Education Institutions.

Shenzhen is served by Shenzhen Bao'an International Airport.

A major international airport and large seaport container terminals have been built on the city's outskirts. It is dubbed a Mega City. Exports can also be made through Hong Kong.

A visa is required for British nationals to visit mainland China, the streets are mainly safe, but the guidance is to avoid large gatherings and demonstrations.

Politics – China is a one-party state ruled by the Chinese Communist Party (CCP).

Lockdowns due to COVID-19 have been an issue but a resolution seems to be occurring.

China is a member of the WTO. Many different languages being accommodated.

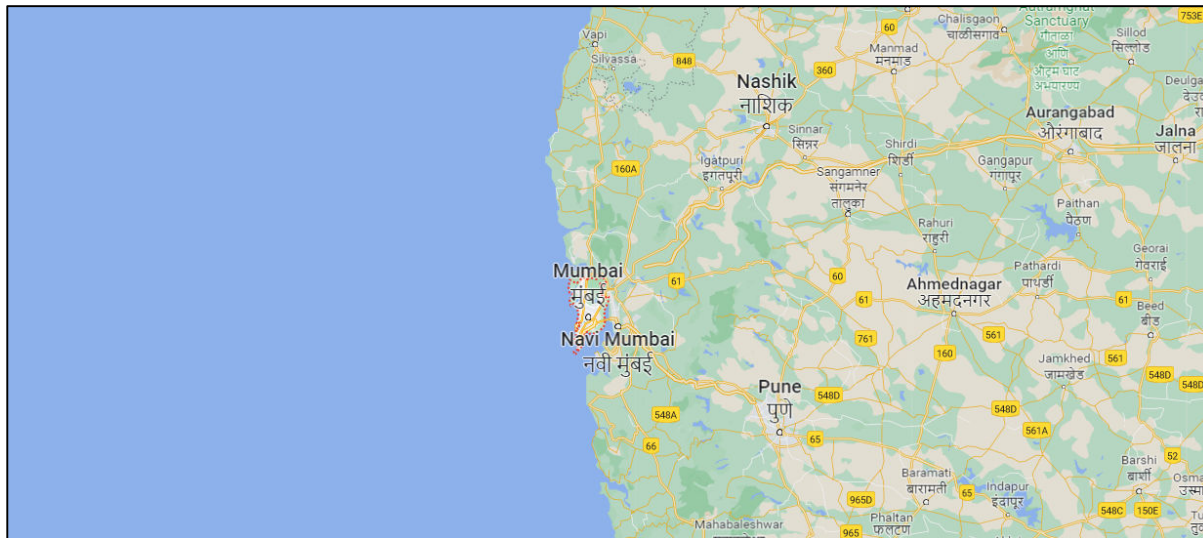
Corporate Income Tax stands at generally 25%.

There should be no real concerns over potential adverse weather disruption.

China is a full member of ISO and embraces ISO56000 ideals.

Mumbai (India)

Located in the east of India, Mumbai (formerly Bombay) is found on the coast of the Arabian Sea. It is the largest and most densely populated city in India with a population approaching 20 million.



A financial hub, it is also home to many varied businesses such as electronics, pharmaceuticals, chemicals, textiles, building materials, and processed foods. Mumbai began developing an information technology sector in the late 20th century. Technology companies were encouraged to move to the area, drawn by improvements in infrastructure and low rents. A special economic zone was set up in the northern part of the city with facilities for IT companies in nearby Navi Mumbai.

The city has 16 universities; The University of Mumbai and the Institute of Technology are highly ranked.

Mumbai is served by Chhatrapati Shivaji International Airport which handles international passenger and Air Freight services to all major countries.

Jawaharlal Nehru Port Trust (JNPT) or JLN Port, also known as Nhava Sheva Port, is the second largest container port in India after Mundra Port. Mumbai is dubbed an Alpha City. Indian streets can be dangerous with pickpockets and petty crimes. Avoid large gatherings and demonstrations. There have been historical terror attacks aimed at the area.

Politics – India is a democracy but there is still tensions with its neighbour Pakistan.

India is a member of the WTO. Many different languages being accommodated.

Corporate Income Tax stands at a basic rate of 40% for foreign owned companies.

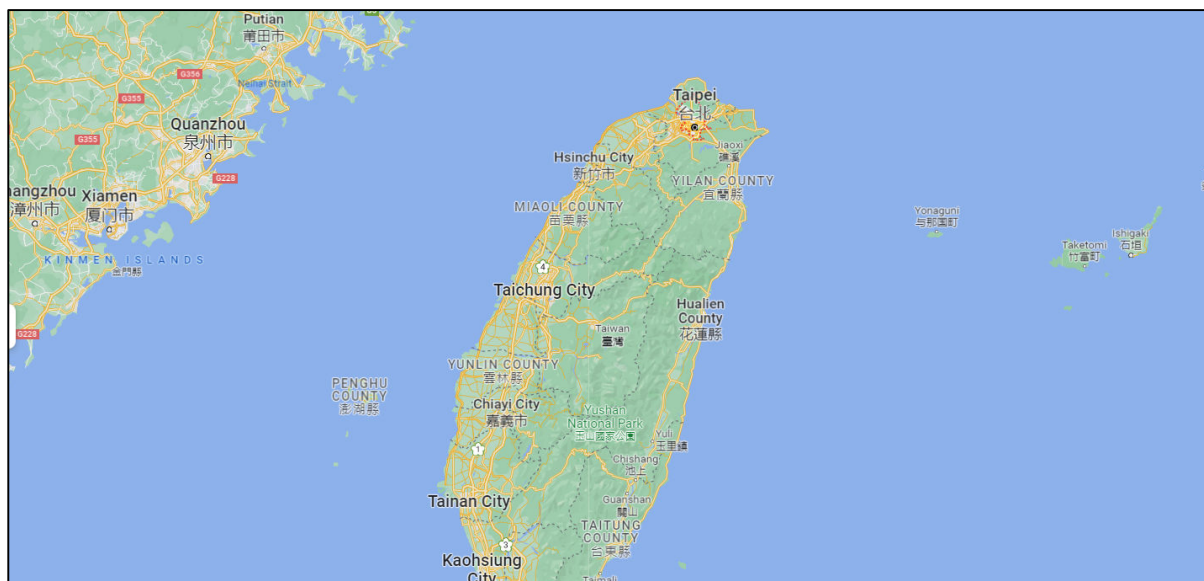
Monsoons and Typhoons are likely weather disruptions.

India is a full member of ISO and embraces ISO56000 ideals.

Taipei (Taiwan)

Located off the Eastern coast of China, Taipei is found on the northerly tip of Taiwan.

It has a population of roughly 3 million.



Taipei is home to many varied businesses such as textiles, apparel, electronic product and components, electrical machinery, precision equipment, foods and drink.

The city has many universities; National Taiwan University, National Taiwan Normal University and the National Chengchi University are three.

Taipei is served by Tao-yuan International Airport mainly supporting Pacific routes, it has a capacity for circa 1.7m tonnes of cargo per year. A large seaport container terminal lies 15 miles away on the coast.

It is dubbed an Alpha City.

Taipei has also benefitted from telecommunication upgrades in recent years.

The streets of Taipei are mainly safe, but the guidance is to avoid large gatherings and demonstrations. The UK does not recognise Taiwan as a state and has no diplomatic relations with Taiwan. The PRC still maintains a claim on Taiwan and as such tensions fluctuate between the two states.

Politics – Taiwan is a one-party state ruled by the Chinese Communist Party (CCP).

Taiwan is a member of the WTO. Many different languages being accommodated.

Corporate Income Tax stands at generally 20%.

There should be no real concerns over potential adverse weather disruption.

Taiwan is not a full member of ISO and utilises other standards as a result.

Africa

Durban (South Africa)

Former name Port Natal, Durban translates as port in the Zulu language. It is located on the Eastern coast of South Africa.

It has a population of roughly 3.5 million.



Durban is home to many varied businesses such as textiles, apparel, chemicals, sugar refining and oil refining. The city has a campus of the University of Natal.

King Shaka International Airport lies 22 miles north of Durban city centre. It has a capacity for circa 1.0m tonnes of cargo per year. However, this is transported to Johannesburg to be processed onward internationally. The seaport container terminal handles in excess of 30 million tonnes of cargo per year. It is the busiest port in South Africa and second only to Port Said in the whole of the continent.

South Africa has a high rate of crime including petty theft, carjacking, house robberies, rape and murder.

Politics – South Africa is a stable democratic state.

South Africa is a member of the WTO.

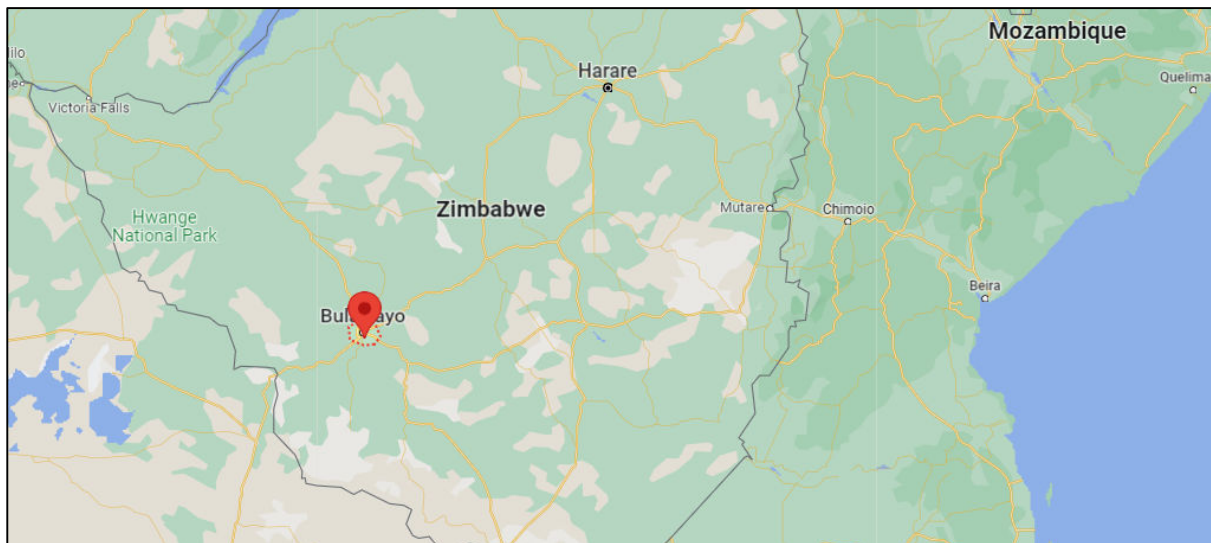
Corporate Income Tax stands at generally 28%. Mainly English being accommodated as a second language.

There should be no real concerns over potential adverse weather disruption.

South Africa is a full member of ISO and embraces ISO56000 ideals.

Bulawayo (Zimbabwe)

Bulawayo is Zimbabwe's second largest city. It is located Central Africa and is landlocked. It has a population of roughly 700 thousand.



Bulawayo is Zimbabwe's main industrial centre producing vehicles, tyres, concrete, building materials, radios, televisions, textiles, furniture and food.

The city has one technical college.

Joshua Mqabuko Nkomo International Airport serves Bulawayo city and the region.

There is no cargo terminal for air freight. No flights of Air Zimbabwe are allowed to the EU due to lack of evidence to allay flight safety concerns.

As Bulawayo is landlocked there is no local seaport to facilitate easy transport of goods by sea. Road and Rail infrastructure is mainly poor.

Zimbabwe can be of concern after dark with some petty crime reported.

Zimbabwe often has power cuts and Fuel shortages.

Politics – Zimbabwe is a stable democratic state.

Zimbabwe is a member of the WTO. Mainly English being accommodated as a second language.

Corporate Income Tax stands at generally 27-28%.

There should be no real concerns over potential adverse weather disruption.

Zimbabwe is a full member of ISO and embraces ISO56000 ideals.

Tunis (Tunisia)

Tunis is both the largest and capital city of Tunisia. It is located on the North Eastern coast of Tunisia.

It has a population of roughly 650 thousand.



Tunis is home to many varied businesses such as agriculture, textiles, chemicals, building materials, metallurgical processes, machinery, electrical componentry and railway workshops.

The city has many universities such as the University of Tunis and several post-secondary learning institutions such National School of Engineers of Tunis and the National School of Science.

Tunis-Carthage International Airport is northeast of the city centre. It has a limited capacity for air cargo per year.

The Port of Tunis is the busiest port in Tunisia.

Tunisia has generally petty crime targeting unwary tourists.

Politics – Tunisia is a fairly stable democratic state but there is a state of emergency following an attack on tourists in 2015. Elections are ongoing and protests could start without warning.

Tunisia is a member of the WTO. Mainly English and French being accommodated as second languages.

Corporate Income Tax stands at generally 15% but for some sectors can rise to up to 35%.

There should be no real concerns over potential adverse weather disruption.

Tunisia is a full member of ISO and embraces ISO56000 ideals.

1:4 Proposed Locations for further Investigation

The company Directors have the ultimate decision on whether to approve and progress our findings, our recommendations should all be researched further with the minutiae of detail investigated into on all our considerations.

South America – Porto Alegre

Local good educational institutions to partner with and recruit from utilising acquired and shared knowledge for innovation projects in the future. Some suppliers would be able to be sourced locally.

Although goods shipped by sea have to be transferred across a substantial lagoon before being shipped internationally there is already an infrastructure for trade and the movement of goods internationally. The current range of security and checking devices offered by G&H would lend themselves well to the local markets where security would be of main concern.

Asia - Shenzhen

Local good educational institutions to partner with and recruit from utilising acquired and shared knowledge for innovation projects in the future.

A local supply base that should be able to supply most, if not all the locations needs.

A long-established zone for the movement of goods manufactured in the free zone.

There is already an infrastructure for trade and the movement of goods internationally. It is ideally positioned central to the perceived Asian market.

The current range of security and checking devices offered by G&H would lend itself well to the local markets where SARS type epidemics are a near annual occurrence.

Africa - Tunis

Several good educational institutions to recruit from. Possible partnerships would require investigation for future projects.

Some suppliers would be able to be sourced locally.

Electrical companies such as those supplying into the car industry have established factories in Tunisia.

There is already an infrastructure for trade and the movement of goods internationally.

The current range of security and checking devices offered by G&H would lend themselves well to the local markets where security would be of main concern. It is well positioned to export to Africa, Europe and the Arab markets.

We believe that the 3 cities stated above warrant further investigation and provide what should be a good platform to provide a manufacturing facility with good business and logistical connections.

With the local education system being of a good standard with higher education institutes in the area, the opportunity of an innovation partnership with local institutions would likely lead to the recruitment of a highly skilled workforce over and above the skills already prevalent in that area.

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(Online reading resources were accessed through the University Library service or other outlets using student sign in wherever possible.)