

INTERNATIONAL BUSINESS

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Introduction

AstraZeneca is considered to be one of the most eminent pharmaceutical companies. AstraZeneca is a UK based company that is trying to spread its services to India. According to their company websites, AstraZeneca considers itself a global, science-led and patient-focused pharmaceutical company. They prioritise innovation, which has triggered the growth of the company. The company focuses on the continuous process of R&D which form the prime decision-making skills of the organisation and provide the launches for new medications in the fields such as oncology, biopharmaceuticals and Rare diseases. The company has expanded to India to enhance its services. The company is a leading organisation in their treatment of oncology; through its relentless efforts, they have a diverse portfolio. India has a vast population (Astrazeneca.com, 2022). The company has expanded to India. This report aims to find the factors that relate to the international business for AstraZeneca, the international factors such as the management specific factors, and country-specific factors. This report aims to find the proper resources used by the company to successfully enter the pharmaceutical market of India and also establishes the broad patterns interpreting the goals of the business. This process of internationalisation has been pivotal for the organisation to be able to offer its services and mark its entry into the international markets.

Description and discussion of international factors

The globalisation of AstraZeneca can be described as the process the company has adapted to be successful in the international markets. This process of internationalisation can be significant for the organisation as it would be providing a progressive pathway of international growth by transcending any kind of geographical border and also it helps the company to manifest by providing an increment in the different movement of goods. International factors such as the process of trade liberalisation have provided for the utilisation of an optimal; number of resources. An advantage for the global economic system can be procured, when each country specialises in the most efficient productive sector, the output is then sold on the international markets (De Matteis, 2004). India is one of the potential for pharmaceuticals. The population rate of India can make any country expand their business. Trade liberalisation has been known to enhance the productivity of the organisation and also reduce costs which will be greater problems exporting their goods to India.

The host country of AstraZeneca is one of the growing economies, and hence the observations of international market strategies can be a strategic growth option for the firms (Hunt *et al.*, 2022). The pharmacy market of India is huge and is also one of the fastest-growing industries in the world, this market is further expected to grow by a whopping 754 per cent between 2017 and 2060. The country has been observed to export about 24.44 billion dollars worth of pharmaceuticals in India (Statista, 2022).

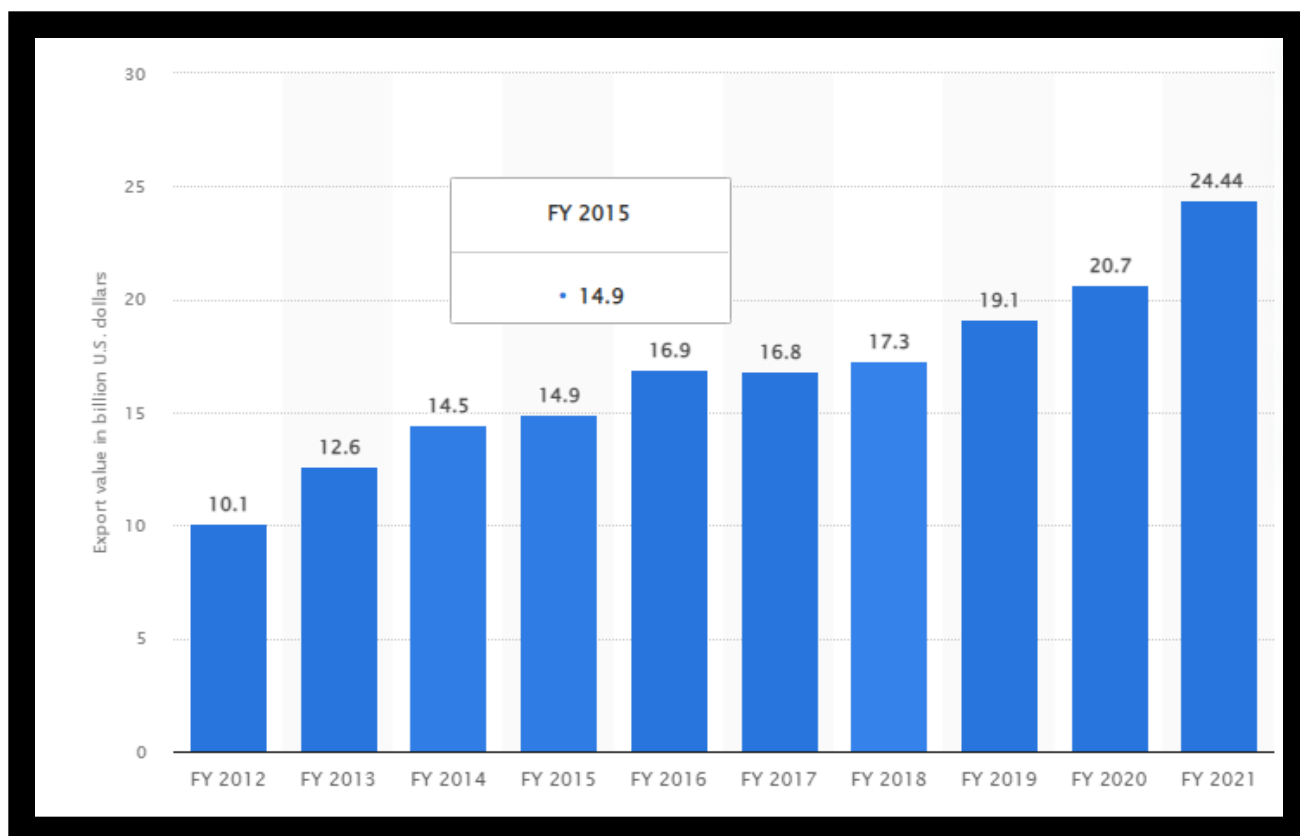


Fig 1: Value of Indian pharmaceutical exports from the financial year 2012 to 2021

Source: (Statista, 2022)

The pharmaceuticals in India are a very competitive landscape, and they can provide AstraZeneca with various opportunities in the international market. According to different government websites, the pharmaceutical market provides for 42.3% of total out of pocket expenditures and is the single largest contributor to the OOPE. Moreover, the country is also the largest pharmaceutical sector in terms of the production of medicines and ranks 14th in terms of value created by the organisation (Pharmaceuticals.gov.in, 2022).

Culture can also act as an important factor for AstraZeneca to spread its services and innovations to India. According to Hofstede Insights unlike the individualistic, unlike UK India appreciates hierarchy within an organisation, moreover, the company is also

interdependent on the Indian society scores lower than the UK which signifies the dependence of employees on the employer (Hofstede Insights, 2022).

Management factors such as the internationalisation theory can be one of the most crucial factors that can contribute to the international expansion of a country. Human capital management theory is considered to be a significant aspect of internationalisation. The need for human resources has been observed to be impacting the process of identification and exploitation of various international opportunities for AstraZeneca (Buzavaite and Korsakiene, 2019).

Political and legal factors have also been observed to contribute to the international business of an organisation. India is one of the largest democracies and the political stability of India can be crucial for the international business of AstraZeneca. AstraZeneca tends to create their products and leads innovation in their products through different methods of research and development hence they would also protect the intellectual properties through copyrights and trademarks within the country (Week 3, 2022).

Analysis of the international frameworks

Different factors have contributed to the international expansion of the company to a much more diverse market. Uppsala framework can be identified as the most notable framework that any company has observed during their process of international expansion.

The Uppsala model has been observed to explain the internationalisation process within the firms, this model emphasises the importance of networks and tends to introduce the insiders and outsiders dichotomy. Moreover, this Uppsala model has also identified the headquarters ' subsidiary relationships (Schweizer and Vahlne, 2022).

AstraZeneca needs to know the market of India before entering the market. Foreign market entry knowledge can help the organisation create a better and certain market entry strategy for India (Martin *et al.*, 2022). According to the Uppsala framework, this market commitment can be essential to creating commitment decisions for the firms. Moreover, the current activities of AstraZeneca will constitute the decisions relating to market commitment. This Uppsala framework has been crucial for the internationalisation of the business. It can be observed that there is a positive correlation between the market knowledge and the different commitment decisions of AstraZeneca influencing their international expansion. The relationship between the market knowledge and commitment decisions has been known to influence various decisions regarding the international expansion of the company to India. It can be observed that experience can build the knowledge of an organisation within the markets. This knowledge of the market will enable various processes in the decision making of the individuals, this commitment to the market and the activities of expansion for AstraZeneca. This framework can be considered to be dynamic and it can be observed that commitment to the market might decline or cease if the performance tends to be lower (Arvidsson and Arvidsson, 2019). AstraZeneca before entering the Indian market is needed to know about the market commitment and the different decisions they have to make to enter the already competitive India's pharmaceutical landscape.

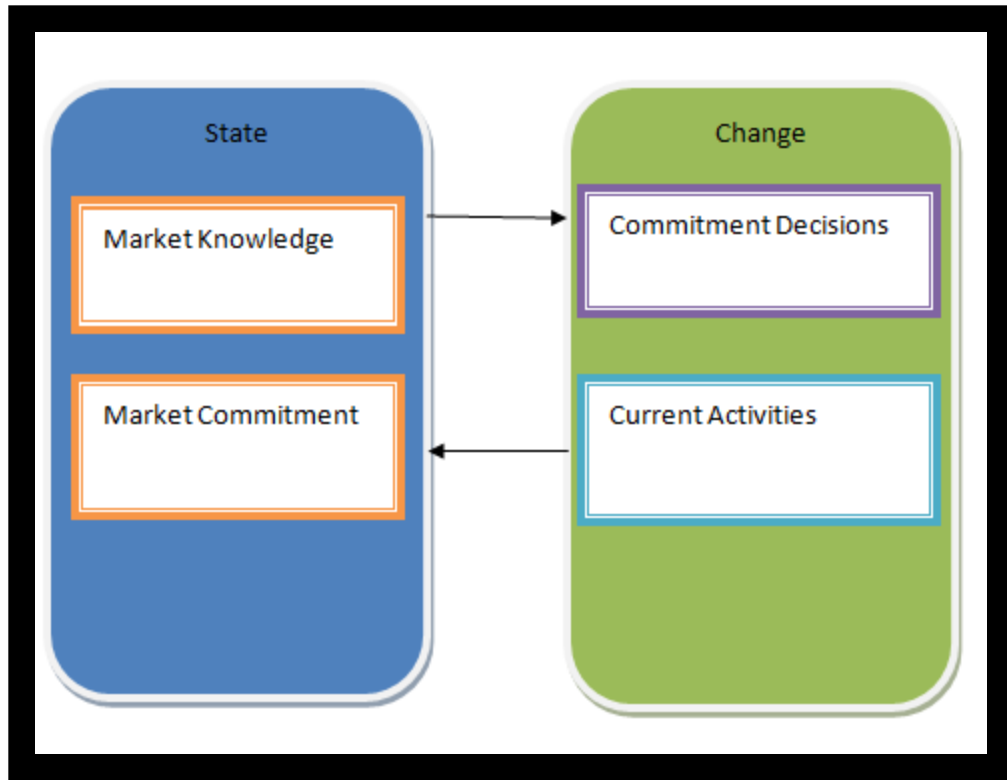


Fig 2: Uppsala Framework

Source: (Self Created)

The VRIO framework can provide AstraZeneca with an array of opportunities, the VRIO can provide the company with a much more sustainable competitive advantage within the international markets of the organisation. The VRIO framework is composed of Valuable, Rare, Imitable and organisation. AstraZeneca has primarily patented assets that are tended towards the idea of further innovation. Their execution has been dependent, on the country of origin image can provide a competitive advantage when analysed through the VRIO framework (Suter *et al.*, 2018). As the VRIO framework poses a need for sustainability within the organisation, hence the VRIO framework can be analysed by focusing on the different ways of sustainability for both the environment and the business

within an international concept. The sustainability of the AstraZeneca according to VRIO are:

	Valuable	Rare	Imitable	Organised to exploit
Strong market presence	Yes	Yes	Yes	No
Constant research and development	Yes	Yes	No	No
Serving the customers regarding various diseases	Yes	No	Yes	Yes

These two frameworks provide insights on how the home soil and national market knowledge will help the company in the latter decision making of the organisation moreover it also provides insights on the different operations and activities of the company that can lead to the market commitment for AstraZeneca while entering the pharmaceutical market of India.

Resources and capabilities in market operations organised by MNE

Resources and capabilities are integral for the organisation in its process of internationalisation. Resources such as human capital, research and development, marketing and operations all contribute to AstraZeneca's international expanse into India. HRM is considered to be one of the most significant that can contribute to the process of internationalisation of the organisation. Human resource management within an organisation can be effective and complex in the case of internationalisation. The activities of AstraZeneca such as staffing, performance evaluation and management development can be considered to be important for the development of their international business in India. CSR has been known to increase organisational performance by generating a sense of belonging and commitment, employees are considered to be the primary stakeholders of the HRM functions (Barrena-Martinez *et al.*, 2018). AstraZeneca as a highly regarded company has been observed to set the different intellectual capital for their firms, this intellectual capital can be significant for the different operations synthesising and empathising all the different dimensions of the human knowledge, this dimension of utilising the human capital such as education and skills constitutes the firm's driving forces in the international activities. The properties of human capital tend to understand and strengthen the international commitment shaping AstraZeneca's values and orientation and it can also help to deploy essential resources that can help the company in its procedure of internationalisation (Ardito *et al.*, 2021). Staffing policy can be regarded to be one of the most efficient ways to recruit staff for the organisation assisting in the process of internationalisation. The Ethnocentric staffing approach tends to overcome the lack of qualified managers in the host country and it can also help in the

transferring of core competencies of the individuals. The Geocentric staffing approach can also be essential for the international leads of the company by building strong culture and management of informal networks (Week 8, 2022).

Market segmentation can be considered to be an important aspect of the operations of AstraZeneca in their host country, India. AstraZeneca needs to preliminarily segment its products according to the demographics of the country. Country, as they are providing their immunology and respiratory products to India, proper segmentation is needed to clearly understand what vaccines or medicines are suited for the different age groups. Understanding the marketing mix of the product is similarly necessary for the organisation, how the pharmaceutical products are performing in the Indian market and how the different products face development are some crucial resources and capabilities that are needed to be utilised by AstraZeneca. Communication is another significant ability that can enhance the marketing of the organisation. Communication in marketing tends to build a relationship with different stakeholders. The marketer, while expanding, needs to have good interpersonal skills to properly understand the segmentation and cultural differences in the host country from the home country. A proper communication strategy can develop the products by facilitating innovation (Linkedin.com, 2022). The process of PR, publicity and advertising will be helpful for the organisation to make the people understand the advent of the company on the country's soil.

AstraZeneca after their expansion procedure is needed to maintain a proper distribution channel and maintain an exclusive distribution channel for the organisation. Moreover, AstraZeneca also develops new pharmaceutical and immunological products within the country and designing these products will provide ease in the manufacturing process. The

company's primary motto is to constantly research and develop its products and maintain the competitive advantage of the business. This constant innovation will tend to make old medical products such as vaccines obsolete however this will give rise to new technology regarding the components of the medicine which can be more effective (Week 9, 2022).

Discussion and entry style in the international market

The discussion and the entry style in the international market are very much dependent on the global economic output. The economic output depends on the cross border economic integration and the taste of the customer and the taste and the preferences of the customers are considered in the part of the identification of the marketing skills. The international market discusses the relevance of the interactions with the customer's and the partners with the approaches speaking on the trust, privacy and the security and lastly, the informational sharing. The bilateral communications and the shared learning are relying on the person to person interactions with the establishment of the effective means of relationship on building strategies with the channelling partners (Watson *et al.*, 2018)

AstraZeneca is working towards the formation of the best market access provided to bring the strategy and the expansion depending on the reach of the medicines with the innovation bringing in the strong contribution to the patient-centric and the integrated ecosystems. The aim would be to discover the new medicines in the emerging markets and to work closely in partnership with the local and the central government. The health care providers working with the providers of the local health workers would be developing the partnership and the coordination is possible based on the procedures of the Expansion, Innovation and Partnership.

The factors while discussing the entry and the expansion in the international market can be carried with the integration of the medicine development and the acceleration found in the launching of the new medicines and the development with the further promotion of the launched products. From the part of the partnership observing the local capital market is very important.

During the time of the pandemic, the company is working towards investment in clinical research and the prevailing medical hubs in India. The innovations d are bringing in the collaborations of the emergence and the development of the clinical trials with the effective means of improving the Indian pharmaceutical sectors (Festa *et al.*, 2020)

The pandemic brought in the responsive initiatives where the developed partnership in the vaccine development brought about the manufacturing of the coronavirus vaccine shots with the efficient ways of delivering at every emergency in the Indian hospitals for the emergency services. The company is working with the non-profit organization, the Serum Institute on Pune with the planned manufacturing technique of providing the 1 million licensed covid vaccines as this is the strategy of bringing in the middle-income countries like India itself. The company is looking to get the strategies for managing the manufacturing of the vaccine productions with the policy development of the infrastructure with the best technological solutions. The balance of the production would determine the articulation of the management in the greatest share. The potential manner of getting the domestic production alongside the international production, AstraZeneca is trying to develop the online health care market with the outcome of the detailed representation and the monitoring of thye cost the aim is to reduce the production which would ultimately

sound the fostering of the long term partnership in the key business of the healthcare marketing (Wirtz *et al.*, 2022)

Critical analysis of the marketed entry into the international market

Creation of the new structure and the systems of the market entry strategy

The new structure and the system in the international market strategy can be depending on the global market pharmaceutical industry consisting of innovators and generics. The generic industry can be growing with the spending on the growth of the global pharmaceutical spending. The openings are mainly bringing in the differentiated products to the promotion as the generic market is very much competitive. The innovative market is very much dependent on the generation of the safety journeys and the segment characterizing in the potential to have the momentum on the qualities. Determining the industry-specific structure's the company is deciding to come up with a sustainable means of operating in the Indian market.

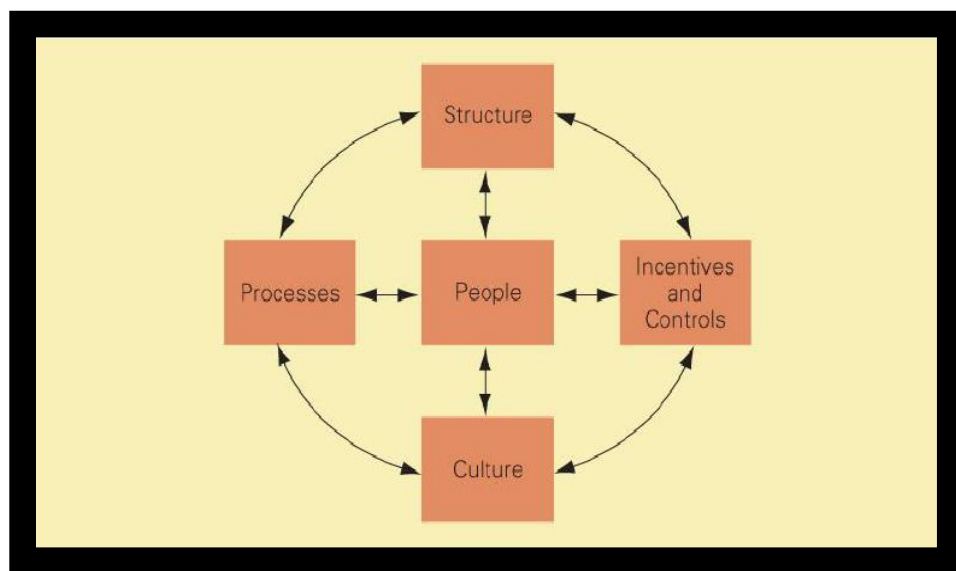


Figure 3: Organizational Infrastructure

(Source: Research Gate)

The organizational architecture is going to be relatable with the best means of understanding the business strategy the company is bringing by reading the variables of the market. The market has the biggest supplier in the generic part of the business. The business is going to be covering the biotech structures and the business with the key development from the scientists coming from the biotechnological background, Moreover. The incentives generated from the government of India are mainly for the development of the production and the production with the incremental sales coming with the high tech use of the distribution of the medicines at the lowest affordable rates (Kumar, *et al.*,2019) Deciding on such a structure, AstraZeneca is deciding to come up with the acceleration of the high potential led to interconnectedness health care facilities. The health care facilities would cover up the global business of framing the healthcare systems with the cases of reaching 31million people(Farhan, and Yamen,2019)

Analysis of the factors operating the organizational operations

The factors operating the organizational operations are mainly consisting of the market based on the supply chain initiatives running smoothly based on the international chain of factors. The factors covering or affecting the organizational operation of the company can be determined through market segmentation. The segmentation can be understood with the determination of the understanding of customer's relation along with the socio-cultural factors and the psychological factors.

The customers of the company are mainly the assertively combined individuals who would be working with the opportunistic attempt in the transformation of the values

connecting with the communication to be growing on a positive side. The company is trying to present itself as the champion of being a high tech investor in the pharmaceutical industry. The standard-bearer on the high tech is determining the production portfolio converting the significant proportion of the sales with the segments adding to the innovation is on the diagnostics. The segmentation is basically on the high-performance areas like diabetes or hypertension. The mission of the company is to find out the scientific leadership and partnership (Liao *et al.*, 2021)

The company has been trying to identify the Indian consumers, especially in the Indian phenomena to know about the perception of medicines and the satisfaction of the effect of the consumers, as the consumers are mostly from the therapeutic background the company is trying to follow the innovation and the commitment to make the life of the patients different. The supply business of the company can be annoyed with the investigational therapies in the varied stages of clinical development. The company according to the phases of the clinical services given in the SBU of the Respiratory and the Immunology is focusing on the investigation of the asthmatic condition along the patients along with other respiratory conditions. The move is definitely to enhance the Indian market with the diagnosis services along with the bringing of the potentialities of growing up the efficient infrastructure for the speed access of the medicines for patients and the innovation in the scientific platform.

Discussion of the pattern and the postures in the international market

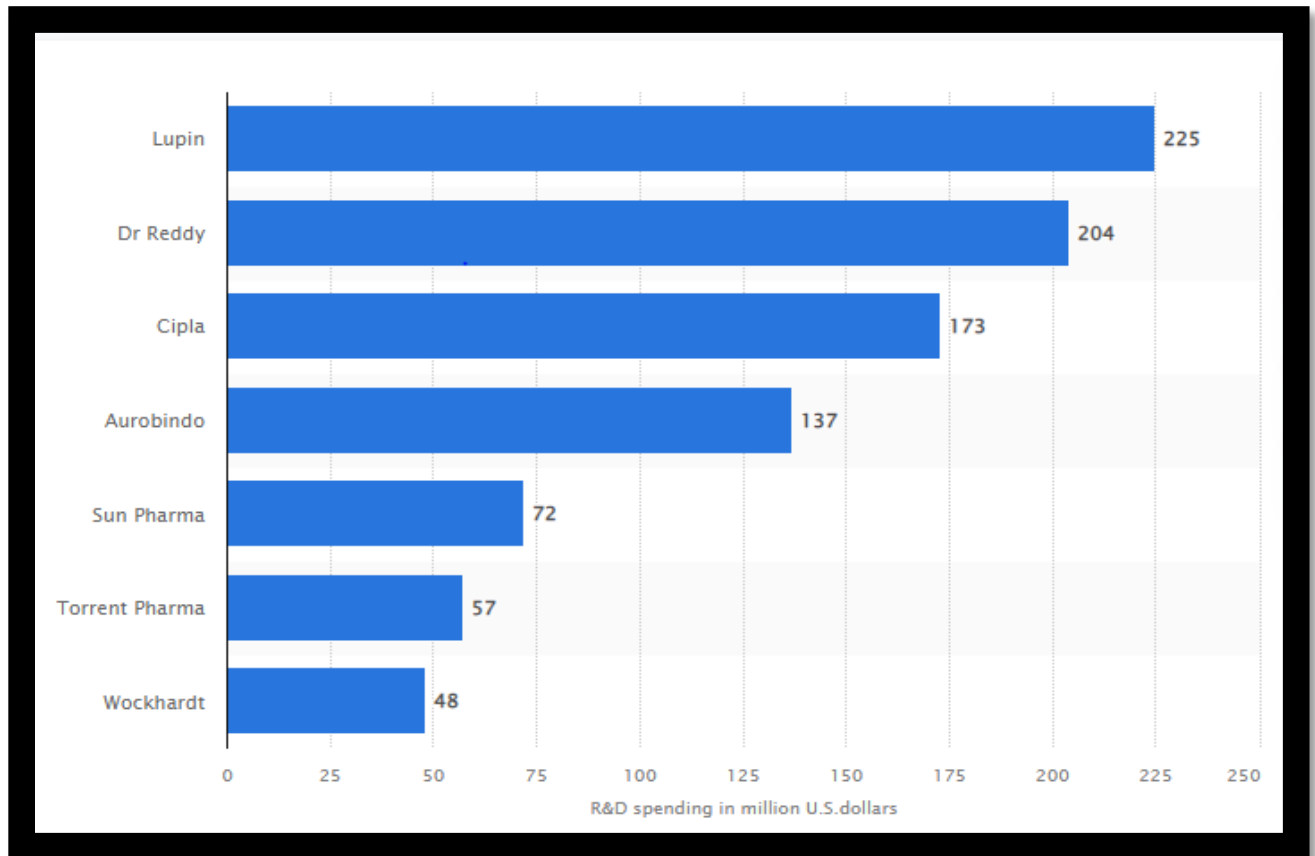


Figure 4: Market Outlook of Indian Pharmaceutical Companies

(Source: Statista)

The pattern and the postures of the international marketing can be determined by the marketing outlook of the pharmaceutical sector determining the pharmaceutical supply in the generics segment. The segment is the thriving Indian pharmaceutical export that was estimated with the pharmaceutical export in the year 2020 with the understanding of the successful joint ventures with the industry functioning with the expansion of the up scaling by the Indian markets.

The pharmaceutical companies are mostly focusing on the variety of complex products and their focus on the pipeline ((STATISTA, 2022).

Based on the pattern of the Indian market, the company can be focusing on the effort to bring the policy of the foreign direct investment patterns. The patterns are to follow the integration of the new products along with the establishment in the form of the Greenfield investments/ the investments are with the manner of adjoining the firm policies and the techniques with the focus given on the investment coming in the cross-border segment.

The marketing based on the foreign direct investment is going to be bringing the dynamic and the diversified manner of going through the combination and the allocation of the capitalization and the enabling of the firm to go with the understanding of how an international firm can bring in the resources in the form of the leverage to attain the capabilities of the foreign markets. Internationalization is achieved with the performance and the process of the internal and the external factors of the market which will be affecting the company (Week 5, 2022)

AstraZeneca in the initial entry is trying to focus on the resource replication. The information and the marketing skills along with the effectiveness of knowing in the supply of the drugs on the part of the effectiveness of production. The company is trying to form a model of training the employees with the local skills and the core competencies to enhance the production with the introduction of the products in the local markets (Tubman and Neubert, 2021)

Moreover, the company can see the Indian pharmaceutical market is already aligning with the Serum Institute of Pune as the part of the investment based on the agreement in the vision of accelerating the goal in the middle-income countries like India with the commitment set in on-going with the business amount of 400 million. The agreement

brings in the policy of following setting brand operations in the international market (Week 5, 2022)

Critical analysis of the patterns of the international move

The patterns of the international move taken by the AstraZeneca in the Indian market can be understood with the analysis of the internal and the external factors of the host market which will determine the patterns of the investment to be going smooth in India.

External Factors

Factors	Impacts
Political	The allocation mentioned in the budgets has been increasing over the five years. The increasing allocation can bring the affordability and the beneficiaries for the customers. The companies would be getting the support to understand the industry and get in the opportunities via collaborative markets in the foreign direct investment. The price control has increased over the years from 1995 to 2019
Economic	Healthcare spending in India is around 4,7% of the GDP. The availability of cheap

	labour is very much higher. The cost of production is very much low in comparison to the cost of production in the UK.
Social	The rising health awareness has boosted over the years with the best production of medicines. The population is mostly consisting of the elderly population. The population can rise to around double in the year 2050. The total population of India is containing mainly 10% of the total population belonging to the aged group.
Technological	The industrial growth has been very much high with the price growth rising to the 5,35% and the new production going to the stage of the practical volume growth up to 2.7%. The production growth is also in the margin of 2.7%
Legal	The laws of the country are very much strong resulting in the regulation based on the acts on the pharmaceuticals.

Environmental	Sustainability can arrive from the factors of lowering the use of thye carbons. The third-largest emitter in the world. India is planning to focus on the value chain sustainability with the emphasis on the investment based on the eco in-friendly factors.
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Table no 1: Pestle Analysis

(Source self-created)

Internal Factors

Strength The high skilled English speaking generations are existing in the market. The result can be the cause of the speaker increasing along with the efficiency in the marketing. The innovation can bring the cost allocation to be increasing but the operation can below.	Weakness The whole infrastructure of the Indian pharmaceutical company is very much low. There is stiff competition which is resulting in poor health insurance and poor medical services in emergency conditions. The price regulation is very much affecting adversely the
Opportunities Huge demand is there in the generics as there is a rapid growth coming in the cost	Threats The Indiana government is trying to focus on the regulation of the monitoring of the

advantage of the manufacturing of the segmented business in the Indian market. There are many scopes of the new health companies which would boost the business of the generation of new health insurance schemes.	illegal drugs but under this monitoring, the ceiling pieces are negatively getting affected. The entry of foreign companies is bringing huge competition to the country. The country would be seeing the thew struggle of the Indian pharmaceutical struggling in the matter and the industrial targets.
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Table no 2:SWOT Analysis

(Source self-created)

Interpretation of the goals to achieve in the international market

The Interpretation of the goals for the internationalization of the business in the host country along with the strategy is going to be covered based on the global trade environment. The global trade environment is focusing on the part of bringing in the aspects of knowing the factors of the market reaching the market along with the expense of looking at the policies of the government influencing the business. The goals are mainly to establish the best strategies which would be determined non the production of the company and even understanding the affiliated market. The market would be determining the various moves to get the certainties and the uncertainties in the business. (Week 4, 2022)

The interpretation mostly depends on an understanding of the production of the AstraZeneca and the production aligning with the policies of the international market. And the marketing depends on the factors in the Indian market. Considering the factors of the trade theory, the production of the company can be understood based on the two factors:

- A) The Production of Import and Export
- B) The Traded Products
- C) The Place To Trade

The market can be determined with this understanding of how the company is going to be positioning the business in the market in India. The business can be understood by the production the company is generating in the company. The company is very much focusing on accelerating the best and the start way of fighting respiratory diseases. The innovation is being brought with the capabilities very much focused on the number of ways the reach can go beyond the geographic reach. The company is looking up the innovative models of knowing the investment and the purpose of delivering the commitment of watching the acceleration of the performance, The cultural factors are very much rooted in the services. The integrity of the company is very much dependent on the dedication of the communities and the patients are an integral part of the community. The community is very much into the understanding of the medicines supply. The company is mostly working with the local markets to ensure that the company is presently working on the best diagnosis to be reached based on the estimation of the rare diseases mostly occurring from the part of the pandemic and the symptoms mostly spreading to the variants of the coronavirus (Spensley *et al.*, 2018).

The services of the company or the production are very much dependent on the purpose to work every day. The work is mainly covered by looking at the values and the behaviours the company is showing towards the stakeholders along with the roles and the responsibilities the company is having for the partners and collaborators in the business.

AstraZeneca is looking forward to observing that in the Indian market the company train the local employees to gain the support of the local markets and can enhance the production enabled on the best supply value chain. The identification can be dependent on the potential means of understanding the production depending on the serial means of understanding the disease and then producing the drugs in the local market.

Moves by the management justified by the risks to the country

The management may be facing the management risks of going through the aspects of looking in the manner of fighting out through the analysis of the Indian market. The Indian market is mostly facing the low infrastructural problem with the minute and the less amount of the production of the medicines in the emergency condition with the absence of a sufficient number of doctors. The pharmaceutical industry has reached the developed countries coming in along with the greatest opportunity for the investors to come and invest in the market. Currently, the best important market found in the world is the pharmaceutical market. But the market is having intrinsic risks. The risks are mostly depending on the success and the failures in the sector. The sector in the Indian market is bringing in the significant dangers of the less number of the infrastructure development.

with no options available of getting in th best way of expanding the services in the local markets outside the urban areas as there are no proper medical services available.

Another part is unpredictable way of performing in the market. The market shows the case in the fall of the production and the important values of the drugs. The volatility of the market is mostly bringing in the risk seeing in the variables of the constant variable of the competitive values the market researchers are getting in from the close study of the market.

AstraZeneca is mainly thinking of developing the market with the constant growth in the part of the production the company is providing with the working of the nonprofit organization but the internationalization can be a big blow out the company as the company is unable to trace the incorporate improvement. The company needs to understand the evidence-based on the essential components of the drugs andthe vaccines the company is mainly supplying in the time of the pandemic. But the collaboration can be a big challenge as the dependence on the supply chains can be a big blow with the insufficient way of understanding of the coefficients because of the volatility arising in the stock market of India.

Justification of the moves

The justification can be found in the part of understanding the different types of risks found in the Indian market. The Indian market is carrying in a lot of the risk factors which are mainly found in the features of the different types of risks factors. The clinical potential found in the Indian market is mainly found from the part of the possibility of the drugs, Along with the possibility of the drugs which need to be provided, the failure occurs in the

part of the clinical trials. The risk is related to the inability to depend on the regulatory approval of the regulatory agencies. The Indian market is so stringent that the move is mostly determining the fall of the production of the company. The difficulty can also be in the segmentation part where the customers are giving th complaints of not getting the proper reimbursement because of the exerted pressure on the side of the government (Ramírez and Serna.2022)

Conclusion

The international organization taken for the assignment is the AstraZeneca where the prime focus is lying in the part of understanding the internationalization of the business in the Indian market. The market mainly looks at the matter of the market segment where the main issue is to see the best means of the supply chain of the drugs, life-saving biomedicines and the vaccines are being produced with the alignment of the local market. But the company is facing the problem of looking at the risks developed in the Indian market which ultimately masks the company to realize the need of understanding the risk and then go through the pattern of locating the variables and the stock market which will help in understanding the moves of the international business.

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