

International Operations

By

Ryan Thomas

Student Identification Number: 1202938

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Introduction

In this assignment, the main objective is to advise a firm called **Griffiths & Hughes Ltd** on which locations to expand the business at a global scale. **Griffiths & Hughes Ltd** are currently based in mid Wales and specialise in security systems, for domestic, commercial and industrial applications. With the advanced developments of their recent retinal scanner product, which could be used to grant individuals access to certain areas, the company want to position themselves to control the manufacturing, marketing and distribution of their products at a global scale.

The company have shortlisted the following possible locations for further consideration, and to be advised which location from each of the identified global region that's mostly suited to take the company forward.

<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)



Figure 1 – World map showing study locations

In addition, innovation management standards such as ISO 56000 series are studied to see how it may benefit the organisation as it grows to a sustainable and prosperous future.

Global Innovation Index

The Global Innovation Index (GII) ranks the 132 economies, highlighting their innovation strengths and areas for improvement. Below are the results obtained from GII 2022 report to see where the identified countries by Griffiths & Hughes Ltd are ranked.

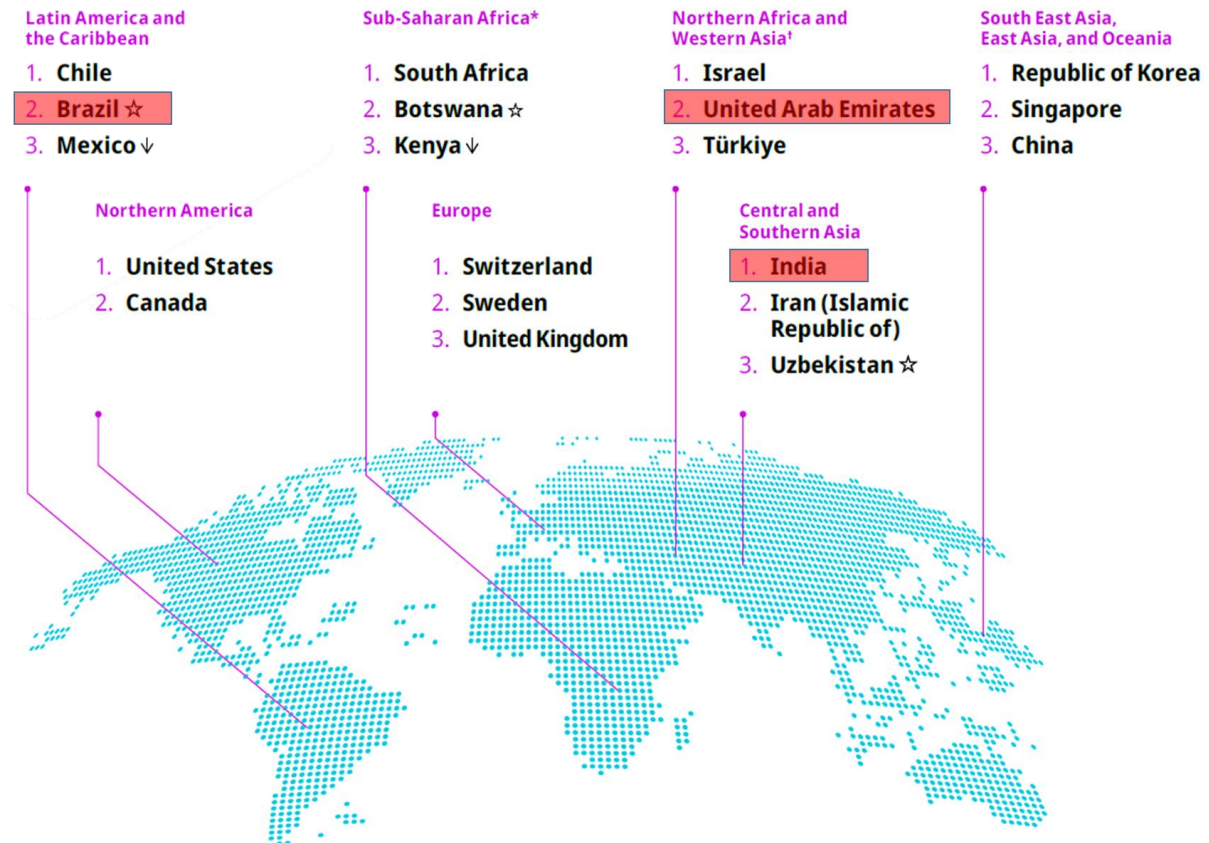


Figure 2 – Top three innovation economies by region

Figure 2 shows the top three innovation economies in each region, countries highlighted in red are the ones shortlisted by Griffiths & Hughes Ltd as a possible location to expand the business. Brazil enters the top three innovation economy of Latin America & Caribbean region for the first time. India is one of the countries that has seen significant progress on the innovation ranking in last 10 years.

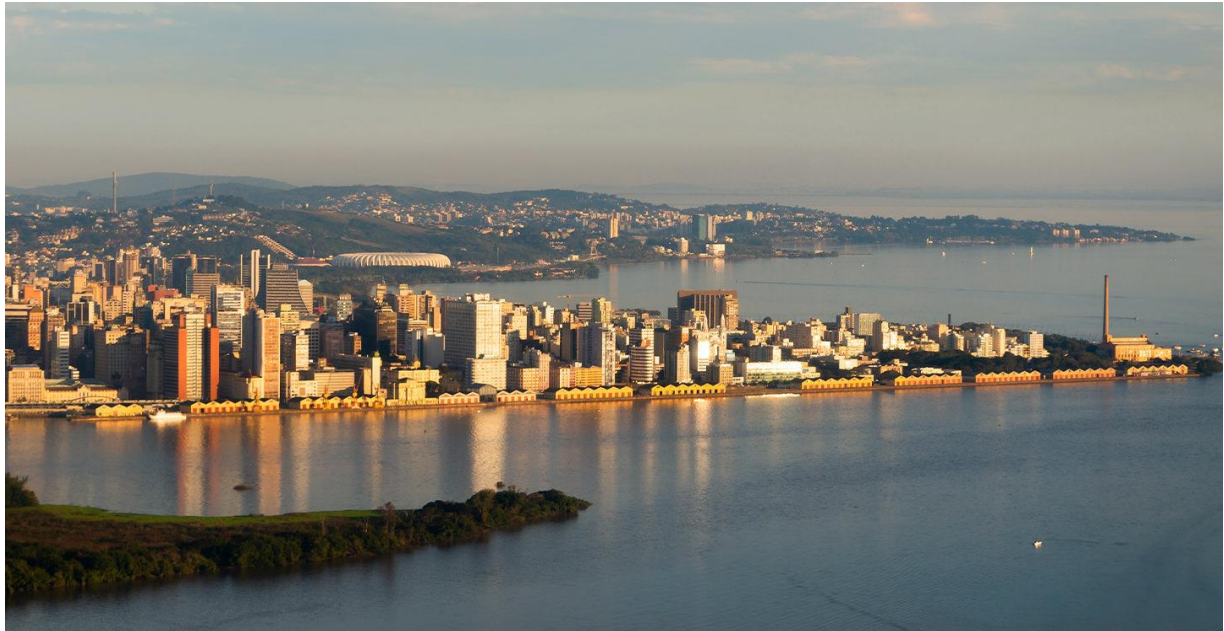


Figure 3 – Top three innovation economies by income group

India is ranked top innovation economy for both its region (figure 2) and income group (figure 3).

South America

Porto Alegre (Brazil)



(Porto Alegre Bike Share, 2023)

Porto Alegre Population (2023)	Porto Alegre growth from 2022	Wales Population (comparison to Porto Alegre)
4,211,933	0.63%	3,107,500 (-1,101,433)

(World Population Review, 2023, Population for Wales, 2022)

Porto Alegre is the capital city of the state Mato Grosso do Sul, which is located in the south region of Brazil. With a bigger population than Wales itself, the vast majority are skilled in administrative, technical and Scientific activities. There is ongoing developing for malls and small commercial businesses, which increases the civil engineering skill set.

The city is close to other South America countries, which gives the opportunity for people to travel for business tourism. It offers great theatre and music shows, art exhibition, events, fairs, sports, parties and celebrations. The public transport has been diversified with a highway at the centre connecting the whole city with 350 lanes for 1,700 buses. There is also 22 stations in place for the subway system covering over 43km.

(Establish Brazil, 2019)

Since 1989, Porto Alegre have implemented a participatory budgeting process where members of the community decide how the budget is spent. Its creation has proven to be an enormous success, where funding was shifted to poorest part, improving the lives of people with low income and low education.

(Case study: Porto Alegre, 2023)

Figure 4 below shows the various ocean routes to export goods from Wales to Porto Alegre. The route highlighted in red is advised best with the shortest travel distance, port at Rio de Janeiro being the closest to Porto Alegre therefore transport on road kept to minimal.



Figure 4 – Ocean Routes from Wales to Porto Alegre

Air freight is also available from Manchester, London Heathrow and London Gatwick airports to Salgado Filho airport, 2-4 times a week with approx travel duration of 2 days in total to Porto Alegre. (Fluent Cargo, 2023)

Montevideo (Uruguay)

Montevideo is the capital city of Uruguay and is ranked first for quality of life in Latin America with its calm feel from a pleasant and comfortable city.



(Puentes, 2023)

Montevideo Population (2023)	Montevideo growth from 2022	Wales Population (comparison to Montevideo)
1,774,396	0.4%	3,107,500 (+1,333,104)

(World Population Review, 2023, Population for Wales, 2022)

The economy has continuously grown without interruption for the past 15 years, which has led to a significant reduction in poverty. In 2015, the Ministry of Labour and Social Security proposed a 'culture of work for development' to ensure sustainability of economic and social development by creating programs the citizens on education and skills development.

Its anticipated from studies that there will be skills demands in demographic change, automation, global integration and the generation of innovation processes. Therefore, the government are implementing the necessary plans to further educate the people.

(State of skills, 2023)

Figure 5 below shows the various ocean routes to export goods from Wales to Montevideo. The route highlighted in red is advised best with the shortest travel distance. The port at Santos is closer to Montevideo in comparison to Rio de Janeiro, however the overseas route travels to other destinations in Europe first, which adds a total of 6 days to the transportation timing.

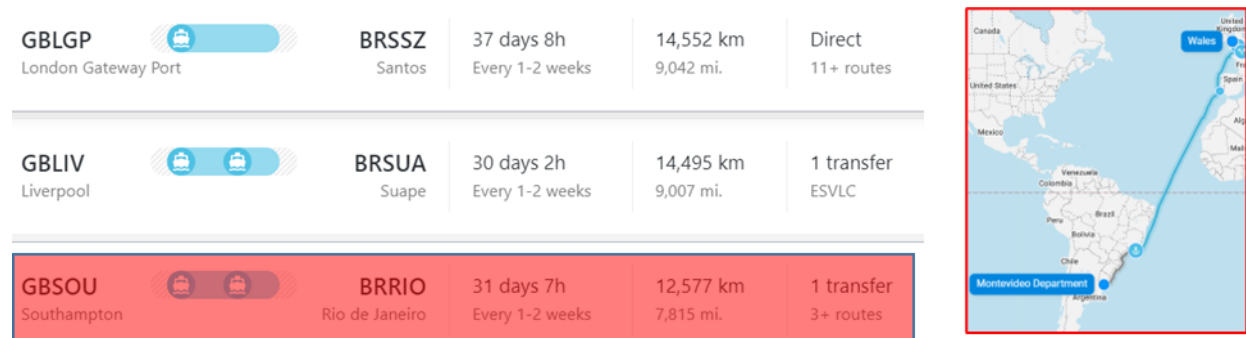


Figure 5 – Ocean Routes from Wales to Montevideo

Air freight is also available from Manchester, London Heathrow and London Gatwick airports to Cesareo L. Berisso airport, 2-4 times a week with approx travel duration of 2 days in total to Montevideo.

(Fluent Cargo, 2023)

Buenos Aires (Argentina)

Buenos Aires is referred to the 'Paris of South America' with its fast-paced city life and a population of over 15 million people. City life can be stimulating and offers affordable prices with easy public transportation, free bicycle services, and a safe and liveable atmosphere.



(Puentes, 2023)

Buenos Aires Population (2023)	Buenos Aires growth from 2022	Wales Population (comparison to Buenos Aires)
15,490,415	0.78%	3,107,500 (-12,382,915)

(World Population Review, 2023, Population for Wales, 2022)

The city has a high level of professional skill, including highest English Proficiency Index in its region. It has the second largest manufacturing capability in South America and a sophisticated market with European tastes and business culture.

(Business in Argentina, 2023)

Figure 6 below shows the various ocean routes to export goods from Wales to Buenos Aires. The route highlighted in red is advised best with the shortest travel distance and quickest travel duration.

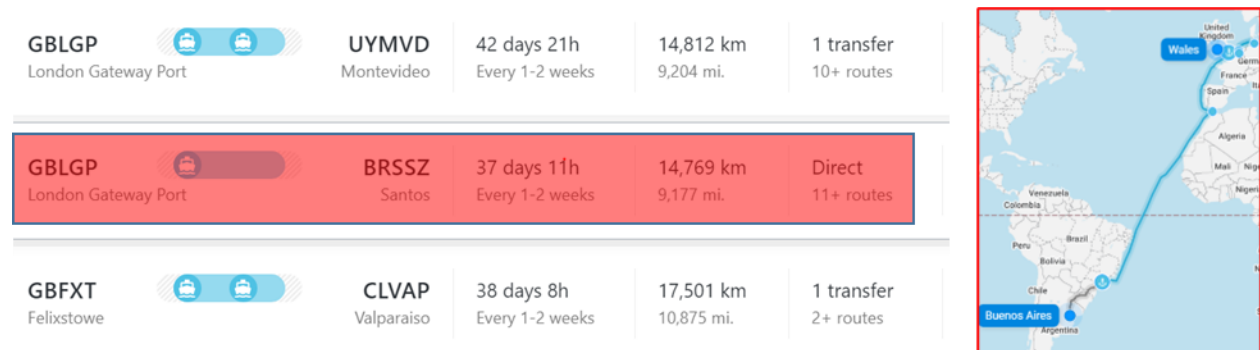


Figure 6 – Ocean Routes from Wales to Buenos Aires

Air freight is also available from Cardiff, Bristol and Birmingham airports to Minister Pistarini airport, daily with approx travel duration of 2 days in total to Buenos Aires. (Fluent Cargo, 2023)

South America Summary

All locations are within close proximity to each other, and goods can be transported to all via sea and air freight. Uruguay is a high-income country, where the government has more funds available from greater tax income, however the country lacks manufacturing capability (see below figure 7) and the skill set is not yet in line with the company's ambition. According to GII, Brazil over performs relative to their level of development, and are newcomers in top 3 economy region. However, its advised that the city most suited for Griffiths and Hughes Ltd is Buenos Aires as there is good working relationship already in place between UK and Argentina, with direct flights in place on a daily basis. The population of Buenos Aires is much greater than Porto Alegre and Montevideo, therefore a larger market to expand the business.

Countries ▴ ▾	Manufacturing value added, 2021 ▴ ▾	Global rank ▴ ▾
Brazil	155.19	1
Argentina	75.42	2
Colombia	36.21	3
Peru	29.35	4
Chile	27.45	5
Ecuador	17.83	6
Paraguay	7.76	7
Uruguay	6.32	8
Bolivia	4.33	9
Suriname	0.67	10

Figure 7 – South America – Manufacturing Added Value Rank
(Manufacturing Added Value, 2023)

Asia

Lahore (Pakistan)



(Arab News, 2021)

Lahore Population (2023)	Lahore growth from 2022	Wales Population (comparison to Lahore)
13,979,390	3.23%	3,107,500 (-10,871,890)

(World Population Review, 2023, Population for Wales, 2022)

Lahore is the second largest metropolitan area in Pakistan, with population growing significantly over past years, a 3.23% raise since last year. There are a number of historic tombs, temples, churches and architectural building which makes the city an attractive tourist destination. Working conditions could be challenging during summer, where temperature reaches almost 48°C during May and June. The city is governed by various local agencies that take on various responsibilities from urban growth management to infrastructure development. Multiple responsibilities can weaken the governance with overlapping decisions making for certain areas.

(Rana, Irfan Ahmad; Bhatti, Saad Saleem 2018)

Figure 8 below shows the various ocean routes to export goods from Wales to Lahore. The route highlighted in red is advised best with the shortest travel distance and quickest travel duration.

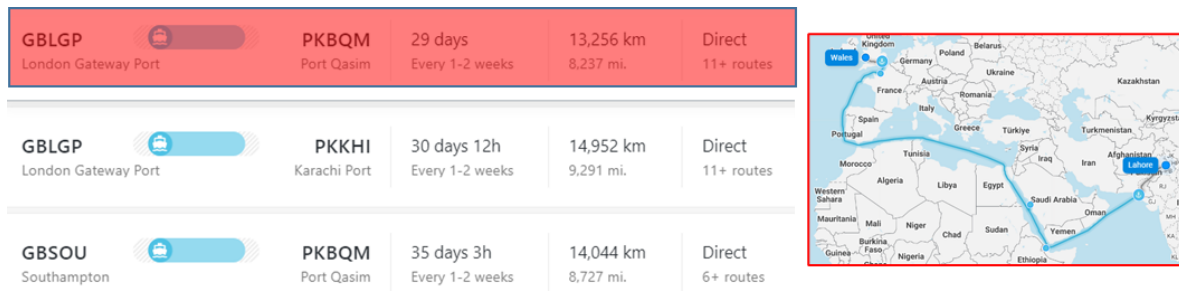


Figure 8 – Ocean Routes from Wales to Lahore

Air freight is also available, one of which is a direct flight to Sri Guru Ram Dass Jee airport, 2-4 times a week with a duration of 1.5days.

(Fluent Cargo, 2023)

Mumbai (India)

Mumbai is one of the worlds largest and most dense cities, the home to both the wealth and poor citizens. It's India's most important hub for domestic and international trade and travel.



(Mumbai Aerial Shot, 2020)

Mumbai Population (2023)	Mumbai growth from 2022	Wales Population (comparison to Mumbai)
21,296,516	1.6%	3,107,500 (-18,189,016)

(World Population Review, 2023, Population for Wales, 2022)

Industries identified for growth are Biotechnology, Computer Animation, Food Processing, Media and Entertainment and Medical Tourism.

(Economic Growth, 2021)

There is an ongoing concern with transport infrastructure, where developments have not kept up with the demand. This has caused traffic jams and delays, which in effect has decreased the efficiency of businesses through loss of labour time and delays in goods and services.

(Shabam, Abdul 2023)

Figure 9 below shows the various ocean routes to export goods from Wales to Mumbai. The route highlighted in red is advised best with the shortest travel distance and quickest travel duration.

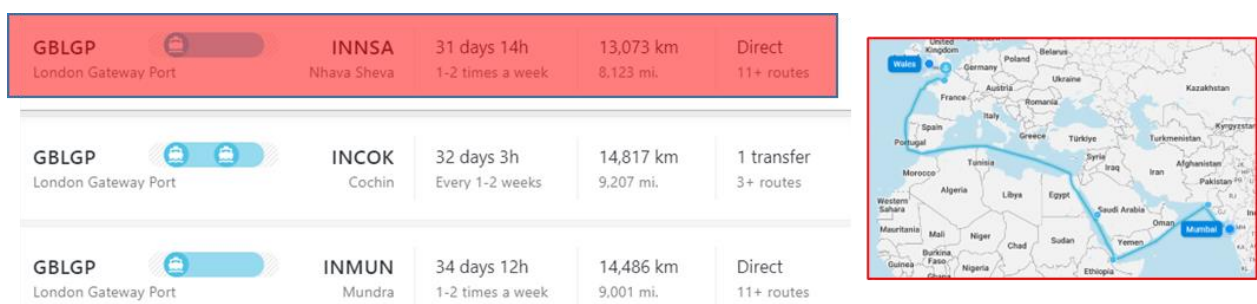


Figure 9 – Ocean Routes from Wales to Mumbai

Air freight is also available direct from Wales to Mumbai on a daily basis.

(Fluent Cargo, 2023)

Dubai (UAE)

Dubai has been built on the foundation of industry, technology, and innovative design and has become known as the 'smart' city with its advanced technology.



(Dubai City, 2023)

Dubai Population (2023)	Dubai growth from 2022	Wales Population (comparison to Dubai)
3,007,587	1.46%	3,107,500 (+99,913)

(World Population Review, 2023, Population for Wales, 2022)

Dubai is one of 7 emirates of the United Arab Emirates, and each emirate have their own government, courts and police force. UAE is the largest third largest economy and wealthiest countries in the Middle East Region. Politically, there is a friendly relationship growing with Australia.

Figure 10 below shows the various ocean routes to export goods from Wales to Dubai. The route highlighted in red is advised best with the shortest travel distance and quickest travel duration.

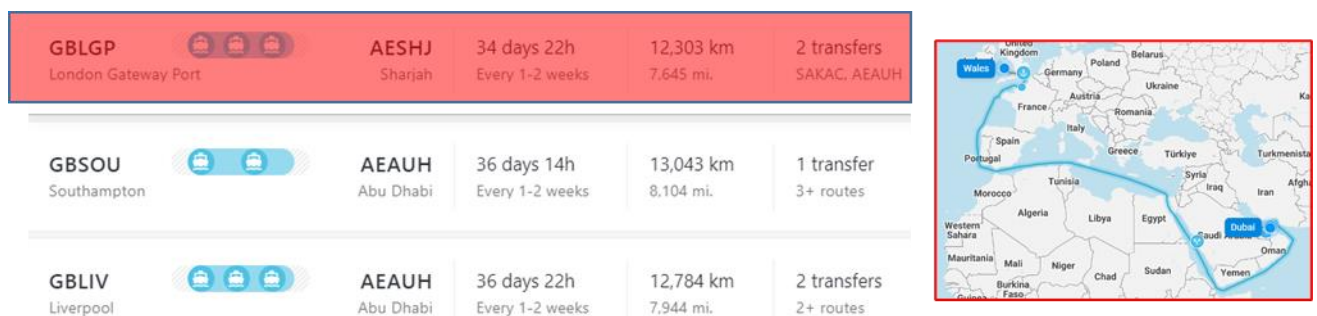


Figure 10 – Ocean Routes from Wales to Dubai

Air freight is also available direct from Wales to Dubai on a daily basis.
(Fluent Cargo, 2023)

Asia Summary

Goods can be transported to all locations via sea and air freight, sea freight advised to be the most liable through the well renowned Suez Canal.

Labore's population has increased significantly in recent years but is lacking an structural governance to provide stability.

Dubai has invested heavily in technology, face recognition already implemented on motorways to capture any behaviours against the law. The market is already crowded with the same technology Gareth and Hughes Ltd have invested in, therefore winning new business would be more competitive. India economy is growing rapidly, they are ranked top innovation economy for both its region and income from GII data. They enter top 40 of global ranking for 1st time and are in top 5 countries that's seen significant progress in innovation rank within last 10 years. With a population of over 21 million, with continuous innovative growth, Mumbai is advised most suited location for Griffiths and Hughes LTD to expand.

Africa

Lagos (Nigeria)



(Lagos City, 2023)

Lagos Population (2023)	Lagos growth from 2022	Wales Population (comparison to Lagos)
15,945,912	3.63%	3,107,500 (-12,838,412)

(World Population Review, 2023, Population for Wales, 2022)

Established as a fishing village, Lagos has developed to become thriving seaport providing harbours for ships which make it very accessible. Murtala Muhammed airport has also become the main international airport in West Africa. The improved transport links has increased its population and workforce has become better skilled and educated, encouraging industry to locate in Lagos. Data shows over recent years that primary industry has decreased but secondary and tertiary are on the rise where city has made a significant contribution to the Nigerian economy.

There is a new city being constructed off the Lagos coast called Eko Atlantic, an unique city within a city with a footprint spreading over 10 million m² of reclaimed land. The city will raise the quality of life in Nigeria which would attract people for employment, becoming the international hub and future capital of Africa.

In 2015 the city held the first ever beach polo tournament and hosts a popular televised beach football tournament called Copa Lagos.
(Lagos Economic Opportunities, 2022)

Below is an image showing the plans of Eco Atlantic currently being constructed.



(Eco Atlantic, 2023)

Figure 11 below shows the various ocean routes to export goods from Wales to Lagos. The route highlighted in red is advised best with the quickest travel duration and direct route.

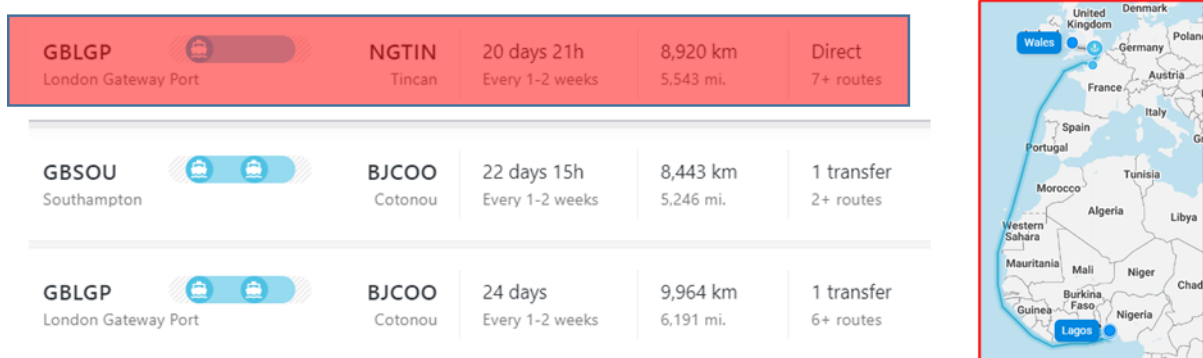


Figure 11 – Ocean Routes from Wales to Lagos

Air freight is also available direct from Wales to Lagos on a daily basis.
(Fluent Cargo, 2023)

Bulawayo (Zimbabwe)



(Bulawayo city, 2023)

Bulawayo is the second largest city in Zimbabwe with a population of over 1.2 million. The city has been developed as Zimbabwe's industrial centre with link roads and rail created to the rest of the country and southern African neighbours.

(Zim Thrive, 2023)

The health of the young children in the city has been threatened by political violence. This has been considered a barrier to long-term development and risk to world security.

(Le, Kien 2022)

Figure 12 below shows the various ocean routes to export goods from Wales to Bulawayo. The route highlighted in red is advised best with the quickest travel duration and direct route.

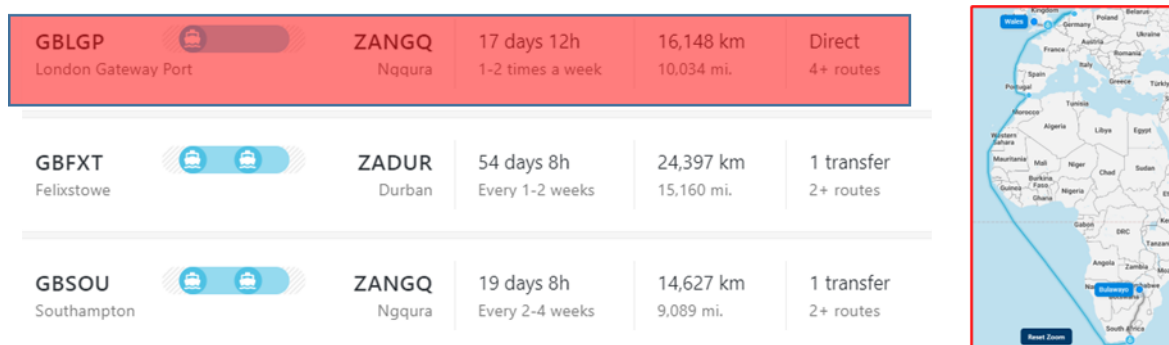


Figure 12 – Ocean Routes from Wales to Bulawayo

Air freight is also available direct from England to Bulawayo, 1-2 times a day with a duration of just over 2 days.

(Fluent Cargo, 2023)

Tunis (Tunisia)

Tunis is the capital and largest city of Tunisia with agriculture being the main source of income. The manufacturing industry include textile and clothing, carpets, and cement and metal building structures.



(Tunis, 2023)

Tunis Population (2023)	Tunis growth from 2022	Wales Population (comparison to Tunis)
2,475,446	1.48%	3,107,500 (+632,054)

(World Population Review, 2023, Population for Wales, 2022)

GDP shows that growth will slow in Tunisia up to 1.8% in 2023 with inflation continuing to increase, therefore economic conditions and high unemployment.

(Tunisia Economy, 2023)

Figure 13 below shows the various ocean routes to export goods from Wales to Tunis. The route highlighted in red is advised best with the quickest travel duration.

GBLIV Liverpool	 	DZAAE Annaba	18 days 16h Every 1-2 weeks	4,618 km 2,869 mi.	1 transfer 2+ routes
GBFXT Felixstowe	 	TNTUN Tunis	21 days 1h Every 1-2 weeks	5,685 km 3,532 mi.	1 transfer 2+ routes
GBLGP London Gateway Port	 	DZORN Oran	17 days 14h 1-2 times a week	5,695 km 3,539 mi.	1 transfer 7+ routes



Figure 13 – Ocean Routes from Wales to Tunis

Air freight is also available direct from England to Tunis, 1-2 times a week with a duration of just over 1 days.

(Fluent Cargo, 2023)

Africa Summary

North Africa's economy is hit by the downturn in Europe where growth at Tunisia has slowed up to 1.8%. Bulawayo has suffered from political violence which presents a risk for setting up a business. Lagos has a greater population in comparison to Bulawayo and Tunis with a growth rate of 3.63%. It is advised that Lagos would be best suited in Africa for Gareth and Hughes Ltd due to its location, great linkage internationally and the investment made by the government to further develop the city making it a thriving city for investors.

Innovation Management Standards

Innovation Management System (ISO5600 series) has been created by the International Organization for Standardisation (ISO) to define the process of an innovative idea through to its value. Using the same principle as previous ISO standards, such as ISO 9001 for Quality Management Systems, the standard helps organisations manage the process efficiently by defining the return of investment (defining start to finish to assess the cost of development or innovation), making the innovation visible to everyone within the organisation and sharing good practises.

Published in 2020, the ISO 56000 was developed by a team of one person from each country from various industries around the world to agree on the best standard to be used and understood globally. The team agreed on below 8 principles for the development of Innovation Management.

Realisation of value – Firstly you need to understand the value of what you are creating.

Future focused leaders – How markets, organisation will be going forward. What is the journey for the company.

Strategic direction – Once you know the future, which direction do you want to go. What are the priorities – focus on the ones that matter rather than having too many.

Culture – How do people react within different organisation with the idea. People could doubt your innovation, and you could fail, but failure teaches success and that's a good culture to be in.

Exploitable Insights – Customer focused, able to understand eco system, and have the right input to feed the future

Uncertainties management – with project management the budget is clarified and end goal is understood so we deliver. Innovation management usually has a small budget and route to success is unclear, therefore there are a lot of uncertainties.

Adaptable structure – Can the organisation adapt to achieve the innovative goal.

Systematic approach – All employees in each level of organisation need to deliver, not just the innovation manager.

Below is the list of the ISO's within the 56000 series;

(ISO 56000 – Definition)

(ISO 56010 – Illustration)

ISO 56002 – Innovation Management System – Guidance

ISO 56001 - Innovation Management System – Requirements

Below are the tools and methods which support the above (ISO 56002 & ISO 56010);

ISO 56003 – Partnership

ISO 56004 – Assessment

ISO 56005 – IPM

ISO 56006 – Strategic Intelligence

ISO 56007 – Idea Management

ISO 56008 - Metrics

Appendix A – Global Innovation Index 2022 rankings

GII rank	Economy	Score	Income group rank	Region rank	GII rank	Economy	Score	Income group rank	Region rank
1	Switzerland	64.6	1	1	67	Morocco	28.8	6	8
2	United States	61.8	2	1	68	Costa Rica	28.7	18	7
3	Sweden	61.6	3	2	69	Argentina	28.6	19	8
4	United Kingdom	59.7	4	3	70	Bosnia and Herzegovina	28.5	20	37
5	Netherlands	58.0	5	4	71	Mongolia	28.0	7	12
6	Republic of Korea	57.8	6	1	72	Bahrain	28.0	45	9
7	Singapore	57.3	7	2	73	Tunisia	27.9	8	10
8	Germany	57.2	8	5	74	Georgia	27.9	21	11
9	Finland	56.9	9	6	75	Indonesia	27.9	9	13
10	Denmark	55.9	10	7	76	Jamaica	27.7	22	9
11	China	55.3	1	3	77	Belarus	27.5	23	38
12	France	55.0	11	8	78	Jordan	27.4	24	12
13	Japan	53.6	12	4	79	Oman	26.8	46	13
14	Hong Kong, China	51.8	13	5	80	Armenia	26.6	25	14
15	Canada	50.8	14	2	81	Panama	25.7	26	10
16	Israel	50.2	15	1	82	Uzbekistan	25.3	10	3
17	Austria	50.2	16	9	83	Kazakhstan	24.7	27	4
18	Estonia	50.2	17	10	84	Albania	24.4	28	39
19	Luxembourg	49.8	18	11	85	Sri Lanka	24.2	11	5
20	Iceland	49.5	19	12	86	Botswana	23.9	29	3
21	Malta	49.2	20	13	87	Pakistan	23.0	12	6
22	Norway	48.8	21	14	88	Kenya	22.7	13	4
23	Ireland	48.5	22	15	89	Egypt	22.7	14	15
24	New Zealand	47.2	23	6	90	Dominican Republic	22.7	30	11
25	Australia	47.1	24	7	91	Paraguay	22.7	31	12
26	Belgium	46.9	25	16	92	Brunei Darussalam	22.2	47	14
27	Cyprus	46.2	26	2	93	Azerbaijan	21.5	32	16
28	Italy	46.1	27	17	94	Kyrgyzstan	21.1	15	7
29	Spain	44.6	28	18	95	Ghana	20.8	16	5
30	Czech Republic	42.8	29	19	96	Namibia	20.6	33	6
31	United Arab Emirates	42.1	30	3	97	Cambodia	20.5	17	15
32	Portugal	42.1	31	20	98	Ecuador	20.3	34	13
33	Slovenia	40.6	32	21	99	Senegal	19.9	18	7
34	Hungary	39.8	33	22	100	El Salvador	19.9	19	14
35	Bulgaria	39.5	2	23	101	Trinidad and Tobago	19.8	48	15
36	Malaysia	38.7	3	8	102	Bangladesh	19.7	20	8
37	Türkiye	38.1	4	4	103	United Republic of Tanzania	19.4	21	8
38	Poland	37.5	34	24	104	Tajikistan	18.8	22	9
39	Lithuania	37.3	35	25	105	Rwanda	18.7	1	9
40	India	36.6	1	1	106	Madagascar	18.6	2	10
41	Latvia	36.5	36	26	107	Zimbabwe	18.1	23	11
42	Croatia	35.6	37	27	108	Nicaragua	18.1	24	16
43	Thailand	34.9	5	9	109	Côte d'Ivoire	17.8	25	12
44	Greece	34.5	38	28	110	Guatemala	17.8	35	17
45	Mauritius	34.4	6	1	111	Nepal	17.6	26	10
46	Slovakia	34.3	39	29	112	Lao People's Democratic Republic	17.4	27	16
47	Russian Federation	34.3	7	30	113	Honduras	17.3	28	18
48	Viet Nam	34.2	2	10	114	Nigeria	16.9	29	13
49	Romania	34.1	8	31	115	Algeria	16.7	30	17
50	Chile	34.0	40	1	116	Myanmar	16.4	31	17
51	Saudi Arabia	33.4	41	5	117	Ethiopia	16.3	3	14
52	Qatar	32.9	42	6	118	Zambia	15.8	32	15
53	Iran (Islamic Republic of)	32.9	3	2	119	Uganda	15.7	4	16
54	Brazil	32.5	9	2	120	Burkina Faso	15.3	5	17
55	Serbia	32.3	10	32	121	Cameroon	15.1	33	18
56	Republic of Moldova	31.1	11	33	122	Togo	15.1	6	19
57	Ukraine	31.0	4	34	123	Mozambique	15.0	7	20
58	Mexico	31.0	12	3	124	Benin	14.6	34	21
59	Philippines	30.7	5	11	125	Niger	14.6	8	22
60	Montenegro	30.3	13	35	126	Mali	14.2	9	23
61	South Africa	29.8	14	2	127	Angola	13.9	35	24
62	Kuwait	29.2	43	7	128	Yemen	13.8	10	18
63	Colombia	29.2	15	4	129	Mauritania	12.4	36	25
64	Uruguay	29.2	44	5	130	Burundi	12.3	11	26
65	Peru	29.1	16	6	131	Iraq	11.9	36	19
66	North Macedonia	28.8	17	36	132	Guinea	11.6	12	27

Countries identified by Griffiths & Hughes Ltd

High-income
Upper middle-income
Lower middle-income
Low-income

Europe
Northern America
Latin America and the Caribbean

South East Asia, East Asia, and Oceania
Central and Southern Asia

Northern Africa and Western Asia
Sub-Saharan Africa

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