

International Innovation Management

Griffiths & Hughes global expansion report

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Introduction

The purpose of this report is to recommend three suitable cities for Griffiths & Hughes to globally expand their business within the security systems industry. Based on the shortlisted locations given, this report will explore a wide range of factors that will help strengthen the conclusion of the cities which have been suggested.

To help the business strategically position itself on a global scale, factors such as manufacturing, marketing, and distribution have been identified along with the environmental, cultural, social and political implications which could impact the future of the business have been considered.

We will look at the identified global regions, and a focus on each city has been conducted, before concluding which would be advised as the most appropriate.

South America

Porto Alegre (Brazil)

The sixth largest city in Brazil, with a population of 4,212,000 (Macro Trends. 2023), Porto Alegre is the capital of the Rio Grande do Sul state with the intention for the city to be a world-class ecosystem of innovation (PUCRS Magazine. 2018). The southernmost state borders Argentina (west), Uruguay (south) and the Atlantic Ocean to the east (The Editors of Encyclopaedia Britannica. 2012).

TAP Air Portugal saw a 223% increase in passengers on flights between Brazil and Europe from 2021 to 2022 and is expected to further increase. (Varley, L. 2022). It's possible to fly from the UK to Porto Alegre in under 16 hours with 1 stop, and with 2456 flights departing from Porto Alegre each month to a total of 35 airports worldwide, it is easily connected with one transfer (Flight Connections. 2023).

In November 2022, Brazil and UK signed an agreement to avoid double taxation. The benefits of this provide tax certainty and predictability to businesses, tackling tax evasion and intensifying trade and investment between the two countries, which will strengthen the relationship (British Embassy Brasilia. 2022). The result of this agreement makes Brazil an attractive place to invest for British businesses, contributing to job creation, innovation and prosperity.

Porto Alegre plays host to South Summit Brazil, an event recognised as one of the world's leading innovation platforms (South Summit 2023). A great place to network and help generate business and detect opportunities. The Federal University of Rio Grande do Sul, ranked the best university in Porto Alegre and 4th in Brazil, is one of the largest and has a number of prominent scientific publications, which is positive when looking at potential graduate students to employ.

Looking at the country from a health benefit, Brazil had the second-largest death toll due to Covid-19 with over 695,000 deaths and 36 million confirmed cases (Worldometers, 19 Jan 2023). The country was run at the time by President Bolsonaro, who continued to go against the World Health Organization (WHO) recommendations and promote ineffective drugs against Covid-19 (Human Rights Watch). (2021).

Buenos Aires (Argentina)

An autonomous city, and the national centre of commerce, industry, politics, culture and technology (Bonilla, J, Tulchin, J & Pastor, J. 2022), Buenos Aires is one of the most important ports and populous cities.

Argentina is based within The Southern Common Market (Mercosur), established in 1991, where Argentina, Brazil, Paraguay and Uruguay created a common market, which would spur a free-trade zone. Businesses like Byrna Technologies are taking advantage of the '270 million Southern Common Market', where manufacturing is within the Mercosur free-trade zone, with potential savings of 30% in tariffs, duties and freight costs. (Yahoo Finance. 2023).

Buenos Aires' service sector accounts for 76% of the city's economy. The largest businesses are within advertising, real estate and financial services, where manufacturing sees benefits from local purchasing power and skilled labour (Urban Nature Labs. n.d). Half of the manufacturing jobs within Argentina are located in Buenos Aires, and one-fifth of Greater Buenos Aires's labour force is in manufacturing (Keeling, D, Tulchin, J & Pastor, J. 2022), showing a strong scope of experience and talent.

A country which has a 'longstanding history of political instability' (Stott, M & Elliott, L. 2023), the relationship with Brazil (Argentina's largest trade partner), where they export 14.3%, amounting to \$12.7 billion in 2022, is considering creating a South American currency together with the aim for greater economic integration (Jazeera, A. (2023). The financial situation within Argentina is concerning, seeing the highest spike in inflation since 1990, resulting in 94.8% in 2022 (Buenos Aires Herald. 2023), but Massa, Argentina's Minister of Economy, is looking at reducing inflation to 60% by controlling the spending (Stott, M & Elliott, L. 2023).

Montevideo (Uruguay)

The capital of Uruguay, is Montevideo, a country which neighbours Argentina and Brazil and is also a part of the Mercosur group. Most products which are traded with Uruguay and Mercosur countries see no import tariff and low transportation costs, which is advantageous for trade to the neighbouring countries against the United States, Europe and Asia (International Trade Administration 2022). To "open up to the world", the city's mission is to explore opening up to foreign markets alone but this could lead to the small country being bullied out of the Mercosur group (Merco Press 2022).

The market size for Uruguay is small, with 3.5 million population, where nearly half of which reside in the capital, Montevideo with the majority of the country speaking Spanish as its official language (World Data. n.d). Some drawbacks to choosing this city may need more trade

financing, inflexible labour laws and limited flexibility in setting wages (International Trade Administration, 2022).

There is a state-of-the-art, good-manufacturing-practice-certified formulation facility in Montevideo which is the home of RAMM Pharma company, which gives confidence in knowledge and understanding.

Ranked 18 out of 180 countries by Transparency International (Freedom House, 2023) for their low corruption, Uruguay as a country has a strong democratic governance structure and a positive record of upholding political rights.

Asia

Shenzhen (China)

Located at the Southeast edge of China, next to Hong Kong, Shenzhen has quickly developed into China's 7th biggest city, previously being a region of fishing towns and swamps (Huang, K. 2022). With a population of 13 million (2021), this megalopolis is the leading centre for innovation, the biggest single exporting location, and responsible for a 10th of the country's exports (Cartledge, S 2021).

Within the manufacturing supply chain of China, there is a high degree of reliability, flexibility and fast turnaround. Shenzhen has a great scale and depth of industry clusters where no other city compares to this level (Goldberg, J. 2023). The manufacturing sector is a 'key economic pillar and a driver of economic growth' (China Daily, 2023) for the country. With stronger government efforts to boost Foreign Direct Investment (FDI), the sector is looking promising. Shenzhen is also home to some of the most well-known biometric recognition technology as products, providers and manufacturing from China.

China has a high level of structure, quality and doing business the right way in terms of product. In 2021, approximately 42% of the global total companies that have ISO (International Organization for Standardization) certification 9001 were in China. A certification which confirms best practices in "quality management systems" (Goldberg, J. 2023). Shenzhen has over 90,000 foreign-invested businesses with nearly \$120 billion of capital in the past four decades, and as a city, its GDP grew by more than 3% in 2020 (Cartledge, S 2021).

Home to China's top social media company, Tencent and known as China's Silicon Valley, Shenzhen has a severe problem with housing, where in 2021, an apartment costs 40x the average household annual income, according to Bloomberg (2022).

Mumbai (India)

The second largest city in India, with a current population of 21,297,000, up 1.6% from 2022 (Macro Trends, 2023). The 'growth engine' that is Mumbai, is due to the manufacturing sector (Mumbai News 2023). Still, now there are satellite cities becoming new employment hubs and seeing industries relocating out of Mumbai due to high power and water tariffs, expensive transportation, as well as investment from the government and private sectors (Deshpande, H. 2023).

The Mumbai-Goa National Highway is planned to be completed by February 2024 (Gokhale, O. 2023), as well as the Mumbai trans-harbour link end of 2023, meaning it will no longer be an Island City and advantageous for distribution.

Regarding logistics, new agreements have been signed with a number of countries, which should help reduce trade barriers, eliminate tariffs and gain preferential access to global markets (Inamdar, N, 2022). The government aims to hit a US\$500 billion export target in FY 2023 through free trade agreements and a new release of the National Logistics Policy (Bhardwaj, N. 2022).

Concern for the health of Mumbai, where 1.24 million deaths in 2017 were due to air pollution in India (54%), and already hitting a very unhealthy Air Quality Index (AQI) of 202 this year (IQ Air. 2023), the city does not show an improvement in the environment and health.

Taipei (Taiwan)

An island state in the South China Sea, West of Japan, Taiwan is one of the smallest countries in Asia by area, but one of the most densely populated (World Data 2023). With New Taipei City as a neighbour leading to becoming a smart city and voted in the top 7 Intelligent Communities in 2022 and a lower cost of living, Taipei has some close competition.

In 2020, Taipei City Government introduced a "1plus7 framework", which means 1 core concept and 7 additional aspects, focusing on smart security, building, transportation, education, health, environment and economy. (Smart Taipei 2020)

A country which produces 65% of all semiconductors in the world, and 90% of the most-advanced semiconductors, they are the leading supplier for the world. The United States' dependence on the product, and willingness to defend the country if China were to attack, there is possible turbulence.

With uncertainty on the future of the island being independence from the power that China holds, a country that reportedly made thousands of cyber attacks on Taiwan and has soared in recent years. China iterates that 'there is one China, and Taiwan are a part of it', and has rejected Taiwan's participation in being part of the United Nations (Maizland, Z. (2022).

From a sustainability perspective, the Taiwan government are looking at potential paths to zero greenhouse gas emissions by 2050 (Linesight 2022). Ranked 1,089th (out of 1,600 cities worldwide) in 2014 in terms of air pollution levels, the city manage to transform this by 2018, now making it one of the most breathable cities in Eastern Asia. Taipei monitors air pollution through innovative procedures, relying on BigData and AI algorithms to learn from historical patterns and how to improve future quality (Lusenti, A 2022).

Africa

Durban (South Africa)

Famous for its long-stretch beaches and warm coastal waters, Durban, is the largest city in the KwaZulu-Natal province, and the third most populous in South Africa. Located on the east coast of South Africa, with the busiest shipping terminal and seen as the critical gateway to Africa, as well as the sea lanes of the world, Durban is well-connected and has a competitive advantage to increase its share of the global market (Business in SA. n.d.).

With the Dube TradePort Corporation, there is an opportunity to attract new international air services to Durban, linking business, people and goods to global markets (Dube TradePort 2022). Located in the KwaZulu-Natal province which historically, has been a key component of the South African economy (Business in SA. n.d.), with effective infrastructure and good governance the area is considered to become a high-value, world-class location for businesses.

With one of the highest-ranked universities in the country, the University of KwaZulu-Natal and a focus on growing a green economy in the province, the city could be opening up opportunities for entrepreneurs, creating new jobs and developing new skills (Business in SA. n.d.). Intellisec is a system integrator of intelligent site management systems based in Durban that covers biometrics and facial recognition and could lead to a collaborative manufacturing system, or opposite, a competition.

The devastating flooding in March 2022 killed up to 300 in the Durban area, with the concern that extreme rainfall in the area could become more common because of global warming (Harding, A 2022).

Bulawayo (Zimbabwe)

Bulawayo is the second biggest city in Zimbabwe, located landlocked in South East of Africa and is the railway headquarters for the country that is the main trans-shipment for goods to and from South Africa.

Known to be Zimbabwe's principal industrial centre, Bulawayo's main manufacturing products are automobiles, tires, concrete and other building materials. Bulawayo has had a turbulent history, seeing the last two decades include the closure of companies and loss of jobs. Zimbabwe International Trade Fair (ZITF) mention that the manufacturing sector is embracing technology and modernisation (Prosper Ndlovu 2021), and is on the road to growth, encouraging positive transformation to the city and the economy.

From an economic perspective, the country itself has seen continued challenges and remains unpredictable. The Zimbabwe dollar is the primary legal currency, but it is possible to use US Dollar, and are currently experiencing a shortage of cash (UK Gov. 2022).

Although ranked 140 out of 190 economies in the World Bank Ease of Doing Business Report 2020, Zimbabwe has shown improvements from the previous year (ranked 155 in 2019). These include starting a business that was made more accessible, streamlining plan approvals for construction permits, increasing transparency and prioritising secured creditors (World Bank Group 2021).

With a low life expectancy of 61 (2020) and a retirement age of 65, Bulawayo is seeing many people not being able to claim their retirement benefits. Civil servants in the city have called on the government to reduce the retirement age to 40 (Phiri, J. 2022). There are 16 official languages spoken in the country, a world record, but the main being English which would be good for communication.

Tunis (Tunisia)

The capital of Tunisia, with a population of over 693,000, Tunis holds over half of the country's people (Worldometer 2023). Ranked 73rd in the Global Innovation Index of 2022, with a score of 27.9, falling to 10th place in its region rank, out of all the categories Tunisia had the best ranking for the human capital and research category (WIPO. 2022).

The main manufacturing employment sector for Tunisia is textiles at 29.2%, followed by electric and electronic equipment second at 20.2% (Tunisian Industry Portal. 2023).

Tunisia has a strong partnership with France, Italy and Belgium, where the country borders Italy by sea. Arabic is Tunisia's official language, but the majority (53.2% in 2020) would speak French at home according to Statista (2021).

Innovation Management Standards

There are standards which have been put in place for businesses to follow which can be of benefit to the business as it grows, especially when expanding globally, which can ensure that standards are maintained by all manufacturers

As mentioned above, many businesses based in China follow ISO 9001, which helps ensure customers get consistent, good quality products and services, with a focus on quality management principles (ISO. n.d).

ISO are national standards which are known worldwide. ISO 56000 standard show the innovational ability of a business that can comply with sustained growth, economic viability, increased well-being and development of society (ISO, 2020).

Within the fundamentals and vocabulary of ISO 56000, innovation is defined as “a new or changed entity, realizing or redistributing value”. Where entity can be referred to as a product, service, process, model or method, and innovation itself is defined as an output instead of an activity.

To achieve a sustainable and prosperous business, there is scope to explore ISO 56000 to gain credibility, with a uniform worldwide definition, that embraces a shared understanding of innovation, providing internationally standardized terminology, and clear frameworks which can assist businesses and policymakers in their innovational initiatives (Rezak, R 2022).

By focusing on the Innovation Management Systems, there are many benefits to updating the IMS, which consists of becoming a leader in your product lines and improving return on assets and stock value. It can increase efficiency, effectiveness, and adaptability within the organization, which leads to an increase in employee productivity and morale. And for the customer, it could improve their satisfaction, and anticipate their needs.

Rezak, R (2022) mentions that to promote innovation in an organization, ISO 56000 employ a systems approach to managing innovation, which benefits the internal and external of the company, and encourages a long-lasting innovation culture. The concept of this standard leads to improvement within culture, leadership and clarity.

Conclusion

After reviewing the 9 specific cities given, a conclusion has been drawn with a recommendation that the business now takes further consideration into the next stages. The cities that are being advised and would be most suitable to be strategically positioned would be the following :

South America	Buenos Aires, Argentina.
Asia	Shenzhen, China
Africa	Bulawayo, Zimbabwe

For South America, Buenos Aires's geographical location and strong manufacturing benefits and development make it a desirable location to further research. Although Porto Alegre is also a strong option, based on the UK- Brazil taxation agreement, based on the political complication that is happening at current there is too much instability. Where the lack of trade and potential drawbacks in Montevideo would need deeper investigation.

Shenzhen is the city advised for Asia, with the main reasoning of their approach to business and use of the ISO certification 9001, along with the industry clusters. There will need to be a consideration as to whether all the business's manufacturing spaces will need to be covered with the certification also, With the environment and health situation of Mumbai, there would be a concern that another business could be adding to the problem. Although Taipei is improving on these factors, neighbouring China, there may be some political implications that would need further investigation for a more confident suggestion.

And for Africa, Durban is the recommended city. Based on transportation, culture and experience, especially with potential growth and opportunities. With the lack of English speaking there in Tunis, and irrelevant manufacturing sectors, Tunis was a weak candidate based on the information found, and although Bulawayo has strong elements, the geographical location raised concerns being a potential implication.

To reiterate, these cities have been recommended. Although a thorough analysis has been done for each city, there is a necessity for quantitative and qualitative research to be conducted to strengthen the choices and to ensure that from a business perspective, these would be the most suited.

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