

International Innovation Management
Assessment 2 – Essay
Global Expansion Report

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1 Introduction

Many companies desire to achieve global expansion to grow their business. Stemming from any number of things (Sehmbi, 2021), most of the time the goal is to increase profits (Capital GES, 2020). Global expansion involves many things across different scenarios and D'sa-Wilson (2021) details the advantages, disadvantages and levels of resource required for Foreign Direct Investment (FDI), which Organisation X is aiming to achieve.

Such activities are not to be taken lightly and industry experts detail the risks and challenges involved (Sinead, 2019; Contractor, Kundu & Hsu, 2002, p.6). Although a well-trodden path exemplified by successful companies (Asmussen *et al.* 2015, p.307), each situation requires a tailored approach, and although a worthwhile endeavour, it must not be taken lightly with thorough due diligence being required to succeed. This can be aided by industry expert guidance on global expansion practices (Walker, 2021; Vis, 2019; Kroshinka, 2022; Monarch, 2019).

Organisation X

Organisation X (OX) want to expand manufacturing beyond Wales into new territories. Within South America, Asia, and Africa, three countries have been identified as possible expansion locations. This report aims to determine the most appropriate countries through analysis of logistics and transportation, political, cultural, and social aspects, quality, manufacturing, and production. The report will also touch on innovation management systems and how they can benefit OX.

2 Expansion Locations Investigation

South America

Chihuahua (Mexico)
Montevideo (Uruguay)
São Paulo (Brazil)

Asia

Shenzhen (China)
Visakhapatnam (India)
Taipei (Taiwan)

Africa

Durban (South Africa)
Bulawayo (Zimbabwe)
Tunis (Tunisia)

2.1 South America

Besides Mexico's population of 128million, there are lower transportation costs and shorter supply chain for Mexico's Express Mail Service to reach the US population (Patel, 2013). Although not as close to the border as other major cities, Chihuahua is only 238km from Texas (Hartman, n.d) making material sourcing from the US even more economical (Tetakawi, 2019). Also, part of the North American Free Trade Agreement (Morrison, 2009, p.108), Mexico opens other markets to sell into. However, complex bureaucracy and business, higher cost of acquiring parts from Asia, and high labour turnover are common (Patel, 2013; Hartman, n.d.), leading to additional challenges and resources.

Montevideo, Uruguay's port facilities also provide geographical benefits with easy access to the continents centre. This is beneficial to sell beyond its 3.5million population into larger countries belonging to MERCOSUR where imported goods are not taxed (PwC, 2014, p.12), resulting in less costs for OX. A lack of permits and formal procedures to transport goods throughout MERCOSUR (Biz Latin Hub, 2021) is beneficial due to the difficulty managing this otherwise from Wales, and although Uruguay has strong telecommunications systems (PwC, 2014, p.18), it's important for communicating across multiple regions.

Brazil's large population of potential customers comes 28 states where different regulations operate (Cotton, 2019) creating complexities to be considered. Although part of MERCOSUR, with similar trade benefits as Uruguay, there are over 90 taxes, duties and contributions British companies must consider (TMF Group, n.d.). Tax exemptions are available for FDI companies, however they must meet certain conditions (Wetering, Gomes & Schipper, 2015, p.10). Indirect costs known as "Custo Brasil" occur, leading to quick returns being unlikely for investors (The Economist, 2007). Hildersley (quoted in Cotton, 2019) advises to start with distribution business relationships to ensure demand is there, and Crellin (quoted in Cotton, 2019) suggests Brazil should not be a company's first expansion location.

Mexico has a large workforce amongst an unemployment problem, however it can be hard to establish a dependable one (Patel, 2013). While wages are lower, links have been found between lower labour costs and increased profit margin, however, this corresponds with productivity reductions (Singagerda *et al.* 2019, p.579). Brazil's large labour force has a technical and skilled personnel shortage (PwC, 2013, p.30), potentially causing issues with the manufacture of OX's products. While Uruguay has a high literacy rate (Uruguay, XXI, 2018), FDI is increasing yearly (MENA Report, 2021) resulting in companies' competing for workers, often requiring providing higher wages and more benefits.

When countries have high FDI, it can be expected that ample due diligence has been done, which provides confidence that the location is suitable for expansion. The Mexican government has been encouraging innovation, with the number of tech start-ups tripling since 2010 (Research and Markets,

2019). Uruguay saw its 15th year of uninterrupted economic growth in 2021 (Biz Latin Hub, 2021), with FDI growing 43% in 2020 (MENA Report, 2021). This can be attributed to several incentives offered to foreign investors (PwC, 2014, p.42), however, some of which only apply to cities within the ‘free zones’ which Montevideo is not. Similarly, Brazil is the sixth-largest destination for FDI (U.S. DoS, 2021), with increasing numbers of high-tech start-up businesses (PwC, 2013, p.18).

Economy	Mexico	Uruguay	Brazil
Ease of doing business	60	101	124
Rank within group	60	101	124
Starting a business	107	66	138
Dealing with construction permits	93	151	170
Getting electricity	106	65	98
Registering property	105	119	133
Getting credit	11	80	104
Protecting minority investors	61	153	61
Paying taxes	120	103	184
Trading across borders	69	150	108
Enforcing contracts	43	104	58
Resolving insolvency	33	70	77
Population (m)	128	3.5	212

Doing Business (2020) Ease of Doing Business Ranking

The ease of doing business (EoDB) (Doing Business, 2020) ranks economies on how well their regulatory environment is favourable to starting and operating a manufacturing site. Within South America, Mexico is rated highest, indicating the process of setting up a manufacturing site will be the most efficient. Uruguay is second but also ranked 164th for ease of registering a property (TMF Group, n.d.) due to its highly bureaucratic procedures for paying taxes, requiring heavy resource allocation. Brazil’s rank further supports expert opinion that it’s not a company’s first expansion location.

Corruption can increase transaction costs, reduce returns to business investment, with security for manufacturing facilities in high-crime regions increasing cost (Damiyano *et al.* 2012, p.589). Attributed to weak institutions and corruptions that feed security problems, robberies and cargo thefts are prevalent problems in Mexico (Kesseli, 2017). However, claim new anti-corruption systems are being launched by the government (Rathborne & Weber, 2015). Similarly in Brazil, effectiveness of laws and regulations on corruption are inconsistent, with many bills to resolve being stuck in Congress for years (U.S. DoS, 2021). With established anti-corruption laws, Uruguay also has benefits with long standing democracy, legal and social stability and has been ranked one of the safest countries and best places to live in Latin America (PwC, 2014, p.10), making it a place with good quality of life if a Welsh OX employee was to relocate.

Cultures vary from region to region which can impact on how well business is done and how successful products will be. Mexico and Brazil both value trust, familiarity, and loyalty across the workforce with research showing an initial reluctance to work with strangers. Investing heavily on training and building relationships across seas is essential for success but comes with additional costs and resource (Acosta *et al.* 2004, p.3; Cotton, 2019). Mostly founded on European immigration however, Uruguay has cultural similarities which makes the EoDB stronger (Moares, 2021), and their pragmatic business approach lends itself in favour to British business principles (TMF Group, n.d.).

2.2 Asia

China and India have huge potential markets with such large populations. Overtaking the US in 2011, China is the largest producer of manufactured goods (Eloot, Huang & Lehnich, 2013), clearly making it a viable option. Good transportation infrastructure (Janssen, 2014) and low manufacturing costs were appealing, however recent rises in wages have led to companies looking beyond China to reduce costs and supply chain risks (Eloot, Huang & Lehnich, 2013).

Although the world's fastest growing economy (Sonawala, 2019) with many incentives to encourage FDI, India has complexities by having different rules across states, and one of the least competitive tax regimes, preventing investment and collaboration (Santader, 2022). Research also shows 70% of top manufacturers failed to turn a profit, deemed due to high costs, poor logistics, delays, and supply chain bottlenecks (Dhawan & Sengupta, 2020). However, there are examples of world-class manufacturing from global giants (Kidambi & Mathur, 2015; Dhar *et al.* 2019, p.3)

In comparison, Taiwan's electronics manufacturing capabilities are well recognised (Buxton & Chen, 2021), and although a smaller population, Taiwan's proximity to China still enables OX to penetrate the Chinese consumer market. However, although cross-strait links have improved in recent years, the complicated political relationship must be considered (Gov.uk, 2021a).

China and India have strong technical abilities in manufacturing but focus less on 'soft' technical tools such as Lean and Kaizen principles essential for efficient manufacturing (Eloot, Huang & Lehnich, 2013; Kidambi & Mathur, 2015). Relocating a Welsh OX employee to lead these principles may prove beneficial. With Chinese wages tripling between 2005-2006, previously desirable and expected cheap labour is also no longer available (Rahman, 2021). In contrast, India offers a large pool of engineers with lower wages, especially appealing considering Chinese labour shortages and wage growth issues (Kidambi & Mathur, 2015). However, India's labour productivity is four times less than China (Dhawan & Sengupta, 2020). Industry 4.0 technologies (Gilchrist, 2016) may improve performance but limited local workforce experience may require a Welsh OX employee to relocate to provide guidance. Issues are also present amongst Taiwan's impressive manufacturing ability, with a rapidly aging population and skilled worker shortage, exacerbated by wage growth issues. However, government-led innovation programmes to support sectors seen as vital to economic development, aim to resolve these issues (Gov.uk, 2021a).

Entrepreneurship and innovation programmes are leading China to an Innovation-driven economy (Rahman, 2021), potentially resulting in new high-tech companies being created, requiring security which OX products can provide. However, Chinese-made products are perceived as lesser quality by locals, often looking to other countries (Eloot, Huang & Lehnich, 2013). Manufacturing in Taiwan and selling into China may resolve this. Safeguarding products by splitting the supply chain reduces dependency on one supplier, also helping avoid Chinese replicas, often perceived as the norm (Desmarais, 2016). Quality considerations are also concerning with risks detailed by Mattel (2007), however Yu (2019) suggests China's reputation as a nation that values quality is growing. New products take three times longer to launch in India than other countries (Kidambi & Mathur, 2015), however the 'Make in India' Government initiative is aiming to make India a manufacturing hub (Sonowala, 2019). Common quality issues in Indian manufacturing have been attributed to low adoption of lean and quality system, talent shortages, and accepting rework as the norm rather than resolving problems at the source (Kidambi & Mathur, 2015). Welcoming FDI policies and several tax incentives aim to make investment in Taiwan a smooth process (Buxton & Chen, 2021; Shield GEO, n.d.), and large UK manufacturing presence (Gov.uk, 2021a) provides confidence in its suitability for expansion.

Economy	China	India	Taiwan
Ease of doing business	31	63	15
Rank within group	31	63	15
Starting a business	27	136	21
Dealing with construction permits	33	27	6
Getting electricity	12	22	9
Registering property	28	154	20
Getting credit	80	25	104
Protecting minority investors	28	13	21
Paying taxes	105	115	39
Trading across borders	56	68	61
Enforcing contracts	5	163	11
Resolving insolvency	51	52	23
Population (m)	1400	1380	23.5

Doing Business (2020) Ease of Doing Business Ranking

China rates moderately on EoDB, however setting up a factory is not easy due to the increasing number of safety, energy, and transport regulations (Harris, 2019). India places at 63, far behind within this group, with many aspects of business being last across the whole process. A strong position of 15, Taiwan indicates a process of setting up a new manufacturing site will be feasible with relative ease.

China, India, and Taiwan all value strong relationships seen as essential for successful business (Ramadori, 2020; Today Translation, n.d.), which can take additional time and resource and must be considered during planning stages of implementation. All have business cultures different to Wales which could prove challenging for some. India also has a collectivism attitude within business culture and willingness to belong to a group (Hough, 2021). OX must consider the importance of involving Indian counterparts with business activities to ensure they feel part of the “OX family”.

2.3 Africa

A country offering a large population, established manufacturing, innovation, and infrastructure (Day Translations Blog, 2019), many UK investors are already in South Africa (SA) (Gov.uk, 2021b), supporting confidence as a suitable location for expansion. Even though Durban is the industrial centre lined along the Indian Ocean, SA is notoriously difficult to trade overseas with (TMF Group, 2013), making it harder to sell products beyond SA. However, a member of the BRICSs group provides strong ties to other countries (Day Translations Blog, 2019), alongside being the “gateway to Africa” (Gov.uk, 2021b). A major problem is frequent electricity interruptions, which leads to higher prices (Cockram, 2019).

Strategically located, Zimbabwe is a gateway through the North-South Corridor to Southern Africa, which can help export goods to the rest of Southern Africa (DIT, n.d.). However, production challenges involve importing raw material delays, and erratic and expensive power supply impacting electricity-powered machinery (Startup Biz, 2019). Zimbabwe as a manufacturing destination is risky due to the high costs of labour, high utility bills, and low demand for products (Zimwara & Mbohwa, 2015, p.155).

Tunisia has also experienced strong growth and having fantastic transport infrastructure has seen 60% of companies receive FDI across many sectors (Savalle, 2021). Increasing high-tech companies may all require products from OX. While a favourable location close to Europe, OX already manufactures in Wales which covers a large portion of this region. However, its location supports direct ties with North Africa and the Middle East (UHY, 2021, p.4). Manufacturing production has experienced a slowdown in recent years for several reasons (Oxford Business Group, 2017).

Only 81% of SA's manufacturing capacity is being used, attributed to a skilled labour shortage (Cockram, 2019). With 4million Zimbabweans living abroad, the skilled labour required to drive the manufacturing industry has left, leaving companies to hire unskilled staff leading to poor quality products (Startup Biz, 2019). This contrasts with Tunisia, which has a large, qualified labour pool (Oxford Business Group, 2017), with low labour costs (Singagerda *et al.* 2019, p.579)

FDI is actively encouraged in the Special Economic Zones of SA, with little restriction on investments (Kleitman & Hofmeyr, 2020). However, the investment market is vulnerable to imports from countries offering higher incentives and protection to manufactures, and there is a lack of demand of manufactured goods within SA due to cheaper imports (SME South Africa, 2018). Although Zimbabwe invested \$1.2billion in the manufacturing sector in 2018, only \$200million was generated, indicating a big problem for manufacturers (Startup Biz, 2019). Attributed to short supply, or expensive cost of raw materials, manufactures became less competitive due to higher selling prices. Also, because of cutting corners to save production costs, many companies are producing substandard goods (Gadzikwa, quoted in The Herald, 2015)

Economy	South Africa	Zimbabwe	Tunisia
Ease of doing business	84	140	78
Rank within group	84	140	78
Starting a business	139	167	19
Dealing with construction permits	98	140	32
Getting electricity	114	167	63
Registering property	108	109	94
Getting credit	80	67	104
Protecting minority investors	13	97	61
Paying taxes	54	146	108
Trading across borders	145	159	90
Enforcing contracts	102	169	88
Resolving insolvency	68	142	69
Population (m)	59.3	14.8	11.8

Doing Business (2020) Ease of Doing Business Ranking

Of all regions explored, Africa is collectively ranked hardest for doing business. SA is 84 due to starting a business, getting construction permits and electricity being lengthy processes (TMF Group, 2013), and having complex import processes with over 90,000 tariff codes to navigate (Gov.uk, 2021b). Zimbabwe ranks poorly at 140 and is listed as a high-risk country for FDI (UKDiss, 2021). Although rated highest in this region, between 2005-2015 7,500 companies could not be created due to the bureaucracy of Tunisia (Oxford Business Group, 2017). However, the new investment act in 2017 has provided advantages for FDI, making it easier to set up (Savalle, 2020).

SA's high crime rate (Gov.uk, 2021b) could result in additional security costs for OX. However, this could also be interpreted as more opportunity for OX to sell retinal scanners for business looking to improve security. Similarly, 91% of companies are paying for security within Zimbabwe adding to costs, and 32% of companies identified corruption as a major constraint to doing business (Damiyano *et al.* 2012). High levels of unemployment in Tunisia caused several riots in 2021, after 9,000 acts of protest in 2019 (Gov.uk, 2021c), posing safety and production risks to any manufacturing site. Corruption is also an issue as no cases have successfully been prosecuted in court which does not provide a deterrent (Gov.uk, 2021c; Singagerda *et al.* 2019, p.578). There is also a present terrorism threat including attacks against Western companies (Gov.uk, 2021c).

Different cultures and languages throughout each region of SA (TMF, 2013) require adopting a bespoke approach to business. A big economic gap between many Zimbabweans and foreigners

should be considered to avoid potential hostility (Cultural Atlas, n.d.). Being so close to Europe there are cultural similarities with Tunisia, which allows for foreign investors to live comfortably if relocated (Kreston Global, 2021).

3 Innovation Management Standards

Innovation management is a set of necessary elements that interact and allow the achievement of innovation objectives (International Organization for Standardization, 2020). Within a business it aims to articulate a clear vision, define innovation processes, determine resources required and define cultures that encourage innovation. This is important as many businesses find innovation confusing and struggle to determine exactly what it means and what's required (McKinsey, 2020), so providing people with the tools to work effectively is essential, especially when working across multiple sites.

Andy Wynn's (2021, pp.13-17) innovation process of idea generation, idea selection, project implementation, and portfolio management captures this. The ISO56002:2019 standard for managing innovation also provides a framework for management and organisational practise for organisations to adopt. Standardisation can help by making innovation management visible to help balance portfolios, and having solid principles encourages innovation across a business, including realization of value; future-focused leaders; strategic direction; culture; exploiting insights; managing uncertainty; adaptability; and systems approach (International Organization for Standardization, 2019, pp.vi-vii).

However, Tidd's (2021) criticism that there is a lack of specific tools to support practice within the standard holds true. However, there is lots of research available on different tools that can be utilised throughout the innovation process.

Cooper's (2011) stage gate process, or Tidd & Bessant's (2020, p.306) innovation funnel are both useful tools for managing an innovation project, providing opportunities for reviews and decision making.

The Toyota Production System's (Toyota, n.d.) principles of continuous improvement should be implemented into any companies' innovation practices, if they wish to operate the new process, or manufacture the new products efficiently.

Satell's (2017, p.41) innovation matrix helps companies manage and review their innovation portfolio, ensuring they have a healthy balance of incremental and radical innovation and ensures they focus their energy and resource efficiently.

Outsourcing during development is considered good practise (Schilling, 2017, p.169; Trott, 2021, p.260; Tidd & Bessant, 2020, p.427) and Birou & Fawcett (1994) highlight the faster speed of development and higher quality that can be obtained by involving suppliers during development.

Project funding can be allocated based on risk and scale of ambition using Nagji and Tuff's (2012, p.6) ambition matrix, tying in with the 70:20:10 innovation model.

There are many more tools which can be utilised, however, all organisations are different and each should take their own approach.

4 Conclusion & Recommendation

South America

While close to the US's strong market, Mexico's corruption, security, and labour productivity risks are concerning. Brazil has been rejected due to complex bureaucracy and expert warnings of expanding as a first location, however the large population is appealing. However, this can be acquired by manufacturing in Uruguay and selling into other South American countries. Uruguay's similar culture to Europe, provides a level of wellbeing and comfort of living benefits to Welsh employees potentially relocating. Not rated the highest for EoDB, however, its uninterrupted economic growth provides confidence that manufacturing in Uruguay will be sustained.

Asia

Taiwan has been identified as the most suitable location within Asia. Well established electrical manufacturing capabilities have already attracted many UK firms. Although a smaller population, OX can still penetrate the Chinese market, which Chinese locals may prefer. The quality, productiveness, and lack of lean principles made China and India not feasible. Taiwan also scored highest on EoDB of all countries explored. Although cheaper labour rates in India and China, studies of correlation to reduced productivity are concerning, and OX should invest in quality manufacturing.

Africa

More difficult to determine, but Tunisia has been identified as the most suitable location within Africa. Strong ties to North Africa and the Middle East open large new markets. However, even with lower crime rates than SA and Zimbabwe, terrorism is a threat to consider. The proven poor returns for investors of Zimbabwe and the skilled worker shortage in SA are deterrents for OX, compared to the strong growth and qualified labour pool of Tunisia.

Expansion & Innovation standards

Three countries have been identified for OX to expand into, however due diligence is essential for successful expansion. Multiple visits, discussing with other companies in operation locally, and working with local partners are must-do activities. All require time and resource but aid in a successful operation.

By adopting innovation management standards OX can also improve innovative efforts across each location by operating the same way, also providing each site with the same 'language' to discuss ongoing and future projects.

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