

Global Expansion Recommendation Report for 'Organisation X'.

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1. Introduction and Methodology

This report is delivered with the perspective that Organisation X is seeking strategic alliances to outsource the production of its products to global partners. In overseas outsourcing Organization X will not have the ability to monitor and control its external manufacturing teams as closely as within its primary location in Wales. Therefore, aside from the practicalities of manufacturing capabilities, quality, and logistics, the ability to form a relationship of trust with a global partner is a key concern (Trott, 2017, p273) and an important part of a successful alliance (Trott, 2017, p285). The Headquarters' management team must develop trust in overseas leadership to carry out actions in line with specified processes and regulation where they do not have direct authority (Trott, 2017, p.34).

Facilitation of Intellectual Property (IP) management - in terms of protection, sharing, and acquiring (Tidd and Bessant, 2018, p.502) - is highlighted as a key factor in the decision-making process. Issues such as strength in employment law and protection of human rights should also be considered, to ensure that Organisation X is not inadvertently profiting from non-ethical practices that might damage its brand and would not reflect its company ethos and values.

Therefore, the key criteria considered in making the recommendations were:

- Manufacturing capabilities
- Transport and logistics
- Management of IP
- Alignment of ethics

To deliver this report, a broad PESTLE analysis of each of the identified locations was conducted, to gain an overview of the factors which could impact Organisation X in its choice of expansion location. For each region, the three locations were assessed against the key criteria. The benefits and challenges identified were considered in relation to balance of risk (Tidd and Bessant, 2018, p331-332), to enable a decision of recommendation to be made.

The report proceeds with a discussion of the findings on the locations in each region, followed by the recommendations. Lastly, further recommendations are discussed on the benefits of implementing innovation standards, such as the ISO 56000 series, for Organisation X's sustainable future.

2. Discussion.

2.1 Region 1 – South America.

2.1.a) Chihuahua, Mexico (PESTLE [Table 1](#)).

Chihuahua has established engineering abilities, a highly-skilled talent pool, and high-level manufacturing capabilities – particularly in the electronics sector (Anon, Foreign Direct Investment, 2018). The technology park at the Tecnológico de Monterrey is instrumental in the further development of innovation (Egusa, 2018), supporting state plans for encouraging investment through key manufacturing sectors, including in electromechanics (Anon, CE Noticias Financieras, 2021). Chihuahua's border with the US facilitates logistics through its many border crossings and entry ports. (Anon, Foreign Direct Investment, 2018). However, factors including disruption due to public protests and instances of cargo road theft present challenges (Anon, CE Noticias Financieras, 2020). IP infringement does occur across Mexico's industry, despite legislation in place and member obligations of two regional trade agreements (UK Government, 2021). The Mexican constitution provides for basic employee rights, but concerns over protecting human rights prevail (UK Government, 2021). Rife corruption and bribery, violent organised crime – including in Chihuahua - and an uncertain developing economy are all factors that need careful consideration (UK Government, 2021).

2.1.b) Montevideo, Uruguay (PESTLE [Table 2](#)).

There are challenges to investing in Montevideo, but overall Uruguay is an attractive option for foreign trade. The Free Trade Zones allow for free taxation on imports and exports for complying countries, and facilitating finance policies (Anon, CE Noticias Financieras, 2021b) and the temporary admissions regime, relating to movement of resources for export goods production (UK Government, 2021b), are also benefits. The government has developed strategies towards stronger climate resilience, monitoring and managing the impact of extreme weather events on transport (Anon, US Fed News Service, 2021). Improvements on rail links to the Port of Montevideo are in discussion, aiming to develop the port as a logistics hub (Anon, CE Noticias Financieras, 2021c), and provisions have been made to broaden the Port's capacity (Anon, CE Noticias Financieras, 2021d). IP rights in Uruguay are protected in line with international treaties, and through domestic policies (UK Government, 2021b). Human rights protection and a substantial presence of trade unions are positive, although high taxation in employment can challenge businesses (UK Government, 2021b). However, agriculture forms a dominant proportion of the economy (International Trade Administration, 2021); research did not present any significant technology manufacturing in Uruguay.

2.1.c) Sao Paulo, Brazil (PESTLE [Table 3](#)).

Technical manufacturing sectors have developed in Brazil (Bogers, Burcharth, and Chesbrough, 2019), but high taxation, bureaucracy, and logistical performance have contributed to the general decline in high- and medium- technology manufacture over the last decade (Anon, CE Noticias Financieras, 2021e). Investment in digital technologies and acquisition of talent is predicted to rise in manufacturing organisations (Anon, Manufacturing Close-Up, 2019), and digital innovation investment across Brazilian sectors is important to post-pandemic economic recovery (Anon, News Bites – Private Companies, 2020). Social relationships and networking are characteristic of the culture, although dis-trust can be found in the business world due to the convention for authoritative hierarchies, hindering adoption of open innovation (Bogers, Burcharth, and Chesbrough, 2019). Improvements on transport and logistics via air and road are being actioned (Favaro, 2022), alongside negotiations on improving rail transport in Sao Paulo (Anon, CE Noticias Financieras, 2021f). Brazil's IP protection is compliant with the World Trade Organisation (WTO) standards, but the system

is slow, and the risk of infringement is high, impacting businesses (UK Government, 2017). Human and business rights protection lacks guidance and regulation, and complex labour laws, and sub-standard working conditions are of concern (UK Government, 2017). Armed organised crime groups, are present in Sao Paulo, and the high crime rate across Mexico adds to risk (UK Government, 2017).

Table 1. PESTLE Analysis – Chihuahua (Mexico)

Political	
-	UK and Mexico have a Bilateral Investment Treaty and a Trade Continuity Agreement. (UK Government, 2021).
-	Politically oriented protests are frequent and can be violent. (UK Government, 2022f).
-	Violent organised crime and governance of public security are of concern. (UK Government, 2021).
-	Bribery and corruption are rife, despite political focus to remedy this. (UK Government, 2021).
Economic	
-	Mexico's developing economy has been greatly impacted by the pandemic, and there is uncertainty due to current political policy. (UK Government, 2021).
-	GDP per capita is forecasted to grow steadily, annual inflation rate forecasted to stabilise, and current unemployment rate is low. Imports and exports of goods between Mexico and UK seem even and stable, although quite low. See Table 10 (FCDO, 2021).
-	Machinery and electrical equipment are amongst Mexico's main imports and exports, and the county has many Free Trade Agreements in place. 80% of Mexico's goods and services are exported to the US, with exports to the UK amounting to less than 1%. (UK Government, 2021).
Social	
-	There are high levels of crime in Mexico, including drug-related violence in northern states such as Chihuahua. Many businesses employ private security. (UK Government, 2022f).
Technological	
-	Chihuahua has established engineering skills, a highly-skilled talent pool, and high-level manufacturing capabilities – particularly in the electronics sector – demonstrated in the prevalence of aerospace firms operating in the state (Anon, Foreign Direct Investment, 2018). The technology park at the Tecnológico de Monterrey is instrumental in the further development of innovation (Egusa, 2018), supporting state plans for encouraging investment through key manufacturing sectors, including in electromechanics (Anon, CE Noticias Financieras. 2021).
Legal	
-	IP infringement is a problem across Mexico's industry, despite legislation in place and obligations agreed as a member of two regional trade agreements (UK Government, 2021).
-	Rights such as minimum wage, hours per working day, and unionism are covered by the Mexican Constitution. The protection of human rights however is of concern, including the military's participation in public security, and in relation to the treatment of women (UK Government, 2021).
Environmental	
-	Chihuahua's border with US facilitates logistics through its many border crossings and entry ports. (Anon, Foreign Direct Investment, 2018). However, transport can be impacted by public protests resulting in delays, and further transport costs are incurred through the need for higher goods insurance to mitigate the effects of road theft (Anon, CE Noticias Financieras, 2020).

Table 2. PESTLE Analysis – Montevideo (Uruguay)

Political	
-	Foreign investment is invited in Uruguay. Their Free Trade Zones, the majority hosted in Montevideo, allow for free taxation on imports and exports for complying countries. Facilitating finance policies are another benefit (Anon, CE Noticias Financieras, 2021b).
-	A long-standing Bilateral Trade Agreement exists with the UK, as well as between Uruguay and other countries. Organised crime and corruption are not deemed significant concerns, but businesses can face challenges in relation to high taxation concerning employment (UK Government, 2021b).
Economic	
-	Uruguay's economic resilience is growing and is in a positive position, although improvements are still required in some areas for sustainable growth (UK Government, 2021b).
-	Inflation rate is high, although forecasted to fall, and unemployment rate quite high. Value of imports of goods from UK is much higher than exports, and both low. See Table 10 . (UK FCDO, 2021b).
-	The business opportunity in Uruguay is positive and the country's international trade policies facilitate investment. The temporary admissions regime is a benefit to manufacturing industries, allowing movement of resources required from producing export goods (UK Government, 2021b).
-	Telecommunications and electric power are amongst infrastructure services that are controlled by the state, which is key in supporting the economy (UK Government, 2021b).
Social	
-	Montevideo experiences street crime and armed robbery can occur (UK Government, 2022h).
Technological	
-	Research did not present any signification technology manufacturing in Uruguay. Agriculture forms a dominant proportion of the economy (International Trade Administration, 2021).
Legal	
-	Human rights are protected in Uruguay's constitution, and it provides for many societal freedoms. There is a substantial presence of trade unions (UK Government, 2021b).
-	IP rights in Uruguay are protected in line with international treaties, and the country also has domestic policies in place (UK Government, 2021b).
Environmental	
-	Impacts of natural disasters in Uruguay include forest fires and storms resulting in flooding; the country is therefore ranked highly on the United Nations' World Risk Report (UK Government, 2021b; UK Government, 2022h).
-	The extreme weather events impact on road infrastructure. The government has invested in improvements on road conditions, and has developed strategies to monitor and manage the risks, working towards stronger climate resilience (Anon, US Fed News Service, 2021).

Table 3. PESTLE Analysis – Sao Paulo (Brazil)

Political	
-	The UK seeks to maintain its presence in and relationship with Brazil, but market deterioration and prevalent corruption present challenges for foreign business investment (UK Government, 2017).
-	Brazil's democracy is still shadowed by its military-governed past; protests are common in Sao Paulo which can impact transport (UK Government, 2017; UK Government, 2022i).
Economic	
-	GPD per capita is on the low side but forecasted to grow fairly steadily. Current annual inflation rate low and forecasted to remain so. Unemployment rate is quite high. Balance of imports and exports of goods with the UK is equal but quite low. See Table 10 . (UK FCDO, 2021c).
Social	
-	Crime is prominent in Brazil, including theft, violent street crime, and weaponization. Armed organised crime groups, predominantly involved in drug-trafficking, are present in Sao Paulo (UK Government, 2017).
-	The impact of the pandemic on Brazil has been significant; the nation has the second-highest rate of infection worldwide. Sao Paulo has seen considerable impact of infection rates, resulting in restrictions on freedom of operations and affecting the Brazilian economy overall (Anon, CE Noticias Financieras, 2020b).
-	Sociable relationships and networking are a characteristic of Brazilian culture in both society and business, although an element of dis-trust can be found in the business world due to the convention for authoritative hierarchies (Bogers, Burcharth and Chesbrough, 2019).
Technological	
-	The aerospace industry, and other technical manufacturing sectors, have been developing in Brazil (Bogers, Burcharth and Chesbrough, 2019), but high taxation, bureaucracy, and logistical performance are given as contributors to the general decline in high- and medium- technology manufacture over the last decade (Anon, CE Noticias Financieras, 2021e).
-	Open innovation in Brazilian firms is not prominent (Bogers, Burcharth and Chesbrough, 2019), but rates of adoption may improve through encouragement of connecting technology institutions and business, for example at the So Jos dos Campos Technological Park (Anon, ICT Monitor Worldwide, 2021).
-	Investment in digital technologies and acquisition of talent is predicted to rise, from organisations who manufacture in Brazil seeking to innovate for positive development (Anon, Manufacturing Close-Up, 2019). Digital innovation investment across Brazilian sectors is an important factor in economy growth for the post-pandemic recovery (Anon, News Bites – Private Companies, 2020).
-	Digital security systems are becoming widespread across Sao Paulo, utilising the region's expertise in private security innovation. This phenomenon has grown out of the importance of security in Brazil to combat the high rate of crime, although Sao Paulo is seen as a safer city (McCoy, 2019).
Legal	
-	There are no official national guidelines or regulations regarding the protection of human or business rights. The onus is on public and private companies to install human rights policies which comply with international standards. Domestic violence is prevalent (UK Government, 2017).
-	Local labour law is complex with high risk of incurring liabilities, and therefore it is advised that foreign businesses engage local expertise to navigate the system and mitigate risk. There are increasing concerns about the sub-standard working conditions on par with slavery (UK Government, 2017).
-	Whilst IP protection regulations in Brazil are compliant with the World Trade Organisation treaty on IP, the system is slow, and the risk of infringement and the resultant business impact is high. It is imperative to have a strong business strategy to protect IP (UK Government, 2017).
Environmental	
-	Improvements on transport and logistics in Brazil are being actioned. Local and federal government have created a partnership to negotiate improving rail transport for passengers and cargo in Sao Paulo (Anon, CE Noticias Financieras, 2021f). DHL has increased its logistics presence in Brazil to pick up on the demand from increased sales market, both in industrial and retail services. Improvements underway in air transportation of cargo are also noted (Favaro, 2022).

2.2 Region 2 – Asia.

2.2.a) Shenzhen, China (PESTLE [Table 4](#)).

Shenzhen is a Special Economic Zone (SEZ) (Stewart, 2022) and is known for its technical skills, expertise, and technology development abilities (Stevens, 2019). Its smaller-scale enterprises and networks provide supply connections and flexibility in manufacturing, but the IP risks posed by ‘Shanzhai’ practice and difficulty in supply-chain transparency should be considered (Stevens, 2019). Shenzhen has good logistics (Stewart, 2022), including the fourth largest container port globally (Anon, Dow Jones International News, 2022), but piracy and armed robbery in the East China sea are issues (UK Government, 2022). China has IP protection laws, but the system favours a ‘first to file’ policy; protection is essential at the earliest stage of negotiations (UK Government, 2021c). Infringement and abuse of human and employee rights legislation are common; inadvertent involvement in violations by foreign businesses through obscure supply chains is a risk (UK Government, 2021c). Tensions with neighbouring borders and territorial regions are also a concern (UK Government, 2022). The communist governance in China permeates culture and legislation, of which businesses must ensure they are aware of in all interactions (UK Government, 2022), and strict, complex laws must be fully understood and adhered to (UK Government, 2021c). The ICT related laws, Foreign Investment Law, and the Chop System all require due diligence, and engaging expertise from Chinese law firms is strongly advised (UK Government, 2021c).

2.2.b) Visakhapatnam, India (PESTLE [Table 5](#)).

Andhra Pradesh is an advanced industrial region, dominating the global manufacture of general medicines (Anon, United News of India, 2021). The 3D prototyping technology at Visakhapatnam's MedTech Innovation and Rapid Prototyping facility could support additional manufacturing sectors with its services (Nautiyal, 2019). Links to the Chennai-Tirupati-Nellore industrial hub via the Visakhapatnam Chennai Industrial Corridor could provide opportunity for the city (Anon, The Hindu, 2022), including access to Tirupati's electronics manufacturing cluster (Anon, United News of India, 2021). However, infrastructure investment for industrialisation is needed in the Corridor, to improve performance of the area's small-scale manufacturers (Anon, MENA Report, 2021). Transport improvements are required in Andhra Pradesh, with Visakhapatnam identified as a potential hub for logistics (Anon, United News of India, 2021b). The nearby Bhogapuram International Airport (Siva, 2021) and improvements at the Visakhapatnam port will add benefit (Anon, The Hindu, 2019). IP is protected in India in line with WTO standards, and the government has made improvements on human rights protection, although challenges persist (UK Government, 2021d). Awareness of local laws, customs and conservative attitudes in Indian society is essential (UK Government, 2022b). Violent demonstrations occur due to unrest at the borders with China, Pakistan, and Bangladesh, alongside a significant terrorism threat in east India (UK Government, 2022b). The business environment must be understood to manage and mitigate risk; bribery, corruption, and fraud, are all serious considerations (UK Government, 2021d).

2.2.c) Taipei, Taiwan (PESTLE [Table 6](#)).

Taiwan's manufacturing skills and services in high-tech sectors are recognised world-wide (UK Government, 2021e). However, many firms produce in China (Ghosh, 2019), and therefore accessible labour and talent within Taiwan may be less extensive (Chung, 2019). Advancement in innovative industries (UK Government, 2021e), R+D, and automation are sought for competitive advantage (Ghosh, 2019). Strategic links with India's industry could create mutual benefit and loosen ties with China (Ghosh, 2019). The increasing Taiwan-

China tension over the 'cross-Strait' relationship poses threat to the existing infrastructure and trade links (UK Government, 2021e; Ghosh, 2019), and the threat of Chinese military action is growing (Anon, The Nelson Mail, 2021). These difficulties do not preclude foreign investment and trade links with Taiwan, but the UK does not have diplomatic relations with Taiwan as an independent state (UK Government, 2021e; UK Government, 2022c). However, UK business investment in Taiwan is high, and trade increasing (UK Government, 2021e). Taiwan demonstrates good IP protection performance, and no notable concerns regarding human rights, discrimination, and employment law (UK Government, 2021e). Unstable infrastructure challenges, such as power supply, are being addressed by the Taiwanese government (Chung, 2019); plans to accelerate the generation of off-shore wind-power will be a positive development (UK Government, 2021e). Improvements to local and international logistics are also important economic steps, facilitating international trade (Anon, PR Newswire Asia, 2021).

Table 4. PESTLE Analysis – Shenzhen (China)

Political	
-	China is ruled by the Communist Party of China (CCP) (UK Government, 2021c) and therefore this encompassing culture and government position must be considered in all dealings with the country and its citizens. There is heightened national security, and individuals with certain links and backgrounds can come under scrutiny and could be detained on grounds of national security with little or no warning. (UK Government, 2022).
-	There are on-going territorial disputes between China and bordering countries, in autonomous regions and Hong Kong. These difficulties have resulted in restrictions at borders, protests, and demonstrations, in some cases leading to violence (UK Government, 2022). The threat of terrorism in China exists but the highest risk relates to difficulties with the Xinjiang Uyghur Autonomous region (UK Government, 2021c).
-	In general, international trade with China is welcome, but companies looking to invest should be aware of restrictions, in particular the Foreign Investment Screening Mechanism, and the Foreign Investment and Market Access Negative lists (UK Government, 2021c)
-	There is a strong emphasis on anti-corruption and anti-bribery in China, with legislation and investigative action in place. British companies should be aware of the laws and take care to ensure their activities, and any interaction with companies and individuals, in China do not put them at risk of being in the firing line. Extreme penalties can be given, including death sentencing. (UK Government, 2021c).
Economic	
-	The UK has done vast amounts of trade with China in 2020. There is current opportunity for UK businesses in China, as the nation moves to focus on innovation and production of goods for high-end markets. (UK Government, 2021c)
-	GDP per capita forecasted to increase rapidly, annual inflation rate is forecasted to remain low, and current unemployment rate is low. Export of goods to UK is nearly double the value of imports reflecting high demand of Chinese-made goods in the UK. See Table 11 . (UK FCDO, 2021d).
-	Shenzhen's growth from manufacturing to technology hub may have scaling issues, with the increased infrastructure and development in the area impacting on land prices and labour costs. (He, 2020).
Social	
-	Armed crime is a risk in some remote areas of China. (UK Government, 2022)
-	Awareness and sensitivity need to be shown in relation to the communist society in China. Attention should be made to restrictions on specific religious activities. (UK Government, 2022).
-	It is customary for authorities to respond quickly to any infectious outbreaks, including enforced quarantine. (UK Government, 2022)

Technological

- Shenzhen is known for its electronics, telecommunications, and computing, with brands such as Apple manufacturing in the area. It is also a Special Economic Zone (Stewart, 2022). Skills and expertise in electronics in Shenzhen are good, with capabilities for rapid technology development and prototyping. The culture of smaller-scale enterprises as opposed to large factories offer opportunity for more flexibility, smaller production runs, and good local supply connections. However, the “Shanzhai” practice of knowledge gained by deconstruction of other goods poses a risk to IP protection. It may also be difficult to ensure transparency in the supply chain, with goods and production of parts possibly outsourced without clarity or knowledge. (Stevens, 2019).
- UK Government suggests caution to business travellers in relation to the information they bring to and use in China, and how they protect themselves from data and information being violated. (UK Government, 2021c).

Legal

- ICT related laws in China include areas such as e-commerce, storage and transfer of data, and cybersecurity. Some laws are still in development and so expert advice from Chinese law firms should be sought (UK Government, 2021c). Highlight on social media - many international platforms are banned, with China having their own national platforms in place instead (UK Government, 2022). Cyberattacks are a risk in China and businesses should take measures to protect themselves (UK Government, 2021c).
- China has a Foreign Investment Law in place, which seeks to protect the interests of domestic businesses and technology. Advice should be sought from Chinese law firms for all investments and agreements, to ensure that laws are being adhered to and to avoid damaging commercial disputes. Contracts should include clauses on dispute resolution. Generally foreign contracts are not enforceable by Chinese courts. (UK Government, 2021c).
- The Chop System is complex and legally binding, and therefore thorough understand of the system is essential. The nature of the system means there is risk to chops being used for business transactions without knowledge or permission of company owners and legal representatives that can have devastating impact on control of the business. This is a particular risk to foreign owners if due diligence and regular checks are not performed. (UK Government, 2021c).
- Strict legislation and business regulations prevail in China, and key business stakeholders and employees can be held responsible for breaches of laws in the company (UK Government, 2021c).
- There are current UK Government concerns of human rights in China, particularly related to Xinjiang. Measures are in place to help British companies ensure they are not inadvertently involved with human rights violations related to the region, but greater awareness of business supply chains and transport networks is needed to help avoid unintentional involvement (UK Government, 2021c).
- Discrimination laws exist regarding ethnicity, gender, and religion, but reports state that discrimination in employment still occurs, particularly in relation to ethnicity from the Autonomous regions. However, discrimination against sexual and gender identity is not provided for. (UK Government, 2021c).
- Legality of activities around strikes in China is limited, and trade union activity is overseen by the All-China Federation of Trade Unions (ACFTU), linked to the government. (UK Government, 2021c). Laws are in place relating to child labour, health and safety, and fair pay, but infringement and abuses of these laws are widespread in a wide range of industries including manufacturing. (UK Government, 2021c).
- IP protection laws are in force in China, however the risk of exposure to IP infringement is high. China has a ‘first to file’ system of registering IP rights; international companies should prioritise registering for protection (UK Government, 2021c).

Environmental

- Air pollution can be a problem, particularly in industrialised areas. (UK Government, 2022). China is subject to typhoons, the key season normally May to November, particularly affecting southern and eastern coasts, and can impact air travel and other transport. Flooding can occur and major earthquakes, due to China’s position in an active seismic zone (UK Government, 2022).
- Instances of piracy and armed robbery occur against ships in the East China sea, and travel within disputed territory seas in the area should be avoided (UK Government, 2022).
- Proposals are in discussion on the development of a Hong Kong-Shenzhen Western Rail link to connect Hong Kong to Shenzhen, facilitating economic growth and community expansion. (Anon, South China Morning Post, 2021).
- Shenzhen is the world’s fourth largest container port, but currently China’s strict policy and restrictions resulting from Covid cases are expected to cause shipping delays. (Anon, Dow Jones International News, 2022).

Table 5. PESTLE Analysis – Visakhapatnam (India)

Political

- India is governed by a democracy, and legislative power on key factors is distributed between the centre and the states, allowing for some state autonomy. India has a world-wide diplomatic network, with prominent links to the UN and G20. The Indian government plans reforms to boost India's involvement in global value chains, as a post-pandemic recovery strategy. (UK Government, 2021d).
- Border issues and unrest persist with China, Pakistan and Bangladesh, and there is the threat of demonstrations, violence, and crime in those areas, as well as across India. Particular risk is posed around elections and days of national importance. (UK Government, 2022b).
- The presence of bribery in India is highest than any other nation in Asia, and government corruption is also considered an issue (UK Government, 2021d).
- There is a significant risk of terrorist attacks in India; predominantly, but not exclusively, focused on the Indian government (UK Government, 2021d). East India is identified as having many badly affected districts. (UK Government, 2022b).
- Negotiations are currently underway between the UK and India for a Free Trade Agreement, designed to positively benefit trade relations between the two nations. India's economy is predicted to be third in the world by 2050 (Anon, UK Government News, 2022).
- Instances of fraud and scams impacting British businesses in India is a factor to be aware of (UK Government, 2021d).

Economic

- India is the world's 5th largest economy, but GDP per capita is fairly low. India's economy has been negatively impacted by the pandemic which has stilted pre-pandemic growth. Concerns are noted in India's financial sector and domestic investments. (UK Government, 2021d).
- Low GDP per capita is rising incrementally. Inflation rate is a little high, but forecasted to fall. Value of exports of goods to UK higher than imports, but quite low overall. See [Table 11](#). (UK FCDO, 2021e).

Society

- There is a risk of erratic violence and violent crime in some areas. Reports of sexual assault against females are increasing (UK Government, 2022b).
- Indian society is not particularly liberal; awareness and respect of local customs, dress codes and attitudes should be addressed. For example, laws surrounding alcohol vary between states and there are strict rules on drug use. Laws may exist for activities that are legal in the UK, and sensitivity to seemingly benign actions that could be mis-interpreted – i.e., as spying – particularly at high-security locations should be considered (UK Government, 2022b).

Technology

- Tirupati, near Chennai, hosts an electronic manufacturing cluster (Anon, United News of India, 2021b). A development program in the Visakhapatnam-Chennai Industrial Corridor has been proposed to boost manufacturing in the area, which contributes to only 12% of Andhra Pradesh's GDP. Investment in infrastructure is needed to increase industrialisation, transforming the current prevalence of under-performing small-scale manufacturing businesses, and lack of diversification. (Anon, MENA Report, 2021).
- India dominates the general medicine manufacturing industry worldwide. The state of Andhra Pradesh is known for its advanced industrial parks supporting the pharmaceuticals sector, including the 'Public-Private-Partnership' hub at Visakhapatnam (Anon, United News of India, 2021).
- The MedTech Innovation and Rapid Prototyping facility at Visakhapatnam provides small-scale 3D design and prototyping services for the medical products market, which could also support other manufacturing sectors. (Nautiyal, 2018).

Legal

- Progress has been made on protecting human rights in India, including discrimination against ethnicity, gender, and religion, but challenges prevail. Education and gender-based violence are two examples of key problem areas (UK Government, 2021d).
- Implementation of legislation and awareness of human rights is varied between states. Reports of child labour persist. Trade Unionism in India is widespread and increasing (UK Government, 2021d).
- As a member of The World Trade Organization, India is required to meet a measure of IP protection standards. Although differences in legislation between countries exist, common law is the basis of the legal system in India as well as the UK, so there are similarities in key processes (UK Government, 2021d).

Environmental

- Government plans are in place to boost renewable energy capacity in the near future (UK, Government News, 2022).
- Road travel can be hazardous and both road and rail travel can be affected by the Monsoon season which runs June to October. There is a threat of piracy in parts of the Indian Ocean, so due diligence should be taken to follow shipping guidance. Adherence to Indian legislation and regulation in territorial waters is required (UK Government, 2022b).
- There are recent reports of infrastructure issues in the Andhra Pradesh region, impacting logistics. Issues include poor road conditions in the Visakhapatnam area – including the route between the port and warehouses. High tolls and taxes contribute to the negative impact on logistics in the area, along with a need for more warehousing facilities. (Rao, 2021).
- The state government are proposing improvements to logistics in Andhra Pradesh, to increase the benefit of the three industrial corridors which pass through the area. Visakhapatnam is one suggested site for a new logistics hub, leading towards it becoming a key distribution centre to boost industry in the area. (Anon, United News of India, 2021b). The forthcoming Bhogapuram International Airport just north of Visakhapatnam is planned to provide top-level cargo facilities (Siva, 2021). The government also has plans to develop the marine economic zones in Andhra Pradesh, and recognise the need for warehousing developments. (Anon, United News of India, 2021b). Improvements at the Visakhapatnam port are improving the efficient handling of cargo, to ensure its vast capacity is effectively utilised (Anon, The Hindu, 2019).
- There is a public health hazard due to high levels of air pollution (UK Government, 2022b).
- India is prone to cyclones; the season in the Bay of Bengal peaks twice – April to June and September to December. Some areas of India are affected by active fault zones. (UK Government, 2022b).

Table 6. PESTLE Analysis – Taipei (Taiwan)

Political

- Taiwan has a stable and democratic governance, with domestic political agenda currently focused on boosting and facilitating industry and investment, and reforms to improve future sustainability and the lives of its public. However, there are continued difficulties concerning the “cross-Strait” relationship between Taiwan and China. Although transport links, trade and investment across the Strait have developed over the past few decades, more recently tensions have increased, resulting in overhanging political threat and uncertainty (UK Government, 2021e; Ghosh, 2019).
- China’s military presence in the Strait airspace is frequent amid the country’s determination to reunite Taiwan in the next thirty years, and concerns are growing that the Chinese navy may threaten Taiwanese waters by 2025 (Anon, The Nelson Mail, 2021). Taiwan has the support of the US in defending its territory and so action from China could cause a spark between the nations (Anon, The Nelson Mail, 2021).
- China has served as a base for manufacturing by Taiwanese firms, but the US-China trade war has created a demand for repatriation of businesses to Taiwan. This may help boost Taiwanese economy but presents logistical challenges (Ghosh, 2019). The move is encouraged by the Taiwanese government, offering business incentives predominantly for the hi-tech sector (Chung, 2019).
- Taiwan is not considered an independent state by the UK, and so does not have diplomatic relations. However, the Taiwan-China tensions do not prevent international business (UK Government, 2021e; UK Government, 2022c).
- There is no specific threat of Terrorism in Taiwan. (UK Government, 2022c).
- On the whole corruption in Taiwan is limited and does not affect the majority of businesses. (UK Government, 2021e).

Economic

- Taiwan’s economy is positive; over half Taiwan’s GDP is contributed by advanced hi-tech export. GDP has seen growth in the past two years, largely unaffected by the pandemic, in which Taiwan has had one of the lowest global infection rates (UK Government, 2021e).
- GDP per capita is high and forecasted to increase rapidly, but population rate percentage change forecasted to decrease. Inflation rate was negative in 2020, and forecasted to remain low, and unemployment rate is low. Value of exports of goods to the UK is higher than imports, but quite low overall. See Table 11. (UK FCDO, 2021f).
- A high quantity of Taiwanese businesses are reportedly based in China, contributing greatly to China’s electronics industry. Since the pandemic Taiwan has seen export growth in industries including a broad scope of electronic products and information technology (UK Government, 2021e).
- Trade between the UK and Taiwan has increased by nearly 30% in recent years. Many large British companies operate in Taiwan, which is reflected in the £450million UK investment in 2020 (UK Government, 2021e).

Society

- Crime is minimal in Taiwan, although petty crime exists. (UK Government, 2021e).
- Taiwan's efficient handling of the pandemic has resulted in very low numbers of cases and deaths. However, Dengue fever is present and increasing. (UK Government, 2022c).

Technological

- Taiwanese firms are recognised for their leading high-tech manufacturing skills and services (UK Government, 2021e), although many firms base their production in China (Ghosh, 2019) and so there may be less availability of domestic labour and talent (Chung, 2019).
- Taiwan has a notable push on innovative industries, including digital and biotech (UK Government, 2021e).
- Taiwanese businesses are seeking to gain competitive advantage through R+D and automation, to reduce the nation's reliance on the Chinese market, and are looking to India for strategic industrial links (Ghosh, 2019).

Legal

- Laws are in place relating to minimum employment standards and the right to unionise is protected. (UK Government, 2021e).
- Gender equality in the workplace is part of Taiwanese law, but senior company positions tend to be predominantly held by males. (UK Government, 2021e).
- Taiwan performs highly on IP protection, with an established system in place and a specific IP court. Communication on IP issues between Taiwan and the UK is positive and progressive (UK Government, 2021e).

Environmental

- Typhoon season runs between May and November, and can result in landslides and disruptions to roads. Taiwan also experiences earthquakes. (UK Government, 2022c).
- Taiwan has plans to boost its offshore wind-power generating capacity in the next 15 years and is already primed to be one of the world's largest markets. (UK Government, 2021e).
- Established infrastructure challenges in Taiwan include instability of power and water supplies, although the government are working on this as part of the 'Invest Taiwan' scheme (Chung, 2019).
- Neighbouring Taoyuan City is prepped to become a new logistics hub, utilising its International Airport and increased warehousing facilities. Its locality to Taipei Port and Keelung Port will also be instrumental in improving logistics internationally and locally (Anon, PR Newswire Asia, 2021).

2.3 Region 3 – Africa.

2.3.a) Durban, South Africa (PESTLE [Table 7](#)).

Progressive development of skills and infrastructure in manufacturing sectors is recognised as key to attaining global competitive advantage and future sustainability in Durban (Anon, Sunday Tribune, 2019). The government proposes to increase logistics links for the automotive manufacturing industry, and create an Automotive Supplier Park SEZ, utilising these capabilities for sector growth (Anon, The Mercury, 2020). Electronics manufacturing companies saw growing overseas investment before the pandemic (Anon, The Mercury, 2019), and Durban is investing in its future through development of industry clusters and increasing Industry 4.0 upskilling in educational facilities (Anon, Sunday Tribune, 2019). Durban Harbour is also considered instrumental in boosting manufacturing in South Africa (Anon, The Mercury, 2019b), and investment in rail links and infrastructure seeks to revive its performance capacity (Seccombe, 2021). Protection of IP in South Africa is challenging (UK Government, 2021f), and unpredictable power supply, skilled labour deficiencies, and economic difficulties present further barriers to businesses (UK Government, 2021f). Despite strong human rights protections, unemployment and poverty lead to social unrest and frequent demonstrations (UK Government, 2021f; UK Government, 2021g). Corruption, terrorism, and violent crime – particularly in main business areas – are of concern (UK Government, 2021f; UK Government, 2021g).

2.3.b) Bulawayo, Zimbabwe (PESTLE [Table 8](#)).

Manufacturing in Bulawayo is an important economic contributor (Matsongoni and Mutambara, 2021). However, the sector is dominated by ‘informal’ SMEs, which may be unlicensed and compliance to regulation is not guaranteed (Matsongoni and Mutambara, 2021). This creates uncertainty surrounding employment conditions, compounded by weak protection of human rights in the country (UK Government, 2021h). Engineering is one of Bulawayo’s key manufacturing sectors, and improvements in financial support from the government is aiding the region to revitalise its industry stature (Anon, AllAfrica.com, 2021). However, investment in access to technology and technical skills is required to facilitate progress (Matsongoni and Mutambara, 2021); even rudimentary telecommunications needs are not met (Matsongoni and Mutambara, 2021; UK Government, 2022d). Zimbabwe identifies IP protection as instrumental in sustainable economic progress, and has implemented regulation improvements, including a national IP policy (Anon, The Herald, 2022). Despite the impetus for manufacturing advances (Anon, NewsDay, 2021), water and power shortages are problematic, although hydroelectric power generation has benefitted from recently increased rainfall (UK Government, 2021h; UK Government, 2022d). Transport systems are lacking (UK Government, 2022d), but innovation and expansion by international firm MartGreen into Zimbabwe may help to improve logistics (Anon, NewsDay, 2020). Bureaucracy, taxation, and regulation present barriers to business development in Zimbabwe (Matsongoni and Mutambara, 2021), alongside corruption and inflation concerns (UK Government, 2021h). However, the UK Economic Partnership Agreement which includes Zimbabwe could help facilitate future trade (UK Government Department for International Trade, 2022).

2.3.c) Tunis, Tunisia (PESTLE [Table 9](#)).

Electronic manufacturing is not the largest economic sector in Tunisia (Anon, Tunis Afrique Presse, 2021) but has rebounded from pre-pandemic falls in investment (Anon, African Manager, 2019), to seeing greater local employment growth than in typically highly populated industries (Anon, Tunis Afrique Presse, 2021). The talent pool for digital

technology skills seems to be increasing (Anon, AFP International, 2022; Anon, TradeArabia, 2019). Attracting foreign investment is a target of the government, and innovations in logistics are seen as key to gaining competitive advantage and differentiation in the Mediterranean to this end (Anon, Tunis Afrique Presse, 2019; Anon, Tunis Afrique Press, 2020). International logistics firm GEFICO operates air cargo services (Anon, African Manager, 2019b) and interlinked logistics zones in the pipeline could further enhance export (Anon, Tunis Afrique Press, 2020). Tunisia's provision on IP protection aligns with international standards agreements (UK Government, 2021i), although imitation may still be a concern (Anon, Targeted News Service, 2021). Islam is the national religion in Tunisia, which underpins its legislation and customs (UK Government, 2022e). Human rights protection concerns persist, despite great progress, and unemployment is a recent trigger for protests (UK Government, 2021i). There are challenges to doing business with Tunisia, including political instability and the high terrorism threat, but the trade relationship between Tunisia and the UK remains optimistic (UK Government, 2021i).

Table 7. PESTLE Analysis – Durban (South Africa)

Political	
-	South Africa's democracy is governed by the African National Congress party, with support from the South African Communist Party and the Congress of South African Trade Unions. Although described as relatively stable, a multitude of challenges persist including unemployment, crime, and discriminate violence (UK Government, 2021f). Demonstrations and public unrest are common across South Africa (UK Government, 2021g).
-	Corruption is a problem in South Africa, with the focus on interactions between private companies and government officials (UK Government, 2021f).
-	The threat of terrorism in South Africa is high (UK Government, 2021g).
Economic	
-	The economy in South Africa is weak and has been impacted further by the pandemic. (UK Government, 2021f).
-	GDP per capita is fairly low but forecasted to grow. Inflation rate is low, with a small, predicted rise, but very high unemployment rates. Exports of goods value to the UK is nearly double that of imports. See Table 12 . (UK FCDO, 2021g).
-	Despite the economic position, South Africa is considered the most accessible for international business compared to other areas in Africa. Key industry services such as transport are well established. However, unemployment and poverty are widespread. The lack of skilled workers and power-supply issues create challenges for businesses, and additional barriers are presented by economic reform policies, creating additional costs and considerations for investors. (UK Government, 2021f).
Society	
-	South Africa experiences a high level of crime, including violent crimes and increasing instances of kidnapping – including of foreign nationals. The threat of crime is increased in central business districts (UK Government, 2021g).
-	HIV is prevalent in South Africa, at around 20% of the general population (UK Government, 2021g).
Technological	
-	Durban's government have plans to boost manufacturing and innovation in its automotive sector, proposing an Automotive Supplier Park SEZ and logistics park in the south (Anon, The Mercury, 2020).
-	Pre-pandemic, Durban saw increase in foreign investment, including in smartphones and electronics manufacturing companies (Anon, The Mercury, 2019). Durban recognises the need for meeting global standards in manufacturing skills for competitive advantage and sustainability, and so plans are in place for upskilling and development (Anon, Sunday Tribune, 2019). Durban is working on the development of industry cluster programs in automotive and ICT, amongst other sectors, and is upskilling the next generation in innovative 14.0 skills (Anon, Sunday Tribune, 2019).

Legal

- Human rights in South Africa are strongly protected, with a highly advanced constitution (UK Government, 2021f).
- Infringement of IP in South Africa is a problem, and enforcement capacity is limited (UK Government, 2021f).

Environmental

- A project to increase capacity at Durban Harbour through infrastructure investment is aimed at reclaiming the top status as Africa's busiest harbour. Rail links from the port to Durban Logistics Park will also see investment (Seccombe, 2021).
- The container terminal and harbour at the port are seen as vital to Durban's economy, and key to attracting increased manufacture in South Africa (Anon, The Mercury, July 2019b).

Table 8. PESTLE Analysis – Bulawayo (Zimbabwe)

Political

- The ZANU-PF party has ruled in Zimbabwe for over forty years since the country's independence. (UK Government, 2021h).
- The UK Economic Partnership Agreement (EPA) with Eastern and Southern Africa States, including Zimbabwe, sets out guidance for trade with the countries and allows for duty-free export of goods to help grow developing countries (UK Government Department for International Trade, 2022).
- Prolonged bureaucracy processes, high taxation, and regulatory challenges are all given as barriers to developing business in Zimbabwe (Matsongoni and Mutambara, 2021). Corruption is a significant problem in Zimbabwe. (UK Government, 2021h).
- There is no specific threat of terrorism in Zimbabwe. (UK Gov FTA, 2022).

Economic

- The economic landscape in Zimbabwe is unstable; issues such as corruption, high inflation, and unpredictable exchange rates, suggest an uncertain economic future. (UK Government, 2021h).
- GDP per capita is very low, with minimal growth predicted. Inflation is currently extremely high, and predicted to remain so even with a dramatic fall. A quite high population growth rate change may be impacting GDP per capita. Exports and imports of goods values with the UK are very low. See [Table 12](#). (UK FCDO, 2021h).
- Economic difficulties have led to around 90% of the working population participating in the 'informal economy', i.e., enterprises that are not officially counted towards the country's GDP, yet are important to the economy and employment. Manufacturing in 'informal' SMEs is predominant (Matsongoni and Mutambara, 2021).
- Power cuts and unpredictable fuel availability are problems, as well as unreliable telecommunications services (UK Government, 2022d). Lack of access to finance is a barrier to business growth and sustainability (Anon, NewsDay, 2021).

Society

- Crime occurs in Zimbabwe, particularly theft, but is not a significant issue (UK Government, 2022d).
- Health care facilities are challenged by a lack of trained medical staff and limited availability of drugs, and can be impacted by fuel shortages. Typhoid fever, cholera and HIV are reported to be prevalent in Zimbabwe. (UK Government, 2022d).
- Strict laws on some cultural aspects exist in Zimbabwe, such as forbidding the wearing of camouflage clothing by civilians. Societal attitudes tend to be conservative (UK Government, 2022d).

Technological

- Carpentry, textiles, and metal fabrication are all typical examples of manufacturing in 'informal' SMEs (Matsongoni and Mutambara, 2021).
- Technical abilities are hindered by lack of access to reliable equipment – even for basic communication requirements - and there is a call for Zimbabwe's government to invest in innovation and technology (Matsongoni and Mutambara, 2021).
- Bulawayo's declined status as Zimbabwe's manufacturing hub is said to be on the upturn, as government financial support has improved. Predominant sectors include engineering, mining supplies, food processing and clothing (Anon, AllAfrica.com, 2021).

Legal

- Human rights are not well protected in Zimbabwe (UK Government, 2021h).
- 'Informal' SMEs are generally unlicensed and therefore do not necessarily conform to legal compliance, although this is not the case for all enterprises (Matsongoni and Mutambara, 2021).
- Zimbabwe has made great efforts to improve on its IP protection and regulation in the last decade. The country is linked to both the World Intellectual Property Organisation (WIPO) and African Regional Intellectual Property Organisation (ARIPO), and has developed a national IP Policy which it is implementing, recognising the importance of IP in sustainable economic development (Anon, The Herald, 2022).

Environmental

- The shortages of electrical supply have improved in the last couple of years, aided by increased rainfall to supply hydroelectric generation. However, water shortages still occur. (UK Government, 2021f; UK Government, 2022d).
- Despite recent growth in utilisation of manufacturing capacity in Zimbabwe, Bulawayo is underperforming due to difficulties including water shortages (Anon, NewsDay, 2021).
- The rainy season runs from November to April, causing flash flooding which can impact road transport (UK Government, 2022d).
- The expansion of the logistics company MartGreen, which has links in nearby African countries as well as on other continents, suggests improved transport of goods from Zimbabwe. Further growth by the company is targeted through its digital technology innovations (Anon, NewsDay, 2020).

Table 9. PESTLE Analysis – Tunis (Tunisia)

Political

- The political landscape in Tunisia is unstable; nine governments have been formed over the last ten years as its change into a democracy develops. However, some positive progress is being made. Unpredictable protests occur due to lack of government action on promised reforms (UK Government, 2021i).
- Trade relationships between the UK and Tunisia are positive, and business opportunities are still being pursued by UK companies, despite challenges met in doing business with Tunisia. Trade between the two countries is buoyant, with both exports and imports going well (UK Government, 2021i).
- Levels of corruption in Tunisia are improving, but further action by the government is required to continue improvements. (UK Government, 2021i).
- The threat of terrorism in Tunisia is high, with a state of emergency currently declared. The threat is heightened by proximity to the instability in Libya (UK Government, 2021i) resulting in increased security at the borders with Libya and Algeria. The Tunisian government has developed their security services and terrorism response strategies since 2015, but high risk of attack remains. Transport and western-linked businesses are amongst the main targets. (UK Government, 2022e).

Economic

- The pandemic has compounded existing economic challenges in Tunisia. Unemployment is a current issue and a main cause of protests (UK Government, 2021i).
- GDP per capita very low, and growing incrementally. Annual inflation rate predicted stable and relatively low. There is a near balance of exports and imports of goods value to the UK but it is fairly low overall. See [Table 12](#). (UK FCDO, 2021i).
- Tunisia has seen a decline in the rate of manufacturing investment in the mechanical and electrical sectors in recent years (Anon, African Manager, 2019).

Society

- Repeated rioting in the past year has occurred in many cities including Tunis, often violent and leading to looting and vandalism. Further disruption should be expected due to continued unrest. (UK Government, 2021i).
- Tunisia is an Islamic country, and the religion creates the basis for local laws and customs (UK Government, 2022e).

Technological

- Whilst not the biggest economic sector in Tunisia, electronic manufacturing has experienced the most employment growth in the last decade, with typical employment sectors more affected by the uncertainties in the country and worldwide (Anon, Tunis Afrique Presse, 2021).
- Huge investment in Tunisian artificial intelligence firm InstaDeep, to improve infrastructure for accelerating projects in its logistics and electronics manufacturing, indicates a presence of skills in digital innovation technologies (Anon, AFP International, 2022).
- The US-based firm Emerson's relationship with Tunisia's Integration Objects has created opportunity to utilise the latter's expertise in digital software development. The alliance has also created employment opportunity in Tunis, by creating a spin-off branch of Emerson with talent from Integration Objects (Anon, TradeArabia, 2019).

Legal

- Tunisia has made progress in protecting human rights, but concerns persist particularly in relation to actions by security forces and conditions of detainment. (UK Government, 2021i).
- There are specific regulations relating to foreign nationals obtaining work in Tunisia, with employment priority given to Tunisians. Some exceptions are made for foreign-owned companies (UK Government, 2021i).
- IP is protected in Tunisia in line with agreements of the World Intellectual Property Organisation (WIPO) and UNCTAD (United Nations Conference on Trade and Development (UK Government, 2021i). However, IP protection in Tunisia is seen as a concern in the US due to occurring counterfeiting and piracy (Anon, Targeted News Service, 2021).

Environmental

- Road conditions are generally good but can be affected by heavy rain. (UK Government, 2022e).
 - Tunisia benefits from the air cargo services of international logistics provider GEFICO (Anon, African Manager, 2019b).
 - Tunisian government seeks to develop a network of logistics zones across the country to accommodate international business and increase competitive advantage in the Mediterranean (Anon, Tunis Afrique Press, 2020).
 - Innovative digitisation, as part of Tunisia's future logistics vision, is suggested as a differentiator in the region for increasing exports and foreign investment (Anon, Tunis Afrique Presse, 2019).
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3. Recommendations

In making the recommendations for each region, manufacturing capabilities were an essential criterion, balanced with the ability to manage Organisation X's IP – crucial to the company's competitive advantage and sustainable development (Tidd and Bessant, 2018, p.494; Trott, 2019, p.229) – and facilitation of distribution. Assessing these factors with ethical implications and further barriers to trade identified the best options to balance opportunity with considered risk (Tidd and Bessant, 2018, p331-332).

3.1 Region – South America: Recommendation – Chihuahua, Mexico.

Uruguay appears attractive to foreign trade; however, Montevideo has been rejected for this project due to apparent lack of technical manufacturing capabilities. Despite comparative similarities between Chihuahua and Sao Paulo, Chihuahua's established and growing high-level manufacturing capabilities contrasts with the decline of manufacturing in Brazil. Existing logistics for exports through the US border also promotes Chihuahua as the preferred location, encouraging sales to the US. The challenges around IP protection and economic considerations ([Table 10](#)) need careful management in expanding operations to Mexico. These are priority risk-mitigation factors for the expansion strategy, which should also encompass protection of assets from crime security risks, and transparency in employment policy with selected strategic partners, to ensure rights are protected.

Table 10. South America Region Economic Factors Comparison

Country	GDP per capita (US\$)	GDP per capita 2026 forecast	Annual inflation rate	Annual inflation rate 2026 forecast	Unemployment rate	Population growth rate (% change)	CO2 Emissions per capita (Tonnes)	Export of Goods to UK (£m)	Imports of Goods from UK (£m)
Mexico	8,403.60	12,396.00	3.40%	3.00%	4.40%	0.923	3.7	1,617	1,597
Uruguay	16,023.40	20,711.00	9.80%	4.50%	10.40%	0.34	1.9	52	146
Brazil	6,822.60	10,922.00	3.20%	3.10%	13.50%	0.403	2	2,305	2,253

Most data from 2020. Next update April 2022.

Sources: UK FCDO (2021), UK FCDO (2021b), UK FCDO (2021c).

3.2 Region – Asia: Recommendation – Taipei, Taiwan.

There is high demand of goods export from China to the UK ([Table 11](#)), and Shenzhen is a contender. However, difficulties around IP protection rights and complex legal systems pose challenges, compounded by lack of supply chain transparency, and human and employee rights concerns. Visakhapatnam has potential but improvements in technical manufacturing abilities and logistics are required for sector scalability. Taipei emerges as a favourable location for expansion, despite its challenges. Progressing technical skills, and regulation and protection of IP, and other ethical concerns, are positive. Plans to develop trade links with India may boost and facilitate logistics and manufacturing sectors, plus facilitate market expansion into India. The potential threats to security and industry from increasing tensions with China, are key concerns to be addressed in the strategy. Due to the growing repatriation of Taiwanese firms from mainland China, it would be advisable to ensure that manufacturing is conducted in Taiwan itself to mitigate future risks. Infrastructure support for the manufacturing partner should be investigated to minimise production disruption.

Table 11. Asia Region Economic Factors Comparison

Country	GDP per capita (US\$)	GDP per capita 2026 forecast	Annual inflation rate	Annual inflation rate 2026 forecast	Unemployment rate	Population growth rate (% change)	CO2 Emissions per capita (Tonnes)	Export of Goods to UK (£m)	Imports of Goods from UK (£m)
China	10,511.30	17,493.00	2.40%	2.00%	4.20%	0.266	7.4	46,952	25,113
India	1,929.70	3,018.00	6.20%	4.00%	No data	0.971	1.8	8,383	4,828
Taiwan	28,358.30	44,979.00	-0.20%	1.40%	3.90%	-0.178	No data	3,644	1,632

Most data from 2020. Next update April 2022.

Sources: UK FCDO (2021d), UK FCDO (2021e), UK FCDO (2021f).

3.3 Region – Africa: Recommendation – Tunis, Tunisia

There are barriers to foreign trade with all three locations in Africa, including economic concerns ([Table 12](#)), unreliable infrastructure, and corruption. There is evidence that efforts towards improvement for attracting overseas investment are being made, but the landscape is challenging. The electronics and technology industry in Tunis is developing, with skills and employment in the sector having grown in recent years. Tunisia's proximity to Europe could boost export into the continent. There is interest from overseas trade in accessing Tunisia's increasing technology expertise, and the government's investment in logistics improvements will facilitate international trade further. The expansion strategy should prioritise IP protection and ethical employment policy, and an awareness of the local laws and customs should be sympathetically considered.

Table 12. Africa Region Economic Factors Comparison

Country	GDP per capita (US\$)	GDP per capita 2026 forecast	Annual inflation rate	Annual inflation rate 2026 forecast	Unemployment rate	Population growth rate (% change)	CO2 Emissions per capita (Tonnes)	Export of Goods to UK (£m)	Imports of Goods from UK (£m)
South Africa	5,624.50	8,162.00	3.30%	4.50%	29.20%	1.525	7.5	4,668	2,042
Zimbabwe	1,443.40	1,847.00	557.20%	10.00%	No data	1.995	0.8	63	43
Tunisia	3,294.90	4,399.00	5.60%	5.00%	17.40%	0.975	2.6	191	203

Most data from 2020. Next update April 2022.

Sources: UK FCDO (2021g), UK FCDO (2021h), UK FCDO (2021i).

For all selected locations, engaging trusted local legal expertise is advised to navigate specific domestic legislation and regulation, as well as creating robust alliance contracts (Trott, 2017, p279-280). Particular attention should be made to the local protection of IP rights in all regions (Tidd and Bessant, 2018, p.514), which should be managed before any possible intelligence transfer is made. Appropriate knowledge management strategies should be defined (Tidd and Bessant, 2018, p.510), alongside management of cultural integration and alignment in multinational alliances (Tidd and Bessant, 2018, p.117;123), discussed in more detail in Further Recommendations.

4. Further recommendations.

ISO Series implementation.

The process of innovation is complex, involving a variety of inter-linked activities, and therefore requires careful management to lead to successful outcomes (Trott, 2017, p.30). The ISO 56000 Innovation Management series can help support companies in developing and refining their innovation management systems, facilitating sustainable development (ISO, 2019, p.vi). The ISO56000 series was developed with input from international organisations, including the Organisation for Economic Co-operation and Development (OECD), the World Bank, the World Intellectual Property Organization (WIPO) and the World Trade Organization (WTO). Gathering knowledge and guidance from these various perspectives has enabled the development team to ensure that agreed terminology and best practice will be universally understood and accepted on the global stage (Anon, MENA Report, 2020).

A well-performing and executed innovation management system will enable the organisation to navigate the connections within the innovation process, providing all stakeholders with clear guidance, a shared vision, and understanding of innovation aims and activities within the specific context (ISO, 2020, p.18). The defined system should encompass all elements of the innovation process, including reiterative reflection to further improve on innovation performance, and performance of the management process itself (ISO, 2020, p.18). Culture and collaboration should be key concerns when developing a management system, considered from both internal and external perspectives, facilitating growth of knowledge, skills, capabilities, and innovation advancement (ISO, 2019, p.4-5). A company's innovation strategy, including innovation management, should be documented in a format that is accessible to relevant stakeholders, and communicated in such a way that the guidance is fully comprehended and implemented (ISO, 2019, p.7).

Internal capabilities are integral to a business's sustainable development (Trott, 2019, p.229), and therefore continually acquired knowledge and skills expansion should be built into the company strategy. This should include the company's capacity for absorbing new relevant information, and being able to apply this to their operations for continual progress (Trott, 2019, p.230). The importance of this factor means that intelligence should be carefully managed utilising a wide-lens perspective (ISO, 2019, p.15-16). Management of intellectual property (IP) should form a key part of the strategy, both in terms of advancement and protection, and utilising the ISO 56000 series guidance can help to ensure that all aspects of IP management are considered (ISO, 2019, p.16). Having a policy in place regarding IP is of particular importance when creating strategic alliances or engaging external expertise, to mitigate the risks when sharing intelligence (Trott, 2017, p.288).

Undertaking an innovation management assessment can assist Organisation X in identifying performance levels across the management process, to facilitate continual improvement, and to build a framework for strategy creation where operational adjustments may be required or desired (ISO, 2019b, p.2). These outcomes would benefit the organisation both within the current operational structure, and in implementing this expansion project. Further benefit could be gained if strategic partners also undertake an assessment, so that similarities and differences between the organisations can be highlighted, to align best practice processes and for knowledge transfer. The assessment process may also identify barriers to innovation performance and delivery, such as access or reliability of resources, capability levels, and expertise (ISO, 2019b, p.7). Following the *ISO/TR 56004 Innovation Management Assessment Guidance* (ISO, 2019b) would help facilitate and standardise this

process of assessment, particularly in dealings with overseas partners to overcome challenges such as language and culture.

When approaching an alliance with another company, the organisation should consider systems of innovation management that may differ from their own. Clear communication and comparison of differing systems enables compromise for integration and maintaining good relationships between strategic partners, allowing capacity to assess and absorb how other practices may positively influence the organisation's established system (ISO, 2020, p.19). For this expansion project, Organization X may find exploring *ISO 56003, Innovation management - Tools and methods for innovation partnership – Guidance* (ISO, 2019b) a beneficial tool in selecting and implementing alliances with overseas manufacturing companies. The Guidance may assist with the process of affiliation with a strategic manufacturing partner regarding operations, compliance, and other factors (Gasiorowski-Denis, 2019), particularly regarding process innovation as a benefit to outsourcing (Tidd and Bessant, 2018, p.50). Beyond the practical benefits of increased manufacturing capacity and distribution in the alliance, manufacturing efficiencies could be improved upon through process innovation, benefitting Organisation X financially as well as potentially gaining competitive advantage (Trott, 2017, p.167).

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