

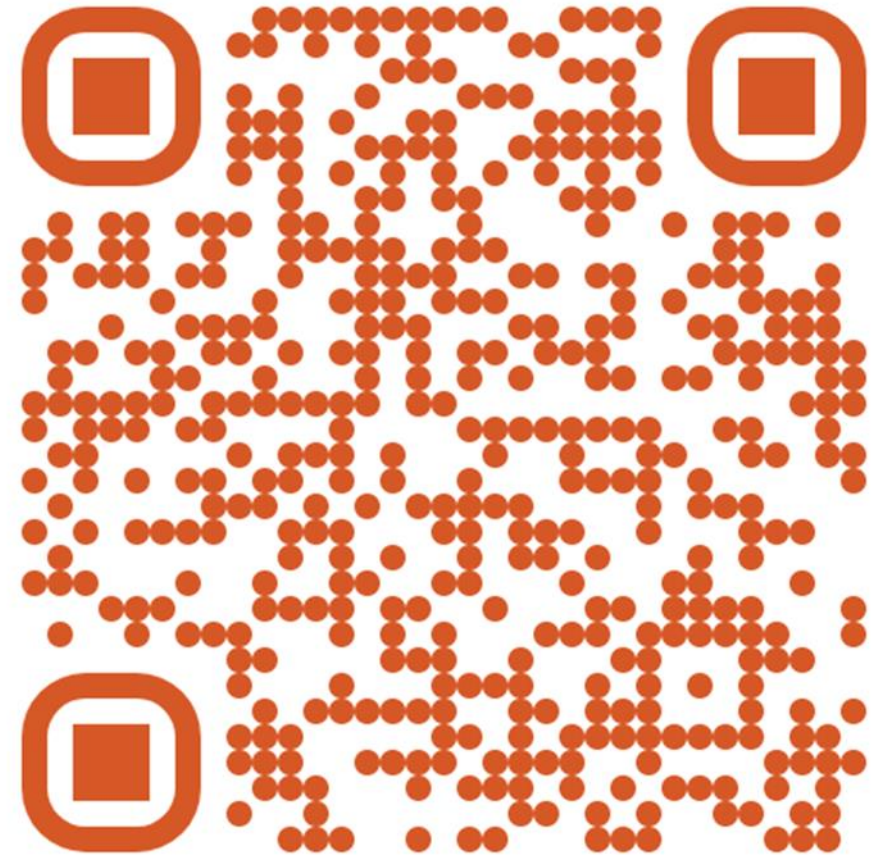
# Global Business Environment and International Strategy MOD007191

**010 Assignment Guide**

**2023-24 Tri 1**

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# Requirements for Assignment

# The Questions

*Imagine yourself as a hired consultant to an organisation. You can choose any organisation from one of the genres --- Consumer Goods, Financial services/Banking, Agricultural products, Service sector, IT Company*

*You have received a brief from this organisation that they want you to submit a strategic plan with recommended actions and a time frame to present to the board of directors, in order to accomplish the following:*

- 1. Design / Restructure the organisation's value chain for better efficiency*
- 2. Expand their business internationally – Potential locations, Strategic business functions, and expected time frame*
- 3. Maintain the Environment, Sustainability, Governance (ESG) index as a top priority*

*The organisation's ultimate objective is to improve their shareholders' dividend and their stakeholders' satisfaction.*

# The Marking Criteria

Criteria	Max Marks
Structure	15 Marks
Knowledge & Understanding	35 Marks
Analysis	35 Marks
Figures, Tables & Data and referencing	15 Marks

# Report Structure and Content

# Report Format

- Title Page
- Table of Contents
- Body- section 1.0 to 5.0 (see below)
- Reference List
- Appendices (at your discretion)

# Key Sources of Information

- [EBSCOhost Business Source Premier](#)
  - [IBISWorld](#)
  - [FT.com](#)
  - [Statista](#)
- 
- Log In Via Institution
  - Use your ARU Credentials

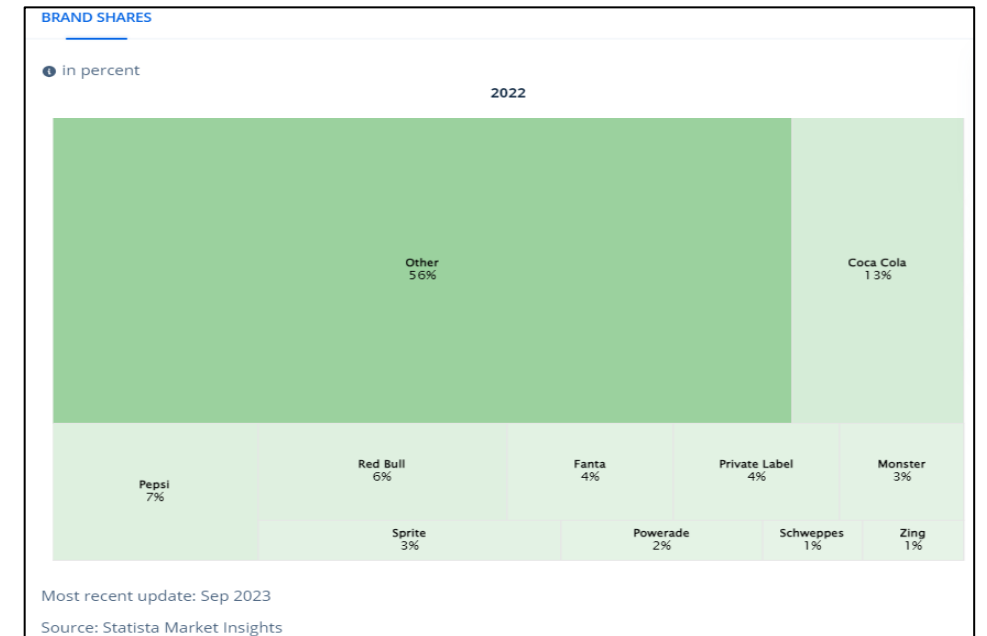
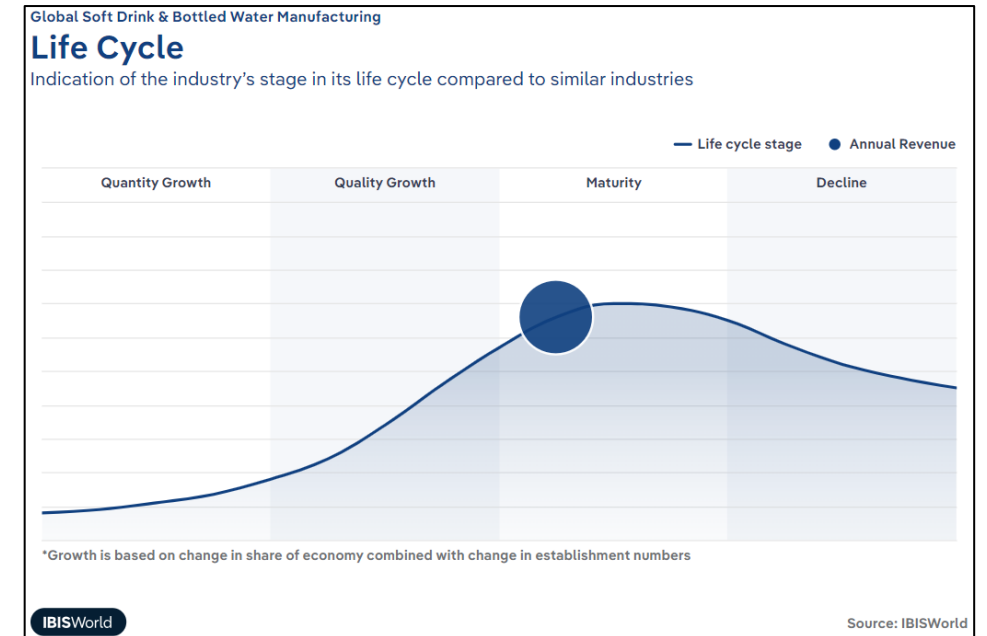
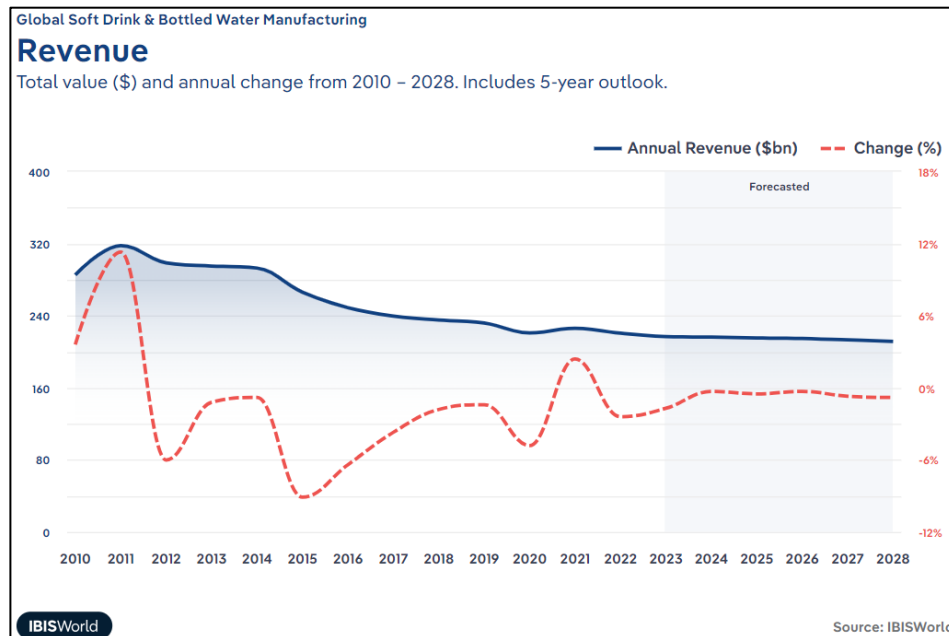
# General Tips

- Please use **Harvard Referencing System** to cite sources and produce your Reference List
- <http://libweb.anglia.ac.uk/referencing/harvard.htm>
- <https://www.citethemrightonline.com/>
  
- It is also important that you **apply the models to your chosen organization**
  
- Remember you are **making recommendations, so speak to the company**

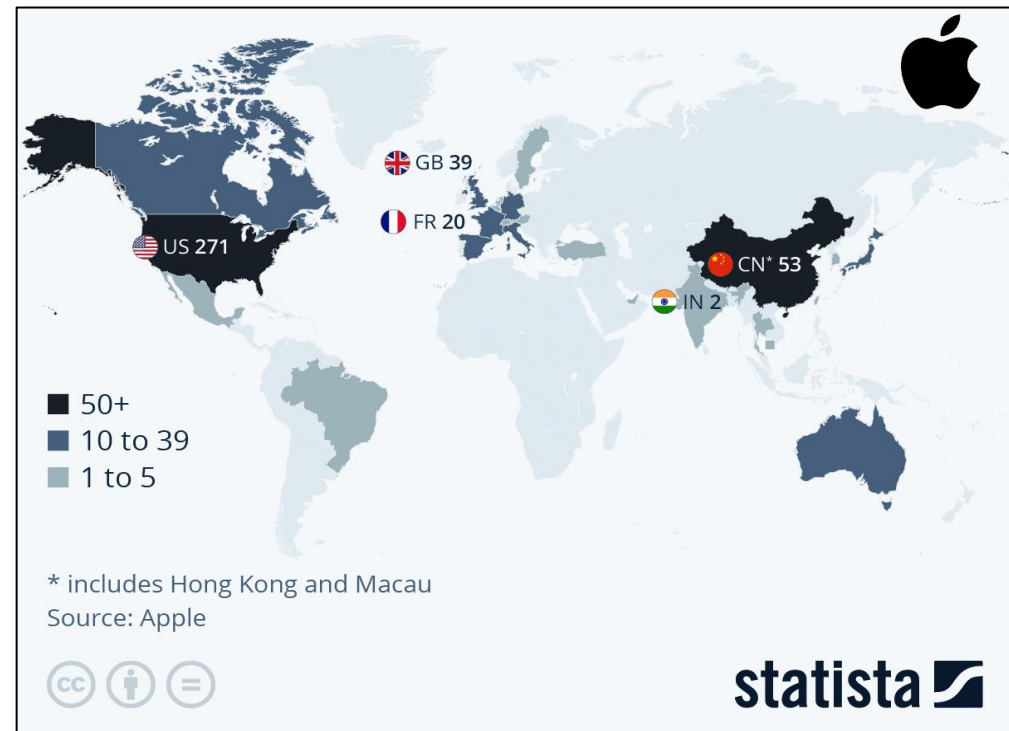
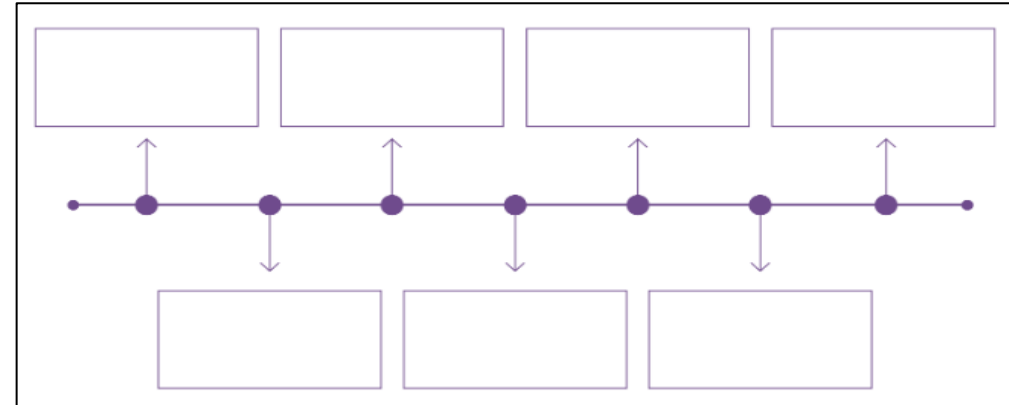


# 1.0 Introduction (400 words)

- Introduce the industry/sector chosen
- Give an **overview of global industry outlook**
  - Revenue, CAGR (could include a chart)
  - Indicate the industry's stage in its life cycle (include lifecycle chart)
  - Major players and their market share



- Transition, into a brief discussion of **background details of the chosen organization** including:
  - Short history of major events (could use a timeline infographic)
  - Overview of business operations/functions
  - Current Vision, Mission, Objectives, Strategy (VMOS)
  - Their current international presence (could use a world map)



- At this point, you need to **create a signpost** for the assignment
- Therefore, **state the purpose of the report** i.e. To analyze and make recommendations regarding:
  - 1.Design / Restructure the organization's value chain for better efficiency
  - 2.Expand their business internationally – Potential locations, Strategic business functions, and expected time frame
  - 3.Maintain the Environment, Sustainability, Governance (ESG) index as a top priority
- It is also important to state here, what specific product or segment

Tip:  
- Needle and Burns (2019,  
p.24, p.307)  
- Peng (2022, p. 86-89)

## 2.0 Restructuring the Value Chain (1000 words)

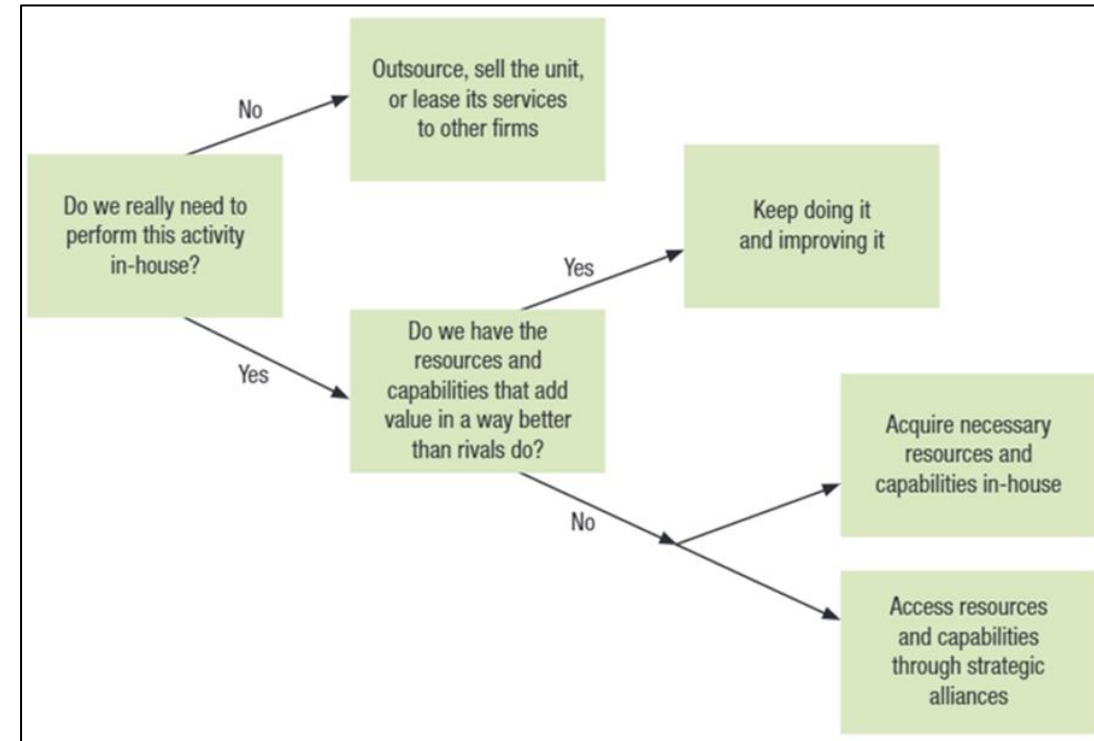
- **Introduce the Value chain analysis** as a key technique to identify opportunities for improving efficiency
  - i.e. by making each activity in the value chain less expensive- cost reduction
  - which can then be used to leverage competitive advantage
- Provide a brief overview of the Value Chain model
  - Primary Activities
  - Support Activities

## 2.1 Firm's Current Value Chain

- Identify and **briefly discuss the Value Chain Activities** of your chosen organization
  - Focus discussion on the primary activities that go into the product or service's creation
  - Include diagram of their current Value Chain



- Now that you have discussed the primary activities of the firm, you need to **identify the firm's activities that can be made more efficient:**
  - Are there any activities that do not create significant value?
    - Can they be done cheaper?
    - Does the firm have resources and capabilities to perform these activities in a manner superior to its competitors?



Decision Model in Value Chain Analysis  
(Peng 2022, p.63)

## 2.2 Recommendations for Making Value Chain Efficient

- Using the Strategic options from Mudambi (2008), Discuss the use of **Vertical Integration and Vertical Specialization** as strategies to become more efficient

		Geographical location strategy	
		Concentrated	Dispersed
Control strategy	Vertical integration Specialization	1. Onshore in-house 2. Onshore outsourced	3. Captive Offshore 4. Offshore outsource

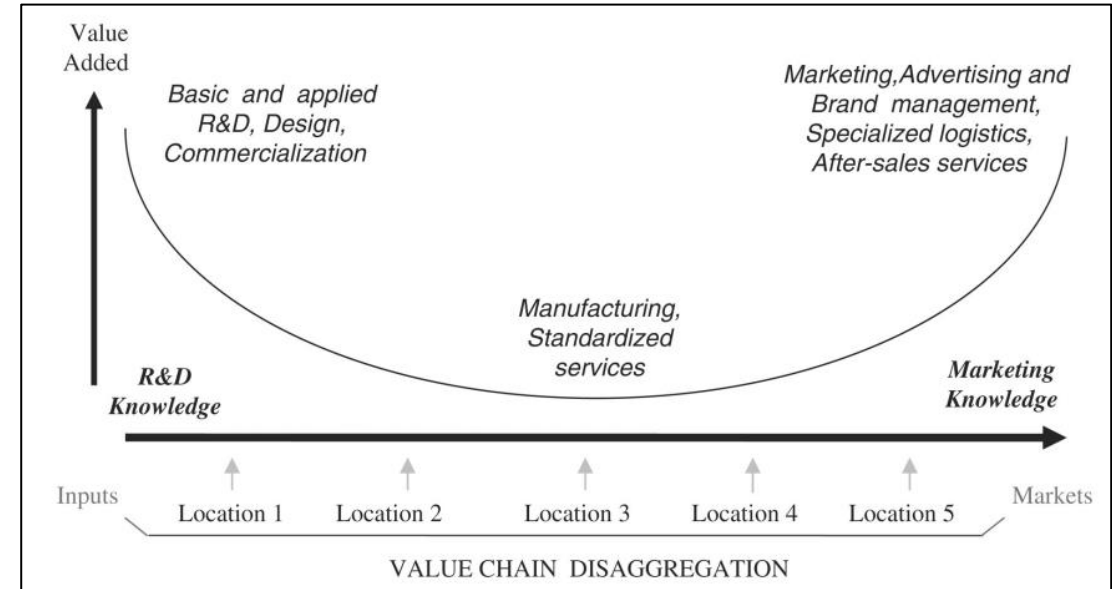
Strategic Choice: Location and Control (Mudambi 2008, p.701)

<https://www.researchgate.net/publication/31033904>

- Additionally, consider whether the activities identified should be:
  - Kept Domestic i.e. Onshore **or**
  - Internationalized i.e. Offshore

Tip:  
- Needle and Burns  
(2019, p.24)  
- Mudambi 2008, p.  
706-707)

- Furthermore, Discuss the possible use of **Disaggregation of the firm's Value chain** whereby:
  - Firms take advantage of the comparative advantages of multiple locations
    - High value-added activities are largely performed in advanced market economies
    - Low value-added activities performed in emerging market economies
  - Key value added activities are kept in house, while the least value added activities are outsourced
  - For ideas, Consider examples of Apple, Dell, Nike
  - **Customize Smile Curve, showing new potential locations for the activities recommended for improvement**



The Smile of Value Creation (Mudambi 2008, p. 706-707)  
<https://www.researchgate.net/publication/31033904>



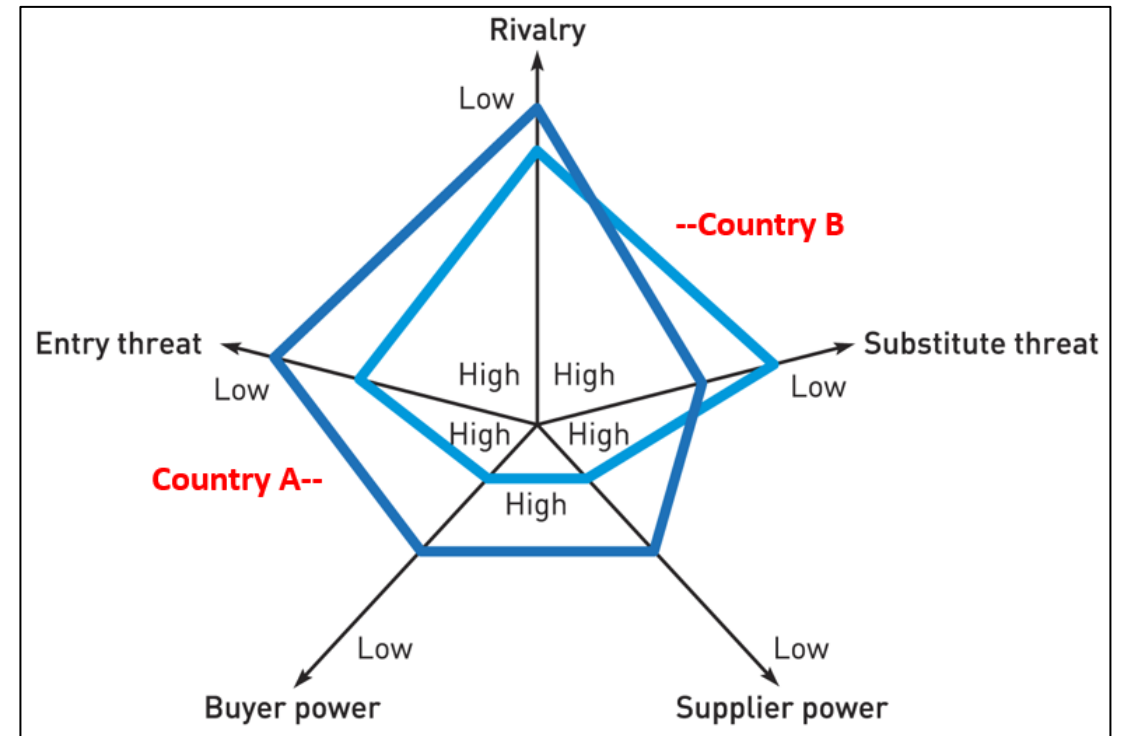
Tip:  
- Hamilton and Webster  
(2015, p.89, p.128, p.189)  
- Needle and Burns  
(2019, p.290)  
- Peng (2022) Chp 6

## 3.0 Internationalization (1200 words)

- Start by saying that organizations need to assess the attractiveness of various countries as markets or production locations
- State which countries are under consideration: max 3 countries to be evaluated
- Choose From:
  - Advance Markets and Emerging and Developing Markets- [IMF Country Classification](#)
  - Consider regions- [World regions according to the World Bank](#)
- **Signpost** that a PESTLE analysis, Competitive analysis, as well as a Country Competitiveness Evaluation will be conducted

# 3.1 Competitive Analysis

- Signpost in, **Introduce Porter's Five Forces Analysis** (What is it and Why is used)
- **Discuss findings by Force**, building a comparison by country
- Build a Radar Chart to illustrate Forces for each country
- **Draw conclusions** for each country in terms of its **competitiveness** and **key influencing factors**
- NB: Use [IBISWorld](https://www.ibisworld.com)



## 3.2 Pestle Analysis

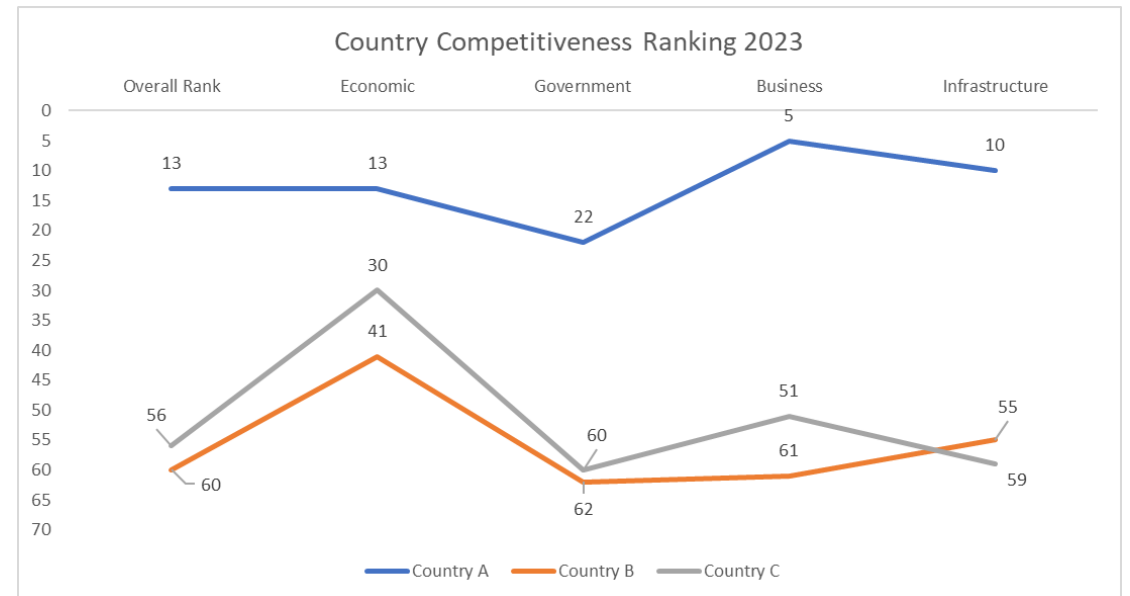
- Signpost in, **introduce Pestle Analysis** (What is it and Why is used)
- **Discuss findings by Factor**, building a comparison by Country
  - Use charts for GDP, GNP, PPP
- Build a Pestle Matrix to summarize key points
- **Draw conclusions** for each country in terms of its **opportunities and threats/risks**.
- NB: Use [EBSCOhost Business Source Premier](#)
  - Search for Country Report eg. Mexico Country Report

	Country A	Country B	Country C
Political /Legal	- Key points from research		
Economic			
Social			
Technology			
Environmental			

# 3.3 Country Competitiveness

Tip:  
- Hamilton and Webster (2015, p.208-210)  
- Peng (2022, p.164) Chp 6

- Signpost in, i.e. continuing the analysis of the country outlook by evaluating competitiveness
- Use:
  - [IMD Country Profile](#)  
To build comparison chart in excel
- Discuss Findings by Competitiveness Factor, building a comparison by Country

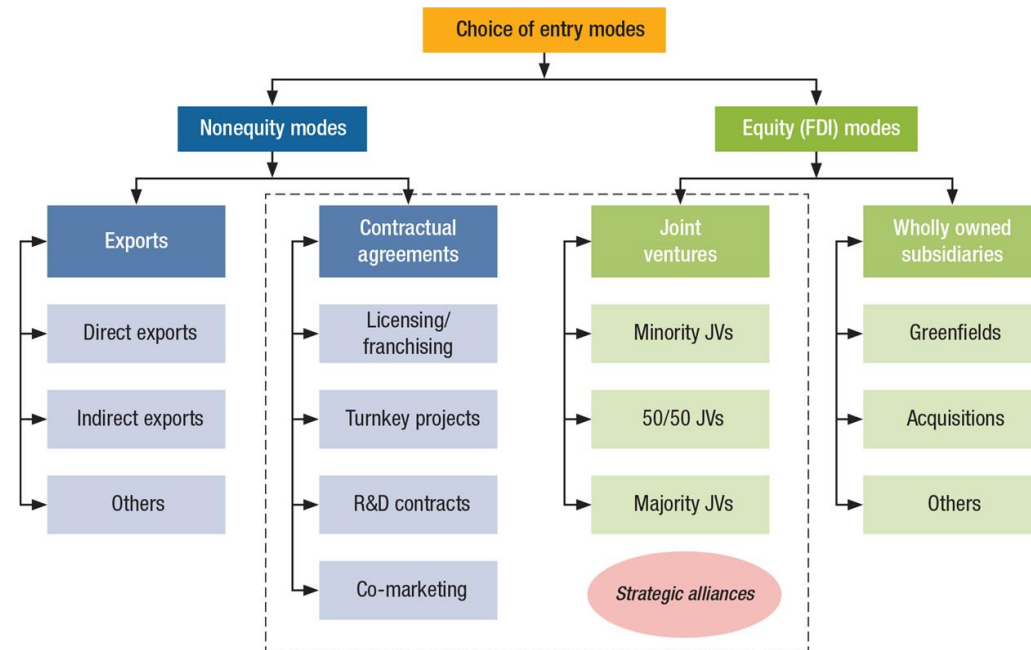


## 3.4 Selection of Location

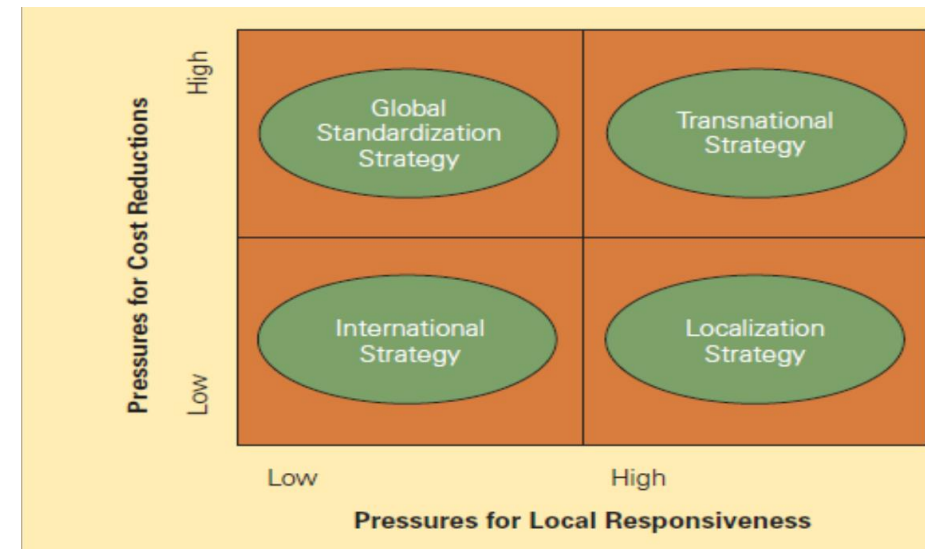
- **State your choice of Country** for a new location
- **Justify choice** by repeating key points from previous analyses

# 3.5 Strategy for Entering Market

- Discuss **mode of entry**



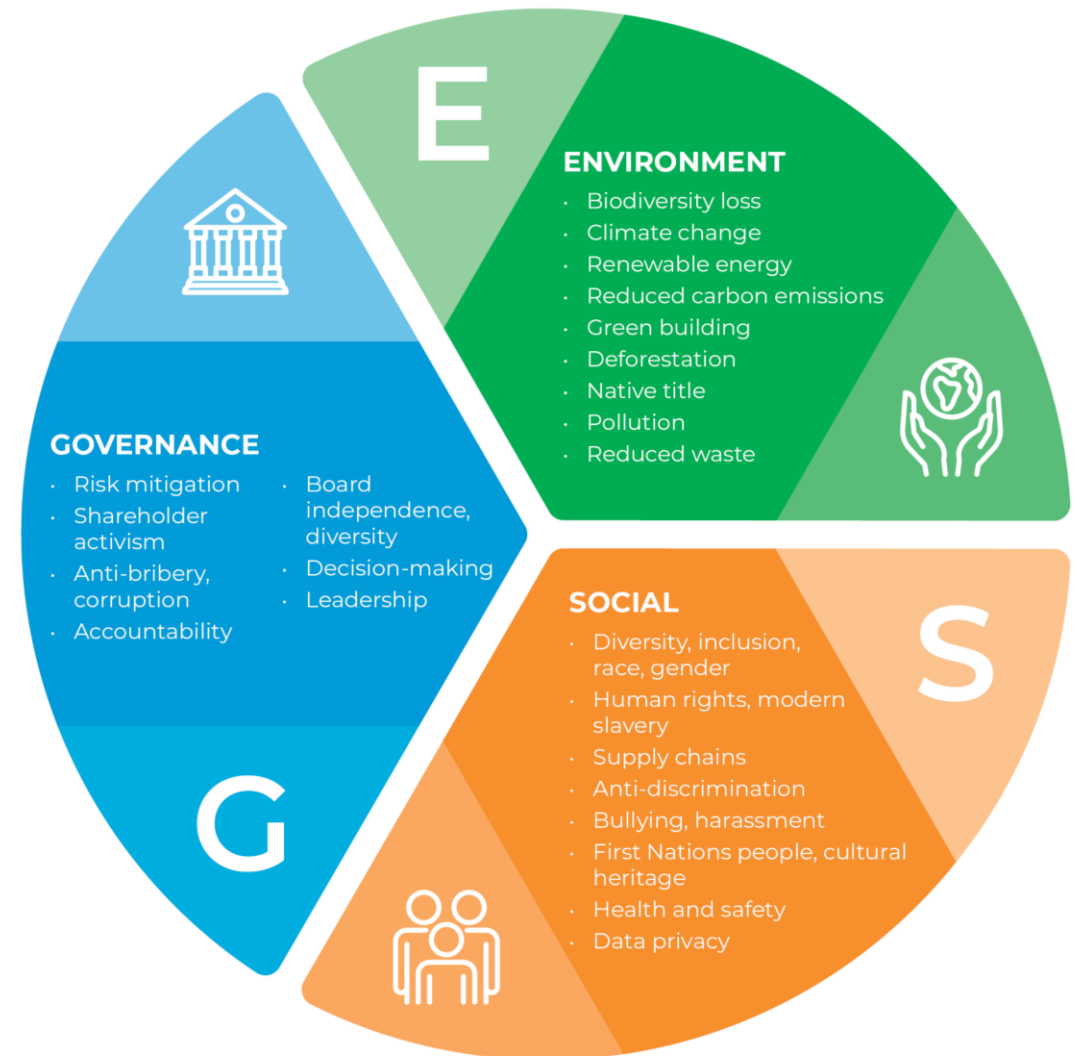
- Discuss **Internationalization Strategy** to be used



Peng (2022, p.178)

# 4.0 ESG Strategy (400 words)

- Discuss **at least Three (3) initiatives** (one from each) that your chosen organization can implement
- Examples:
  - Greener Vehicles
  - Renewable Energy
  - Recycling and Waste Reduction
  - Ethical Sourcing
  - Net Zero- Reduce Scope 3 Emissions



# 5.0 Conclusion

- Give a synopsis of your key recommendations in relation to:
  - Value chain
  - Expanding internationally
  - ESG
- Could use a table to provide summary

Key Issue	Recommendations
Value Chain	<ul style="list-style-type: none"><li>• X</li><li>• X</li></ul>
Expanding Internationally	<ul style="list-style-type: none"><li>• X</li><li>• X</li></ul>
ESG	<ul style="list-style-type: none"><li>• X</li><li>• X</li></ul>