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Global Business strategy depends on corporate capability, market information, manpower productivity, inventory communication, financial performance and risk management- A case study on the 'Snapshot Inc. Company'

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Abstract: Global strategy is a plan to help a company grow from an international business that operates facilities like factories and distribution centers on the globe. It shapes the values of managers and other organization members, point's people in common directions, helps build institutional identity, gives character to the organization in the eyes of employees and external stakeholders, backs up the mission statement, and guides the behavior of organizational, members in meaningful and consistent ways. There are operating objectives: profitability, market share, human talent, financial health, cost efficiency, product quality, innovation, and social responsibility. Analysis of organizational resources, capabilities and potential core competencies are special knowledge or expertise, superior technology, efficient manufacturing approaches, unique product distribution systems.

Keywords: Market, Technology, Financial, Product, Manufacturing

1.0 Introduction

There are 8 product markets that Snapshot Inc. has their footprint in. These include AC Camera North America, AC Camera Europe-Africa, AC Camera Asia-Pacific, AC Camera Latin America, UAV Drone North America, UAV Drone Europe-Africa, UAV Drone Asia-Pacific, and UAV Drone Latin America. We have 11 companies competing with us in this industry. Our demographic will be consumers who are price sensitive and our target will be to be the lowest cost producer. Our goal for SnapShot Inc. is to provide AC cameras and UAV drones for both commercial and residential users. There are four different common strategies businesses use to expand internationally: international strategy, multidomestic strategy, global strategy, transnational strategy [5].

1.1 Strategy

We have a team for five executives: Chief Executive Officer (CEO)-A, Chief Operating Officer (COO)-B, Chief Human Resources Officer (CHRO)-X, Chief Marketing Officer (CMO)-Y and Chief Financial Officer (CFO)-Z. Our strategy is to be a low-cost producer. We are used to focus our attention on other aspects of the business including retail support, advertising and production prices and costs. This will create a competitive advantage as by cutting our costs of production per unit - our competitors will struggle to compete with us. With our strategy, we will also be looking at utilizing resources such as the demand forecast numbers, direct sales price and the regional average in line with our low-cost producer strategy.

1.3 Vision Statement

We have short term, medium term and long term goals to be a low cost producer. With strong focuses in being the lowest cost product on the market for both AC Cameras and UAV Drones in all 8 product markets.

1.4 Mission Statement

Our measures of success will be to have the lowest price and cost of production within 3 years sacrificing neither our profitability nor our market share. This will give a competitive advantage and improve our overall competitiveness. To accomplish our goals we will minimize our production costs. Once accomplished, our marketing department will promote these in order to increase consumer demand.

1. Achieve a Overall Competitiveness ranking of top 3 of higher by year 15.
2. Achieve a Dept-to-Equity ratio of 1.2 by year 15
3. Achieve a Return on Equity of 50% by year 15
4. Achieve a Earnings Per Share of $7.00 by year 15
5. Achieve PAT productivity of 0.5% for AC Cameras and 1% for UAV Drones by year 15
6. Achieve a Lowest Total Costs ranking of 1 by year 15

2.0 Description of Executive Duties

Chief Executive Officer - A

As the Chief Executive Officer of Snapshot Inc, it is important to acknowledge the past experience I have in strategic management. I've worked as a security supervisor for Armada North Inc for 2 years, and this is where I overlooked 20-50 security guards at a time to ensure each contract met the client's expectations. Armada North Inc is also pursuing a low-cost producer strategy due to the low prices they charge their clients with their lower-quality security guards.

My corporate tactic as Chief Executive Officer is to ensure that the company’s low-cost producer strategy is pursued on a consistent basis. Each year, I ensure our decision-making is resulting in meeting investor expectations in order to attract more investors. I carefully analyze the tactics of our competition, which will help us adjust our tactics for that year and get a competitive advantage on our competition. The company rank of Snapshot Inc is continuously monitored and a high rank within our industry is our goal. I play a key role in the coherent process of their decision-making of the company and ensure the year-to-year tactics of our firm go hand in hand with our company’s strategy. The decisions that the COO, CFO, CMO, and CHRO make are carefully implemented with a cooperative focus on achieving the overall goals of the company. Each decision within the company has an effect on the others and the tactics year-to-year need to be addressed by making the necessary decisions in order to achieve the best overall results. I organize meetings between myself, the CFO, CHRO, CMO, and COO each week in order for everyone to be on the same page, the team is performing coherently, and for all expectations to be met.

Chief Operating Officer – B

The responsibility as chief operating officer is to manage our business operations. Since our strategy is to have low-cost producer, this mean that we will sell our product for cheap. To be able to be effective with this pricing method I have to make sure that we are the most efficient in our production and distribution processes. To achieve this, I will be monitoring our total cost comparatively to that of our competitions. I will also be trying to employ various tactics in order to improve the efficiency of our labor force. The goal of these actions will be to achieve quality. My performance will be measured at the end of each year in a line graph demonstrating where we rank in total costs comparatively to our competition. The decision that impacts total cost for each business year can be separated into 4 categories these are; Product Design, AC Camera Marketing, UAV Drone Marketing, and Compensation Facilities.

In product design we will design both our cameras and our drones. Ideally to minimize our total cost I will be aiming at reducing the features and luxuries incorporated into the build of our product to reduce the cost of goods sold. Both the camera and drone marketing have very similar traits. Since our product will not have many added luxurious features, I understand that our product will need to be marketed more. However, I will need to limit the amount of money we spend on our marketing costs. This component in the decision-making process will determine how much we pay our employees and how we set up their workstations. This will be vital to the efficiency with which we produce our products and spend our money. The parts involved with this process are the change in base wage from year to year, assembly quality incentive, attendance bonus, fringe benefit package, best practices/ productivity improvement training. We will also need to organize the workstation spaces and the amount of workstation tables.

Chief Human Resources Officer – X

The responsibility as a Chief Human Resources Officer is to be in charge of overseeing staff, compensation and trying to improve efficiency and productivity. My role as CHRO is to monitor and reflect on performance and productivity and make recommendations and changes to help achieve our strategy as a low-cost producer.

My position as a Chief Human Resources Officer is to evaluate and forecast outcomes such as projected sales and demand for our AC Cameras and UAV drones. As CHRO, this is necessary because being able to forecast future sales will allows the CHRO to communicate with other executives to coordinate tactics that would allow the company to improve efficiency. The performance of the company productivity is measured at year end with a line graph showing the compensation and the PAT productivity for both AC Cameras and UAV drones.

Other responsibilities include forecasting the number of PAT members that will be needed to match our demand for our cameras and drones. This is important because the role includes sharing and communicating with executives the projected PAT productivity and demand, to ensure the firm and workers are efficient in both AC camera and UAV department. With other executives, my role would be to improve efficiency by assess compensation, benefits and productivity improvement training. Implementing and improving productivity improvement training will benefit the firm and workers to better assembly techniques and increase efficiency.

Chief Marketing Officer - Y

My main duty as Chief Marketing Officer is to increase customer sales for Snapshot Inc. In order for this to happen its my duty concurrently; to focus my attention on the marketing and advertising aspects of the business environment. Specifically this includes developing comprehensive marketing plans and researching the present, past and forecasted market. Considering our company's strategy is to operate with low cost, this perspective will be used to evaluate our competitors' advertising campaigns with an emphasis on the competitive standing. I am also responsible for developing and implementing the organization's entire marketing strategy.

Depending on the role held within the organization, Chief Marketing Officers (CMOs) typically report to either the Chief Executive Officer (CEO) or the Chief Operating Officer (COO). I will be and am, raising awareness of the many products that customers can buy from the business. I am also, in charge of making sure everything you need is on hand and that everyone is successfully collaborating with one another as part of this. In addition to managing the firm's budget, personnel, development and implementation goals, and overall strategy, as the chief marketing officer of a corporation I frequently oversee its marketing strategy. This is due to the chief marketing officer's responsibility for managing all firm marketing activities. Specifically speaking it is my job to notice specific trends that include demand and pricing and overall market pricing and demand for both AC Cameras and UAV drones. Including this, I am in charge of designating funds to marketing "campaigns" in order to boost such things as image rating, revenue and market share.

Chief Financial Officer - Z

My role would be a Chief Financial Officer (CFO) in the Snapshot Inc.-26H and I have to maintain the top, important and highest financial decision in my organization as a CFO. I would be responsible for tracking cash flow, monitoring the company's assets, estimating credit rating performance, liabilities and equities, financial planning and analyzing the company's financial strengths and weaknesses and proposing strategic directions. I will expect to build trust with my company stakeholders to deliver better, sustained outcomes & interest, lead on both business and societal factors. I might implement financial policies and procedures to ensure the proper accounting, strategic use of organizations funds, short, medium and long term plans etc.

According to the size of the organization and type of industry (private or public), the CFO has mainly three broad functional areas: controller, treasury and forecasting strategy. I have to operate day-to-day accounting, costing, financial status and I am responsible for preparing reports that provide insights into a company's financial standing, including accounts receivable, accounts payable, cash flow, inventory and payroll. I would be responsible for the company's liquidity, debt and assets. That includes any investments the company may have, whether physical assets, such as buildings and equipment, or financial investments. I have to prepare strategy and forecasting reports following available data, both internal and external, to advise on areas including product development, market expansion, market segmentation, human capital management and capital investments for developments, planning and forecasting exercises etc. I have to play the company's financial planning, perform risk management by analyzing the organization's liabilities and investments.

In sum up, I am capable to decide on investment strategies by considering cash and liquidity risks, control and evaluate the organization's fundraising plans and capital structure, ensure cash flow is appropriate for the organization's operations, supervise all finance personnel (controllers, treasurers etc.), manage vendor relationships and stakeholder needs and loan assessments. For the corporate level, I have to prepare reliable current and forecasting reports, set up and oversee the company's finance IT system, budgeting and annual scheduling, ensure compliance with the law and company's policies, manage finance controller teams etc.

3.0 Line Graphs - Measures of Success

3.1 Line Graphs - CEO

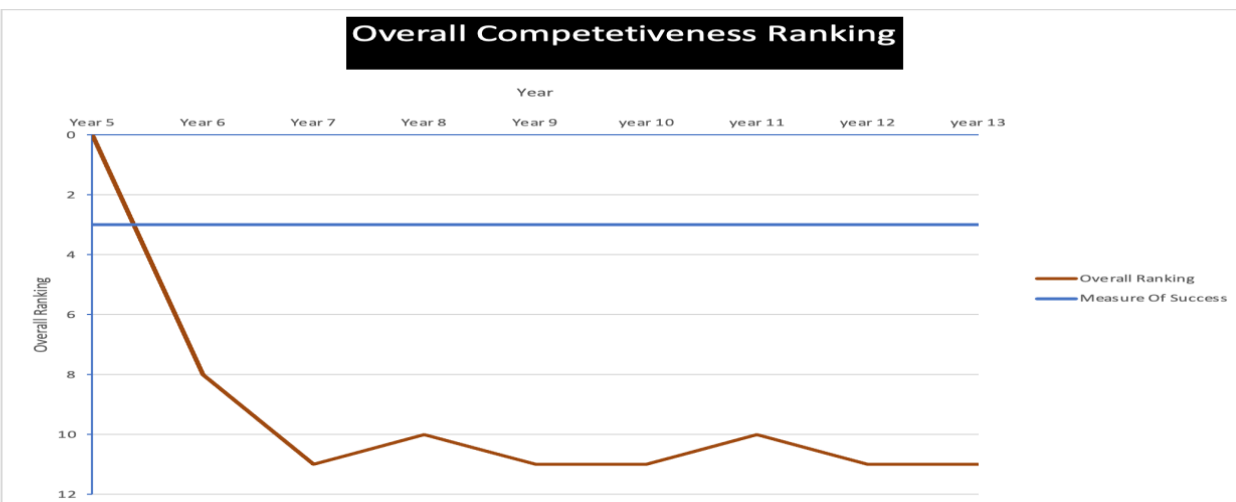


Figure 1: Overall Competitiveness Ranking

Results: Snapshot Inc. has a measure of success of achieving an overall competitive ranking of top 3 or higher by year 15. Currently, our firm is ranked 11th, which is well below our measure of success. In order to achieve a higher overall ranking, all aspects within all product markets need to be improved as every aspect plays a part in a high overall ranking. First and foremost, Snapshot Inc did not make accurate assumptions about the market. We have fallen behind especially in year 7, where we offered relatively the same price as other low-cost producers, but had a much lower PQ rating. In addition, many errors were made along the way, as we did not invest enough money into advertising for both AC Cameras and UAV drones in year 8. This caused our competitors to get a competitive advantage over our firm as they have more local and online retailers. From year 9 onwards, we did not increase expenditure in these areas as we were to focused on being the lowest cost and undermined the importance of advertising. We specifically did not have retailer support expenditure in all 8 product markets [Figure 1]. Our website displays in all 8 product markets did not receive the correct amount of funding causing us to lose out on many online retailers. We currently have the lowest amount of online and local retailers in each product market in our industry. Furthermore, we failed to reach the measures of success for EPS, ROE, and debt-to-equity ratio. Our EPS currently stands at 3.61, our ROE is 35.1 and our debt-to-equity ratio is currently 2.5714. In addition, we are currently ranked as the 2nd lowest in total cost behind company L. Our AC Cameras PAT productivity is 0.21% while our UAV drones PAT productivity is 0.6% for year 13.

Future Tactics: In order to accomplish our measure of success of a top 3 overall ranking, Snapshot will continue to implement its low-cost producer strategy by implementing low prices with high sales volumes. As a part of our operational tactics, we will be lowering the PQ rating of our AC Cameras to decrease our total costs per unit sold. Specifically, image quality, camera housing, and included accessories will be decreased. UAV drones will also have a decreased PQ rating by reducing body frame construction, obstacle censors, and extra performance features. In terms of compensation/facilities, the attendance bonus for AC camera workers will be reduced along with the fringe benefits package in order to reduce overall costs. UAV drone workers will see a reduced increase in base wage, reduced attendance bonus, and a reduced fringe benefits package in order to decrease overall costs. In order to improve our debt-to-equity ratio to 1.2, there will be early repayment of L-T loans (#5, 200,000@ 5.1%) with a dividend of $1.25/ share to dividend $1.30/ share as a part of our financial tactics. In order to increase our ROE, we will be providing special discount offers to all 4 regions as financial tactic. As a part of our marketing tactics, we have specific tactics for each of the 8 product markets. In general, we were increasing our retailer support budget for all 8 product markets in order to increase the amount of retailers our firm has. In regards to the 4 product markets for UAV drones, we are increasing our search engine advertising in all markets. Website display info for all 8 product markets will be increased as well. Furthermore, AC Cameras in North America and Europe-Africa will see a increase in advertising budget while AC Cameras in Asia-Pacific and Latin America will see a decrease in advertising budget. All 4 markets for AC Cameras will see an increase in sales promotion percentage. Overall, the price of AC Cameras will be decreased in each product market while the price will increase for UAV drones in each product market [Figure 2]. Finally, for our HR tactics we will be looking to improve on our PAT productivity measures of success for both UAV drones and AC cameras. In regards to UAV drone and AC Camera productivity, we will increase assembly quality incentive and best practices/product improvement training to increase efficiency. All in all, a lot of different factors come into play when competing for overall competitiveness, and a high ranking requires all five other measures of success to be prioritized.

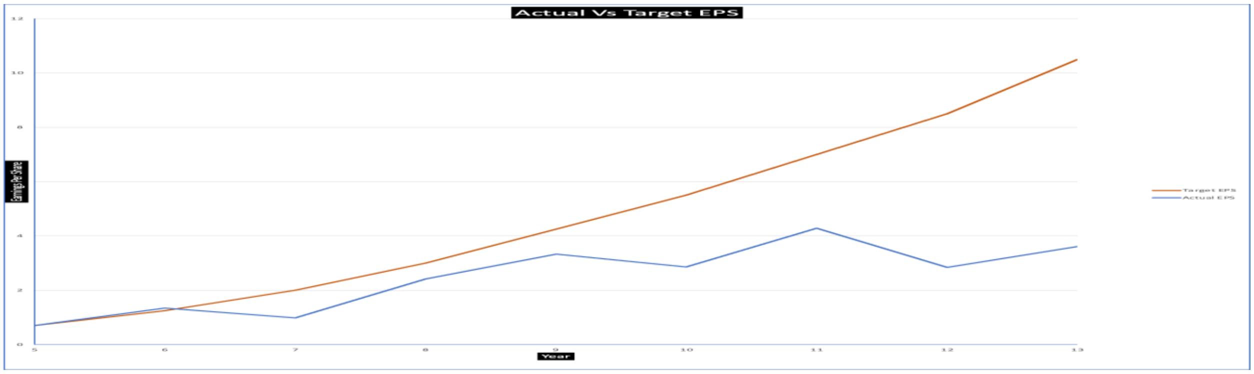


Figure 2: Actual Vs Target EPS

Results: When understanding earnings per share, the two factors that determine it are net profit and share of stock outstanding. Performance objectives that are set by the board of directors have not been met for year 13, as the performance objective of $10.50 earnings per share has not been surpassed with a current earning per share of $3.61 for year 13. Overall, this is ranked 11th out of all competitors. Although the board of directors are expecting a earnings per share of $14.50 by year 15, that is out of our reach in a two year period. Our measure of success is $7.00 for year 14 as this is a realistic timeframe to achieve this measure. In year 8, Snapshot Inc repurchased 600 shares at a stock price of $60.27, followed with 2400 shares in year 11 at a stock price of $81.64, and 2000 shares in year 12 at a stock price of $34.33. In addition, we have underperformed in producing net profits. With the lack of understanding our competitors expenditure in marketing (advertising budget, retailer recruitment, search engine advertising, etc), we did not achieve a high market share/product demand which resulted in our firm not producing the necessary net profits.

Future Tactics: Currently, Snapshot Inc. has 15,000 shares outstanding. In order to reach our measure of success of $7.00 by year 15, we will be purchasing 1000 shares in year 13, and 1000 shares in year 14 as this will decrease our overall shares outstanding as a part of our financial tactics. Thus, our earnings per share will increase due to their being less shares outstanding. In order to increase our net profits, Snapshot Inc will make accurate market assumptions and attempt to increase the amount of local and online retailers for AC Cameras, and create more web traffic along with increasing online retailers for UAV drones. This increase is necessary as a part of our financial tactics as our competitors continue to outperform us in net profits due to the increased expenditure in marketing they have implemented. Increased market share with a higher demand for our product will result in higher sales volumes. These higher sales volumes will increase our net profits. Thus, an increase in the firms net profits with a decreased quantity of shares outstanding will result in an increase for earnings per share. All in all, a high EPS show cases a great value as investors will pay more for the company's shares if high profits are shown compared to the share price.

3.2 Line Graph - COO

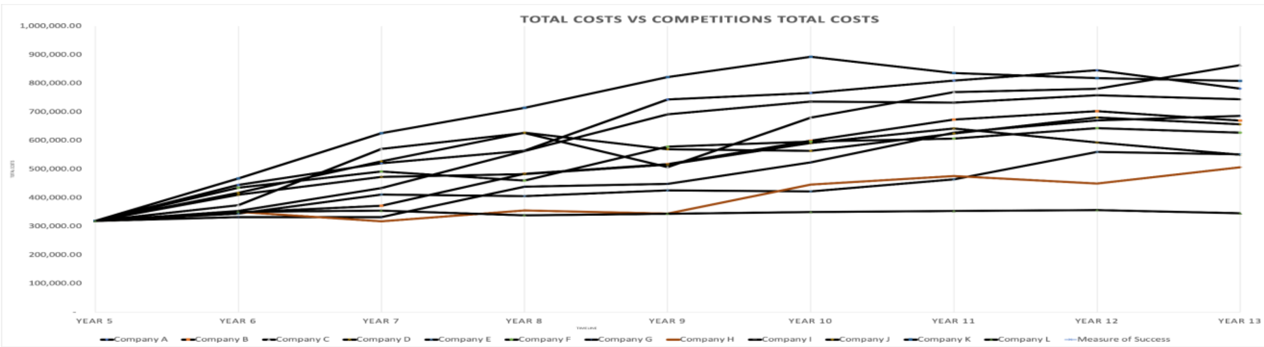


Figure 3: Total cost Vs competitive total cost

Results: The graph shows that in year 5 everyone started at the same level of total costs which was 319128. The following year we became the fourth lowest costs behind company G,E, and L. Our cost that year was 350691. The year after that we achieved becoming the lowest cost producer at a total cost value of 317308. The following year in year 7 we regressed in the rankings and became the third lowest total costs producer behind company G and company L. In year 8, our firm Snapshot Inc took a position as the second lowest cost producer behind company L [Figure 3]. In year 9, our inched our way closer to company L and maintained our position as the 2nd lowest total cost producer. In year 10 we regressed into the third lowest total cost behind company G and Company L, our total cost at this juncture was 446200. The next year at year 11 we maintained our position of having the third lowest total costs behind company G and L, our total cost at that time was 475975. The following year at year 12 we regained our position at the 2nd lowest total cost behind company L, our total cost was 449938. The next year at year 13 we maintained our position of having the 2nd lowest total costs behind company L, our total cost at that time was 506278.

Future Tactics: For the next year our goal is to regain our position as the lowest cost producer. To achieve this there are four components in our weekly decision that require adjustments. These components are Product Design, AC camera Marketing, UV drone Marketing, and Compensation Facilities.

Product Design: To improve our position and get the position of having the lowest total costs we believe that we will need to lower the quality rating of our products. For the AC camera we will reduce its feature in the following way:

Table 1: Quality/ Performance rating for AC Camera

	Features	**Year 13**	**Year 14**
AC Camera	Image Quality	2704 x 2028	2704 x1520
	Camera Housing	8	7

	Included Accessories	9	7

The UAV drones will also need to be reduced in the performance/Quality rating in the following way:

Table 2: Quality/ Performance rating for UAV Drones

	Features	**Year 13**	**Year 14**
UAV Drones	Body Frame Construction	Carbon Fiber	g10/FR4 Fiberglass
	Obstacle Sensors	360° Basic	Front/ Rear
	Extra Performance Feature	4	3

By reducing all of these features the cost of goods sold will be reduced. Which will help reduce the total cost of our operations?

Compensation & Facilities: We will also reduce the compensation we pay our workers in order to reduce our total costs. We will reduce this in the following ways for the AC Camera production crew:

Table 3: Compensation analysis for AC Camera

	Features	**Year 13**	**Year 14**
AC Camera	Attendance Bonus	400/ Worker	300/ Worker
	Fringe Benefit package	1000/ Worker	750/ Worker

We will also be reducing the compensation for the production crew of the UAV Drones in this way:

Table 4: Compensation analysis for UAV Drones

	Features	**Year 13**	**Year 14**
UAV Drones	Base Wage change (%)	+5%	+2%

	Attendance Bonus	750/ Worker	300/ Worker
	Fringe Benefit package	800/ Worker	750/ Worker

We will also be monitoring our number of workstations and workstations tables so that we do not have any shortfall.

3.3 Line Graph – CFO: Debt Equity (D/E) ratio is an evaluation of a company's financial leverage and it might be calculated as a ratio of the company's total liabilities to shareholder equity.

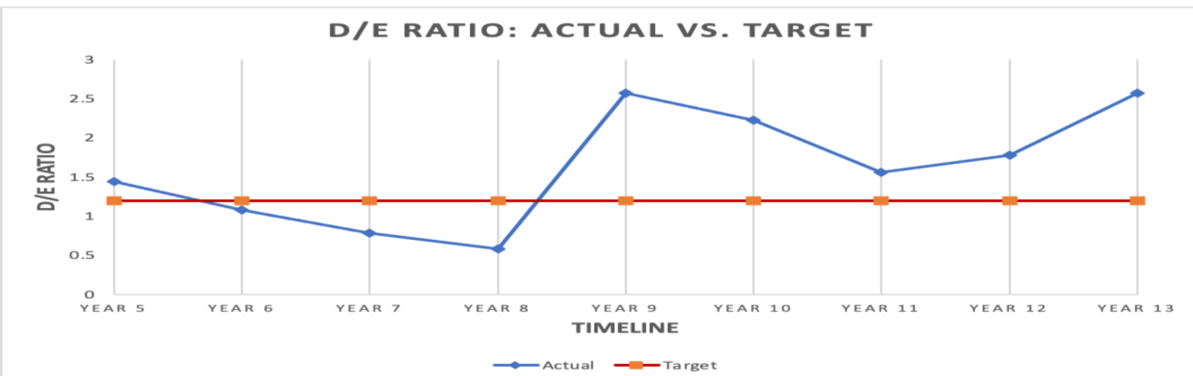


Figure 4: Debt to Equity Ratios compared with target value for Snapshot Inc.

It is considered a gearing ratio in corporate finance [1]. It has a standard value of 1.2. (International Financial Community). In the graph, it might be 2'1 for an online global firm and 1.0 for a manufacturing firm and 0.5 indicates risk is a balancing situation. For a low price producer, equity holder involves a debit holder and we are used to analyze actual financial statistical information towards company 26 H which are comparisons to 1.2 for debt equity targeted values The debt percentage is calculated as the ratio of total liabilities to total assets. The equity percentage is calculated as the ratio of total shareholder equity to total assets. It has standard entries of total liabilities and total shareholder equity in a company balance sheet. In addition, Interest Coverage Ratio and Current Ratio might have an impact on low cost producer credit rating performance [2].

Results: Snapshot Inc has maintained a credit rating during year 5 (59/41=1.4390), year 6 (52/48=1.0833), year 7 (44/56=0.7857), year 8 (37/63=0.5873), year 9 (72/28=2.5714), year 10 (69/31=2.2258), year 11 (61/39=1.5641), year 12 (64/36=1.7777), year 13 (72/28=2.5714) which defined as B+ or higher in years 6 and 7, at least A- in year 9 and 10 [Figure 4]. The company's credit rating was B at the end of the year 7 and year 8, A- in year 5 and year 6 and at least A in year 9 through the upcoming four years.

Future Tactics: An entry of 33:67 for a company's debt equity ratio defines that the company's total assets are financed by 33% debt and 67% equity. Debt equity ratio of 75:25 contains a high risk of bank lenders, since borrowers have a financial burden having to provide large annual interest payments and big annual principal repayments on outstanding loans [3]. It might collect a big fraction (possibilities all or above) of cash flows from operations. When a company's debt percentages rise gradually above 50% of total assets, it considers that the company's credit worthiness is becoming 'increasingly risky' and the managers should have high sincerity on the use of debt for its business operations. Weaker balance sheet indicates debt-financing of total assets and a stronger balance sheet considers the equity financing of total assets. Credit rating is increasing gradually and our measure of success is to reach (A+) a D/E ratio of 1.2 by year 15.

DE interpreting towards year 14: Dividend approval per share 0 to 1, 2 and 3 (no early repayment L-T loans, no stock repurchase), then debt equity percentage will turn into 61:39 to 64:36, 66:34 and 69:31. If Early repayment of L-T loans (#5, 200,000@ 5.1%), provided dividend share 0, non cash and no stock repurchase, then debt equity percentage would be 49:51. No early repayment, no cash, no dividend share, no stock repurchase, then debt equity percentage would be 69:31 and (#5, 200,000@ 5.1%), no cash, dividend $1/ share, no stock repurchase, then debt equity percentage would be 53:47, (#5, 200,000@ 5.1%), no cash, dividend $2/ shares, no stock repurchase, then debt equity percentage would be 58:42, (#5, 200,000@ 5.1%), no cash, dividend $3/ share, no stock repurchase, then debt equity percentage would be 62:38. (#5, 200,000@ 5.1%), no cash, dividend $4/ share, no stock repurchase, then debt equity percentage would be 67:33,

For optimum debt equity percentage 1.20, if early repayment L-T loans (#5, 200,000@ 5.1%), dividend $1.25/ share to dividend $1.30/ share, then debt equity percentage would be 54:46 (1.1739) to 55:45 (1.2222).

ROE:

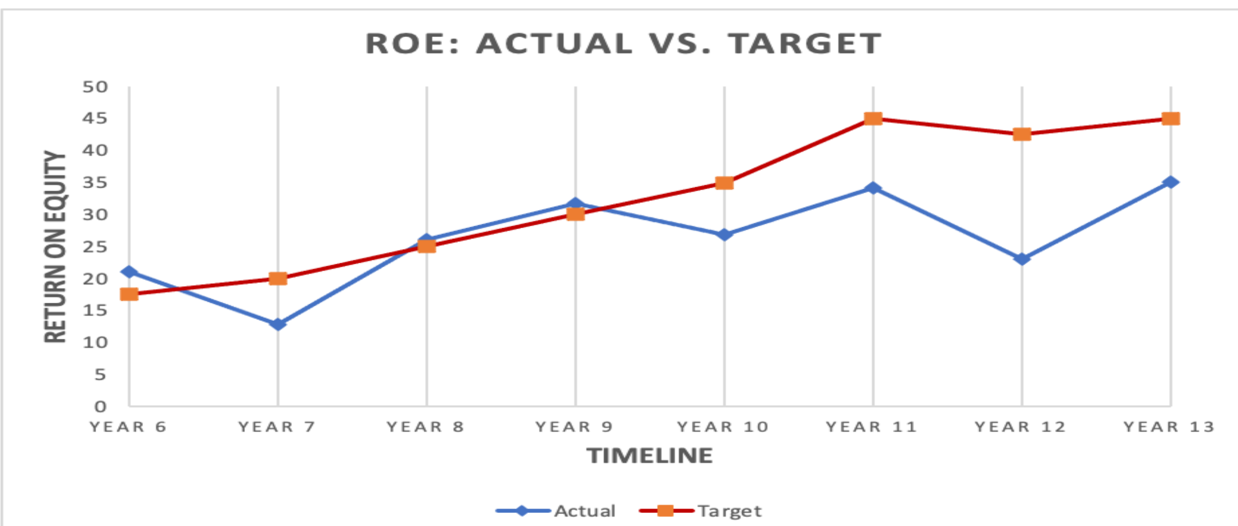


Figure 5: Actual ROE (%) and Expected ROE (%) comparisons

Results: We are getting comparisons among ROE (%) expected values of Year 6 (17.5). Year 7 (20), Year 8 (25), Year 9 (30), Year 10 (35), Year 11(40), Year 12(42.5), Year 13 (45) (goal or standard or ideal) with ROE (%) actual values of those companies during Year 6 (21.0). Year 7 (12.9), Year 8 (26.1), Year 9 (31.7), Year 10 (26.7), Year 11 (34.2), Year 12 (23.1), Year 13 (35.1) [Figure 5].

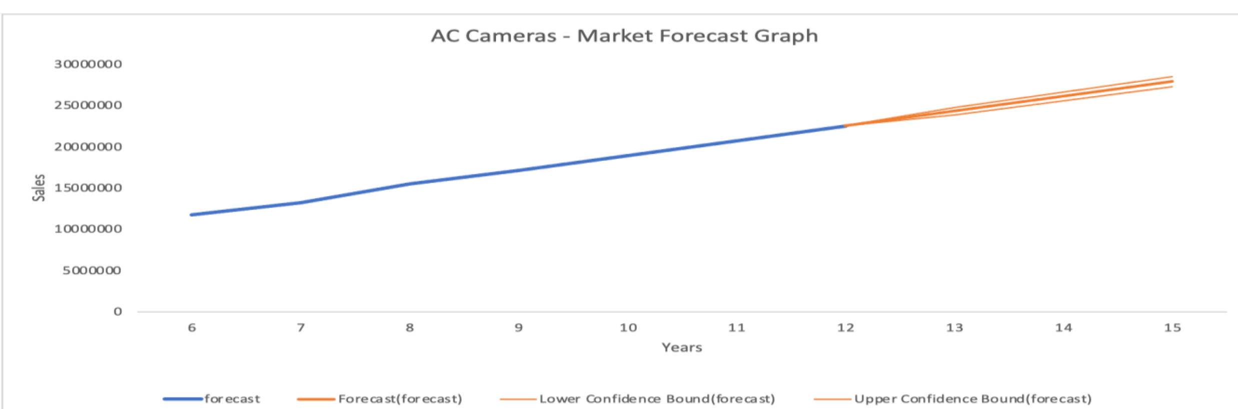
It compares the financial performance of companies within the same industry. It is considered the measure of the ability of management to generate income from the equity available to it and our measure of success is to achieve a ROE of 40% in year 11. Higher ROE values indicate the company is earning more after-tax profit per dollar of equity capital provided by shareholders. Actually ROE is one of the six performance measures in which Camera and Drone Company is scored and the expected ROE increases annually. We should monitor ROE regularly and take actions to improve it. ROE can increase by pursuing actions that raise net income (numerator of the ROE equation) and it can improve by repurchasing shares or stock which reduces shareholders equity investment (denominator of ROE equation). ROE (%) 20+ is considered good performance [4]. Those Companies having greater amounts of shareholder equity on their balance sheet must have to earn higher net profits in order to achieve the investor-expected ROE targets.

Future tactics for ROE:

The company with the highest ROE average is designated as the best in industry performer (annual 15% target for a leader) and gains the maximum score in this measure. According to Camera & Drone Journal statistics, average return on equity investment (ROE) from 14.5% at the end of year 5 to 17.5% in year 6, 20% in year 7. 25% in year 8, 30% in year 9, 35% in year 10, 40% in year 11 and following by an additional 2.5% annually in year 12 through 15 and it would reach 50% in year 15.

ROE interpreting towards four retailers for Year 14: Special offers of discount 0% to 10% , then ROE for four retailers of North America, Europe-Africa, Asia Pacific and Latin America will turn into 0% to 1.3%, 0% to 0.4% 0% to ,0.3% and 0% to 0.7% respectively. Similarly, for 5% special offers of discount (% off of wholesale regular price) ROE might count into 1.3%, 0.5%, 0.4%, 0.8% for four retailers of North America, Europe-Africa, Asia pacific and Latin America respectively. Actually, the North American retailer market has the best performance considering ROE (+1.3%) @ special offers of discount 10%. 3.4 **3.4 Line Graph - CMO**

<u>Forecasting Graphs</u>



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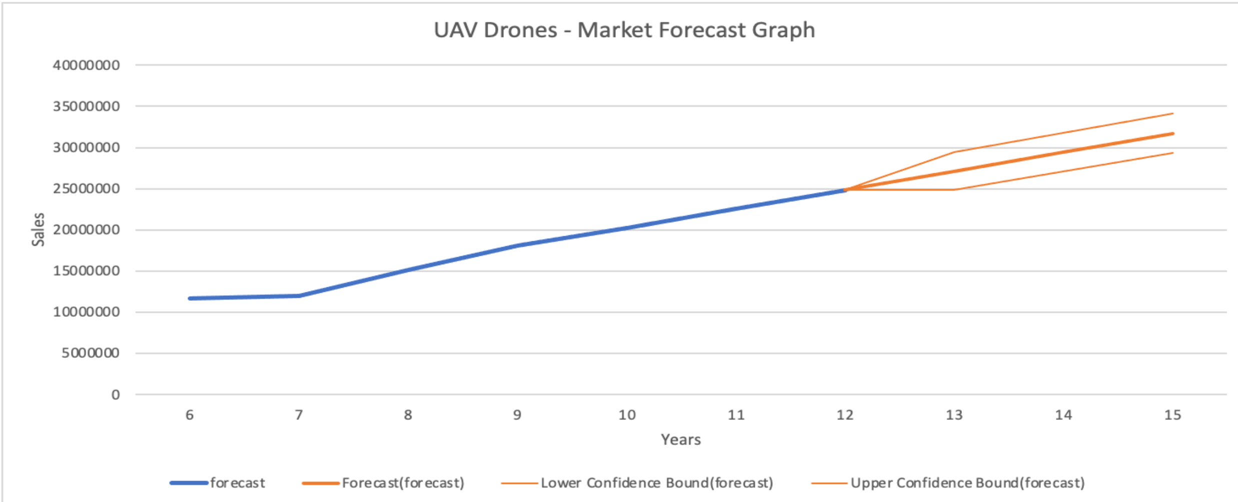

Figure 6: Market forecast graph AC camera Vs UAV Drones

Results: This Company has the forecasting sales data from years six to thirteen in the above two graphs. This data is based on the demand and price of production to predict how much the company is potentially going to sell in the years ahead (the future). Based on this data our company used liner confidence bound regression forecasting to predict the sales for the next 3 years for both graphs [Figure 6]. These two models show three different predictions; forecast, lower confidence bound forecast and upper confidence bound forecast. Based on the forecast, it has shown that the sales are going to increase in the next three years.

Future Tactics: There are a variety of different tactics we can use in order to have increased sales in the future. In order to continue to increase sales that is shown on this trend, is that our company is committed to being a low cost producer. This being considered as our strategy, we can also follow this predicted/forecasted model trend for sales of the both the AC Camera model and the UAV Drone model.

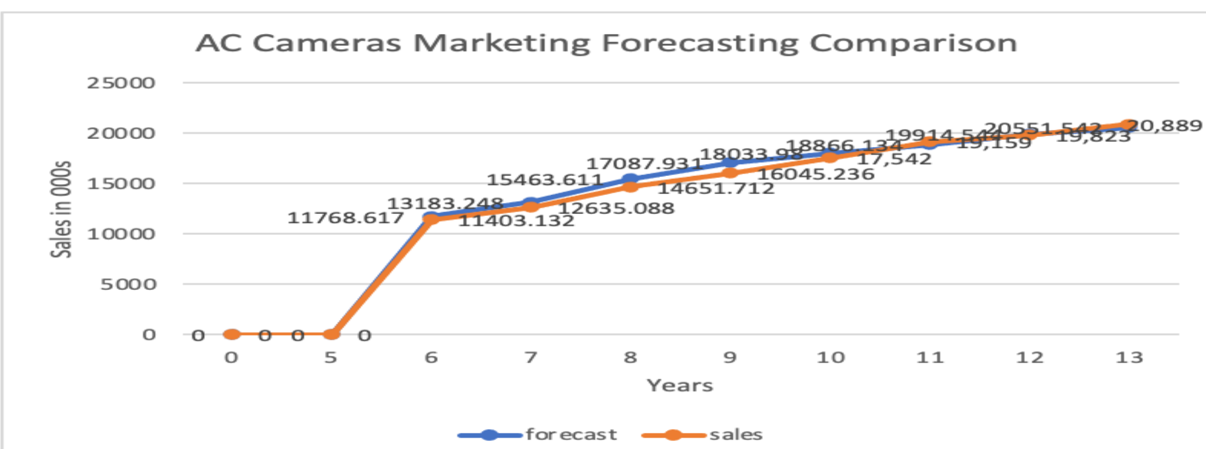

Figure 7: AC Cameras-Marketing Forecasting Comparison

Results: In this graph, titled for our market for AC Cameras, we analyzed the trends in the market for a total of 4 years - up until the present time. In this graph we have two lines to focus on. First, the actual sales line with shows the market for

AC Camera's sales for each year. Then, we have the forecasting line which shows the predictions for market sales of the entire market. This is good for us to use, as we can figure whether or not the sales are higher or lower than the forecasting amount. Therefore, this data shows us how profitable the market is and that we are or not, following the trend of the market and this has positive or negative impacts [Figure 7].

Future Tactics: In this graph above, it shows that the market sales were lower than the forecasted average sales for the market. This being taken into consideration, shows us that, in combination with the heading forecasting graph, that we can easily predict - as we are shows that its probable that sales are not going to reach the predicted forecasted amounts. Therefore, in the future we need to adjust specific things such as money being spent on marketing purposes like advertising budget in order to follow this trend.

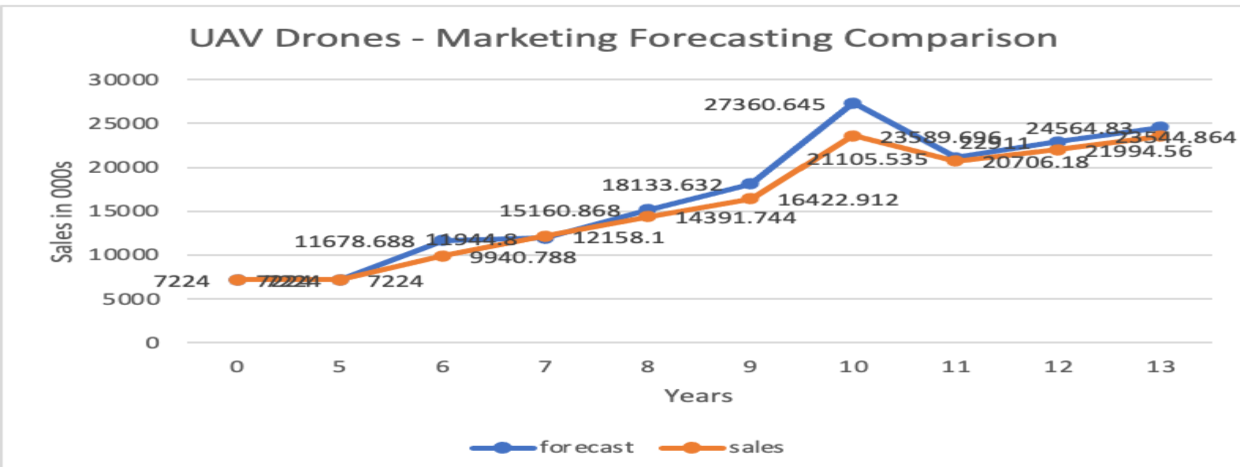

Figure 8: UAV Drones-Marketing Forecasting Comparison

Results: In this graph above, it shows analyzed data in terms of the entire market for UAV Drones. It has two lines that show both the actual sales of the market and the forecasting sales of that market (UAV Drones). It shows that at year 7 (the graph shows a total of years 0 to 13) the actual sales were in par with the forecasted market sales [Figure 8]. This is important info to have because it shows data that shows us how profitable the market is and that we are or not, following the trend of the market it could either have positive or negative impacts.

Future Tactics: In order to stay competitive and follow the trend of this forecasting graph, we should look at why the forecast for the UAV Drones market is lower than the actual sales for the market. If we were to solve this problem or bring it to realization we could then adjust our prices on things such as marketing respectively.

<u>Pricing Graphs</u>

These line graphs are designed to represent the price in dollars per unit. I have designed it for our company to compare our prices with the competitors. As a low-cost producer, this graph should be updated regularly so we can compare it to our competitors and also our prices over the years. This is relevant to our strategy because as a low-cost producer we cannot charge high prices due to the lower quality of our products. Furthermore, we can directly see how much other groups have been spending in the past up to the present. We will use this information to see if there has been a sharp increase in higher camera prices and/or eroding camera quality/performance. If this happens industry-wide this could drive away potential buyers and cause the growth in buyer demand to fall below the forecasted amounts. This event will be illustrated in the Demand Forecast numbers which in turn, we will be able to forecast and alter our costs respectively. Concerning the UAV drones, as well, the bigger the percentage of your company's average "direct-sale price" was below the regional average, the bigger your company's price-based competitive advantage.

Also, it is important to note that to keep being successful with our prices; we need to compare our prices of each unit to the regional average every year. This is because if we are below the regional average, this means that we had a bigger and more positive impact on our company's cameras sold and accordingly, a larger market share in the region.

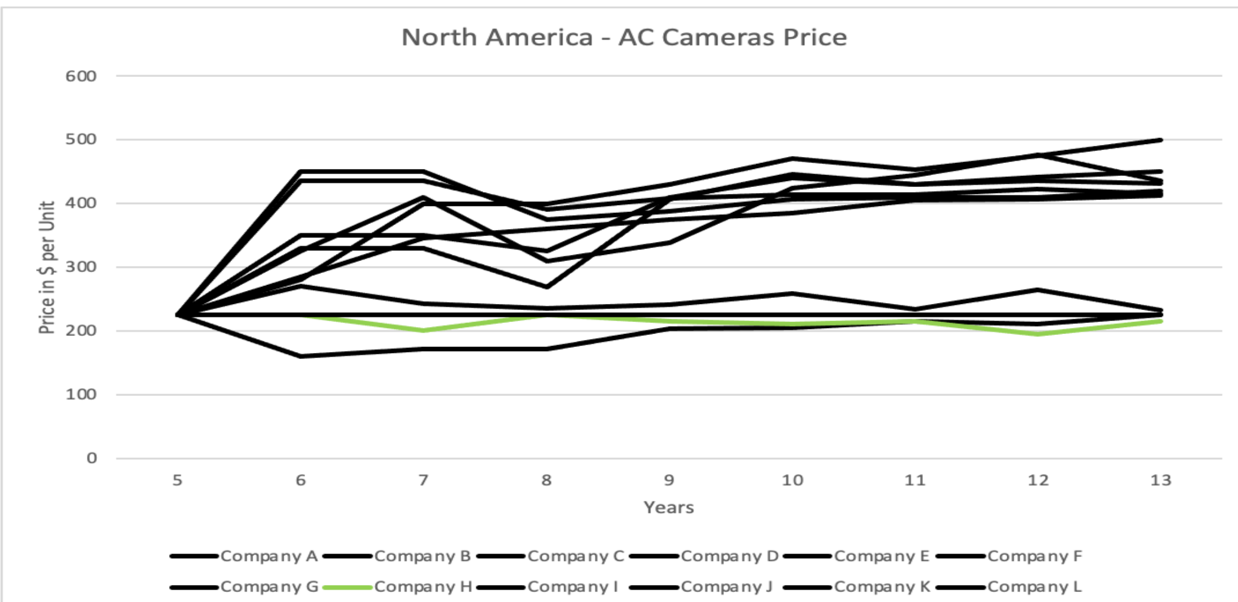

Figure 9a: North America- AC cameras Price

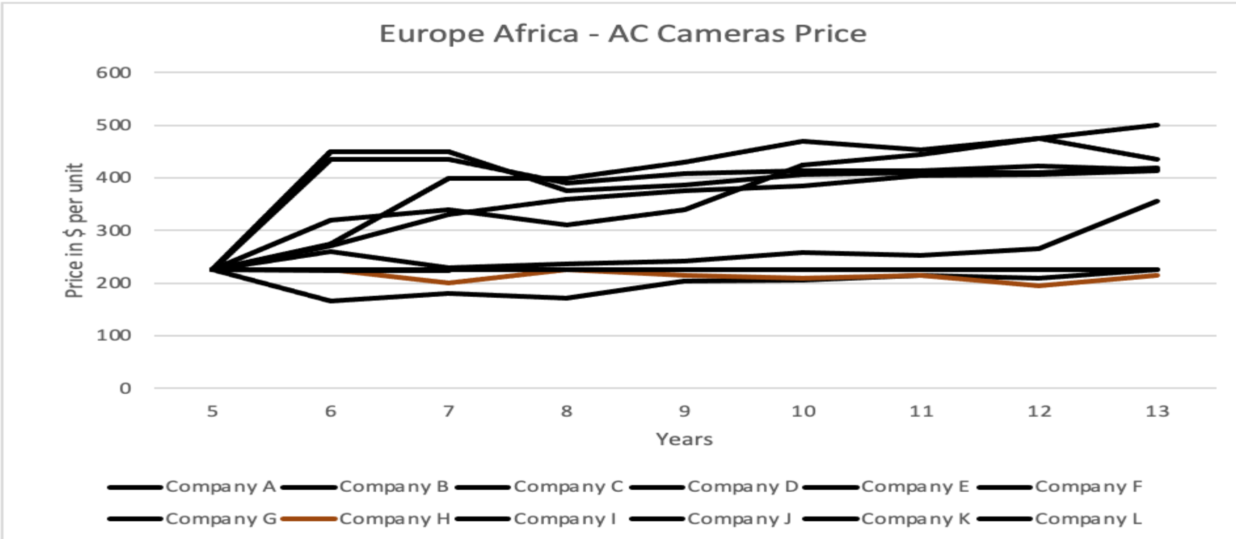

Figure 9b: Europe-Africa- AC cameras Price

This graph shows Price, or dollars per unit being spent on AC Cameras throughout years 5 to 13 for all companies involved in Europe Africa.

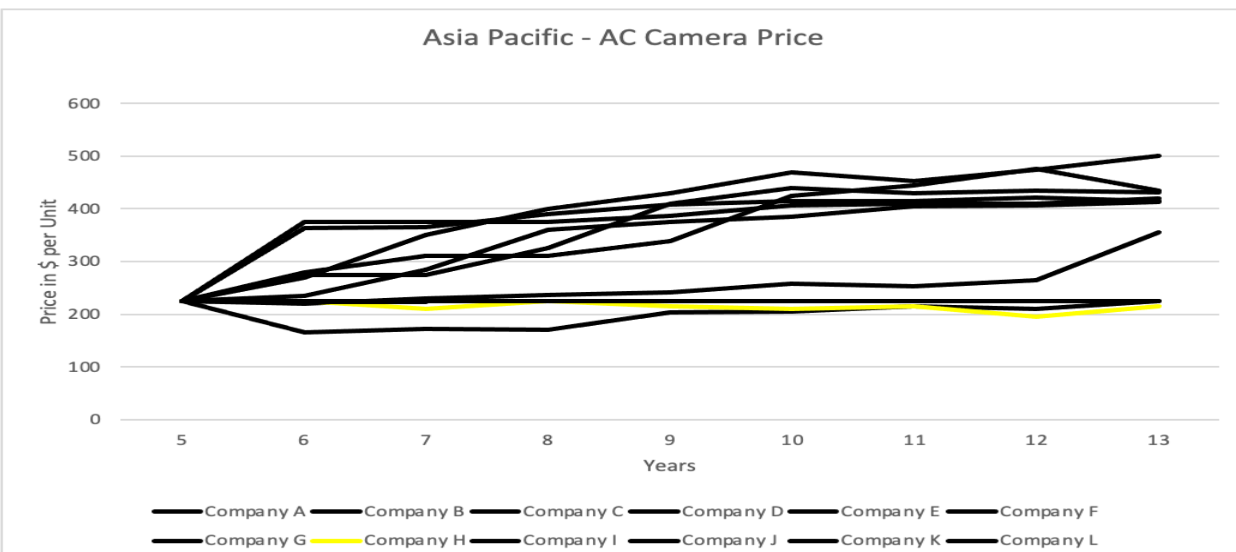

Figure 9c: Asia Pacific- AC cameras Price

This graph shows Price, or dollars per unit being spent on AC Cameras throughout years 5 to 13 for all companies involved in Asia Pacific.

Darshan The International Journal of Commerce and Management ISSN: 2583-1682 Volume - 3, Issue – I, June – 2023
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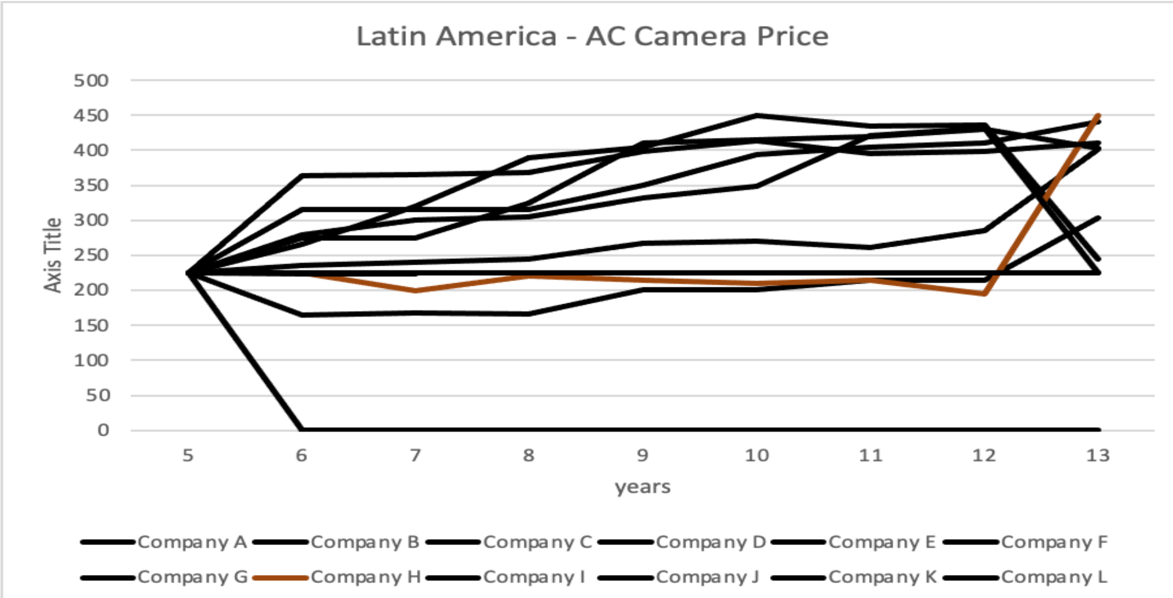

Figure 9d: Latin America- AC cameras Price

This graph shows Price, or dollars per unit being spent on AC Cameras throughout years 5 to 13 for all companies involved in Latin America.

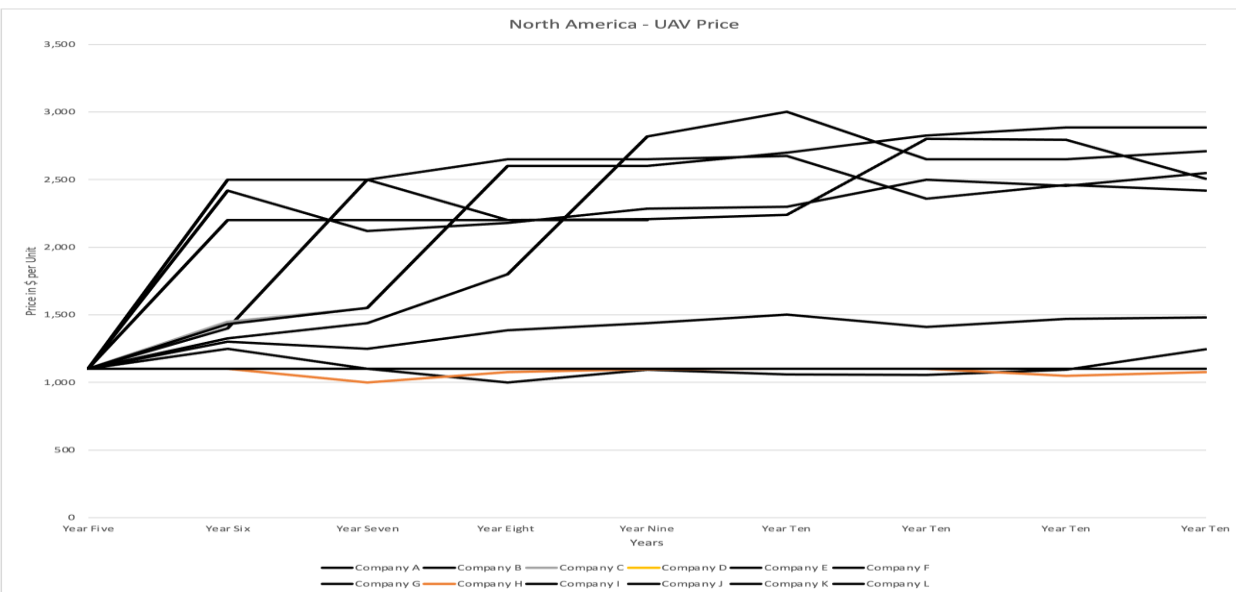

Figure 10a: North America- UAV Price

This graph shows Price, or dollars per unit being spent on UAVs throughout years 5 to 13 for all companies involved in North America.

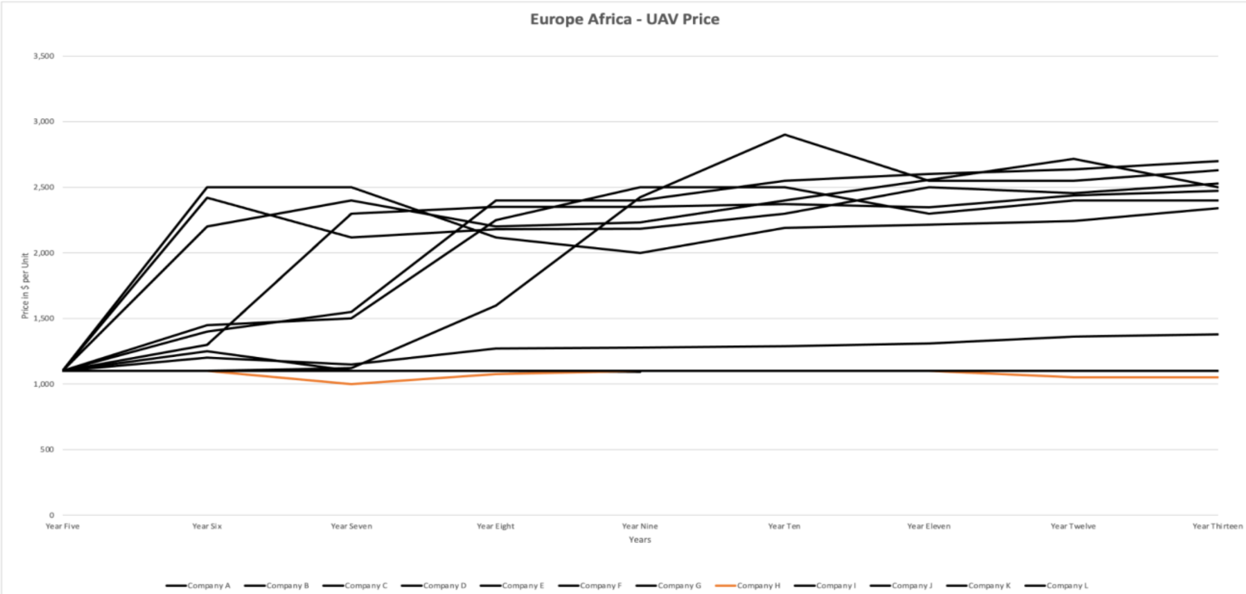

Figure 10b: Europe Africa- UAV Price

This graph shows Price, or dollars per unit being spent on UAVs throughout years 5 to 13 for all companies involved in Europe Africa. The international business market becomes more diverse and heterogeneous for economic development, culture, and political systems of the countries involved in global perspectives [6].

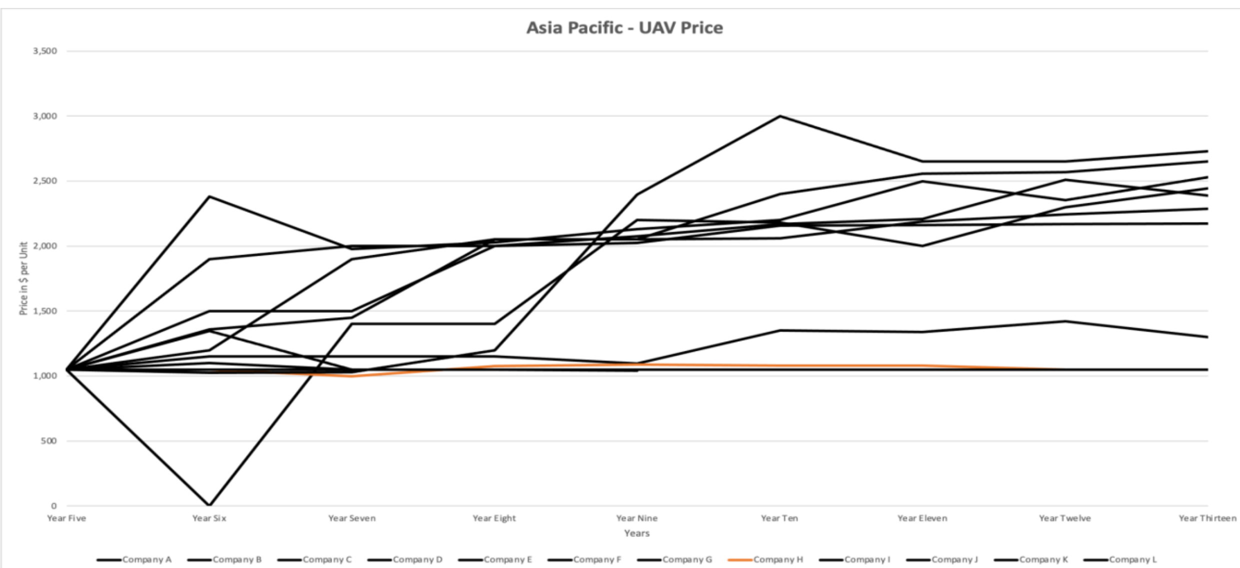

Figure 10c: Asia Pacific- UAV Price

This graph shows Price, or dollars per unit being spent on UAVs throughout years 5 to 13 for all companies involved in Asia Pacific.

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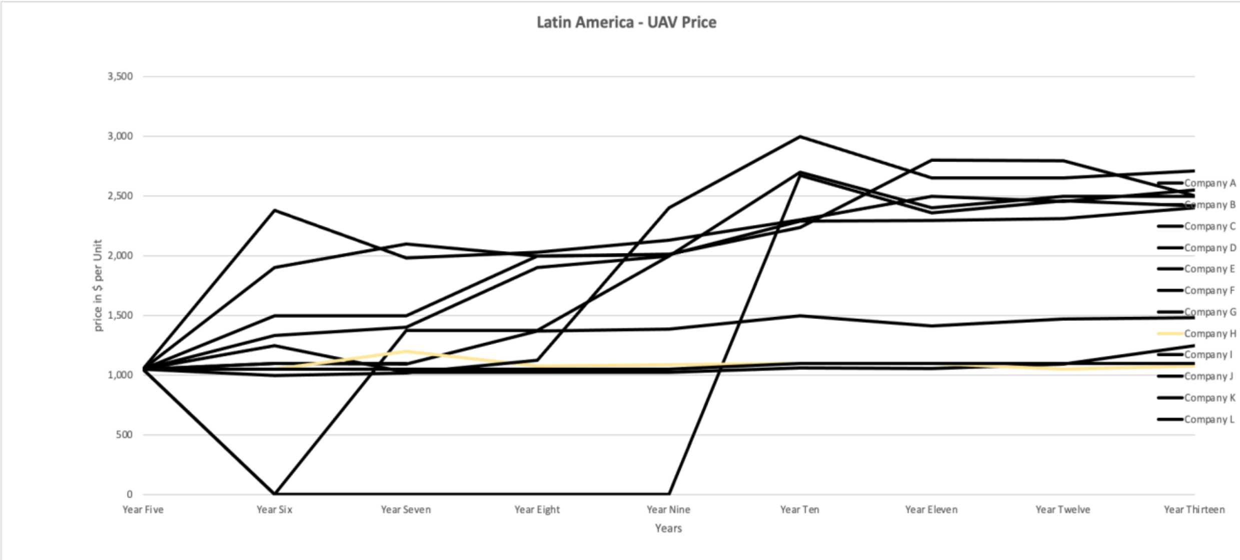


Figure 10d: Latin America- UAV Price

This graph shows Price, or dollars per unit being spent on UAVs throughout years 5 to 13 for all companies involved in Latin America.

CMO Marketing Tactics:

AC Cameras North America: As a part of our marketing tactics for AC Cameras Market in North America we reduce price to $195. We will increase our retail support budget from $1000 to $1400 in order to increase our local retailers from our current 3360 which is much lower than the industry average of 5870. We will increase our advertising budget from $2000 to $3500. This is because our competitors within our industry are increasing expenditure for advertising for this product market and we need to stay and be competitive. We will increase the sales promotion of 16 weeks at 20% to 16 weeks at 25% as our competitors are offering similar sales promotions. Thus, we don't want them to gain a competitive advantage over our firm as consumers will be more inclined to buy the AC cameras at a discount. In addition, we will continue to maintain a 180 day warranty period as our competitors are doing the same and we don't want to lose our market share due to consumers shifting towards a product with higher warranty.

AC Cameras Europe Africa: As a part of our marketing tactics for AC Cameras in Europe Africa we will we will reduce the price to $195 for a overall decrease of $20. This is due to establishing an increased market share. A lower price will increase our sales volumes as consumers will be more inclined towards a cheaper product compared to competitors. In regards to our advertising budget, we will increase $2000 to $3500 in Europe Africa. This is because our competitors within our industry are increasing expenditure for increased advertising for this product market and we need to stay competitive. Website display info will be increased by $100 because technology continues to progress and we want to increase our online retailers. An increase in online retailers will benefit Snapshot Inc as consumers will be made aware on the details and features of our product. For the retail support budget we will increase it by $200 as we are trying to increase our number of retailers. We are falling behind in local retailers as the industry average is 5949 and we are at 3550. We will increase our sales promotion from 16 weeks at 20% to 16 weeks at 25% as most competitors within our industry are offering a 23% discount and with an increase of 25% consumers may be more inclined to purchase our product due to a better sales promotion.

AC Cameras Asia Pacific: As a part of our marketing tactics for AC Cameras in Asia Pacific we will reduce the price to $195 with an overall decrease of $20 from year 13 because we are looking to increase our market share as a cheaper price will provide higher sales volumes. In regards to advertising budget, we will decrease it from $2800 to $2000. We are decreasing our budget for advertising because our competitors have a relatively low expenditure in this product market. An advertising budget of $2000 will still have a competitive advantage over other low costs producers in our industry while this will also decrease our overall costs. We will increase our website displays information from $1200 to $1800 because of our focus of increasing our online retailers. Retailers will be more inclined to sell our product if the correct website displays are implemented and consumers will be more likely to purchase our product if more online retailers are supply and a necessary display showcasing an accurate representation of our product is present. We will increase our sales promotion from 16 weeks 10% to 16 weeks 20%. This is because our competitors are having similar sales promotions and consumers will be more inclined to buy our product during the course of these promotions.

AC Cameras Latin America: As a part of our marketing tactics for AC Cameras in Latin America we will reduce the price to $195 with an overall decrease of $20 from year 13. We will decrease our advertising budget from $2800 to $1800 reducing our overall costs. $2800 is an unnecessary expenditure as our competitors are not investing nearly that amount in advertising in this product market. We will be increasing our website display info from $1200 to $1500. An increase in website display will result in an increase in online retailers for this product market. We will increase our sales promotion from 16 weeks at 15% to 16 weeks at 20% as this is a competitive discount within our industry.

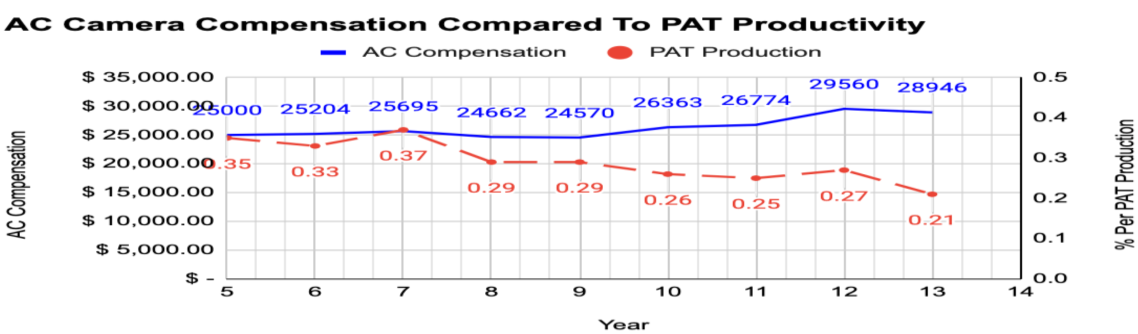
UAV Drones North America: _As a part of our marketing tactics, we will be increasing our price of UAV Drones form $1050 to $1150 because the next lowest price of our most notable competitors is 1275 (company G). $1150 is still undercutting our competitors and it will be our competitive advantage going forward. We will be increasing our website display from $4000 to $5000 as we only have 23 online retailers compared to our industry average of 46. We will be increasing our search engine advertising from $6000 to $7000 as our competitors continue to increase expenditure in this area. We are looking to increase the demand and market share of our product. As the Internet is continuously used and Google has become so notable, search engine advertising is essential in today society. Although it increases our overall costs, an increase of in our retailer recruitment budget is essential. There will be an increase of $500 from $800 to $1300. This is in order to have more retailers willing to sell our product as we continue to fall behind our competition in the amount of online retailers we have. Currently we have 23 while the industry average is 46.

UAV Drones Europe Africa: As a part of our marketing tactics, we will be increasing the price of our UAV drones from $1050 to $1100. This is because the next lowest price among our main competitors is $1245. We will be increasing our search engine advertising from $3000 to $4000 as we understanding search engine advertising will help us increase our market share due to the prominence of search engines today. An increase of our retail recruitment will be from $700 to $1000 because of the competitive advantage other firms have over us in our industry of having more direct and 3rd party retailers. We have 22 online retailers (lowest in the industry) while the industry average is 35.

UAV Drones Asia Pacific: As a part of our marketing tactics, we will be increasing our price of UAV drones from $1050 to $1100 in this product market as the next lowest price among our main competitors (company G) is $1200. We will be increasing our retail recruitment budget from $700 to $1000 as our pursuit of of increasing our quantity of retailers. Firms have been able to get an competitive advantage over us as the industry average is 30 retailers and we have 19 (lowest in the industry). We will increase our search engine advertising from $3000 to $4000 because of our focus on increasing demand for our product through our website.

UAV Latin America: As a part of our marketing tactics in UAV Latin America, we will be increasing our price from $1050 to $1100 as the next lowest price among our main competitor is $1180. We will be increasing our retail support budget from $700 to $1100 because the industry average of online retailers is 27 while we only have 17 (lowest in the industry). We will increase our search engine advertising from $2000 to $3000 in order to increase the demand of our product with the advertising tool of the future.

3.5 Line Graph – CHRO: Human Resource roles support the employee engagement and retention [10].



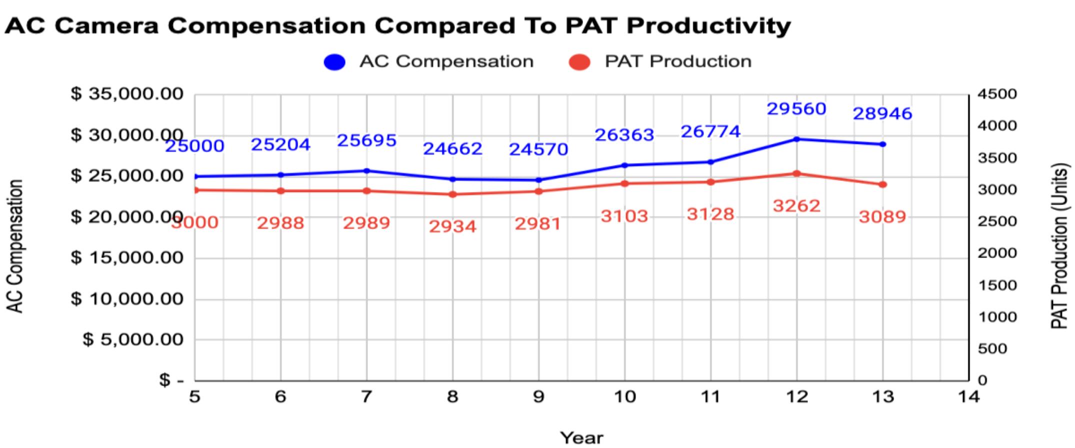


Figure 11: AC Camera Compensation Compared to PAT Productivity Percentage Vs Units

Darshan The International Journal of Commerce and Management ISSN: 2583-1682 Volume - 3, Issue – I, June – 2023
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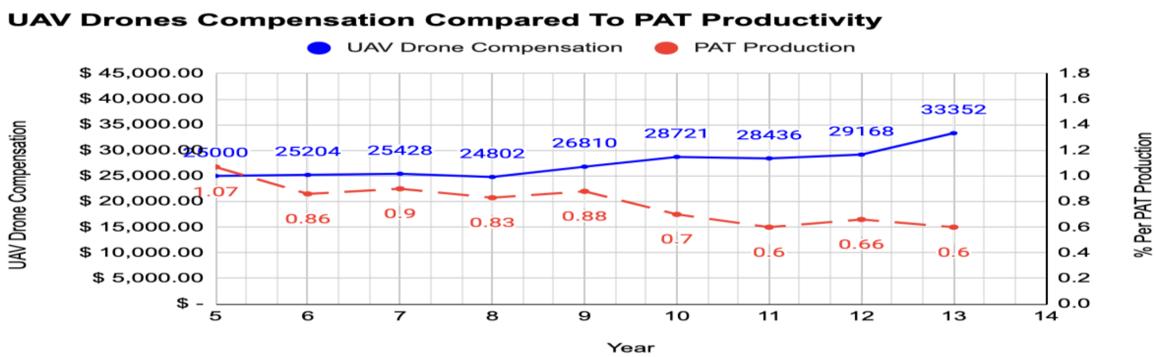
AC Camera Results: The first graph represents the compensation for workers that build the action-capture cameras compared to the percentage per PAT productivity. The comparison was made by PAT productivity which is (units assembled per PAT per year) a group of 4, divided by the units assembled for the year. The blue line represents the compensation for AC camera workers, and the red line represents percentage of production. The compensation for our company includes base wages, incentive bonus, attendance bonus and the fringe benefit package. When we increased our compensation from year 5 to year 6, then our percentage of PAT production will decrease by 0.02. From year 6 and 7 we increased our wages and we also saw an increase in our percentage of PAT production. Year 8 and 9 we deceased compensation and added a robotics upgrade which lower the PAT member from a group of 4 to 3. From the years 9 to 13 we have seen an constant decrease in PAT Productivity. From year 9 being 0.29, and year 13 would be 0.21. This could be because we have started to increase our units assembled for AC Cameras as year 9 with assembled 996,100 units to year 13 1,409,000 units [Figure 11].



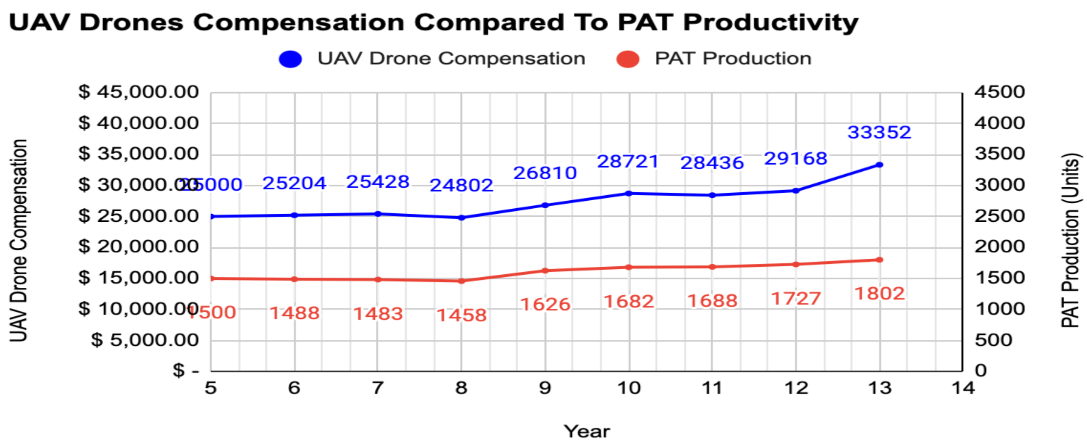


Figure 12: UAV Drone Compensation Compared to PAT Productivity Percentage Vs Units

UAV Drone Results: The first graph represents the UAV Drones compensation compared to percentage per PAT production. The graph compares the compensation of workers and how its correlates to the PAT production. Similar to AC camera graph, to calculate the percentage (units assembled per PAT per year) a group of 4, divided by the units assembled for the year. The blue line represents the total compensation and the red line represents the percentage of PAT productivity. For our company, and our strategy of low cost producer the more units per PAT (group of four), the more effective and efficient our staff is in making both the UAV drones and AC cameras. The results of this graph from year 8, we increased our wages to match the industry average. Year 8 to Year 9 we increased wages and our PAT productivity also increased. For our UAV drones compensation compared to PAT productivity we can see a downward trend in our % per PAT production from year 9 of 0.8 to year 13 0.6 [Figure 12].

Future Tactics: The future tactics for year 13 and onwards for our AC Camera Compensation Decisions is to increase our assembly quality incentives from $4.00 a unit to $4.40 a unit. This is because our strategy of being a low-cost producer is to improve efficiency. The increase in our assembly quality incentive is to cut assembly and testing times while still being accurate. The increase will also allow PAT members to take efficient procedures which will boost productivity. Another future tactic for our AC camera is to increase our best practices and productivity improvement training from $6500 to $7000. The increase will allow better training and improvement training for our PAT members in better assembly techniques to increase efficiency. For our UAV drone compensation our future tactics are similar to AC Camera as we are improving our best practices and productivity improvement training and keeping our assembly quality incentives at $10 a unit. This is because our quality incentive is maxed out as we want be efficient by maximizing our productivity and be more efficient by cutting assembly and testing times and still be accurate. For our best practices and productivity improvement training we want to increase from $6500 to $7000 to enhance our PAT members to better training, assembly techniques and post-assembly product testing.

4.0 Competitive Analysis

SnapShot Inc.'s two main competitors are company D and company G. These two companies both had the same strategy as us which was to be a low-cost producer for AC cameras and UAV drones. Both companies have constantly selling AC cameras and UAV drones at a low price from the start. We decided that company D and G were our main competitors because our mission statement is to achieve a lowest total costs ranking of 1 by year 15, and company D and G tactics remained similar to ours. For company D, their strategy was to be a low-cost producer and their overall competitive ranking is 8. Company D constantly maintained a low price of around $220 to $225, and we hovered around $215 range to ensure that we had the lowest price, compared to our competitors. Another tactic company D implemented was focusing on spending resources on search engine advertising and sales promotion for the 8 product markets. For UAV drones, company D allocated more resources on website displays and search engine advertising in the 4 regions compared to our company but their prices were higher in those 4 regions. Company G constantly maintained a lower price than us for the 8 product markets throughout the years and their overall competitive ranking is 9. For year 11 were we ranked the lowest price for AC cameras in the North America and Europe-Africa regions and after year 11 and onwards for AC cameras we were the lowest price compared to our competitors for the 4 regions. To compete with company D and G in the overall competitive ranking we need to be lowest cost producer which is our 5th measure of success. Snapshot Inc. has 15,000 shares outstanding and to reach our measure of success of $7.00 by year 15, we will be purchasing 1000 shares in

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year 13, and 1000 shares in year 14 to increase our EPS because of the less outstanding shares. As of now we are ranked 2nd lowest in total cost and we believe that we will need to lower the quality rating of our products our goal is to regain our position as the lowest cost producer. To do this our tactics for AC camera is to reduce our image quality from 2704 x 2028 to 2704 x1520, lower the camera grousing from 8 to 7 and reduce included accessories from 9 to 7. For UAV drones we will also reduced the performance/quality rating by body frame construction from carbon fiber to g10/FR4 Fiberglass. We will also lower our obstacle sensors from 360° Basic to Front/ Rear to decrease our cost. To beat our competitors company D and G, we can offer special discounts to 5% in all product markets to improve ROE. As for D/E, one of our measures of success is to reach a D/E ratio of 1.2 by year 15, this would help beat our competitors in the overall competitive ranking by a repayment of L-T loans of $200,000 at 5.1%, and increase dividends to $1.25 share to $1.30 for a D/E ratio of 1.22. To improve efficiency we will increase our assembly quality incentives from $4.00 a unit to $4.40 a unit for AC cameras and increase our best practices and productivity improvement training from $6500 to $7000 similar to UAV drones. Another tactic to beat our competitors in overall competitive ranking is to sell our cameras at $195 and also increase our advertising budget and website display/info. For UAV drones we will sell our UAV drones for $1045 in North America and $1075 in North America. In all other product markets we will increase the price to 1100 which will allow us to remain the lowest price while increasing revenues and net profits. This will allow us to allocate more of our budget towards advertising and website display. As for AC cameras, we will increase our retail support budget in North America, Europe-Africa, Asia-Pacific and Latin America while also increasing our advertising budget from. To compete with the our competitors we will increase the sales promotion of 16 weeks at 20% to 16 weeks at 25% in North America, and Europe-Africa as our competitors are offering similar sales promotions. In the other product markets we will increase the sales promotion to 20%. For UAV drones the tactics we are implementing are increasing the advertising and website display from 32 online retailers compared to our industry average of 46, and increasing our price of UAV Drones because the next lowest price if UAV drones is company G which is a low-cost producer.

5.0 Strategic Review

Global strategy has a positive impact on the real world for both companies and consumers and it allows companies to enter markets in various countries [7]. Although up until this point Snapshot Inc's 'low-cost producer' strategy has not been achieving success, Snapshot Inc will continue to pursue this strategy. Up until year 13, we have not achieved any of our measures of success. The strategy is not the problem, but the implementation of our tactics needs to be improved. We are continuing to learn from our mistakes and improve in certain areas to achieve our measures of success. Although we want to continue to maintain our low costs, advertising and marketing of our product is very important as all of our competitors are spending in these areas. In year 8, we decreased our advertising budget substantially causing our competitors to get a competitive advantage as their product was available through more local and online retailers. We dug ourselves into a very deep hole in year 7, as we had a very low PQ rating of 2.3 but a similar price ($200) to other low cost producers in our industry. However, we recovered in year 8 by increasing our PQ rating to 4.5 in year 8 while setting a price of 225 in all regions. However, after analyzing the market, we deemed that this rating was too high and needed to reduce it to 4.1 in order to cut costs in year 9. Snapshot Inc remained at a PQ ratio of 3.9-4.0 from years 10-13 with a price of $215-$225. In year 8, we initiated a robotics upgrade to reduce the amount of PAT members from 4 to 3, which is a operational tactic we implemented in order to reduce labor costs for the long term. However, initiating this upgrade hurt our debt-equity ratio as the debt of our company substantially increased. Thus, an attempt to pay back this loan will help Snapshot Inc. to decrease its debt-to-equity ratio. In addition, in year 8, we were not able to meet the demand of our product, resulting in a loss for stock outs. We expanded our workstations in order to meet this demand, and will continue to expand workstations as demand increased for our operational tactic. We are now correctly analyzing our competitors tactics and are going to continue our low cost producer strategy. As a part of our financial tactics, we will attempt to increase net profit in order to achieve our earnings per share measure of success. Incorporating marketing tactics is necessary to achieve this. Increases to retailer support budget and website displays info for all 8 product markets is necessary to increase the availability and demand for our product as local retailers will increase for AC Cameras and online retailers will increase for all 8 product markets. Furthermore, a decrease in our price for AC cameras to $195 relative to a lower PQ rating will help our firm meet a demand that is lacking in our industry. We will have the cheapest AC cameras within our industry providing consumers an alternative to other products. Although UAV drones will see an increase to price, they will be the 2nd lowest price within our industry online behind company L. Company L is not a direct competitor for us as they are not competitive in our industry. Company G and Company D have higher prices and we are undercutting them. As our competitors continue to increase search engine advertising for UAV drones in all 4 product markets, we will do the same. With careful spending and accurate assumptions about the market, we will increase advertising budget in North America and Europe-Africa while decreasing spending in Asia-Pacific and Latin America. This is due to current industry spending in these areas. We are currently 2nd in lowest total costs, but we are unable to achieve the lowest costs in the industry as company L is not a competitive company and achieving a lower cost than them will hurt our other measures of success. The correct balance is being taken into account. While we are increasing costs in marketing, we are continuing to decrease our operational costs.

Global business organizations face resource allocation, the balance of power among the corporate levels, business units and local markets [8]. In combination with our HR tactics and operational tactics, we will increase our quality incentive for both products as well as our training to achieve our PAT productivity measure of success for both AC Cameras and UAV Drones. In regards to the operational tactic, we will decrease our wage increase and our attendance bonus/fringe benefits package to reduce total costs.

6.0 Risk Assessment: Risk Management is an important factor to get success perfectly. AC cameras and UAV Drones have a multiple risks with different dimensions.

Tactics To Mitigate Risk

Financial Risks: Foreign exchange risk and political risk are the major challenges in global business [9].

There isn't much that our firm Snapshot Inc. can do about the interest rate risk and foreign exchange risk because both of these are external risks. We can reduce FDI into Europe Africa so that we are less affected by the region financial situation. There may be a high initial cost associated with leaving this product market, however, in the long-term it will reduce our expenses as we will no longer be funding operations in that region.

Table 5: Analysis for risk assessments

	External	**Internal**
Financial Risks	Interest Rates = High Risk: There is rising interest rates in North-America and Europe-Africa which will make it more difficult to take on debt and to deal with the loans that we currently have. Foreign Exchange = High Risk: Many European Currency are weakening such as the British pound. Which will devalue the assets we have in that product market.	No Internal Financial Risks
Operational Risks	No External Operational Risks	Recruitment = High Risk: Recruitment will be more and more difficult because of the reduction in wages we are paying our workers and recruitment wages Supply Chain = High Risk We also lost out on 26.6 camera sales in North America, 23.2 in Europe Africa, 27 in Asia Pacific, and 21.4 in Latin America.
Hazard Risks	No External Hazard Risks	No Internal Hazard Risks
Strategic Risks	Competition = High Risk We are currently 2nd last in the industry rankings and continue to find difficulty hitting our target success metrics. Customer Changes = High Risk Thus far there are many competing companies that have the strategy as us yet have a greater demand for their cameras and drones. Furthermore, we lost out on 26.6 camera sales in North America, 23.2 in Europe Africa, 27 in Asia Pacific, and 21.4 in Latin America due to stockouts and so the customers more than likely went to a competing firm	Research and Development = High Risk We invest the least into R&D at 3 million compared to all the other firms in our industry. This mean that their products will become more advance than ours. Intellectual Capital

Operational Risk: To mitigate the Supply chain risk, we will begin monitoring the number of workstation and workstations table we use in order not to have any shortfall. This will help minimize the amount sales that we lose because of stock outs. We will also bear the Recruitment risk as the decrease in wage to our workers is necessary to stay true to our strategy of being the lowest cost producer.

Strategic Risk: To address on the competition high-risk, we will need to reduce the features on our cameras and drone in our product design to free up more money to pour into marketing. We will also need to address the risk associated with customer changes. We will need to continue to monitor the number of workstations and workstation tables we have to avoid shortfall. Further, we will need to advertise more. Lastly, to address the research and development (R&D) risk that we have will need to invest more into R&D. We will move from a 3-million-dollar investment to 6 million dollars to address this risk.

7.0 Conclusions:

This research was very important for credit rating analysis, forecasting financial strategies depending on debt equity (D/E) ratio, current ratio, interest coverage ratio and Return on Equity, ROE (%). Corporate did play with those ratios to operate in the standard values (D/E=1.2 and ROE 20%+) by adjusting stock repurchase (buy back shares), early repayment, interest rate, long term or short term strategies, amount of dividends per share, amount of cash etc. They did consider trial and error by applying special offers of discount @ 5%, 10% etc for North American, and Europe-Africa, Asia-Pacific and Latin American retail markets. It was very much conceptual to get a decision for Year 6 to Year 13. They did analyze their findings and results for future tactics. They did forecast those financial parameters for Year 14 and so on. This company was a low cost producer and they carried out to maintain a breakeven point for financial strategy. Corporate were always sincere about six measures of success (overall competitiveness, earning per share, debt equity ratio, return on equity, PAT productivity, lowest total cost ranking) and those standard values. Finally, this was a combined effort of intensive research and a team work.

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