

Unit Code HI5013

Unit Title Managing Across Borders

Copy of Assignment Pro Help

Executive Summary

It is important to manage the business and expand its reach globally. Managing business across borders is quite important for gaining good recognition within a particular industry. It also increases productivity of the workplace along with insulin diversification into the operations. The market entry of Eli Lilly through joint venture with Ranbaxy in India has been signified in this particular report. The different strategies and aspects that has been considered for entering the market of India has been properly analyse for this report. This report generally contents the information associated with the issues faced by the organisation while entering into the market of India.

Copy of Assignment Pro Help

Table of Contents

Introduction	4
Main Body.....	4
Corporate decision-making.....	4
Organisational Issues	7
Human Resources Management, including training and employment relations	8
Conclusion	10
References	12

Copy of Assignment Pro Help

Introduction

Cross border business can be recognised as entering a foreign market by an organisation and expanding their business. It is quite beneficial for an organisation to get Global recognition and increased profitability. The trade volume and employment will increase along with foreign investment if a company proceeds to expand their business across borders. Here, in this particular report, the market entry of Eli Lilly in the Indian market by a joint venture with Ranbaxy will be represented. Different corporate decision-making will take place for this entry method of the organisation, which will be properly identified, in this particular report. The issues faced by the organisation will be highlighted to get detailed knowledge about the ways in which joint ventures can be successful.

Main Body

Corporate decision-making

Corporate decision making mainly takes place at different levels of business firms, which are divided into two categories, which are top-down and bottom-up (Nauhaus et al., 2021. p1935 (2)). The difference between these two decision-making styles is that top-down decision making generally occurs at a higher level. On the contrary, bottom-up decision-making is done by the middle or line manager to make decisions based on the conditions of their teams. The strategy of Eli Lilly to ally with Ranbaxy was a smart one to establish its business in India. It is because Ranbaxy was considered one of the influential players in the market with a market share of 15% domestically. Ranbaxy is considered the second largest exporter of all the products in India to the countries of Eli Lilly's interest. The top-down approach was followed when it was the time to make an alliance with Ranbaxy by Eli Lilly. The Managing Director followed a top-down approach to decision making in order to make the staff suitable for working during changing or uncertain conditions.

It can be stated that the Managing Director has solved some issues associated with illegal aspects by providing training to the employees of staff with proper equipment (Pawlik et al, 2021, p10 (3)). The decision-making process of this joint venture was managed properly by the managing directors by providing training and development programmes for the employees associated with ethical conduct and making them properly capable of migrating to India and performing tasks with minimum errors. On the other hand, it can be noted that the top-down

approach adopted by the Managing directors of Eli Lilly has been quite profitable for the joint venture with Ranbaxy. The corporate decision-making of the managing directors in Eli Lilly was associated with maintaining proper ethical conduct to eradicate the availability of their products in the Indian market without any patent rights by the different organisations. Therefore, the managing directors made a decision of making an alliance with Ranbaxy in India to gain authenticity within the Indian market. On the other hand, many Indian pharmacists or physicians did not recognise Eli Lilly.

Therefore, the Managing directors of this organisation mainly took the decision of forming an alliance with one of the most influential players in pharmaceutical markets in India, which is Ranbaxy. The Managing directors can take the decision by forming different discussion sessions with the director's board and communicated the information to the line managers or middle managers for making them capable of managing their teams according to the condition (Mantere and Whittington, 2021, p560 (1)). The corporate decision-making has solved many problems such as the sale of products from Eli Lilly by the other manufacturers of India without any kind of patent protection. It has been convenient for the managing directors to provide training and development, which is needed for eradicating any type of unethical conduct while forming an alliance with Ranbaxy. The top-down approach has been taken by the managing directors in order to communicate their ethical policies for Ranbaxy and form an alliance through different negotiations in a positive way.

The decision was taken based on the population of India. India is a huge country, which has 1.3 billion people although the GDP per capita is not at par with the level of the market within which Eli Lilly competes (Gupta et al, 2022, p21 (1)). Before entering India, consideration was made by this organisation apart from the GDP per capita issue and that is 500 million middle-class people of India. The director's board analysed the population of India and its scope of entering the other influential markets through India before taking the decision of forming an alliance with Ranbaxy.

Strategy and Globalisation footprint i.e. which markets have the MNC penetrated
Eli Lilly and Company and Innovent Biologics announced global expansion associated with their strategic alliance in TYVYT injection. It can be considered as the anti-PD-1 one monoclonal antibody immune-oncology medicine, which was developed by both organisations in China (Lapuente and Van de Walle, 2020, p470 (2)). In the year 2019, Eli Lilly and Innovent Biologics commercialise this medicine within China after getting marketing approval in order to treat

classic Hodgkin's lymphoma after specific doublet chemotherapy. It can be stated that both organisations are commercialising this injection in China currently. The expansion of the licence agreement has made it easier for Eli Lilly to introduce this injection to countries outside China and pursue registration of this medicine in the US and other markets. Therefore, it can be said that this organisation is trying to provide a proper contribution to the medicinal area to get proper recognition in different developed markets.

The alliance of Eli Lilly with Innovent Biologics has given rise to a potential therapy for lung cancer and different other varieties of cancer. On the other hand, the organisation has also tried to maintain the strict regulations of other countries to get proper recognition. It can be noted that this organisation has tried to expand into other countries outside US for this medicine to focus on the well-being of different cancer patients. Proper permission and approval have been taken by this particular business firm from China before trying to register this medicine in the outer markets of China and the US. Therefore, it can be noted that this multinational corporation has tried to penetrate the other markets through valuable products and focusing on solving the main problems of the people. To be specific, the organisation has identified the problems based on the conditions. The organisation of pharmaceuticals originated in the US and tried to make it easier for people all over the world to get access to their products.

On the contrary, this organisation has tried to recover from the problems faced due to joint ventures and alliances. It has been found from the analysis that this particular business firm dealing in pharmaceuticals generally adapts to the process of joint ventures when entering a new country (Abrol and Singh, 2016, p157 (3)). In China, this organisation has tried to introduce innovative medicine or injection to get proper recognition. Both the organisations Eli Lilly and Innovent Biologics mainly emphasised innovation while trying to enter the market in China. Different markets have been analysed by the organisation in order to produce medicine, which will be needed for the people affected with different diseases there. It has been successful to introduce this medicine outside the market of China. Lilly Oncology has been dedicated to delivery from medicines of life-changing categories and proper support to the people suffering from cancer. The alliance with Innovent Biologics brought TYVYT successfully into the market in China. After testing the medicine in China and a series of clinical trials, the organisation decided to make it available outside the country. The Global footprint has been established by this organisation through different alliances. On the other hand, it can be noted that the

organisation have tried to analyse the developed markets and their requirements associated with medicine.

On the other side, the organisations have started to introduce new medicines in the market of developed countries. The developed countries find it interesting and innovative to make place for the organisations that deal in new medicines. On the contrary, the organisation have faced different issues related to the approval of medicine in the development such as in China. It is because the Chinese government is highly protective or concerned about the product of the medicinal category. The most impressive effort is to form joint ventures in order to enter a developed market for getting different technology equipment and exchanging labourers to form something innovative and Highly Effective for society. It can be noted that both the organisations tried to give efforts in the field of medicine related to different types of cancers which is one of the most concerning diseases that have affected human beings catastrophically. Lymphoma is one of the most disasters cancer types along with lung cancer, which leads to the shortest life expectancy of an individual person. Therefore, both the organisation have tried to penetrate the different markets by finding medicine for these catastrophic diseases majorly.

Organisational Issues

There were some management issues with the organisation. It is because a lot of products were being sold in the Indian market by the manufacturers due to a lack of patent protection. The difference in culture can be considered as one of the greatest issues faced by the management of this organisation. On the other hand, it can be noted that proper training and development programmes have been provided to the employees in order to make them capable of working in the culture of the workplace within India. Cross-cultural communication is one of the most important things, which is needed before expanding operations by an organisation into another country (Haque and Yamoah, 2021, p1 (2)). India is a populated country with diverse cultures and religions. Therefore, the main difficulty faced by the managers is cross-culture. It can be noted that the managers were also facing problems with the code of ethical conduct. It is because the products of this organisation were sold in India without any kind of patent protection.

Organisational issues were increasing with the decision of joint venture with Ranbaxy, as there are difficulties with high population. On the contrary, the section of middle-class people within India gives an opportunity to Ellie Lily for expanding their business. The issue faced by this

organisation was the less recognition of their products among the physicians or pharmacists of India. Therefore, this organisation tried to make an alliance with one of the influential players in this market in order to gain the trust of pharmacists or physicians of Indian Origin. The main organisational issue was associated with the cross-cultural problem between the Indian and American employees (Bonsu and Twum-Danso, 2018, p39 (2)). The American employees are more focused on getting their own growth without thinking about the team. On the other hand, the Indian employees generally work for the well-being of the team.

Getting the trust of Ranbaxy and the physicians of India was a laborious process, which needed proper investment for clinical trials. Getting approval for making Alliance with the medicine manufacturing or Pharmaceutical Organisation of India Ranbaxy was a complex process (SINDKHEDKAR et al, 2020, p1019 (4)). It is due to the fact that the Indian government is highly concerned about the entry of organisations which deal in medicines and other serious products. The management was concerned about the rules and regulations of setting up industries in India. When the joint venture was made with Ranbaxy foreign companies were not allowed to have full ownership of an enterprise within India. In the year 2001, law and the foreign countries were allowed to get 100% ownership within India. Therefore, the problem was solved by the changes in regulation. The organisational issues such as the confusion within the directors board on whether to set up their branch in India or not related to the change in law along with their own ethical conduct were increasing, which was delaying the expansion of Elli Lilly.

Human Resources Management, including training and employment relations

It can be suggested that the business firm that it needs to provide proper training and development programmes for the employees in order to enhance their capability for understanding the market demand of different countries. There are vast differences in perceptions between American and Indian employees (Belete, 2018, p24 (3)). Therefore, it can also be recommended that this organisation need to provide cross-cultural training for the employees to cope with the diverse culture of India. The employees should be trained about the specifications that need to be maintained while migrating to India for work. Cross-cultural communication training is one of the most important aspects when a company is trying to expand business in foreign countries. It can also be recommended that the recruitment of staff who are properly skilled in the medicinal area needs to be done for getting a positive outcome from different medicine manufacturing. The staff should be properly equipped with the skills

and knowledge about using different equipment to proceed with clinical trials in a series. The organisation need to focus on making the staff capable of maintaining strict regulations and rules of different foreign countries in order to gain the trust of physicians, pharmacist or people staying there.

It can be stated that it is important to understand the rules and regulations of a country before trying to expand. It is necessary for the organisation to get approval for expanding into another country as this particular organisation deals in medicines. It can be recommended that the organisation have the requirement of maintaining proper teamwork within their workforce for achieving operation all excellence. The operation of making medicine can only be successful through increasing collaboration within the workforce. Collaboration can enhance the manufacturing of different medicine and the director's board should conduct differentiations of discussion among the normal employees and the managers to find out the problem of society. In India, there are different people who are suffering from complicated diseases.

On the contrary, the managing directors have the requirement of analysing the area of employees, which needs to be announced before expanding into the diverse market of India. Ranbaxy has been one of the most influential players in the market in India. Therefore, Ellie Lily needs to give proper focus on making negotiations with this organisation in order to get hold of different people within India. The terms and conditions need to satisfy the demands or needs of both the organisations, which will be proved fruitful for future or long term outcomes (Singh et al, 2018, p64 (1)).

It can also be suggested that the terms and conditions of the joint venture need to be made based on the scenario in which the company is trying to establish the business. The prevalence of diseases should be checked by Ellie Lily before expanding into India and forming a joint venture with Ranbaxy. After checking the prevalence, the organisation can get an idea about raising a perfect issue, which will make the Ranbaxy or Indian people interested and anticipated (Khanna, 2018, p91 (2)). It can also be recommended that proper team meetings need to be conducted among the line managers and the directors' boards for understanding the issues with different teams in the organizational workplace. In this way, the line managers can communicate their issues to the directorial board.

This would eradicate any type of complexities or conflicts within the workplace thereby increasing productivity. On the contrary, it can also be recommended that the business firm has the requirement of providing proper equipment to the staff who are working in the laboratory for

manufacturing medicines for different catastrophic diseases. It can also be suggested that this business firm has the requirement of making a proper budget for the recruitment process to make an effective investment in producing medicine in the serious area of health care (Athreye and Fassio, 2020, p140 (2)). The budget structure can be done according to the recruitment needs and the investment needed in a particular section of the company for manufacturing different medicine.

It can be suggested that the organisation have the requirement of making alterations in their processes which is needed for recruiting the employees. The recruiting process can be announced by stepwise interviews taken based on the knowledge of using equipment to manufacture different medicines. It can also be recommended that the company should give more efforts in making the interview process authentic for the staff to get hold of the knowledge associated with the staff regarding the usage of different equipment and experiments for manufacturing medicines for catastrophic diseases such as lung cancer or blood cancer.

It can be recommended that the organisation have the requirement of giving proper focus on the recruitment processes to eradicate any type of business from the organisational workforce. Biasness can interrupt the process of recruiting talented employees or staff into the laboratories for producing different medicines. To eradicate any type of discrimination and biases from the workforce, it is needed for the Human Resource Department to give strict punishment for the people who are involved in racial discrimination.

Conclusion

From the discussion, it can be concluded that the organisation of us named Eli Lilly have tried many measures to form an alliance with Ranbaxy and enter the developing market of India. The market of India was highly impressive as there are a large number of middle-class people who will be highly benefited through the products of Eli Lilly. Therefore, it can be noted that this organisation faces a number of problems such as the availability of their products in India by many manufacturers without any kind of patent approval. On the other hand, it can be noted that the organisation has tried many measures such as providing training and development programmes to the Employees in order to get good business growth in the foreign country. The diverse population of India have given an opportunity to this organisation to manufacture different medicine, which will cure people with different diseases. On the contrary, the organisation has tried to negotiate with Ranbaxy as the latter one is one of the influential players

in the Indian market. It can be concluded that the organisation has tried to follow a top-down approach before forming an alliance with Ranbaxy in order to eradicate any confusion between the line managers and the normal employees.

Copy of Assignment Pro Help

References

- Abrol, D. and Singh, N., 2016. Post-TRIPS Contribution of Domestic Firms to Pharmaceutical Innovation in India: An Assessment. *Vol. 9 July–December 2016 No. 2*, p.155. <https://pondiuni.edu.in/files/publications/IJSAS/Vol%209-2%20%281%29%281%29.pdf#page=37>
- Athreye, S. and Fassio, C., 2020. Why do innovators not apply for trademarks? The role of information asymmetries and collaborative innovation. *Industry and Innovation*, 27(1-2), pp.134-154. http://repository.essex.ac.uk/24547/1/201902_athreye.pdf
- Belete, A.K., 2018. Turnover intention influencing factors of employees: an empirical work review. *Journal of Entrepreneurship & Organization Management*, 7(3), pp.1-7. <https://pdfs.semanticscholar.org/c3a2/6253e522d8b3a4cfc15b24c86f841d4e837c.pdf>
- Bonsu, S. and Twum-Danso, E., 2018. Leadership style in the global economy: A focus on cross-cultural and transformational leadership. *Journal of Marketing and Management*, 9(2), pp.37-52. <https://gsmi-ijgb.com/wp-content/uploads/JMM-V9-N2-P04-Samuel-Bonsu-Global-Economy.pdf>
- Farrell, L.J., Lo, R., Wanford, J.J., Jenkins, A., Maxwell, A. and Piddock, L.J.V., 2018. Revitalizing the drug pipeline: AntibioticDB, an open access database to aid antibacterial research and development. *Journal of Antimicrobial Chemotherapy*, 73(9), pp.2284-2297. <https://academic.oup.com/jac/article/73/9/2284/5035909>
- Gupta, A., Sharma, N. and Maender, C., 2022. India's Launch Into New Space: Leveraging the Constellation of Information Technology, Pharma, and Biotech. *New Space*, 10(1), pp.20-32. <https://www.liebertpub.com/doi/pdf/10.1089/space.2021.0039>
- Haque, A.U. and Yamoah, F.A., 2021. The role of ethical leadership in managing occupational stress to promote innovative work behaviour: A cross-cultural management perspective. *Sustainability*, 13(17), p.9608. <https://www.mdpi.com/2071-1050/13/17/9608/pdf>
- Khanna, R., 2018. Technical alliances as a strategy to create knowledge: analysis of patterns across Indian pharmaceutical firms. *Journal of Business Thought*, 7, pp.89-114. <http://ischolar.info/index.php/JBT/article/viewFile/175649/162897>
- Lapuente, V. and Van de Walle, S., 2020. The effects of new public management on the quality of public services. *Governance*, 33(3), pp.461-475. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/gove.12502>
- Mantere, S. and Whittington, R., 2021. Becoming a strategist: The roles of strategy discourse and ontological security in managerial identity work. *Strategic Organization*, 19(4), pp.553-578.

Nauhaus, S., Luger, J. and Raisch, S., 2021. Strategic decision making in the digital age: Expert sentiment and corporate capital allocation. *Journal of Management Studies*, 58(7), pp.1933-1961. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/joms.12742>

Pawlik, E., Ijomah, W., Corney, J. and Powell, D., 2021. Exploring the application of lean best practices in remanufacturing: empirical insights into the benefits and barriers. *Sustainability*, 14(1), p.149. <https://www.mdpi.com/2071-1050/14/1/149/pdf>

SINDKHEDKAR, M., JAGTAP, S., SHAH, C. and PALLE, V.P., 2020, June. Pharmaceutical Research in India: Current Status and Opportunities. In *Proc Indian Natn Sci Acad* (Vol. 86, No. 2, pp. 1015-1022). https://www.researchgate.net/profile/Venkata-Palle/publication/335659757_Pharmaceutical_Research_in_India_Current_Status_and_Opportunities/links/5f33b4b5a6fdcccc43c21cd2/Pharmaceutical-Research-in-India-Current-Status-and-Opportunities.pdf

Singh, S., Virmani, T., Virmani, R., Kumar, P. and Mahlawat, G., 2018. Fast dissolving drug delivery systems: formulation, preparation techniques and evaluation. *Univ J Pharm Res*, 3(4), pp.60-69. https://www.researchgate.net/profile/Scholar-Satbir-Singh/publication/327668071_Universal_Journal_of_Pharmaceutical_Research_FAST DISSOLVING DRUG DELIVERY SYSTEMS FORMULATION PREPARATION TECHNIQUES AND EVALUATION/links/5b9d1356299bf13e603277bc/Universal-Journal-of-Pharmaceutical-Research-FAST-DISSOLVING-DRUG-DELIVERY-SYSTEMS-FORMULATION-PREPARATION-TECHNIQUES-AND-EVALUATION.pdf