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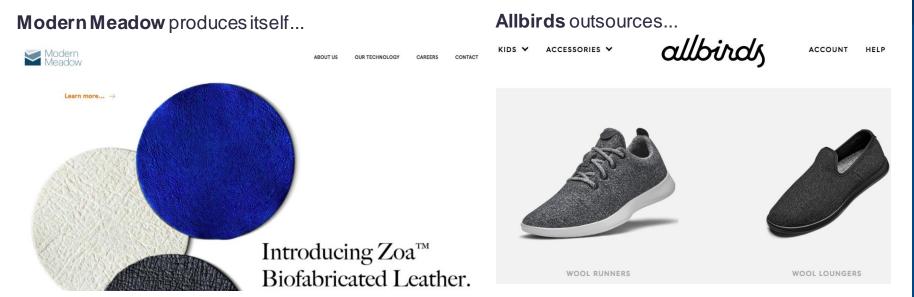
Remember to bring an object that you don't know how it's made to Studio this week.

# Session 9: Product Design Global Sourcing

Professor Karl T. Ulrich Vice Dean of Entrepreneurship & Innovation

@ktulrich | ktulrich.com | ulrich@wharton.upenn.edu

## Make-Buy Decision (Do I Produce Myself or Outsource?)



What explains these decisions?

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Karl T.

## Make-Buy Decision (Do I Produce Myself or Outsource?)

Alpha Assets are the source of competitive advantage for companies.

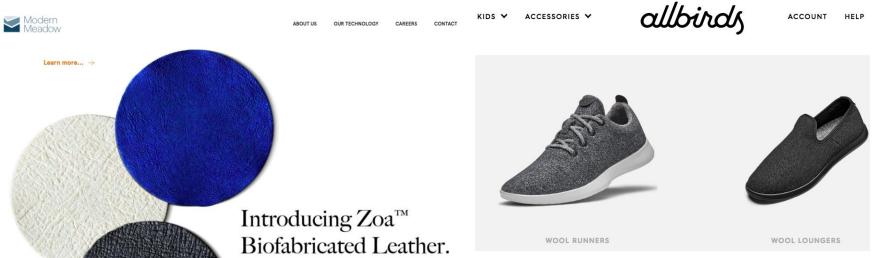
They are the rare and necessary resources required to do the job.

Can the production process be an alpha asset for the company?

If not, then probably will contract for production with a supplier.

Allbirds outsources...

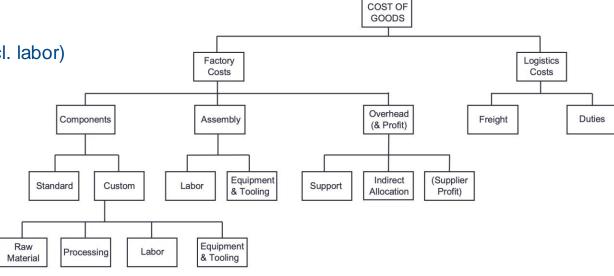
Modern Meadow produces itself...



# Karl T. Ulrich

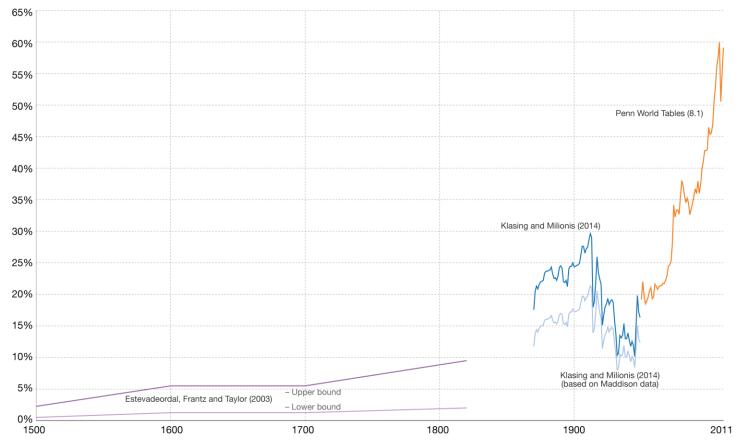
# **Key Factors in Supplier Selection**

- Quality, capabilities
- Cost
  - Materials
  - Processing (incl. labor)
  - Tooling
  - Assembly (incl. labor)
  - Overhead and profit (incl. labor)
  - Freight
  - Duties
- Lead time (order to delivery)



## Globalization over 5 centuries (1500-2011)

Shown is the sum of world exports and imports as a share of world GDP (%) The individual series are labeled with the source of the data



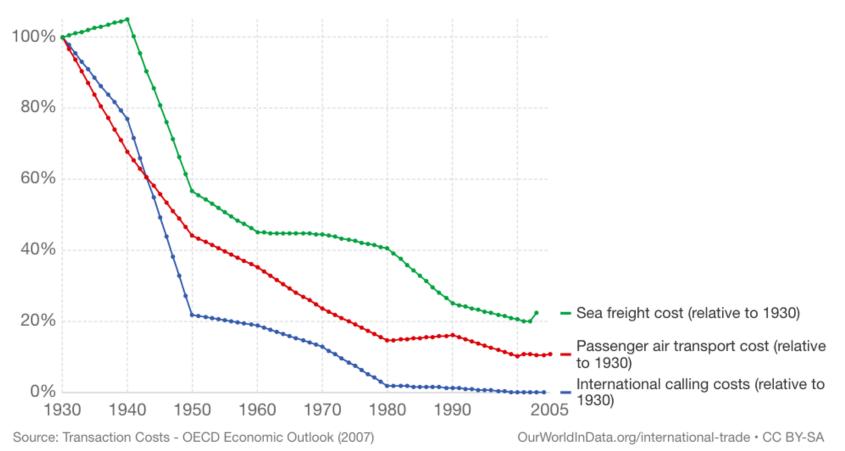
Data sources: Klasing and Milionis (2014), Estavadeordal, Frantz and Taylor (2003) and the Penn World Tables Version 8.1 The interactive data visualization is available at OurWorldinData.org. There you find the raw data and more visualizations on this topic. Our World

in Data



### The decline of transport and communication costs relative to 1930 Our World in Data

Sea freight corresponds to average international freight charges per tonne. Passenger air transport corresponds to average airline revenue per passenger mile until 2000 spliced to US import air passenger fares afterwards. International calls correspond to cost of a three-minute call from New York to London.



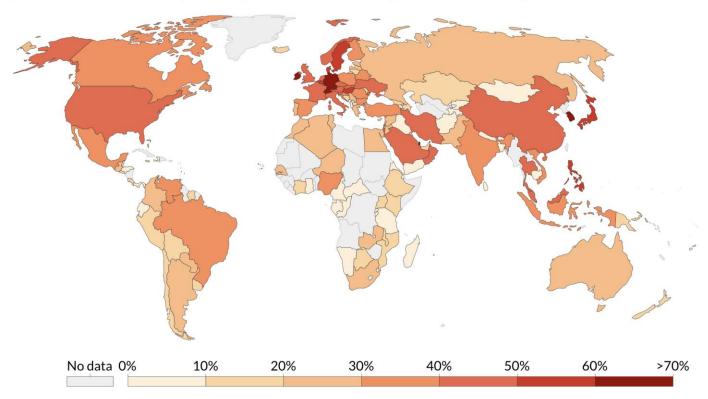
Karl

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## What gives a geographic region an advantage in *production*?

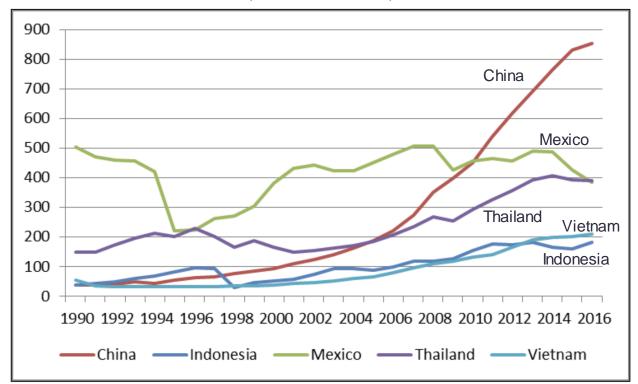
Proportion of total manufacturing value added from medium and high-tech industry, 2014

The proportion of medium and high-tech industry (MHT) value added as a percentage of total manufacturing value. Higher values indicate a country's industry sector is focused on high-tech manufacturing.



😵 Wharton

Source: UN Statistics Division



### Figure 8. Average Monthly Wages for China and other Selected Countries: 1990-2016

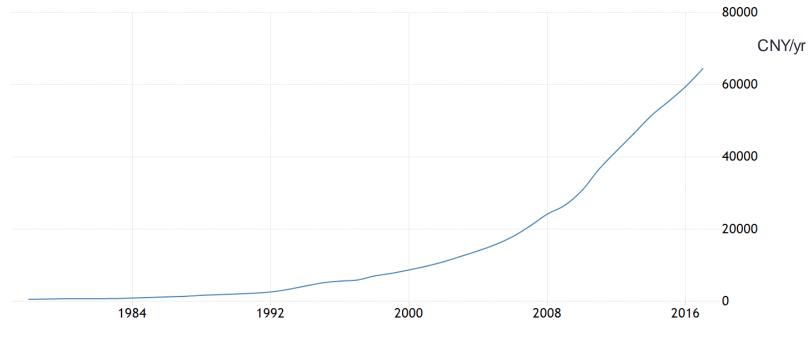
(nominal U.S. dollars)

### Source: Economist Intelligence Unit.

Congressional Research Services Report https://fas.org/sgp/crs/row/RL33534.pdf Wharton



## **Factory Wages in China**



SOURCE: TRADINGECONOMICS.COM | NATIONAL BUREAU OF STATISTICS OF CHINA

2018 average wage in manufacturing ~ 70,000 CNY/yr ~ 10,500 USD/yr (~ 5 USD/hr)

Minimum wage in Shenzhen ~ 2 USD/hr

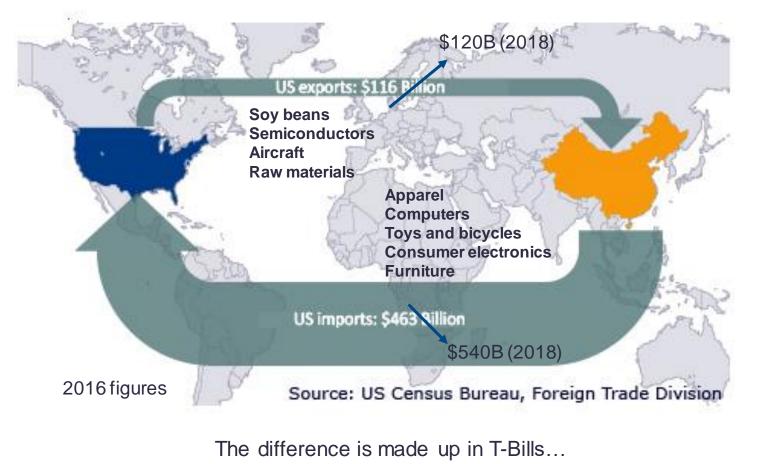
6.71 RMB (CNY) ~ 1 USD



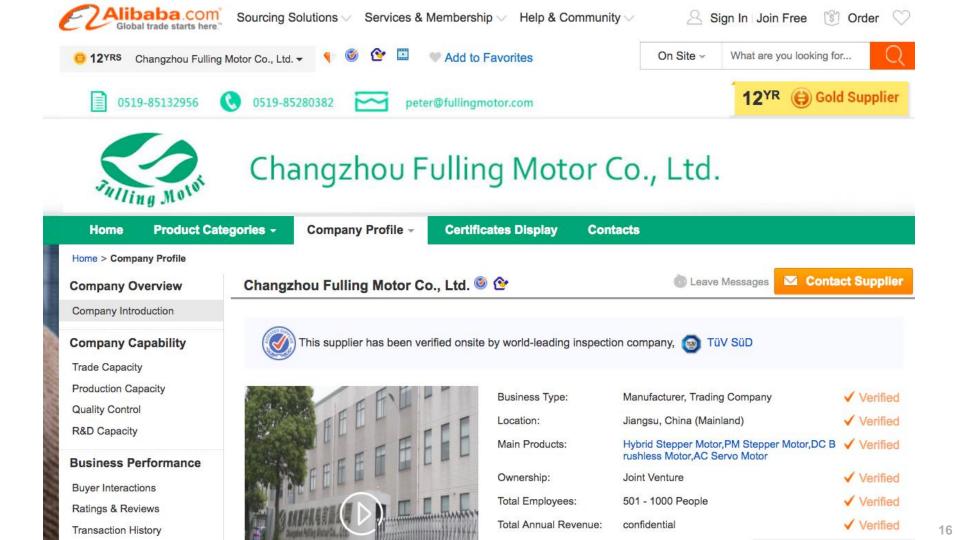
# Karl T. Ulrich

## Trade balance

BE2C2









## Accelerators / Incubators (e.g., HAX)



- 3-12 months in Shenzhen
- Combination venture investment, incubator
- Several course alums have done HAX.
  - Lilu
  - Wazer
  - Vue

# VUE at Hax (May 2018)

1 p. Rotaligio un Tacas a caracanas a su Ch. P. IF & VE O JA





English

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LAST NAME\*

**COMPANY**\*

## ≡ Google Flights

Round tri	p 🔹 1 passenger 💌 I	Economy 🔻				
O Phila	delphia	нопд Kong нкс	🛄 Wed, May 1 <	> Wed, May 8 < >		
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A Track prices 🕡 🕕 👘 Date grid 🙀 Price graph 🔮 Nearby airports						
	eparting flights () includes taxes + fees for 1 adult.	<u>Additional bag fees</u> and other fees may apply.		Sort by: 1		
	<b>12:05 PM – 7:10 PM</b> <sup>+1</sup> United · Operated by Amtrak T	19h 5m rain Flight + Train	<b>1 stop</b> 2h 6m EWR	\$820 🗸		
	<b>8:00 AM – 6:55 PM<sup>+1</sup></b> Alaska, Cathay Pacific	<b>22h 55m</b> PHL-HKG	<b>1 stop</b> 1h 55m SF0	\$855 🗸		
		22h 10m				

## **Upwork**<sup>®</sup>



#### Alice A. China sourcing agent, Amazon product&FBA, Project manager, Inspection \$25.00 / hr \$20k+ earned 97% Job Success 0 China PS: Some of the projects if hard to run like very small quantity need OEM and customize desig n, also have very lower target price, i will spend very short time ... Market Research Project Management Professional Sales Research 4 more Test: 1 Portfolios: 5



Jason G. Chinese Product Sourcing, Negotiating, Inspection, Shipping Amazon FBA

 \$15.00 / hr
 \$4k+ earned
 99% Job Success
 \$ China

Hi, I am locate in Shenzhen China, have over 10 years sourcing and relative experience, I can fi nd better price than Alibaba.com, I bulit many good relationship ...

Sourcing	Alibaba Sourcing	Product Development	Purchasing Management	6 more
Portfolio: 1				





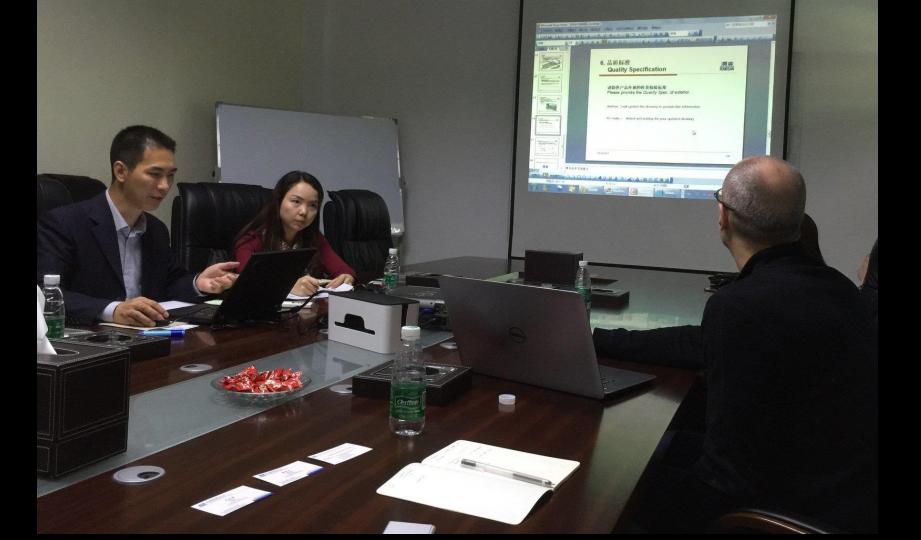
## Hong Kong (West Kowloon) to Shenzhen (Futian) now 14 minutes







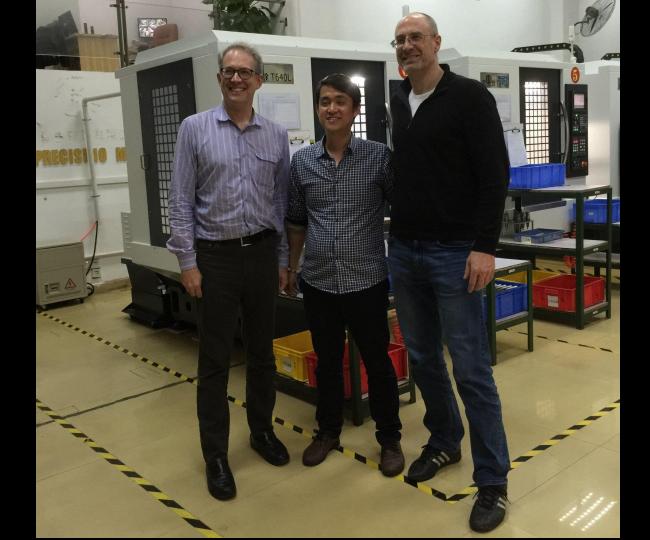














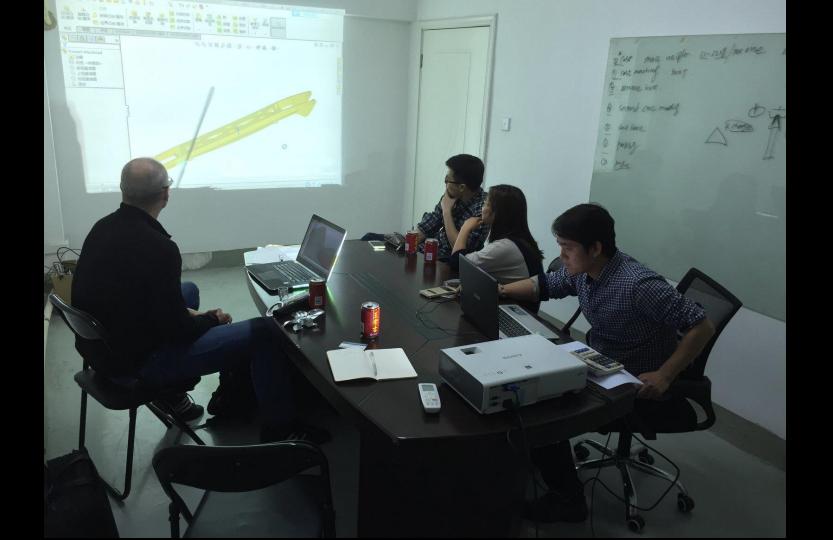












18 Rmb 12 Past mass neighter. 11-12×8/2000 one po fome Rad / 15.5-17.3 3 cast marching: (5007.) 155-17.3 / per one arconhox) 4-5.6 RAB Porm KER remove burr: 3 Second CNL mathing (3 hold for the cm : 12.3-14.3 Rmb 20 pus/cutor 6048 0 OUL surface : : 5.5 - 6.7 Rmb Ver Sand blass 5 : 15-2,3 Rmb Perone 0: Puckss 127/20 12 O. popul

#### HONGKONG RAINSAN GROUP LIMITED

10th BUILDING, YUEPENG INDUSTRY PARK, LONGHUA DISTRICT, SHENZHEN CITY, P.R.C.

TEL: 86-755-8937 5758 FAX: 86-755-8937 5015

TO:	Technique Applied Science Inc					
ATTN:	Nathan	FROM:	oLoL			
PAGES:	1 OF 1	DATE:	Mar-14th-2016			
TODIC	Quatation for Presket Project	-				

TOPIC: Quotation for Bracket Project

### **QUOTATION LIST**

Specification: Currency:USD									
Part Number	H1508-01	H1512-02		E0124-02	E0125-02	E0126-01			
Part Name	Steer Suport	Frame	Mg Deck	Latch Slide	Latch Pin	Latch Knob			
Part Photo				Å					
Material	A380	A380	AZ91D	440C	440C	440C			
Finish	Shot Blasting	Shot Blasting	Powder Coating	None	None	None			
Cavity Number	1×1	1×1	1×1						
Tooling L/T(day)	35	40	45						
Mould Material	8407	8407	8418						
Tooling Life(shots)	100,000	80,000	80,000						
Tooling Cost	\$12,500	\$17,500	\$26,500						
MOQ (pcs)	3,000	3,000	3,000	3,000	3,000	3,000			
Unit Price	\$4.15	\$5.70	\$11.20	\$0.75	\$0.50	\$0.70			
Remark:									

Remark:

1. The incoterms for above quotation is ex-factory, we'll add USD950/time as the shipment cost if change to FOB Hong Kong.

This quotation is based on foreign exchange rate as USD1:RMB6.50, if the exchange rate fluctuates more than 2%, the unit price will be adjusted accordingly.

 When the market price of Aluminum alloy fluctuates more than 3% per month, the unit price will be adjusted accordingly. The quoted material cost is US\$1,580/T based on LME.

 The MOQ is 3,000pcs/order/shipment, otherwise, customer should pay US\$2,000 per order to Rainsan as the overhead expenses.

5. The tooling lead time is based on Rainsan received the deposit of the mold.

 Terms of tooling payment: 50% deposit of total payment upon order confirmed, and 30% to be paid upon tooling finished, and 20% balance to be paid while sample confirmed.

Terms of order: 50% deposit upon PO received,50% balance to be paid before shipped.

Customer should sign back to Rainsan as the effectual quotation.

9. This quotation is valid in 20 days. The date of quotation is Mar. 14th, 2016.

Confirmed by:









### circuit breaker assembly



Assembly Line Circuit Breaker Factory of the World

https://www.youtube.com/watch?v=fn62gcoOE3Q

16,023 views

🖢 28 🔎 3 🌧 SHARE 🔤 👬 🐽





# **Learning More**

Leslie T. Chang. 2009. Factory Girls: From Village to City in a Changing China. (Amazon)

The Last Train Home (Film available via Netflix etc.). wikipedia

# Salsa

Simon Winchester. 2009. The Man Who Loved China: The Fantastic Story of the Eccentric Scientist Who Unlocked the Mysteries of the Middle Kingdom. (Amazon)