

MEAT PROMOTION WALES HYBU CIG CYMRU

COURSE: BA BUSINESS AND FINANCE

NAME: SHARIFAH NUR SYAKIRAH SYED HILAL

ID: 1708706

Table of Contents

1.0 INTRODUCTION	3
2.0 PESTLE ANALYSIS.....	4
2.1 POLITICAL	4
2.2 ECONOMIC	5
2.3 SOCIAL	9
2.4 TECHNOLOGY	9
2.5 LEGAL	9
2.6 ENVIRONMENT	10
3.0 MARKET ENTRY	11
3.1 MACRO FACTORS.....	12
3.2 MICRO FACTORS	12
3.3 INTERNAL FACTORS.....	13
3.4 EXTERNAL FACTORS	13
CONCLUSION.....	14
RECOMMENDATIONS	14

1.0 INTRODUCTION

This report contains analysis and research on the choice of country and the market entry for the company. Hybu Cig Cymru (HCC) also known as the Meat Promotion Wales is a company that promotes Welsh red meat across several countries successfully. However, with Brexit happening it could possibly affect the business in the EU countries. Therefore, HCC has decided in choosing a country, China, to promote the Welsh Lamb along with market entry, agent and distributor.

2.0 PESTLE ANALYSIS

2.1 POLITICAL

China has been ruled by the Communist Party of China, CPC, which is a political party that has govern the country for the past 60 years. It has the power in influencing the whole process from the framework till the implementation. China has shown to be one of the strongest influence in the geopolitical as seen by being Africa's trading partner even with Nigeria using Chinese Yuan as a reserve currency. China has shown to be making relations with South and Southeast Asia though having strained relations with Myanmar, Philippines, and Japan. From this we get to know the relations and ties of China with other countries and how they interact with the countries along with the influence they have globally.

In ruling, the government of China has taken a holistic approach compared to previous leaders that focuses on increasing the GDP growth. This approach focuses on increasing domestic consumption. This encourages citizens in buying more products. The approach also focuses on services sector to reduce unemployment rate. Having a lesser employment rate shows a good sign for the economy. Regarding the relations between Britain and China, recently Britain has managed to make a deal with China that strengthens their relations. This becomes an advantage especially with Brexit happening. Compared to other countries such as Japan, they have a risk in no longer making business and investments in Britain due to Brexit. They view Brexit as a risk and a problem for them. With the deal made, hopefully it will help with the businesses. Britain has also been thinking in developing a free trade agreement with China making it easier promoting businesses there.

2.2 ECONOMIC

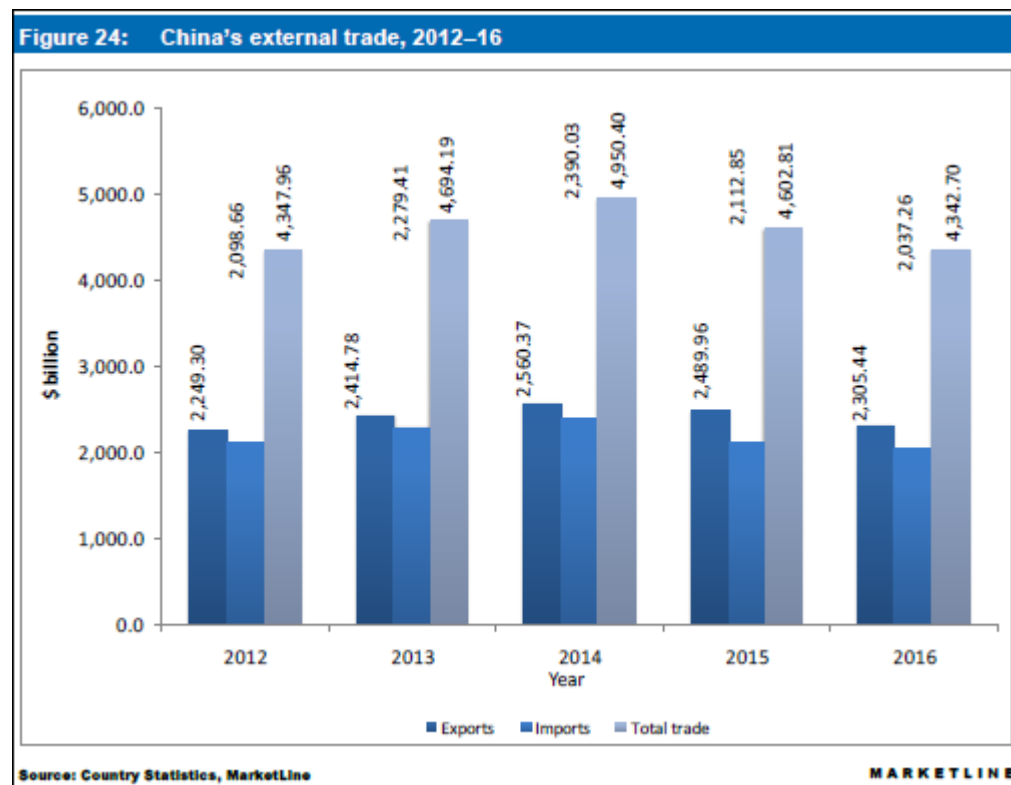
China has been showing strong economic fundamentals. China has huge inflows of Foreign Direct Investment, FDI being the third largest recipient of FDI besides United States and United Kingdom.

Unemployment



The government is intending to rebalance the economy as their industry sectors are shown to be more than the service sectors. Focusing on the service sectors, China estimated for the economy to be more balanced and lowering the unemployment rate for them. Low unemployment rate shows a good sign as there will more people able to consume goods.

Export and Import



China have less administrative and tariffs as they move to liberalize trade. Many countries have been exporting their goods and services to China. For lamb, most exporters would be Australia and New Zealand which makes them our competitors. From the graph, it shows the imports increasing then decreasing as they look forward to domestic goods though international goods are always welcomed. Not to mention now that the tariffs has been lowered, more countries are able to export their goods easily to China. This could be a good thing for the company as it gives more ways to export to China.

Inflation

The inflation is estimated to remain below the central bank's target, 3.5% though will increase due to the domestic demands that was able to recover along with the investment growth which is the excess supply to slow down.



From the graph we get to see the fluctuation of inflation in the economy. It is estimated that the inflation will increase. This can either be both a good thing and a bad thing as some people would buy and consume more before the prices of goods would increase even more. The downside would be they would save their money rather than spending it. With inflation occurring there could be price instability yet at same time increase the economy through the inflation. The company would have to adjust with the inflation. It can be both risk and opportunity for them.

GDP Growth Rate



From the graph, it shows that the GDP growth rate is decreasing. This indicates that the GDP growth has been lowered as the year passed. This could be a risk for the company as the economy could be unbalanced.

2.3 SOCIAL

China comprises 17.1% citizens with age from 0-14 years old, 72.6% for 15-64 years old, and 10.3% for 65 and above. They have 55 ethnic groups excluding Han Chinese. Even with different ethnics, they are to be treated equally and fairly amongst one another. Their religions are mostly Buddhism, then Christianity, and Islam. For food culture in China, they prefer having green and organic foods. They welcome food globalization and like to try new food. They love dairies and meat especially pork. They tend to look over food safety, prefers online shopping and online groceries. Many citizens would often buy imported food and nutritious food. The Chinese market are now increasing their demands over lambs as they are slowly consumed more by the citizens. With their food culture over having nutritious and natural food, it can be a good place to promote Welsh Lamb as they are known for their quality and nutritious meat and being fresh. Not to mention that they welcome new food, this gives more opportunities for the company.

2.4 TECHNOLOGY

With the advancement of the technology in China, they tend to do e-commerce where everything is done online. They tend to use the internet with the increasing amount of both mobile and internet user. China's R&D has shown interest in agriculture, food and bio-products besides the ICT and energy sectors. This could increase development in food technology. The company would be at an advantage due to the advancement of food technology in taking care of the quality of Welsh Lamb.

2.5 LEGAL

The government has been improving the regulatory environment and free the market in order to improve business. The VAT and business taxes on exports where the general VAT rate would be 17%. For the reduced rate of VAT it would be 13% that is only applicable for the specific goods like utilities, goods, foods, books. This could be a disadvantage for the company as it would be an increase in price for the consumers and for the company.

2.6 ENVIRONMENT

China was once the world's largest emitter of the greenhouse gases. The CO₂ emission slowly decreases for the past few years. The government would like to focus in saving the environment by applying green strategy which basically ensures on balancing the ecological environment. The Waste Management Policy where the laws and policies of pollution that controls the management, pollution, and treatment of the wastage. The company would have to follow the policies and ensure the packaging of the food would not be a wastage. Due to China taking care of the environment, it can be a good place in exporting the lambs and ensuring the qualities is still there.

3.0 MARKET ENTRY

Proceeding with market entry method for China, the method that is chosen would be agents and distributors which is under direct exporting. Direct exporting has shown to be an entry that requires the company to be more proactive and more committed in promoting. It also involves more risk than indirect exporting as indirect is more towards testing the market. With direct exporting the company has greater control with the activities and in the market. There are few reasons for agents and distributors being the market entry method for the company.

Beginning with agents, agents are direct representative for your company. Their roles are to help in selling the company's products along with helping you to know about the market. Having agents are usually suitable for small and medium-sized enterprises. A localised agent helps you to gain more information and knowledge on the market and keeps you updated on the economy.

Agents help to promote products and overcome barriers for market entry as they would keep you updated on the policies, rules and regulation. The downside of this would be that the process of hiring them takes a lot of time especially due to finding a trusted and reliable agent to be committed to the company. The agent must know about the company along with our products and specialty in order to help us promote in the country. They do cost less compared to FDI and have a greater control for sales. Working with an agent requires a lot of communication therefore there could be problems in communicating.

Distributors have the same concept with agents only that they would be closer to the customers. They would know the customer satisfaction, their wants and needs from the products. Distributors buys products and would then sell to a third party. It is better to have more than one distributor in China to distribute products easily. Distributors helps the company to know the consumption patterns and consumer buying habits towards the products. Having distributors are able to reduce cost from building a business in a territory and saves time as they do not need to review every customer. However, we would have no control in distributors' activities.

3.1 MACRO FACTORS

Political risk

Rules and regulation. China has been banning imports of meat from other countries to an incident of mad cow disease 15 years ago. The ban was now lifted and receive meats from other countries. China has been lowering regulation and trade barriers that allows even SME to export easily. Having agents helps the company to know in depth of the rules and regulation of the restrictions of imports alongside the trade barriers. Understanding the laws helps to avoid any complications and problems promoting in the China market.

Economic risk

Inflation. The inflation rate has been increasing for the past few years. The price of goods increasing have the ability in influencing the consumers' decision in buying the products. Having distributors helps to keep you update on the consumers' pattern in buying the goods. The right time to sell the appropriate amount of sales. Selling along and distributing directly to consumers cut cost for the company and save more money.

3.2 MICRO FACTORS

Market size. In China, the lamb market seems to be at a smaller size compared to pork, poultry, and beef which is consumed more by the citizens. Even though with lamb market being less, it is starting to rise with increasing demands of lambs. Agents and distributors is a suitable method for a small market size especially with the market growth that is growing slowly.

Competition. Since we are still new to this market and not knowing further about the market, having an agent helps to know competitors more while distributors helps to know the local customers more and having less risk of entering a new market by knowing competitors.

Consumer buying habits. China loves to do online shopping and loves to use a lot of internet. Distributors play a huge role in this as they know what the customers want and need from their products. They get to know the attitudes consumers have towards products.

Cost of channel. Both agents and distributors cost less in exporting meat as they are distributed directly. The sales volume potential. Having a distributor helps you to know the amount of sales as they would give an estimation of customers buying lambs.

3.3 INTERNAL FACTORS

Commitment. In doing this business, how committed are you to this market. Choosing the direct exporting just shows how committed you are in promoting the Welsh lamb in China. This is due to the risk and control that the company will have later on. The risk as you would jump in to the market though using agents and distributors helps the company to be more cautious.

Financial. Knowing the financial limits and budgets of the company. They cost less so it should save more on the financial side. The good thing about agents and distributors for a large company is that they have greater control of activities in the market. The company would have to learn to adjust and balance both risk and control.

3.4 EXTERNAL FACTORS

Language. China's official language is Standard Mandarin. It can cause language barriers due to differences in languages. Having them as representatives for the company helps as they act as middlemen and able to communicate in both languages.

Culture. The company should know further on how China's culture is, what they are like, their consumption goods and so on. Agents helps you to understand China more and guides the company in case of any differences in culture. Distributors helps the company in understanding the customers in China as in knowing what they want and need that can be different in UK.

CONCLUSION

In conclusion, China has shown to be a good country to promote the Welsh Lamb for their ties and relations with Britain. Their economy has shown to be improving slowly with their government intending to stabilize it. The lamb market has shown to increase to with demands of lamb rising. Even with few disadvantages, the company should be able to tackle the new market slowly by using agents and distributors.

RECOMMENDATIONS

For recommendations, China would be a suitable country to enter for the market alongside with agents and distributors that acts as their market entry.

REFERENCES

- BBC News. (2018). Brexit: All you need to know. [online] Available at: <http://www.bbc.co.uk/news/uk-politics-32810887> [Accessed 6 Mar. 2018].
- BBC News. (2018). Reality Check: UK-China trade. [online] Available at: <http://www.bbc.co.uk/news/uk-42821084> [Accessed 6 Mar. 2018].
- Export.gov. (2018). China - Import Tariffs | export.gov. [online] Available at: <https://www.export.gov/article?id=China-Import-Tariffs> [Accessed 6 Mar. 2018].
- Wee, R. (2018). Top 10 Goat And Sheep Meat Exporters. [online] WorldAtlas. Available at: <https://www.worldatlas.com/articles/top-10-goat-and-sheep-meat-exporters.html> [Accessed 6 Mar. 2018].
- Agr.gc.ca. (2018). Sector Trend Analysis - Meat Trends in China - Agriculture and Agri-Food Canada (AAFC). [online] Available at: <http://www.agr.gc.ca/eng/industry-markets-and-trade/international-agri-food-market-intelligence/asia/market-intelligence/sector-trend-analysis-meat-trends-in-china/?id=1517496585604> [Accessed 6 Mar. 2018].
- Cella, C. (2018). 2017 CHINA MARKET Meat Consumption Trend in China. [ebook] AHDB Beef and Lamb, pp.4-24. Available at: <http://beefandlamb.ahdb.org.uk/wp-content/uploads/2017/07/Marketing-premium-meat-in-China-Celio-Cella.pdf> [Accessed 6 Mar. 2018].
- Export.gov. (2018). China - Prohibited and Restricted Imports | export.gov. [online] Available at: <https://www.export.gov/article?id=China-Prohibited-and-Restricted-Imports> [Accessed 6 Mar. 2018].
- Gov.uk. (2016). Exporting to China - GOV.UK. [online] Available at: <https://www.gov.uk/guidance/exporting-to-china> [Accessed 6 Mar. 2018].
- Neil Connor (2018). Why Britain is cosyng up to China: Beef, plastic and free-trade. [online] The Telegraph. Available at: <https://www.telegraph.co.uk/news/2018/01/30/britain-cosying-china-beef-plastic-free-trade/> [Accessed 6 Mar. 2018].
- NFU Online. (2014). Huge potential for lamb in China. [online] Available at: <https://www.nfuonline.com/sectors/livestock/livestock-news/huge-potential-for-lamb-in-china/> [Accessed 6 Mar. 2018].
- Oborne, R. (2017). Chinese mutton prices rise while imports also rise - AHDB Beef & Lamb. [online] AHDB Beef & Lamb. Available at: <http://beefandlamb.ahdb.org.uk/market-intelligence-news/chinese-mutton-prices-rise-imports-also-rise/> [Accessed 6 Mar. 2018].
- Rosseau, O. (2016). Demand for lamb rises in China. [online] globalmeatnews.com. Available at: <https://www.globalmeatnews.com/Article/2016/06/29/Demand-for-lamb-rises-in-China> [Accessed 6 Mar. 2018].
- Sicillia, J. (2018). CHINA CONSUMPTION TRENDS. [ebook] BBVA RESEARCH, pp.19-33. Available at: <https://www.bbvaresearch.com/wp-content/uploads/2017/03/2017-China-Consumption-Trends-1.pdf> [Accessed 6 Mar. 2018].
- Tan, H. (2018). The UK wants free trade with China. Beijing has its own goals. [online] CNBC. Available at: <https://www.cnbc.com/2018/01/31/uk-theresa-may-wants-more-trade-with-china-beijing-wants-belt-and-road-endorsement.html> [Accessed 6 Mar. 2018].
- Ways to Enter Chinese Market. (n.d.). [ebook] Beijing: EU SME Centre, pp.3-7. Available at: http://ccilc.pt/wp-content/uploads/2017/07/eu_sme_centre_-_sk_-_ways_to_enter_the_chinese_market_oct_2015.pdf [Accessed 6 Mar. 2018].

Hollensen, S., 2013. Global marketing 6th ed.,

Anon, 2017. China: In-depth PESTLE insights. China Country Profile, pp.1–85.

BIBLIOGRAPHY

Agriexchange.apeda.gov.in. (2018). Major Importing Countries of Sheep/Goat Meat. [online] Available at:

http://agriexchange.apeda.gov.in/product_profile/Major_Importing_Countries.aspx?categorycode=0402 [Accessed 6 Mar. 2018].

AHDB Beef & Lamb. (2018). Chinese demand for sheep meat continues - AHDB Beef & Lamb. [online] Available at: <http://beefandlamb.ahdb.org.uk/market-intelligence-news/chinese-demand-sheep-meat-continues/> [Accessed 6 Mar. 2018].

AHDB Beef & Lamb. (2018). Exports - AHDB Beef & Lamb. [online] Available at: <http://beefandlamb.ahdb.org.uk/exports/> [Accessed 6 Mar. 2018].

AHDB Beef & Lamb. (2018). Lower prices boosting Chinese sheep meat consumption - AHDB Beef & Lamb. [online] Available at: <http://beefandlamb.ahdb.org.uk/market-intelligence-news/lower-prices-boosting-chinese-sheep-meat-consumption/> [Accessed 6 Mar. 2018].

BBC News. (2018). Brexit: All you need to know. [online] Available at: <http://www.bbc.co.uk/news/uk-politics-32810887> [Accessed 6 Mar. 2018].

BBC News. (2018). Reality Check: UK-China trade. [online] Available at: <http://www.bbc.co.uk/news/uk-42821084> [Accessed 6 Mar. 2018].

Colby, L. (2018). WORLD SHEEP MEAT MARKET TO 2025. [ebook] United Kingdom: AHDB Beef and Lamb, pp.8-46. Available at: <http://beefandlamb.ahdb.org.uk/wp-content/uploads/2016/01/World-sheep-meat-market-to-2025.pdf> [Accessed 6 Mar. 2018].

Export.gov. (2018). China - Import Tariffs | export.gov. [online] Available at: <https://www.export.gov/article?id=China-Import-Tariffs> [Accessed 6 Mar. 2018].

Gov.uk. (2018). Lamb exports to America closer - GOV.UK. [online] Available at: <https://www.gov.uk/government/news/lamb-exports-to-america-closer> [Accessed 6 Mar. 2018].

Gov.wales. (2018). Welsh Government|Boost for red meat export plans announced.... [online] Available at: <http://gov.wales/newsroom/environmentandcountryside/2017/171009-boost-for-red-meat-export-plans-announced/?lang=en> [Accessed 6 Mar. 2018].

IN BRIEF. (2018). Understanding Welsh exports: a look at the latest Regional Trade Statistics. [online] Available at: <https://seneddresearch.blog/2017/03/27/understanding-welsh-exports-a-look-at-the-latest-regional-trade-statistics/> [Accessed 6 Mar. 2018].

Shropshirestar.com. (2018). Lamb exports soar. [online] Available at: <https://www.shropshirestar.com/news/farming/2017/10/05/lamb-exports-soar/> [Accessed 6 Mar. 2018].

Thorley, M. (2018). The forecast for British-Chinese relations in 2018: a storm on the horizon. [online] The Conversation. Available at: <https://theconversation.com/the-forecast-for-british-chinese-relations-in-2018-a-storm-on-the-horizon-89424> [Accessed 6 Mar. 2018].

Tobin, D. (2018). Why the UK won't get a better trade deal with China outside the EU. [online] The Conversation. Available at: <https://theconversation.com/why-the-uk-wont-get-a-better-trade-deal-with-china-outside-the-eu-90981> [Accessed 6 Mar. 2018].

Trade - European Commission. (2017). #EUTrade news. [online] Available at: <http://trade.ec.europa.eu/doclib/press/index.cfm?id=1723> [Accessed 6 Mar. 2018].

Wee, R. (2018). Top 10 Goat And Sheep Meat Exporters. [online] WorldAtlas. Available at: <https://www.worldatlas.com/articles/top-10-goat-and-sheep-meat-exporters.html> [Accessed 6 Mar. 2018].

Agr.gc.ca. (2018). Sector Trend Analysis - Meat Trends in China - Agriculture and Agri-Food Canada (AAFC). [online] Available at: <http://www.agr.gc.ca/eng/industry-markets-and-trade/international-agri-food-market-intelligence/asia/market-intelligence/sector-trend-analysis-meat-trends-in-china/?id=1517496585604> [Accessed 6 Mar. 2018].

Cella, C. (2018). 2017 CHINA MARKET Meat Consumption Trend in China. [ebook] AHDB Beef and Lamb, pp.4-24. Available at: <http://beefandlamb.ahdb.org.uk/wp-content/uploads/2017/07/Marketing-premium-meat-in-China-Celio-Cella.pdf> [Accessed 6 Mar. 2018].

Cristanchp, A. (2012). China 101: Market Entry Strategy. 6 Points to Consider | Foreign Entrepreneurs in China. [online] Foreignentrepreneursinchina.com. Available at: <http://www.foreignentrepreneursinchina.com/2012/06/china-101-market-entry-strategy-6-points-to-consider/> [Accessed 6 Mar. 2018].

Export.gov. (2018). China - Prohibited and Restricted Imports | export.gov. [online] Available at: <https://www.export.gov/article?id=China-Prohibited-and-Restricted-Imports> [Accessed 6 Mar. 2018].

Farminguk.com. (2017). China delegation visits UK to learn about lamb production - Farming UK News. [online] Available at: https://www.farminguk.com/News/China-delegation-visits-UK-to-learn-about-lamb-production_46831.html [Accessed 6 Mar. 2018].

FocusEconomics | Economic Forecasts from the World's Leading Economists. (2018). China Economy - GDP, Inflation, CPI and Interest Rate. [online] Available at: <https://www.focus-economics.com/countries/china> [Accessed 6 Mar. 2018].

Food.gov.uk. (2018). Exporting food | Food Standards Agency. [online] Available at: <https://www.food.gov.uk/business-industry/exports> [Accessed 6 Mar. 2018].

Food.gov.uk. (2018). Imports | Food Standards Agency. [online] Available at: <https://www.food.gov.uk/business-industry/imports> [Accessed 6 Mar. 2018].

Gov.uk. (2016). Exporting to China - GOV.UK. [online] Available at: <https://www.gov.uk/guidance/exporting-to-china> [Accessed 6 Mar. 2018].

Hong-kong-economy-research.hktdc.com. (2017). Trade Regulations of China | HKTDc. [online] Available at: <http://hong-kong-economy-research.hktdc.com/business-news/article/Small-Business-Resources/Trade-Regulations-of-China/sbr/en/1/1X000000/1X006MY8.htm> [Accessed 6 Mar. 2018].

Neil Connor (2018). Why Britain is cosyng up to China: Beef, plastic and free-trade. [online] The Telegraph. Available at: <https://www.telegraph.co.uk/news/2018/01/30/britain-cosying-china-beef-plastic-free-trade/> [Accessed 6 Mar. 2018].

NFU Online. (2014). Huge potential for lamb in China. [online] Available at: <https://www.nfuonline.com/sectors/livestock/livestock-news/huge-potential-for-lamb-in-china/> [Accessed 6 Mar. 2018].

Oborne, R. (2017). Chinese mutton prices rise while imports also rise - AHDB Beef & Lamb. [online] AHDB Beef & Lamb. Available at: <http://beefandlamb.ahdb.org.uk/market-intelligence-news/chinese-mutton-prices-rise-imports-also-rise/> [Accessed 6 Mar. 2018].

Rosseau, O. (2016). Demand for lamb rises in China. [online] globalmeatnews.com. Available at: <https://www.globalmeatnews.com/Article/2016/06/29/Demand-for-lamb-rises-in-China> [Accessed 6 Mar. 2018].

Sicillia, J. (2018). CHINA CONSUMPTION TRENDS. [ebook] BBVA RESEARCH, pp.19-33. Available at: <https://www.bbvaresearch.com/wp-content/uploads/2017/03/2017-China-Consumption-Trends-1.pdf> [Accessed 6 Mar. 2018].

Tan, H. (2018). The UK wants free trade with China. Beijing has its own goals. [online] CNBC. Available at: <https://www.cnbc.com/2018/01/31/uk-theresa-may-wants-more-trade-with-china-beijing-wants-belt-and-road-endorsement.html> [Accessed 6 Mar. 2018].

The Economist. (2018). China's tech industry is catching up with Silicon Valley. [online] Available at: <https://www.economist.com/blogs/graphicdetail/2018/02/daily-chart-11> [Accessed 6 Mar. 2018].

The Observatory of Economic Complexity. (2016). Import origins of Sheep and Goat Meat to China (2016). [online] Available at: https://atlas.media.mit.edu/en/visualize/tree_map/hs92/import/chn/show/0204/2016/ [Accessed 6 Mar. 2018].

Williams, S. (2013). Burberry, Prada ... & Welsh lamb? How Welsh export could become must-have designer label in China. [online] walesonline. Available at: <https://www.walesonline.co.uk/news/wales-news/welsh-lamb-farmers-hope-china-3414578> [Accessed 6 Mar. 2018].

Chow, S. (2013). Finding buying agents in China: 6 things you should know. [online] Global Sources. Available at: <http://www.globalsources.com/NEWS/SIC-finding-buying-agents-in-china-6-things-you-should-know.HTM> [Accessed 6 Mar. 2018].

CRS Cold Storage. (2018). THE CRS GUIDE TO MEAT COLD STORAGE AND HANDLING. [online] Available at: <https://www.crscoldstorage.co.uk/knowledge-centre/meat-cold-storage.html> [Accessed 6 Mar. 2018].

Food.gov.uk. (2016). Temperature control legislation: guidance notes | Food Standards Agency. [online] Available at: <https://www.food.gov.uk/business-industry/guidancenotes/hygguid/tempcontrolguidanceuk> [Accessed 6 Mar. 2018].

Food.gov.uk. (2018). Quick Frozen Foodstuffs Regulations 2007: factsheet | Food Standards Agency. [online] Available at: <https://www.food.gov.uk/business-industry/manufacturers/shelf-life-storage/quick-frozen-foodstuffs> [Accessed 6 Mar. 2018].

Food.gov.uk. (2018). Shelf life and storage of food | Food Standards Agency. [online] Available at: <https://www.food.gov.uk/business-industry/food-hygiene/shelf-life-storage> [Accessed 6 Mar. 2018].

Salzano, L. (2014). 4 key differences between trade agents and distributors | TRSM - Noverturn Blog. [online] Therightsocialmedia.noverturn.com. Available at: <http://therightsocialmedia.noverturn.com/international-trade-2/4-key-differences-trade-agents-and-distributors/> [Accessed 6 Mar. 2018].

US Legal, I. (2018). Rights, Duties, and Liabilities Between Principal and Agent – Agency. [online] Agency.uslegal.com. Available at: <https://agency.uslegal.com/rights-duties-and-liabilities-between-principal-and-agent/> [Accessed 6 Mar. 2018].

Ways to Enter Chinese Market. (n.d.). [ebook] Beijing: EU SME Centre, pp.3-7. Available at: http://ccilc.pt/wp-content/uploads/2017/07/eu_sme_centre_-_sk_-_ways_to_enter_the_chinese_market_oct_2015.pdf [Accessed 6 Mar. 2018].

Hollensen, S., 2013. Global marketing 6th ed.,

Anon, 2017. China: In-depth PESTLE insights. China Country Profile, pp.1–85.