



# GLOBAL MARKETING REPORT

SEPTEMBER 2022

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# TABLE OF CONTENT

<b>List of figures</b>	2
<b>1. Introduction</b>	3
<b>2. Company Overview</b>	3
<b>3. PESTLE Analysis</b>	4
3.1 Hofstede's Cultural Differences	7
3.2 The Chosen Country: Brazil	7
<b>4. Porter's Five Forces</b>	8
4.1 Competitive Rivalry	9
4.2 The Power of New Entrants	9
4.3 The Power Of Supplier	9
4.4 The Power Of Buyer	9
4.5 Threat Of Substitute	10
<b>5. SWOT Analysis</b>	10
<b>6. Competitors Analysis</b>	12
<b>7. Segmentation-Targeting-Positioning (STP Strategy)</b>	13
<b>8. Competitive Strategy</b>	14
<b>9. Pricing Strategy</b>	14
<b>10. Promotion Strategy</b>	15
<b>11. Distribution Strategy</b>	15
<b>12. Market Entry Strategy</b>	16
<b>13. Conclusion</b>	16
<b>REFERENCES</b>	17
<b>SELF/GROUP ASSESSMENT DECLARATION</b>	23

## List of figures

*Figure 01: Pret A Manger Logo*

*Figure 02: Hofstede's Cultural Difference - Country Comparison*

*Figure 03: Porter's Five Forces Scheme*

*Figure 04: Number of Restaurants in Different Cities*

*Figure 05: The Major Players in Brazil's Food Market*

# 1. Introduction

The current global business environment has become competitive and challenging. The competition of multinational companies is centred on many areas particularly innovation, cost reduction, optimization of production, and productivity. Aside from stiff competition, multinational companies are experiencing serious challenges in terms of the political climate (Russia-Ukraine war), economic depression, the pandemic, the integration of new technology and internet platforms, and environmental concerns.

Global marketing has become more challenging than before with the rise of social media platforms, the adverse impacts of the pandemic, the ongoing war in Russia-Ukraine, and climate change. As compared with domestic marketing, global marketing would require business executives to understand the critical nature of the global business environment due to the mentioned issues. Global marketing has been geared toward solving problems related to customer services, efficiency, customization, and complying with national and global standards.

Incidentally, multinational companies have to be creative in the application of international marketing principles to achieve a competitive advantage. As they compete in their own country, they are also fiercely competing in the global environment against other foreign entities. To become successful, business executives have to employ effective marketing tools such as marketing mix, PESTEL, Porter's Five Forces Analysis, and others to examine the trends, obstacles, and opportunities in every aspect of the global business environment.

In this paper, Pret a Manger is the chosen company for analysis. The said company is a known retailer of high-quality, natural, ready-to-eat sandwiches, salads, and drinks that have been operating in the United Kingdom. The company has already gained a high reputation in the food retailing industry because of its excellent services and high-quality food products that have captured customers in the United Kingdom and Europe. However, the company has also encountered serious challenges in recent years due to the pandemic and the Russia-Ukraine conflict.

## 2. Company Overview



*Figure 01: Pret A Manger Logo*

Pret a Manger comes basically from the French term "ready to eat" and is popularly known as PRET. The PRET was established by Jeffrey Hyman in Hampstead, in London on 21 October 1984. Currently, the company has almost 400 shops in the United Kingdom specifically 300 stores located in London alone. Pret A Manger Limited offers a wide array of food products including sandwiches, brewed coffee, bakery products, iced tea, salads, soups, wraps, and fruits (Bloomberg.com, 2021).

They have a mission statement to serve freshly made food and good organic coffee whilst also trying to do the right thing. That's why their food is handmade in their shop kitchens and anything they don't sell goes to charity.

Pret A Manger is active right now in 12 countries around the world. UK, UAE, US, Hong Kong, China, Singapore, Belgium, France, Denmark, Germany, Switzerland, and Ireland.

### 3. PESTLE Analysis

Microenvironments in different countries for our case study, impact the business and cannot be controlled.

NIGERIA	INDIA	BRAZIL
<b>POLITICAL</b>		
<b>Rule of Law:</b> Federal presidential republic  <b>Stability Index:</b> -1.86  <b>Global Peace Index:</b> Ranked 143  <b>Trade restrictions or free trade:</b> Ranked 143  <b>Diplomatic relations with the UK:</b> Good and Growing	Federal parliamentary constitutional republic  -0.86  Ranked 135  Ranked Ranked 135  Building Bilateral relationship	Federal presidential republic  -0.42  Ranked 128  Ranked 128  Improved recently boosting investment for UK companies
<b>ECONOMIC</b>		
<b>Economic growth :</b> The rate of change of real GDP "2022" 3.11 %  <b>GDP :</b> 445.00 USD Billion  <b>Annual Level of inflation (2021)</b> 3.71%  <b>Level of unemployment (2021)</b> 33.3%	8.74 %  3.05 USD Trillion  -1.49%  7.3% (2022)	1.5 %  1750.00 USD Billion  3.21%  10.5% (2022)
<b>SOCIAL</b>		

<b>Population size:</b> 206.1 million (2020)	1.38 billion (2020)	213.9 million (2020)
<b>Population growth rate annual change (2020):</b> 2.5%	1.0% annual change	0.7% annual change
<b>Gender distribution:</b> Male 104.47 million (2020) Female 101.67 million (2020)	Male 717.10 million (2020) Female 662.9 million (2020)	Male 105.1 million (2020) Female 108.8 million (2020)
<b>Birth rate:</b> 5.32 births per woman (2019)	2.20 births per woman (2019)	1.72 births per woman (2019)
<b>Income level :</b> \$2,432 (nominal, 2021 est.)	\$1,901 (nominal, 2021 est.)	\$7,850 (nominal, 2021 est.)
<b>Population below poverty line:</b> 40% (2020)	6.7% of India's population	12.8% (2021)
<b>Level of education:</b> 161st of 181 countries in the 2020 Global Youth Development Index.	122nd	116th
<b>TECHNOLOGICAL</b>		
<b>Technological developments:</b> Ranked 124 in the UNCTAD's 2021 Technology and Innovation Report	Ranked 58	Ranked 51
<b>Telephone supply :</b> 41 million Smartphone users	492 million smartphone users	118 million smartphone users
<b>Electricity supply:</b> 62% of household has access	97% of household has access	100% of household has access
<b>Internet:</b> 12% have meaningful connectivity	50%	77%
<b>Online shopping:</b> 76 million shoppers	140 million shoppers	46 million
<b>LEGAL</b>		

<p><b>Ease of doing business ranking</b> - Nigeria Ranked 131</p> <p><b>Employment laws:</b> Probation period, Employment contracts, minimum wage, leave after 12 months work, sick leave, anti-discrimatory laws, maternity leave, safety at work laws exist. However political interference often means violation of employees.</p> <p><b>consumer protection laws:</b> Exists and implemented well</p>	<p>India ranked 63</p> <p>Fixed Contracts, Health and Safety Procedures, Financial Aid Plans, Hybrid Working Policies, Data Protection exist. Although due to corruption, rights employee rights are violated or delayed.</p> <p>Exists and implemented fairly well</p>	<p>Brazil ranked 124</p> <p>Employment Regulation, minimum wage, regulation of employment relationship, restrictions on managers and directors, restrictions on working time, holiday entitlement, statutory rights, Data protection, employee representation. Even then implementation of regulation is not appropriately justifiable.</p> <p>Exists and implemented well</p>
<b>ECOLOGICAL</b>		
<p><b>Legislations related to the protection of the natural environment :</b> Nigeria ranked 151</p> <p><b>Carbon footprint: CO2 emission ranking :</b> 149/184</p> <p>Animal Protection Index (API) rate : Poor performer (E)</p>	<p>India ranked 168</p> <p>3/184</p> <p>Below Average (C)</p>	<p>Brazil ranked 55</p> <p>11/184</p> <p>Below Average (C)</p>

## 3.1 Hofstede's Cultural Differences

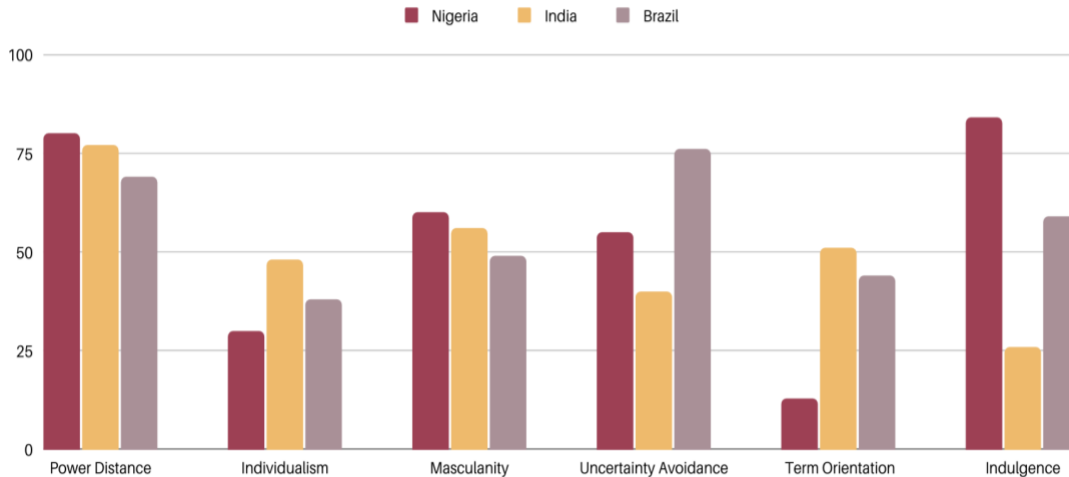


Figure 02. COUNTRIES COMPARISON - Source: hofstede-insights.com

## 3.2 The Chosen Country: Brazil

After considerable comparison and analysis by the PESTLE framework, Brazil is the most appropriate country among the three, for a business model like Pret A Manger to enter. Firstly, with regard to the analysis of political stability of the countries studied, all the factors are similar. Considering the recent improvement in the diplomatic ties between Brazil and the UK, substantial investments are initiated in Brazil by firms in the UK. Over 800 companies are operating in Brazil accounting upto £6 Billion in 2020 (HM Treasury, 2020).

The stability index of Brazil stands at -0.42, indicating that the political situation is comparatively more reliable than Nigeria and India. It's crucial for a successful launch of a business that operates in the food and beverage industry as various operations are dependent on political decisions that will adversely affect the business.

The economic outlook of Brazil is appealing, recording that the economic activity has reached back to pre-pandemic levels and a strong private-sector credit rise. Nearly 4 percent of its GDP is said to be pumped in as cash transfers to boost businesses. Even though the economic growth rate is lower than other studied countries, Brazil is projected to recover above 5 percent levels (IMF, 2021). It means that the future prospect of the country is a sign of a surging economy and it's the appropriate time to launch Pret A Manger.

The Socio-cultural aspect of Brazil is outstanding when it comes to avoiding uncertainty as learned from Hofstede's Cultural Differences in Figure 02. Individualism and Indulgence is also above par evident from the survey studies. As a modern culture prevailing in the country as a whole, it is convincing that people would try brands like Pret A Manger, given the global brand experience along with excellent customer service offered by the brand. The Menu and its offerings must lure the consumers as the people in Brazil are willing to accept modern-day food and beverage brands as seen from the success of Starbucks and Costa Coffee in the nation.

With a meaningful internet connectivity rate of 77% that is substantially better than India and Nigeria, the majority of the Brazilian population can access the online resource. Pret A Manger is a brand that

capitalises on technologically advanced opportunities not only to develop its operational activities but also to reach their customers. Brazil is ranked at 51 leaving other two nations behind, choosing Brazil was a tactical decision to tap into the technological infrastructure of the nation for a successful operation.

As a whole, the legal stand point of the three nations are harmed by a high level of corruption. When the legal framework of each nation is compared, although laws exist to safeguard the worker's rights, Brazil is slightly ahead when it comes to the implementation of it. High level of corruption in India and Nigeria is a threat. Consumer rights protection laws are also in place for all three nations and they are exercised fairly well.

Pret A Manger being a socially responsible brand originated from the UK where laws protecting the ecology of Earth is a priority, Brazil ranked at 55 far above other two is an attractive factor. Same is the case with CO2 emission ranking score.

It is concluded based on several factors based on PESTLE analysis that Brazil is attractive compared to India and Nigeria considering the results of the study conducted. Further study needs to be conducted in depth of the nation to strengthen its launch strategy. A problem identification approach is initiated in the study, contemplating on general environment, market potential, business trends, forecasting, competition, marketing strategy, market characteristics and devising a SWOT analysis to better understand the national scenario leading to decisions on strategies in each category (Ghauri and Cateora 2021). Porter's Five Forces tool is used to study the competition in detail.

## 4. Porter's Five Forces



Figure 03. Porter's Five Forces Scheme



## 4.1 Competitive Rivalry

Among the three countries, Brazil is the chosen country for the expansion of Pret A Manger. The chances of success would be analysed based on Porter's Five Forces theory which includes Competition in the industry, Potential of new entrants into the industry, Power of suppliers, Power of customers, and Threat of substitute products. **The competition in the industry** and food sector of Brazil is quite competitive. Although the food service sector has been a pillar of the Brazilian economy, it was heavily affected by the COVID-19 pandemic. The lockdowns have caused the closure of hotels and restaurants that have adversely affected the tourism industry. However, the food service sector has found new ways to operate such as by opening food delivery activities and offering new cuisines to attract customers and tourists. The major players in the food service industry of Brazil are McDonald's, Starbucks Coffee Company, Burger King Corporation, and Yum! Brands RSC. As shown in the graph below, the number of restaurants, bars, and similar businesses in Brazil has even increased during the pandemic.

## 4.2 The Power of New Entrants

In terms of potential of new entrants into the industry, it would be difficult for a small player to enter the food service sector of Brazil because there are numerous competitors and there are existing major players. As shown in the graph below, there numerous small players that are competing while five major players dominate the food service sector.

## 4.3 The Power Of Supplier

In terms of the power of suppliers, Pret A Manger has advantages since it has a wide network of suppliers to sustain its operation in Brazil. Pret Manger can also collaborate or engage in partnership with any of the major players in the food service sector in Brazil to successfully penetrate the industry.

## 4.4 The Power Of Buyer

In terms of the power of customers, the purchasing power of consumers is high because there are many choices in the food service industry of Brazil. The majority of consumers in Brazil also belong to the middle to upper-income earners which adds to their purchasing power. Brazilian consumers are concerned about the

prices of commodities, which should be considered by any new players in the food industry.

## 4.5 Threat Of Substitute

In terms of the threat of substitute products, this aspect of the competition is quite high since there are many small as well as major players in the food sector of Brazil. It would be logical to assume that consumers can always look for other substitutes if they are not satisfied with the quality of food products that are offered by a restaurant. Consumers can easily shift from one restaurant to another for their satisfaction, which is a threat to any food company.

## 5. SWOT Analysis

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>● Brazil has a strong economic performance since it is included in the BRIC countries.</li> <li>● Its political and economic reforms are favorable to any foreign companies.</li> <li>● Daily preparation of healthy and fresh food</li> <li>● Realistic Corporate Social Responsibility goals</li> <li>● Uncompromised approach towards corporate social responsibility</li> <li>● Active retail locations</li> <li>● Appreciable growth rate at 13.9% in the UK (2015)</li> <li>● Impressive growth rate of 13.9% in 2015 in the UK</li> <li>● Outstanding customer service through out existing locations</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● the Brazilian government strongly supports local businesses</li> <li>● Since the preparation of fresh food on a daily basis increases wastage and operational costs</li> <li>● Competitors tend to easily replicate the business model</li> <li>● Presence only in 6 countries</li> <li>● Loyalty programs not as appealing as compared to Costa Coffee or Starbucks</li> <li>● Considerably lower selection on menu with regard to competitors</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● offer coffee, sandwiches</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● ingredients with high added value are imported from U.S. companies.</li> </ul>

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● local food manufacturers and ingredients importers are always searching for new suppliers abroad</li> <li>● Increase in the number of vegetarian consumers</li> <li>● Formation of strategic collaborations along with farmers in the locality of operation</li> <li>● Collaborating with famous chefs securing their endorsement</li> <li>● Substantiate the role of social media marketing that capability to go viral on internet</li> <li>● Pursuing international market expansion strategy</li> </ul> | <ul style="list-style-type: none"> <li>● Possibility of leading players like Starbucks might introduce fresh and healthy offerings</li> <li>● Vigorous economic situation in countries where Pret-A-Manger operates</li> <li>● Evolving onsumer preferences and changes</li> <li>● Launch of new coffee brands with healthy diet offerings</li> <li>● Rise of ingredients essential to healthy meal preparation</li> </ul> |
|--|--|

To deepen the analysis of Brazil as regards the expansion of Pret A Manger, a SWOT analysis is necessary to obtain an overview of the internal capabilities of the company that is facing the challenges that it would face in Brazil. When it comes to strengths, Brazil has a strong economic performance since it is included in the BRIC countries. Its political and economic reforms are favorable to any foreign companies like Pret A Manger despite the stiff competition in the food industry. On the other hand, the Brazilian government strongly supports local businesses, which may become a weakness for Pret A Manger as a UK company. Fortunately, the Brazilian consumers toward foreign companies as evidenced by the popularity of Starbucks and McDonald's would indicate that they will patronize the food products of Pret A Manger. The opportunities for Pret A Manger are enormous in Brazil because they can offer coffee, sandwiches, and others that are highly acceptable to Brazilian consumers. However, Pret A Manger has to be careful of the threats that come from stiff competition. Moreover, Brazil is highly dependent on international suppliers to meet its demand in the food industry. For instance, ingredients with high added value are imported from U.S. companies. Also, local food manufacturers and ingredients importers are always searching for new suppliers abroad, which would benefit Pret A Manger.

# 6. Competitors Analysis

The major players in the food service industry of Brazil are McDonald’s, Starbucks Coffee Company, Burger King Corporation, and Yum! Brands RSC. As shown in the graph below, the number of restaurants, bars, and similar businesses in Brazil has even increased during the pandemic of COVID 19.

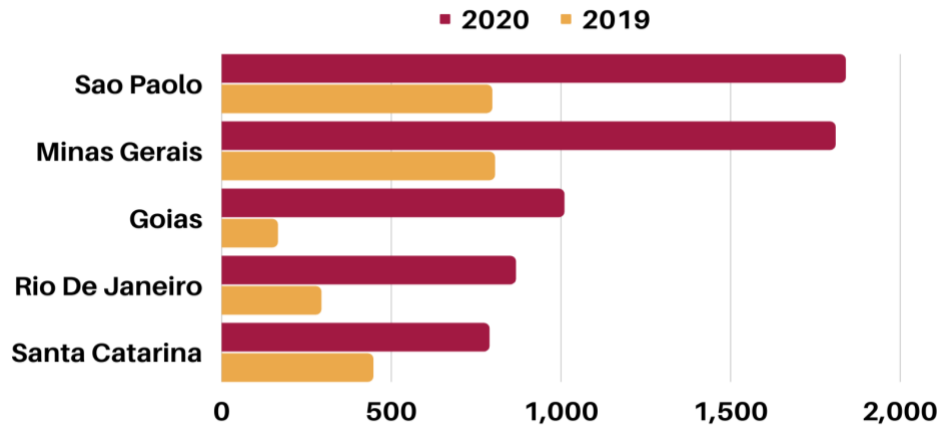


Figure 04. Number of restaurants in different cities - Source: Mordor Intelligence

Aside from the existing major players, there are also numerous small players that are competing while five major players dominate the food service sector, as shown in the graph below.

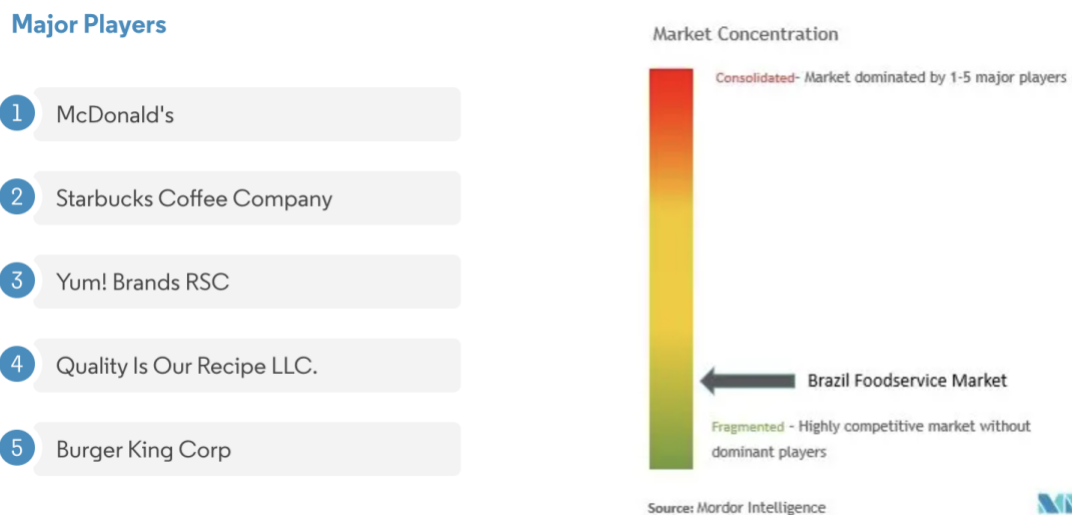


Figure 05: The major players in Brazil - Source: Mordor Intelligence.com.

## 7. STP Strategy

Pret A Manger has to critically analyse its STP Strategy to penetrate the Brazilian food industry successfully. For the segmentation, Brazil has a young population with almost 35% of its people belonging to 24 years old or below while approximately half of the population is less than 35 years old. The median age of Brazilians is 34 years old, which means that they have a young population as compared with other countries with more old people than young ones. Brazil's 214 million population consists of 49.1% men and 50.9% women. Many of them live in cities, are educated, and have jobs. The majority of the population is also internet users and tech-savvy since they own smartphones. Consumers are internet users and social media fanatics.

Consequently, Pret A Manger has to target the younger population as well as middle-aged consumers (men and women) who belong to the working class. These segments of the population can appreciate the innovative food products of Pret A Manger that should be marketed through social media or the internet. and The said sectors consist of consumers who are internet users, which Pret A Manger should take advantage of in its marketing strategies. Brazilians also enjoy each other's company and family gatherings. so, pret a manager should take advantage of that by introducing birthday parties section and discounts on family pack food while not getting off their main principles which consist of serving healthy handcrafted food in a country full of street food which lacks hygiene measures. Furthermore, since the Brazilians are fans of barbecue, pret a manger should introduce barbecue flavours to it's menu while positioning itself on the market which will help it compete against the street food market. In terms of pricing strategy, Pret A Manger has to slightly lower its prices than the competitors like Mcdonald's and Starbucks. The company can increase its prices when it has gained a strong market base in the food industry of Brazil.

## 8. Competitive Strategy

To gain a competitive advantage, Pret A Manger has to implement a competitive strategy particularly Focused Cost Leadership and Focused Differentiation. **Focused cost leadership** would mean offering lower prices than the existing competitors. In other words, Pret A Manger has to lower its prices as compared with Mcdonald's, Starbucks, and other major players. Pret A Manger has to offer high-quality sandwiches and coffee products at affordable prices. While offering products with cheaper prices, Pret A Manger also has to be engaged in **focused differentiation**. This would mean that it has to compete with the major players by creating unique products and target a narrow market. For instance, Pret can create Brazilian sandwiches with organic ingredients. Hence it will attract consumers who are not willing to try foreign taste.

The main challenge for Pret A Manger is to make its food products innovative and at the same time affordable. As mentioned above, the Brazilian food industry has a mixture of food products offered by the major players and the smaller players from burgers to coffee to sandwiches. Pret A Manger has to create a food product with a combination of European cuisine and Brazilian food menus. It would be highly recommended that Pret A Manger should create food products that resemble the most popular Brazilian pastries like Brazilian Cheese Bread and Baked Brazilian Baked Pineapple. Thus it will attract customers for the local flavor and products to consume. Pret A Manger has the technical expertise and resources that can produce such products since the company has been manufacturing sandwiches for a long time.

## 9. Pricing Strategy

Pricing strategy is vital to the success of Pret A Manger as it attempts to enter the Brazilian food industry. The possible pricing options are premium strategy, skimming strategy, and Market penetration strategy, which is reducing price strategy. Price skimming would not be effective because there are major players (Mcdonald's, Starbucks, Burger King Corporation, and Yum! Brands RSC) and many small players that offer a wide variety of food products (coffee, burgers, sandwiches, etc.) with affordable prices. Offering a high price for new low-quality products through price skimming would not be effective for Pret A Manger. As the consumers have high

purchasing power and many choices, the food products of Pret A Manger will just be ignored especially if the high prices are of low quality. Similarly, premium pricing will not work because Brazilian consumers are looking for cheaper products because of the impact of the pandemic. Brazilian consumers will naturally opt for existing products with affordable prices. The most logical approach is to offer a **Market penetration strategy** by reducing the prices of the existing products of Pret A Manger. Price is a factor in attracting customers in Brazil because they have undergone the financial challenges brought about by the pandemic.

## 10. Promotion Strategy

To increase the awareness of the public in Brazil about the Pret products, the company has to engage in various promotional strategies. First, Pret has to implement **brand positioning** of its shops and restaurants by telling the public that it is offering sandwiches, coffee, and other food products that are entirely unique from the products of its competitors. The company has to emphasize that it is a UK company that will offer popular Brazilian sandwiches, breads, pastries, and coffee to the customers.

The brand positioning will be conducted by using popular social media platforms such as Facebook, Instagram, Youtube, and others. The company will create social media accounts to advertise its products and restaurants that will operate in Brazil. The advertisements through social media accounts would highlight the famous products of Pret that will be offered to its shops in Brazil. Aside from the social media accounts, Pret will also host food festivals in famous urban areas in Brazil to promote its products. The food festivals will showcase the famous products of Pret as well those that are customized for Brazilian customers. Moreover, Pret will also **collaborate with popular brands** like Coca-Cola to increase their brand awareness. An exclusive association by a brand to a popular brand is quite effective in enhancing brand awareness.

## 11. Distribution Strategy

Pret A Manger should engage in Retail and Online distribution strategy, commonly known as brick-and-mortar distribution strategy to widen its reach of its customers. The said strategy is a type of distribution

strategy that combines the traditional store and online selling strategy. Pret should open its physical shops or restaurants while it also sells through its social media accounts. The social media accounts will accept delivery services of the products to the customers. Customers who would not want eat at the comfort of their homes can buy Pret products through its social media accounts. In this strategy, Pret can cater to different types of customers particularly those who want the ambiance of a physical restaurant and those who want food delivery services.

## 12. Market Entry Strategy

As regards market entry strategy, Pret A Manger has to enter the Brazilian market through **acquisitions with local companies**. The food industry in Brazil is quite vibrant and most consumers are high earners. This would mean that Pret can open shops that would offer coffee, sandwiches and other meals because the consumers have the power to purchase. To successfully do it, Pret has to acquire some local companies to help them in the processing of documents and implementing effective marketing strategies. Collaborating with local companies would make it easier for Pret to penetrate the local market of Brazil.

In order to enter the Brazilian market, Pret A Manger has to merge with local companies. This will enable them to get a foothold in the market by using local resources.

## 13. Conclusion

This is a comprehensive analysis and report about the potential expansion of Pret A Manger in Brazil. Pret A Manger is a known UK company that offers European food products like sandwiches, coffee, iced tea, salads, soups, wraps, and others since the 1980s. The company has become successful because of its high-quality food products and excellent services offered in its shops and restaurants. Its success in Europe and the United States has led to its plan to expand in other countries namely Nigeria, India, and Brazil. In hindsight, the three countries have slightly been affected by the Russia-Ukraine war but they are all been impacted by the pandemic. Despite



the impact of COVID-19 on these countries, they have successfully recovered especially their food industries. However, with the comprehensive analysis through the PESTEL, Porter's Five Forces Theory, and other tools, it would be concluded that Brazil should be the target country for the expansion of Pret A Manger. Indeed, among the mentioned countries, Brazil is the most successful economically since it is included in the BRIC countries. Although its policies on foreign companies are not that welcoming, Pret A Manger can still push through with its entry by complying with the rules on doing business in said country. Brazil's food industry is quite dynamic and vibrant as well as competitive. Pret A Manger can effectively deal with the stiff competition by offering innovative products with Brazilian touch at affordable prices. The future of Pret A Manger in the food industry of Brazil is full of optimism since Brazilian tend to patronize foreign brands despite their nationalistic attitude. Moreover, the majority of the consumers have jobs, which can be maximized by Pret A Manger. Pret A Manger should also actively engage in online marketing since a majority of the consumers consist of internet users and social media fanatics.

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