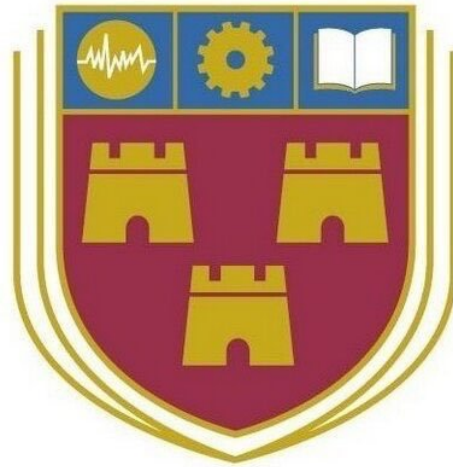


## A Preliminary Overseas Market Evaluation: Brazil

Arklu - Lottie Dolls



Antonio Commisso - C00253433

Nicholas Damianakis - C00254629

Cole Wilton - C00254628

Sriramanan Kalirajah - C00253505

International Marketing (CW\_HHMKT\_B) Y4

Institute of Technology Carlow

Carlow, Ireland

November 14th, 2019

## **Table of Contents**

<b>1. Introduction</b>	<b>2</b>
<b>2. Market Selection Criteria: Lottie Dolls</b>	<b>3</b>
<b>3. Political Environment</b>	<b>3</b>
<b>4. Legal Environment</b>	<b>7</b>
<b>5. Socio-Cultural Environment</b>	<b>11</b>
<b>6. Economic environment</b>	<b>16</b>
<b>7. Demographic environment</b>	<b>19</b>
<b>8. Technological environment</b>	<b>20</b>
<b>9. Physical Environment</b>	<b>23</b>
<b>10. The Market Potential for your Client's Product</b>	<b>25</b>
<b>11. Conclusions</b>	<b>28</b>
<b>Appendix</b>	<b>28</b>
<b>References</b>	<b>30</b>

## **1. Introduction**

The country being investigated for Lottie Dolls overseas market evaluation is Brazil. Lottie Dolls is an Irish company based in Donegal Ireland. Lottie Dolls operates internationally with ICTI approved manufacturers in China and warehousing facilities in the USA, Canada, UK and China (Lottie IRL, 2019). Lottie Dolls has won numerous international awards to date in the USA, UK and Canada, and has been mentioned across the globe in The Guardian, New York Times, Forbes Magazine, The Daily Mail, and The Sydney Morning Herald. This has helped Lottie Dolls penetrate into over 30 countries and 3000 stores within 3 years (Lottie IRL, 2019). This shows that Lottie Dolls has been able to successfully penetrate international markets using a geocentric approach selling the same products across the globe. Due to Lottie Dolls having warehouses in North America, this creates a much easier opportunity to be able to export their products in a market such as Brazil as they are much closer geographically to USA than Ireland. Lottie Dolls would not have to face certain importation costs because of this. Brazil is also seen as a nation with a large economy open to foreign investments and firms penetrating their markets, not to mention Lottie Dolls producing a product in the traditional toys industry which has been very successful in Brazilian markets as of recent. Lottie Dolls products aim to address positive body images, impacts of bullying, the importance of education and literacy, gender equality, children following their dreams, physical activity, and inspiration (Lottie IRL, 2019). Although having success in international markets and Brazil being a promising market due to industry trends and size, there are many more in depth factors that could affect the ultimate success of Lottie Dolls in Brazil.

## **2. Market Selection Criteria: Lottie Dolls**

- Large population of families with children
- Medium to high income families
- High expenditure on toys and recreation
- Stable political environment
- Ease of licensing and legalities of importing
- Established retail foreground
- Market that shares the same sustainability views

- Diversity amongst country
- Availability to resources

### **3. Political Environment**

#### **Type of Political State & Who's in Charge**

The type of political state run in Brazil is a Federal Republic based on Parliamentary democracy in which the president is both head of state and head of government, and of a multi-party system (Santandertrade.com a, 2019 ). The President of Brazil is Jair Bolsonaro whom a retired army officer is a member of the Social Liberal Party which is an anti-establishment group combining social conservatism and pro-market policies (BBC News, 2019). Bolsonaro has styled himself as a political outsider unaffected by corruption pledging to end Brazil's security problems through militarization/ loosening gun laws. During elections in 2018, President Bolsonaro made numerous discriminatory comments on race, gender and sexual orientation as well as several controversial remarks about the country's former military dictatorship which did alarm millions of Brazilians (Child, 2019). The recent 2018 presidential campaign involved political violence, dis-information and hate speeches contrasted by a country that was seeing their security environment worsen, and murder rates increased (Freedomhouse.org, 2019).

#### **Political Parties**

In terms of political parties in Brazil, it can be seen as a very sophisticated operation. There are 27 states and more than 5 500 individual municipalities, each of which is run by a mayor. The government of Brazil is divided into 3 main areas which are Executive branch (president) Legislative branch (The Federal Senate comprised of 81 members elected by a system of proportional representation for a term of four years and the Chamber of Deputies made up of 513 members serving 8 year terms and assigned by proportion of population) and finally the Judicial Branch (judges are elected by the tribunal members and their term is life-long. The judicial system is responsible for contesting and supporting any decisions made by the government that will affect the rights of Brazil's individual residents giving them a huge amount of power in the legal system) (Meyer, 2019).

Brazil is comprised of 32 registered parties, but is actually governed by a group of five parties that dominate the political landscape. Brazil has a multiparty political system. No party in Brazil can gain power alone, meaning alliances with other parties must be created to stand for elections and govern. According to the Superior Electoral Court, Brazil counts with 32 registered parties with more than 40 others parties awaiting to become legal (Mello, 2019).

Main political parties in Brazil are the Social Liberal Party (PSL), the Workers Party (PT), the Brazilian Democratic Movement (MDB), the Brazilian Social Democratic Party (PSDB), the Social Democratic Party (PSD), and the Democrats (DEM) which together, control the absolute majority of seats in the Senate and Chamber of Deputies (Freedomhouse.org, 2019).

### **Quality of Economic Management**

Due to how complicated, sophisticated, and confusing Brazilian politics is, it can be seen that the quality of economic management is fairly scattered in Brazil. Since there are so many political members on the many different judicial levels in Brazil, views towards economic management is all across the spectrum. Brazil overall is ranked 150th in the world in terms of economic freedom, its score recently increased due to improvements in labor freedom and government spending outpacing declines in judicial effectiveness and government integrity. Brazil's congested and overly centralized federal government has been causing economic freedom declines throughout the years. New administration is likely to reduce barriers to foreign investment, prioritize efforts to revitalize Mercosur (the customs union of Argentina, Brazil, Paraguay, and Uruguay); open up to the more free-market Pacific Alliance (Mexico, Chile, Colombia, and Peru); and continue to focus on more market-oriented policies. The government is likely to pass Pension reforms in 2019 which should slow the growth of government spending, maintain debt sustainability, and reduce inflation backed by lowering interest rates (Heritage.org, 2019).

### **Political Stability**

Brazil has seen many shifts in terms of political stability (refer to figure 1) (TheGlobalEconomy.com, 2019). Political uncertainty in 2019 is driven by tense climates from initiatives to reform the country's generous retirement system which threatens business

confidence and investments (Burin, 2019). Weakness in private consumption is arising due to unemployment rates followed by a poor export performance adding to an investment down turn brought Brazil's economy to a near double-dip recession in the first half. Because of this, Brazil's central bank is expected to go through an easing cycle (TheGlobalEconomy.com, 2019).

### **Ireland & Brazil Relationship**

The relationship between Brazil and Ireland is labeled as "excellent" in terms of politics, culture, and economy. Relations between the nations began in 1975 with embassies in Dublin opening in 1992, Brasilia in 2001, and most recently the opening of the Consulate General of Ireland in São Paulo in 2015. Growth of the Irish community living and working in Brazil continues and including business people, students and simply leisure and relocation. Ireland has helped Brazil with economic development, cultural awareness and creating a positive Irish image in Brazil. Brazil is expecting at least 3000+ students to have studied in Ireland through exchange programmes becoming the 4th most popular destination for their students. "We are determined to build on this and to further enhance our ties with Brazil in the period ahead", demonstrated by the Irish Government's recent decision to open a new Consulate General in São Paulo (Dfa.ie, 2019)

### **Attitudes Towards Foreign Firms**

On Top of the positive relationship with Ireland, the Brazilian government encourages and promotes FDI (Foreign Direct Investments) and foreign companies arriving to Brazil as a benefit to their economy (Santandertrade.com b, 2019) .

### **Trade Incentives & Barriers**

Looking to Brazil's trade incentives and barriers, we see that Brazil is one of the countries that have resorted to a high number of potentially trade-restrictive measures. Brazil's market is protected with an applied customs duty of around 13.5%. The EU has been encouraging Brazil to reduce tariff and non-tariff barriers, and to promote a stable and more open regulatory environment for European investors and traders especially due to the fact that the EU is Brazil's second largest trade partner (Ec.europa.eu, 2019). In terms of specific trade incentives, it can be

broken down into 5 categories which are incentives on a Federal level, Regional, State, Municipal, and lastly long term funding in which financing is granted under special terms and conditions, at reduced interest rates that can vary from region, company size, and industry (Deloitte, 2019).

### **Key Implications**

With the political environment of Brazil established, we now can see how Lottie Dolls international marketing strategy may be impacted. Starting with the President, Jair Bolsonaro and his numerous discriminatory comments on race, gender and sexual orientation as well as his controversial remarks about dictatorship may raise many red flags for Lottie Dolls as Lottie Dolls prides in the empowerment of kids encouraging them regardless of gender, ability or ethnicity (Lottie IRL, 2019). The crime and violence rates may also startle Lottie Dolls, but on the flip side, could be of benefit to children who grow up in certain negative conditions to aid in focusing them on “following their dreams” (Lottie IRL, 2019) and remove some of the negativity dealt with in their lives.

Although the very scattered political environment in Brazil may startle Lottie Dolls due to constant changes in economic management, Brazil is hoping to turn that around as they were able to increase their economic freedom in recent times. With Brazil’s new administration aiming to reduce barriers to foreign investment, revitalize their trading alliances, pass pension reforms, maintain debt sustainability, and reduce inflation, Lottie Dolls may see Brazil fit to import products to ensuring that their product will actually be able to be purchased and afforded by Brazilians. But the changes haven’t occurred yet and Brazil continues to be clouded with political uncertainty in 2019. Private consumption is decreasing as well as unemployment rates which is a major problem for not just Lottie Dolls, but any company trying to do business in Brazil.

The relationship Brazil shares with Ireland is a very positive factor for Lottie Dolls. With an established Irish culture in Brazil already, Lottie Dolls can use this to leverage their product in the Brazilian markets and utilize their Irish channels and relationship with Brazil to promote

Lottie Dolls in a new market. Brazil encourages investments and business from foreign firms which is of course a super attractive for a company such as Lottie Dolls.

Trade incentives such as Brazil being one of the largest economies in South America and the world are promising for Lottie Dolls but, importation duties aren't the most attractive especially when the EU is working towards encouraging Brazil to reduce tariff and non-tariff barriers, and promote a stable and more open regulatory environment for EU investors since the EU is Brazil's second largest trade partner. The Question for Lottie Dolls revolves around if the risk to capitalize on such a large market would ultimately be worth it with the many political factors.

#### **4. Legal Environment**

##### **Type of Legal System in Use**

The type of legal/judicial system used in Brazil is a varied system that operates on federal and state levels similar to the US judicial system. Brazil's system is mainly based on the civil law tradition dividing legal cases into different jurisdictions such as labor, electoral, military, constitutional and non-constitutional. There are also three levels of appeal as cases can advance from first-level courts to Supreme Federal Court or the Superior Court of Justice (refer to figure 2) (Wilson Center, 2019).

##### **Legislation affecting the marketing**

The statutes regarding marketing products in Brazil are the Brazilian Federal Constitution, the Consumer Protection Code, the Brazilian Advertising Self-Regulation Code (CBAP) and Federal Law No. 5768/71 that regulates promotions and sweepstakes (Getting The Deal Through, 2019). The parties responsible for issuing advertising regulations are the National Advertising Self-Regulation Council (CONAR) and the government. There are also some consumer protection agencies such as the Public Prosecutor which have authorities to enforce advertising rules through judicial procedures (Getting The Deal Through, 2019). Rules regarding the advertising of products from other countries aren't viewed as too serious, specifically the



country of origin must be informed on the owner manual and in the labels applied on the product (Getting The Deal Through, 2019).

### **Import regulatory analysis - duties/ restrictions**

Taking a look into Brazil's import regulatory analysis regarding duties and restrictions, it is evaluated that import duty rates differ depending on their tariff code. There are a variety of different duties/taxes incurred. The tariff code system is very sophisticated as having up to 100 tariff codes alters the initial duty charges of a product (Moraes, 2019). This is followed by a tax on manufactured products that also varies on the product code. State value tax, contribution to social integration programs, and a freight surcharge will be added to the list of duties to pay when importing to Brazil (Moraes, 2019). Looking at non-tariff barriers, depending on the tariff code, some imports may be subjected to licensing in which, if not automatic upon request, the licensing will rely on approval from government agencies (Moraes, 2019).

### **Documentation Requirements**

All imports must have at least two copies of the commercial invoice and bill of lading. In the case of non-compliance with the legal requirements of importing to Brazil, customs officials have the right to impose large fines (up to 100% of the usual duties). It is of best interest for the company wishing to export to Brazil to be working with a professional Brazilian Customs broker who is ideally up to date with regulations and changes (Import-export.societegenerale.fr, 2019).

### **Technical/ Labelling & Packaging Requirements**

As mentioned above, the product being imported must include the country of origin either on the packaging or product itself. Imported products must respect the Brazilian Consumer Code adopted that was established in 1990. The consumer code requires packaging to give the consumer the correct information that is legible, clear and precise, discusses quality, quantity, composition, price, guarantee, origin, expiry date and risks for health and safety. Translation to Portuguese is mandatory for all imported products (Santandertrade.com c, 2019).

## **Travel Options/ Visa Requirements**

Being in South America, travel options for Brazil include flying and by water. In terms of shipping and freight, the same follows as air freight and sea freight are the only options (MoveHub, 2019). Lottie Dolls does have warehousing facilities in the USA which poses as a much more efficient and logical option for exporting their products to Brazil (Lottie IRL, 2019).

In terms of visa requirements regarding a person with Irish citizenship wishing to do business in Brazil, no visa is required for a stay up to 90 days (6 months total/year) and the following rules are as follows:

- Person must hold a passport valid for at least six months beyond your date of country exit and with one blank visa page (Visacentral.com, 2019)
- Hold proof of onward and return flights (Visacentral.com, 2019)
- Hold all documents required for the next destination (Visacentral.com, 2019)
- Hold documents showing proof of purpose of trip (Visacentral.com, 2019)
- Hold proof of sufficient funds relative to your intended length of stay (Visacentral.com, 2019)

## **Caveats**

**Main factors to be aware of when travelling/ doing business in Brazil are:**

- Portuguese is the main language (Tmf-group.com. 2019)
- Safety (high violence, crime and murder rates) (Tmf-group.com. 2019)
- Although impressions show Brazil as inexpensive, some areas are costly (Tmf-group.com. 2019)
- Still a developing country (Tmf-group.com. 2019)
- Bureaucracy (on average, it takes 11 procedures and around 90 days of work to start a business in Brazil with construction permits being even longer) (Tmf-group.com. 2019)
- High corruption rate (Tmf-group.com. 2019)
- Infrastructure isn't the greatest (Tmf-group.com. 2019)
- Corporate transparency (Tmf-group.com. 2019)

- Local labour force (Tmf-group.com. 2019)

## **Key Implications**

Legal implications in Brazil can affect the way Lottie Dolls views the entire country of Brazil, not only for economic and sales purposes but most importantly the brand image for Lottie Dolls. In terms of advertising rules, Lottie Dolls only has to focus on being able to alter their packaging or product to incorporate the country of origin (Ireland).

Regulatory duties and restrictions on importation could be seen as a grey area for Lottie Dolls due to the many tariff codes and potential licensing. It would be in Lottie Dolls best interest to incorporate a Brazilian member to their team that can aid in solving specific tariff information and determine exactly what charges will and should be incurred to Lottie Dolls and also properly deal with government authorities to avoid any issues. A Brazilian team member with knowledge in the Brazilian customs broker industry will be most ideal as proper documentation can be easily sorted to avoid and legal discrepancies that could potentially cost Lottie Dolls even more money.

The Brazilian consumer code requires packaging that is legible, clear/ precise, discusses quality, quantity, composition, price, guarantee, origin, expiry date, risks for health and safety and Portuguese translation. Lottie Dolls will encounter production costs to alter packaging to fit Brazilian markets. Lottie dolls has warehouses in the USA which will be beneficial in terms of price and travel efficiency for exporting to Brazil than from Ireland.

## **5. Socio-Cultural Environment**

### **Lifestyle, Values, and Attitudes**

Brazil has built its nation from the stemming of diversity and the use of a variety of cultural influences, which in turn represent the qualities and characteristics of its people very fittingly. The culture of Brazil differs vastly from the westernized world (CelebrateBrazil.com, 2019), which is something to pay close attention to when planning to expand a business into this country.

One of the most distinctive characteristics of the Brazilian people is their generosity, which they display to everyone. They are always willing to help others.

Relationships are more important than money or possessions (CelebrateBrazil.com, 2019). Brazilians place family at the center of their culture, and at the top of their priorities. Large families are common and most social activities are built around these relationships.

The next three points are especially important to understand when planning to expand business into Brazil, which entails; expressiveness, pace of life, and social expectations. Beginning with expressiveness, Brazilians tend to be physically expressive. This means they may often touch your arm, shoulder, or hand when speaking to you (CelebrateBrazil.com, 2019). This type of closeness is not considered common or appropriate in every culture, so it may be uncomfortable if you are not prepared or do not understand that this is the Brazilian way.

Moving on to the next factor, Brazilians adhere to a much slower pace of life, which is found to be more common in European countries, although very different than most western nations may be accustomed to. You can usually expect to spend a lot of time waiting, so do not be offended if scheduled meetings fail to begin on time.

Finally, Brazilians are very friendly and social people (CelebrateBrazil.com, 2019). They will engage you in animated conversations and enjoy talking about things they find exciting or interesting. Expect to potentially stray off topic when conducting conversation, and as Brazilians also prefer face-to-face contact, to do business in-person as opposed to over the phone or through email.

### **High/Low Context Culture**

Brazil is a high context culture. This means that Brazilians place a strong emphasis on how a message is said rather than the words used alone (Victor, 2019). As a result, the way someone presents themselves becomes a part of the message. Brazilians may sarcastically or exaggeratedly present a point, but this is done in a way that others know it to be an exaggeration. Business people from more literal low context cultures such as the U.S., however, may

misunderstand such rhetoric as dishonesty. Ireland is a high context culture, and therefore will not be much affected by this context.

Although it may be assumed that one could now be sarcastic all the time, this is not true. Messages in high context cultures are also understood differently depending on the communicators' relationship with one another (Victor, 2019). This emphasizes the importance for social etiquette and formality in business situations, especially for first time meetings and relationship building. This is a crucial factor, as relationship building is a necessary establishment for conducting business in Brazil. After a personal relationship, meaningful and more comfortable communication can begin to take place.

In general, Brazilian business behavior stems from earning respect, and therefore personal relationship and understanding may be more binding than a contract.

## **Language**

Language is one of the strongest elements of Brazil's national unity with Portuguese the being the spoken language of nearly 100 percent of the country's population (Commisceo-global.com, 2019). An important factor about the language of Portuguese is that there are no dialects between regions in Brazil, or other countries that speak it such as Portugal. The only difference within Brazil is comparable to the differences in English spoken in the U.S. and that spoken in Ireland (Commisceo-global.com, 2019), which mainly tend to just be accent.

The Portuguese language is practically a mandatory tool when doing business in Brazil (Victor, 2019), as the large majority of Brazillians do not speak English. In addition, a foreigner's use of Portuguese shows as a sign of sincere interest in Brazil, and this is respected. The ability to speak Portuguese will gain a business market insight, built relationships, and an advantage over non-Portuguese speaking competitors.

## **Religion**

Almost 90 percent of Brazilians are Catholic, which gives Brazil the title of the largest Catholic population of any nation in the world (Victor, 2019). This means that the people of Brazil have a united, strong belief in God, which allows them to be comfortable with their

spirituality and ability to talk openly about spiritual things, unlike many other cultures. Business wise, Catholic holidays are widely celebrated across the nation, and in turn affects Brazilian work schedules (CelebrateBrazil.com, 2019), which have to be kept in mind. Ireland specifically is majority Catholic as well, so work schedules and other beliefs should all align perfectly. Although, Brazil's Constitution does guarantee freedom of religion, and other religions influence Brazilian society such as Lutheran or Jewish for example as well.

### **Technology & Material Culture**

Technology in Brazil has somewhat of a divided perception (Victor, 2019). Southeastern Brazil views technology similar to countries such as the United States, Canada, and Ireland, which is in a positive way, and feel it can be used as a controlling mechanism. Northern Brazil on the other hand has more of a contradictory view of technology, meaning they are more likely to view the forces of nature as a controlling mechanism. This is something to keep in mind when marketing and selling product.

### **Education**

Education in Brazil overall is not linear. Brazil's ruling elite are some of the most educated people in the world, although 50 percent of Latin America's illiterate population lives in Brazil, 20 percent of Brazil is completely unable to read, and upwards of 40 percent of Brazil is categorized as being functionally illiterate (Victor, 2019). This is largely due to the fact that children are not going to or completing their education. Less than 18 percent of all Brazilians over the age of ten have gone beyond four years of school, and more than half of all Brazilian children have never gone to school at all (Victor, 2019).

### **Social Structure**

Family ties are very strong in Brazil, meaning they have more equal relations with cousins and in-laws as they do with parents or children. In Business, Brazilian family ties tend to provide an advantage when executing joint ventures, obtaining positive terms on negotiations, and reaching people in power (Victor, 2019). This differs from family ties in North America or

in Ireland, and the result of this is that many business people from other nations working in Brazil may not be able to reach the people in power they need to reach.

Gender is more clearly differentiated in Brazil. The U.S. for example emphasizes equality between genders, where as Brazil takes pride in distinguishing the differences between male and female. Some examples include; gender-based etiquette (such as opening the door for a woman) or compliments given regarding appearance (Victor, 2019). Also the way women dress in comparison to men, as Brazilian women typically give considerably more attention to emphasizing femininity, in a different more sexual way than a business woman from the U.S. would (Victor, 2019). Misreading Brazilian gender appearances and norms may result in also misreading workplace norms or roles.

Regarding class stratification in Brazil. Brazil has the greatest inequality of wealth distribution of all major economies (Victor, 2019). This has been the case for many years, and because of such, most Brazilian business people seem quite comfortable with what they perceive as the natural order of economic inequality. This can be a point of friction when dealing with Brazilian business people, as most business people in the U.S. are uncomfortable with this sort of inequality or class distinctions.

### **Do's & Don'ts of Doing Business in Brazil**

In general when doing business in Brazil, the practices are fairly common as to those of North American and European countries. Such as greeting between business colleagues with the form of a handshake, and addressing them by their title and surname (Businessinsurrey.com, 2019). Similarly as well, when colleagues begin to become more familiar with each other, practises can begin to become more casual, such as women greeting each other with a kiss on the cheek, or addressing them by their first name. These practices are a positive to Lottie Dolls, as they are already accustomed. Specific points of what to do and not do are categorized below.

Do	Don't
Schedule extra time in between/after meetings	Rush business dealings

Expect to invest a lot of time into relationship building	Show lack of self control (frustration, impatience)
Make eye contact	Discuss sensitive issues (crime, corruption)
Accept anything offered (food, coffee)	Publicly criticize counterparts
Expect to be interrupted	

### **Communication, Decision Making, & Purchase Behaviour**

There are many forms of media infrastructure established to promote and market Lottie Dolls on in Brazil. Television and the internet would by far be the most effective channels to establish themselves on. Television is watched by almost every Brazilian, especially when there is a sporting event or soap opera on. Globo is rated as the most viewed free TV station in Brazil, having 4.85 million viewers over the last 6 months (Santandertrade.com d, 2019). Internet usage is heavily expanding in Brazil, the market leads Latin America with 20 million regular Internet users (Santandertrade.com d, 2019), and e-commerce is generating more sales than ever. Facebook specifically has a very dominant position in their market right now, and smartphone usage has also increased as well, both resulting in an increase of internet retailing. Although only 4% of sales in Brazil are accounted for online (Bcg.com, 2019), the internet influences more than 50% of all consumer retail purchases overall. The internet is the only place potential consumers can even see advertising in some cities, so this must be a mandatory marketing and sales channel for Lottie Dolls.

Purchasing behaviour in Brazil mainly consists of four consumer types (Wordbank LLC, 2019); the adventurer, the intellectual, the party-goer, and the believer. The adventurer looks for affordable, creative, and individualistic brands. The intellectual looks for benefits in cost while considering accessibility and affordability. The party-goer will discover your brand digitally, and



looks for aspirational products. Finally, the believer is interested in reliability, experience, and personal connection and sentiment.

## **6. Economic environment**

Brazil has a GNP of \$447.047 billion USD which is slightly higher than their average of \$420.456 billion USD over the past 20 years (CEIC Data, 2019). CIA (2019) indicates that the GDP in Brazil is \$3.248 trillion, and the GDP per capita is \$15,600. They also outline that the inflation rate 3.4%. The GDP is much larger in comparison to Ireland's which is \$353.3 billion, but Ireland has a much higher GDP per capita at \$73,200.

Exports and imports are a big factor in Brazil's emerging economy, they generally export more than they import. CIA (2019) shows that their exports add to \$217.2 billion and their imports to \$152.2 billion. The top exporting partners are China (21.8%), USA (12.5%), and Argentina (8.1%), and consist of major sectors such as transport equipment, iron ore, soybeans, footwear and coffee. Although the trading partners for imports remain consistent with China (18.1%), USA (16.7%), and Argentina (6.3%) being the top importers, the major segments are much different. These include machinery, electrical and transport equipment, chemical products and oil. Comparing Brazil's numbers to Ireland's, they have a fairly similar value of exports at \$219.7 billion but have much less exports at \$98.13 billion. Brazil and Ireland also have much different trading partners as Ireland's tend to be mostly countries within a close business distance (USA, UK, Belgium, Germany, France).

Brazil is a member of numerous, different international economic groups, including some elite international groups:

- G20
- G8+5 → As one of the 5 biggest emerging economies in the world
- World Trade Organization
- Cairns Group

There has been growth in middle-class consumers that has caused a rise in spending on toys. The Brazilian market for traditional toys has seen growth from US\$630 million in 2005 to

US\$1.9 billion in 2010, becoming the ninth largest toy market in the world. With an average spend of US\$38 per 0-14 year-old, Brazil still has plenty of potential for future growth as it falls behind some Latin American peers with less disposable income (Daujotas, 2012). More specifically within the toys category, Brazilians tend to favour and demand more collectible toys such as model cars or action figures, whereas most European countries tend to enjoy and demand more table games and puzzles rather than playing with physical toys (Euromonitor, 2019).

Income distribution is very unequal although there is growth within the middle class. Statista a (2019) displays the income spread as the wealthiest 5% of the population accounting for 50% of the income in the country, and the other 95% accounting for the remaining 50% of the income. Even more specifically the lowest 10% of the population only accounts for 0.8% of the income, showing the immense gap in Brazilian wealth. According to Statista b (2019), the average monthly household income is \$3,149 Reals, but the average monthly household expenditure is \$3,219 Reals. CIA (2019) also goes on to illuminate that 4.2% of the population is living below the poverty line, with 11.8% of the population being unemployed.

Brazil currency is in Brazilian Reals, which is fairly weak when compared to strong currencies like Euros, US Dollars, etc. 1 Euro is equal to 4.59 Brazilian Reals which goes to show how much stronger the Euro is in comparison. Brazilian Reals is an accessible currency which can be attained through the majority of banks or approved foreign exchanges. There is no limit to the amount of currency allowed to bring in or out of Brazil, but any amount over \$10,000 requires documentation (Export.gov, 2019).

Imports into Brazil require licensing on three levels; the Secretary of Foreign Trade (SECEX) which deals with registration and licensing, the Central Bank of Brazil (BACEN) which approves payments and financing, and finally the Federal Revenue Department (FRB) which supervises valuation for customs purposes. Imports into Brazil also must be carried out with exchange coverage, once there is exchange coverage and products have been approved, the importers and Brazil can agree upon the currency in which to exchange. If imports payable remain unsettled after 360 days, it is subject to registration by the Central Bank of Brazil (Trench Rossi Watanabe, 2018).

Specifically in the toy market, Brazilians are eager to follow international trends, but because of the stronger positioning of domestic companies, and natural barriers for imported products, many consumers tend to gravitate toward the domestic products rather than international companies (Euromonitor, 2019).

## **Implications**

The GDP per capita is very low in comparison to Ireland and a lot of countries around the world, but it is worth looking into their growing middle class as they are emerging fairly rapidly and beginning to hold more purchase power. This middle class has already contributed to the growing toys industry because of their growth in the country. Also, the upper class is very wealthy and provides an opportunity to sell premium dolls. Overall, within the total population, there is not a big sector of people with the ability to spend extra money non-necessities, but there are some niche markets that show opportunity.

For Brazil, importing is big but it is mostly for big commodities and not so much in the toys industry. Because of the complications and difficulties when importing these types of products, there is a degree of risk especially due to the consumer preference of domestic product. Licensing and registration can be difficult and complicated for international companies which is a drawback as well. A positive is that these consumers prefer these types of toy products over other games and toys, which leaves an opportunity for Lottie Dolls to offer a product which is popular in the country.

The value of currency is very weak, and it is common for Brazilian companies to be late on payments, which means doing business here would be slightly risky. With Brazil being a big emerging economy and being apart of multiple noteworthy economic groups, shows that they are trying to immerse themselves in more international trade and becoming more open as an economy to grow their own.

## **7. Demographic environment**

According to World Population Review (2019) Brazil is the 5th largest country in the world in terms of population and size, with 211.05 million people, and slightly more females (50.85%) than males (49.15). The population is expected to grow in the next 5 years to over 219

million people, with an even more skewed ratio of 50.95% females and 49.05% males. This growth is generally due to people becoming more healthy and life expectancy rising, meaning more people living longer. As times change more and more women are entering the workforce and deciding to hold off on having children, the average children per woman is 1.77. This number has fallen significantly over the past 40 years when Brazilian women were having on average 4 children, and is expected to keep dropping slightly over the next 15 years to 1.5 children. In comparison to Ireland, which has only a population of 4.88 million people, Brazil is a massive country. Ireland is also slightly more dominated by females (50.39%) than males (49.61%). In Ireland, women tend to have slightly more children than Brazil with 1.82, but it has not changed as drastically as Brazil (CSO, 2016). CIA (2019) also shows that Brazil has quite a large population of people under the age of 14 at approximately 22% of the total population.

United Nations (2018) outlines the average household in Brazil consists of 3.3 people, with 58% of these households having at least one child aged 19 or younger. Also, 79% of all households in Brazil have between 2-5 residents, and 50% of all households are occupied by couples or single parents with children. In comparison with the Irish population, the average household consists of 2.8 people, and only 40% of households having at least one child aged 19 or younger. Ireland also has slightly less households (45%) occupied by couples or single parents with children.

CIA (2019) indicates that the majority of the Brazilian population is urbanized at 86.8%, with many of these people residing in the major cities along or relatively near the East coast. The major cities include Sao Paulo, Rio de Janeiro, and Brasilia.

## **Implications**

Because the bulk of the population is located in urbanized, big cities, makes it considerably easier to hit and sell to the majority of the market in a centralized area of the country. Although the average number of children per woman is decreasing, it is still close to 2 children meaning there is definitely a market for Lottie Dolls' products. Also, because of the large population of people under age 14 indicates that there is a large potential market for the

product offerings from Lottie Dolls considering they are targeted more toward a younger demographic.

Looking at the urbanization of Brazil, it is a good opportunity because Lottie Dolls would be able to focus their marketing and distribution efforts into a centralized area in the country and be able to hit the majority of the population. Also, within these major cities lies the bulk of the middle and upper class in the country, which have more disposable income to spend on products such as recreation and toys.

## **8. Technological environment**

### **Factories / Companies Infrastructure**

Brazil is a rapidly advancing country that is part of BRIC, the world's fastest growing economies and the acronym is broken down into Brazil, Russia, India, and China (Heng, 2019). One of the main reasons for the advancement in their country is the amount of foreign companies and factories that are coming over to Brazil to produce and sell products or services. There are laws and regulations put in place within Brazil that requires all local and foreign companies to hire locally when establishing themselves in this market (Heng, 2019). There are also many technology based companies that are moving and investing within the Brazilian market that is making Brazil a more tech savvy environment for business (Heng, 2019). Brazil also has the third largest stock exchange that gets investments from massive brands like Google and ARM (Heng, 2019). Brazil has evolved over the last couple of years and has adapted the way they do business and use technology to match highly developed countries like the U.S. There are also many technology based companies that are moving and investing within the Brazilian market that is making Brazil a more tech savvy country overall.

The Brazil Consumer infrastructure is very similar to many developed countries. In 2018 there was approximately 65,678,000 households with in Brazil (Euromonitor b, 2019). The household population grew by 4,809,000 from 2013 to 2018 showing significant growth in the last few years (Euromonitor b, 2019). Out of all these households 65% of them are internet users. Moreover, Brazil has many tech savvy individuals and is the fifth largest internet and phone

users across the world with a growing demand for more PCs (Heng, 2019). Overall, Brazil is a developed tech country that is only growing more year by year.

### **Consumer Distribution Channel**

Consumers within Brazil have several types of distribution channels to choose from when purchasing products or services. Independent non-chain retailers accounts for the majority of in store retail with 60% but is slowly losing market share as other channels gain popularity (Treewater and Price, 2019). Wear as modern retailers make up 40% of in store sales with the use of hypermarkets and supermarkets (Treewater and Price, 2019). Direct sales has noticed a spike in popularity taking up 75% of non-retail sales and E-commerce is next highest at 15% significantly less (Treewater and Price, 2019). Lastly home shopping accounts for 9% of the non-retail sales and is the smallest distribution channel in Brazil (Treewater and Price, 2019).

### **Internet Media and Platforms**

When it comes to Brazil, people don't really think of it as tech forward country with the fourth largest internet market in the world. Brazil has a user base consisting of 139 million users with marketing penetration of around 66% (Santandertrade.com d, 2019). Also brazil has approximately 82.24 million cellphone users in 2018 and is still growing (Santandertrade.com d, 2019). On average a brazilian citizen would spend an average of 25.7 hours on the internet a month when in comparison the rest of latin america would only spend 18.6 hours a month (Santandertrade.com d, 2019).

When it comes to the number one used search engine in brazil it is google like most countries across the globe. A big trend in brazil right now is mobile commerce but desktop purchases are still the most used device to purchase with. Also when it comes to the most used websites in brazil the top three are Aliexpress, Amazon, and Ebay (Santandertrade.com, 2019). The majority of these online shoppers that use phones and desktops to make purchases reside in southeast part of Brazil. The southeast population make up 65% online purchases with the rest of brazil using in store retailers majority of the time (Santandertrade.com, 2019).

People in Brazil are among the world's most engaged social media users and social media in app buyers. When it comes to social media being used in Brazil Facebook is the most used followed by WhatsApp, Facebook Messenger, Instagram and Twitter (Santandertrade.com d, 2019). The importance of this is that 63% of online shoppers purchase products recommended through social media (Santandertrade.com d, 2019). This is also the cause for 98.5% of business that use paid advertising to use Facebook ads since Google AdWords is generally significantly more expensive option than social media advertising (Santandertrade.com d, 2019).

### **Localised R&D**

When companies choose to go abroad to either distribute or sell products they generally must perform some form of research and development. For example if you go to a country that has a high emphasis on culture and religion you need to research to see the way the culture is to properly be able to design a product (Victor, 2019). Especially in high context countries the way your message is said can have a big factor on the consumers (Victor, 2019). Moreover, research must be conducted to see how the products that will be sold in foreign markets will meet the consumer needs.

### **Implications**

When it comes to technology in Brazil there are many factors that Lottie Dolls should look into before entering the market. When going into a foreign market the way business is conducted is different than the host country Ireland. When it comes to the structures of businesses in Brazil, one of the main things is you are required to hire locals when starting up any business within Brazil. So when creating a Lottie Dolls in that Brazil you must look into hiring local professional other than sending your staff from Ireland. Another important factor is that direct and multi level sales formats for businesses and companies are very successful in this market. This may be the direction businesses want to head in to be successful. Another factor Lottie Dolls should focus on is the online users in Brazil since it is such a big growing population. With most of the population being affected by internet marketing due to the vast amount of tech savvy individuals living in city areas.

Within Brazil there are many social media platforms being used on a regularly basis. When trying to promote a product social media via facebook, whats app and instagram would be the best options to get your brand out in the market. For Lottie Dolls that would be a great option to gain awareness of the product and business. Especially due to the fact consumers in brazil are heavily influenced by social media when making purchase decisions. When designing your product a lot of research must be conducted on things like culture, relijion, tech habits especially for a product like Lottie Dolls that takes on the image of people within the country. So when Lottie Dolls designs their toys they have to look in depth into the market and create their doll with a brazilian consumer image.

## 9. Physical Environment

### Land and Geographic Distribution of the Population

The country of Brazil is broken down into five large areas called the major regions and holds the largest part of the amazon rainforest (Schneider, 2019). The four regions are north, central-north, central-west, southeast, and south (Schneider, 2019). The majority of brazil's land mass is taken up by the north region with 40% of brazil, followed by the central-north t taking up 20% (Schneider, 2019). The southeast part of Brazil only makes up 10% of the land mass but holds almost 40% of the population. Lastly the central-west part of Brazil takes up 25% of the land has the smallest amount of the population residing there (Schneider, 2019). In comparison Ireland's capital Dublin takes up one fourth of the population followed by Cork, Waterford, Wexford, Drogheda, Sligo, Limerick, and Galway that holds the rest of the population in Ireland (Kay, 2019).

### Top Resources

Ireland (Kay, 2019)	Brazil (Schneider, 2019)
<ul style="list-style-type: none"> <li>• Mineral resources (silver, lead, zinc, and gypsum)</li> <li>• Natural Gas</li> <li>• Fishing</li> <li>• Farming</li> </ul>	<ul style="list-style-type: none"> <li>• Mineral reserves</li> <li>• Agricultural land</li> <li>• Bauxite</li> <li>• Gold</li> <li>• Iron ore</li> </ul>



- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Mining</li> </ul> |  |
|--|--|

## **Roads and Transport**

Effective transportation in Brazil has been such a big factor over the years since it is such a large country (Schneider, 2019). The coastal regions has a few roads so Brazil created railways for the mining industry within the country to transport goods easily to ocean ports (Schneider, 2019). By 1970s Brazil had the largest line of commercial air fleets and also one of the top countries for automobiles (Schneider, 2019). Using roads as a main form of transportation can be seen as unreliable since many areas can get flooded for weeks during certain times of the year (Schneider, 2019). Railways are mainly used in Brazil to transport minerals from the country mines such as ore (Schneider, 2019). Shipping with the use of aerospace has been a great asset after the development of the industry by the country in 1960s (Schneider, 2019). Now it's the main source of shipping in and out of the country and for countries like Ireland shipping products across the country or within the country is best done by plane or road.

## **Climate**

Brazil is a warm tropical and subtropical country that is prone to droughts for the majority of the year (Schneider, 2019). The majority of Brazil get around 40 to 70 inches of rain but parts like the North only get 15 to 30 inches in comparison (Schneider, 2019). The Brazil highlands get most of the precipitation during the warmer seasons (Schneider, 2019). Also the North can receive storms and floods if conditions get bad enough as other regions may experience prolonged droughts (Schneider, 2019). In comparison Ireland is a western maritime climate that is influenced by the Atlantic ocean which is 70 miles from any inland area (Kay, 2019). The southwesterly winds and warm water from the Atlantic contributes to the moderate weather in Ireland (Kay, 2019). Unlike Brazil the climate in Ireland is pretty consistent throughout the entire country (Kay, 2019). Like Brazil the precipitation in Ireland varies according to how close you are to the east areas with around 30 inches or western areas (100 inches) of the country (Kay, 2019). For both countries prolonged snowfall is not that common and don't get many snow storms during the year.

## **Implications**

The implications of the physical environment has to do mostly with shipping products in and out of Brazil. The most reliable form of transportation would be roads when in Ireland and when shipping from outside would be planes. Also climate can affect shipping and supply chain to and from Brazil because of heavy floods and storms. Also when going into a market like Brazil you need to target the major regions with the city center area since most of the population would reside in this area versus rural undeveloped regions.

### **10. The Market Potential for your Client's Product**

The Toys industry in Brazil boasted a market value of 5.1 billion euros in 2018 with constant growth since 2016 (refer to figure 3) (Statista c, 2019). The industry amongst consumers is described as following the newest international trends regarding traditional toys, but strong domestic competition and natural import barriers are causing consumers to shift to domestic products rather than international brands (Euromonitor, 2019). This poses as a threat to Lottie Dolls but also stands out as an opportunity to root into the Irish markets within Brazil. During times of economic decline, traditional toys outperformed industries such as consumer electronics, clothing and footwear (Euromonitor, 2019). This shows that the toy industry in Brazil is able to withstand hits to the economy and still perform well. Construction toys have been dominating the industry due to increase product price from importation rather from volume sales and also from their ability to improve coordination and creativity skills with children (Euromonitor, 2019). This coincides with both Lottie Dolls pricing and their product purpose which revolves around educating their consumers.

There are 5 main competitors in the industry that account for 38.7% of the Market (refer to figure 4) (Euromonitor, 2019). This means that although few companies account for a substantial amount of the market, there's still 62.3% of the market that is made up from smaller companies/ retailers and independently owned stores. New launches in the traditional toys industry have been trending around stimulating creativity and practical experiences that could help the younger generation develop real life abilities (Euromonitor, 2019). This completely coincides with Lottie Dolls purpose to educate their young consumers.

## **Current & Future Size of the Industry**

The Toys industry in Brazil has seen constant growth since 2016, reaching \$5.1 billion in 2018 (refer to figure 3) (Statista c, 2019).

## **Market Segment**

Lottie Dolls falls under the leisure market within Brazil and does not overlap into any other market. They strictly focus on the baby and toys segment with an average revenue per person of approximately 46 Euro (Statista c, 2019).

## **Key Competitors**

According to Euromonitor (2019) there are many established toy manufacturers already which include the top 5 in Brazil:

- Mattel do Brasil Ltda - 20.2% market share
- Hasbro do Brasil Ltda - 6.8% market share
- Candide Industria e Comercio Ltda - 4.3% market share
- Grow Jogos e Brinquedos SA - 3.7% market share
- Manufatura de Brinquedos Estrela SA - 3.7% market share

All of these companies pose a great threat because of the significant worldwide brands that they own. Also, because all of these companies have local factories and manufacturing plants means they have an advantage in costs in respect to their supply chain. Even further, consumers tend to shift towards domestic products that they have been exposed to, and not so much to international brands that they are unfamiliar with. These companies also offer an array of products in the toy industry which gives their company a big awareness and recallability advantage. These top companies are marketing their products through cross-channel campaigns, not only on their own websites, but through their retail partners websites as well as in their retail partner's stores (Euromonitor, 2019).

## **Distribution Channel**

### **Intermediaries**

Brazilian distributors are an alternative to direct exportation, and the same goes for marketing firms and distributing advertisement through proper channels and methods. Local distributors and agents know the market from top to bottom, and all the necessary procedures and connections with local resources (Lexology.com, 2019). Finding an agent in these categories to represent the company is a long term, cheaper, and easier way of entering and excelling in the Brazilian market.

### **Distribution Costs**

Distribution costs are dependent on shipment sizes, built networks, and connections. It is relatively not very expensive to ship overseas from the U.S. to Brazil, but local distribution has to be calculated as well. This is a technicality that is specifically undeterminable without in depth specifics. Lottie Dolls would have to contact distributors themselves.

### **Physical Distribution**

Offline independent businesses make up most of the in store purchases by 60% but is gradually losing market share to other channels (Treewater and Price, 2019). Followed by the supermarket and hypermarket retailers take up almost 40% of the market share (Treewater and Price, 2019). Online sales take up 15% of the non-retail sales through the use of e-commerce platforms (Treewater and Price, 2019).

### **Suitable Distribution Channel**

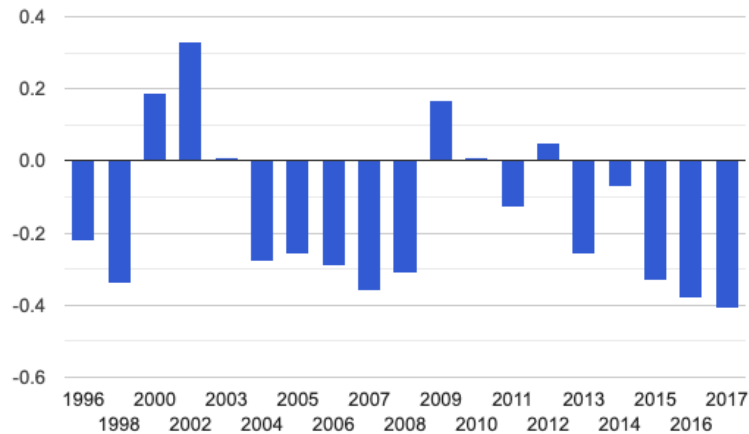
Lottie Dolls has established themselves online, so in order to increase their presence in Brazil they must execute a cross-channel communication campaign. The majority of top toy companies heavily advertise on the internet, but also through retail partners. Lottie Dolls' best chance of success in the Brazilian market is to distribute their product through local retailers.

## 11. Conclusions

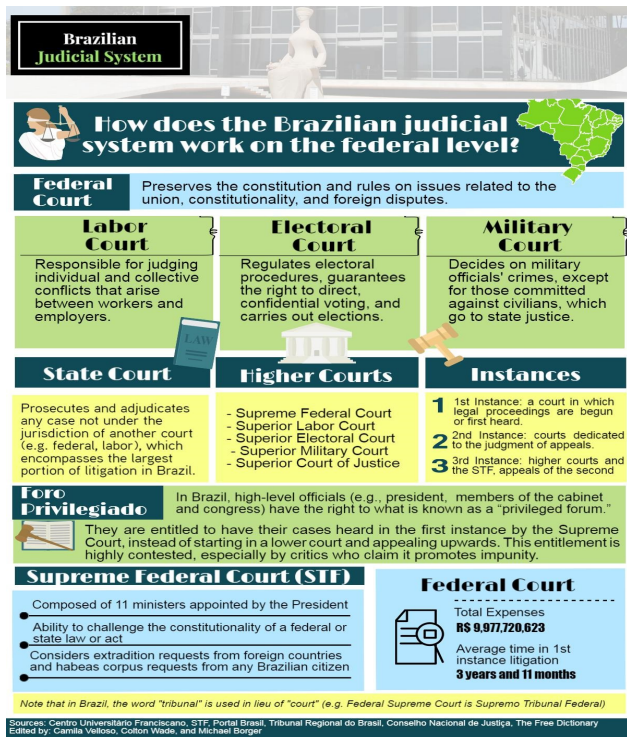
To conclude Lottie Dolls' international market evaluation for Brazil, it can be first evaluated that Lottie dolls will definitely need to warrant further investigation to solidify a confident implementation plan into this new market. Political and legal instability in Brazil raises many red flags for Lottie Dolls as well as the many steps that will be crucial for importation such as required documents and evaluating the proper duties and tariffs that will be faced. The benefits Lottie Dolls can draw from a political and legal standpoint is the already well established relationship between Ireland and Brazil as well as Brazil's push to promote their country as a positive/ inviting environment for foreign investments and firms. It's crucial for Lottie Dolls to incorporate a member to their team that is familiar with Brazilian laws regarding the exporting of products and goods. Also the Brazilian market has been making strides in digital platforms and are heavily influenced by social media and internet content giving Lottie Dolls a good opportunity to market themselves in this industry. The socio-cultural environment in Brazil will present minor obstruction for Lottie Dolls market entry. The language barrier is a major factor, as marketing, promotion, and product packaging has to be translated and re-manufactured. This will present significant costs to the company. Besides language, Brazil's similar cultural beliefs and business practices will align nicely with Ireland's, and considering the product being sold, educational and social structure should have no effect. Lastly, family structure in Brazil is potentially a large benefit, as larger, more closely knit families present larger opportunity for exchanging gifts or playing with relatives. The economic state of Brazil is weak and there is a very unequal income distribution leaving a lot of the population, very poor. The currency is very weak and although the economy is growing, it is still not great for importing. The demographics in Brazil looks to suit Lottie Dolls well, as they have a large population of children, and they tend to favour traditional toys over games and other products. There is a very large population in general, most of which are urbanized and living in a centralized location in the major cities which makes it easier to distribute and market to.

## Appendix

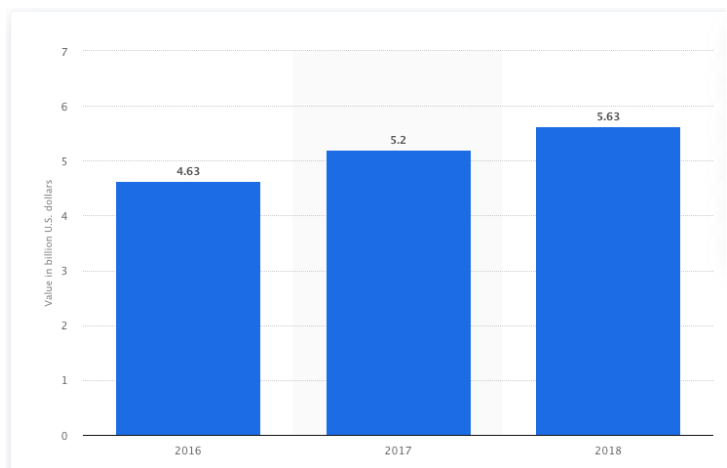
Political Stability of Brazil - Figure 1



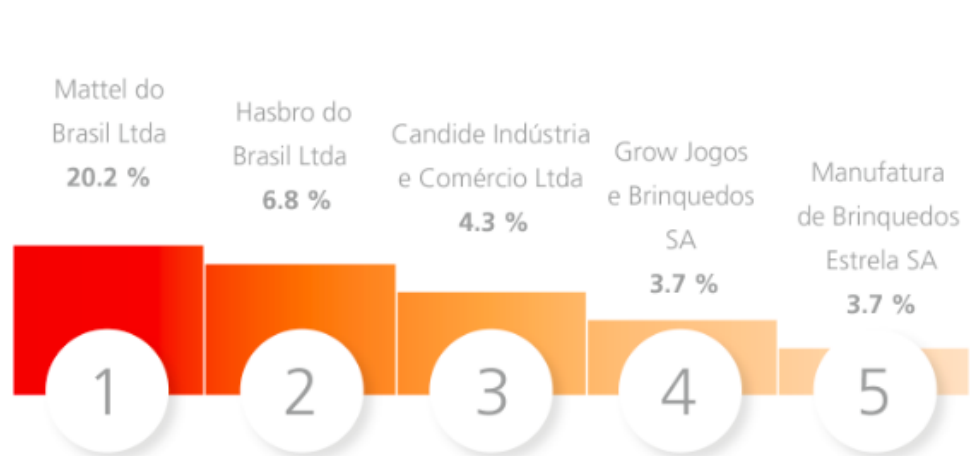
Brazilian Judicial System - Figure 2



**Brazilian Toys Market Value - Figure 3**



**Top Companies in Brazilian Toy Market - Figure 4**



## References

- BBC News. (2019). Brazil country profile. [online] Available at: <https://www.bbc.com/news/world-latin-america-18909529> [Accessed 7 Nov. 2019].
- Bcg.com. (2019). Internet Use Affects Half of All Retail Purchases in Brazil. [online] Available at: <https://www.bcg.com/en-ao/d/press/3December2015-shopping-in-brazil-the-influence-and-potential-of-digital-22735> [Accessed 12 Nov. 2019].
- Businessinsurrey.com. (2019). [online] Available at: <https://businessinsurrey.com/wp-content/uploads/2016/03/DoingBusinessinBrazil-Overview.pdf> [Accessed 11 Nov. 2019].
- Burin, G. (2019). Political uncertainty to keep clouding outlook for Brazil economy: Reuters poll. [online] U.S. Available at: <https://www.reuters.com/article/us-latam-economy-poll/political-uncertainty-to-keep-clouding-outlook-for-brazil-economy-reuters-poll-idUSKCN1UA1C4> [Accessed 8 Nov. 2019].
- CEIC Data. (2019). Brazil Gross National Product [2000 - 2019] [Data & Charts]. [online] Available at: <https://www.ceicdata.com/en/indicator/brazil/gross-national-product> [Accessed 4 Nov. 2019].
- CelebrateBrazil.com. (2019). Lifestyles and Culture in Brazil - - Your Guide to the Culture of Brazil. [online] Available at: <https://www.celebratebrazil.com/lifestyles-culture-in-brazil.html> [Accessed 13 Nov. 2019].
- Child, D. (2019). Brazil elections 2018: What you need to know. [online] Aljazeera.com. Available at: <https://www.aljazeera.com/news/2018/10/brazil-elections-2018-181004120523851.html> [Accessed 7 Nov. 2019].
- CIA. (2019). South America :: Brazil — The World Factbook - Central Intelligence Agency. [online] Available at:



[https://www.cia.gov/library/publications/resources/the-world-factbook/geos/print\\_br.html](https://www.cia.gov/library/publications/resources/the-world-factbook/geos/print_br.html)  
[Accessed 5 Nov. 2019].

Commisceo-global.com. (2019). Brazil - Language, Culture, Customs and Etiquette. [online]  
Available at: <https://www.commisceo-global.com/resources/country-guides/brazil-guide#c3>  
[Accessed 10 Nov. 2019].

CSO. (2016). *Fertility - CSO - Central Statistics Office*. [online] Available at:  
<https://www.cso.ie/en/releasesandpublications/ep/p-cp4hf/cp4hf/fty/> [Accessed 4 Nov. 2019].

Daujotas, G. (2012). *Brazil's Emerging Middle-Class Offers Opportunities for Toymakers*.  
[online] Available at:  
<https://blog.euromonitor.com/brazils-emerging-middle-class-offers-opportunities-for-toymakers/>  
[Accessed 7 Nov. 2019].

Deloitte. (2019). Tax and financial incentives | Deloitte Brazil | Doing Business in Brazil.  
[online] Available at:  
<https://www2.deloitte.com/br/en/pages/doing-business-brazil/articles/tax-and-financial-incentives.html> [Accessed 9 Nov. 2019].

Dfa.ie. (2019). Ireland-Brazil Relations - Department of Foreign Affairs and Trade. [online]  
Available at: <https://www.dfa.ie/irish-consulate/sao-paulo/our-role/irish-relations/> [Accessed 8 Nov. 2019].

Ec.europa.eu. (2019). Brazil - Trade - European Commission. [online] Available at:  
<https://ec.europa.eu/trade/policy/countries-and-regions/countries/brazil/> [Accessed 9 Nov. 2019].

Euromonitor (2019). *Spielwarenmesse: Toy market Brazil: domestic toys brave the economic recession*. [online] Spielwarenmesse.de. Available at:  
<https://www.spielwarenmesse.de/magazine/article-detail/toy-market-brazil-domestic-toys-brave-the-economic-recession/language/1/> [Accessed 3 Nov. 2019].

Export.gov. (2019). *Brazil - Foreign Exchange Controls* | *export.gov*. [online] Available at: <https://www.export.gov/article?id=Brazil-Foreign-Exchange-Controls> [Accessed 5 Nov. 2019].

Freedomhouse.org. (2019). Brazil. [online] Available at: <https://freedomhouse.org/report/freedom-world/2019/brazil> [Accessed 8 Nov. 2019].

Getting The Deal Through. (2019). Brazil Advertising & Marketing – Getting The Deal Through – GTDT. [online] Available at: <https://gettingthedealthrough.com/area/64/jurisdiction/6/advertising-marketing-brazil/> [Accessed 9 Nov. 2019].

Heng, A. (2019). *Technology Trends in Latin America - Brazil*. [online] Cs.stanford.edu. Available at: <https://cs.stanford.edu/people/eroberts/cs181/projects/2010-11/TechnologyTrendsLatinAmerica/brazil.html> [Accessed 7 Nov. 2019].

Heritage.org. (2019). Brazil Economy: Facts, Population, GDP, Inflation, Business, Trade, Corruption. [online] Available at: <https://www.heritage.org/index/country/brazil> [Accessed 9 Nov. 2019].

Import-export.societegenerale.fr. (2019). Regulations and customs in Brazil : Customs. [online] Available at: <https://import-export.societegenerale.fr/en/country/brazil/regulations-customs> [Accessed 9 Nov. 2019].

Kay, S. (2019). Ireland - Drainage. [online] Encyclopedia Britannica. Available at: <https://www.britannica.com/place/Ireland/Drainage> [Accessed 14 Nov. 2019].

Lexology.com. (2019). Distribution & Agency in Brazil | Lexology. [online] Available at: <https://www.lexology.com/library/detail.aspx?g=56546243-05ce-4ac4-bb85-4f2bb2110865> [Accessed 12 Nov. 2019].

Lottie IRL. (2019). About Lottie. [online] Available at:  
[https://eu.lottie.com/pages/lottie?\\_pos=2&\\_sid=901ea9cc1&\\_ss=r](https://eu.lottie.com/pages/lottie?_pos=2&_sid=901ea9cc1&_ss=r) [Accessed 9 Nov. 2019].

Mello, J. (2019). Political Parties in Brazil. [online] The Brazil Business. Available at:  
<https://thebrazilbusiness.com/article/political-parties-in-brazil> [Accessed 9 Nov. 2019].

Meyer, A. (2019). Brazil Politics - Intro. [online] Brazil.org.za. Available at:  
<https://www.brazil.org.za/politics-intro.html> [Accessed 8 Nov. 2019].

Moraes, O. (2019). International trade in goods and services in Brazil: overview. [online] Uk.practicallaw.thomsonreuters.com. Available at:  
[https://uk.practicallaw.thomsonreuters.com/w-011-0773?transitionType=Default&contextData=\(sc.Default\)&firstPage=true&bhcp=1](https://uk.practicallaw.thomsonreuters.com/w-011-0773?transitionType=Default&contextData=(sc.Default)&firstPage=true&bhcp=1) [Accessed 9 Nov. 2019].

MoveHub. (2019). Shipping to Brazil From Ireland | MoveHub. [online] Available at:  
<https://www.movehub.com/ie/international-shipping/brazil/> [Accessed 9 Nov. 2019].

Santandertrade.com. a (2019). Economic and political outline Brazil - Santandertrade.com. [online] Available at:  
<https://santandertrade.com/en/portal/analyse-markets/brazil/economic-political-outline> [Accessed 7 Nov. 2019].

Santandertrade.com. b (2019). Foreign investment in Brazil - Santandertrade.com. [online] Available at: <https://santandertrade.com/en/portal/establish-overseas/brazil/foreign-investment> [Accessed 8 Nov. 2019].

Santandertrade.com. c (2019). Packaging and standards - Packaging and standards - Santandertrade.com. [online] Available at:  
<https://santandertrade.com/en/portal/international-shipments/brazil/packaging-and-standards> [Accessed 9 Nov. 2019].

Santandertrade.com. d (2019). Distributing a product in Brazil - Distributing a product - Santandertrade.com. [online] Available at:

<https://santandertrade.com/en/portal/analyse-markets/brazil/distributing-a-product> [Accessed 13 Nov. 2019].

Schneider, R. (2019). Brazil - Shipping. [online] Encyclopedia Britannica. Available at: <https://www.britannica.com/place/Brazil/Shipping> [Accessed 10 Nov. 2019].

Statista a. (2019). *Wealth distribution in Brazil by income share 2015* | Statista. [online] Available at: <https://www.statista.com/statistics/754724/wealth-distribution-income-share-brazil/> [Accessed 4 Nov. 2019].

Statista b. (2019). *Brazil: household income & expenditure 2017* | Statista. [online] Available at: <https://www.statista.com/statistics/731573/household-income-expenditure-brazil/> [Accessed 6 Nov. 2019].

Statista c. (2019). Toys sales Brazil 2018 | Statista. [online] Available at: <https://www.statista.com/statistics/1030424/market-value-of-toys-brazil/> [Accessed 9 Nov. 2019].

TheGlobalEconomy.com. (2019). Brazil Political stability - data, chart | TheGlobalEconomy.com. [online] Available at: [https://www.theglobaleconomy.com/Brazil/wb\\_political\\_stability/](https://www.theglobaleconomy.com/Brazil/wb_political_stability/) [Accessed 8 Nov. 2019].

Tmf-group.com. (2019). Top challenges of doing business in Brazil. [online] Available at: <https://www.tmf-group.com/en/news-insights/articles/top-challenges/doing-business-in-brazil/> [Accessed 9 Nov. 2019].

Treewater, E. and Price, J. (2019). *Navigating Latin American Distribution Channels*. [online] Material Handling and Logistics (MHL News). Available at: <https://www.mhlnews.com/global-supply-chain/navigating-latin-american-distribution-channels> [Accessed 4 Nov. 2019].

Trench Rossi Watanabe. (2019). [online] Available at:  
[https://www.bakermckenzie.com/-/media/files/expertise/ma-resources/Doing\\_Business\\_In\\_Brazil.pdf](https://www.bakermckenzie.com/-/media/files/expertise/ma-resources/Doing_Business_In_Brazil.pdf) [Accessed 6 Nov. 2019].

United Nations. (2019). *Household*. [online] Available at:  
<https://population.un.org/Household/index.html#/countries/76> [Accessed 5 Nov. 2019].

Victor, D. (2019). Brazil, Doing Business in. [online] Referenceforbusiness.com. Available at:  
<https://www.referenceforbusiness.com/encyclopedia/Assem-Braz/Brazil-Doing-Business-in.html>  
[Accessed 11 Nov. 2019].

Visacentral.com. (2019). Travel Visas and US Passports for Business Travel and Tourism | Fast, Easy, Secure. [online] Available at: <https://visacentral.com/requirements> [Accessed 9 Nov. 2019].

Wilson Center. (2019). The Brazilian Judicial System. [online] Available at:  
<https://www.wilsoncenter.org/publication/the-brazilian-judicial-system> [Accessed 9 Nov. 2019].

Wordbank LLC. (2019). Brazilian Consumer Behavior: 4 Profiles You Need To Know | Wordbank. [online] Available at:  
<https://www.wordbank.com/us/blog/market-insights/brazilian-consumer-behaviour/> [Accessed 11 Nov. 2019].

World Population Review. (2019). [online] Available at:  
<http://worldpopulationreview.com/countries/brazil-population/> [Accessed 4 Nov. 2019].