

United Kingdom Country Analysis

Anthony Manderichio

Introduction: United Kingdom

Rationale

The country I have chosen for the final project is United Kingdom. I love to travel and went to visit England eighteen years ago, and I had a great time sightseeing and spending time with the locals. I would like to know more about the UK in order to prepare myself for a venture there down the road once my business has been established. At that time, I'd like to expand my business into the UK to become a transnational enterprise (Investor Trading Academy, 2015).

Location and Geography

Geographic Elements (Central Intelligence Agency, 2021):

Regional location	Western Europe, islands - including the northern one-sixth of the island of Ireland - between the North Atlantic Ocean and the North Sea; northwest of France
Water access	Atlantic Ocean, North Sea, Irish Sea, Celtic Sea, English Channel
Bordering countries	Ireland
Natural hazards or climate	Winter windstorms, floods



(World Atlas, 2021)

Sociocultural Environment

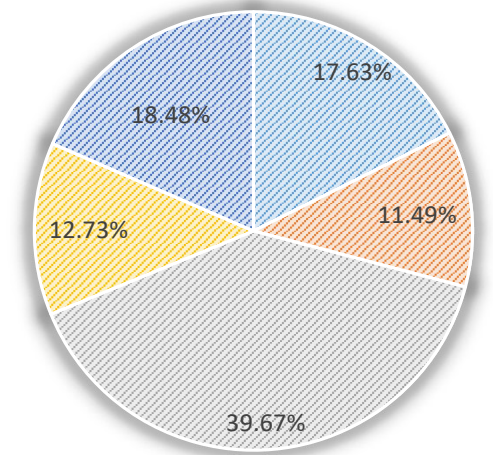
County Composition

(Central Intelligence Agency, 2021):

Literacy rate	99% (15 and older)
Rate of urbanization	0.89% (rate of change) and 83.7% urban population
Heavily populated cities	London (9.304m), Manchester (2.730m), Birmingham (2.607m), West Yorkshire (1.889m), Glasgow (1.663m), Southampton/Portsmouth (928k)
Major religions	Christian 59.5%, Muslim 4.4%, Hindu 1.3%
Educational data	Education expenditures (5.4% of GDP)
Age structure	0–14 (17.63%), 15–24 (11.49%), 25–54 (39.67%), 55–64 (12.73%), 65+ (18.48%)

AGE STRUCTURE

0–14 15–24 25–54 55–64 65+



Sociocultural Environment

Values and Communication

Hofstede's Dimensions of Culture: United Kingdom (Hofstede Insights, 2021)

Power Distance: Score of 35	<ul style="list-style-type: none"> • Belief in equality • Cultural tension related to birth rank • Non limiting beliefs
Individualism: Score of 89	<ul style="list-style-type: none"> • Individualist society • Very private people • Introspective and reflective • Happiness through personal fulfillment • Self-absorption
Masculinity: Score of 66	<ul style="list-style-type: none"> • Masculine society • Success oriented • Driven • Ambitious
Uncertainty Avoidance: Score of 35	<ul style="list-style-type: none"> • Appreciation for uncertainty • Quick thinkers • Improvising • Appreciation of ambiguity • Value sense of fair play • Clear end goals • Flexibility in executing plans • Reduced planning phase • Individualist • Curious • Creative • Innovative • Appreciation for differences
Long-Term Orientation: Score of 51	<ul style="list-style-type: none"> • Intermediate score, a dominant preference cannot be determined
Indulgence: Score of 69	<ul style="list-style-type: none"> • Indulgent • Impulsive • Optimistic • Leisure time important • Lavish



This Photo by Unknown Author is licensed under [CC BY-ND](#)

Sociocultural Environment

Values and Communication Cont. ([British Culture, Customs, Business Practices & Etiquette, 2021](#)):

Language: English (98%), Scottish Gaelic, Irish Gaelic and Welsh

Nonverbal: Notorious poker faces, an arm's length of personal space required, backslapping is common among close friends, women are more physically affectionate with one another than men, avoid making a V-sign with your index and middle finger (palm facing inwards and the top of the hand facing the other person) Gestures are reserved, polite and less demonstrative. Direct eye contact should break away now and again as prolonged eye contact can make people feel uncomfortable, and staring is impolite. If talking to a group, be sure to make equal eye contact with all who are present.

Business Etiquette ([UK - British Culture, Customs, Business Practices & Etiquette, 2021](#)):

- Meetings have clearly defined purpose and agenda, and presentation materials should appear professional and well thought out
 - Eye contact is required while speaking to encourage a feeling of inclusion
 - Always be a bit early or on time for meetings
 - A brief amount of small talk required prior to meeting
 - While it's normal to bring a small gift if you're invited to someone's home, it's not normal for gifts to be exchanged in a business setting
 - Facts and figures are necessary to back up any claims
 - Maintain a few feet of personal space
 - Avoid making exaggerated claims during presentations
 - Meeting hosts should send summary e-mails along with next steps following meetings.
-

Sociocultural Environment: Observation Deck

Business Observations

- There is a 99% literacy rate indicating that the local workers would be highly trainable
 - There is 51.16% of the population between the ages of 15-54 years of age, and this indicates that there would be a strong labor force in the area
 - London has the largest population, is located near the North Sea, and provides access to neighboring countries like France, Netherlands, Germany, Denmark, and Sweden so it might prove to be a good place for doing business
 - The area is prone to natural hazards like winter windstorms and flooding so there would be a need to be mindful of the physical location of the building
 - Communication risks might exist between the UK and countries with high power distance scores due to the UK's low power distance score as it relates to their preferred leadership style
 - Individuals are very private and trying to forcefully coax private information may cause negotiations to fail
 - If individuals do not feel fulfilled it may cause conflict within the roles of employees in the UK
 - Having a rigid plan with tight deadlines may limit flexibility and leisure time thus causing unnecessary stress, poor work/life balance, and hinder creativity within the roles of employees in the UK
 - Anything perceived as unfair could compromise business relations within the UK
 - As individualists, if the work is less than challenging it could be perceived as demotivating for employees within the UK
 - Businesses within the UK are self-regulating so gaps may exist between philosophical ideals and opportunistic behaviors between the government and businesses within this society
-

Political-Legal Environment

Government and Ideologies (Central Intelligence Agency, 2021)

Government Type	Parliamentary Constitutional Monarchy; A Commonwealth Realm
Political Leader(s)	Chief of State: Queen Elizabeth II Head of Government: Prime Minister Boris Johnson (Conservative)
Political Pressure (or Opposition) Groups	Alliance Party (Northern Ireland) Brexit Party Conservative and Unionist Party Democratic Unionist Party or DUP (Northern Ireland) Green Party of England and Wales or Greens Labor (Labour) Party Liberal Democrats (Lib Dems) Party of Wales (Plaid Cymru) Scottish National Party or SNP Sinn Fein (Northern Ireland) Social Democratic and Labor Party or SDLP (Northern Ireland) Ulster Unionist Party or UUP (Northern Ireland) UK Independence Party or UKIP
Recent Changes in Governing Rule	Prime Minister Boris Johnson took office in 2019



Queen Elizabeth & Prime Minister Boris Johnson

[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)

Corruption

Bribe Index	Rank: 9/194 Score: 14/100 <small>(Trace International, 2021)</small>
Corruption Perception Index	Rank: 12/180 Score: 77/100 <small>(Transparency International, 2021)</small>
OECD Anti-Bribery Convention	Enforcement: High <small>(Organisation for Economic Co-operation and Development, 2021)</small>
Control of Corruption	Rank: 14/193 <small>(The Global Economy, 2021)</small>

Political-Legal Environment

Trade Regulations and Legal Considerations

Employment Law (WageIndicator.co.uk, 2021)

- Minimum wage set by the LPC Commission, as of September 2017:
 - 7.50 GB Pound > 25+
 - 7.05 GB Pound = 21-24
 - 5.60 GB Pound = 18-20
 - 4.05 GB Pound = 16-17
 - Apprentices Rate for those < 19 or first year of training / 3.05 GB Pound
 - Male employees qualify for one to two weeks of paid paternity leave (taken within 56 days of child birth) paid at £136.78 per week (from April 2013) – Section 80A & 80AA of ERA; Section 45 of the Paternity and Adoption Leave (Amendment No. 2) Regulations 2014.
 - Female employees must take at least two weeks' leave after a child's birth (compulsory maternity leave). Female employees also qualify for six months' ordinary maternity leave (OML) and six months' additional maternity leave (AML) (11 weeks before the expected week of childbirth to 41 weeks after child birth) – Section 71-73 of ERA 1996; Maternity Leave and Adoption Leave (Guernsey) Ordinance, 2016

Sales Tax (Gov.uk, 2021)

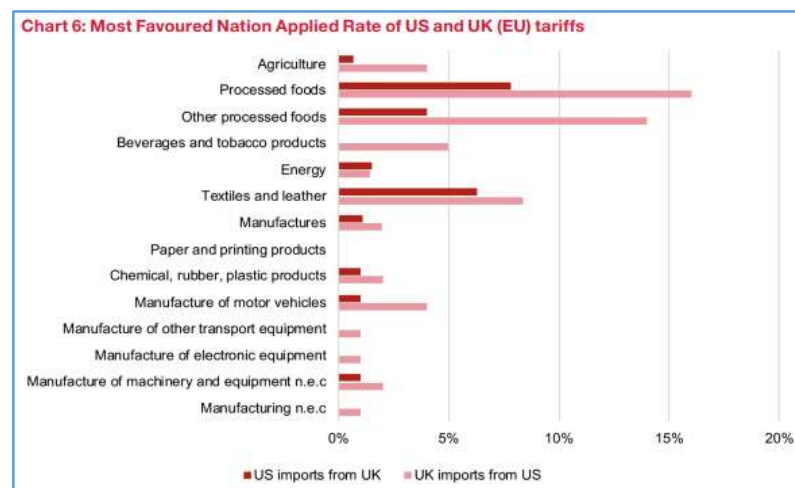
- VAT (sales tax): 20%
-

Political-Legal Environment

Trade Regulations and Legal Considerations Cont.

Trade Policies (Department for International Trade, 2021)

- “In the UK, businesses exporting outside of the EU must acquire appropriate licenses and certification and make customs declarations to HMRC through the National Export System (NES).”
- Tariffs on ceramics up to 28%, and textiles up to 32% on UK goods exported into the US
- Punitive tariffs on Airbus and Boeing affect roughly 62% of all US goods imported into the UK and 42% of all UK goods exported into the US
- The US has high tariffs on UK products like cheddar cheese where tariffs are as high as 17.6%
- “The simple average applied tariff on US goods imported into the UK is 6%, based on MFN currently by the UK. For UK goods exported to the US, this tariff is 4%. However, on a trade-weighted basis (which accounts for the specific value of bilateral UK-US trade in different sectors), the average tariff is 2% in both directions.”
- “The current UK average tariffs across broad categories vary from 0% on vegetable plaiting materials to around 35% on sugars and confectionary. US tariffs vary from 0% on ores to around 30% on tobacco.”



(Department for International Trade, 2021)

Political-Legal Environment: Observation Deck

Business Observations

- There may be some political risk associated with the Head of Government, Prime Minister Boris Johnson. Johnson is leader of the Conservative party and the majority party leader appoints the cabinet members. The next upcoming election is in May of 2024 and the majority party leader usually becomes the next prime minister. If someone new is elected to this role it might shift cabinet members as well as the majority party representation ([Central Intelligence Agency, 2021](#)).
 - The Bribe Index for the United Kingdom shows that there would be low concerns for bribery, and this rating was recently refreshed in 2019.
 - The CPI Rank of 12/180, updated in 2019, indicates a low chance of corruption in the UK.
 - The OECD Anti-Bribery Convention shows there is high support from the government surrounding combatting corruption. The Control of Corruption rating supports this further by reflecting a strong governance.
 - Employment laws in the UK are very enlightened and offer a wide range of parental leave options for both Male and Female employees
 - Tariffs impact a wide range of goods, especially processed foods, other processed foods, ceramics, textiles, and leather
 - Since any businesses exporting outside of the EU must acquire appropriate licenses, certifications, and make customs declarations to HMRC there is a need to be vigilant in following up on any outstanding action items related to export regulations
 - Apprentice rates are very affordable and offer a good opportunity to recruit and train up and coming talent with an interest in a particular field
 - According to the UK and US Free Trade Agreement report created by the Department for International Trade, the UK wishes to negotiate an FTA with the US. Both the UK and US wish to reduce or remove tariffs for their exports. However, there are concerns regarding, "the impact of increased competition from cheaper US exports on the UK market." Although it's unclear what prompted the tariffs to be so high it looks like the added competition may become a barrier to negotiations for the UK ([Department for International Trade, 2021](#)).
-

Economic-Infrastructural Environment

Economic Measures

Interest Rates (Trading Economics, 2021)	0.1% (2020)
Unemployment (Trading Economics, 2021)	5.0% (2020)
Inflation (Trading Economics, 2021)	0.6% (2020)
GDP real growth rate (Trading Economics, 2021)	16.0% (2020)
Exchange Rates (Central Intelligence Agency, 2015)	1 British pound = \$ 0.7836 USD (2017)
Exchange Rate Regime (American Express, 2021)	Floating
GDP (Trading Economics, 2021)	2827-billion (2019)
Labor Force (Moody's Analytics, 2021)	53.673-million (2020)
Major Industries (Central Intelligence Agency, 2021)	Machine tools, electric power equipment, automation equipment, railroad equipment, shipbuilding, aircraft, motor vehicles and parts, electronics and communications equipment, metals, chemicals, coal, petroleum, paper and paper products, food processing, textiles, clothing, other consumer goods
FDI Rates (Nordea Trade, 2021)	59.137-million (Inflow as of 2019)

Trade ([World Trade Organization, 2019](#)):

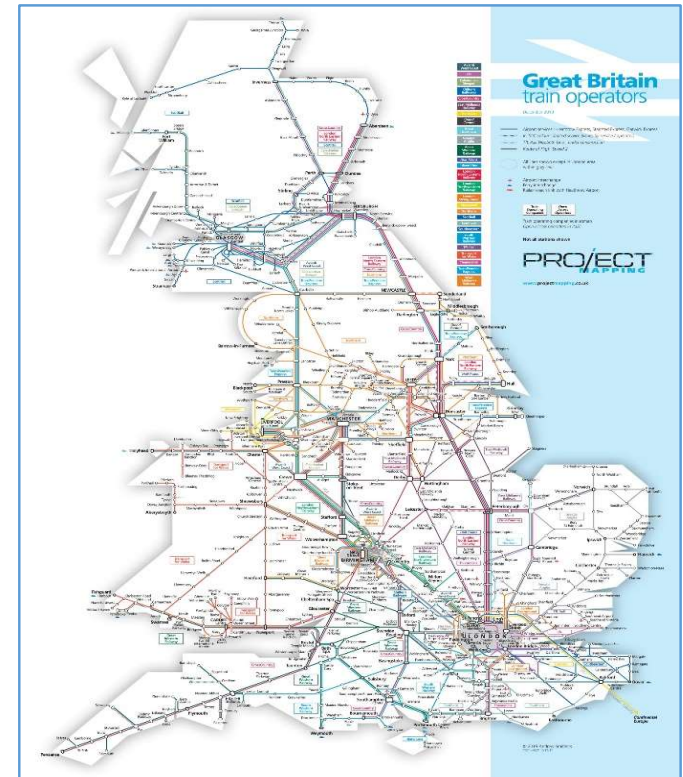
Major Merchandise Trading Partners	Exports: European Union (46%), China (6.4%), Hong Kong, China (2.4%), United States of America (15.7%), Switzerland (3.3%), Other (26%) Imports: European Union (49.5%), China (9.5%), Norway (2.9%), United States of America (9.7%), Switzerland (3.4%), Other (25.1%)
Major Commercial Services Trading Partners	Exports: European Union (40%), Switzerland (4%), Australia (2.1%), United States of America (24.8%), Japan (2.5%), Other (26.6%) Imports: European Union (48.2%), India (3.5%), Switzerland (2.6%), United States of America (20.2%), Japan (3%), Other (22.5%)
Major Imports/Exports	Exports: Agricultural products (6.9%), Fuels and mining (12.8%), Manufactures (69.3%), Other (11%) Manufactured goods, fuels, chemicals; food, beverages, tobacco (Central Intelligence Agency, 2021) Imports: Agricultural products (10.8%), Fuels and mining (12.7%), Manufactures (69.8%), Other (6.7%) Manufactured goods, machinery, fuels; foodstuffs (Central Intelligence Agency, 2021)
Regional Trade Agreements and Member Countries	EU - United Kingdom; United Kingdom – Cameroon; United Kingdom – Canada; United Kingdom - CARIFORUM States; United Kingdom - Central America; United Kingdom – Chile; United Kingdom – Colombia; United Kingdom - Côte d'Ivoire; United Kingdom - Eastern and Southern Africa States; United Kingdom - Ecuador and Peru; United Kingdom – Egypt; United Kingdom - Faroe Islands; United Kingdom – Georgia; United Kingdom – Israel; United Kingdom – Japan; United Kingdom – Kenya; United Kingdom - Korea, Republic of; United Kingdom – Kosovo; United Kingdom – Lebanon; United Kingdom - Moldova, Republic of; United Kingdom – Morocco; United Kingdom - North Macedonia; United Kingdom - Norway and Iceland; United Kingdom - Pacific States; United Kingdom – Palestine; United Kingdom - SACU and Mozambique; United Kingdom – Singapore; United Kingdom - Switzerland – Liechtenstein; United Kingdom – Tunisia; United Kingdom – Turkey; United Kingdom – Ukraine; United Kingdom - Viet Nam (World Trade Organization, 2021)

Economic-Infrastructural Environment

Physical Infrastructure:

Major Airports/Seaports	<p>Seaports with container liner service (Central Intelligence Agency, 2021): Felixstowe, London, Southampton (2017)</p> <p>Airports (World Data, 2021): Aberdeen, Belfast, Birmingham, Blackpool, Bournemouth, Bristol, Cardiff, Doncaster, Durham, Edinburgh, Exeter, Glasgow, Grimsby, Leeds, Liverpool, London, Manchester, Newcastle, Newquay, Norwich, Nottingham, Orkney Islands, Southampton, Southend, Wick</p>
Railway Stations (The Train Line, 2021)	Illustration on the right
Internet Users (Central Intelligence Agency, 2021)	61.784-million (2018)
Mobile Providers (Statista, 2018)	Vodafone, Three (3), EE, O2
Logistics Performance Index Rating (The World Bank, 2018)	Rank: 9 Score: 3.99

Major Railway Stations and Lines:



(The Train Line, 2021)

Economic-Infrastructural Environment: Observation Deck

Business Observations

- With numerous seaports, airports, and railways our shipping operations should not encounter any challenges that would restrain operations.
 - London has a seaport, airport, tube system, and railway and was listed as having the largest population. It also provides access to neighboring countries like France, Netherlands, Germany, Denmark, and Sweden. This would be an optimal location for a physical presence in the UK.
 - The United Kingdom LPI score is slightly higher than that of the United States. Infrastructure, customs, and tracking & tracing were almost identical rates. However, the International shipments and logistics competence rated higher in the UK, as did timeliness. This tells me that The UK shows a slight advantage with regards to their shipping capabilities ([The World Bank, 2021](#)).
 - If we are importing from the US, the exchange rate is attractive. However, if we are exporting to the US it may present a challenge with affordability depending on our price point within the US.
 - Demand for UK imports will decrease if the pound increases in value compared to the US dollar. Additionally, demand for UK exports will increase if the value of the U.S. dollar increases compared to the pound.
-

Economic-Infrastructural Environment: Observation Deck

Business Observations Cont.

- Robotics manufacturing may be a feasible enterprise due to the availability of important resources in relation to the current major industries. Additionally, the observation concerning the UK's shipping capabilities tells me that London would make a prime location for this sort of operation.
 - Due to heightened shipping and receiving capabilities, proximity does not necessarily dictate the determination of trading partners.
 - Fuels and mining equipment are major imports, there could be an opportunity to develop these products within the UK due to the availability of raw materials.
 - The United Kingdom maintains trade agreements with 32 member countries within much of the Middle East, Asia, Africa, and Europe. The UK could potentially be a perfect place for investing because of the existing agreements already being in place to enable trade within these markets.
 - Having the ability to quickly receive and distribute raw materials, intermediate goods, and finished products adds value to the UK's economic success. Recognizing this type of comparative advantage and the market dynamics associated with it assists us in making smarter investment choices and business decisions within this type of environment.
 - The United Kingdom ranks number eight in the top 15 countries that exported the highest dollar value worth of cars in 2019. A few of the auto manufacturers that export from the United Kingdom are Jaguar Land Rover, BMW, Honda, and Toyota and together they count towards the UK's \$38.6 billion in auto exports ([World's Top Exports, 2019](#)).
-

Final Recommendations

Market Entry Strategies

Through scanning, we can see that nearly 16% of UK exports, including non-agricultural products, are directed to the US. The non-agricultural product exports include medicaments in measured doses in excess of 1.8 billion. Having the ability to quickly distribute raw materials, intermediate goods, and finished products is a huge benefit for the UK, and London is a prime location for an enterprise to blossom due to the abundance of people resources, raw materials, and modes of transportation ([World Trade Organization, 2019](#)).

Looking at the US's Trade Profile, the US imports 78.8 billion in medicaments in measured doses. With the availability of chemicals and medicaments in measured doses being exported from the UK there is an opportunity to establish a pharmaceutical company within the UK that caters to the US's medicaments in measured doses need. There may be potential to produce these goods cheaper, with little alterations, and ship them faster using the resources available in London. Considering this and other opportunities presented within this analysis, it may be advantageous for a US based company to enter this UK market ([World Trade Organization, 2019](#)).

Considering the need for rapid growth in country, product adaption, and program control requirements, a direct degree of involvement is recommended utilizing a concentration strategy. In order to maintain it's competitive advantage, a corporation such as this would need to reinvest its profits back into the company to maximize growth potential. At this time, a wholly owned foreign direct investment strategy is recommended in order to achieve greater control over decisions and attain the freedom to pursue global objectives. Novartis is already an established pharmaceutical company located within London, and it presents an excellent opportunity for acquisition due to its established presence and the benefit of preexisting licensing necessary to operate a business such as this within the UK ([Daniels, 2017](#)).

Cultural Awareness

"The fundamental principles of British life include: democracy, the rule of law, individual liberty, tolerance of those with different faiths and beliefs, and participation in community life." Based on this information, a few of the core values within the UK are: Diversity, Compassion, Citizenship, Community, Fairness, Faith, and Peace. A few of the peripheral values may include: Competency, Contribution, Justice, Kindness, Loyalty, Religion, and Spirituality. The UK appears to have an appreciation for cultural diversity and because to this multiple subcultures may be present within the UK, and we should consider it a multicultural nation ([Daniels, 2017](#)).

Considering the cultural value systems present within the UK, we should note that there may be subcultures present within any organizations we attempt to undertake and ignoring this may result in cultural collision. Additionally, it's worth pointing out that the UK is deal-focused, and because of the potential for subcultures with respect to diversity we must be mindful of cultural dynamics within any organizations we create or partner with inside the UK. With respect to the high rate of urbanization (83.7%), and the fact that there is 51.16% of the population between the ages of 15-54 years of age there is certainly a strong labor force available within the UK. It is equally important to point out that while there is the shared common language of English between the US and UK, but we should be mindful of utilizing any slang or acronyms without our communications as doing so may result in miscommunication ([British Counsel, 2021](#)).

References

American Express. (2021). Bank of England, Part Two: The Long Decline of The British Pound's Exchange Rate. Retrieved from <https://www.americanexpress.com/us/foreign-exchange/articles/decline-of-britains-currency-exchange-rate/>

British Counsel. (2021). Values and principles of the UK. Retrieved from <https://esol.britishcouncil.org/content/learners/uk-life/life-uk-test/values-and-principles-uk>

Central Intelligence Agency. (2021). The world factbook: United Kingdom. Retrieved from <https://www.cia.gov/the-world-factbook/countries/united-kingdom/>

Commisceo Global Culture Guides. (2021). Guide to British Culture, Customs, Business Practices & Etiquette. Retrieved from <https://www.commisceo-global.com/resources/country-guides/uk-guide>

Cultural Atlas. (2021). British Culture. culturalatlas.sbs.com. Retrieved from <https://culturalatlas.sbs.com.au/british-culture/british-culture-communication>

Daniels, J., Radebaugh, L., & Sullivan, D. (2017). International business: Environments and operations (16th ed.). Upper Saddle River, NJ: Prentice Hall.

Department for International Trade. (2021). UK-US Free Trade Agreement. Retrieved from https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/869592/UK_US_FTA_negotiations.pdf

Gov.uk. (2021). VAT rates for goods and services. Retrieved from <https://www.gov.uk/vat-rates>

Hofstede Insights. (2021). United Kingdom - Hofstede Insights. hofstede-insights.com. Retrieved from <https://www.hofstede-insights.com/country/the-uk/>

International Trade Administration. (2021). U.S. Commercial Service United Kingdom. Retrieved from <https://www.trade.gov/united-kingdom>

References Cont...

Investor Trading Academy. (2015). What is a Multinational Corporation. Retrieved from https://www.youtube.com/watch?v=OGg9K1wymWk&feature=emb_logo

MacroTrends. (2021). U.K. Literacy Rate 1990-2021. Retrieved from <https://www.macrotrends.net/countries/GBR/united-kingdom/literacy-rate#:~:text=Adult%20literacy%20rate%20is%20the,a%20%25%20increase%20from%202015>

Moody's Analytics. (2021). United Kingdom - Labor Force. Retrieved from <https://www.economy.com/united-kingdom/labor-force>

Nordea Trade. (2021). Country profile United Kingdom. Retrieved from <https://www.nordeatrade.com/en/explore-new-market/united-kingdom/investment>

Office of the United States Trade Representative. (2021). United Kingdom. Retrieved from <https://ustr.gov/countries-regions/europe-middle-east/europe/united-kingdom>

Organisation for Economic Co-operation and Development. (2021). United Kingdom - OECD Anti-Bribery Convention. Retrieved from <https://www.oecd.org/corruption/unitedkingdom-oecdanti-briberyconvention.htm>

Statista. (2018) Market share held by mobile operators in the United Kingdom (UK) 2018, by subscriber. <https://www.statista.com/statistics/375986/market-share-held-by-mobile-phone-operators-united-kingdom-uk/>

Statista Research Department. (2020). Number of passenger cars produced in the United Kingdom (UK) from 2013 to 2019, by the five leading brands. Retrieved from <https://www.statista.com/statistics/298778/car-production-by-brand-in-the-united-kingdom/>

The Global Economy. (2021). Control of corruption - Country rankings. Retrieved from https://www.theglobaleconomy.com/rankings/wb_corruption/

The Train Line. (2021). UK trains map. Retrieved from <https://www.thetrainline.com/train-companies/national-rail/national-rail-map>

The World Bank. (2018). Logistics performance index: Global rankings 2018. Retrieved from <https://web.archive.org/web/20190706061225/http://lpi.worldbank.org/international/global>

References Cont...

The World Bank. (2021). Data: United Kingdom. Retrieved from <https://data.worldbank.org/country/united-kingdom?view=chart>

Trace International. (2021). Trace Bribery Risk Matrix. Retrieved from <https://www.traceinternational.org/trace-matrix>

Trading Economics. (2021) United Kingdom - Economic Indicators. Retrieved from <https://tradingeconomics.com/united-kingdom/indicators>

Transparency International. (2021). Corruption by country/territory: United Kingdom. Retrieved from <https://www.transparency.org/en/countries/united-kingdom>

Transparency International. (2021). Corruption and the UK. Retrieved from <https://www.transparency.org.uk/corruption-and-uk>

UK - British Culture, Customs, Business Practices & Etiquette. (2021). Commisceo-Global. Retrieved from <https://www.commisceo-global.com/resources/country-guides/uk-guide>

WageIndicator.co.uk. (2021). Family Responsibilities. Retrieved from <https://web.archive.org/web/20170606161807/http://wageindicator.co.uk/main/advice/working-families>

WageIndicator.co.uk. (2021). Minimum Wages in United Kingdom with effect from 01-04-2017 to 30-09-2017. Retrieved from <https://web.archive.org/web/20170606192617/http://wageindicator.co.uk/main/pay/minimum-wages>

World Atlas. (2021). United Kingdom. Retrieved from <https://www.worldatlas.com/webimage/countrys/europe/uk.htm>

World Data. (2021). The 30 largest airports and airlines in the United Kingdom. Retrieved from <https://www.worlddata.info/europe/united-kingdom/airports.php>

World Trade Organization. (2021). Regional Trade Agreements: EU - United Kingdom. Retrieved from <http://rtais.wto.org/UI/PublicShowRTAIDCard.aspx?rtaid=1137>

World Trade Organization. (2019). Trade Profile: United Kingdom. Retrieved from https://www.wto.org/english/res_e/statis_e/daily_update_e/trade_profiles/GB_e.pdf

References Cont...

World Trade Organization. (2019). Trade Profile: United States. Retrieved from https://www.wto.org/english/ress e/statistics e/daily_update e/trade_profiles/US e.pdf

World's Top Exports, (2019). Car Exports by Country. Retrieved from <http://www.worldstopexports.com/car-exports-country/>
