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Gregory Ross

2015

Bachelor of Commerce Best Business Research Papers

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Original citation:

Ross, G. (2015). Alibaba in Canada: A study of the world's largest e-commerce company, and the implications for Canadian companies. *Bachelor of Commerce Best Business Research Papers*, 8, 78–87.

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Fall 2014

ABSTRACT

E-Commerce in China is a booming industry, fueled by an ever-increasing middle class and a population that is highly tech-savvy. This e-commerce revolution is being led by the Alibaba Group, the biggest player in the industry. In this paper, I explore the Alibaba Group as a company, with an emphasis on its success as a result of an “ecosystem” of companies that make it an especially powerful competitor. I then make a CAGE Framework analysis of China and Canada, to understand the implications for Canadian companies of using Alibaba for sourcing products and connecting with Chinese consumers. I then add some commentary from a series of interviews I conducted with users of Alibaba (Canadian and Chinese). This both builds on and advances the points made by the CAGE Framework. This information can ultimately be used as a resource for managers of Canadian companies that are looking to use e-commerce and Alibaba specifically to connect with Chinese markets.

INTRODUCTION

The rise of China in the last 30 years is by anyone's standard an unprecedented and globally significant event. This has seen China achieve an industrial and economic reform that has taken previous superpowers hundreds of years to achieve. With 600 million people lifted out of poverty, and a middle class with increasingly international tastes, the benefits for foreign companies of reaching Chinese consumers are immense. The implications for many companies relocating to China have been obvious: a huge working population with comparatively cheap labour equals reduced manufacturing costs. However, this consumer base has traditionally been extremely difficult to enter for smaller companies, due to the challenges associated with entering the Chinese market. For Canada, China is separated by the Pacific, culturally mysterious, and with a political and legal system quite unto its own.

With the rise of e-commerce as the preferred platform for Chinese C2C and B2C transactions, businesses around the world can reach China as never before. As China seeks global solutions to its quality-conscious spending habits, Canada is presented with an immense opportunity as a resource-rich country with consumer goods that are already regarded as “premium” by the Chinese. Canadian retailers can also access suppliers online, therefore decreasing production costs. Further, the digital connection provided by e-commerce allows buyers and sellers to connect with each other in a way reserved in the past for those large companies with the financial resources to physically enter China, or who employ expensive intermediaries. In this paper, I will provide an overview, history and overview of the e-commerce market in China, and then specifically of Alibaba, the biggest player in this industry. I will then discuss the trade relations between China and Canada, particularly those involving e-commerce/Alibaba. Finally, I will make an analysis of this situation through personal interviews with Alibaba users and a CAGE Distance Framework, in order to discuss opportunities for Canadian companies.

E-COMMERCE IN CHINA

"In other countries, e-commerce is a way to shop. In China it is a lifestyle."

- Jack Ma, Alibaba Chairman

A brief history

E-commerce is something heard in all corners of the business world today, and for good reason - it is irrevocably changing the landscape of commerce and leveling the playing field between buyer and seller. Investopedia defines e-commerce as "a type of business model, or segment of a larger business model, that enables a firm or individual to conduct business over an electronic network, typically the internet." This definition is broad, but the critical element is that buyer and seller never have to meet. As globalization increases, e-commerce is more important than ever as businesses and consumers around the world can connect with each other as never before.

China's ascendance to the position of the world's number one market for such e-commerce has, by looking at the numbers, virtually come up from nowhere. In fact, one need only look at the speed at which this revolution has taken place to get a feel for the size and scope of the changing consumer landscape. As Chong delineates (2014), in the year 2000 China had no e-commerce applications, and only 2.1 million internet users. In 2007, online retailing (B2C and C2C) was worth only 56 billion RMB. Fast forward to 2013, and this number was 1.85 trillion RMB. So, while the United States was experiencing the famous dot-com bubble/burst, Chinese citizens still had virtually no internet access. In only 15 years, they have surpassed the United States in terms of the number of internet users and online shoppers. Such growth rates are staggering, but the reasons why are both obvious and subtle. For example, it is intuitive that Chinese retail consumption should be increasing as the middle-class grows. But what is less mentioned is the actual consumer behaviour of those who fall within this bracket, as it is quite different than that of Canadian middle-class consumers.

In the third quarter of 2014, Canadian online sales were approximately one quarter completed by mobile devices, otherwise known as "M-commerce"⁴¹. In China, Alipay (which facilitates more than half of online payment transactions) reported that in December 2014, 54% of all transactions were done via a mobile device (Russell, 2014). China is a nation obsessed with mobile phones, and as the number of users increases, online sales will thus increase accordingly. The e-commerce climate in China is also quite unlike that of other countries. As Dobbs et al reports (2013), 76% of e-commerce transactions in the US during 2012 were from a company-specific website, whereas in China this figure was only 10%. This means that the rest of transactions occurred on "marketplaces", websites and platforms where third parties conduct business with each other, while the site itself facilitates the transaction. This suggests an e-commerce landscape that is both rife with potential, but also rather foreign to westerners.

Major players

While Alibaba does not have a monopoly in the e-commerce industry, it is close. The two largest players in this market are Taobao and Tmall, both subsidiaries of the Alibaba Group. The former is a C2C site and the latter is B2C, with the companies holding 80% and 51% shares in their respective markets as of 2012 (Chong 2014). As will be described later in more detail, Alibaba has a vast ecosystem of smaller platforms and services that further penetrate the e-commerce market.

Aside from the Alibaba Group, the industry is filled with regional and niche competitors. For example, JD.com is a major player in the B2C market, but focuses mostly on consumer electronics. There are also several large foreign companies that operate a Chinese business. This includes sites like amazon.cn. However, while there are many

⁴¹ In this paper "E-Commerce" includes both traditional E-Commerce sales and M-Commerce, unless otherwise stated.

smaller companies and the e-commerce industry is particularly dynamic, it is quite fair to say that the undisputed king is the Alibaba Group.

WHAT IS ALIBABA?

An overview of Alibaba's business

According to the company website, the Alibaba Group was founded by a team of 18 people in 1999. The slogan of the company is "to make it easy to do business anywhere". The leader of this team (and current chairman) was Jack Ma, a former schoolteacher from Hangzhou. A rather unassuming man, he has an appealing personality and has a very good level of English – something important for communicating with Western investors. Since its inception, Jack Ma has led the Alibaba Group to become China's largest e-commerce company. It currently operates ten distinct businesses, and handles more business than any other e-commerce company. These businesses are, in no particular order⁴²:

- *Taobao.com*: an online marketplace (C2C), and China's "largest online shopping destination"
- *Tmall.com*: a third-party, B2C platform, the largest of its kind in China
- *Juhuasuan.com*: the largest group buying marketplace in China
- *AliExpress*: a wholesale B2C marketplace aimed at international consumers
- *Alibaba.com*: B2B wholesale platform
- *1688.com*: online wholesale marketplace
- *Alimama.com*: online marketing services provider
- *Aliyun.com*: Cloud computing and data management services provider
- *Alipay.com*: third-party online payment services provider
- *Cainiao*: supply chain management and logistics services provider

To understand Alibaba's success in China and its global potential, one needs only look at their recent IPO, valued at USD \$231 billion after the first day of trading on September 18th 2014 (Demos and Asawa, 2014). This was the highest-value IPO in history, raising USD \$25 billion for the company. This proved the immense attraction of the company to foreign investors, and the belief that the business will continue to expand. This massive influx of cash will further cement Alibaba as the supreme competitor in its field, as it will provide the capital necessary to continue acquiring companies that benefit its prized ecosystem, and to expand into new markets aggressively.

The importance of ecosystem

Despite the huge potential in the Chinese e-commerce market, competition is also fierce and it is through integration that Alibaba has found success. In fact, this robust ecosystem of platforms and service providers managed by the Alibaba Group is a crucial element of its market domination. The following quote from its IPO filing in 2014 demonstrates Alibaba Group's awareness of this:

Given the scale we have been able to achieve, an ecosystem has developed around our platform that consists of buyers, sellers, third-party service providers, strategic alliance partners, and investee companies. Our platform and the role we play in connecting buyers and sellers and making it possible for them to do business anytime and anywhere is at the nexus of this ecosystem. - Alibaba IPO filing, 2014, pg.3

⁴² All information from <http://www.alibabagroup.com/en/about/businesses>

Take Tmall for example. Quite unlike Canada, where the majority of companies conduct online business through their own website, Tmall is the “largest brands and retail platform in China” (Alibaba, 2014). Stringent requirements for listing on this site combined with a deep customer base make it highly advantageous for a company of any size to list here. By virtually replacing the traditional online shopping environment seen in Canada or the US, they have reduced costs for companies and streamlined the search process for consumers while absorbing both within their ecosystem.

It seems here that the word “ecosystem” is less of a buzzword for Alibaba Group than it is a guiding force. At its core, this ecosystem is composed of buyers and sellers, but it is the auxiliary functions enabled by the tight development of this ecosystem that enables Alibaba to both own the market and the profits in the industry. Alipay, for instance, has enabled the Alibaba Group to be self-reliant in terms of payments conducted through its services. This increases efficiency, as workers who deliver goods are only responsible for dropping of orders. They also do not need to worry about receiving and processing cash on delivery, or pay fees for a third-party service.

As the battle for new customers focuses more and more on mobile users, the “mobile” capability of all Alibaba Group’s sites is an important advantage, with 76% of all m-commerce sales in China in 2013. Further, Alibaba Group has a minority investment stake in Weibo, which is a leading social media site, akin to Twitter. According to the IPO filing, this provides an important way for merchants to reach customers through targeted marketing. This is indicative of a common trend in China, for tech giants to consume and invest in the smaller companies to further the scope of their market penetration, and is a major reason why it is difficult for smaller entrants to copy Alibaba’s ecosystem.

OPPORTUNITIES FOR CANADIAN BUSINESSES TO REACH CHINESE CONSUMERS THROUGH ALIBABA

CAGE Analysis

In order to analyze the potential for Canadian small and medium-sized enterprises (SMEs) to connect with Chinese consumers through e-commerce site platforms, I will perform a CAGE Distance Framework analysis (cultural, administrative, geographical, and economic). This is a framework designed by Pankaj Ghemawat, a Harvard professor of global business (Ghemawat, 2014). It is an important tool to address the central differences between countries related to doing business. My analysis addresses the broader context associated with doing business in China in general, and more specific elements related to e-commerce trade.

Cultural:

Consumer Behavior

As a result of China’s isolation until after Chairman Mao’s death in 1976, different generations have drastically different consumer habits. Notably, this change is reflected in China’s younger consumers who are less price-conscious and more focused on quality and brand. In fact, Chinese who are within the 20-30 age gap are described as having the exact opposite spending habits of their more frugal parents. This is the first generation to emerge from China’s one-child policy, and as such they are increasingly individualized and focused on consumption. They are also tech-savvy, and avid users of social media.

The younger generations in China may be more interested in purchasing quality at a premium price from abroad, but this does not mean that they are more “Western”. Rather, they are more international, but with traditional Chinese characteristics. In fact, as Doctoroff (2012) states, rather than pursuing a “foreign” image, companies should aim to have an “international” one in order to succeed in China. So, companies must be particularly aware of the demographics of their target market when selling to China. Whereas it may be easy to convince a young consumer that a product is worth paying a premium, older generations are much more price-oriented.

On alibaba.com Canadian homepage, there are two points that are advertised: high quality products, and a large number of verified sellers. This confirms the perception of Canadian producers as an ideal source for the products desired by quality-conscious Chinese shoppers. Having established the consumer preferences in China, the question becomes how exactly do these preferences affect Canadian companies? Take the Atlantic Canada lobster industry for example. On China's Singles day 2014, (which is a sort of anti-Valentine's Day held of course on the loneliest of days, 11/11/11), Harris (2014) reports that Chinese customers bought over 90,000 lobsters from one Nova-Scotia company. This is in contrast to the only 20,000 bought during 2013, and represents a completely new opportunity for an industry that has had difficulties selling to a domestic market. In fact, a simple search for "Canadian lobster" on alibaba.com reveals that there are 279 products available.

Language barriers

Of course, the language barrier between Canadians and the Chinese is a significant one. There is the often-repeated statement that China has more English language learners than there are people in the United States, and it's true. There are an estimated 400 million such students in China, but the level of those who can speak fluently is much lower. English is mandatory in school, but even highly-educated university students, those who are supposed to speak the best English, often cannot speak fluently. The differences between Mandarin Chinese and English are quite deep, and to master both is a significant challenge which requires years of study. So this presents a natural block for those small Canadian companies who would like to reach the Chinese market directly.

Guanxi

Another important cultural distance between Canada and China is the effect of *guanxi* on business dealings. *Guanxi* could be likened to "networking" in Canada, but the difference between the two is quite large. Relationships in China are critical to Chinese culture and *guanxi* is an extension of this, which can perhaps be interpreted as "you scratch my back, I'll scratch yours". This means that traditionally, to develop a solid relationship with suppliers or distributors in China took a lot of time and effort, not to mention inter-cultural navigation. This becomes even more complex when it comes to using e-commerce to sell to the Chinese - the level of trust is often much lower when in-person relationships are not an option.

Administrative:

The administrative distance between China and Canada is vast, perhaps more so than any other element of the CAGE Distance Framework. To begin, China is of course a communist nation, although one that is increasingly (and paradoxically) described as one with capitalistic tendencies. This means that there is a high level of state control over the lives of Chinese citizens and businesses. For example, the closed nature of China's capital markets is the reason why Alibaba first decided to list on the Hong Kong Stock Exchange and switching later to the NYSE.

Government transparency and discrimination

Local protectionism is a problem for foreign companies looking to enter the Chinese market. Despite entry into the WTO in 2001 and agreeing to the host of demands for equal treatment that came along with it, China still maintains a strong preference for local companies. As Roberts (2014) reports, 60% of foreign-owned businesses in China feel that they are targeted unfairly by Chinese government policies. This includes discrimination, and a lack of transparency.

Intellectual property rights

The prevalence and effects of counterfeit Chinese products are well documented. One study actually suggested that the United States loses \$300 billion dollars annually because of intellectual property theft. This is due to several reasons. First, the concept of intellectual ownership is not a common one in China. Rather, collective ownership of ideas is the norm. So, there is not a particularly strong feeling in China that counterfeiting is unethical. Secondly, the Chinese economy has grown by leaps and bounds in recent years, and the legal environment has not kept up with other areas of development.

So, it is possible that Canadian consumers will be faced with the challenging prospect of competing against fake versions of their own products when they use e-commerce to trade with China. This is not different than the challenges already faced by large companies such as Apple, but for an SME, especially one with a technology as a core competency, it could be quite important. A firm lacking the funds to successfully fight a counterfeited product in China may be run out of business quite quickly if that product is imitated by Chinese manufacturers. Further to this, exporters have complained that the lengthy inspection period by Chinese authorities of imported goods provides an opportunity for counterfeiters to imitate a product before it even reaches the market.

In regards to e-commerce, an open marketplace such as those offered by the Alibaba Group can be very conducive to selling counterfeit goods. For example, the Canadian company Canada Goose can be found on Alibaba's Tmall. However, as Harris (2014) reports, this site is not a licensed retailer of the company's products and thus likely sells fake apparel. Alibaba does offer a complaint channel, where users who feel that their intellectual property rights (IPR) have been violated can inform the site. But with so many millions of transactions occurring daily it seems highly unlikely that this can be avoided altogether.

A low level of Chinese regulation on the food industry has actually been a benefit for food companies looking to enter the Chinese market. By producing low consumer confidence in local companies, the result of a number of food scandals rocked the fast food industry, such as the recent Huiji meat scandal. In this instance, many foreign and international restaurant chains purchased expired meat from a supplier that had allegedly covered up the expiration dates on its beef products (Trefis, 2014). In food safety, standards are also considerably lower in China in general. Restaurants are also ranked on a scale of A, B, or C in accordance with their sanitary conditions. It is depressingly common in Beijing to see restaurants which fall into the "C" category. This has led many middle and upper class Chinese to purchase foreign food brands, which presents significant opportunity for Canada's broad agricultural base.

A further example of Chinese consumers seeking food products outside of China is the milk and infant formula industries. In 2008 there was a massive scandal involving melamine being added to dairy products, designed to add more protein but ultimately dangerous for human health. Six babies actually died from this, and as a result many Chinese consumers have turned to other countries for dairy products (China AG, 2014)

Geographical:

With 8,556 km and the Pacific Ocean separating Beijing and Vancouver, the physical distance between China and Canada is a natural barrier to trade. Additionally, as the second biggest country in the world, Canada's size means that to transport goods across the country can add considerable distance between these markets. Resultantly, the only realistic option for those looking to sell/buy from the Chinese is by shipping. This can add enormously to a company's costs, or the prices it must charge prospective buyers. As shipping is done on the basis of weight and dimensions, the nature of the product that a company is purchasing or selling to China will greatly affect the cost. As Alibaba is only a means for connecting with companies, all of the arrangements for transportation of freight must be done by the seller and buyer themselves.

As an example of what these costs can involve, I used a freight forwarding company's website to generate a quote for different levels of inventory: To send one crate, dimensions 300 cm x 150 cm x 150 cm, and a weight of 1000 kg, it was \$1,668.60 USD⁴³. I compared the information derived from this company and it seemed a representative price for the dimensions and weight. These hypothetical dimensions fell under the limit for extra weight charges which are 1000 kg per cubic meter (CBM). A heavier product would increase costs substantially - this is highly relevant for Canadian companies exporting raw materials to China. There is also the option to ship freight by air, however the sheer cost of this is probably enough to dissuade most businesses from using this. For example, shipping a crate with the above dimensions would cost, according to a UPS Air Freight calculator, \$3,526 CAD. The advantage of course is that the speed of delivery is quite a bit faster, but the cost is not feasible for the transportation of most consumer goods. There are many different options and variables involved in shipping freight, so this information is to simply demonstrate the key fact that shipping is expensive, and size and weight of the product shipped is important.

Another geographical challenge is the length of time it takes for freight to reach China. On average, shipping goods from China to Canada or vice versa will take about 16 days⁴⁴. This is also excluding any transit time required in each of these respective countries. So, it may be difficult for a small business particularly to respond appropriately to changes in demand or inventory shortages. Lastly, the process of loading/unloading and sea transport could be hazardous for breakable goods.

Economic:

If we consider the countries as a whole, China's economy dwarfs that of Canada, with GDPs of USD 9.24 trillion, and 1.83 trillion, respectively⁴⁵. However, on a per-capita basis the picture changes, with China's average income totalling USD 6,500, and Canada's being USD 52,200. It's not hard to predict what constitutes the bulk of Canadian imports to China - namely raw materials derived from our rich supply of natural resources. With 15%, ores, slag and ash were first, followed by wood products at 13% and oil/food products in third with 12%. China on the other hand, with its abundance of cheap labour, primarily exports finished consumer goods to Canada. Electrical machinery and equipment comes in first at 24%, mechanical appliances second with 20%, followed by furniture at 5%. However, like most other countries in the world, the trade between the China and Canada is quite imbalanced, with Canada running a deficit of over \$30 billion CAD in 2013.

The economic differences between Canada and China are clearly vast, but it's necessary to analyze the information to understand the potential that lies between the two. First, China's economic development is happening at breakneck speed. According to Barton et al.(2013), China's middle class has increased from 4% of urban households in 2000 to more than 68% in 2012. Further, this rise has created an upper class of 14% of urban households. This is a huge number of shoppers who are quality-conscious and have the spending power to look towards international brands.

The economic base of each country is also quite different. China is the world's largest manufacturer, and is mostly focused on low value-added goods. This has been traditionally fuelled by China's extremely cheap labour, good transport infrastructure, and manufacturing skill. However, in recent years, China's labour rates have increased substantially, and ground is being lost to other developing nations. However, China has been the leader of such manufacturing for many years, and as a result has a wealth of experience and the capacity to produce virtually any goods within its factories. This is a real opportunity for small Canadian companies looking to source their materials or products from China, using Alibaba as a means of contact.

⁴³ <http://www.a1freightforwarding.com/quote/booking.php>

⁴⁴ According to www.searates.com, distance between Tianjin (Beijing), and Vancouver ports

⁴⁵ Any economic data between Canada and China is derived from the World Bank (<http://data.worldbank.org>)

PERSONAL INTERVIEWS

Considering the information derived from a CAGE analysis between China and Canada, with a particular focus on the issues exacerbated by e-commerce trade, there are clear implications for Canadian companies looking to sell or source from Chinese markets. In order to gain some first-hand information on this, I interviewed Canadian and Chinese businesses on their experiences using Alibaba. These interviews both build upon the factors delineated by the CAGE Framework, and bring up new points.

I interviewed a Canadian entrepreneur, Scott Peris, who has first-hand experience with sourcing products internationally⁴⁶. Scott, described his first business to me, which involved importing nutritional supplements in bulk and then selling them off-label. There was demand present, however this was unsuccessful due to both the extremely high international and domestic shipping costs, as he sourced from New Zealand, Canada, and Germany. Scott then described how he overcame this geographical challenge in his next venture. He started a business selling custom-designed athletic socks, using manufacturers contacted through Alibaba⁴⁷. In this instance, the light weight of socks have enabled him to avoid the high shipping costs. However, another challenge of the physical distance between these countries was the inability to oversee the production process of his manufacturers. This meant that he must spend many hours providing extremely specific product requirements, and then hope that these are carried out in the final product.

Regarding cultural challenges, Scott mentioned that in his latest venture, trust can be a major obstacle. He told me that he felt on both ends there is a lack of confidence. This is largely from the fact that he is not able to meet his supplier in person and inspect the products. This can perhaps be traced back to a lack of *guanxi*, something that is extremely challenging to develop remotely.

Next, I interviewed Ma Yuan, an executive assistant of the Beijing-based Beijing Huici Artificial Limb Medical Appliance Co., Ltd⁴⁸. Ma explained to me the challenges her business has faced while trying to use Alibaba⁴⁹ to sell their products. First, she mentioned that for her company, the biggest challenge was competing on price. The company specialized in orthosis products and components that could be sold at a premium to hospitals to which the hospital had established appropriate *guanxi*. However, upon entering an online marketplace, the advantage of personal connections was eliminated, and prices had to be slashed immensely in order to remain competitive. This presents a challenge for the company in regards to traditional customers, because these buyers will likely cut ties with the company if they see they are being sold something at a far higher rate than elsewhere. This outlines a real and important challenge for Canadian companies (or any other market for that matter), engaging in e-commerce: it can dramatically alter the prices and consumer bases of a company. In Ma's case, it caused the company to be unsuccessful using Alibaba as the company's core competencies were lost when it switched to such a platform.

Further, a challenge of using Alibaba to Huici Medical was that product samples and price quotes were required very quickly to deal with the requirements of buyers. In the e-commerce age, buyers often have many choices of suppliers, all within their fingertips. So, the opportunity to compare the product offerings is enhanced greatly, whereas this may once have been avoided due to competitors focusing on different regions.

⁴⁶ All information from a personal interview between Gregory Ross and Scott Peris, November 2014.

⁴⁷ Specifically, Alibaba.com

⁴⁸ All information from a personal interview between Gregory Ross and Ma Yuan, November 2014.

⁴⁹ Specifically, Tmall

CONCLUSIONS

China's rapid economic development is parallel to the advent of the digital age. The nascent middle class consisting of hundreds of millions of tech-savvy and mobile-connected consumers has important implications for companies around the world, namely, that e-commerce is now the name of the game when it comes to the future of retail in China. For companies wishing to reach this massive market, the ability to operate online and connect to buyers directly is critical, particularly to small companies lacking the resources to physically set up shop in the country. The clear winner in the battle for e-commerce has been the Alibaba Group. With a broad and tightly-integrated ecosystem of online platforms and services to serve online shopping and sourcing needs, Alibaba's recent IPO on the NYSE has also solidified its perception in the West as one of the most potent forces in the worldwide e-commerce industry. As a result of this, Canadian companies can benefit from a closer access than ever before to buyers and suppliers in China. In order to assess the opportunities and challenges associated with this, I performed a CAGE Distance between China and Canada, with a special interest on the distances that affect online trade. Using the results of this analysis, and personal interviews I conducted with users of Alibaba, it's clear that there are certain aspects which are of critical importance.

Culturally, Alibaba users in Canada need to understand that the Chinese market is fragmented demographically. Whereas those born prior to economic reform in the 80s are much more focused on price, the younger generations in China are quality-sensitive. This means that the Chinese counterpart of a Canadian target market must be analyzed thoroughly. Next, attention must be paid to the importance of *guanxi*, and to the language gap between the countries. Administratively, China is quite different than Canada. Companies must understand the dangers of intellectual property right theft, and that government transparency related to this and other matters is often obscured. Geographically, the physical distance between buyers and sellers is reduced in terms of communication, but shipping goods to China is very expensive. Companies need to be aware of the weight and dimensions of their product and research the costs this will incur. Finally, China is a much poorer nation on a per-capita basis than Canada but a much larger population. So, if companies can correctly identify the consumer needs of the Chinese, then there is certainly demand for premium Canadian products. This is particularly relevant for natural resources and agriculture, as shown in the example of Canadian lobster companies.

Canadian managers looking to use Alibaba must be aware of these challenges and opportunities if they are to successfully enter the Chinese market. It is my belief that we will see an explosion in use of this platform for Canadians in the coming years, as the two countries benefit even more from international trade opportunities.

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