



Centre for International
Business Studies



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Doing Business in Western Europe

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CONTENTS

INTRODUCTION	3
FRANCE	4
GERMANY	7
GREECE	11
IRELAND	12
ITALY	13
THE NETHERLANDS	15
PORTUGAL	16
SPAIN	17
UNITED KINGDOM	19
WESTERN EUROPEAN REGION	21
PERIODICALS	26
DATABASES	28
SELECTED INTERNET SITES	29
COUNTRY	29
WESTERN EUROPE REGIONAL	34
INTERNATIONAL	35

INTRODUCTION

The countries of Western Europe have as of late experienced economic difficulties. Slow economic growth has been made worse by the European Union's (EU) policy framework known as the stability and growth pact. This policy requires reduced public spending as the economy slows. In the foreign policy sphere there is a wide divergence among major players like Britain, Germany, and France in their support of the American position on Iraq. Despite these concerns, Western Europe continues as a prime location for international business endeavours as it has achieved the status of the world's largest market. The EU market currently contains a population of some 370 million and 15 states. Europe is no longer seen as a fragmented and diverse continent, but more as a single, growing market. Nine additional countries, mostly former Soviet Bloc members, are considered as candidate countries for EU membership. The potential of this growing "Euroland" as a global force cannot be underestimated.

Canada has a number of historical links with Europe which makes doing business a natural consequence. As well there is a considerable and growing literature available to assist the business enterprise in assessing and reducing the risk of doing business in this region.

The intent of this annotated bibliography of materials and services is to assist the business person in gaining access to information sources which will make business opportunities in Western Europe less formidable and decision-making less risky. Of course, business students will use the bibliography to assist them in their international business projects. For simplicity's sake the bibliography itself is broken down by country where appropriate. However, where a publication provides coverage for a few or all the countries of the region it will be listed under the entry "Western European Region." The periodicals listed are excellent sources for current information, while the bibliographic databases are particularly useful for tracking down earlier published articles. Only a select number of Internet sites have been chosen from the hundreds that have been reviewed. They have been selected because of their content, ability to stay current, and the links they provide to other relevant sites. Remember that the addresses provided for the sites are as current as possible, but may change or become obsolete due to many factors. If this occurs try using a search engine for the respective organization.

The book portion of the bibliography generally contains more recently published materials. It is a representative rather than a comprehensive listing of everything that is available. Keep in mind that the collections of the A.D. Cohen Management Library are constantly being developed.

Further information about materials or services in the Library is available by calling (204) 474-8440 or on the Library's Home page at <http://www.umanitoba.ca/libraries/units/management/>. This publication is also available electronically at that address.

FRANCE

The Business Culture in France. Colin Gordon. Butterworth-Heinemann.1996.

This title is one of several books in a small series on business culture published by Butterworth; the other titles cover Germany and Spain. The series editor defines business culture as the state of commercial development in a country as well as the beliefs, attitudes, and values that underpin that activity. The author introduces France as a country which in comparison with other western developed countries has seen the state play a crucial and all-pervasive role. This relationship between business and government was further cemented by France's legacy of one-party rule. However, France's economy has been impacted by the globalization of markets and the internationalization of its firms over the past 20 years. These economic factors act as an introduction to chapters on the relationship between business and the law, finance, and the labour market in France. The country's trade unions, characterized by strength in the public sector, low membership, and militancy are surveyed. The educational system and in particular the role of the Grand Ecoles in educating business people for the workforce is analyzed. The concluding chapters in the books in this series deal with penetrating the market of the respective country being considered. Thus there is a thorough discussion of direct selling, the use of agents or distributors, or formally setting up a company in France through a branch office, a merger or acquisition, or joint venture.

LOCATION: ADMIN HF 3554 G67 1996 (Main Stacks)

Doing Business with France. Roderick Millar. Kogan Page. 1998.

With the world's fourth largest economy, France, as described by the contributors to this volume, is poised to play a major role in the European Union and the world economy for years to come. The contributors are comprised of leading specialists from the academic, corporate, and governmental spheres of French business, finance, and investment. The volume opens with a background section that looks at the political environment, government systems at the national, regional, and local levels, infrastructure and distribution, and business culture. As to business culture the importance of learning the language is stressed as the French have a fierce pride for their mother tongue. Under a section confusingly entitled "Investment Issues," management education, vocational training, the role of trade unions, and environmental issues are addressed before a closing chapter on incentives on investing in France. This chapter does, however, provide a detailed outline to the various incentive programs available to companies from the different levels of government and the private sector in areas including start-ups, property subsidies, tax exemptions, hiring and training, and research. In succeeding chapters the focus shifts to banking, accounting, and tax and legal issues. The various types of banks are reviewed along with the services they offer. French stock markets and their listing requirements are addressed along with the methods used and recent developments in the raising of capital for corporate investment. The tax and legal requirements of companies setting up in France are reviewed from the perspectives of company formation, employment law requirements, competition law, and management rights and responsibilities. The tax and legal issues section is authored by Coopers & Lybrand CLC Juridique et Fiscal, one of France's largest law firms. Appendices on investment opportunities, contributor contacts, and further sources of information conclude the volume.

LOCATION: ADMIN HG 5472 D64 1998 (Main Stacks)

The European Business Environment: France. Robert Crawshaw. International Thomson Business Press. 1997.

This volume is one of three, the other two covering Germany and the UK, in the European Business Environment series. The objective of the series is to provide a better understanding for both management students and practising businessmen of these major European national business environments. Each volume looks at five discrete areas from an academic perspective. These areas include a general economic analysis, the marketplace, the financial markets, the legal institutions, and human resources. This volume also describes the French research and technology environment with its particular national character of radical innovation and state support. In fact, the French national character, culture, and way of life impact many aspects of the economy and development within the country. Simply stated, the French are individualists who have accepted formal state social structures based upon their feudal and monarchist past. The French marketplace is also affected by its national culture as well as by a shrinking union membership and a fragmented middle class. Within financial markets France has seen explosive growth in both her banking sector and stock markets. Equity financing has become a major means of financing French companies to the point that a junior stock market was created for promoting smaller size companies. As to the legal environment, the French notion of citizenship which combines individual liberty with collective responsibility results in a system where business can no longer be described as free enterprise. In regard to human resources the state began to withdraw from the social domain in the 1980s with the result that collective bargaining moved to a decentralized model with negotiation taking place at the local rather than at the national level. The overall analysis provided throughout the text is detailed and supported by numerous summary tables, graphs, and statistical data. A glossary of key terms is also provided.

LOCATION: ADMIN HD 70 F8 F724 1997 (Main Stacks)

France Profiled: Essential Facts on Society, Business and Politics in France. Barry Turner. St. Martin's Press. 1999.

Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to historical events, business and social customs, major cities, and economies of the various countries and regions profiled. The French profile opens with brief descriptions of the 22 metropolitan regions in the country, moves to a chronology of major historical and cultural happenings, and then proceeds to a useful section on France's major cities. The city sketches are practical and include air, road, train, and bus access information as well as business travelers and tourist landmark highlights. Major city maps are included. Coverage of the economy and trade is focused on the major sectors such as banking and finance, energy and natural resources such as forestry, and agriculture. Detailed data and analysis will have to be located elsewhere. Considerable coverage is also given to France's overseas departments, territorial collectivities, and overseas territories. Recommendations for further reading are provided at the end of the text on France and its departments.

LOCATION: ADMIN DC 33.7 F723 1999 (Main Stacks)

Passport France: Your Pocket Guide to French Business, Customs and Etiquette. Nadine Joseph. World Trade Press. 1997.

The World Trade Press publishes a series of pocket guides to the corporate cultures of countries worldwide. Countries covered in the Western Europe region include France, Germany, Italy, Spain, and the United Kingdom. These condensed guides focus on the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. The French guide notes that France is the largest country in Western Europe, has the fourth largest economy in the world, and that the French see their contributions to world culture far exceeding that of any other country. In business matters time is a flexible concept and deadlines not sacrosanct. Business negotiations are seen as a verbal duel with nonverbal communication such as first appearances and body language being very important. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HD 58.7 J65 1997 (Main Stacks)

Simple Guide to France: Customs and Etiquette. Danielle Robinson. Global Books. 2nd edition. 1998.

The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Western Europe includes England, France, Ireland, Holland, and Germany. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under a 100 pages, and structured to make a quick introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The French guide opens with a brief geographical introduction and a section on French attitudes towards foreigners and foreign attitudes towards the French. There are individual chapters on meeting people, being out and about in France, and business contacts. As to business contacts the importance of formality, especially with the older generation, recognizing the authority of managing directors, and appreciating that a verbal agreement is only preliminary to a written, legal agreement are all keys to success in France. The guide concludes with two practical sections on useful words and phrases and facts about France.

LOCATION: ADMIN BJ 1883 R63 1998 (Main Stacks)

GERMANY

The Business Culture in Germany: Portrait of a Power House. Collin Randlesome. Butterworth Heinemann. 1994.

This title is one of several books in a small series on business culture published by Butterworth; the other titles cover France and Spain. The author defines business culture as the state of commercial development in a country as well as the beliefs, attitudes, and values that underpin that activity. Germany is described as having a social market economy rather than a free market economy. This means that there is state intervention in the market, but only when it becomes necessary. Overall German business culture is characterized by concern for the environment, strong research, long-termism in regard to staying in business, and a reluctance to sell out to the highest bidder. A strong and conservative business culture is further demonstrated by the legal system which mandates a dual board system separating the interests of shareholders from those of management. Unions have significant bargaining power as there are 16 major trade unions, one per major industry. The characteristics of East German business prior to unification, on the other hand, were notable for inferior manufacturing, a poorly trained work force, neglect of the environment, a union movement dominated by the Communist Party, and a command style economy. Throughout the text these differences are addressed wherever appropriate. Organizationally the book looks at the German business cultural characteristics mentioned above as they relate to major themes such as government, the economy, the law, finance, trade unions, and the labour market. A final section deals with how German business culture can be penetrated by business people from other cultures. In particular the two methods described are through marketing or through acquisition. As Germany is a buyer's market with an expectation of high standards, a well-organized and long-term marketing strategy is recommended. For an acquisition a foreigner should consult with an adviser rather than considering a hostile takeover.

LOCATION: ADMIN HF 3566.4 R36 1994 (Main Stacks)

Culture Shock! : Succeed in Business, Germany: the Essential Guide for Business and Investment. Richard Lord. Times Books International. 1998.

The author, Richard Lord, who has lived in Germany for the past two decades, makes it clear in his introductory comments that Germans have their own unique way of doing business. By appreciating the distinctiveness in the German character, caused by historical, social, geographical, and resource factors, one will be able to overcome the shock of doing business in the country. This volume reviews the traditional areas of interest for international business persons, that is the German economy, banking and finance, legal issues, and marketing in Germany. The labour scene in Germany deserves special mention because of its long history of goodwill between labour and management. German industrial relations has what is called a dual system of interest representation. Employees have representation by both a works council, made up of union and non-union workers, and a union. The works council has the privilege of co-determining, along with management, matters such as hours of work, hirings and dismissals, and training. Unions are not involved in these processes, but do have the power of strike action. The work councils also play a moderating role in labour disputes and this has given the country a relative history of labour peace. Lord also pays special attention to the German character. He notes that Germans are not generally risk takers as their history is filled with failures and devastating losses. Germans are also known for their inflexibility and the compartmentalization of their lives. The latter trait refers to their preference to keep their lives, be it their work, family, or social activities, in compartments separate from each other. German business culture, Germany's role in the European Union, and matters outside the office are also addressed. The book concludes with several useful sections on useful words and phrases, important contacts, and travel tips.

LOCATION: ADMIN HF 5389.3 G3 L67 1998 (Main Stacks)

Doing Business with Germany. Jonathan Reuvid. Kogan Page in association with the German-British Chamber of Industry and Commerce. 3rd edition. 2002.

Recent developments in Germany over the past few years such as large increases in foreign investment, deregulation efforts, and a tax reduction scheme have made the country even more entrepreneurial and attractive to business than before. The effect of these developments on the economy is reflected in part one of this book which concentrates on the politics and economy of Germany, with a particular focus on the past three years. As the intended audience for this volume is the British business community a special chapter looks at trends and developments in the business relationship between the two countries. However, the British focus does not diminish the book's relevance for the wider audience. Part two looks at the business practices and the business structure in place in Germany. The special nature and role of trade unions and works councils are discussed and compared to other western democracies. The importance of sectoral collective agreements in Germany as opposed to single company agreements is also stressed. German business culture is analyzed from the perspective of the driving forces behind behaviour and is contrasted, where appropriate, against the British or American model. Parts three, four, and five of the book look at the more technical aspects of doing business as they deal with the financial, tax, and legal issues involved in the German business world. These parts are intended for senior and financial management as well those with legal responsibilities. They are written by specialist contributors as are all chapters in the book. The contributors come from companies and organizations such as KPMG, Eversheds, LCT Consultants, and various German universities and institutes. Five appendices enhance the text. One provides a statistical profile of each of the 16 German lander or states, and another lists government incentive programs.

LOCATION: ADMIN HD 2858 D65 2002 (Main Stacks)

The European Business Environment: Germany. Nigel Reeves. International Thomson Business Press. 1997.

This volume is one of three, the other two covering France and the United Kingdom, in the European Business Environment series. The objective of the series is to provide a better understanding for both management students and practising businessmen of these major European national business environments. Each volume looks at five discrete areas from an academic perspective. These areas include a general economic analysis, the marketplace, the financial markets and institutions, the legal institutions, and human resources. The German volume opens with a look at the German economy at the macro-economic level focusing on the unification period since 1990. German unification marked the end of West Germany's 40 golden years' and introduced previously unknown problems such as unemployment and balance of trade deficits. The prominence of bank financing in companies of all sizes as opposed to the use of capital markets, in contrast to the UK and the US experience, is addressed in the finance section. The German corporate accounting system is described for those seeking to understand a German set of accounts. The chapter concerned with legal institutions focuses on the legal structure of companies, labour law, and trade unions. Trends and developments in all aspects of personnel management along with changes in industrial organizational structures are discussed. The changing nature of the German marketplace since reunification and the environmentally aware German consumer are two aspects of marketing which must be considered in order to conduct business successfully in the German market. The volume concludes with a discussion of the so-called German model of success and its appropriateness for the future particularly with its very high labour costs. The analysis throughout is supported by numerous summary tables, graphs, and statistical data. A glossary of key terms is also provided.

LOCATION: ADMIN HD 70 G2 E96 1997 (Main Stacks)

Germany Profiled: Essential Facts on Society, Business and Politics in Germany. Barry Turner. St. Martin's Press. 1999.

Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to historical events, business and social customs, major cities, and economies of the various countries and regions profiled. The German profile opens with a history of key events, a chronology of empires and eras, and a cultural briefing on Germany from the 9th century onwards. Extensive coverage of Germany's major cities follows with practical information on air, road, train, and bus access as well as business travellers and tourist landmark highlights. Nine cities are covered including Berlin, Bonn, Cologne, Dusseldorf, and Leipzig. Each of the 16 states of the German Federation is also profiled. As Germany only became a united country in 1870 the state by state analysis is particularly useful for the historical background provided in addition to the role each state has played in the Federation. The profile of the German economy focuses on banking and finance, natural resources, industry, and international trade. Coloured maps for the major cities and recommendations for further reading after each major section of the book are also included.

LOCATION: ADMIN DD 290.26 G47 1999 (Main Stacks)

Passport Germany: Your Pocket Guide to German Business, Customs and Etiquette.

Roland Flamini. World Trade Press. 1997.

The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide.

Countries covered in Western Europe include France, Germany, Italy, Spain, and the United Kingdom.

These condensed guides focus on the culture, customs, and business etiquette of the respective countries.

The goal is to improve intercultural communication in business relationships. The format of each is identical

with four sections providing an overview, a description of the business environment, a customs and etiquette

section, and an additional information conclusion. The German guide notes that the Nazi legacy casts a

shadow over the country and that reunification of East and West Germany still remains a combination of

promise and disappointment. Although Germany has the world's highest labour costs, its workforce is

highly skilled and its products are of high quality. In terms of business relationships it is important to

remember that Germans see deadlines as sacrosanct, punctuality critical, and meetings formal and task-

oriented. The concluding chapters of the guides contain basic phrases used in everyday conversation, how

to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HD 58.7 F58 1997 (Main Stacks)

Simple Guide to Germany: Customs and Etiquette. Waltraud Coles. Global Books. 3rd

edition. 1999.

The British publisher Global Books has published a series of what they describe as essential briefings on the

customs and etiquette of countries around the world for business and pleasure travellers. Coverage for

Western Europe includes England, France, Ireland, Holland, and Germany. The guides attempt to provide

the reader with the necessary background to avoid basic mistakes in conversation or personal relationships

in locations new to them. The guides are short, under a 100 pages, and structured to make a quick

introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips

stressing important nuggets of know-how interspersed throughout the text. The German guide opens with a

discussion on post-unification Germany, the German direct approach to relationships and conversation, and

the significance of the green movement as a political force. There are individual chapters on meeting people,

being out and about in Germany, and business matters. As to business matters the importance of reliability

of trade partners, punctuality, and maintaining the proper dress code are keys to success in Germany. The

guide concludes with two practical sections on useful words and phrases and facts about Germany.

LOCATION: ADMIN BJ 1903 C65 1999 (Main Stacks)

GREECE

Greece: Investment and Business Guide. International Business Publications. 1998.

This guide provides comprehensive marketing, investment, and business opportunity information on Greece for the international business researcher. The introductory sections provide a country profile, basic information for conducting business, and an energy and power profile. An analysis of Greece's economic situation, including economic trends and major growth sectors, follows. The sections that deal with the business and investment climate stress the importance of Greece as a Balkan country and a member of the European Union (EU). Selected articles from the Treaty on the European Union are provided along with Greece's basic investment laws and regulations. Although the Greek government encourages private investment through tax and investment incentives, there are also restrictions in place on certain sectors and less advantageous treatment for non-EU investors. Perhaps the most useful portion of the guide is that which deals with strategic information for actually conducting business in the country. The marketing of products and services is discussed in terms of distribution, the use of agents, establishing an office, and selling. The best prospects for goods and services are presented in the context of U.S. exports and investment in Greece. Thus sector statistics are presented for total market size, total local production, total exports and imports, and imports from the U.S. Sectors analyzed include computers, medical equipment, franchising, and agricultural products amongst others. A number of practical supplements follow which list key government and business contacts, research firms, and trade and industry associations.

LOCATION: ADMIN HG 4538 G673 1998 (Main Stacks)

IRELAND

Simple Guide to Ireland: Customs and Etiquette. Aidan McNamara. Global Books. 2nd edition. 2000.

The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Western Europe includes England, France, Ireland, Holland, and Germany. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under a 100 pages, and structured to make a quick introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The Irish guide opens with a snapshot of today's economically transformed Ireland, a bit of history, and a description of Irish society. There are individual chapters on personal relationships, love of the language, and on being out and about in Ireland. On business matters the practices of the developed West are the norm. The human touch and the ability to relax and enjoy whatever entertainment is available are also valuable assets in Irish business settings. The guide concludes with two practical sections on useful Irish words and facts about Ireland.

LOCATION: ADMIN BJ 2007 I6 M39 2000 (Main Stacks)

Starting a Business in Ireland: A Comprehensive Guide and Directory. 4th edition. Brian O'Kane. Oak Tree Press. 2001.

Although this volume was originally intended for the Irish public as a guide for business start-ups in Ireland, this 4th edition provides information specifically intended for people planning on relocating in Ireland for business purposes. Consequently, the early sections deal with the standard material required by businesses for start-ups anywhere in the western business world. These include sections on getting started, writing a business plan, financing your start-up, and government and private assistance for new initiatives. However, the chapter entitled Moving to Ireland to Start a Business outlines the key attractions for doing so. Ireland has both a young work force and a low cost of labour. The tax regime is low with a flat rate of 12.5% for manufacturing and service businesses. This compares favorably to the United States and the United Kingdom which have corresponding rates of 35% and 30% respectively. Government agencies offer various business incentives including grants towards capital and revenue costs in the areas of employment, training, and research and development. The directory portion of the book is intended to both highlight the many sources of information one can turn to as well as ensure the source is relevant by including a summary description of the source be it a web site or an organizational body. Over 550 sources are cited with the Directory taking up more than half the book. There is also a companion website to the book at <http://www.startingabusinessinireland.com>. It contains information from the directory portion of the book plus other resources for entrepreneurs and small business owners.

LOCATION: ADMIN HD 62.5 O39 2001 (Main Stacks)

ITALY

Business Italy: A Practical Guide to Understanding Italian Business Culture. Peggy Kenna. Passport Books. 1995.

Peggy Kenna has written a series of pocket size books which provide the reader with simple, straightforward advice on conducting business in a foreign setting. Her guides include coverage for Italy, China, Japan, Korea, Mexico, and Taiwan. Although the guides compare American business culture with the respective culture of the country analyzed, the comparison is also relevant for the Canadian business audience. Each guide addresses the major differences between the two cultures in the areas of business etiquette, communication style, problem solving and decision making, and meetings and presentation style. For example, in regard to communication style it is noted that Americans tend to be assertive, bargain hard, and generally leave emotion out of the process. Italians, on the other hand, can become very loud and emotional during stressful negotiations. They can become volatile and gesticulate wildly, but in reality they may be only having a stimulating conversation. Similarly, when negotiating, Americans tend to dislike haggling where Italians particularly like to haggle about price. The relative brevity of the guides clearly indicates that they are intended for a quick introductory read. Nonetheless, they provide practical nuggets of information particularly for those in need of cross-cultural training in a business setting.

LOCATION: ADMIN HF 5389 K4545 1995 (Main Stacks)

Italy Profiled: Essential Facts on Society, Business, and Politics in Italy. Barry Turner. St. Martin's Press. 1999.

Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to historical events, business and social customs, major cities, and economies of the various countries and regions profiled. The Italian guide opens with brief descriptions of the 22 autonomous regions of the country. A chronology of major historical events and a cultural briefing on ancient Rome and Italy follows. Italy's major cities; Rome, Milan, Turin, Genoa, Naples, and Venice are sketched in turn with practical transportation information provided for the airport, train, road, and bus systems. Business travellers and tourist landmark highlights are also included for each city. City maps of the major cities are produced in colour. The economy of Italy section features its banking and finance sector, energy and natural resources, agriculture, and industry. Foreign trade figures are expressed in terms of exports/imports by product category. The Vatican as a separate city state within the city of Rome has its own profiled section. Recommendations on further reading are provided at the end of the text.

LOCATION: ADMIN DG 441 I9 1999 (Main Stacks)

Passport Italy: Your Pocket Guide to Italian Business, Customs and Etiquette. Claudia Gioseffi. World Trade Press. 1997.

The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide. Countries covered in the Western Europe region include France, Germany, Italy, Spain, and the United Kingdom. These condensed guides focus on the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. The Italian guide points out that Italy has one of the highest population densities in Europe. Family is very important and this adds, along with the Catholic church, a sense of unity and tradition to the country. Since the days of the Roman Empire Italians have excelled at business with cottage industries abounding, but at the same time government programs provide a socialist orientation to everyday life. In regards to business negotiations Italians are informal, business success is often the result of bestowing a favour for a favour or having a good word put in on your behalf. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.
LOCATION: ADMIN HD 58.7 G57 1997 (Main Stacks)

THE NETHERLANDS

The Netherlands Compared Internationally 2000/2001. 13th edition. The Netherlands Foreign Trade Agency. 2000.

As one of the dynamic members of the 15 country European Union, the Netherlands economic performance compares favourably to her neighbours. Making use of coloured maps, charts, and tables, the Dutch agency responsible for the promotion of trade and investment demonstrates the Netherlands prominent place in Europe. This booklet is broken down into three sections; key statistics, key monetary statistics, and trade. Under key statistics matters such as working population, labour costs, and the structure of Dutch industry are analyzed. Dutch investments abroad and foreign investments in the Netherlands are handled in section two. Trade flows, exports, and imports are charted and graphed in the final section. Further information published by the Netherlands Foreign Trade Agency is available at <http://www.hollandtrade.com>.

LOCATION: ADMIN HC 321 N495 2000-2001 (Reference)

Simple Guide to Holland: Customs and Etiquette. Mark T. Hooker. Global Books. 1997. The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Western Europe includes England, France, Ireland, Holland, and Germany. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under a 100 pages, and structured to make a quick introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The Dutch guide opens with a brief introduction to Dutch icons and an explanation of the Dutch relationship between the land and sea. There are individual chapters on Dutch tolerance, visiting formalities, and business matters. In business matters politeness and formality, team effort, and long term working relationships are the keys to business success in Holland. Rules and regulations are also prevalent and it is wise to consult with the gatekeeper of the rules to ensure business success. The guide concludes with two practical sections on Dutch words and expressions and facts about Holland.

LOCATION: ADMIN BJ 2007 D83 H6 1997 (Main Stacks)

The Year in Figures: 2000. Statistics Netherlands. 2000. This concise booklet reviews the important aspects of Dutch society for the year 2000 in statistical format. It makes extensive use of graphs, tables, and maps. All economic fundamentals are treated; macroeconomic totals, the international economy, and the regional economies of the provinces. Traditional country statistical measures are also presented including production, consumption, and foreign trade. Labour force figures are provided for the national scene and regional labour markets are compared to the national average. Additional statistical information can be found at the Statistics Netherlands' website at <http://www.cbs.nl>.

LOCATION: ADMIN HA 1381 Y43 2000 (Reference)

PORTUGAL

Portugal: Investment and Growth. William Chislett. Euromoney Publications. 1997.

Although Portugal is one the poorest countries in the European Union (EU), it has made significant advances in its economic growth since the revolution of 1974 ended decades of dictatorship. This volume opens with a brief historical introduction of the period since the revolution focusing on Portugal's economic resurgence. Portugal's infrastructure and resources are discussed and compared with her EU and Organization for Economic Co-operation and Development (OECD) neighbours. Long seen as a trading nation, Portugal's trade commodities are analyzed. These include her automobile, clothing, wine, and forestry sectors. Significant attention is given to the banking and financial spheres with individual chapters devoted to the commercial banks, insurance companies, equity, debt and derivatives markets, and security regulations. Retailing is profiled with a brief analysis of the market and the main players. As foreign investment is critical to the country's continued growth the regulatory environment and taxation regimes in place are described in some detail. Included are forms of business entities, employment regulations, and tax requirements for resident and non-resident companies. A closing section looks at Portugal's prospects in the future. Throughout the text useful charts, tables, and graphs are utilized to describe Portugal in comparison with her EU and OECD partners.

LOCATION: ADMIN HG 5642 C55 1997 (Main Stacks)

SPAIN

The Business Culture in Spain. Kevin Bruton. Butterworth-Heinemann. 1994.

This title is one of several books in a small series on business culture published by Butterworth; the other titles cover France and Germany. The series editor defines business culture as the state of commercial development in a country as well as the beliefs, attitudes, and values that underpin that activity. Spain has undergone tremendous structural change since the demise of the Franco dictatorship in 1975 and its subsequent entry into the European Community in 1986. The changing roles of government and business and the effects of these changes through this period are outlined in the opening chapters. The economy has become market driven and characterized by high growth rates and high levels of foreign investment through the late 1980s. In similar fashion Spain's legal, financial, and labour market spheres have undergone transformations to meet the requirements of a market economy. Spanish business culture has been impacted through the development of free trade unions as opposed to the rigid vertical syndicates under Franco. Major changes in educational training and development have seen Spain's workforce help move the country into a competitive place among its European neighbours. The concluding chapters in the books in this series deal with penetrating the market of the respective country being considered. However, in the case of Spain a chapter is devoted to penetrating the national market with a special additional chapter devoted to penetrating Spain's regional markets. Each of the country's 17 regions are considered with the nine major regions, including Madrid, Catalonia, Valencia, and Andalusia, profiled in more detail.

LOCATION: ADMIN HF 5718.2 S63 B78 1994 (Main Stacks)

A Guide to Business in Spain. Spanish Institute for Foreign Trade. 1997.

This guide was researched and written for the Spanish Institute for Foreign Trade by Garrigues and Anderson as a general guide to doing business in Spain. It opens with a profile of the country which includes an overview of Spain's geography, human resources, and political institutions. All aspects of the Spanish financial system are analyzed with a special focus on banks, investment institutions, and the various financial markets. Spain's foreign investment legislation is looked at in detail as are the country's exchange control regulations. Company law is viewed primarily from the perspective of the formation, characteristics, and governing bodies of a Sociedad Anonima (S.A.) or corporation. Limited liability companies, general partnerships, and limited partnerships are discussed to a lesser degree. The tax system is made up of three levels; the central government, regional governments, and local authorities. In a section on grants and incentives the various programs in place are categorized by industry, by region, and by those relevant for training and employment purposes. A useful table outlines the programs in an easy-to-use abbreviated format. Separate chapters look at Spain's accounting and auditing requirements and the labour regulations currently in force. In the accounting chapter several exhibits demonstrate the Spanish requirements for a balance sheet and for an income statement. Two useful chapters close the book. A practical guidelines section discusses matters such as incorporation, acquiring shares, and purchasing real estate. Useful addresses are provided for all types of Spanish institutions, agencies, and government trade offices.

LOCATION: ADMIN HF 3687 G84 1997 (Reference)

Passport Spain: Your Pocket Guide to Spanish Business, Customs and Etiquette. Himlice Novas. World Trade Press. 1997.

The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide. Countries covered in the Western European region include France, Germany, Italy, Spain, and the United Kingdom. These condensed guides focus on the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. The Spanish guide notes that Spaniards identify first and foremost with their autonomous region and secondly with their nation. This regional nationalism must be remembered in the business context. Within the work environment seniority determines status and success. Management style is autocratic in nature with business success dependent upon the development of good personal relationships and patience. Thus business negotiations take time and rushing is seen as bullying and improper. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HF 58.7 N69 1997 (Main Stacks)

The Spanish Economy in the New Europe. Carmela Martin. St. Martin's Press. 2000.

This study looks at the Spanish economy from the perspective of how well it integrates with those of its fellow 15 members of the European Union (EU). The theoretical literature suggests that the success of monetary unions depends upon the degree of similarity of the countries' economic structures and the level of economic interdependence among the member countries. The comparative analysis that follows examines not just Spain's economy, but also those of its fellow EU members and the United States and Japan for good measure. The first part of the book focuses on how Spain's economy converges with the economies of its EU partners. Matters such as GDP, productivity, the labour market, and competitiveness are compared. The analysis is detailed and concludes that Spain's economy is having difficulty in terms of economic convergence with the EU. Part two looks at how the economic relations between EU countries have evolved and the actual level of integration between the EU economies. Conclusions are developed on the design of an economic policy which will assist Spain in its participation in the new Europe. Two valuable appendices are provided. Appendix 1 is a chronology of the European integration process from 1950 to 2002. Appendix 2 notes the methodological problems involved in international comparisons as attempted in the text. Dozens of tables and figures enhance the book's usefulness in further demonstrating Spain's economic status among her European neighbours.

LOCATION: ADMIN HC 385 M27213 2000 (Main Stacks)

UNITED KINGDOM

The European Business Environment: UK. Stephen Fox. International Thomson Business Press. 1998.

This volume is one of three, the other two covering France and Germany, in the European Business Environment series. The objective of the series is to provide a better understanding for both management students and practising businessmen of these major European national business environments. Each volume looks at five discrete areas from an academic perspective. These areas include a general economic analysis, the marketplace, the financial markets and institutions, the legal institutions, and human resources. The United Kingdom volume notes the idiosyncratic nature of the country in comparison with the more common perspective of the Franco-German vision. To some degree the United Kingdom's position is a result of her relative decline since the Second World War and her attempts to remedy this situation through a free market approach. The marketplace section notes that the UK has the richest and most accurate data available on household behaviour and expenditure and then proceeds to provide numerous examples. The financial marketplace and the legal institutions sections are largely descriptive in nature with London's free market financial success noted and the United Kingdom's slow and expensive legal system criticized. As to the human resource element in the UK, it is emphasized that for the country to regain innovation-driven status her education system must become world class and encompass all socio-economic and ability levels. The overall analysis provided throughout the text is detailed and supported by numerous summary tables, graphs, and statistical data. A glossary of key terms is also provided.

LOCATION: ADMIN HD 70 G7 E97 1998 (Main Stacks)

Passport United Kingdom: Your Pocket Guide to British Business, Customs and Etiquette.

Timothy Harper. World Trade Press. 1997.

The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide. Countries covered in the Western Europe region include France, Germany, Italy, Spain, and the United Kingdom. These condensed guides focus on the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. The British guide notes that the British see themselves as the most civilized people on the earth and often regard the citizens of other countries as disorganized and crass. This can result in difficulties for foreigners attempting to establish business connections. However, Britons generally recognize the need for more contacts in today's economy and this has opened up the opportunity for foreign partnerships. Nonetheless, when it comes to a business setting the British are quite formal and reserved, showing emotion is a sign of weakness; punctuality is important and deadlines sacrosanct. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HD 58.7 H36925 1997 (Main Stacks)

Simple Guide to England: Customs and Etiquette. Peter Hobday. Global Book. 2nd edition. 1999.

The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Western Europe includes England, France, Ireland, Holland, and Germany. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under a 100 pages, and structured to make a quick introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The English guide opens with a description of the land and people and an introduction to Royalty and the peculiarities of the English class system. There are individual chapters on honours and money, personal relationships, and doing business. As to doing business the similarity to American business practices is noted along with the more recent influence of the Japanese and the European Union. The guide concludes with two practical sections on useful words and facts about England.

LOCATION: ADMIN BJ 1873 H63 1999 (Main Stacks)

UK Today: Essential Facts in an Ever-Changing World. Barry Turner. St. Martin's Press. 2000.

Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to historical events, business and social customs, major cities, and economies of the various countries and regions profiled. The United Kingdom profile opens with a survey of key historical happenings, a description of the territory and population, and then moves to an extensive section on the major cities of Britain, Scotland, Wales, and Northern Ireland. The city sketches are practical and include business travellers and tourist landmark highlights. London, described as both a world city and as a world financial center, receives special attention. Major city maps are included. Information on road systems, rail, aviation, shipping, and inland waterways are found in separate sections. Major industrial sectors are viewed on a limited, factual basis. If detailed analysis by sector is wanted, it will have to be found elsewhere. Britain's role in Europe and the world is looked at via institutions like the European Union, NATO, the Commonwealth, and the G8. Considerable attention is also given to social institutions, the British sporting tradition, and the arts. A section entitled "The United Kingdom As the Sum of Its Parts" looks at England, Scotland, Wales, and Northern Ireland as separate entities and examines what they contribute to the UK. Britain's overseas territories, from Bermuda to Pitcairn Island, also receive coverage, though relatively brief. Recommendations for further readings are provided after major section breaks.

LOCATION: ADMIN DA 27.5 U38 2000 (Reference)

WESTERN EUROPEAN REGION

Doing Business in/Information Guide Series. PricewaterhouseCoopers.

The accounting and consulting firm of PricewaterhouseCoopers publishes a series of information guides on the business conditions of the countries in which it has offices or carries out work. There are currently some 90 of these guides available, some with updated supplements. Each book length guide is based on the latest information available from these offices. All guides follow a standard format which makes them very easy to consult individually or comparatively. Each guide opens with a profile of the respective country and follows with chapters on the business environment, foreign investment, labour relations, audit and accounting practices, and taxation. The guides normally have 25 chapters with each chapter focusing on one aspect of doing business in that country. The guides are not intended to be exhaustive, but rather are structured to answer broad important questions. Nonetheless, the guides offer much useful information particularly in the accounting, investment, and tax areas and are often superior to the efforts of many commercial publishers. The guides also contain numerous appendices covering concerns like tax rates, tax treaties, and various checklists for setting up a business in that specific country.

LOCATION: Each guide has its own call number. Please consult BISON, the UM Libraries' online catalogue. (Main Stacks)

European Marketing Data and Statistics. Euromonitor. 38th edition. 2002.

This major reference work is a compendium of statistical information on the countries of Western and Eastern Europe which can be utilized for market analysis and planning. Some 24 principal subject areas are broken down into sub-categories covering over 460 pages. Some representative subject areas are population, economic indicators, labour force indicators, and advertising/media patterns. Within the subject of labour force indicators for example, there are 10 sub-categories ranging from employment level to average working week in manufacturing. The data compilation dates from 1977 which allows for trend analysis and forecasting. The data itself is presented in spreadsheet format. Smaller European countries and principalities are included although the data for them is limited. The data for Eastern Europe is not quite as extensive and as complete as that for Western Europe for obvious reasons. For example, countries which emerged from Czechoslovakia, Yugoslavia, and the USSR in the early 1990s are included as far as possible. Brief country profiles for each European country are included in a separate section entitled "Marketing Geography." There is also a special chapter arranged by region and country which identifies the major information sources one can turn to for conducting further research on the European market. This title is published annually.

LOCATION: ADMIN HA 1107 E87 2002 (Reference)

Management in Western Europe. Peter Lawrence. St. Martin's Press. 2000.

This title is a companion volume to Management in Eastern Europe also published by Palgrave / St. Martin's Press. Differences in management practices between countries became a noticeable phenomenon in the 1970s with the first oil crisis and the differential economic performance of countries reacting to the crisis. In this volume the resulting differences in management practices are highlighted for some 10 countries in Western Europe in which the authors have had hands on experience. The countries covered include France, Italy, Spain, Turkey, Germany, Switzerland, Sweden, Denmark, The Netherlands, and Britain. The United States, as the so-called inventor of management as a subject, is used as the standard of comparison.

In France it is noted that managers are normally educated at grand ecoles, the top tier of the higher education system, rather than at universities. They form a unitary elite and see management as an intellectual task. In Italy organizations have a family character with management tending to follow personal linkages rather than the structure of an organization chart. Germany is characterized by strong cooperation between management and workers unseen in other Western European countries. German management is weak in terms of systems, strategy, and techniques, but strong on operations. Management is not necessarily viewed as a discrete job. Throughout the text cross-cultural survey results are used to illustrate the nature of management in the various countries. For example a survey in Britain is cited which points out that humour in management is used in situations where there are annoying situations or individuals. In France, in the same circumstance, shouting would likely be the norm. Clearly, the heterogeneity of Western Europe continues to exist, despite the homogeneous impact of the internationalization of business, as demonstrated through the analysis of the management styles of these major players in the European economy.

LOCATION: ADMIN HD 70 E8 L39 2000 (Main Stacks)

OECD in Figures: Statistics on Member Countries. 2002 edition. Organization for Economic Co-operation and Development. 2002.

This pocket-size reference book offers key data on the 30 members of the OECD in a very easy to read style. The data is presented in table or graph format making it easy to compare and contrast the performance of the member countries. Over 20 major categories from agriculture to transport are covered in tables and within each of the main categories there are sub-categories. For example under demography there are the sub-categories of total area in square miles, population, age structure, and percentage of foreign population. Under economic growth and performance there are the sub-categories of GDP growth, GDP growth by component, business sector capital-output ratio, trade balance in goods and services, and net national saving. The graph section includes categories such as knowledge investment, internet hosts, and foreign students. Most of one's statistical needs concerning the OECD are likely to be answered in this data book; if not, one can turn to their web site at <http://www.oecd.org>.

LOCATION: ADMIN Per 330.068 Suppl. 2002 (Reference)

Practical Guide to Foreign Direct Investment in the European Union. Christiane Mauwet-Hunt. Euroconfidentiel. 2000.

The European Union is presently made up of 15 European countries: Austria, Belgium, Britain, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, The Netherlands, Portugal, Spain, and Sweden. This guide provides a country profile of each member state along with a profile of each member's financial incentives for investment, personal and corporate tax regimes, labour costs, and employment regulations. The profiles are in a condensed format which allows for ease of comparison among countries. The comparative approach allows the researcher to readily determine the advantages or disadvantages each country brings to the foreign investment table. Each country profile also includes a useful map which give major cities, infrastructure details, and physical features on one page. A substantial part of the guide is devoted to the European Union itself. Its official bodies and institutions are described along with its agenda through to 2006. Extensive use of charts and graphs helps to further simplify the analysis of the activities of the Union, and its executive body, the European Commission. The final section of the guide provides current address and contact information for investment agencies, trade union organizations, national statistical institutes, and chambers of commerce within the European Union.

LOCATION: ADMIN HG 5424 P73 2000 (Reference)

Scandinavia Profiled: Essential Facts on Society, Business and Politics in Scandinavia.

Barry Turner. St. Martin's Press. 2000.

Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to historical events, business and social customs, major cities, and economies of the various countries and regions profiled. The Scandinavian profile opens with an historical introduction of the region. It is demonstrated that the territorial entity of the Nordic region itself plays a major role in the historical development and cultural tradition of the countries of that region-- Sweden, Denmark, Norway, Finland, and Iceland. Each Scandinavian country is sketched with a political and social chronology of the 20th century, an overview of the infrastructure including its natural resources, economy, trade, and industry as well as a snapshot of its cultural highlights. Coloured maps of the Scandinavian countries and their capital cities are provided. Recommendations on further reading for each country are included at the end of each major section of the book.

LOCATION: ADMIN DL 5 S38 2000 (Main Stacks)

Setting Up a Business in Europe: A Country-by-Country Guide. Corine Moriou. Kogan Page. 1999.

This guide covers the 15 member states of the European Union (EU). It is not intended for large corporations, but specifically for small and medium sized businesses (SMEs) which are interested in developing distribution networks, in buying an existing company in cooperation with a local firm, or in creating a new legal entity. Despite the convergence process that is taking place in Europe, many differences still exist as one goes from country to country. These differences are very apparent in areas such as enterprise registration procedures, fiscal rules, and labour legislation. Each of the 15 chapters has the same format and topical headings so that comparisons between the countries for the same topic can be made easily. The topical headings begin with key statistics for each country and then move on to regulations governing foreign investment, principal legal forms, administrative procedures, and labour law. All topics are handled in a brief and practical format which makes the guide easy to use. Other topics addressed are paying taxes, investment incentives, and testimonials. The testimonials are given by business persons from a variety of sectors who have worked in one of the respective countries. These accounts are intended to enlighten, and not to be taken as the basis for generalizations about the countries. Nonetheless, they are useful because of their real life nature. A handy appendix of tables and charts provides snapshot information on limited-liability companies, the corporation in the EU, personal and corporate tax rates, and VAT rates in the EU.

LOCATION: ADMIN HD 62.4 M6714 1999 (Reference)

World Bank Atlas. 31st edition. The World Bank. 1999.

The World Bank has published its Atlas for over 30 years to provide a quick view of the state of the countries of the world. It is excellent for gaining a snapshot of major demographic, economic, market, and global statistics in a cartographic format. For example, using the colour coded maps it is easy to compare the category of change in personal spending for Canada and its international neighbours. In conjunction with the maps statistical charts and tables are provided to ensure a more precise reference when it is required.

LOCATION: ADMIN G 1046 G1 I5 (Reference)

The World Competitiveness Yearbook. IMD International. 2002.

This yearbook analyzes and ranks the ability of a country to provide an environment which sustains the competitiveness of enterprises. The ranking is based on some 300 different criteria which are grouped into four competitiveness input factors. These factors are economic performance, government efficiency, business efficiency, and infrastructure. The coverage features 49 industrialized and emerging economies. Each of the countries is profiled using the criteria and competitiveness input factors. Each country is then in turn graded and ranked for comparison purposes. The rankings are presented for the past five years which allows for trend analysis. Some 200 pages of statistical tables support the ranking analysis. A CD-ROM version is also available. It is published annually.

LOCATION: ADMIN HF 1414 W674 2002 (Reference)

World Development Report 2002. The World Bank. 2002.

The 2002 Report is the 24th in the annual series which chronicles the economic conditions and development of countries throughout the world. This year's publication has the theme of building market institutions that promote growth and reduce poverty. Institutions play a significant role in determining how markets affect people's standards of living and help protect their rights. The report goes on to provide lessons on how to build effective institutions. However, the most significant feature of this series continues to be the statistical information offered through the text and in special sections. The section on selected world development indicators has been reduced from previous years, but still presents comparative socioeconomic data for more than 130 countries in four main categories. These are key indicators of development, poverty and income distribution, economic activity, and trade, aid, and finance. The statistical data is particularly useful for trend analysis within a given country and country comparisons.

LOCATION: ADMIN HC 59.7 W659 2002 (Reference)

PERIODICALS

CanadExport. Department of Foreign Affairs and International Trade. Published twice monthly. This federal government newsletter is aimed at exporters and business-oriented people. It carries news stories on companies successful in their export endeavours, government initiatives, and regular features. These features include "The European Advantage" which focuses on some aspect of Canadian-European trade. The "Canadian Trade Review," a feature published quarterly with a year-end cumulation, reviews Canada's trade performance in key sectors and markets using Statistics Canada data. International business opportunities are posted on a regular basis. This newsletter is also available on the Internet at <http://www.infoexport.gc.ca/canadexport>.

LOCATION: Periodical Stacks

The Economist. The Economist Newspaper Ltd. Published weekly. Published by the Economist Group, this magazine, founded in 1843, has long been considered one of the most authoritative sources of information on international business and politics. Among others it maintains regular columns on regional areas such as the Americas, Asia, and Europe. There are also regular sections on business and finance/economics. An economic and financial indicators section regularly presents statistics on 15 developed countries in a multi-table format. A corresponding set of indicators is provided for 25 emerging countries. Where appropriate, forecasts for both the developed and the emerging sets of countries are also made available. The Economist also offers a number of free Web sites which are listed in the table of contents of each issue. A particularly useful Web site is "Country Briefings" which provides news, country profiles, forecasts, and statistics for countries worldwide. The address for this service is at <http://www.economist.com/countries>.

LOCATION: Periodical Stacks

International Economic Scoreboard. The Conference Board. Published six times per year. This publication contains a combination of concise perspectives on the economies of nations around the world along with forecasts for the current and forthcoming year. Two of the six annual issues are subtitled "Long-Term Outlook" and have forecasts for two years plus the current year. The economists are either on the staff of the Conference Board or other internationally respected organizations. The forecasts cover exchange rates, GDP, consumer prices, unemployment, and short-term interest rates. More than one forecast is normally offered for each major country. This approach is useful in that it assists one in determining a more definitive range for the forecasted figures.

LOCATION: Periodical Stacks

World Economic Outlook. International Monetary Fund. Published biannually.

This survey of economic prospects and policy issues from the International Monetary Fund (IMF) is compiled from information provided by member countries. The analysis is both current and detailed with each major region of the world considered in turn. Each issue also deals with a current and topical matter. The most recent release, for example, focuses on recessions and recoveries in the world's industrial countries. The analysis identifies 93 business cycles in 21 countries over the period 1973-2000. The narrative throughout is supported in a comprehensive fashion by an extensive array of tables, boxes, and figures on all aspects of country, regional, and world statistics.

LOCATION: ADMIN HC 10 W7979 (Reference)

DATABASES

Canadian Business and Current Affairs (CBCA) Full Text Reference. Micromedia ProQuest. 1982 to the present.

This product provides indexing to over 250,000 records per year which have appeared in over 650 Canadian business periodicals. The titles cover the mainstream of Canadian periodical publishing including popular, current affairs, trade, business, special interest, and academic publications. Eight Canadian daily newspapers, including the Globe and Mail, the Financial Post, and the full-text of the Canadian Press Newswire are covered. Full-text articles are provided for over 170 of the periodicals from 1993 forward. Company, product, and industry information is readily searchable as is compiling a list of articles by country or geographic region. The database is updated every month and the coverage dates from 1982.

LOCATION: Databases, University of Manitoba Libraries' Home Page

ADDRESS: <http://www.umanitoba.ca/libraries/>

ProQuest Direct ABI/INFORM Global. ProQuest Information and Learning. 1971 to the present.

This database contains thorough indexing and abstracting of articles from more than 1,600 international business and management journals. Full-text or page images of the articles are available for the majority of the titles. Although the majority of the journals are published in the United States, more than 350 are international thus ensuring coverage of the global marketplace. The service is updated on a continual basis with indexing and abstracting coverage dating back to 1971 with full-text and page image coverage from 1986. Searching on the database is user friendly using keywords in either a basic or advanced mode or by searching by publication.

LOCATION: Databases, University of Manitoba Libraries' Home Page

ADDRESS: <http://www.umanitoba.ca/libraries/>

Stat-USA Internet. U.S. Department of Commerce.

This database is one of the U.S. Government's main repositories for business, trade, and economic information. A sub-section of the site, the National Trade Data Bank (NTDB), provides access to country commercial guides, market research reports, and statistical data in many forms for all the major economies of the world. An international trade library within NTDB categorizes the various documents by broad category for an alternative means to search the site. The documents are both full-text searchable and searchable by country and product.

LOCATION: Databases, University of Manitoba Libraries' Home Page

ADDRESS: <http://www.umanitoba.ca/libraries/>

SELECTED INTERNET SITES

COUNTRY

Austria

Austrian Business Agency (ABA)

The Austrian Business Agency is a government sponsored consulting firm with the mandate of attracting international investment into Austria. The "Investing in Austria" section of the site contains both key facts and sector analysis of industries ranging from automotive, to chemicals, and to machinery. The key facts include not only commentary and statistics on Austria's stable economic and political situation, but also discussion of the country's attractive tax structure and business subsidies. A geographical information system allows analysis of Austria's regions by various economic indicators. Publications can be downloaded and these include sector studies as well as a guide to starting a business in Austria.

Address: <http://www.aba.gv.at/en/pages/index.html>

Belgium

Invest in Belgium

This site is maintained by the Belgian Ministry of Economic Affairs with a mandate to provide comprehensive information to foreign investors. It begins with a guided tour of the country which in fact turns out to be a country profile containing geographic, political, economic, and infrastructure information about Belgium. Other menu options include investment opportunities, setting up the various types of legal corporate structures, tax systems, and labour issues. Under customs and international trade, discussion concerns duties, preferential treatment, value added tax, and excise duties. A separate section focuses on investment incentives. Selected links are offered for additional government sites.

Address: <http://www.investinbelgium.fgov.be/home.htm>

Denmark

Invest in Denmark

Invest in Denmark is an agency of the Royal Danish Ministry of Foreign Affairs. The site provides a useful investor kit which contains information on the advantages of setting up and how to set up in Denmark, Denmark's business culture, a sampling of business cases in numerous sectors, and sets of facts and figures which present a profile of the country. An interesting section of the site entitled "Why Denmark" benchmarks the country statistically against her European neighbours in some 30 categories to demonstrate her investment potential. Sector studies are available for the life sciences, information technology, and food industries. Many useful links are provided to associations, government departments, companies, and agencies with a Danish connection.

Address: <http://www.investindk.com/>

Finland

Invest in Finland

Invest in Finland is a national agency funded by the Ministry of Trade and Industry. The site contains a descriptive country profile and a survey of the Finnish business environment. Finland is ranked very high in competitiveness ratings by both the Institute for Management Development and the World Economic Forum. Investment opportunities in three sectors are highlighted: information technology, health care, and the mechanical wood industry. Case studies and statistics are provided for successful foreign companies operating in Finland. PDF files entitled "Establishing a Business in Finland" and "Finnish Business Law" outline in detail all aspects of the regulatory and legal processes necessary for consideration by the foreign investor.

Address: <http://www.investinfinland.fi/>

France

Invest in France Agency/ North America

This is the French government agency for international investment for North America, in particular the United States, Canada, and Mexico. In addition to current reports on various industrial sectors such as the automotive and semiconductor industries, news items, and an annual report on U.S. and Canadian activity in France, this site offers numerous other features of interest. A U.S. and Canada company section provides lists to North American companies doing business in France by province and state. Another section describes in detail the nature of doing business in France from legal structures, to employment regulations, to financial assistance. Case studies of successful North American companies are also available.

Address: <http://www.ifana.org/>

Germany

Invest in Germany

This site is sponsored by the Office of the Federal Commissioner for Foreign Investment in Germany. It contains detailed descriptions of Germany's 16 states along with links to additional state specific sites, both government and private, which provide more elaboration on a given state's economic activities. The advantages that Germany brings to the marketplace are outlined in narrative and chart format. These advantages are described in terms of human resources, technological skills, and central geographic location in Europe, among others. Case studies and success stories support Germany's position. A section entitled "Infoguide" provides specific industry reports by state.

Address: <http://www.invest-in-germany.com/en/>

Greece

Elke - Hellenic Center for Investment

This site was established by the Greek government and the European Union to support foreign investment in Greece. It presents investment opportunities by industrial sector and by companies seeking cooperation or contact. Within the "Reasons to Invest" section, economic growth, infrastructure, human resources, access to markets, competitive costs, and Greek lifestyle are addressed. Greek investment law and investment zones in the country are documented. Business legislation as it affects labour law and company formation is analyzed. Maps of the various regions in Greece are also offered along with demographic and statistical snapshots of the regions.

Address: <http://www.elke.gr/elkeweb/static/who.htm>

Ireland

IDA Ireland

IDA, the Irish Investment and Development Agency, is responsible for securing and expanding investment from overseas in the manufacturing and international services sectors. This site offers a description of Ireland as an investment location of choice. It describes the country's economy, tax rates, labour force, competitive costs, and infrastructure. Profiles of many of the top companies located in Ireland are provided. Sector analyses of Ireland's top industries range from electronics to chemicals. Ireland's leading role as a telecommunication infrastructure leader is outlined along with the National Digital Park, a leading edge provider of broadband communication. Ireland's regions and towns are analyzed from the prospective of their investment potential. An extensive inventory of industrial parks located in Ireland, arranged by county, is also available.

Address: <http://www.ida.ie/home/>

Italy

Invest in Italy

Described as the official gateway to Italian business and trade, this site is composed of four major sections. A "General Information" section provides a country profile, regional descriptions with maps, and infrastructure specifics. The investor information portion of the site includes descriptions of Italian business entities, the tax system, and all aspects of labour relations within Italy. Under "Incentives" the various Italian state incentive programs are presented. Location opportunities and in particular economic development zones are dealt with in the fourth section entitled "Location Opportunities."

Address: <http://www.investinitaly.com/>

Luxembourg

Statec (Central Service for Statistics and Economic Studies)

This agency is responsible for both data collection and economic forecasting under the authority of Luxembourg's Minister of the Economy. The statistics gathered are consistent with other national statistical gathering agencies. Of particular interest, however, are two sections entitled "Luxembourg in figures" and "Luxembourg: an economic portrait." The former describes all aspects of the country in numerical format including international comparisons with her European neighbours. The latter deals with all manner of economic matters ranging from a history of economic growth, to an analysis of industrial sectors, to a description of trade services. Links are provided to other useful sites although not all of them are available in English.

Address: http://www.statec.lu/html_en/index.html

Netherlands

The Netherlands Foreign Trade Agency

This site provides comprehensive coverage of the Dutch economy and business environment. In addition to links to all government ministries and agencies, the most useful part of this site is the publications section. This section offers a current review of the Dutch economy, reviews of the various industrial sectors from food and beverages to metal products, and international comparisons of the Netherlands in statistical format. Factsheets also provide industry reviews in the form of short descriptive summaries.

Address: <http://www.hollandtrade.com/>

Norway

Nortrade

This site is the Norwegian Trade Council's guide to Norwegian business and industry. Norway is profiled in the news and information portion of the site which also contains sector studies and a doing business in Norway commentary. This portion of the site includes tourism in Norway as is a continually updated calendar of exhibitions, conferences, and trade fairs. An export directory is available which allows researchers to locate Norwegian export companies by sector or by company name. Links to other useful Norwegian entities are obtainable through the public services tab and the Norwegian Trade Council link itself.

Address: <http://www.nortrade.com/>

Portugal

Portugalinbusiness

This site is maintained by ICEP Portugal, a government agency promoting investment, trade, and tourism under the authority of the Ministry of Economy. Its main sections include sectorial information on products ranging from building materials to food and beverages, statistical information, and business opportunities. There is a heavy emphasis on statistical information throughout the site. Portugal's investment potential and business opportunities are discussed under sections entitled "Investing" and "Opportunities." Portugal herself is profiled under tabs entitled an identity card, a geographical portrait, and people and heritage.

Address: <http://www.portugalinbusiness.com/>

Spain

Investinspain

Spain's Ministry of Economy is responsible for this site. It provides general profile information about the country, an economic summary, and investment news in the form of PDF files of the newsletter Investment News in Spain. Guidelines for setting up businesses in Spain including the various legal forms available, incorporation, and other formalities before start-up are presented. In the links section access to regional agencies are provided along with a comprehensive Guide to Business. The Guide gives a fuller description of all aspects of the economy along with a detailed analysis of the commercial, tax, and labor regulations in force. Practical guidelines to doing business follow, along with investment incentives available, and useful addresses.

Address: <http://www.investinspain.org/>

Sweden

Invest In Sweden Agency

This site is an agency of the Ministry of Foreign Affairs dedicated to providing information and assistance for foreign investors. It offers a country profile under a "General Facts" section which includes key economic indicators. Sweden's competitive position in the global economy is sketched with a focus on innovation, new technology, and competence, particularly in the workforce. Sweden's 21 counties are profiled extensively using charts and graphs. Business sectors are analyzed and business opportunities outlined. Case studies of successful initiatives are provided along with links and contacts to many practical governmental and non-governmental organizations.

Address: <http://www.isa.se/index.htm>

Switzerland

Swiss Statistics (Swiss Federal Statistical Office)

The official site of the Swiss Federal Statistical Office contains a number of sub-sections of interest to the business researcher. Under "Key Data" Switzerland and the 26 cantons are profiled. A specialized section analyzes in detail population, geography, employment, national accounts, trade, and financial markets. Switzerland is compared to her European neighbours and several international countries including Canada in an international statistics section. Census information and current breaking news are also available at this location.

Address: <http://www.statistik.admin.ch/eindex.htm>

United Kingdom

Invest.UK

This site is the United Kingdom's investment agency covering the whole of the country with the mandate of assisting companies setting up or expanding their business operations. The benefits of investing in the UK along with key facts about why the UK should be viewed favourably in comparison to her neighbours are provided. These include manufacturing costs, software costs, and tax rates among others. UK industrial sectors are analyzed with appropriate case studies attached. Information sheets outlining government assistance, business entry requirements, and other matters of interest to prospective investors are available. UK regional descriptions, including those for Scotland, Wales, and Northern Ireland and nine other regions, are presented along with company case studies and useful links for each region.

Address: http://www.invest.uk.com/index_flash.cfm

WESTERN EUROPE REGIONAL

Infoexport (Europe)

This service is a sub-section of Infoexport (Canadian Trade Commissioner Service) which in turn is part of the Canadian Department of Foreign Affairs and International Trade. From the main site address noted below one can select from the site map reports and services by country. The Europe portion presently provides detailed information on 18 countries in Western Europe where Canada has Trade Commissioner Service offices. Reports on other countries of Western Europe are also available, but in a less structured format. Each country is analyzed in terms of its business climate and its dominant sectors. Links are provided to other important sites, both Canadian and of the country in question.

Address: <http://www.infoexport.gc.ca/>

INTERNATIONAL

CIA World Factbook

The Central Intelligence Agency's (CIA) Factbook has been a reliable source of international information since it was made available to the general public in 1975 and this tradition continues with its more recent availability via the Internet. It provides ready access to basic country profiles for every current country worldwide. Each country entry opens with a flag and map. There are also broader based regional reference maps which are useful for placing the individual country in its geographical context. A standard format is then followed with information for each country entry presented under the following headings: geography, people, government, economy, communications, transportation, military, and transnational issues. The information is presented in a concise fashion and is generally as current as can be expected; updates are made through the year as required for the Web version. The site has a number of very useful appendices; one deals with international abbreviations or acronyms and a second with international organizations and groups where membership and purpose are specified. Overall, the Factbook remains a solid source of basic information; however, in-depth analysis will have to be sought elsewhere.

Address: <http://www.odci.gov/cia/publications/factbook/index.html>

Export.gov (U.S. Government Export Portal)

This site is the U.S. Government's main online resource for U.S. companies engaged in exporting. It pulls together the information resources of 19 U.S. federal agencies. It provides export counseling and export promotion advice in the form of articles and frequently asked questions, as well as country and industry market research. The country and market research portion of the service is immense as it is drawn from all U.S. federal sources including embassies, consulates, and overseas offices in addition to traditional home services and programs. Although the site is clearly geared for the American audience, it can be utilized by the Canadian international business researcher.

Address: <http://www.export.gov/>

Exportall

Described as a one-stop source for export and international business information, this site will eventually provide information on over 200 countries. The product of two Dutch companies, Dutch Export Consultancy and Worldwide Info Search, the site is comprised of two directories. There is a general directory that provides access to broad-based business and industry Web sites and a country directory which provides specific information on that country's business, industry, facts and figures, government, politics, news, etc.

Address: <http://www.exportall.nl/index.html>

ExportSource (Team Canada Inc.)

Team Canada Inc. is a network of 21 federal government departments and agencies set up to help Canadian businesses in the international market place. It describes itself as Canada's most comprehensive source of export information and services. The site provides tools and guides to export preparation and exporting such as a "Step-by-Step Guide to Exporting" and a "RoadMap to Exporting." Regional export information is available by province or territory. Back issues of CanadExport, the trade newsletter of the Department of Foreign Affairs and International Trade are available online.

Address: <http://exportsource.ca/>

globalEDGE

This site was formerly known as International Business Resources on the WWW. It is still maintained by the Center for International Business Education and Research at Michigan State University (MSU-CIBER).

It now describes itself as a Web portal that connects international business professionals to resources on global business activities. One of the basic access points is by country with more than 190 countries covered in terms of their business climate, political structure, history, and statistical resources. There is also a directory of global resources which can be searched by keyword or accessed by categories of specific orientation and content. For example, the government category leads to entries for government sites which generate information through their respective agencies, ministries, and departments. One of the features of the site is a section entitled "Market Potential Indicators for Emerging Markets" where some 24 countries are ranked for their potential, using categories such as market size, market intensity, market consumption capacity, and market receptivity. This site receives high praise in the international business literature.

Address: <http://globaledge.msu.edu/ibrd/ibrd.asp>

Governments on the WWW

This site will be tremendously useful to any business researcher seeking government generated information from a particular country. As the site describes itself it is a comprehensive database of governmental institutions on the World Wide Web including parliaments, ministries, offices, law courts, embassies, city councils, public broadcasting corporations, central banks, multi-governmental institutions, etc. The thousands of entries are from more than 220 countries and are updated regularly. The sites are categorized and new entries are placed in a history section for viewing updates separately from the main listing.

Address: <http://www.gksoft.com/govt/>

Infoexport (Canadian Trade Commissioner Service)

A service of the Department of Foreign Affairs and International Trade, this site provides access to hundreds of sectoral market studies and country specific reports prepared by the 140 Canadian trade commissioner offices around the world. Although the site is intended for companies with export intentions, it is also suited for international business research. The site is searchable by keyword, but is easier to search by sector or country. As the site is intended for Canadians only, a free registration process is required. Links to other useful Canadian governmental sites are also provided.

Address: <http://www.infoexport.gc.ca/>

Library of Congress

A section of the Library of Congress site entitled "Portals to the World," accessible through a site map, provides access to hundreds of international business resources arranged by country. Every country in the world will be included by 2003. Each country is broken down by broad subject area and this includes a section entitled "Business, Commerce, and Industry." The business section then provides links to other sites relevant to business and that particular country. For example, for South Korea links are provided for the Bank of Korea, the Korea Development Institute, and the Korea Institute for International Economic Policy. A map of the respective country is also provided along with, in many cases, a corresponding country guide.

Address: <http://www.loc.gov/>

Manitoba Trade and Investment (MTI)

The Manitoba Trade and Investment Corporation is an agency of the provincial government with the mission of building the Manitoba economy through industry development, export, and investment marketing opportunities. One of its sub-sites entitled "Manitoba Export Services" offers programs and services for Manitoba businesses wishing to pursue international export opportunities. Various tools and guides on how to export are provided in conjunction with the federal government. Country market profiles are available which in turn utilize various links including federal government sites such as Strategis and Canadian embassies worldwide. Information is also provided on Manitoba's International Projects Initiative, which provides assistance to Manitoba companies seeking international exposure.

Address: <http://www.gov.mb.ca/itm/trade/index.html>

Organization for Economic Cooperation and Development (OECD)

The OECD, an international organization with the mandate of helping governments tackle economic, social, and governance challenges, currently has a membership of some 30 countries. A very useful section of this site is the "Economics Department" and in particular its "Economic Surveys." Approximately 18 surveys are published per year, of both member and non-member countries. For example an "Economic Survey of Japan" was published in late 2002 and the assessment and recommendations portion of the survey can be downloaded free of charge. Perhaps the most convenient way to use this site is via a member country search which makes available links to all OECD documents about that country. External links to additional non-OECD macroeconomic reports and data are provided for a number of countries. The OECD "Economic Outlook" section provides the latest forecast information and trends for member and major non-member countries for a two-year period. The statistics section is immense and very useful for raw data.

Address: <http://www.oecd.org>

Strategis

Strategis is Industry Canada's major initiative on the Internet providing business and consumer information for Canadians on the broad subjects of business, trade, and investment for both the domestic and international markets. The section on trade and investment leads to international business opportunities and in particular trade strategies for specific sectors, market research broken down by region and in turn by country, and various resources and services available from the government for exporting or importing. For example market research reports are available for every major country in the world. As an illustration Brazil's entry reveals some 30 items ranging from Brazil's international business practices to current economic trends and investment climate. Sector studies range from consumer products to biotechnology. The information provided is drawn from sources beyond Industry Canada and includes the United States Department of Commerce and the Central Intelligence Agency.

Address: <http://strategis.ic.gc.ca/engdoc/main.html>

VIBES: Virtual International Business & Economic Sources

This site, maintained at the J. Murrey Atkins Library at the University of North Carolina at Charlotte, provides links to over 1,600 sources of international business and economic information. A comprehensive section covers all parts of the world, a regional section covers a continent or specific region, and the national section covers individual nations. The comprehensive section is arranged in 18 broad subject categories from agricultural products to trade issues. VIBES does not include fee-based services or business directories and states that all the sources listed can be used free of charge.

Address: <http://libweb.uncc.edu/ref-bus/vibehome.htm>

World Bank Group

The World Bank site has a number of sections of potential use for international business researchers. Of particular note are the "Countries & Regions" and the "Data & Statistics" sections. The former provides a country or regional briefing along with tables of current economic indicators. The briefing includes commentary on the country's or region's economic development and current policy issues along with a description of active World Bank initiatives in the area. The "Data & Statistics" section uses official statistics derived from the national governments of its members. The data is available by country or country grouping, by topic, in quick reference tables, and in map format for world development indicators.

Address: <http://www.worldbank.org/>

World Trade Organization

The World Trade Organization (WTO) was established in 1995 succeeding the General Agreement on Tariffs and Trade (GATT). With 144 members it is the international organization dedicated to the rules of trade between nations. Its goal is to help producers of goods and services, exporters, and importers carry on their business. This site explains the WTO's scope of operations and in particular the legal agreements among countries known as the multilateral trading system. These agreements or contracts guarantee member countries rights and also bind countries to limit their trade policies. The dispute settling mechanism of the WTO is explained and flow charted. International trade statistics are available for downloading by region, by sector, or by product. Useful features include site links to the national statistical offices and to other major national sources of its member countries. Links are also available to other major international and regional organizations such as the World Bank, the International Monetary Fund (IMF), and the Organization for Economic Co-operation (OECD).

Address: <http://www.wto.org/>



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