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CONSULTANCY WORK ON BUSINESS INFORMATION
AND CONSULTANCY SERVICES

TF/HUN/90/904

HUNGARY

Technical report: Business information services of the
Hungarian Central Technical Library*

Prepared for the Government of Hungary
by the United Nations Industrial Development Organization

Based on the work of Brian Clifford, consultant on
business information and consultancy services

Backstopping Officer: J. Pavlik
Institutional Infrastructure Branch

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ABSTRACT

This report presents the details of a consultancy mission undertaken by Brian Clifford to OMK, Budapest, Hungary for the period 30 November 1992 to 4 December 1992. The aim of the mission was to:

"improve the business information activity of OMK and to establish its business consultancy activity for small and medium-sized companies in Hungary".

This task was accomplished through observation of the existing services and by discussion sessions with staff of OMK. The mission reviewed many of the practical issues involved with the establishment of a business information service including: a consideration of the types of information sources that were available, what types of information OMK should seek to collect, the types of services to be offered, pricing policy, marketing, staffing, costing, liability and copyright. Recommendations in this report address all these issues and they were agreed with the management of OMK at the end of the consultancy visit.

The report recommends the establishment of a business information service at OMK building upon the resources and expertise and reputation that already exists.

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INTRODUCTION

This is the report of the visit by Mr Brian Clifford to OMK in Budapest to advise on the improvement of business information activity of OMK and the establishment of a business information and consultancy service for small and medium-sized companies in Hungary. The consultant travelled to Budapest on 29 November 1992 and commenced work at OMK on 30 November, terminating on 4 December 1992. The consultant carried out 1.5 days of preparatory work in Manchester beforehand and a further 4 days on return. The brief for the visit was to:

" improve the business information activity of OMK and to establish its business consultancy activity for small and medium-sized companies in Hungary."

The detailed job description is given in Appendix 1.

The brief and the job description were discussed at a meeting with Dr Peter Szanto, Director OMK, on the first morning and a programme for the week was arranged. This programme, which is reproduced as Appendix 2, allowed for all the tasks in the brief to be considered. The programme was divided into half-day sessions which were organised to allow consideration of the types of business information sources that were available, what types of information OMK should collect, the types of services to be offered, pricing policy, marketing, staffing and costing.

It was agreed that it might not be possible to provide definite answers to all the questions posed in the brief but that the issues and questions which needed to be addressed in producing recommendations should be detailed. This was because conditions were not constant and so a firm decision made at the time of the visit might not be appropriate at a later date. The provision of guidelines and the identification of the key questions to be considered in formulating policy, was seen as more helpful and the consultant worked with staff of the OMK to produce these in the areas required. Details of these guidelines are given in the appropriate parts of this report. It is the view of the consultant that all the duties listed in the job description were satisfactorily undertaken.

This report should be considered in conjunction with that produced by Professor Collier and Ms Towlson who had visited OMK in 1991 to look at its organisation and structure. This earlier report made recommendations which led directly to the consultancy visit reported here. This report does not include any details about the structure and organisation of OMK as they were covered in great detail in the Collier/Towlson report. During the first morning of the current visit the consultant ascertained that the description of OMK as given in the earlier report was still true and the only aspects of the organisation and management which are referred to are those that had altered in the year since the previous report was compiled.

TYPES AND SOURCES OF BUSINESS INFORMATION

As a guide for the staff at OMK the consultant held a half-day seminar with 10 senior staff to detail the range of information sources that are typically used by business information services in the UK to answer business information enquiries. The typology listed below was prepared as a framework for the discussion. In the course of the discussion the staff indicated whether OMK already held this type of material, and if not, whether it should aim to collect it and whether there were other organisations within Hungary that could be relied upon to supply that information. The consultant then indicated whether there were any organisations outside Hungary that could assist in provision.

In devising the list of which types of sources should be collected, it was recognised that it would not be possible for OMK to collect all the different materials as this would be extremely costly, would require vast storage space and would also duplicate collections elsewhere. In deciding which materials to collect consideration was given to the importance of co-operation with other bodies.

TYPE OF MATERIALS

WHETHER TO BE COLLECTED

A) COMPANY INFORMATION

1- Basic Identification sources	
-telephone, fax, telex directories	Selectively
-Official company registers	Selectively
2- Company annual reports and accounts	Hungarian companies only
3-Sources of company accounts	
-printed sources such as Extel cards	Yes
-online/CD-Rom sources	Yes
4-Directories	
-local	No
-national	Yes
-international	Yes
5-News and comment	
-newspapers	Yes
-news magazines	Yes
-stockbrokers reports	No
-Compilations e.g. McCarthy cards	No
-Electronic sources such as Textline	Already available

B) INDUSTRY INFORMATION

1-Statistical compilations	Yes
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2-Industry directories	
-national	Yes
-international	Yes
3-Trade Magazines	
-national	None of these
-international	
4)-News and comment	
-see as for A5 above	As above
5)-Business opportunities	Yes
-EC Official Journal	Already available
-TED	Already available online

C) MARKET INFORMATION

1)-Statistical compilations	Yes
2)-Market research reports	
-national	These are very expensive and may be beyond the scope of OMK to purchase. It was agreed that a list of the main suppliers would be given. It was also possible to access some of this material online and via CD-ROM.
-multi-national	
3)-Market research abstracts	Yes
4)-Market research guides	Yes
5)-Market research journals	Yes but selectively as depending on markets which are likely to be interest to Hungarian companies, some of these already exist in stock.

D) PRODUCT INFORMATION

1)-Trade catalogues	No
2)-Company catalogues	No
3)-Exhibition catalogues	No
4)-Directories (See also A4 and B2)	See above

E) TECHNICAL INFORMATION

1)-Patents	No - this should be left to the Hungarian Patents Office.
2)-Standards	No - this should be left to the Hungarian Standards Office.

3)-Technical directories and guides

This area is the area in which OMK has considerable experience, expertise and holdings, and should be promoted as one of the strengths of the service.

F)LEGAL INFORMATION

1)-Basic guides/texts

Yes for Hungary and its main trading partners.

2)-Original documentation

No - this should be left to the Library in the Hungarian Parliament

G)TRADE STATISTICS

1)-Statistical compilations

Yes - some basic sources only

2)-Official sources

Yes - some basic sources from all these bodies.

-UN

-OECD

-Governmental

3)-Online via Tradstat

Already available and should be the main source for this type of data.

H)SOCIO-ECONOMIC STATISTICAL SOURCES

1)-National sources

These would already be in stock.

2)-Pan-National sources

Some titles would already be in stock but it was suggested that a few key titles should be included in the list of prospective purchases.

-Official bodies

-EC

-EFTA

-UN

-OECD

-ILO

I)ECONOMIC FORECASTS

1)-Official sources

Yes

2)-Academic sources

Yes

3)-Business sources

Yes

J)NEWSPAPERS AND BUSINESS MAGAZINES

Yes - These could be available in

paper copy or via online and CD-ROM products. Some of these are already in stock or accessible electronically.

K) GUIDES TO SOURCES

Yes

A list of these would enable the staff at OMK to identify other materials they might wish to collect.

Having identified those areas where it was felt that OMK should collect materials the consultant agreed to look again at the list of publications suggested by Collier and Towison and to amend this list in the light of these discussions. Staff at OMK asked if the revised list could take into account that Hungary's principle international trade links were with Austria and Germany and that sources for those countries should also be included in the revised list.

The full list of suggested sources is included in Appendix 4. The materials are arranged under the headings in the typology above. It was felt that this would be helpful for OMK staff in deciding what to purchase as it would give some indication of the type of sources being recommended.

ACQUISITION OF MATERIALS

A. Purchase of materials

The previous chapter listed some of the main types of printed information sources that the consultant felt would be necessary to ensure that the proposed Business Information Service was adequately stocked to meet the information needs of small and medium sized companies in Hungary. While at OMK the consultant was able to briefly examine some areas of the existing holdings of the library and, in doing so, was able to identify that some of these titles were already in stock. However, many of these were old editions and would not therefore be sufficiently up-to-date to meet user needs. It is essential to maintain a current set of directory material if a business information service is to be able to offer current and timely information to business customers who will, in all probability, use that data for commercial operations. This raises the whole issue of the liability in law of the business information service to provide accurate data and this is covered briefly in the section on services.

It is therefore recommended that OMK purchases as wide a range of business directories and sourcebooks as it can afford and that these should be updated annually so that the business information service can maintain its credibility with customers. It would be commercially unwise to rely upon out-of-date sources and so, even where existing copies of a title appear in the current stock of OMK, it is recommended that they be updated.

B. Budget

The cost of purchasing adequate, up-to-date materials for the business information service is estimated to be about £50,000 per annum (5,000,000 forints). This amount of money would be required on a regular basis as, as indicated above, new editions of titles will be needed each year. Where a title is not updated each year it may be possible to make some savings from this budget, but it should be remembered that, in this field, new titles are always in production and so it is recommended that this sum be set aside on an annual basis for the acquisition of new materials.

C. Electronic databases

Since it would not be possible for OMK to acquire such a comprehensive collection of information sources as to be able to answer all enquiries from its own collection it will be necessary to work with others to provide data. This would suggest that OMK works co-operatively with other organisations both in Hungary and elsewhere. This report makes no recommendations regarding the potential sources available in Hungary, as they will already be known to staff of OMK. The main group of foreign suppliers of data are the electronic database producers, using both online and CD-ROM products. The major suppliers of these services are already well known to the staff of the online section who offer access to as wide a range of services as many of the business information services in the United Kingdom. There are, however, one or two other suppliers of electronic data to which OMK may wish to gain access to widen its coverage and these are listed in Appendix 6.

D. Use of services overseas

For some types of data, particularly information from outside Hungary, it may not be possible to rely upon the purchase of data from either printed or electronic sources and it is therefore recommended that OMK establish links with other suppliers. There are many information brokers and suppliers across Europe and they could provide a valuable source of local data not available directly from Hungary. The most important suppliers, outside the commercial publishers already referred to are information brokers.

Information broking has emerged as a profession during the last fifteen years with many commercial and quasi-commercial groups being established to provide data on a fee paying basis. The major European information brokers have recently formed EIRENE, the European Information Brokers Network, to act as a professional association promoting information broking and as a network encouraging contacts between brokers in different countries. EIRENE has recently been welcomed as the information broking division of EIIA, The European Information Industry Association. The members of EIRENE use each other as local suppliers of information.

It is recommended that if OMK needs to access data from other European countries it should use the members of EIRENE. A copy of the 1992 Directory of EIRENE members was left with Dr Santos by the consultant. This includes indexes of expertise to enable OMK to choose the most appropriate broker to approach. When the business information service at OMK has been established it is recommended that it becomes a member of the EIRENE network. This would have the advantage of promoting its services to brokers across Europe and they may choose to use OMK, on a fee paying basis, when they need access to Hungarian data.

The EIRENE Secretariat can also be consulted for advice on which brokers to approach. The Secretariat is based at Manchester Business School, its full address being:

c/o Brian Clifford
EIRENE Secretary
Manchester Business School
Booth Street West
Manchester M15 6PB
United Kingdom
Tel +44 (0)61 275 6502
Fax +44 (0)61 275 6505

References to other directories of information brokers are included in the list of recommended purchases in Appendix 4.

SERVICES

The Consultant was asked to make recommendations as to the type of services that should be offered by a business information services based in OMK.

A. Services

- i. It is recommended that the main service to be offered by a business information service would be the provision of raw data from secondary sources such as directories, company reports and accounts, market research reports, journals and electronic databases. OMK should not be in the business of undertaking original research or marketing on behalf of clients and, unless specially trained staff were recruited it should not be in the business of interpreting the data in any way. The expertise of the staff at OMK is in the retrieval of information from printed and electronic sources and it is that which should be built upon. There is a danger in undertaking any interpretive work that an error could lead to the service being liable to claims for damages, this is covered in section two below. This service would therefore offer to answer one off enquiries for customers.
- ii. A regular monitoring service could be offered to clients needing a continuous update of material on a particular company, industry or market. This is most feasible using electronic databases where searches can be repeated on an agreed regular basis.
- iii. It is suggested that OMK, with its considerable publishing experience, should produce a series of introductory guides to business information. These would be of benefit to businesses within Hungary and would be a useful means of promoting the service.
- iv. Once the business information service is established staff from OMK could provide training courses for businessmen, information professionals and others to alert them to the different types of business information that is available and the different sources of that data. This would be building upon the existing expertise amongst staff of OMK as trainers in the field of online searching. Alerting and informing the business community of the importance of business information would be both beneficial to the development of the Hungarian economy and to the promotion of the services offered by OMK.

When the business information service has been in existence for some time it might be possible to add other services, but it is the consultants recommendation that focusing on these few areas and developing a known expertise in them should be the first aim.

B. Legal issues

There are two legal issues which must be considered before OMK establish a business information service. These relate to legal liability and copyright. While the consultant is unfamiliar with the legal position within Hungary concerning these issues, it is essential that advice is taken to ensure that the services offered by OMK do not infringe upon the law. Within the European Community and the United Kingdom charging for information brings with it responsibilities to ensure that the data provided is accurate and that all due care has been taken in giving the correct answer to a question. If a client acts upon the data provided and this results in a commercial loss he or she may seek redress against the supplier of the data.

In the United Kingdom, which is where the consultant has the most experience, many information services purchase insurance cover to indemnify them against charges of this sort. A business information service can mitigate the likelihood of being sued by an unhappy customer by the inclusion of a disclaimer in its terms and conditions of service and OMK would be recommended to draw up a set of terms and conditions which it makes available to all its clients.

Copyright clearance may also be an issue which OMK needs to be aware of in providing data to clients, both for printed and electronic products. Some of the suppliers of electronic data include clauses in their contracts which exclude the passing on of data to third parties for a fee and they require brokers to sign special agreements before allowing this. It is recommended that before offering material from electronic databases to fee paying clients that OMK reviews all its existing contracts to ensure that it would not be breaking the terms of those contracts.

Publishers of printed business information sources, particularly suppliers of market research data are particularly concerned to limit the amount of photocopying of their materials and again it is recommended that OMK reviews contracts with publishers and the text of copyright exclusion clauses in published sources to ensure that copying is permitted. It is the experience of the consultant that these suppliers are particularly keen to limit their losses by copying and have targeted information brokers. They will usually allow copying but may require a small royalty charge in payment.

These issues may not be of such importance within Hungary but OMK should be aware of the terms set down by international suppliers which may restrict what information can be made available to commercial clients.

Copies of the terms and conditions and photocopying regulations for the Manchester Business School's Business Information Service are included as Appendices 7 and 8 as examples of the type of agreements which need to be specified to the service's users.

PRICING

The discussions on pricing policy revolved around three main questions;

- What are the aims of the service?
- What are the costs associated with providing that service?
- What proportion of those costs does the service wish to or need to recover?

While these are the three main questions to be answered in developing a pricing policy there are a number of subsidiary questions which must be considered by any organisation. These include;

- What business is it in?
- What is it trying to achieve?
- Who are the customers it is aiming at?
- What is known about the ability and willingness of the market to pay?
-
- What needs is it trying to satisfy?
- Should it focus on a particular market segment?
- Should it offer differential pricing policies to different groups?
- Should it offer differential pricing policies for different services?

Some of these are also relevant to the discussion of marketing in the next chapter.

While it is possible to create an overall pricing plan for the business information service there may be some aspects of the service that would be charged for at different rates. For example, a major piece of desk research or an online database search may be charged for in such a way as to recover the full costs of the service provided, while the answering of quick simple reference enquiries, using traditional sources, may be provided free of charge.

This is the approach adopted by a number of the business information services in the United Kingdom, where very quick enquiries are, to use the supermarketing jargon, regarded as loss leaders. The customer is given it free of charge in the hope that when he or she requires more in-depth work they will come back to that service. There is also the vital consideration of the cost of generating and processing an invoice, it is simply not cost effective to bill separately for every single enquiry undertaken.

It is possible to avoid the need for billing for individual enquiries by the use of pre-paid accounts. The client agrees to pay a lump sum payment in advance and the costs of the enquiries are charged against this. When the credit on the account has been used up the customer is billed for another block of staff time. This approach allows for the charging of all enquiries as individual bills are not required, although some records will be necessary to convince the client that he/she is getting value for money. A pre-paid credit system does allow for some discounts to be offered as the money received in advance can be earning interest for the business information service. It is the experience of fee charging information providers in the United Kingdom that it may be necessary to offer a range of different pricing and paying options to meet the individual needs of different types of customers. At Manchester Business School, for example, some flexibility has recently been made to these

policies to help small and medium sized companies, who need access to data for commercial survival, to spread their costs over longer periods.

The aim of the service would be to provide information services for small and medium sized companies which would aid them in their development. The Business Information Service would, as an agency of Government, be providing a service for the economic revitalisation of the economy and as such it may not have to recover all its costs.

The direct and overhead costs of supplying the service were listed;

Direct Costs

- Staffing
- Use of commercial services such as online to answer enquiries
- Brochures, promotional literature and marketing costs
- Postage, telephones
- Training
- subcontracting costs (i.e.

Overhead costs

- Use of the printed resources held in OMK
- Heating, lighting etc
- office space

During the discussion staff at OMK reported that in August 1992 a directive had been issued by the Hungarian Finance Minister that no state funded body should earn more than 20% of its income from external sources. This directive was part of the privatisation process currently under way in Hungary and was designed to encourage the selling off of profitable state activities to public companies. OMK has traditionally earned considerable more than 20% from two successful publishing ventures. Following the ruling these are to be moved outside OMK into two separate companies.

As a result of the ruling the requirements upon OMK to earn money have changed, and this provides the framework within which the pricing policy could be set. It should also be remembered that, as all established brokers in the United Kingdom will testify, business information services are not major money spinners and profits are not easy to make. Many UK services have aims other than pure money making, such as the promotion of small companies.

The discussion of pricing policy held with the staff of OMK concluded that the service should aim to recover all direct costs, other than those associated with the employment of staff for all major work, but that it should offer simple quick enquiries free of charge.

It should be noted that this proposal related to the situation current at the time of their visit but, as a state funded body subject to changes in policy decisions elsewhere, the framework within which OMK operates may change necessitating a review of this recommendation.

Details of some publications which address the issue of pricing and charging for information are included in Appendix 5.

MARKETING

The discussion with staff of OMK concerning marketing looked at the different approaches adopted by various agencies within the UK and their relevance and feasibility in the Hungarian context. In devising a marketing plan there are a number of key questions which must be addressed. These are:

- What business are you in?
- Who are your customers?
- What are you trying to sell?
- What is your area of expertise?
- What are the products?
- What are the markets for these products?

There is a general problem of selling 'information' particularly in situations where it has traditionally been free. Selling and marketing the idea of business information is difficult in the abstract and so it is essential to focus on issues which may be of concern to the businessman. Marketing linked to current issues is a useful way forward. For example, with the move to a single European market across the European Community as from January 1993 there is the opportunity of promoting how a service could provide assistance and information to aid small businesses cope with the new demands and opportunities which will exist.

A. Suggested means of marketing a Business Information Service

- i. Brochures for the service should be prepared.
The more professional the appearance of the brochure the more likely it is to be taken seriously by the recipient. It is suggested that the service produces a brief glossy general brochure covering the whole range of services offered which can be sent as an initial introduction and that more detailed leaflets or inserts be prepared for particular aspects of the service, e.g. Electronic databases.
- ii. Mailshots to prospective clients.
This has the advantage of being relatively cheap but responses to 'cold mailings' are traditionally very low, unless the sender has a particular product geared to a particular sector or grouping. It is suggested that any general brochure is accompanied by a letter drafted to meet the specific needs of the particular person receiving it. It is therefore recommended that mailshots should be segmented by industry and different sectors should be targeted. Should the response be larger than expected, then focusing on a limited number of targets in a specific sector would be easier to handle than a broad, open mailshot to a wider range of sectors.
- iii. Advertising
The placing of advertisements in suitable magazines and journals is recommended as is the inclusion of short articles about the service. A recent short article promoting the Manchester Business School Business Information Service resulted in over 30 enquiries about the service and a number of new corporate subscriptions. The use of such sources of promotion should not be neglected, but care needs to be taken to

ensure that the money is well spent.

iv. Exhibitions

The taking of space at exhibitions and conferences provides an opportunity for the service to be promoted directly to potential customers. Display boards can be designed to detail the services offered and the brochures referred to above can be distributed. The ability to offer a demonstration of the services available will ensure that the exhibition makes a greater impact. This can be achieved by taking along a database system which can be demonstrated, CD-ROM technology is particularly convenient for this or alternatively staff can offer to answer enquiries from visitors within an agreed period of time. For example, staff of one Business Information Service in the UK agreed to provide answers to questions or problems within a 48 hour period. These approaches are probably ideal for the second stage of marketing when the service has been operating for a period of time and after the staff are fully trained.

v. Contacts via other agencies and bodies

The use of other agencies to promote your services is a highly cost effective means of marketing. At Manchester Business School, for example, arrangements have been reached with a number of local Training and Enterprise Councils and Chambers of Commerce under which simple enquiries are handled by the body concerned but complex and more detailed enquiries are passed to MBS for answering on a fee paying basis. The agency acts as a backup to the work of other bodies and it is the other bodies that are concerned with the promotional and marketing activities. Following this model, OMK should be seen as the major national resource and other organisations throughout Hungary should feed their complex enquiries to it.

The development of suitable high quality promotional materials will require an initial investment of both time and money and a budget for this should be established.

TRAINING

The successful running of a business information service requires staff with experience of both business information sources and an understanding of the nature of business. Currently staff at OMK do not have the full range of skills required to operate a comprehensive service. There is considerable expertise of electronic business databases within the online section, where many of their existing enquiries are from businesses. During discussion it was suggested that one way to gain the necessary expertise would be for a member of staff from OMK to be based within a business information service in the UK for a period of up to one month in order to become familiar with the types and nature of business information enquiries and the sources available. It is suggested that this placement should be with one of the UK based services which offers a full range of services and which would be large enough to accommodate a member of OMK's staff.

Suggested names are listed below:

Manchester Business School
Business Information Service
Booth Street West
Manchester
M15 6PB

Contact: Brian Clifford, Manager

Information in Business
Kimberlin Library
De Montfort University
PO Box 143
Leicester
LE1 9BH

Contact: Kaye Towlson, Senior Information Consultant

London Business School
Business Information Service
Sussex Place
Regents Park
London
NW1 4SA

Contact: Julie Scott, Information Services Manager

University of Warwick
Business Information Service
University of Warwick Library
Gibbet Hill Road
Coventry
CV4 7AL
Contact: Marcus Woolley, Manager

The Consultant's lecture on the consultancy and information services available to small and medium sized companies in the UK highlighted the wide range of interlinked service providers. The Director of OMK and his senior staff have undertaken a study tour of the main UK business information providers, the majority of which are based upon library services. They have not had the opportunity to see any of the services provided by agencies such as Chambers of Commerce, local economic development bodies or the Training and Enterprise Councils.

It is suggested that a further study tour of a wider range of business information and consultancy service providers would be helpful to alert the management of OMK to the diversity of approaches that are possible. This could be fed back, not only into the services established in OMK but also to other organisations within Hungary with an interest in assisting small and medium sized companies. A suggested list of agencies is given below.

In addition to these, it is suggested that any study tour includes a visit to a One-Stop-Shop. These bodies are a recent development initiated in December 1992 by the Government as a means of co-ordinating the provision of services to small and medium sized companies in the UK. As was demonstrated in the lecture there are a wide range of providers both government funded and commercial bodies offering assistance, information and advice to small companies. The Government has decided that this proliferation of agencies is too complex and business may be confused as to which one to approach for particular assistance. The Government has therefore launched a competition for the creation of 15 experimental On-Stop-Shops which will be given a co-ordinating role within particular locations. They will be based within an existing Training and Enterprise Council with a remit to involve all other relevant local agencies. The first of these One-Stop-Shops are to be established in Spring 1993 and they would provide a model which may be relevant to the Hungarian situation. The two TECs listed below are both into the final rounds of bids for these One-Stop-Shop projects.

Chambers of Commerce

- The Norwich and Norfolk Chamber of Commerce and Industry
112 Barrack Road
Norwich
Norfolk
NR3 1UB
Fiona Henderson
Head of Information Services

- Manchester Chamber of Commerce and Industry
Churchgate House
Oxford Road
Manchester
M1
Mrs Susan Way, Head of Information Services

Training and Enterprise Councils

- South and East Cheshire TEC
P.O. Box 37
Dalton Way
Middlewich
CW10 0HO
Ms Charlotte Cauldwell, Information Officer
- Manchester TEC
Boulton House
17-21 Chorlton Street
Manchester
M1 3AY
Ms Janet Rowe

Local Government Bodies

- Lancashire Enterprises and Innovation Centre
Enterprise House
17 Ribblesdale Place
Winckley Square
Preston
PR1 3NA
Mr Peter Wynne, Information Manager

These organisations are indicative of the range of services which may be included on a tour. Further names and addresses could be provided if this proposal is accepted.

RECOMMENDATIONS

These recommendations are designed to allow OMK to create a Business Information service which would meet the needs of small and medium sized companies in Hungary. This summary pulls together the main themes of the recommendations within the report. The full details of specific recommendations are given in the appropriate sections above.

- * OMK should establish a separate service within its building to provide business information to commercial organisations and that the services to be offered should be based upon the provision of raw data to companies using both printed and electronic databases. It is recommended that the service does not undertake any interpretation of data unless fully qualified staff are recruited.
- * OMK should purchase some essential business information sources which would complement its existing stock and enable it to provide a broad range of services.
- * That OMK should not attempt to be comprehensive in its coverage, this would be both expensive and would duplicate resources held elsewhere. It should aim to collect materials within the areas specified in the chapter 2 and from the titles listed in Appendix 4. OMK should identify other bodies, both within Hungary and overseas that it can co-operative with in the provision of information, including members of the EIRENE network.
- * That an annual budget of 5,000,000 forints be set aside for the purchase of up-to-date reference sources for the business information service.
- * The experience and expertise of the online staff at OMK should be utilised as part of the Business Information Service as efficient use of electronic sources is a key resource in any such service.
- * The services offered should be priced so as to recover all direct costs excluding staffing and the cost of office accommodation.
- * The online facilities of OMK are already very well developed but the addition of a few extra online and CD titles would put it on a par with some the best UK services.
- * The existing staff at OMK, other than those in the online section, do not have a great deal of experience in handling enquiries from commercial organisations. It is suggested that a training programme is established which would allow staff to gather greater, in-depth experience, including a period of time working in the UK with one or more services. Details of a training programme are included in the report.
- * To date staff at OMK have only had the opportunity of seeing how library based information services operate in the UK. These are only part of a wider range of co-operating services designed to meet the information and developmental needs of small and medium sized companies. It would be helpful in planning services if senior staff at OMK could

undertake a study visit to a wider range of service providers. Details of a suggested itinerary are included in the report.

- * OMK should investigate the legal position regarding copyright and liability and ensure that the new service is protected against claims from publishers and customers.

CONCLUSIONS

The week long consultancy at OMK afforded the opportunity for the Director and his staff to discuss the many practical issues involved in the establishment of a business information service. Discussions covered the topics of marketing, pricing, costings, staffing, types of services to be offered and the types of materials to be collected. In addition, the consultant delivered a lecture to staff of OMIKK and to representatives of other organisations with an interest in business information provision, on the range of information and consultancy services available to small and medium-sized firms in the UK. It was agreed that, on return to the UK, the consultant would write up this lecture as a paper for inclusion in the Hungarian library journal edited by Peter Szanto, so that it could have a wider readership.

As was made clear by the SWOT analysis undertaken by Collier and Towison, the Hungarian Central Technical Library is well placed to act as the focus for the provision of a business information service to small and medium sized companies in Hungary. It also became clear during the visit that there was support at Ministerial level for the development of such services and a working party had been established which was to move these ideas forward. It is hoped that the recommendations made by the consultant both while in Hungary and within this report, will provide a framework within which a Business Information Service at OMK could be developed.

APPENDIX 1

JOB DESCRIPTION

TF/HUN/90/904/11-54/J12101

- Post Title:** Consultant on Business Information and Consultancy Services.
- Duration:** 1 week
- Date required:** October or November 1992
- Duty station:** Budapest
- Purpose of visit:** To improve the business information activity of OMK and establish its business consultancy activity for small and medium-sized companies in Hungary.
- Duties:**
- a) Specification of the most important documents to be acquired - on the basis of Prof Collier's recommendations.
 - b) recommendations on the type of services to be provided
 - c) recommendations on pricing policy
 - d) recommendations on what information services in the U.K. would be useful to rely upon (name of institutions and specification of services)
 - e) recommendations on the marketing policy with special regard to the demands of SME
 - f) estimation of the costs involved (acquisition, technical development, personnel etc.)
 - g) lecture on business information services provided in the U.K. for SMEs in the field of business information
 - h) lecture on business consultancy services provided in the U.K. for SMEs
 - i) preparation of a final report summarizing the recommendations specified above.

APPENDIX 2

PROGRAMME OF CONSULTANCY ACTIVITIES

Monday November 30th

Morning Discussion of the consultancy programme and the plan for the week with Peter Szanto, Director OMK. This included an overview of the Hungarian business information scene and developments that had taken place since the Collier/Towison consultancy.

Afternoon Tour of the Library

Analysis of the day's activities

Tuesday December 1st

Morning Seminar with staff from OMK and OMIKK on the different types of business information and the sources available.

Afternoon Welcome by Dr Peter Horvath, Director General of the National Technical Information Centre and a discussion of the aims of the consultancy.

Discussion with OMK staff as to which of the types of material reviewed in the morning should be collected in OMK, what alternative sources were available in Hungary and elsewhere

Wednesday December 2nd

All day Discussions with staff of the Computerised Information Retrieval Service on the use of electronic databases in business information provision, covering issues such as which services are used, costing, and marketing.

Thursday December 3rd

Morning Discussion on the types of services that the proposed business information service should offer.

Afternoon Lecture to staff of OMK, OMIKK and invited guests from other institutions on the provision of information, consultancy and advise services to small and medium sized companies in the UK.

Friday December 4th

Morning Discussion on marketing, staffing and training

Afternoon Review of the consultancy exercise with Dr P. Szanto.

APPENDIX 3

STAFF OF OMK INVOLVED IN THE CONSULTANCY

Mr P. Szanto	Director OMK
Mr P. Roboz	Head of Computerised Information Retrieval Services
Mr G. Valas	Senior Information Specialist
Ms E. Pjeczka	Senior Information Specialist
Mrs E. Pjeczka	Senior Officer
Mrs J. Bayer	Senior Officer
Mrs F. Abraham	Deputy Head of Department OMIKK
Mrs Barany	Group Leader
Ms A. Csubak	Head of Translation Section OMIKK
Mrs E. Der	Head of Department OMIKK
Mrs E. Haraszthy	Head of Department OMIKK
Ms K. Proksa	Clerk

APPENDIX 4

LIST OF BUSINESS INFORMATION SOURCES
RECOMMENDED FOR ACQUISITION

The items in this list, which is a revised and expanded version of the list provided in the Collier/Towson report, are arranged under the headings in Chapter ??? 'Types and Sources of Business Information'. It should be noted that the prices quoted are for individual subscriptions or purchases but bulk discounts and special packages of publications can be arranged with many of the publishers.

COMPANY INFORMATION***1. Basic Identification Sources***

EUROPAGES 8th ed.
Paris, France, Euredit S.A., 1991
Ffr 435.60

JAEGER & WALDMAN TELEFAX INTERNATIONAL
Darmstadt, Germany, Jaeger & Waldman, 1993
DM 335.00

4. Directories

ABC DER DEUTSCHEN WIRTSCHAFT
Darmstadt, Germany, ABC der Deutschen Wirtschaft 1991/92

ASIA'S 7,500 LARGEST COMPANIES 5th ed.
London, ELC International, 1990
£125.00
ISBN 0948058471

AUSTRIAN EXPORT DIRECTORY
Vienna, Herold, 1991

AUSTRIA'S 10,000 LARGEST COMPANIES, 1991
London, Dun and Bradstreet
£215.00

BRITISH BUSINESS RANKINGS

High Wycombe, Dun & Bradstreet, 1991

£120.00

ISBN 0900625945

BUSINESS DIRECTORY OF HONG KONG 15th ed.

Hong Kong, Current publications, 1992

US\$ 150.00

CZECHOSLOVAKIA'S 4000 LARGEST BUSINESS ENTERPRISES

High Wycombe, Dun and Bradstreet, 1991

£125.00

ISBN 0900625686

DIRECTORY OF BRITISH IMPORTERS 6th ed.

Sponsored by British Importers Federation

Berkhamstead, Trade Research Publications, 1987

£75.00

ISBN 0904783235

DUNS ASIA/PACIFIC KEY BUSINESS ENTERPRISES

Murray Hill, N.J., Dun and Bradstreet, 1990

£249.00

ISBN 0929277465

DUNS EUROPA (3 VOLUMES)

Murray Hill, N.J., Dun and Bradstreet, 1990

£369.00

ISBN 1872404073

EASTERN EUROPEAN BUSINESS DIRECTORY

Andover, Gale Research, 1991

£185.00

ISBN 0810384019

FIRMENBUCH OESTREICH 46th

Vienna, Jupiter, 1993

AS3,600

HAMBRO COMPANY GUIDE

Edited by Jill Meiring

London, Hemmington Scott, 1991

£89.50

ISSN 01442015

HAMBRO PERFORMANCE RANKINGS

Edited by Jill Meiring

London, Hemmington Scott, 1991

£135.00

ISSN 09545565

HANDBUCH DER DEUTSCHEN AKTIENGESELLSCHAFTEN

Darmstadt, Hoppenstedt, 1992

DM 1990

ISSN 0938 2941

HANDBUCH DER GROSSUNTERNEHMEN

Darmstadt, Hoppenstedt, 1992

DM670

ISBN 3820302484

HOPPENSTEDT AKTIENANALYSEN

Darmstadt, Hoppenstedt, 1992

DM 6400

**INDUSTRIAL PERFORMANCE ANALYSIS: A FINANCIAL ANALYSIS OF UK
INDUSTRY AND COMMERCE**

Hampton, Middlesex, ICC Business Publications, 1990

ISSN 0262 3684

ISBN 1853197378

KEY BRITISH ENTERPRISES: BRITAIN'S TOP 5000 COMPANIES

High Wycombe, Dun and Bradstreet, 1991

£399.00

ISBN 0900625155

KOMPASS REGISTER AUSTRIA 1st ed.

East Grinstead, Kompass, Reed Information Services, 1992

£195.00

KOMPASS REGISTER AUSTRALIA 22nd ed.

East Grinstead, Kompass, Reed Information Services, 1992

£240.00

KOMPASS REGISTER BELGIUM 30th ed.

East Grinstead, Kompass, Reed Information Services, 1992

£200.00

KOMPASS REGISTER BULGARIA 1st ed.

East Grinstead, Kompass, Reed Information Services, 1992

£140.00

KOMPASS REGISTER CANADA 2nd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£220.00

KOMPASS REGISTER CZECHOSLOVAKIA 1st ed.

East Grinstead, Kompass, Reed Information Services, 1991/92
£200.00

KOMPASS REGISTER DENMARK 32nd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£190.00

KOMPASS REGISTER FINLAND 3rd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£190.00

KOMPASS REGISTER FRANCE 59th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£240.00

KOMPASS REGISTER GERMANY 20th ed.

East Grinstead, Kompass, Reed Information Services, 1992/93
£240.00

KOMPASS REGISTER GREECE 27th ed.

East Grinstead, Kompass, Reed Information Services, 1992/93
£160.00

KOMPASS REGISTER HOLLAND 28th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£200.00

KOMPASS REGISTER HUNGARY 2nd ed.

East Grinstead, Kompass, Reed Information Services, 1991
£120.00

KOMPASS REGISTER ICELAND 5th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£80.00

KOMPASS REGISTER IRELAND 5th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£150.00

KOMPASS REGISTER ITALY 30th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£240.00

KOMPASS REGISTER JAPAN 1st ed.

East Grinstead, Kompass, Reed Information Services, 1992
£320.00

KOMPASS REGISTER LUXEMBOURG 13th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£120.00

KOMPASS REGISTER NEW ZEALAND 1st ed.

East Grinstead, Kompass, Reed Information Services, 1991
£170.00

KOMPASS REGISTER NORWAY 23rd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£170.00

KOMPASS REGISTER POLAND 2nd ed.

East Grinstead, Kompass, Reed Information Services, 1992/93
£170.00

KOMPASS REGISTER PORTUGAL 1st ed.

East Grinstead, Kompass, Reed Information Services, 1992
£140.00

KOMPASS REGISTER SLOVENIA 1st ed.

East Grinstead, Kompass, Reed Information Services, Due 1993
£?

KOMPASS REGISTER SPAIN 22nd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£200.00

KOMPASS REGISTER SWEDEN 25th ed.

East Grinstead, Kompass, Reed Information Services, 1992
£170.00

KOMPASS REGISTER SWITZERLAND 42nd ed.

East Grinstead, Kompass, Reed Information Services, 1992
£180.00

KOMPASS REGISTER UK 30th ed.

East Grinstead, Reed Information Services, 1992
£350.00
ISBN 086281820

(5 volumes; includes UK Trade Names, previously published separately)

KOMPASS REGISTER YUGOSLAVIA 2nd ed.
East Grinstead, Kompass, Reed Information Services, 1991
£175.00

Many of the Kompass files for Western Europe are now available on the EKOD database and could therefore be accessed online. It may not be necessary to purchase all of these directories, although Reed Information Services offer discounts for purchase of blocks of titles. For example there are substantial discounts for purchase of all the Directories for the European Community countries.

McMILLANS UNQUOTED COMPANIES
Basingstoke, Hants., Macmillan Publishers, 1992
£275.00
ISBN 0333564014

**MAJOR BUSINESS ORGANISATIONS OF EASTERN EUROPE AND THE
COMMONWEALTH OF INDEPENDENT STATES**
Boston, Graham & Trotman, 1992

OSTERREICH 2000
Darmstadt, Hoppenstedt, 1992

TIMES 1000
Edited by Margaret Allen
London, Times Books Ltd., 1991
£27.50
ISBN 0723003556

INDUSTRY INFORMATION

1. Statistical compilations

EUROP PRODUCTION: THE UNIVERSAL REGISTER OF EUROPEAN EXPORTS
31st ed.(2 volumes)
Darmstadt, Germany, Europ Export Publications, 1990
ISBN 3872080202

2. Industry Directories

BANKERS ALMANAC, 147th ed.
East Grinstead Reed Information Services Ltd., 1991
£170.00

COMPUTER USERS YEARBOOK 2nd ed.

Edited by Allan wood
London, V.N.U.Publications, 1991
£120.00
0862711193

DIRECTORY OF EUROPEAN RETAILERS 16th ed.

Edited by Karen Rasmussen
London, Newman Books Ltd., 1990
£98.00
ISBN 0707969514

DIRECTORY OF BRITISH ASSOCIATIONS AND ASSOCS 10th ed.

Edited by G P Henderson and S P A Henderson; research editor,
Margaret Underwood Beckenham, CBD research, 1990
£90.00
ISBN 0900246537

DIRECTORY OF EUROPEAN INDUSTRIAL AND TRADE ASSOCIATIONS 6th ed.

Beckenham, CBD Research Ltd 1992
£275.00
ISBN 0810396742

EUROPEAN DIRECTORY OF TRADE AND BUSINESS ASSOCIATIONS

London, Euromonitor, 1990
£160.00
ISBN 0863383254

MARKET INFORMATION***1. Statistical compilations*****CONSUMER EUROPE 9th ed.**

London, Euromonitor, 1993
£415.00
ISBN 0863384366

EUROPEAN CONSUMER LIFESTYLES 1985-1995

London, Euromonitor
£450
ISBN 0863383777

EUROPEAN MARKET INFORMATION DATABASE

London Euromonitor, 1993

£975

ISBN 0863384692

EUROPEAN MARKETING DATA AND STATISTICS 28th ed

London, Euromonitor, 1993

£150

ISBN 0863384579

MARKETING POCKET BOOK 20th ed.

Edited by M J Waterson

London, Advertising Association, 1991

£12.50

ISBN 1870562550

PANORAMA OF EC INDUSTRY

Luxembourg, EC Official Publications, 1991

£70.00

2. Market Research Reports

There are a very wide range of market research report series produced for European markets. Unfortunately many of these are very expensive and are beyond the ability of most library based information services to buy. Listed below are the names of some the publishers who produce market research report series. These are from the less expensive end of the range and in many cases they are willing to enter arrangements offering high discounts for bulk purchase of titles.

DATAMONITOR

Datamonitor, 106 Baker Street, London, W1M 1LA

Mainly UK based with specialisms in consumer and financial service sectors.

ECONOMIST INTELLIGENCE UNIT SPECIAL REPORTS

The Economist Intelligence Unit, 40 Duke Street, London, W1A 1DW

Now part of Business International their special reports have become more pan European in their coverage. They have strengths in retailing, motor vehicles, tourism, energy, construction and financial services.

EUROMONITOR SPECIAL REPORTS

Euromonitor Publications, 87-88 Turnmill Street, London, EC1M 5QU

There regular market surveys covers 15 major European markets in the major Western European economies.

ICC KEYNOTE REPORTS

Keynote Publications, Field House, 72 Oldfield Road, Hampton, Middlesex

200 titles in the series covering different UK industrial sectors.

MSI REPORTS

Marketing Strategies for Industry, Heathmans House, 19 Heathmans Road, Parsons Green, London, SW6 4TT.

Until recently they have focused predominantly on UK consumer markets but are now expanding coverage of Western European consumer and industrial markets.

4. Market Research Guides**EUROPEAN DIRECTORY OF MARKETING INFORMATION SOURCES 2nd ed.**

London, Euromonitor, 1991

£120.00

ISBN 0863384005

MARKET INFORMATION

Headland, Headland Press, 1992

ISBN 0906889316

MARKET RESEARCH: A GUIDE TO BRITISH LIBRARY HOLDINGS

Wetherby, British Library Document Supply Centre, 1991

£25.00

ISBN 0712307648

5. Market Research Journals**BUSINESS EUROPE**

London, Economist Intelligence Unit

£650 (Weekly)

EASTERN EUROPEAN INDUSTRIAL MONITORING SERVICE

London, Economist Intelligence Unit

£495 (monthly)

EUROPEAN ACCESS

Cambridge, Chadwyck Healey

(Monthly)

EUROPEAN BUSINESS INTELLIGENCE BRIEFING

Cleveland, Headland Press

£155 per annum (Monthly)

ISSN 0957-0039

EUROPEAN MOTOR BUSINESS

London, Economist Intelligence Unit

£450 per annum (Quarterly)

EUROPEAN RETAIL

London, Economist Intelligence Unit
£375 (24 per year)

EUROPEAN RESEARCH

Shipley, European Research Press
£49 per annum (Twice monthly)

EUROPEAN RETAIL

London, Euromonitor
£375 (Monthly)

EUROPEAN TRENDS

London, Economist Intelligence Unit
£195 per annum (Quarterly)

MARKET RESEARCH EUROPE

London, Euromonitor
£445 (Monthly)
ISSN 0308 3446

MARKET RESEARCH GREAT BRITAIN

London, Euromonitor
£405 (Monthly)
ISSN 0308 3447

MARKETING IN EUROPE

London, Euromonitor
£560 (Monthly)

RETAIL MONITOR INTERNATIONAL

London, Euromonitor
£365 (Monthly)
ISSN 0925 9594

PRODUCT INFORMATION***4 Directories***

SELL'S PRODUCTS AND SERVICES DIRECTORY 1991/2 106th ed.
Epsom, Sells Publications, 1991
ISBN 85499517X

THOMAS REGISTER OF AMERICAN MANUFACTURERS

London, Thomas Publications 1990
£295.00

NEWSPAPERS AND BUSINESS MAGAZINES***1. Newspapers***

Corriere Della Sera
Frankfurter Allgemeine Zeitung
The Financial Times
Le Monde
El Pais
The Nikkei Weekly
Wall Street Journal Europe

2. Magazines

The Economist
London, The Economist
£88, Weekly

El Economista
Madrid, Rafael Gimenez Morron
Weekly

Far Eastern Economic Review
Hong Kong, Dow Jones & Co
US\$159.00, Weekly

Fortune
New York, Time Inc
ISSN 0738 5587

Harvard Business Review
Boston, Harvard Business Review
US\$145, bi-monthly

International Business Week
New York, McGraw Hill
£60.00, Weekly
ISSN 0007 7136

Investors Chronicle
London, Financial Times Group
£92.00, Weekly

le Nouvelle Economiste
Paris, le Nouvel Economiste
Ffr 550, Weekly

Swiss Business
Zurich, SHZ Publications
SFr 47.00, Monthly

Wirtschaftswoche
Dusseldorf, Wirtschaftswoche
ISSN 0042 8582

GUIDES TO SOURCES

BURWELL DIRECTORY OF INFORMATION BROKERS
Houston Texas, Burwell Enterprises, 1992
£50.00
ISBN 0938519085

CRONER'S A TO Z OF BUSINESS INFORMATION SOURCES
Kingston-upon-Thames Croner Publications 1991
£71.50
ISBN 1855240823

DIRECTORY OF INFORMATION BROKERS AND CONSULTANTS
London, Effective Technology Marketing, 1991
ISBN 0951367072

DIRECTORY OF INTERNATIONAL SOURCES OF BUSINESS INFORMATION
Edited by Sarah Ball
London, Pitman, 1991
£89.00
ISBN 0273032844

EUROPEAN BUSINESS INFORMATION SOURCES
Kingston-upon-Thames, Croner Publications, 1991
£85.00
ISBN 1855241161

KEYNOTE: THE SOURCE BOOK
London, Keynote Publications, 1989
ISBN 1850566453

THE TOP 3000 DIRECTORIES AND ANNUALS 10th
Wellingborough, Dawsons, 1992
ISBN 0946291233

APPENDIX 5

REFERENCES ON PRICING AND CHARGING FOR INFORMATION

NORTON, Bob

Charging for library and information services
Library Association, 1988
ISBN 0853658188

SMITH, Cathy (Editor)

Towards a policy for pricing: proceedings of a seminar held in london on 22nd September 1988.
Effective Technology Marketing, 1988
ISBN 09513607013

SMITH, Cathy (Editor)

Towards a policy for charging: Proceedings of a seminar held in London 26th May 1988.
Effective Technology Marketing, 1988
ISBN 0951367005

YATES-MERCER, Penelope and PEARSON, David

Charging policies and practice in corporate information units in the UK 1: To charge or not to charge.
Journal of Information Science 18 (1992), 11-25

YATES-MERCER, Penelope and PEARSON, David

Charging policies and practice in corporate information units in the UK 2: How to charge.
Journal of Information Science 18 (1992),

APPENDIX 6

ELECTRONIC DATABASES

GBI Gesellschaft für Betriebswirtschaftliche
Freischutzstrasse 96
Postfach 81 03 60
8000 München 81
Germany

The specialism of this database host is with company and market data for central and Eastern Europe. There is no sign on fee and therefore a subscription would provide access should the need for this type of data arise.

CD - Export

CD-ROM product produced by the Chambre De Commerce et D'Industrie de Paris containing details of French, Italian and Spanish importers and exporters. Available from;
Georges Fischer
Chambre De Commerce et D'Industrie de Paris
92 bis rue Cardinet
75017 Paris
France

APPENDIX 7

MANCHESTER BUSINESS SCHOOL

BUSINESS INFORMATION SERVICE

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1. Membership of the Library and Information Service is available to staff of companies under the Corporate Subscription Scheme. Companies paying the full rate may nominate up to five members of staff as library members. Small firms, paying the reduced rate subscription, may nominate one member. One member from each company will be designated as the point of contact and correspondence will normally be directed to that person unless we are otherwise specifically requested
2. Nominated members will be issued with a membership ticket which they may be asked to produce, on request, by a member of the Library and Information Service staff.
3. Nominated members may borrow up to five books for a period of 3 weeks. Loans may be renewed for a further period providing that they are not in demand. Loans may be recalled at any time if they are required by another user. The company or organisation, not the individual member, will be held responsible for the return of items borrowed and in the event of them being lost will be invoiced for the cost of replacement.
4. The Library and Information Service is open at the following times:

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	09.30 - 17.00 Saturday
Vacations	09.00 - 17.00 Monday - Friday
5. The Business Information Service staff are available 09.00 - 17.00 Monday - Friday.
6. Photocopying carried out in the Library and Information Service must be in accordance with the 1988 Copyright, Designs and Patents Act. The staff of the Library are instructed to prevent any illegal copying. A separate leaflet sets out in detail the regulations which apply to Corporate Subscribers. If you are in any doubt please consult the Library staff before making any copies. A photocopy form must be completed for every item copied.
7. Enquiry work carried out on behalf of Corporate Subscribers and others is performed with every reasonable care. Responsibility will not be accepted for errors in sources which we have relied upon in good faith, or for failure of delivery systems such as postage or fax. Any information supplied by us should be used to inform business decisions and not as the sole basis for them.

April 1992

APPENDIX 8

MANCHESTER BUSINESS SCHOOL

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Details of the agreements currently available are listed below:

Keynotes and Business Ratio Reports

Copies can be made at a cost of £5.00 per page payable through us to ICC. We can also supply, by return of post, copies of complete reports at full cost.

McCarthy Cards

No copying is allowed but we can purchase copies of individual sheets for your retention at £1.12 per sheet.

Extel Cards

No copying is allowed but we can purchase copies of sets of company accounts for your retention at £18.00 per set, with delivery within 24 hours. Alternatively we can print the graphics and news data from the Microviewplus database at £18.00.

MIRAC

Copies of MIRAC reports may be made from the microfiche at a cost of £1.12 per page.

In addition to these costs we would add the actual costs of copying, i.e. 10 pence per page and staff time where appropriate.

Before making copies of any items while at the Business School, please ensure that the material is available for copying. If you are in any doubt, or you would like us to obtain copies of publications listed above, please contact either Brian Clifford or Karen Croft.

For all items copied it is essential to complete one of the copyright declaration forms which are located throughout the Library. By completing such a form you are declaring that the copying is for purposes of research or private study. It is a condition of the Act that one of these forms is completed for every item copied.