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COMPUTERIZED INFORMATION SERVICES, EDUCATION AND CONSULTANCY  
FOR SMALL AND MEDIUM-SIZE COMPANIES IN HUNGARY

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  
acting as executing agency for the  
United Nations Development Programme

Based on the work of M. Collier and Kaye Towlson,  
consultants on business information and consultancy services

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Vienna

\* This document has not been edited.

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**ABSTRACT**

**Consultant on business information and consultancy services**

**Job no: TF/HUN/90/904**

This report presents the details of the consultancy mission of Professor Mel Collier and Ms Kaye Towlson to OMK, Budapest, Hungary for the period 25/11/91 to 29/11/91. The aim of the mission was to advise on methods necessary:

"To improve the business information activity of OMK and to establish its business consultancy activity for small and medium size companies in Hungary"

Through observation, discussion, workshops and presentations this aim was achieved.

The mission highlighted several key issues: resource allocation, the collation and use of management information and the need for training, especially in the areas of time management, business information and service marketing and delivery. The recommendations of the report address all of these issues ; a specific training programme is proposed and areas such as resource allocation and management methods are highlighted for change.

Report conclusions and recommendations were presented and formalised with the management of OMK who agreed to the implications and potential implementation of these points.

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## INTRODUCTION

This is the report of the visit of Prof M. W. Collier and Ms K. Towison to OMK in Budapest to advise on the setting up of business information services. The consultants travelled to Budapest on 23 November 1991 and commenced work at OMK on the 25 November, terminating on the 30 November. The consultants carried out two days of preparatory work in Leicester beforehand. The brief for the visit was as follows:

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

The detailed job description is given in appendix 1.

The brief and the job description were clarified at a meeting with counterparts on the first morning. It was agreed that the consultants would structure their investigations under the following headings:

nature/status/funding of OMK

resources

management

management information

services

competitors

customers

methods

marketing

training/development

Under these headings it was agreed that the consultants would explore with OMK and recommend on:

what is the present situation

what options are available

which options seem appropriate to choose

what needs to happen to realise chosen options

## I. PRESENT SITUATION

### A. Status and External Structure of OMK

OMK, the Hungarian Central Technical Library, is the largest scientific and technical library in Hungary. It collects publications and information sources in technology, natural sciences and related economic areas, but specifically excludes building and construction, medicine, agriculture, patents and standards, which are all covered by other centres. Industrial development used to be covered by another centre which has now ceased operations so there is the possibility that OMK should cover this area. OMK is the leader in Hungary in the field of searching online databases, having been the first to introduce services. It continues to have the greatest depth of expertise and plays a support and training role for other organisations throughout the country. This expertise is the basis for the proposal that OMK should develop its services in business information.

The aim of OMK is to provide as wide a coverage of the world literature as possible within a scope specified by legislation. Its prime aim is not archival but to provide literature and information for access by users, by direct consultation, lending, document supply, and electronic information transfer.

The parent organisation of OMK is OMIKK, which stands for the National Technical Information Centre and Library. OMK is a major directorate of OMIKK, other directorates being publishing and finance. There are smaller sections for translation, foreign trade and computing. OMIKK is governed by the National Committee for Technological Development which is an interministerial committee whose president is a cabinet minister. The library is therefore funded by government through the above channels. A structure diagram of OMIKK is given at appendix 1.



## B. Resources

OMK has the largest budget for scientific and technical information in Hungary, currently 71m HuFt of which more than 60m is spent in importing information and materials. It has a well developed infrastructure comprising user services, technical services, education activities, computing, and online services. There is also a team assigned to the development of a shared cataloguing system in cooperation with four technical libraries. OMK has a substantial human resource of 129 persons with a high level of education and experience. There are 51 persons with higher education qualifications engaged on professional or specialist work, 25 with technician education and 40 with general educational qualifications. There are 13 persons engaged on senior and middle management. An organogram is given at appendix 2.

The library holds approximately 450,000 books of which 300,000 are held in an outlier store. 4,000 journal titles are taken and there are about 80,000 loans per annum from the lending division. The inter library loan division lends about 8,000 items per year and receives about 2,000 from abroad.

Out of the above stock very little business information sources exist. The majority of what does exist is out of date and very patchy in coverage. Perhaps the best covered area of business information is that of Hungarian company information; the library holds a couple of up-to date sources in this area. However, both of these sources focus mainly on contact information geared towards the identification of product suppliers. Very little financial information exists concerning Hungarian companies but this is a product of the countries legal filing requirements.

OMK is developing gradually into information technology. For many years it has had the capability of terminal access to online hosts and has built up its equipment base to 18 pc's. There is a current project to install a CD-ROM network using tower (multiplatter) technology. Both the online hosts and the projected instalment of a CD-ROM network can benefit the provision of business information. OMK are well served for scientific, technical, company and marketing information by their current online hosts. However, it would be useful for them to supplement their current hosts with subscriptions to more news and marketing oriented hosts such as Reuter's Textline and the Profile host.

### C. Management

The library is based on a team management structure with a reasonable average span of command ie. about ten staff to each manager. Regular meetings of management and team leaders are held but the practice of communication within teams varies. On the whole the management structure is reasonably sound and there is no reason why this structure should not be developed to promote proactive customer oriented services.

### D. Management Information

The following paragraphs indicate that there is a shortage of systematic and structured information gathering about the types and level of service given. Quantification of demand, throughputs and outputs is in some cases based on impressions rather than statistics. It is therefore difficult not only to quantify what is being done but also to evaluate its cost and effectiveness.

### E. Services

OMK currently offers a reference and an online service to members of the Hungarian scientific and technical community, students, OMIKK management committee and members of the local business community. OMK offers reference services free of charge to all members of the general public. A loans service is offered to registered members of OMK, which currently number 5,455. Anyone in employment can register as a member of OMK. A charge is made for this facility: 50 Hu f. to register as an individual member of the library and 200 Hu f. to register as an individual on behalf of a company. Registered members of the library include Doctors, Economists, Engineers, Teachers, Technicians, Librarians and Students.

#### The reference service

The reference enquiry service is provided by 4 full time and one part time member of staff. Two of these staff are fully qualified librarians, one is an electrical engineer, one a specialist in foreign trade and the part time worker is a mathematician by formal qualification. However, all of the five staff have a lot of library experience and occupy the same professional level within the organisation's structure. All the staff in the reference section deal with user enquiries. Two retired subject specialists are employed by OMK on a part-time basis to deal with specialist reference enquiries. One specialises in chemistry, the other in electronics.

The reference section of the library receives enquiries from both registered members of the library and the general public. Anyone is entitled to use the library for reference purposes and pose enquiries in person, by telephone, fax or letter.

A wide range of enquiries are received, from simple stock enquiries, document identification and supply to specific enquiries relating to product supply, details of chemical elements, the definition of technical terms and even the current programme of films showing at the local cinemas. Although predominantly a science and technical library, OMK are experiencing a noticeable increase in the number of business related enquiries they receive.

The head of the reference section, Valeria Hidasi has noted a sizeable increase in requests for company and product information. However, she pointed to the problem that on the whole OMK are unable to offer a satisfactory response to these requests due to a lack of appropriate resources. Here, the largest demand is for information concerning european and overseas companies and products. Hungarian company information is sought to a much lesser degree. Reference enquiries for company information do not request financial details.

On the whole verbal answers are given to enquiries. Any complex enquiries requiring more detailed research; the results of which cannot be explained to the client verbally, are passed on to the SDI department of OMIKK, the host organisation. In general the reference service deals with the less complex enquiries, although time spent on enquiries can vary from half-an-hour to two days. The reference section never charges for its work regardless of the length of staff time used to answer an enquiry.

An estimate of the volume of enquiries received by the reference section was given by staff working within this section as approximately 80 to 100 enquiries per day. However, this department does not keep any formal records of their enquiries, so this figure remains an estimate based on personal impressions.

### The Computerized Services Department

The computerized services department under the management of Peter Roboz offers online search facilities to companies, research institutes and government institutes based all over Hungary. OMK has offered online searching facilities for ten years, OMK has taken a leading role in the provision and development of online database facilities in Hungary. This has enabled OMK to build up considerable experience and expertise in online searching, which they have exploited in the provision of online training to other Hungarian establishments.

OMK's computerized services offer access to databases available on the following online hosts: Dialog, Datastar, STN, Orbit, ESA-IRS, Questel, International Atomic Energy Agency (IAEA) and Pergammon. These databases are used to search and provide a wide range of information including scientific and technical data and company and market information. The latter two subjects are areas highlighted for development. Recently, the information available to OMK users has been augmented by the purchase and availability of a number of CD-ROMs. These range from NTIS, COMPENDEXPLUS and CHEM-BANK. All of the CD-ROM databases housed within the computerized services department are deemed to have commercial value and are offered on a fee paying basis. Charges are made per search hit and different rates are charged according to the CD-ROM database searched. Charges vary from 50 Hu f. to 300 Hu f. These charges are calculated on a direct cost recovery basis plus a consideration of what the market will stand.

The computerized services department is staffed by 3 full-time and 4 part-time staff. The full time staff are responsible for information retrieval through online searches. Although scientists and not librarians by qualification these members of staff are online specialists with much experience on online searching. Two of the three are physicists by qualification and the other is a chemist. The three searchers split scientific and technical search requests split between them according to subject specialism. Requests for business information searches are split between the three.

### Training Services

OMK offers training packages to library assistants on a more formal education level and also training for existing and potential online users. Here OMK takes an active role both in the education of professional information intermediaries in the methods of searching specific databases but also in training the end users of that information.

Over the years OMK has developed good relations with the online hosts and sees itself as the market leader in online training in Hungary. This claim is borne out by informal contacts between consultants and other members of the Hungarian information profession. We are informed that its stamp of approval is sought by other institutions wishing to offer online training courses. OMK may be asked to organise the course, give it house room or offer its approval. OMK has developed a training suite with package switching equipment to offer as a training venue for other organisations or database hosts. However, the OMK training function, both as an active trainer and a venue, is temporarily suspended due to a lack of staff time.

Over the years OMK have developed themselves as successful online database trainers. A consequence of which is the development of internal online facilities by companies or institutions who have developed their own online skills with the help of OMK. This may be perceived as an ironic situation where OMK, the trainers, are producing potential competitors or at least reducing the customer base of their own online searching service.

OMK also offers a help desk facility to online intermediaries who seek advice on search strategies, the identification of appropriate search files or help solving other online related problems. This places OMK's online expertise and experience at the disposal of the Hungarian information intermediaries.

This department charges for most of its activities with the exception of the help desk. Charges are geared to the recovery of the direct search cost (as defined by OMK) plus any delivery charges depending on the medium and format of delivery.

## **F. Customers**

### **Existing Customers**

OMK receive enquiries from both individual and corporate users. Members of the library may be Students, Doctors, Researchers, Librarians or Engineers, registered either as an individual or a company member. The only official profile of customers is that given by OMK's issue statistics which provides the brief outline presented above. Apart from the 5,455 registered members OMK's customer base includes members of the general public and the local and national scientific, academic and business communities which utilise the library's resources for reference. OMK also receive requests for interlibrary loans from around the globe, therefore an international presence must be noted in their overall user profile. However, the majority of OMK's customers are from Budapest.

### **Target customers**

The main intention behind the development of a business information service at OMK is to provide the ever increasing number of small to medium sized enterprises now developing in Hungary with valuable business information. However, one problem here which is highlighted by OMK is the lack of awareness and appreciation for the value of business information in this sector. This realisation implies a need for the education of potential users (market development) which has implications for both OMK's marketing and training programmes.

## G. Methods

### Reference Section

As detailed in the previous section enquiries are usually answered in a verbal manner or by users visiting the library to consult particular materials.

Enquiries received are first negotiated to establish the precise details of what the user wants. At this point the librarian will either direct the user to relevant items in stock or with regards to telephone enquiries will consult appropriate stock. If the library does not hold appropriate stock, staff will signpost users to other library departments, eg. computerised services, or to other libraries, agencies or institutions within Hungary. Where a particular publication is required, if OMK do not stock this item, staff may offer to obtain this item for them via an inter-library loans system.

If staff are unable to help a user who has made a personal visit to the library, particularly, if the individual has travelled from outside of Budapest, staff will telephone other appropriate institutions to obtain an answer to the user's request. No charge is made for this service.

No formal records of reference enquiries exist, therefore, no formal details of the number, type or success of enquiries received are available.

Where an immediate response cannot be given to a telephone enquiry staff will arrange a time for the user to call OMK back to receive their response. In instances where it is difficult to give a specific call back time staff will contact the enquirer. If a user stipulates a deadline by which s/he needs to receive the information OMK staff will try to meet this. If they cannot find appropriate information staff will always call an enquirer and signpost them to alternative sources where possible.



### Computerised Services

This department receives the majority of its enquiries by personal contact or by phone and only a small proportion by fax or letter. On receiving a request for an online search it is usual to establish some details of what the client wants, when the client wants the information in what format and to give a rough idea of the cost involved in providing that information. OMK do receive urgent requests for information which they will supply if their current work load permits them to do so. Pending searches take preference over urgent requests. For enquiries concerning scientific and technical subjects it is standard practice in this department to arrange a date for the client to come to OMK for a pre-search interview and to then witness the online search. The purpose of the interview is to establish the terms of the question, the format of information to be supplied, the database(s) to be searched and the mode of online delivery, ie. offline print, online print or E-mail. Interviews may be requested with clients interested in marketing information. However, pre-search interviews are not considered necessary for searches for company information as these searches are deemed to be of a more straightforward nature. There may be quite a gap between the initial request for an online search and the pre-search interview as the date is set by mutual agreement. A further time lapse will occur if, as frequently happens, clients request the information to be printed offline.

Online searches are charged for and a chronological record is kept giving details of what database was searched for whom, when and at what costs. No other type of enquiry records are maintained.

### H. Marketing

Current marketing of OMK's services is mainly reliant on their reputation and word of mouth. The main promotional activity, particularly relating to their online search services, is that of lecturing, user education programmes and product demonstration. This marketing programme is reactive not proactive as it relies on invitations from third parties. The main venues for these activities are universities and companies.

A small brochure giving details of online search services is available. However, this is very out-of-date. This brochure has not been updated due to lack of staff time and pressure of work. There is no set policy for the distribution of this leaflet. There is no set programme for service promotion. Furthermore the main vehicle of the indirect promotion of OMK computer services are the online training seminars.

### I. Competitors

OMK recognise the existence of potential competitors in the provision of a business information service. Unfortunately, there is little hard evidence of specific competitors, as the business information scene in Hungary is in its embryonic phase. Two potential competitors have been identified by OMK staff and are agreed by the consultants. Both are located in Budapest. They are the University of Economics and Kopindatorg. Competition from the private sector, both companies and individuals, is anticipated, but, as yet, not specifically identified.

### J. Training and development

Although a very high level of education exists within the staff of OMK, eg. 51 staff have achieved higher education level, there is an absence of a formal, ongoing programme of staff training. Staff say they have little awareness of OMK activities, events and working practices outside of their own departments.

Professional current awareness is very much up to the individual. Computer services staff specify professional journals and online host literature as their way of keeping up-to-date. In comparison staff in the reference section, rely on publishers marketing literature supplied by the "pre-acquisitions" department to keep abreast of current publications. Chance informal networks, for example, personal friends in other libraries, are the other source of professional current awareness mentioned.

Some staff attend international conferences on a regular basis, for instance, the Online Exhibition in London, and the annual TFPL international business information conference. However, professional training courses are not attended. This is perhaps, mainly due to the lack of the availability of such courses in Hungary.

The computer services department offers CD-ROM training to specific members of the reference team on particular CD-ROM databases. However, there is no formal regularised programme.

## **II ANALYTICAL ACCOUNT OF MISSION**

### **A. Methods**

From the outset it was apparent that differences existed between the Hungarian counterparts' understanding of business information services operating within the market economy and the reality of these operations. A good part of the mission was orientated towards establishing a greater common understanding of the market economy business information scene. This was done in a systematic and analytical way utilising the following methods:

- 1 Observing current library activities in situ.
- 2 Discussions with management and operational staff.
- 3 Explanation of Business Information as understood in the United Kingdom.
- 4 Workshop discussions.
- 5 The provision of lists as requested in the mission brief (Annex 1, points 4,5 and 8).

### **B. Analysis of Issues**

Through examination of the situation via the above methods several main issues became clear. These issues must be addressed to enable OMK to begin to develop a business information service. Once identified these issues became key discussion points throughout the week. The issues identified are as follows:

- 1 **Resource allocation: the allocation of staff and funding.**
- 2 **Management Information: detailed data enabling the assessment of service performance and the expectations of both market and service.**
- 3 **Training: strong indications of a need for training in time management, business information sources and service delivery methods.**
- 4 **Physical library layout: optimum space utilisation and the image presented to library clients.**

### Resource allocation.

Through discussions with OMK staff and management it became clear that certain preconceptions existed throughout the organisation with regards to the flexibility of its funding. These preconceptions were a potential barrier to the development of a business information service under existing levels of resources. However, information given in an interview with OMIKK's Financial Director, Mr Kakuk, indicates that in the case of income generating activities, eg. a business information service, flexibility in the allocation of resources and the positive rewarding of personnel are possible in principle.

There was much discussion with staff during the week about the possibilities of resource allocation. Consultants frequently suggested the redeployment of both funds and personnel to the development of a business information service. Here the UK model of information service provision was used frequently as a comparative model in order to provoke thought and discussion of resource issues. These suggestions provided much material for discussion, the majority of which was most positive.

### Management Information

Investigations during the mission highlighted a major absence of management information as understood by UK information services. Few statistics of library usage are kept, furthermore, a clearly stated and widely understood organisational mission appears to be lacking. Consultants raised the issues of the identification and communication of organisational objectives and their importance in the development and running of an organisation. The question of performance assessment was also brought to the staff's attention, highlighting the essential role of performance data in both the management of a service and its planning and development. These issues were presented and discussed within a workshop environment.

Mission fact finding activities further emphasised the lack of tangible market research produced by OMK with regard to their target business information market. Staff expectations and perceptions of target business information clients appear to be based on personal experience of current scientific, technical and academic users. There was little perception of the expectations of busy business people. Part of the presentation regarding the methodology of British information consultancy (as requested in mission brief, see annex 1, point 7) addressed the issues of prompt delivery and service expectations. This presentation was further supported by the presentation of a folder of marketing literature from a cross section of active British business information services. This literature was made available for examination to all those attending the presentation. This folder was given to Peter Szanto at the end of the week. Details and issues highlighted through this presentation and workshop were received very positively.

#### Physical library layout

Attention was paid to the current library layout. It was apparent that careful thought must be given to the physical layout of the business information service. Consideration should be given to the possibility of offering both reception and services in the reception area of this former palace. This area must be appropriately furnished to appeal to the business client. These thoughts were discussed and positively received with management and operational staff at OMK.

#### Existing business information stock

As requested by point 3 of the original job description (see annex 1) advice was given on core items for purchase to develop a small, basic international business information reference stock. Details of recommended items are given in annex 9. As a supplement to this list and an aid to further selection a folder of business information publishers' marketing literature was given to Lajos Karloczy. This contained a wide selection of a variety of hard copy international business information tools plus details of the Profile and Textline hosts.

### Training Implications

The main areas identified for staff training were those of time management, business information sources and service delivery. Yet again the UK model was frequently used as an aid to promote discussion of these areas in a workshop environment. The redeployment of existing staff has several implications for staff training. In the view of the consultants it would be both effective and would avoid unhelpful demarcation if staff designated as business information specialists should be responsible for the full range of activities; that is desk and database searching and enquiry work. In this light the following programme of staff training is proposed:

#### C. Proposed Staff Training Programme

Due to the difference in background it is difficult for staff at OMK to develop an understanding of the British business information methodology without actually experiencing such practices at first hand. For this reason we propose the following structured training programme through which a cascade effect is intended.

- 1 OMK Director engages in a study tour of current UK business information services. Particular attention will be given to the issues of practice methods, financial policies, and operational management methods. Three centres to be carefully selected for study.
- 2 Two key operational staff to be posted with a selected British business information service for a sufficient period in order for them to gain an understanding of current UK practices, sources, markets and methodology. Attention will be paid to gaining experience in marketing techniques, negotiation and presentation skills, the formulation of business plans, the costing and pricing of services.



- 3 The operational staff above will then return to OMK to cascade their experiences and knowledge to OMK management and business information staff by means of in-house seminars and workshops. It is planned that these operational staff will implement their acquired knowledge, skills and experience in the development of a business information service at OMK.
- 4 There is a further possibility of the staff in point 2 developing and offering income generating training courses aimed at Hungarian information professionals. Currently this market is undeveloped.

### **III SWOT ANALYSIS**

A SWOT analysis of OMK's readiness to develop a business information service was presented to a meeting of the OMK management on Friday 29th 1991. These points were discussed and the following analysis was agreed upon by all persons present at the meeting.

#### **A. STRENGTHS**

Relatively large budget

Relatively large staff size

Potential freedom to make decisions

Housed in a fine building

Substantial experience in online database searching

Substantial knowledge in CD-ROM searching techniques

Reputation as an innovator amongst Hungarian Information profession

Training facilities

Staff motivated to develop a business information service

Can offer low cost labour abroad

#### **B. WEAKNESSES**

Staff engaged in activities not associated with business

Budget being spent entirely on Scientific and Technical stock

Poor utilisation of space

Public areas are poorly designed

Staff see themselves as very underpaid

Inexperienced in business information

Inexperienced in business management

Lack market research

### **C. OPPORTUNITIES**

Ability to reallocate resources to purchase of business information material

Ability to reallocate staff to provide and develop a business information service

Growing number of SME's within Hungary may be a potential as yet untapped market for business information.

Opportunities offered by international programmes

Links with foreign service may be established, eg. the possibility of the development of a European Information Centre.

Can improve their environment

Possible to improve salaries in return for a change or reduction in staffing levels

Opportunity to retrain and motivate staff

Can offer training

### **D. THREATS**

Business people may not understand what the service offers

Business people may not be prepared to pay for business information

OMK's budget may be reduced

Competition

Organisational resistance to change

Lack of motivation at some levels

Confused market

## VI. CONCLUSIONS

1. OMK is well placed among Hungarian libraries to offer business information services as a result of its resources and technical expertise.
2. There are few if any potential competitors known to the consultants in the library field.
3. Change in methods and management will be required to respond to the business market.
4. Resources will need to be reallocated on a recurrent basis from traditional activities.
5. Substantial training programmes will be required.
6. Business information products and the market for them is undeveloped in Hungary.
7. There may be competition from the private sector in due course but this will not occur until products and services become more stable and sophisticated.
8. The OMK building has the potential to be a fine centre with reorganisation and refurbishment.
9. Discussions with the OMIKK finance director suggest that the budgetary and financial flexibility necessary to make proactive management decisions will be available. This can be followed up by the OMK director.

**RECOMMENDATIONS**

1. **OMK should develop its business information services in a carefully structured way according to economic, market and administrative developments.**
2. **In the first place the service should aim to cover its direct costs, such as online costs and document delivery. The service would aim to cover a greater proportion of full cost as the market and the service develops.**
3. **There should be a business plan which will set out a step by step development related to projected costs and income.**
4. **Resources must be allocated to development of the service as follows:**

**\*£ 12,000 (17.13 K ECU/1.68m HuFt) per annum as core business information sources**

**Training costs**

**Staff time**

**Space, furniture, decor etc.**

5. **Staff should be identified at an early stage for training, development and introduction of the service.**
6. **OMK should consider the possible advantage of designating staff as business information specialists rather than as online or reference specialists.**

7. **OMK should design the reception area, location and image of the service in a way which will appeal to business customers.**

8. **OMK should maximise its market advantage from previous work by:**

**Positioning itself as a leading business information player**

**Developing links and alliances at home and abroad**

**Negotiating with international agencies for development funds**

9. **As awareness of business information concepts in Hungary develops OMK should carry out market research to:**

**Identify potential customers**

**Identify services required**

**Estimate potential revenue from services**

**Identify other players/competitors**

10. **OMK should investigate relevant initiatives and activities going on elsewhere in Hungary  
c.g.**

**PHARE programmes for enterprise and SME development.**

**European Information Centre development**

**World Bank Human resource development programmes**

**Hungarian government initiatives**

11. **OMK should undertake a structured staff development programme consisting of:**

**Visit of Director to U.K. to study business information services and methods in depth.  
The consultants will be pleased to advise on this.**

**Posting of two key operational staff to UK for one month to gain detailed operational experience of a busy business information service working alongside experience personnel.**

**Key operational staff to carry out cascade training of OMK staff on return.**

12. **Training must be well co-ordinated with implementation; i.e. there should not be a long gap between the training of staff and their having the opportunity to put it into practice.**
13. **OMK should seek a partner in UK to provide backup to OMK services and exploit mutually beneficial opportunities.**
14. **Realisation of the above recommendations should give OMK the opportunity to position itself as a training, conference and exhibition centre/organiser for business information in Hungary.**

**\*UN Operational Exchange Rates for November 1991 were 74 HuPt to 1 US dollar.  
0.578 pounds sterling to 1 US dollar.**

**ANNEX 1**

**JOB DESCRIPTION**

**TF/HUN/90/904**

**Post Title Consultant on business information and consultancy services**

**Duration Two weeks**

**Date required between 28 October and 30 November 1991**

**Duty Station Budapest**

**Purpose of the project to improve the business information activity of OMK and to establish its business consultancy activity for small and medium sized companies in Hungary**

**Duties: the expert will be attached to the Hungarian Central Technical; Library/OMK/and will be expected to**

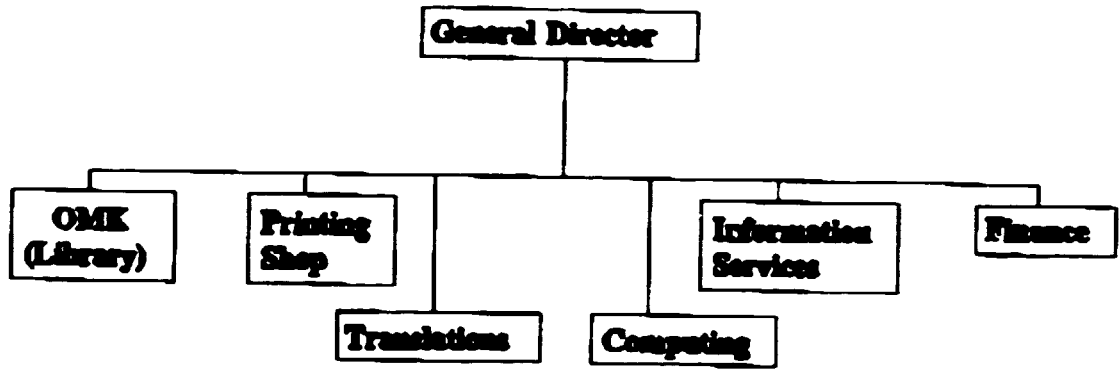
- 1 Survey the possibilities of OMK in business activity and consultancy activities**
- 2 Evaluate the present sources available in OMK, both printed and in computer readable forms, that are appropriate for business information and consultancy services.**
- 3 Advise on the acquisition of additional sources for those services**
- 4 Provide a list of British business information and consultancy firms and institutions suitable to help OMK in business information and consultancy services.**



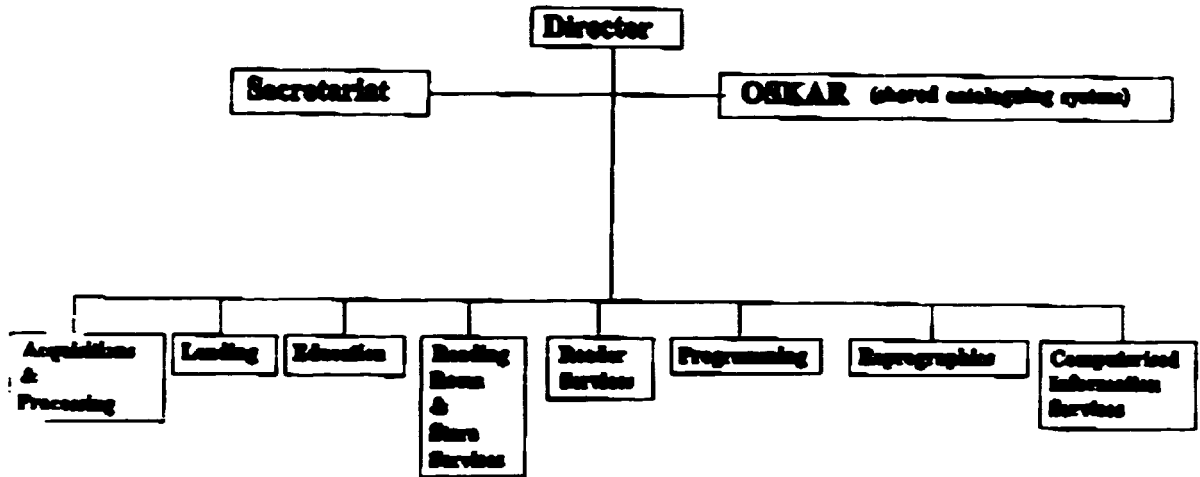
- 5 Provide a list of British government projects for improvement of business information and consultancy with emphasis on projects to the benefit of small and medium size-companies
- 6 Give a talk on British business information services for OMK experts
- 7 Give an address on methodology of consultancy in various business areas.
- 8 Provide a bibliography of literature recommended for the preparation for business consultancy services.
- 9 Provide a final report summarising his/her experiences in OMK, evaluation of present activities and possibilities, recommendations on developing its further activities and acquisitions.

**Qualifications:** Master of Library Science, management experience in information services, training activities.

**Language :** English.



**ANNEX 2: STRUCTURE DIAGRAM OF OMIK**



**ANNEX 3: ORGANOGRAM OF OMK**

**ANNEX 4**

**BIBLIOGRAPHY**

**Abell, Angela**

**Developing an information business - the HERTIS experience.**

**Business Information Review, 6, (3), Jan 1990, pp27 - 35**

**Abell, Angela**

**Fee paying client or free service user. Benefits and problems of addressing both markets.**

**Aslib Information, 18, (4), April 1990, pp119 - 121**

**Ball, Sarah**

**Directory of international sources of business information**

**Pitman, UK, 1991**

**ISBN 0273032844**

**Bater, Pamela**

**Company information for non-specialists.**

**Aslib Information 19, (4) April 1991, pp119 - 120**

**Bedford - Visser, Susan**

**Promoting a business information service.**

**Scottish Libraries, Nov/Dec 1988**

**Brittin, Margaret and Sykes, David**

**Commercial information services in the academic environment - a case study**

**Aslib Information, 18, (4) 1990 pp121 - 125**

**Campbell, Malcolm J**

**Business Information Services: Some aspects of structure, organisation and problems**

**Bingley 1981**

**ISBN: 0 85157 321 5**

**Crawford, M J**

**Information brokerage and consultancy in research libraries**

**Outlook On Research Libraries, 10 (4), April 1988, pp4 - 6**

**Crawford, M J**

**Information broking: a new career in information work**

**London, Library Association Publishing (Library Association Pamphlet 41)**

**Cronin Blaise (ed.)**

**Marketing of library and information services 2**

**Aslib, London 1991**

**Cropley, Jacqueline**

**As you sow, so shall you reap: understanding the value of information.**

**Aslib Proceedings, 41, (11/12), Nov/Dec 1989, pp319 - 329**

**Edgar, Sue**

**The independent information service.**

**Aslib Information, 18, (4), April 1990, pp116 - 117**

**Edmonds, Diana**

**See you in court? The issue of liability for the information product**

**Aslib Information, 18, (4), April 1990, pp111 - 114**

Freeman, Olivia

Information for financial services: the current scene  
Aslib Information, 19, (4), April 1991, pp121 - 122

Gambles, Brian and McGuire, Kathy

Information Direct - setting up a fee based service at Birmingham Public Libraries.  
Aslib Information, 18, (3), March 1990, pp91 - 92

Greenbaum, Thomas L.

The consultants' manual: a complete guide to building a successful consulting practice  
New York John Wiley 1990  
ISBN 0471501190  
(NB: Main focus management consultancy)

Hamilton, Feona

Infopromotion  
Gower 1990

Haythornthwaite, J (ed.)

The Business Information Maze, An Essential Guide  
London, ASLIB, 1990  
ISBN 0851422500

Hebson, Raymond

Become a successful consultant: manage and market your skills effectively  
London, Foulsham 1989  
ISBN 0572015003

**Henderson, Fiona**

**Information brokers: The customers' viewpoint.**

**Aslib Information, 18, (3) March 1990, p89**

**Henderson, F**

**The use of information brokers by accounting libraries.**

**Business Information Review, 6, (1) July 1989, pp26 - 34**

**Hyde, M**

**Library and information services to business and industry: study on levels of services related costs and charging systems**

**British Library Research Paper No. 48**

**British Library 1988**

**ISBN 0712331743**

**Kaye, David**

**Information and business: an introduction**

**London, Library Association Publishing 1991**

**Kendrick, Tony**

**He not busy being born is busy dying**

**Information and Library Manager, 7, (5), 1988, pp117 - 119**

**(Nb. Outlines the setting-up of a self-employed consultancy service)**

**Kinder, Robin and Katz, William A (ed.)**

**Information Brokers and reference services**

**Haworth Press, USA, Jan 1989**

**ISBN 0866567305**

**(Nb. American text)**

Laydon, Michael

Freelance consultancy in the information world

Aslib Information, 19, (3), March 1991, p79

Lowe, M A (ed)

Business information: a selective bibliography of works about business information and services

College of Librarianship, Wales April 1989

ISBN 0904020363

Margerison, Charles J

Managerial consulting skills: a practical guide

Aldershot, Gower 1988

ISBN 0566027933

(main focus: management consultancy)

Norton, Bob

Charging for library and information services

Library Association, May 1988

ISBN 0853658188

Norton, B and Smith C

Towards a policy for pricing .

Proceedings of a seminar held in London on 22 September 1988, Effective technology 1988

Owen, Tim

Getting down to basics

Aslib Information, 19, (4), April 1991 pp116 - 118



**Rasab, Tanvir**

**marketing for the librarianship and information Professional**

**Aslib Information, 19, (2), Feb 1991, pp39 - 41**

**Robinson, Lesley**

**KPMG Peat Marwick McLintock Business Information Centre**

**Aslib Information, 18, (3) March 1990, pp93 - 94**

**Rowley, Jennifer (ed.)**

**Where the book stops: the legal dimensions of information**

**Proceedings of The Institute of Information Scientists Annual Conference, Harrogate, England**

**July 1989**

**Aslib, London, 1990**

**ISBN 0851422578**

**Russell, Judith**

**Charging policy at information for business**

**Aslib Information, 18, (3) March 1990, pp82 - 83**

**St. Clair, Guy**

**Marketing and promotion in today's special library**

**Aslib Proceedings, 42, (7/8) July/August 1990, pp213 - 7**

**Tillman, Stephen and Bett, Sally**

**Financial online information report. The definitive guide to online services**

**First Market Intelligence, September 1989**

**ISBN 0948142111**

Trott, F

Information for industry: A study of the information needs of small firms in the relevance of public information services

British Library, 1986

ISBN 0712330798

Webb, Sylvia P (ed)

Using professional advice: a guide for the business executive

Cambridge Director Books 1990

ISBN 1870555317

(Selection criteria for choosing agents of professional advice; main focus is on management consultancy)

Webb, Sylvia P

Creating an information service

Aslib, London 1989

Webb, Sylvia P

The Value of information

Outlook on Research Libraries, 10, (4) April 1988 pp1 - 4

Whelan, Hilary

The In-house information shop - the corporate unit as a profit centre

Aslib Information, 18, (3), March 1990, pp85 - 87

Wilson, Tom

Information for business: the business of information.

Aslib Proceedings, 39, (10), Oct 1987, pp275 - 279

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**The LISA Database on CD-ROM, 1969 - March 1991, Library Association**

**Whitaker's Book Bank CD-ROM Service, Version 3.0, J Whitaker & Sons Ltd 1991**

**Aslib Information, Aslib, The Association for Information Management. London, ISSN 0305  
0033**

**ANNEX 5**

**BRITISH BUSINESS INFORMATION AND CONSULTANCY SERVICES IN THE UK**

**A SELECTED LIST**

**The British Library Business Information Service**

**25 Southampton Buildings**

**London**

**WC2A 1AW**

**Telephone 071 323 7451**

**Fax 071 323 7453**

**Contact: Michael Leydon**

**Financial Times Business Research Centre**

**1 Southwark Bridge**

**London**

**SE1 9HL**

**Telephone 071 873 3000**

**Fax 071 873 3069**

**Contact: Tim Birchinall**

**Sales/Customer Relations Executive**

**Health Management Information Service (HELMIS)**

**Information Resource Centre**

**Nuffield Institute for Health Services Studies**

**71 - 75 Clarendon Road**

**Leeds**

**LS2 9PL**

**Telephone 0532 459034**

**Fax 0532 460899**

**Contact Lorraine Bate or Ruth Murphy**

**HERTIS Information and Research**

**Hatfield Polytechnic Library**

**College Lane**

**Hatfield**

**Herts.**

**AL10 9AD**

**Telephone 0707 279817**

**Fax 0707 279670**

**Contact: Angela Abell**

**Executive Manager**

**Information Direct**

**Birmingham Central Library**

**Chamberlain Square**

**Birmingham**

**B3 3HQ**

**Telephone 021 235 3333**

**Fax 021 233 0182**

**Contact Kathy McGuire or Christine Korstrzebski**

**Information For Business**

**Westminster Central Library**

**St Martin's Street**

**London**

**WC2H 7HP**

**Telephone 071 976 1285**

**Fax 071 798 2040**

**Contact: Judith Russell**

**Information In Business**

**Kimberlin Library**

**Leicester Polytechnic**

**P O Box 143**

**Leicester**

**LE1 9BH**

**Telephone 0533 577045**

**Fax 0533 577046**

**Contact: Kaye Towlson**

**Senior Information Consultant**

**London Business School Information Service**

**Sussex Place**

**Regent's Park**

**London**

**NW1 4SA**

**Telephone 071 262 5050**

**Fax 071 724 7875**

**Contact Julie Scott**

**Information Services Manager**

**Management Horizons Europe**  
**Retail Intelligence**  
**Waverley House**  
**Lower Square**  
**Isleworth**  
**London TW7 6RL**  
**Telephone 081 560 9393**  
**Fax 081 568 6900**  
**Contact: John Hearn**  
**Business Development Manager**

**Manchester Business School**  
**Business Information Service**  
**University of Manchester**  
**Booth Street West**  
**Manchester M15 6PB**  
**Telephone 061 275 6502**  
**Fax 061 273 7732**  
**Contact Brian Clifford**  
**Manager**

**University of Warwick**  
**Business Information Service**  
**University of Warwick Library**  
**Gibbet Hill Road**  
**Coventry CV4 7AL**  
**Telephone 0203 523251 or 0203 523151**  
**Fax 0203 524211**  
**Contact Marcus Woolley**  
**Manager**

## ANNEX 6

### BRITISH GOVERNMENT PROJECTS FOR THE IMPROVEMENT OF BUSINESS INFORMATION AND CONSULTANCY FOCUSING ON SMALL TO MEDIUM SIZED ENTERPRISES

There are two major British government initiatives currently in operation for the improvement of business information and consultancy geared to the benefit of small to medium sized enterprises (SME's) in the UK. One is the development of the Training and Enterprise Councils (TEC) and the other is the Enterprise Initiative.

#### Training and Enterprise Councils (TECS)

There is a regional network of TECS throughout Great Britain. A Department of employment initiative, the main remit of the TEC's programme is to promote and develop the various training needs of SME's within their region. As part of this brief TECS offer business advice and business information to local SME's (please see details attached). The TECs programme has now replaced the previous government initiative for the development of SME'S, the Small Firms' Service, which was recently disbanded. Full details of the TEC'S programme and their role in the development of SME's are given in the following publication: Small Firms In Britain 1991, (PL909) London, HMSO, 1991. The TECs receive central government funding and have certain government criteria to satisfy. However, they are encouraged to take on a local flavour and enjoy a certain amount of flexibility in their remit which enables them to respond to the needs of the local business community.

#### The Enterprise Initiative

This government initiative is offered by the Department of Trade and Industry (DTI). It is specifically aimed at SME's. In fact one of the qualifying criterion is that a company must employ no more than 500 employees. Under this scheme the DTI will pay up to two thirds of the cost of specialist help lasting five to fifteen days in total for projects in the areas of:



**Business planning**

**Design**

**Financial and management information systems**

**Manufacturing and services systems**

**Marketing**

**Quality.**

**Please see attached brochures for full details of this initiative.**

**The DTI also offers information with regard to export and overseas business opportunities to any british company. The DTI also offers library facilities in London.**

### **Local Initiatives**

**Other initiatives exist on a local scale. This in fact appears to be the most common level of provision of such projects. Local initiatives are usually funded by the local authority and are geared to the specific needs of the local community. For example, in Leicestershire several organisations exist to help local businesses particularly SME'S and business "start-ups". For instance the Business Advice Centre and Into Business; these organisations are funded by the local county council and local city council respectively. The latter is geared to helping ethnic minority SME's.**

### **European Information Centres**

**The Euro Info Centre initiative is a European Commission project under which a network of regional information centres has been set up throughout the twelve community member states. In fact satellite offices are now starting to appear in East-Central Europe. There is a Euro 1992 Centre in Budapest. This is an unofficial information centre set up via the Ghent EIC , Belgium. The search for a location for an official EIC in Budapest will begin in the near future. These information centres were created specifically to provide information to SME's throughout the EC with information generated by the various activities of the Commission.**

The EIC's also promote and aid business co-operation by helping to put potential business partners in touch.

**ANNEX 7**

**OMK KEY PERSONNEL**

<b>Eva Barany</b>	<b>Leader of classification</b>
<b>Lujza Bokschutz</b>	<b>International exchange</b>
<b>Ilona Demen</b>	<b>Acquisitions and processing</b>
<b>Valeria Hidasi</b>	<b>Leader of reference section</b>
<b>Lajos Karloczy</b>	<b>Head of reference section</b>
<b>Peter Maurer</b>	<b>Reading and store room</b>
<b>Etelka Pjeczka</b>	<b>Computerised Services</b>
<b>Rita Pollini</b>	<b>Inter-library loans, national and international</b>
<b>Eva Peteri Viszocsek</b>	<b>Senior Information Officer</b>
<b>Peter Roboz</b>	<b>Head of Computerised services</b>
<b>Gabor Stiegrad</b>	<b>Programmes department</b>
<b>Peter Szanto</b>	<b>Director of OMK</b>
<b>Judit Szinok</b>	<b>Interlibrary loans, photocopying and loans</b>
<b>Eva Sub-Visegrady</b>	<b>Pre-acquisitions</b>
<b>George Valas</b>	<b>Computerised Services</b>

**ANNEX 8**

**PROGRAMME OF CONSULTANCY ACTIVITIES**

**OMK, November 25th 1991 - November 29th 1991**

**Monday 25th November 1991**

**AM** Workshop to discuss aims and objectives of OMK and their planned business information service, plus consultancy programme for the week.

**Present:** Peter Szanto, Peter Roboz, Lajos Karloczy, Mel Collier and Kaye Towlson

**PM** Tour of the library

**Analysis of day's activities**

**Tuesday 26th November 1991**

**AM** Meeting with heads and leaders of departments (see list of key personnel, annex ), plus Mel Collier and Kaye Towlson

**Kaye Towlson met with reference leader Valeria Hidasi**

**Mel Collier remained with group above**

**PM** Mel Collier - analysis of morning's discussions

**Kaye Towlson - Review of current business information resources**

**Mel Collier and Kaye Towlson analyse day's activities**

**Wednesday 27th November 1991**

**AM** Mel Collier and Kaye Towlson visit computerised services department for discussion of ongoing services and possibilities of development

**PM Kaye Towlson further discussions with Computerised Services department  
Mel Collier discussion with Mr Kakuk, Finance Director of OMIKK  
Mel Collier and Kaye Towlson analyse day's activities**

**Thursday 28th November 1991**

**AM Workshop and presentation by Mel Collier and Kaye Towlson. Subject matter: UK  
business information services, British information consulting methodology implications  
of development of business information service for OMK and staff.  
Present: please see list of key personnel annex**

**PM Examination of physical library layout and space utilisation  
Mel Collier and Kaye Towlson analyse day's activities**

**Friday 29th November 1991**

**AM Presentation and discussion of consultancy's conclusions and recommendations with Peter  
Szanto, Lajos Karloczy, Ilona Demen, Eva Peteri Viscocsek, Peter Roboz, Mel Collier  
and Kaye Towlson**

**PM Mel Collier and Kaye Towlson meet to formalise recommendations and conclusions in  
the light of the morning's discussions. Presentation and agreement upon consultants'  
recommendations and conclusions by the same group who met in the morning.**

ANNEX 9

LIST OF BUSINESS INFORMATION SOURCES RECOMMENDED FOR ACQUISITION

Asia's 7,500 largest companies 5th ed.

London, ELC International, 1990

£125.00

ISBN 0948058471

Austria's 10,000 Largest Companies 1991

London, Dun and Bradstreet

£215.00

Bankers Almanac 147th ed.

East Grinstead Reed Information Services Ltd., 1991

£170.00

British business rankings

High Wycombe, Dun & Bradstreet, 1991

£120.00

ISBN 0900625945

Business directory of Hong Kong 14th ed.

Hong Kong, Current Publications, 1991

US\$ 80.00

Computer users yearbook 22nd ed.

Edited by Allan Wood

London, V.N.U. Publications, 1991

£120.00

ISBN

0862711193

Consumer Europe

London, Euromonitor, 1991

£395.00

ISBN 0863383831

Croner's a to Z of business information sources

Kingston-upon-Thames Croner publications 1991

£71.50

ISBN 1855240823

Czechoslovakia's 4000 largest business enterprises

High Wycombe, Dun and Bradstreet, 1991

£125.00

ISBN 0900625686

Directory of British associations and associations in Ireland 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 British importers 6th ed.

Sponsored by British Importers Federation

Berkhamstead, Trade Research Publications, 1987

£75.00

ISBN 0904783235

Nb: 7th edition available from Oct 1991

Directory of european industrial and trade associations 4th ed

Beckenham, CBD Resaerch Ltd 1986

£62.50

Note 5th edition due 1991

Directory of european retailers 16th ed.

Edited by Karen Rasmussen

London, Newman Books Ltd., 1990

£98.00

ISBN 0707969514

Directory of international sources of business information

Edited by Sarah Ball

London, Pitman, 1991

£89.00

ISBN 0273032844

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

Europ production: The universal register of european exports 31st ed. (Two volumes)

Darmstadt, Germany, Europ Export Publications, 1990

ISBN 3872080202

Europages 8th ed.

Paris France, Euredit S.A., 1991

FFr 435.60

European business information sources

Kingston-upon-Thames, Croner Publications, 1991

£85.00

ISBN 1855241161

European Business Intelligence Briefing

Cleveland, Headland Press

£155 per annum

ISSN 0957-0039

European directory of marketing information sources 2nd ed.

London, Euromonitor, 1991

£120.00

ISBN 0863384005

European directory of trade and business associations

London, Euromonitor, 1990

£ 160.00

ISBN 0863383254

Guide to official statistics 5th ed.

London, HMSO, 1990

£ 21.79

ISBN 0116203943

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

Industrial performance analysis; A financial analysis of UK  
industry and commerce

Hampton, Middlesex, ICC Business Publications, 1990

ISSN 0262 3684

ISBN 1853197378

International directory of importers: Europe 5th ed.

Healdsburg, CA, International directory of importers, 1989  
US\$ 225.00

International directory of importers: USA and Canada 5th ed.

Healdsburg, CA, International directory of importers, 1990  
US\$ 125.00

Japan trade directory 9th ed.

Tokyo, Japanese External Trade Research Organisation 1990  
£ 179.00  
ISBN 0810399016

Key british enterprises: Britain's top 50000 companies

High Wycombe, Dun and Bradstreet, 1991  
£ 399.00  
ISBN 0900625155

Kompass register Australia 20th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 195.00

Kompass register Belgium 28th ed.

East Grinstead, Kompass, Reed Information Services, 1990  
£ 175.00

Kompass register Bulgaria 1st ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 115.00

Kompass register Canada 1st ed.

East Grinstead, Kompass, Reed Information Services, 1990  
£180.00

Kompass register Denmark 30th ed.

East Grinstead, Kompass, Reed Information Services, 1990  
£165.00

Kompass register Finland 1st ed.

East Grinstead, Kompass, Reed Information Services, 1990  
£115.00

Kompass register France 58th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£205.00

Kompass register Greece 1st ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£160.00

Kompass register Holland 27th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£180.00

Kompass register Hong Kong 2nd ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£125.00

Kompass register Hungary 2nd ed.

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

Kompass register Iceland 4th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 70.00

Kompass register Ireland 5th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 115.00

Kompass register Italy 29th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 185.00

Kompass register Japan 1st ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 205.00

Kompass register Luxembourg 12th ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£ 115.00

Kompass register New Zealand 1st ed.

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

**Kompass register Norway 22nd ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£135.00

**Kompass register Poland 1st ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£135.00

**Kompass register Portugal 1st ed.**

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

**Kompass register Spain 21st ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£160.00

**Kompass register Sweden 24th ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£135.00

**Kompass register Switzerland 41st ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£135.00

**Kompass register UK see UK**

**Kompass register West Germany 19th ed.**

East Grinstead, Kompass, Reed Information Services, 1991  
£215.00

Kompass register Yugoslavia 2nd ed.

East Grinstead, Kompass, Reed Information Services, 1991  
£175.00

Macmillan's unquoted companies

Basingstoke, Hants., Macmillan Publishers, 1991  
£265.00

Market research: A guide to British Library holdings

Wetherby, British Library Document Supply Centre, 1991  
£25.00  
ISBN 0712307648

Marketing pocket book 20th ed.

Edited by M. J. Waterson  
London, Advertising Association, 1991  
£12.50  
ISBN 1870562550

Million dollar directory top 50,000

High Wycombe, Dun and Bradstreet, 1991  
£395.00

Panorama of EC industry

Luxembourg, EC Official Publications, 1990  
£28.00  
ISBN 9282599248  
(New edition available for 1991 Price approx £70)

Sell's products and services directory 1991/2 106th ed.

Epsom, Sells Publications, 1991

ISBN 85499517 x

Thomas register of American manufacturers

London, Thomas Publications 1990

£295.00

Times 1000

Edited by Margaret Allen

London, Times Books Ltd., 1991

£27.50

ISBN 0723003556

UK Kompass register 29th ed.

East Grinstead, Reed Information Services, 1991

£315.00

ISBN 086281820

UK trade names

East Grinstead, Reed Information Services, 1991

£110.00

ISBN 0862681545



Who owns whom Continental Europe

High Wycombe, Dun and Bradstreet, 1991

£202.00

Who owns whom North America

High Wycombe, Dun and Bradstreet, 1991

£171.00

ISBN 0900625058

Who owns whom UK and Republic of Ireland

High Wycombe, Dun and Bradstreet, 1990

£225.00

ISBN 0900625953

Willing's press guide 117th ed.

Volume 1: United Kingdom

Volume 2: Overseas

East Grinstead, Reed Information Services, 1991

ISBN 0611007576 (Both volumes)

**PERIODICALS**

**The Economist**

London

**Les Echos**

Ffr 3072.60 per annum

**Financial Times**

London

£356 per annum

**Frankfurter Allgemeine Zeitung**

Dm 589.68 per annum

**Handelsblatt**

DM 660 per annum

**International Business Week**

US\$ 60.00 per annum

**Japan Economic Journal**

US\$ 70 per annum

**Market Research Europe**

London

£425 per annum

**Market Research Great Britain**

Monthly

London, Euromonitor

ISSN 03083047 91

£385

**Retail business: Market reports**

Monthly

London, Economist Intelligence Unit

£365 per annum

**Retail business: Retail trade reviews**

Quarterly

London, Economist Intelligence Unit

£190 per annum

**Wall Street Journal**

US\$448.11 per annum