

# The Rapid Change of Global Business

*“There is no longer any such thing as a purely national economy. The rest of the world is just too big to ignore, either as a market or as a competitor. If business schools do nothing other than to train their students to think internationally, they would have accomplished an important task.”*

*—John Young, CEO, Hewlett-Packard*

## Concept Previews

After reading this chapter, you should be able to:

- **appreciate** the dramatic internationalization of markets
- **understand** the various names given to firms that have substantial operations in more than one country
- **appreciate** the profound effect of the Internet on many international business firms
- **understand** the five kinds of drivers, all based on change, that are leading international firms to the globalization of their operations
- **comprehend** why international business differs from domestic business
- **describe** the three environments—domestic, foreign, and international—in which an international company operates



Howard Grey/Tony Stone Images

## Why You Need International Business Experience and How to Get It

Gary Ellis, a young assistant controller for Medtronic, a Fortune 500 manufacturer of pacemakers and other medical equipment, was thought to be on the fast track for a top management position. However, company executives felt he first needed broader experience, so they sent him to head their European headquarters in Belgium. In his new job Gary was responsible for many top-level duties and worked with an array of officials (labor, government, production, and marketing, as well as financial).

Two years later, when the corporate controller's job in the company's home office in Minneapolis became vacant, Ellis was given the job. Bill George, Medtronic's CEO, summed up the company philosophy regarding necessary experience: "Successful executives of the future will have all lived in another country for several years."<sup>a</sup>

Medtronic is not the only firm with this policy. At FMC Corp., a heavy machinery and chemicals producer, the vice president for human resources says that his company believes that "no one will be in a general management job by the end of the decade who

didn't have international exposure and experience.”<sup>b</sup> Evidently, the boards of directors of the Big Three automakers have the same policy. All three CEOs were at one time heads of their firms' international operations.

The realization that overseas experience is important for career advancement has heightened the competition for foreign assignments. For example, nearly 500 midlevel engineering and technical managers in GE's aircraft engine unit applied for the 14 positions in the company's global marketing training program.<sup>c</sup> The global human resources manager at another GE unit, GE Medical Systems, claims, “We have far more candidates than we have jobs offshore.”<sup>d</sup> In the face of such competition, what can you do to improve your chances to obtain an overseas post?

First, make your boss and the Human Resource Management department personnel aware of your interest and the fact that you have studied international business. Look for opportunities to remind them that you continue to be interested (performance review is a good time). Try to meet people in the home office who work with the foreign subsidiaries as well as visitors from overseas. As evidence of your strong interest in foreign employment, take additional international business courses and study foreign languages. Make sure that people in your company know what you are doing.

You have seen that many American managements want their top executives at company headquarters to have years of foreign experience, but do CEOs of the major firms recognize the value of internationalized business education for all employees in management? Do they, in fact, believe it is important that all business graduates they hire have some education in the international aspects of business? How important is the knowledge of foreign languages?

To find out, we surveyed the CEOs of *Forbes*'s “100 Largest Multinational Firms” and *Fortune*'s “America's 50 Biggest Exporters.” We found that: (1) Seventy-nine percent believed that all business majors should take an introduction to international business course. (2) About 70 percent felt that business graduates' expertise in foreign languages, international aspects of functional areas (e.g., marketing, finance), and business, human, or political relations outside the United States is an important consideration in making hiring decisions. (3) A majority of the respondents believed that a number of courses in the international business curriculum (e.g., international marketing, international finance, export–import, international management) are relevant to their companies.

It appears from our study, then, that the CEOs of the major American firms doing business overseas are convinced that the business graduates they hire should have some education in the international aspects of business. Most seem to agree with the executive vice president of Texas Instruments, who said, “Managers must become familiar with other markets, cultures, and customs. That is because we operate under the notion that it is ‘one world, one market,’ and we must be able to compete with—and sell to—the best companies around the world.”<sup>e</sup>

■ ■ ■ Table 1.1 Import Penetration, 1970 versus 1999 (\$ billions)

	Import Penetration (%)		Goods and Services				GDP*	
	1999	1970	Exports		Imports		1999	1970
United Kingdom	24.8%	23.4%	\$268	\$25	\$321	\$25	\$1,241	\$107
Germany	18.7	19.3	541	39	473	35	2,604	185
France <sup>†</sup>	17.3	15.5	299	16	286	22	1,665	143
United States	11.8	6.7	695	68	1,060	68	8,637	1,012
Japan	5.9	9.8	419	22	311	20	5,393	204

Notes: \*At 1999 prices and exchange rates.

<sup>†</sup>Figures include overseas territories.

Sources: "Gross Domestic Product," *Main Economic Indicators*, March 2000, OECD Web site, [www.oecd.org/std/gdp.htm](http://www.oecd.org/std/gdp.htm) (July 24, 2000); "Appendix Table 1," *Annual Report 2000*, [www.wto.org/wto/english/res\\_e/anre00\\_e.pdf](http://www.wto.org/wto/english/res_e/anre00_e.pdf) (July 24, 2000).

Clearly, the top executives from some of the largest corporations in the world are saying that they prefer business graduates who know something about markets, customs, and cultures in other countries. Companies that do business overseas have always needed some people who could work and live successfully outside their own countries, but now it seems that managers wanting to advance in their firms must have some foreign experience.

Did you note the reason for this emphasis on foreign experience for managers—increased involvement of the firm in international business? The top executives of many corporations want their employees to have a global business perspective. What about companies that have no foreign operations of any kind? Do their managers need this global perspective? They do indeed, because it will help them not only to be alert for both sales and sourcing opportunities in foreign markets but also to be watchful for new foreign competitors preparing to invade their domestic market.

Indicators of this expanding competition are the increases in import penetration defined as

$$\frac{\text{imports}}{\text{GDP} - \text{exports} + \text{imports}}$$

and the buildup of foreign investment. Note that import penetration has increased markedly for the five major importing nations over the past 29 years (Table 1.1).

In summary, we can say that every company's management, whether or not it has any direct foreign involvement, needs to be aware of what is occurring globally in its markets and its industry. ■

Sources: <sup>a</sup>"The Real Fast Track Is Overseas," *Fortune*, August 21, 1995, p. 129. <sup>b</sup>"Path to Top Job Now Twists and Turns," *The Wall Street Journal*, March 15, 1993, p. B1. <sup>c</sup>"Younger Managers Learn Global Skills," *The Wall Street Journal*, March 3, 1994, p. B1. <sup>d</sup>"The Fast Track Leads Overseas," *Business Week*, November 1993, pp. 64–68. <sup>e</sup>Donald A. Ball and Wendell H. McCulloch, Jr., "The Views of American Multinational CEOs on Internationalized Business Education for Perspective Employees," *Journal of International Business Studies*, 2nd Quarter, 1993, pp. 383–91.

**W**hat about you? Are you involved in the global economy yet? Think back to how you began your day. After you awoke, you may have looked at your Timex watch for

the time and turned on your RCA TV for the news and weather while you showered. After drying your hair with a Conair dryer, you quickly swallowed some Carnation Instant Breakfast and Sanka coffee, brushed your teeth with Close-Up toothpaste, and drove off to class in your Honda with its Firestone tires and a tank full of Shell gasoline.

Meanwhile, on the other side of the world, a group of Japanese students dressed in Lacoste shirts, Levi's jeans, and New Balance shoes may be turning off their IBMs in the computer lab and debating whether they should stop for hamburgers and Cokes at McDonald's or coffee and doughnuts at Mister Donut. They get into their Ford Mustangs with Goodyear tires and drive off.

What do you and the Japanese students have in common? You are all consuming products made by *foreign-owned companies*. This is international business.

To further see the point we're making, answer this question: Which of the following companies or brands are foreign owned? Who are the owners?

1. Norelco (electric razors)
2. Chesebrough-Pond (Vaseline)
3. Ben & Jerry's Ice Cream
4. Lever Brothers (Lux, Dove)
5. Lenscrafters (eyeglasses)
6. Maybelline (cosmetics)
7. Comp USA (computer stores)
8. Greyhound Lines
9. Holiday Inn
10. Godiva Chocolate
11. Scott Paper (Kleenex)
12. Elizabeth Arden
13. General Tire (tires)
14. A&W Brands (root beer)
15. Motel 6
16. Pillsbury<sup>1</sup>

All that you have read so far points to one salient fact: *All businesspeople need to have a basic knowledge of international business to be able to meet the challenge of global competition.*



## International Business Terminology

Part of this knowledge consists of learning its special terminology, an important function, as you already know, of every introductory course. To assist you in learning the international business "language," we've included a glossary at the end of the book and listed the most important terms at the end of each chapter. They also appear in bold print where they are first used in the text, with their definitions in the margin.

### Multinational, Global, International, and Transnational Companies

Because international business is a relatively new discipline and is extremely dynamic, you will find that the definitions of a number of terms vary among users. For example, some people use the words *world* and *global* interchangeably with *multinational* to de-



scribe a business with widespread international operations, but others define a global firm as one that attempts to standardize operations in all functional areas but that responds to national market differences when necessary.<sup>2</sup>

According to this definition, a global firm's management

1. Searches the world for (a) market opportunities, (b) threats from competitors, (c) sources of products, raw materials, and financing, and (d) personnel. In other words, it has global vision.
2. Seeks to maintain a presence in key markets.
3. Looks for similarities, not differences, among markets.

Those who use *global* in this manner are defining a multinational company as a kind of holding company with a number of overseas operations, each of which is left to adapt its products and marketing strategy to what local managers perceive to be unique aspects of their individual markets. Some academic writers suggest using terms such as *multidomestic* and *multilocal* as synonyms for this definition of *multinational*.<sup>3</sup> You will also find those who consider *multinational corporation* to be synonymous with *multinational enterprise* and *transnational corporation*.

However, the United Nations and the governments of most developing nations have been using *transnational* instead of *multinational* for decades to describe a firm doing business in more than one country. The United Nations specialized agency, the United Nations Conference on Trade and Development (UNCTAD), for example, employs the following definition: "Transnational corporations comprise parent enterprises and their foreign affiliates: a parent enterprise is defined as one that controls assets of another entity or entities in a country or countries other than its home country, usually by owning a capital stake. An equity capital stake of at least 10 percent is normally considered as a threshold for the control of assets in this context."<sup>4</sup> More recently, some academic writers have employed the term for a company that combines the characteristics of global and multinational firms: (1) trying to achieve economies of scale through global integration of its functional areas while at the same time (2) being highly responsive to different local environments (a newer name is *multicultural multinational*).<sup>5</sup> You recognize, of course, that this is similar to the definition of a global company mentioned earlier. To be able to use this definition for *transnational*, these writers have simply redefined a global firm as one that responds weakly to local environments.

Businesspeople, though, usually define a transnational as a company formed by a merger of two firms of approximately the same size that are from two different countries. Four of the largest are Unilever (Dutch–English, food), Shell (Dutch–English, oil), Pharmacia & Upjohn (Swedish–American, pharmaceuticals), and ABB (electrotechnical, power generating), a 1988 merger between ASEA (Swedish) and Brown-Bovari (Swiss). Other European transnationals, now dissolved, were Dunlop-Pirelli (English–Italian, tires), Semperit-Kleber Colombes (Austrian–French, tires), and VFW-Fokker (Germany–Netherlands, aircraft). *Binational* is another name given to this kind of company.

### Organization of a Transnational

Generally, there is a 50–50 ownership of a new company formed by the merger, as in the case of ABB, although there are notable exceptions. The Unilever Group was established in 1930 when Margarine Unie (Dutch) and Lever Brothers (British) decided to merge their interests while remaining separate legal entities. Now known as Unilever N.V. (Dutch) and Unilever PLC (British), they are the parent companies of one of the world's largest consumer goods businesses (31 in the Fortune Global 500 with 1999 sales of \$44 billion), with corporate centers in Rotterdam and London. These companies, which serve as holding and service companies for their group companies around the world, have the same directors, and each company chairman is vice chairman in the other company. In most cases, shares in the group companies are held by either N.V. or PLC. Interestingly, Unilever describes itself as "international, not global, because it does not attempt to enter all markets with the same product."<sup>6</sup>



# [Worldview]

## GLOBAL COMPANY—BY WHOSE DEFINITION?

After talking about having to be a multinational firm (a collection of national businesses) to gain a competitive advantage during the 1960s, management consultants and managements in the 1980s turned to the buzzword *globalization* as a strategy to beat their competitors. Unfortunately, *globalization* and its root, *global*, are overused and misused in international business because of the prestige that managements believe these words bring to their companies. Here are three of the various definitions of a global company—an organization that attempts to

1. Have a worldwide presence in its market.
2. Standardize operations worldwide in one or more of the firm's functional areas.
3. Integrate its operations worldwide.

There are those who believe a global firm must possess all three characteristics and have a worldwide locus of control and ownership. Critics of this definition claim there is no global firm by that definition. To see how firms define global firms to suit their purpose, compare these two situations.

Allen-Edmonds is a small shoe manufacturer in Port Washington, Wisconsin, whose sales in 17 years rose from \$9.5 million in 1978 to \$55 million in 1995. The president explains that the firm accomplished this by “choosing a market niche—manufacturing high-quality dress shoes for men, and by viewing the whole globe as our marketplace. Today, although we produce all our shoes in Port Washington, Allen-Edmonds is a *global manufacturing company*.” Contrast this with the way Procter & Gamble's (P&G) management describes its company: “Since 1980, the company has quadrupled the number of consumers it can serve with its brands—about five billion people around the world. P&G now has operations in more than 70 countries and its products are sold in over 140 countries, making P&G one of the biggest and most successful consumer goods companies in the world. P&G is also a major force for economic growth and well-being around the world, employing more than 103,000 people worldwide. Today, Procter & Gamble is a *truly global corporation*.”

Although the same term is used in both situations, the definitions are different. For example, some people, such as the Allen-Edmonds president, claim the

The other large Dutch–British transnational, Shell, has a similar organizational arrangement in that in 1903 a British petroleum company and a Dutch one formed a partnership, the Asian Petroleum Company, that worked so well that it was extended to worldwide operations with the formation of the Royal Dutch/Shell Group of Companies in 1907. The partnership continues. The two parent companies retain their separate businesses and own the Group, with over 1,700 companies in the proportion of 60 percent to Royal Dutch Petroleum and 40 percent to the Shell Transport and Trading Company. The Shell Group ranked eleventh in the 1999 Fortune Global 500 with sales of \$105 billion. Note that neither Unilever nor Shell is a merger in the strictly legal sense.<sup>7</sup>

In 1990, Brazil and Argentina signed a treaty establishing Argentina/Brazil Binational Companies, presumably because of their membership in the regional trade association Mercosur. The Colombian and Ecuadorian governments have also established regulations for the formation of binational companies.<sup>8</sup>

### Other Possible Solutions to Multiple Definitions

Perhaps the Japanese have the solution to the use of terms with multiple definitions; they call the technique of adapting to local conditions *dochakuka*, meaning “global localization.” The word comes from Japanese agriculture, where it means adjusting the planting, fertilizing, and harvesting methods to meet local soil conditions.

To complete this discussion, we need to mention that the term *supranational corporation* was described in a publication of the United Nations as one in which both the operation and the ownership are multinational, yet many reserve this term for a corporate form that does not exist now—one that would be chartered by an international agency such as the United Nations.

title *global* simply because their companies export to other countries. Presumably, he calls his firm a global manufacturing company because Allen-Edmonds does its own manufacturing instead of subcontracting from China, Indonesia, and other Asian nations as Nike and Adidas do. For other firms, such as P&G, attaining global company status requires meeting additional criteria, thereby reducing the number of companies able to reach that goal. Their definition, essentially based on marketing, production, and technological globalization, is one that focuses on customer similarities worldwide and producing in similar manufacturing facilities around the world essentially the same products, which are then sold under the same brand names in all markets.

Recently, however, the term *global company* has taken on still more new criteria. Compared to other definitions, a global company is now said to be more culturally diverse and incorporates much more worldwide standardization in its marketing, technical, and production functions than previously. To utilize its worldwide assets more efficiently against competitors, the new global company places production plants all over the world to gain the benefits of lower-cost labor and better-educated workers. Improvements in communications technology such as Electronic Data Interchange (EDI) data exchange (invoices, purchase orders) between computers of manufacturers and suppliers, international networking, and teleconferencing

have made it possible for project teams around the world to meld ideas from different cultures for greater innovation.

Managements are also removing the barriers within their companies to allow the free flow of people as well as ideas. Many are offering top management positions to citizens from countries other than the home country. Some are even calling this newly defined global company by a new name: *multicultural multinational*.

The aims of the multicultural multinational are (1) to be responsive to local markets, (2) to produce and market its products worldwide, and (3) to exploit its technology on a global basis—elusive goals reached by few companies so far. Although it has become fashionable to speak of global corporations as being “stateless” or “borderless,” measurement by any criterion shows that they don’t exist. Each has a home government and tax authority and is owned by shareholders from primarily one nation. According to Professor Yao-Su Hu, a former World Bank economist, writing in *California Management Review*, these firms are national firms with international operations. ■

Sources: “Getting Your Foot in the Global Door,” *Financial Executive*, May/June 1995, p. 23; “A Global Company, 1980–1996,” [www.pg.com/info/library/history/1980d.html](http://www.pg.com/info/library/history/1980d.html), August 11, 1997; “The Discreet Charm of the Multicultural Multinational,” *The Economist*, July 30, 1994, pp. 57–58; Yao-Su Hu, “Global or Stateless Corporations Are National Firms with International Operations,” *California Management Review*, Winter 1992, pp. 107–26.

## Definitions Used in This Text

In this text we will employ the definitions listed below, which are generally accepted by businesspeople. Although we primarily use the terms *global*, *multidomestic*, and *international* firms or companies, at times we may use *multinational enterprise (MNE)* or *multinational company (MNC)* interchangeably with *international company (IC)* inasmuch as both terms are employed in the literature and in practice.

1. *International business* is business whose activities are carried out across national borders. This definition includes not only international trade and foreign manufacturing but also the growing service industry in areas such as transportation, tourism, advertising, construction, retailing, wholesaling, and mass communications. Figure 1.1 demonstrates how widespread one service corporation has become.
2. *Foreign business* denotes the domestic operations within a foreign country. This term sometimes is used interchangeably with *international business* by some writers.
3. **Multidomestic company (MDC)** is an organization with multicountry affiliates, each of which formulates its own business strategy based on perceived market differences.
4. **Global company (GC)** is an organization that attempts to standardize and integrate operations worldwide in all functional areas.\*
5. **International company (IC)** refers to both global and multidomestic companies.

\*Note that in this definition global ownership is not a requirement. However, you should be aware that some people do include this along with other criteria, such as the ratio of foreign to total employment or foreign to total assets.

### **multidomestic company**

An organization with multi-country affiliates, each of which formulates its own business strategy based on perceived market differences.

### **global company**

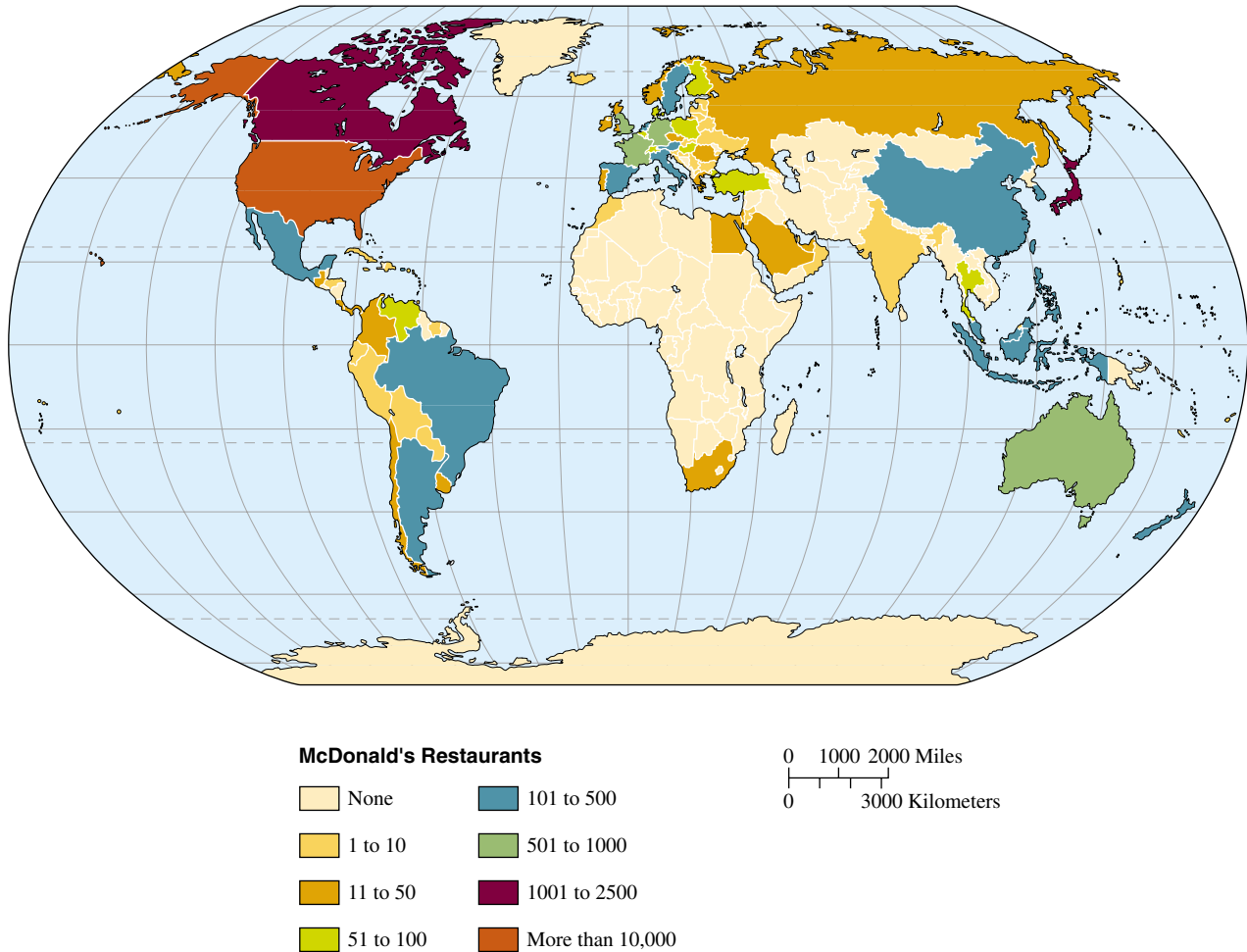
An organization that attempts to standardize and integrate operations worldwide in all functional areas.

### **international company**

Either a global or a multidomestic company.



[Figure 1.1] Overseas Locations of McDonald's, an International Service Company



## History of International Business

While international business as a discipline is relatively new, international business as a business practice is not, as we shall see in the next section, “History of International Business.” Well before the time of Christ, Phoenician and Greek merchants were sending representatives abroad to sell their goods. In 1600, the British East India Company, a newly formed trading firm, established foreign branches throughout Asia. At about the same time, a number of Dutch companies, which had organized in 1590 to open shipping routes to the East, joined together to form the Dutch East India Company and also opened branch offices in Asia.<sup>9</sup> American colonial traders began operating in a similar fashion in the 1700s.

Early examples of American foreign direct investment are the English plants set up by Colt Fire Arms and Ford\* (vulcanized rubber), which were established before the Civil War. Both operations failed, however, after only a few years.

A number of multinational companies existed in the late 1800s. One of the first to own foreign production facilities, have worldwide distribution networks, and market its products under global brands was Singer Sewing Machine. In 1868, it built a factory in Scotland, the first successful American venture into foreign production. By 1880, the company had become a global organization with an out-

\*This Ford was no relation to Henry Ford.

standing international sales organization and several overseas manufacturing plants. Other firms, such as J&P Coats (United Kingdom) and Ford, soon followed, and by 1914, at least 37 American companies had production facilities in two or more overseas locations.<sup>10</sup>

Among those firms already established overseas were National Cash Register and Burroughs, with manufacturing plants in Europe; Parke-Davis, with a plant near London (1902); and Ford Motor Company, which had assembly plants or distribution outlets in 14 countries. General Motors and Chrysler followed soon afterward, so that by the 1920s all three companies had sizable foreign operations. Interestingly, and quite the reverse of today's situation, in the 1920s *all* cars sold in Japan were made in the United States by Ford and General Motors and sent to Japan in knocked-down kits to be assembled locally. Another early overseas investor was General Electric, which, by 1919, had plants in Europe, Latin America, and Asia.<sup>11</sup> Other well-known American firms in Europe at that time were Alcoa, American Tobacco, Armour, Coca-Cola, Eastman Kodak, Gillette, Quaker Oats, Western Electric, and Westinghouse.

Interestingly, American business moving overseas caused consternation among Europeans similar to that caused by Japanese investments in the United States today. One author wrote, "The invasion goes on unceasingly and without noise or show in 500 industries at once. From shaving soap to electric motors, and from shirtwaists to telephones, the American is clearing the field."<sup>12</sup>

Although American firms were by far the largest foreign investors, European companies were also moving overseas. Friedrich Bayer purchased an interest in a New York plant in 1865, two years after setting up his plant in Germany. Then, because of high import duties in his overseas markets, he proceeded to establish plants in Russia (1876), France (1882), and Belgium (1908).<sup>13</sup> Bayer, now one of the four largest chemical companies in the world (\$29 billion in 1999 sales), has 350 companies with operations in 140 countries. After losing the right to use the name Bayer in North America as part of Germany's World War I reparations, the company regained that right in 1995 by buying the over-the-counter drug division from Kodak, which had been the manufacturer and owner of Bayer aspirin.<sup>14</sup>

Although multinational firms existed well before World War I, only in recent years have they become the object of much discussion and investigation, especially concerning the increasing globalization of their operations. What is globalization? What are the reasons for globalization?

## Globalization

### What Is It?

Although globalization is discussed everywhere—television shows, Internet chat rooms, political demonstrations, parliaments, management boardrooms, and labor union meetings—so far there is no widely accepted definition. In fact, its definition continues to broaden. Now, for example, social scientists discuss the political, social, environmental, historical, geographical, and even cultural implications of globalization.<sup>15</sup> Some also speak of technological globalization, political globalization, and the like.<sup>16</sup>

However, the most common definition and the one used in international business is that of economic globalization—the international integration of goods, technology, labor, and capital; that is, firms implement global strategies which link and coordinate their international activities on a worldwide basis.<sup>17</sup> Interestingly, at the 1999 World Economic Forum (WEF) annual meeting in Davos, Switzerland, a new word, *globality*, was introduced as the meeting's theme. Daniel Yergin, coauthor of *The Commanding Heights*, decided that since globalization is a process, a different word was needed for "the results of this process—a place, a condition, the situation that comes afterward." Professor Klaus Schwab, founder of the WEF, explained, "We wanted to look beyond the economic dimensions of what is happening. It is a globality." Bill Gates announced at the meeting that Microsoft would add *globality* to Microsoft's dictionary.<sup>18</sup>

## Globalization Forces

There are five major kinds of drivers, all based on change, that are leading international firms to the globalization of their operations: (1) political, (2) technology, (3) market, (4) cost, and (5) competitive.<sup>19</sup>

1. **Political.** There is a trend toward the unification and socialization of the global community. Preferential trading arrangements, such as the North American Free Trade Agreement and the European Union, that group several nations into a single market have presented firms with significant marketing opportunities. Many have moved swiftly to enter either through exporting or by producing in the area.

Two other aspects of this trend are contributing to the globalization of business operations: (a) the progressive reduction of barriers to trade and foreign investment by most governments, which is hastening the opening of new markets by international firms that are both exporting to them and building production facilities in them, and (b) the privatization of much of the industry in formerly communist nations and the opening of their economies to global competition.

2. **Technology.** Advances in computers and communications technology are permitting an increased flow of ideas and information across borders, enabling customers to learn about foreign goods. Cable TV systems in Europe and Asia, for example, allow an advertiser to reach numerous countries simultaneously, thus creating regional and sometimes global demand. Global communications networks enable manufacturing personnel to coordinate production and design functions worldwide so that plants in many parts of the world may be working on the same product.

The Internet and network computing enable small companies to compete globally because they make possible the rapid flow of information regardless of the physical location of the buyer and seller. Internet videoconferencing allows sellers to demonstrate their products to prospective buyers all over the world without the need to travel. It also permits international companies to hold corporate meetings between managers from headquarters and overseas subsidiaries without expensive, time-consuming travel. In addition, communicating by E-mail on the Internet is faster and more reliable than using postal mail and much less expensive than using a fax machine. Both Internet uses have given home office managers greater confidence in their ability to direct overseas operations.

The ease of obtaining information and making transactions on the Internet has started to have a profound effect on many firms and especially on business-to-business commerce.\* Whereas companies formerly used faxes, telephones, or mail to complete their transactions, they now use the cheaper and faster Internet. For example, Cisco Systems, a network-equipment maker, makes 80 percent of its \$12 billion annual sales from its Web site.<sup>20</sup> The concept of using the Web to find suppliers is already established in certain industries, and more are coming online. In February 1999, Ford, General Motors (GM), and DaimlerChrysler announced a joint venture to fund and develop a Web-based trading exchange connecting all the buyers and sellers in the entire automobile supply chain. Renault and Nissan also declared their intention to join. As an example of the savings to be obtained, Ford expects to save 10 percent on the \$80 billion it buys from its suppliers annually plus another \$1 billion in transaction costs. A typical purchase order costs Ford \$150, but an order on the exchange will cost about \$15.<sup>21</sup> The five automakers spend roughly \$700 billion annually. Similar Internet exchanges have been announced by tire manufacturers, airlines, computer companies, aerospace companies, retailers, and chemical companies.<sup>22</sup>

3. **Market.** As companies globalize, they also become global customers. For years, advertising agencies established offices in foreign markets when their major clients entered those markets to avoid having a competitor steal the accounts. Likewise,

\*See the Chapter 1 "Internet Appendix" for information on using the Internet for international business research.



## A Little Guy Makes Global Business Easier for the Little Guys

*Small and Medium-Sized Enterprises*

DE Technologies, a tiny private company with only six employees, has patented a technology for processing sales globally using the Internet. With this system, which is called the Electronic Commerce Backbone System (ECBS), small and medium-sized firms can export and import goods and services without previous international trade experience. The ECBS allows buyers/sellers to buy American

products in the currency of the destination country, view product descriptions in the language of the destination country, view digital still or motion video displays of the products for sale, and view the calculations and displays of prices for air, land, and sea transportation; it also ensures direct payment of goods via credit cards or documentary credit.

Procedures such as the preparation and filing of export–import documents, freight, insurance, titles, letters of credit, pro forma invoices, and bills of lading are done by the program. This eliminates the necessity of engaging foreign freight forwarders, export and import agents, and other international channel of distribution members. Thus, ECBS reduces the

costs of ocean and air freight, banking, and human resources.

Small and medium-sized businesses can become members by paying a small membership fee, which gives them access to the ECBS. A small transactional fee of 0.3 percent also is levied. According to the founder of DE Technologies, “the capability of the system will allow thousands of SMEs to compete effectively in the Import/Export business with ‘The Big Guys’ as the barriers to entry will be lowered tremendously.” ■

Sources: “Cutting through a World of Red Tape,” *Business Week Online*, [www.businesswe...m/smallbiz/0006/te000628.htm?scriptFramed](http://www.businesswe...m/smallbiz/0006/te000628.htm?scriptFramed) (June 30, 2000); “Electronic Commerce Backbone System (ECBS),” *DE Technologies Web site*, [www.detechнологies.com/ecbs.htm](http://www.detechнологies.com/ecbs.htm) (August 1, 2000); and “Borderless Order Entry Systems,” *DE Technologies Web site*, [www.detechнологies.com/boes.htm](http://www.detechнологies.com/boes.htm) (August 1, 2000).

when an automaker, about to set up a foreign plant where there was no tire factory, asked a tire company if it was interested in setting up a plant in this new market, the response was, “When do you want us there?” It is also quite common for a global supplier to make global supply contracts with a global customer.

Finding the home market saturated also sends companies into foreign markets, especially when the marketer realizes there is a convergence of customer tastes and lifestyles brought about by increasing tourist travel, satellite TV, and global branding.

4. **Cost.** Economies of scale to reduce unit costs are always a management goal. One means of achieving them is to globalize product lines to reduce development, production, and inventory costs. The company can also locate production in countries where the costs of the factors of production are lower.
5. **Competitive.** Competition continues to increase in intensity. New firms, many from newly industrialized and developing countries, have entered world markets in automobiles and electronics, for example. As you saw in the opening incident, import penetration has increased markedly for five of the six major trading nations over the past 29 years. Another competitive driving force for globalization is the fact that companies are defending their home markets from competitors by entering the competitors’ home markets to distract them (example: Kodak–Fuji).

Many firms that would not have entered a single country because it lacked sufficient market size have established plants in the comparatively larger trading groups (European Union, ASEAN, Mercosur). It’s one thing to be shut out of Belgium, but it’s another to be excluded from all Europe.

The result of this rush to globalization has been an explosive growth in international business.

## Explosive Growth

There has been explosive growth in both the size and the number of U.S. and foreign international concerns.

■ ■ ■ Table 1.2

## FDI Indicators and Multinational Company Statistics (billions of dollars and percentages)

	Value at Current Prices (billions of dollars)				Annual Growth Rate (percent)		
	1996	1997	1998	1991–1995	1996	1997	1998
<i>FDI data</i>							
Inflows	359	464	644	19.6	9.1	29.4	38.7
Outflows	380	475	649	15.9	5.9	25.1	36.6
Inward stock	3,086	3,437	4,088	9.6	10.6	11.4	19.0
Outward stock	3,145	3,423	4,117	10.5	10.7	8.9	20.3
Cross-border M&As*	163	236	411	30.2	15.5	45.2	73.9
<i>Foreign affiliate data</i>							
Sales	9,372	9,728	11,427	10.7	11.7	3.8	17.5
Total assets	11,246	12,211	14,620	13.8	8.8	8.6	19.7
Exports	1,841	2,035	2,338	13.1	-5.8	10.5	14.9
Employment (thousands)	30,941	31,630	35,074	5.6	4.9	2.2	10.9

Note: \*Majority-held investment only.

Source: "Mega Mergers Reshaping Global Production System," *UNCTAD Press Release*, TAD/INF/2821, September 23, 1999, [www.unctad.org/en/press/pr2821.htm](http://www.unctad.org/en/press/pr2821.htm) (August 3, 2000).

### Foreign Direct Investment

One variable commonly used to measure where and how fast internationalization is taking place is the increase in total foreign direct investment (FDI).<sup>\*</sup> For example, the world stock of FDI is estimated to have risen from \$519 billion in 1980 to \$4.117 trillion in 1998, an eightfold increase in just 18 years (see Table 1.2).

Note also that total FDI rose by nearly 40 percent to \$644 billion for a record increase, while total assets of multinational foreign affiliates grew by 19.7 percent in 1998 to reach \$14.62 trillion. Majority-owned cross-border mergers and acquisitions (M&As) registered a 1998 growth of \$411 billion, up almost 75 percent, after rising 45 percent in 1997. Preliminary 1999 results reveal that cross-border M&As (\$720 billion) continue to be the driving force behind the growth of FDI flows (\$827 billion in 1999). The United States, the nation with the highest sales of companies in 1999, was replaced by the United Kingdom as the largest acquirer of foreign companies. These two countries also represent for each other the principal home country as well as host country.<sup>23</sup>

### Number of International Companies

We also have estimates of the number of global and multidomestic firms in the world. In 1999, UNCTAD, the United Nations agency in charge of all matters relating to FDI and international corporations, estimated that there were over 60,000 companies with half a million foreign affiliates that accounted for 25 percent of global output. They accounted for two-thirds of world trade. Foreign affiliates' sales (\$11 trillion) are far in excess of global trade (\$7 trillion).<sup>24</sup> Only four years ago, UNCTAD estimated that there were only 45,000 parent companies with 280,000 foreign affiliates with sales of US\$7 trillion.<sup>25</sup>

UNCTAD reports, "The world's largest 100 transnational corporations, measured in terms of foreign assets, hold a dominant position in the new international production system. They now account for US\$4 trillion in total sales and hold a stock of total assets in excess of US\$4.2 trillion." General Electric is the world's largest TNC, closely followed by the Ford Motor Company and the Royal Dutch Shell Group. What is striking is that

<sup>\*</sup>Foreign direct investment is sufficient investment to obtain significant management control. In the United States, 10 percent is sufficient; in other countries, it is not considered a direct investment until a share of 20 or 25 percent is reached.



85 of the top 100 have been on the UNCTAD list for several years. Only two, Petroleos of Venezuela and Daewoo Corporation of Korea, are from developing countries.<sup>26</sup>

As a result of this expansion, the foreign company's subsidiaries have become increasingly important in the industrial and economic life of many nations, developed and developing. This situation is in sharp contrast to the one that existed when the dominant economic interests were in the hands of local citizens. The expanding importance of foreign-owned firms in local economies came to be viewed by a number of governments as a threat to their autonomy. However, beginning in the 1980s, there has been a marked liberalization of government policies and attitudes toward foreign investment in both developed and developing nations. Leaders of these governments know that local firms must obtain modern commercial technology in the form of direct investment, purchase of capital goods, and the right to use the international company's expertise if they are to be competitive in world markets.\*

Despite this change in attitude, there are still critics of large global firms who cite such statistics as the following to "prove" that host governments are powerless before them:

1. In 1998, only 23 nations had gross national products (GNPs) greater than the total annual sales of General Motors, the world's largest international company.
2. Also in 1998, the total amount of money spent in Wal-Mart worldwide was greater than the sum of the GNPs of over 100 nations.

As Table 1.3 indicates, these statements must be true. In fact, when nations and industrial firms are ranked by GNP and total sales, respectively, 48 of the first 100 on the list are industrial firms. While a nation's GNP and a company's sales are not comparable, they are indicators of potential power, as you will see in Chapter 10, "Political Forces." Also, regardless of the parent firm's size, each subsidiary is a local company that must comply with the laws in the country where it is located. If it does not, it can be subject to legal action or even government seizure. From 1970 to 1975 there were 336 acts of seizure, but a decade later that number dropped to just 15. Now most differences are settled by arbitration.\*\*<sup>27</sup>

## Recent Developments

### Lessening of American Dominance?

You may have noticed in Table 1.3 that there are more Asian and European international firms than there are American. It was not always this way. Until the 1960s American multinationals clearly dominated world business, but then the situation began to change. European firms began challenging American multinationals, first in their home countries and then in third-country markets dominated by U.S. companies. By the 1970s large European and Japanese businesses were expanding their overseas production facilities faster than were American firms. To realize the change in the relative importance of American, European, and Japanese multinationals, it is helpful to compare *Fortune's* list of the top 100 industrial firms in the world ranked according to sales in 1980, 1996, and 1999.<sup>28</sup>

1980		1996		1999	
45	United States	32	United States	35	United States
42	Western Europe	38	Western Europe	45	Western Europe
8	Japan	23	Japan	20	Japan
1	South Korea	4	South Korea		
1	Brazil	1	Brazil		
1	Mexico	1	Mexico		
1	Venezuela	1	Venezuela		
1	Canada				
100		100		100	

\*Granting the right to use a firm's expertise for a fee is called *licensing*. See Chapter 2 for more details.

\*\*These and related subjects are discussed in Chapters 10 and 11.



Table 1.3

### Ranking of International Firms and Nations According to GNP or Total Sales in 1998

Ranking	Nation or Firm	GNP or Total Sales for 1998 (\$ billion)
1.	United States	7,903.0
2.	Japan	4,089.1
3.	Germany	2,179.8
4.	France	1,465.4
5.	United Kingdom	1,264.3
6.	Italy	1,157.0
7.	China	923.6
8.	Brazil	767.6
9.	Canada	580.9
10.	Spain	555.2
11.	India	427.4
12.	Korea, Republic of	398.8
13.	Netherlands	389.1
14.	Australia	387.0
15.	Mexico	368.1
16.	Russian Federation	331.8
17.	Argentina	290.3
18.	Switzerland	284.1
19.	Belgium	259.0
20.	Sweden	226.5
21.	Austria	216.7
22.	Turkey	200.5
23.	Denmark	175.2
24.	<i>General Motors (US)</i>	161.3
25.	Hong Kong, China*	158.2
26.	<i>DaimlerChrysler (G)</i>	154.6
27.	Norway	152.0
28.	Poland	151.3
29.	<i>Ford Motor (US)</i>	144.4
30.	Saudi Arabia	143.4
31.	<i>Wal-Mart Stores (US)</i>	139.2
32.	South Africa	136.9
33.	Thailand	131.9
34.	Indonesia	130.6
35.	Finland	125.1
36.	Greece	123.4
37.	<i>Mitsui (J)</i>	109.4
38.	<i>Itochu (J)</i>	108.7
39.	<i>Mitsubishi (J)</i>	107.2
40.	Portugal	106.4
41.	Iran	102.2
42.	Colombia	100.7
43.	<i>Exxon (US)</i>	100.7
44.	<i>General Electric (US)</i>	100.5
45.	<i>Toyota (J)</i>	99.7
46.	Israel	96.5
47.	Singapore	95.5
48.	<i>Royal Dutch Shell (UK-Neth)</i>	93.7
49.	<i>Marubeni (J)</i>	93.6
50.	<i>Sumitomo (J)</i>	89.0

■ ■ ■ Table 1.3 (continued)

Ranking	Nation or Firm	GNP or Total Sales for 1998 (\$ billion)
51.	Venezuela	82.1
52.	<i>IBM (US)</i>	81.7
53.	Malaysia	81.3
54.	Egypt	79.2
55.	Philippines	78.9
56.	<i>AXA (F)</i>	78.7
57.	<i>Citigroup (US)</i>	76.4
58.	<i>Volkswagen (G)</i>	76.3
59.	<i>Nippon T &amp; T (J)</i>	76.1
60.	Chile	73.9
61.	Ireland	69.3
62.	<i>BP Amoco (UK)</i>	68.3
63.	<i>Nissho Iwai (J)</i>	67.7
64.	<i>Nippon Life Ins. (J)</i>	66.3
65.	<i>Siemens (G)</i>	66.0
66.	<i>Allianz (G)</i>	64.9
67.	<i>Hitachi (J)</i>	62.4
68.	Pakistan	61.5
69.	Peru	60.5
70.	<i>U.S. Postal Service (US)</i>	60.1
71.	<i>Matushita Elec. (J)</i>	59.8
72.	<i>Philip Morris (US)</i>	57.8
73.	<i>Ing Group (Neth)</i>	56.5
74.	<i>Boeing (US)</i>	56.2
75.	New Zealand	55.4
76.	<i>AT&amp;T (US)</i>	53.6
77.	<i>Sony (J)</i>	53.2
78.	Czech Republic	53.0
79.	<i>Metro (G)</i>	52.1
80.	<i>Nissan Motors (J)</i>	51.5
81.	<i>Fiat (It)</i>	51.0
82.	<i>Bank of America (US)</i>	50.8
83.	<i>Nestlé (S)</i>	49.5
84.	Ukraine	49.2
85.	<i>Credit Suisse (S)</i>	49.1
86.	<i>Honda Motor (J)</i>	48.7
87.	United Arab Emirates	48.7
88.	<i>Assicurazioni Gen. (It)</i>	48.5
89.	<i>Mobil (US)</i>	47.7
90.	<i>Hewlett-Packard (US)</i>	47.1
91.	Algeria	46.4
92.	Hungary	45.7
93.	<i>Deutsche Bank (G)</i>	45.2
94.	<i>Unilever (UK-Neth)</i>	44.9
95.	<i>State Farm Ins. (US)</i>	44.6
96.	<i>Dai-Ichi Ins. (J)</i>	44.5
97.	Bangladesh	44.2
98.	<i>Vebs Group (G)</i>	43.4
99.	<i>HSBC Holdings (UK)</i>	43.3
100.	<i>Toshiba (J)</i>	41.5

\*Value is gross domestic product (GDP), not GNP.

Letters in parentheses indicate a firm's nationality: F = France, G = Germany, It = Italy, J = Japan, K = South Korea, Neth = Netherlands, S = Switzerland, UK = United Kingdom, US = United States.

Sources: "Total GNP 1998, Atlas Method," Washington, DC: World Bank, [www.worldbank.org/databytopic/GNP.pdf](http://www.worldbank.org/databytopic/GNP.pdf) (July 16, 2000); and "Fortune Global 5 Hundred," *Fortune*, August 2, 1999, pp. 144-F11.

Another basis for comparison is market value. The number of firms ranked according to market capitalization in the top 100 Companies in *Business Week's* "The Global 1000" are as follows:

1996		1999	
52	United States	62	United States
23	Western Europe	32	Western Europe
21	Japan	4	Japan
2	Hong Kong	1	Canada
1	Singapore	1	Australia
1	Australia		
<u>100</u>		<u>100</u>	

Note the difference when firms are ranked according to market capitalization instead of total sales.

We can also compare lists over time of the largest firms in a number of industries to see if there has been a change of leadership in sales volume. Following is an analysis of the automobile industry.

1981	1996	1999
1. General Motors (U.S.)	1. General Motors (U.S.)	1. General Motors (U.S.)
2. Ford (U.S.)	2. Ford (U.S.)	2. Ford (U.S.)
3. Fiat (Italy)	3. Toyota (Japan)	3. DaimlerChrysler (Germany)
4. Renault (France)	4. Daimler-Benz (Germany)	4. Toyota (Japan)
5. Volkswagen (Germany)	5. Volkswagen (Germany)	5. Volkswagen (Germany)
6. Daimler-Benz (Germany)	6. Daewoo (South Korea)	6. Honda (Japan)
7. Peugeot (France)	7. Chrysler (U.S.)	7. Nissan (Japan)
8. Toyota (Japan)	8. Nissan (Japan)	8. Fiat (Italy)
9. Nissan (Japan)	9. Fiat (Italy)	9. Peugeot (France)
10. Mitsubishi (Japan)	10. Honda (Japan)	10. Renault (France)

A similar analysis of the top ten firms in five other industries that American firms dominated in 1959 showed that by 1999 they continued to lead in only two of them.<sup>29</sup>

Industry	1959		1999	
Aerospace	8	United States	6	United States
	2	European	2	European*
Chemicals	7	United States	6	European
	3	European	2	United States
Metal manufacturing			2	Japanese
	9	United States	5	Japanese
	1	European	3	European
			1	United States
Electronics			1	South Korean
	7	United States	6	Japanese
	3	European	2	European
			2	United States
Pharmaceuticals	7	United States	5	United States
	3	European	5	European

\*Only eight firms in this industry are in the Fortune Global 500.

It would appear from this analysis that American firms have lost ground to European and Japanese multinationals, as a few writers claim. However, when you compare the number of companies on the first Fortune Global 500 list (1989 sales) with the 1999 results, you come to a different conclusion.

## Countries with the Most Companies on Fortune Global 500 List

	1999	1995	1989
United States	179	153	167
Japan	105	141	111
France	36	42	29
Germany	38	40	32
United Kingdom	39	32	43

Sources: “World’s Largest Corporations,” *Fortune*, August 4, 1997, p. F-1; “Fortune’s New Global 500,” *Fortune*, July 30, 1989, p. 265; and “The Global 500 List,” *Fortune*, [www.fortune.com/fortune/global500/](http://www.fortune.com/fortune/global500/) (July 22, 2000).



International business differs from domestic business in that a firm operating across borders must deal with the forces of three kinds of environments—domestic, foreign, and international. In contrast, a firm whose business activities are carried out within the borders of one country needs to be concerned essentially with only the domestic environment. However, no domestic firm is entirely free from foreign or international environmental forces because the possibility of having to face competition from foreign imports or from foreign competitors that set up operations in its own market is always present. Let us first examine these forces and then see how they operate in the three environments.

## Why Is International Business Different?

### Forces in the Environments

**Environment** as used here is the sum of all the forces surrounding and influencing the life and development of the firm. The forces themselves can be classified as *external* or *internal*. Furthermore, management has no direct control over them, though it can exert influences such as lobbying for a change in a law and heavily promoting a new product that requires a change in a cultural attitude. The external forces are commonly called **uncontrollable forces** and consist of the following:

1. *Competitive*—kinds and numbers of competitors, their locations, and their activities.
2. *Distributive*—national and international agencies available for distributing goods and services.
3. *Economic*—variables (such as GNP, unit labor cost, and personal consumption expenditure) that influence a firm’s ability to do business.
4. *Socioeconomic*—characteristics and distribution of the human population.
5. *Financial*—variables such as interest rates, inflation rates, and taxation.
6. *Legal*—the many kinds of foreign and domestic laws by which international firms must operate.
7. *Physical*—elements of nature such as topography, climate, and natural resources.
8. *Political*—elements of nations’ political climates such as nationalism, forms of government, and international organizations.
9. *Sociocultural*—elements of culture (such as attitudes, beliefs, and opinions) important to international businesspeople.
10. *Labor*—composition, skills, and attitudes of labor.
11. *Technological*—the technical skills and equipment that affect how resources are converted to products.

### environment

All the forces surrounding and influencing the life and development of the firm

### uncontrollable forces

External forces over which management has no direct control, although it can exert an influence



## controllable forces

Internal forces that management administers to adapt to changes in the uncontrollable forces

## domestic environment

All the uncontrollable forces originating in the home country that surround and influence the firm's life and development

## foreign environment

All the uncontrollable forces originating outside the home country that surround and influence the firm

The elements over which management does have some control are the internal forces, such as the factors of production (capital, raw materials, and people) and the activities of the organization (personnel, finance, production, and marketing). These are the **controllable forces** management must administer in order to adapt to changes in the uncontrollable environmental variables. Look at how one change in the political force—the passage of the North American Free Trade Agreement—is affecting all the controllable forces of firms worldwide that do business in or with the three member-nations: the United States, Mexico, and Canada. Suddenly these companies must examine their business practices and change those affected by this new law. For example, some American concerns and foreign subsidiaries in the United States have relocated part of their operations to Mexico to exploit the lower wages there. There are European and Asian companies that have set up production in one of the member-countries to supply this giant free trade region. By doing this, they avoid paying import duties on products coming from their home countries.

## The Domestic Environment

The **domestic environment** is composed of all the uncontrollable forces originating in the home country that surround and influence the life and development of the firm. Obviously, these are the forces with which managers are most familiar. Being domestic forces does not preclude their affecting foreign operations, however. For example, if the home country is suffering from a shortage of foreign currency, the government may place restrictions on overseas investment to reduce its outflow. As a result, managements of multinationals find that they cannot expand overseas facilities as they would like to do. In another instance from real life, a labor union striking the home-based plants learned that management was supplying parts from its foreign subsidiaries. The strikers contacted the foreign unions, which pledged not to work overtime to supply what the struck plants could not. The impact of this domestic environmental force was felt overseas as well as at home.

## The Foreign Environment

The forces in the **foreign environment** are the same as those in the domestic environment except that they occur in foreign nations.\* However, they operate differently for several reasons, including the following:

### Different Force Values

Even though the kinds of forces in the two environments are identical, their values often differ widely, and at times they are completely opposed to each other. A classic example of diametrically opposed political force values and the bewilderment they create for multinational managers was the case of Dresser Industries and the gas pipeline in the Soviet Union. When President Reagan extended the American embargo against shipments of equipment for the pipeline to include foreign companies manufacturing equipment under license from U.S. firms, the Dresser home office instructed its French subsidiary to stop work on an order for compressors. Meanwhile, the French government ordered Dresser-France to defy the embargo and begin scheduled deliveries under penalty of both civil and criminal sanctions. As a Dresser's vice president put it, "The order put Dresser between a rock and a hard place."

A similar case occurred when, because of the American export embargo on shipments to Cuba, that country could not buy buses from the U.S. manufacturer with which it had done business for years. To circumvent the embargo, the government

\**Foreign* has multiple definitions according to the *American Heritage Dictionary*, including (1) originating from the outside—external, (2) originating from a country other than one's own, and (3) conducted or involved with other nations or governments. *Extrinsic* is a synonym. Note that we are not using another definition—unfamiliar or strange. Some writers have this last definition in mind when they state that overseas markets in which the firm does business are not foreign because their managers know them well. However, according to any of the first three definitions, the degree of familiarity has no bearing.

ordered the buses from the firm's Argentine subsidiary. When word came from the firm's American headquarters that the order should not be filled because of the American embargo, the Argentine government ordered the Argentine subsidiary to fill the order, saying that Argentine companies, of which the Argentine subsidiary was one, did not answer to the demands of a foreign government. The Argentine management of the subsidiary was in a quandary. Finally, headquarters relented and permitted its Argentine subsidiary to fill the order.

### Changes Difficult to Assess

Another problem with foreign forces is that they are frequently difficult to assess, especially their legal and political elements. A highly nationalistic law may be passed to appease a section of the population. To all outward appearances, a government may appear to be against foreign investment, yet pragmatic leaders may actually encourage it. A good example is Mexico, which until 1988 had a law prohibiting foreigners from owning a majority interest in a Mexican company. However, a clause permitted exceptions "if the investment contributes to the welfare of the nation." IBM, Eaton, and others were successful in obtaining permission to establish a wholly owned subsidiary under this clause.

### Forces Interrelated

In the chapters that follow, it will be evident that the forces are often interrelated. This in itself is not a novelty, because the same situation confronts a domestic manager. Often different, however, are the types and degrees of interaction that occur. For instance, the combination of high-cost capital and an abundance of unskilled labor in many developing countries may lead to the use of a lower level of technology than would be employed in the more industrialized nations. In other words, given a choice between installing costly, specialized machinery needing few workers and installing less expensive, general-purpose machinery requiring a larger labor force, management will frequently choose the latter when faced with high interest rates and a large pool of available workers. Another example is the interaction between physical and sociocultural forces. Barriers to the free movement of a nation's people, such as mountain ranges and deserts, help maintain pockets of distinct cultures within a country.

## The International Environment

The **international environment** is the interactions (1) between the domestic environmental forces and the foreign environmental forces and (2) between the foreign environmental forces of two countries when an affiliate in one country does business with customers in another. This agrees with the definition of international business: business that involves the crossing of national borders.

For example, personnel at the headquarters of a multidomestic or global company work in the international environment if they are involved in any way with another nation, whereas those in a foreign subsidiary do not unless they too are engaged in international business through exporting or the management of other affiliates. In other words, the sales manager of Goodyear-Chile does not work in the international environment if he or she sells tires only in Chile. If Goodyear-Chile exports tires to Bolivia, then the sales manager is affected by forces of both the domestic environment of Chile and the foreign environment of Bolivia and therefore is working in the international environment. International organizations whose actions affect the international environment are also properly part of it. These organizations include (1) worldwide bodies (e.g., World Bank), (2) regional economic groupings of nations (e.g., North American Free Trade Agreement), and (3) organizations bound by industry agreements (e.g., Organization of Petroleum Exporting Countries).

### international environment

Interaction between domestic and foreign environmental forces or between sets of foreign environmental forces

## Decision Making More Complex

Those who work in the international environment find that decision making is more complex than it is in a purely domestic environment. Consider managers in a home office who must make decisions affecting subsidiaries in just 10 different countries (many internationals are in 20 or more countries). They not only must take into account the domestic forces, they must also evaluate the influence of 10 foreign national environments. Instead of having to consider the effects of a single set of 10 forces, as do their domestic counterparts, they have to contend with 10 sets of 10 forces, *both individually and collectively*, because there may be some interaction.

For example, if management agrees to labor's demands at one foreign subsidiary, chances are, it will have to offer a similar settlement at another subsidiary because of the tendency of unions to exchange information across borders. Furthermore, as we shall observe throughout the text, not only are there many sets of forces, there also are extreme differences among them.

Another common cause of the added complexity of foreign environments is managers' unfamiliarity with other cultures. To make matters worse, they will ascribe to others their own preferences and reactions. Thus, the foreign production manager, facing a backlog of orders, offers the workers extra pay for overtime. When they fail to show up, the manager is perplexed: "Back home they always want to earn more money." This manager has failed to understand that the workers prefer time off to more money. This unconscious reference to the manager's own cultural values, called **self-reference criterion**, is probably the biggest cause of international business blunders. Successful administrators are careful to examine a problem in terms of the local cultural traits as well as their own.

### self-reference criterion

Unconscious reference to one's own cultural values when judging behavioral actions of others in a new and different environment



## International Business Model

The relationships of the forces in the three environments we have been discussing form the basis for our international business environments model shown in Figure 1.2. The external or uncontrollable forces in both the domestic and the foreign environments surround the internal forces controlled by management. The domestic environment of the international firm's home country is surrounded by as many sets of foreign environments as there are countries in which the company does business. Solid lines connecting the internal forces at the home office to the internal forces in the foreign affiliates indicate the lines of control. The beige areas indicate the international environment in which personnel in the headquarters of the international firm work. If, for example, the affiliate in foreign environment A exports to or manages the affiliate in foreign environment B, then its personnel are also working in the international environment, as shown by the beige section.

We shall be using this model throughout the book. After describing the nature of international business in Section I, we examine the international organizations and the international monetary system in Section II. In Section III, we analyze the uncontrollable forces that make up the foreign and domestic environments and illustrate their effect on management functions. Finally, we reverse the procedure in Section IV and deal with the management functions, demonstrating how they are influenced by the uncontrollable forces.

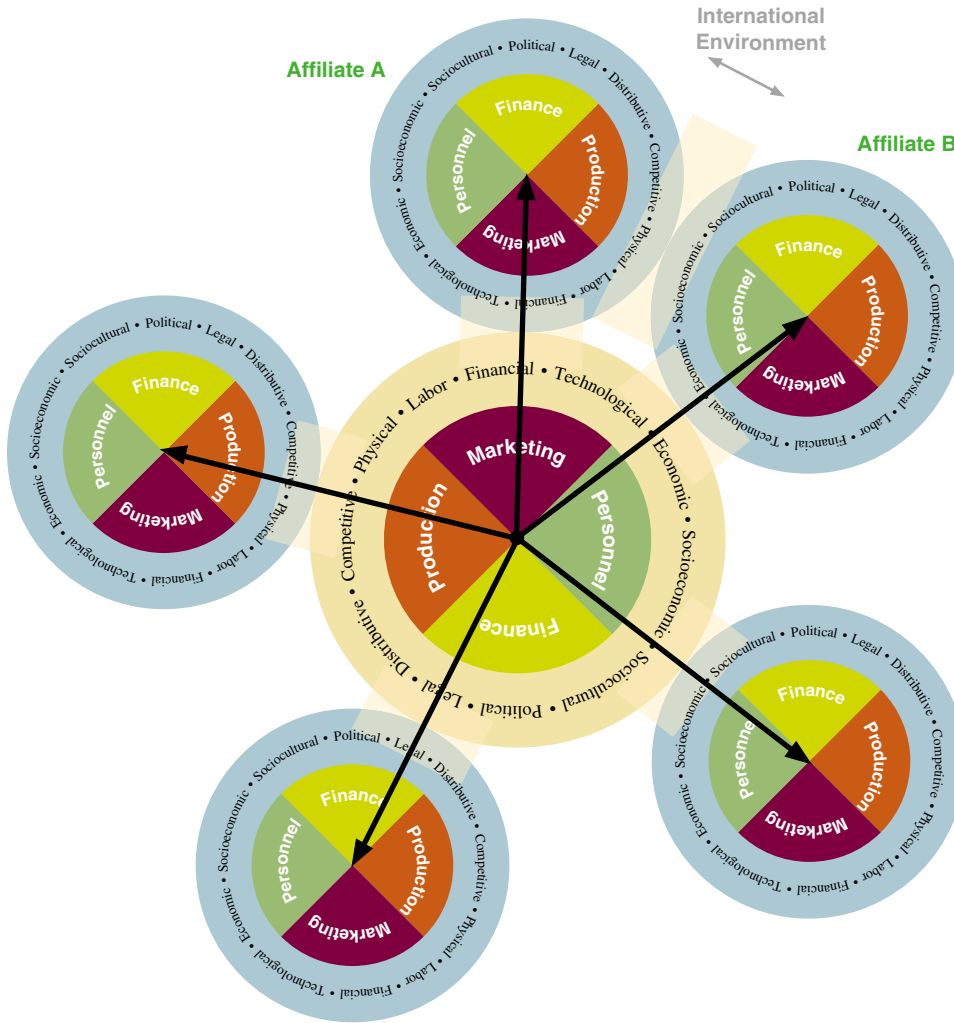


A solid understanding of the business concepts and techniques employed in the United States and other advanced industrial nations is a requisite for success in international business. However, because transactions take place across national borders, three environments—domestic, foreign, and international—may be involved instead of just

[1]

section

[Figure 1.2] International Business Environments



- **Domestic environment**  
(Includes socioeconomic, sociocultural, political, legal, distributive, competitive, physical, labor, financial, technological, and economic environments)
- **Foreign environment**  
(Includes socioeconomic, sociocultural, political, legal, distributive, competitive, physical, labor, financial, technological, and economic environments)

one; thus, in international business, the international manager has three choices in what to do with a concept or a technique employed in domestic operations: (1) transfer it intact, (2) adapt it to local conditions, or (3) not use it overseas. International managers who have discovered that there are differences in the environmental forces are better prepared to decide which option to follow. To be sure, no one can be an expert on all these forces for all nations, but just knowing that differences may exist will cause people to “work with their antennas extended.” In other words, when they enter international business, they will know they must look out for important variations in many of the forces that they take as given in the domestic environment. It is to the study of the three environments that this text is directed.



## [Summary]

### **Appreciate the dramatic internationalization of markets.**

Global competition is mounting. The huge increase in import penetration, plus the massive amounts of overseas investment, means that firms of all sizes face competitors from everywhere in the world. This increasing internationalization of business is requiring managers to have a global business perspective gained through experience, education, or both.

### **Understand the various names given to firms that have substantial operations in more than one country.**

The following definitions are used in this text. A *global company* is an organization that attempts to standardize operations worldwide in all functional areas. A *multidomestic firm*, by contrast, is an organization with multicountry affiliates, each of which formulates its own business strategy based on perceived market differences. The term *international company* is often used to refer to both global and multidomestic firms.

### **Appreciate the profound effect of the Internet on many international business firms.**

The Internet enables small firms to compete globally because they can contact foreign customers without expensive and time-consuming travel. Sellers can demonstrate their products to prospects inexpensively and rapidly with video teleconferencing. Home office managers have closer, more rapid, and less expensive contact with their overseas operations by using E-mail on the Internet. By means of Web sites on the Internet, firms advertise, recruit personnel, and provide customer support with a minimum of expense and effort.

### **Understand the five kinds of drivers, all based on change, that are leading international firms to the globalization of their operations.**

There are five kinds of drivers, all based on change, that are leading international firms to the globalization of their operations. Following are the five drivers with an example for each kind: (1) *political*—preferential trading agreements, (2) *technology*—advances in communications technology, (3) *market*—global firms become global customers, (4) *cost*—globalization of product lines and production helps reduce costs by achieving economies of scale, and (5) *competitive*—firms are defending their home markets from foreign competitors by entering the foreign competitors' markets.

### **Comprehend why international business differs from domestic business.**

International business differs from its domestic counterpart in that it involves three environments—domestic, foreign, and international—instead of one. Although the kinds of forces are the same in the domestic and foreign environments, their values often differ, and changes in the values of foreign forces are at times more difficult to assess. The international environment is defined as the interactions (1) between the domestic environmental forces and the foreign environmental forces and (2) between the foreign environmental forces of two countries when an affiliate in one country does business with customers in another. An international business model helps explain this relationship.

### **Describe the three environments—domestic, foreign, and international—in which an international company operates.**

The *domestic environment* is composed of all the uncontrollable forces originating in the home country that surround and influence the firm's life and development. The *for-*



*eign environment* is composed of all the forces originating outside the home country that surround and influence the firm. The *international environment* is the interaction between the domestic and foreign environment forces or between sets of foreign environmental forces.

## [Key Words]

multidomestic company (p. 9)  
global company (p. 9)  
international company (p. 9)  
environment (p. 19)  
uncontrollable forces (p. 19)

controllable forces (p. 20)  
domestic environment (p. 20)  
foreign environment (p. 20)  
international environment (p. 21)  
self-reference criterion (p. 22)

## [Questions]

1. What are the differences between international, global, and multidomestic companies?
2. Give examples to show how an international business manager might manipulate one of the controllable forces in answer to a change in the uncontrollable forces.
3. A nation whose GNP is smaller than the sales volume of a global firm is in no position to enforce its wishes on the local subsidiary of that firm. True or false? Explain.
4. Discuss the forces that are leading international firms to the globalization of their production and marketing.
5. Business is business, and every firm has to produce and market its goods. Why, then, cannot the managers apply the techniques and concepts they have learned in their own country to other areas of the world?
6. What do you believe makes foreign business activities more complex than purely domestic ones?
7. Discuss some possible conflicts between host governments and foreign-owned companies.
8. Why, in your opinion, do the authors regard the use of the self-reference criterion as “probably the biggest cause of international business blunders”? Can you think of an example?
9. You have decided to take a job after graduation in your hometown. Why should you study international business?
10. Although forces in the foreign environment are the same as those in the domestic environment, they operate differently. Why is this so?

# [Internet Exercises]

## Using the Internet

1. The myths and realities of globalization. Following are a number of myths and realities about globalization:
  - a. Globalization lowers wages and exports jobs in developed countries and increases the income gap between high-income and low-income countries.
  - b. Multinational firms can take their capital and leave to invest in lower-wage countries.
  - c. Globalization has weakened the administrative power of states to mandate social protection, such as rules on working hours, minimum-wage laws, and health and safety laws.
  - d. Globalization is the automatic and unstoppable consequence of the emergence of new technologies.
  - e. Globalization is a relatively new phenomenon. How new is it?
  - f. It is possible that globalization will make multinational firms less necessary. Why or why not?

Various articles in the Internet Appendix address one or more of these points. Choose three of the points above and determine whether each is a myth or a reality according to the Internet sources.

2. In “Organization of a Transnational” in the text, there is a brief discussion of Argentina/Brazil Binational Companies. (*Hint: See endnote #8 for Chapter 1.*)
  - a. Must such a company be owned 100 percent by Argentine and Brazilian nationals?
  - b. Must the participation in the ownership of the firm be evenly divided between Brazilians and Argentineans?
  - c. Must the investors from each country be citizens of that country?
  - d. What kind of restrictions are there for the importation of capital goods of Argentine or Brazilian origin when these goods are brought in from that country to the other country for use in the Binational Company?

# [Minicase 1.1]

## Key Differences between the Global and the Multidomestic Corporation

They seem to be similar, but in fact the concepts of the global corporation and the multidomestic are dissimilar. The multidomestic firm sells to several countries but adjusts its products, manufacturing processes, and business strategies to local conditions. The

global firm also sells to several countries but does so with the same products, the same manufacturing processes, and a single business strategy. Management regards the entire world as a single market.

Which of the following characteristics commonly define the global corporation and which are attributes of the multidomestic corporation as defined in Chapter 1?

1. Localized decision making.
2. Home country is the major market.
3. Research and design implemented wherever necessary, often in foreign laboratories.
4. Shareholders spread around the world.
5. Trade barriers not a threat to the company's business.
6. Company stock listed on home country's stock exchange only.
7. Has no legal nationality and home tax authority.
8. Considerable number of foreign directors on company board of directors.
9. Research conducted principally in home (headquarters) country.
10. Headquarters makes the major decisions, not the overseas subsidiaries.
11. Global image bolstered, not confined, by a strong home-country identity (if it has one).
12. Products designed at headquarters.
13. Decision making greatly affected by national borders and barriers to trade.
14. Multiple identities and loyalties successfully managed through a fluid chain of command.
15. Less than 50 percent of the company's sales come from overseas.
16. Overseas management staffed and directed chiefly from headquarters with few nonnationals on fast track to upper management.
17. A significant number of non-home-country nationals on the board of directors.
18. Company stock generally listed on stock exchanges in several countries.
19. Clear, unambiguous chain of command.
20. Global ownership and control at the level of the parent company.

Sources: Rolf Leppanen, "Globalization and Its Organizational Implications: The ABB Experience," <http://www.mbs.umd.edu/Ciber/wp31.html> (August 11, 1997); "Globalization Starts with Company's Own View of Itself," *Business International*, June 10, 1991, pp. 197-98; and Yao-Su Hu, "Global or Stateless Corporations Are National Firms with International Operations," *California Management Review*, Winter 1992, pp. 107-26.

## [Internet Appendix]

### Using the Internet for International Business Research

By the time students take an introductory course in international business, they usually have taken at least one CIS or MIS course in which they had an opportunity to connect to the Internet. However, if you have no Internet experience, we recommend that you either take a course or get a book from the library to learn the basics of the Internet, an extremely valuable business tool.

In Chapter 1, we discussed briefly the numerous uses of the Internet, such as the following:

1. E-mail for fast, inexpensive global communication.
2. Videoconferencing for worldwide sales demonstrations and to hold meetings among people stationed in various countries.
3. Posting Web sites to market products, recruit employees globally, and provide customer support.

In this Appendix, we (1) examine the Internet as a global information source and (2) provide a directory of Web sites you can use to gather information on a wide range of topics.



## The Internet: A Dynamic Global Information Source

The Internet is a network of thousands of computer networks that allows you to access information stored on computers around the world. No government or organization controls the Internet, nor does any one person or organization pay for it.

### Ways to Access Information on the Internet

There are a number of ways you can access information on the Internet, including (1) the World Wide Web, (2) Gopher, (3) FTP, and (4) Telnet.

#### World Wide Web (WWW)

The World Wide Web is the most popular and fastest-growing part of the Internet because it is easy to use and has excellent graphics, image, and sound capabilities; this is why corporations use it to promote and sell their products. Want to see the latest Ford models? Go to the firm's home page at <http://www.ford.com> to see them in full color with complete specifications. Every home page has a specific address called a Uniform Resource Locator (URL). Incidentally, if you do not know the URL of a firm, try entering [www.companyname.com](http://www.companyname.com).

The WWW uses a computer language—hypertext markup language (HTML)—that allows one document to be linked to another. If you click on words that are underlined in color or are of a different color, you will be transferred either to another Web site or to another document in the same site.

#### Gopher

This is a navigational tool, developed at the University of Minnesota, that uses a simple menu system to move among numerous sites on the Internet. Before the Web, this was the most common method of navigating the Internet. Gophers are easy to use and are accessible through the Web, as are FTP and Telnet.

#### FTP

File Transfer Protocol (FTP) allows you to send and receive data and program files stored on other computers. You can use FTP to obtain copies of software, games, and documents that are available to the public. Generally, you need access privileges, although some sites permit you to use “anonymous” as your user name and “guest” or your E-mail name as the password.

#### Telnet

This allows your computer to connect to host computers on the Internet and act as though you were directly connected. If, for example, you want to browse the University of Texas's computerized library catalog from home, you can connect to it through Telnet. Although you usually need permission to access the remote computer, as in the case of FTP, some sites are available to the public.

### Browsers

Browsers are software programs that enable you to move from site to site or move within a site. Two of the most popular browsers are Netscape and Explorer, which function similarly. With a browser, you can move forward to new documents or retrace your steps by pressing the Forward and Backward buttons. Netscape and other browsers allow you to store the addresses of favorite sites to which you expect to return. Called Bookmarks by Netscape and Favorites by others, these lists of URLs enable you to revisit a site simply by clicking on it in your Bookmark list. All browsers have a dialog box in which you

can type the URL to reach a Web site. You can also reach other areas of the Internet by using the dialog box: enter `ftp://gopher://`, or `telnet://`, followed by the name of the site.

## Search Engines

Unless you know the URL of the site you want to view or have a directory of URLs such as the one that follows this section, you have little chance of finding what you want on the Web without search engines, which are (1) indexes made by human classifiers, (2) software programs that travel around the Web collecting information on new Web sites, which they assemble into searchable databases, or (3) hybrids.<sup>1</sup> Because some search engines actively look for new sites while others depend on site developers to include them in their databases, the results of a search differ among search engines.<sup>2</sup> As a result, no single Internet search engine is best for every job, and you may have to use several to get the information you want.

### Useful Search Engines

We recommend using meta search engines because each one searches a number of individual search engines. SavvySearch (<http://savvy.search.com>), for example, searches 11 search engines simultaneously. You can choose to add other groups of search engines by clicking on a list of categories. Click on “International,” for example, and you will be able to add search engines from over 30 countries. This is a good way to find a variety of results quickly in just one search. Google ([www.google.com](http://www.google.com)) and DogPile ([www.dogpile.com](http://www.dogpile.com)) are two other useful meta search engines. Click on the search engine name you wish to use and you will go to a page where you will get a short explanation of how it functions and will be able to use it for your search.

### Improving Your Search Returns

You can improve your returns substantially by using Boolean operators such as AND, OR, and NOT to specify the relation between keywords. You can also enclose a phrase with quotation marks to request an exact matching of it.

Read the instructions for the search engine you are using to learn about its language so that you can improve your efficiency in working with it. Take the time to study the requirements for advanced searches. It’s worth the effort.

## Some Helpful Suggestions

Here are a few things we have learned while using the Internet:

1. Be prepared for constant change on the Web. Daily, there are additions and deletions of sites. Addresses also change. A considerable number of Gopher sites seem to be moving to the WWW. When you log on the old address, you will find a link to the new one.
2. If you get an error message saying, “There was no response. Server could be down. Try later,” it may be because there are too many people trying to reach the site at the same time. Try a second time. If there is still no connection, try 30 minutes later. Of course, the server may really be down so that you cannot reach it.
3. Sometimes you can enter a long URL and get the response that it doesn’t exist. This is irritating, especially when you know that it does. Try entering the URL and omitting some of the last part. For example, instead of entering [www.oas.org/EN/PINFO/HR/jobstudy.htm](http://www.oas.org/EN/PINFO/HR/jobstudy.htm) to get information on the Organization of American States student intern program, try entering the address up to the last slash. If that doesn’t help, enter only up to the slash before that. You can continue this until you arrive at the first slash, where you have only [www.oas.org](http://www.oas.org), which is the URL of the OAS. Once you are at the OAS site, it shouldn’t be difficult to find the student intern information.
4. To save time entering site addresses on the Web, omit the `http://`. It’s not necessary. Begin instead with `www`. If the URL begins with `www`. and ends with `com`, type only the part in the middle between `www`. and `.com`. When you enter Gophers, FTP, and Telnet, you need to begin with `gopher`, `ftp`, or `telnet`, respectively, however.
5. If you get a message saying that “there are no pages to print” when you try to print a page from the screen, don’t give up. Hit the Print button again. Usually, it works the second time.
6. Keep a list of the search words you use that produce good results.



# The Internet Directory for International Business

## Africa

### Region

- African Development Bank* [www.afdb.org/](http://www.afdb.org/)
- African Resources* (country data) [www.ibrc.bschool.ukans.edu/country/africa/africa.htm](http://www.ibrc.bschool.ukans.edu/country/africa/africa.htm)
- Africa Studies Server* (links to African countries)  
[www.sas.upenn.edu/African\\_Studies/Home\\_Page/Country.html](http://www.sas.upenn.edu/African_Studies/Home_Page/Country.html)
- Common Market for Eastern and Southern Africa (COMESA)* [www.comesa.int/home1024.asp](http://www.comesa.int/home1024.asp)
- Investment Guide for African Nations* (extensive country profiles, including investment rules)  
[www.unido.org/start/business/InvGuideAfrica/navigator.htmls](http://www.unido.org/start/business/InvGuideAfrica/navigator.htmls)
- Regional or Country-Specific Information (Africa)* [ciber.bus.msu.edu/busres/africa.htm](http://ciber.bus.msu.edu/busres/africa.htm)

### Country

- Angola Business and Investment Center* (investment and economic news)  
[www.angola.org/business/index.htm](http://www.angola.org/business/index.htm)
- Cote d'Ivoire* (business guide) [www.cotedivoire.com/sommaux.htm](http://www.cotedivoire.com/sommaux.htm)
- Doing Business in and Profiles of Countries in Middle East and Africa*  
[www.dfait-maeci.gc.ca/middle\\_east/menu-e.asp?name=Africa](http://www.dfait-maeci.gc.ca/middle_east/menu-e.asp?name=Africa)
- Kenya* (economy, Preferential Trade Area) [www.kenyaweb.com/](http://www.kenyaweb.com/)

## Asia and Australia

### Region

- Arabia Net* (Arabian news, links to Arabian nations) [www.arabia.com](http://www.arabia.com)
- Arabia-on-line* (Arab country information) [www.awo.net](http://www.awo.net)
- Arabia Web* (Arabian national information on business, culture, religion) <http://arabiaweb.com>
- Arab Net* (country information, culture, business) [www.arab.net/](http://www.arab.net/)
- ASEAN Web* (Association of Southeast Nations) [www.aseansec.org/](http://www.aseansec.org/)  
*ASEAN statistics* (extensive data on member nations). Click on "Country Focus" and "Asia Recovery Information Center."
- Asia* (country data) [www.ibrc.bschool.ukans.edu/](http://www.ibrc.bschool.ukans.edu/). Click on "Country Resources."
- Asian Business and Financial News* [www.asia-inc.com](http://www.asia-inc.com)
- Asian Development Bank* (economic data of member countries, industrial outlook) [www.adb.org](http://www.adb.org)
- Asian Studies* (broad information on Asian nations, including parts of the former USSR and its satellites) [coombs.anu.edu.au/WWWVL-AsianStudies.html](http://coombs.anu.edu.au/WWWVL-AsianStudies.html)
- Asia-Pacific Economic Cooperation (APEC)* [www.apecsec.org.sg](http://www.apecsec.org.sg)  
*APEC-U.S. Trade Agreement* (description of U.S. trade agreements) [www.ustr.gov/reports/tpa/](http://www.ustr.gov/reports/tpa/).  
Click on "Parent Directory"
- Tariff Schedules for APEC Countries* [www.apectariff.org](http://www.apectariff.org)
- Asia/Pacific Information* (U.S. Department of Commerce Trade Information Center: APEC, ASEAN, and country information) <http://ita.doc.gov/>. Click on "Countries and Regions."
- Asia Pacific Information* (information on India and Japan) <http://SunSITE.sut.ac.jp/asia/>
- Asia Worldwide Web* (directories of Asian firms, Asia-related business links)  
[www.asiawww.com/index.htm](http://www.asiawww.com/index.htm)
- Australia and Oceania* (country information)  
[www.ibrc.bschool.ukans.edu/country/austral/austral.htm](http://www.ibrc.bschool.ukans.edu/country/austral/austral.htm)
- Business Links to Business World* (business directories to European, Asian, and American companies and a detailed directory for South Korea) [www.kotra.co.kr/e\\_main/links/bizlink/](http://www.kotra.co.kr/e_main/links/bizlink/).  
Click on "biz\_corp01.htm."
- Middle East* (country information) [www.ibrc.bschool.ukans.edu/country/middleE/middlee.htm](http://www.ibrc.bschool.ukans.edu/country/middleE/middlee.htm)
- Middle East and North Africa* (country profiles) [www.dfait-maeci.gc.ca/middle\\_east/menu-e.asp/](http://www.dfait-maeci.gc.ca/middle_east/menu-e.asp/)
- Regional or Country-Specific Information (Asia and Oceania)* [ciber.bus.msu.edu/busres/asia.htm](http://ciber.bus.msu.edu/busres/asia.htm)
- Webasia* (links to Asian, Japanese, Korean, and Indian sources)  
[www.gyoza.com/lapres/html/webasia.html#gen](http://www.gyoza.com/lapres/html/webasia.html#gen)
- West Asia: Major Environmental Concerns (UN)* [www.grida.no/prog/global/geo1/ch/ch2\\_13.htm](http://www.grida.no/prog/global/geo1/ch/ch2_13.htm)

### Country

- Australia*  
*Bureau of Statistics* [www.abs.gov.au](http://www.abs.gov.au). Click on "Statistics."



*Doing Business in Australia* [www.business.gov.au/](http://www.business.gov.au/)  
*Federal Government Entry Point* (links to government agencies) [www.fed.gov.au/](http://www.fed.gov.au/)  
*Links to country information* [www.anu.edu.au/](http://www.anu.edu.au/)  
*National Library of Australia* (many on-line databases and publications) [www.nla.gov.au/](http://www.nla.gov.au/)  
*Virtual Library* (news sources, information technology, business news)  
[www.austudies.org/vl/index.html](http://www.austudies.org/vl/index.html)

*Brunei, Business Guide* (investing and doing business in)  
[www.brunet.bn/homepage/bus\\_com/brubusin.htm](http://www.brunet.bn/homepage/bus_com/brubusin.htm)

*China*  
*China News Digest International* (nonprofit organization for balanced news coverage) [www.cnd.org](http://www.cnd.org)  
*Chinese government links* [www.china-embassy.org/Links/Links.htm](http://www.china-embassy.org/Links/Links.htm)  
*Country Data* <http://SunSITE.sut.ac.jp>. Click on “Index” and then on China.  
*Country information, laws and regulations, and investment climate*  
[www.ccpit.org/engVersion/ccpit.html](http://www.ccpit.org/engVersion/ccpit.html)  
*Economic and Commercial Office, PRC Embassy* [www.china-embassy.org](http://www.china-embassy.org)  
*Emerging Market* (exporting, statistics, links) [www.ita.doc.gov/bems/China.html](http://www.ita.doc.gov/bems/China.html)  
*Negotiating Business Relationships*  
[gopher://hoshi.cic.sfu.ca:70/00/dlam/business/forum/china/rittenbe](mailto:gopher://hoshi.cic.sfu.ca:70/00/dlam/business/forum/china/rittenbe)

*Egypt* (journals, maps, country studies, politics, business and economy)  
[www.winsor.ig.net/~ddupuis/egypt.htm](http://www.winsor.ig.net/~ddupuis/egypt.htm)

*Egypt Economic Bulletin* [www.economic.idsc.gov.eg/](http://www.economic.idsc.gov.eg/)  
*Investing in Egypt* (starting business in Egypt, information service) <http://its-idsc.gov.eg/invest/>

*Hong Kong* (economic outlook, government information) [www.hongkong.org](http://www.hongkong.org)  
*Hong Kong Trade Development Council* (database containing thousands of Hong Kong company profiles and business and trade contacts) [www.tdctrade.com/](http://www.tdctrade.com/)

*Indonesian Business Center Online* (business news) [www.indobiz.com/](http://www.indobiz.com/)

*India*  
*Culture, government agencies, maps, media, general, and business and economic news*  
[SunSITE.sut.ac.jp/asia/india](http://SunSITE.sut.ac.jp/asia/india)  
*Emerging market* (exporting, statistics, links) [www.ita.doc.gov/bems/India.html](http://www.ita.doc.gov/bems/India.html)  
*Indian business, economic, and political news* [www.indiaserver.com](http://www.indiaserver.com)  
*Indian Economic Times* (political and business news) [www.economictimes.com](http://www.economictimes.com)  
*Invest in India* (business opportunities, how to) [www.india-invest.com/index.htm](http://www.india-invest.com/index.htm)  
*Links to Indian business sites* [www.india-invest.com/links.htm](http://www.india-invest.com/links.htm)

*Israel*  
*Economy in Israel* (Israel–U.S. Free Trade Agreement and business news)  
[gopher://israel-info.gov.il:70/11/econ](mailto:gopher://israel-info.gov.il:70/11/econ)  
*Facts About* (history, culture, science) [gopher://israel-info.gov.il:70/11/facts](mailto:gopher://israel-info.gov.il:70/11/facts)  
*Foreign Ministry* (peace process, facts about Israel) [www.israel-mfa.gov.il/](http://www.israel-mfa.gov.il/)  
*Legal Issues, Maps and Pictures, Culture, Economic News* [gopher://israel-info.gov.il](mailto:gopher://israel-info.gov.il)

*Japan* [www.embjapan.org.uk](http://www.embjapan.org.uk)  
*Business and Economic Information, General Information and Maps*  
[sunSITE.sut.ac.jp/asia/japan/corp/index.html](http://sunSITE.sut.ac.jp/asia/japan/corp/index.html)  
*Doing Business in* (practical information) [www.jetro.org/biz5.html](http://www.jetro.org/biz5.html)  
*Negotiating with the Japanese* [www.jetro.go.jp/it/e/pub/negotiating1994.index.html](http://www.jetro.go.jp/it/e/pub/negotiating1994.index.html)  
*Economic Stimulus Package of Japan* [www.miti.go.jp/press-e/f410001e.html](http://www.miti.go.jp/press-e/f410001e.html)  
*Electronic Industries Association in Japan* (data on electronics industry)  
[www.eiaj.or.jp/english/index.htm](http://www.eiaj.or.jp/english/index.htm)  
*Japan (U.S. Department of Commerce)* (market access and compliance)  
[www.mac.doc.gov/japan/index.html](http://www.mac.doc.gov/japan/index.html)  
*Japan-Asia* (how to do business in Japan, database of market reports, JETRO offices in United States) [www.jetro.org/jetro.html](http://www.jetro.org/jetro.html)  
*Japanese reports, news, statistics* (Ministry of International Trade and Industry)  
[www.miti.go.jp/index-e.html](http://www.miti.go.jp/index-e.html)  
*Japanese Trade Organization (JETRO) site map* (good starting point for doing business in Japan)  
[www.jetro.org/sm.html](http://www.jetro.org/sm.html) OR <http://jin.jcic.or.jp>  
*Japan Incorporated* (the complex interweaving of all aspects of Japanese society, including family, business, government) <http://vikingphoenix.com/public/JapanIncorporated/japaninc.htm>  
*Japan in Figures, Japan Statistical Yearbook* (population, labor, foreign trade, finance, manufacturing) [www.stat.go.jp/english/143.htm](http://www.stat.go.jp/english/143.htm)  
*Japan Information Network* (Ministry of Foreign Affairs—Japanese statistics)  
[www.jinjapan.org/stat/index.html](http://www.jinjapan.org/stat/index.html)

- JETRO in Japan* (trade and investment information for Japan–U.S. and Japan–EU)  
[www.jetro.go.jp](http://www.jetro.go.jp)
- Keidanren* (Japanese nonprofit organization representing 970 Japanese firms, including 53 foreign ones in Japan) [www.keidanren.or.jp](http://www.keidanren.or.jp)
- Keiretsu* (extensive coverage of the history and structure and way of doing business)  
<http://vikingphoenix.com/public/JapanIncorporated/postwar/keiretsu.htm>
- Overseas Business Activities of Japanese Companies* [www.miti.go.jp/intro-e/a225101e.html](http://www.miti.go.jp/intro-e/a225101e.html)
- Retail Revolution* (supermarkets, department stores, discounting, case studies)  
[www.jetro.go.jp/it/e/pub/Changing1995/index.html](http://www.jetro.go.jp/it/e/pub/Changing1995/index.html)
- Statistical Bureau of Japan* (demographics, consumer price indices, family income and expenses)  
[www.stat.go.jp.english/1.htm](http://www.stat.go.jp.english/1.htm)
- Tokyo Stock Exchange* (company data and market information) [www.tse.or.jp/](http://www.tse.or.jp/)
- Korea**
- Access Korea* (doing business in Korea, Korea’s market) [www.accesskorea.com/index.html](http://www.accesskorea.com/index.html)
- Chaebol Update* [www.gyoza.com/lapres/html/webasia.html#gen](http://www.gyoza.com/lapres/html/webasia.html#gen). Click on “Korea” and then on “Chaebol Update.”
- Culture and Communication Patterns in Korean Firms*  
[gopher://hoshi.cic.sfu.ca:70/00/dlam/business/forum/korea/steers](http://gopher://hoshi.cic.sfu.ca:70/00/dlam/business/forum/korea/steers)
- Korean business practices, maps, culture, general information*  
<http://SunSITE.sut.ac.jp/asia/korea>
- Korean Chamber of Commerce* (guide to doing business, economic news) [www1.kcci.or.kr/](http://www1.kcci.or.kr/)
- Korean government home page* (organization of Korean government)  
[www.kipa.re.kr/painfo/govern/e\\_gorg.htm](http://www.kipa.re.kr/painfo/govern/e_gorg.htm)
- Korean Overseas Information Service* [www.kois.go.kr](http://www.kois.go.kr)
- Korean National Statistical Office* (economic and socioeconomic data)  
[www.nso.go.kr/index.html](http://www.nso.go.kr/index.html)
- Korea Trade-Investment Promotion Agency (KOTRA)* (investment and tax news, economic trends)  
[www.kotra.co.kr](http://www.kotra.co.kr)
- New Zealand Trade* (trade and investment information) [www.tradenz.govt.nz/](http://www.tradenz.govt.nz/)
- Pakistan* (economy, culture) [www.alephinc.com/pakistan/html/profile.htm](http://www.alephinc.com/pakistan/html/profile.htm)
- Pakistan, Government of* (government, economy, investment) [www.pak.gov.pk/](http://www.pak.gov.pk/)
- Russia: General information, maps* <http://SunSITE.sut.ac.jp/asia/russia/>
- General information* [www.emulateme.com/russia.htm](http://www.emulateme.com/russia.htm)
- Russia and Eastern Europe* (news and data on Eastern European nations with search capacity)  
[www.ucis.pitt.edu/research/](http://www.ucis.pitt.edu/research/)
- Singapore**
- Financial and Economic Data* [www.gov.sg/mti/mti6.html](http://www.gov.sg/mti/mti6.html)
- Links to* [www.webcraftsg.com/cybersling/\\_singlink/main\\_spore.html](http://www.webcraftsg.com/cybersling/_singlink/main_spore.html)
- Singapore-Inc* (doing business in, economy) [www.singapore-inc.com/home.html](http://www.singapore-inc.com/home.html)
- Statistics* [www.singstat.gov.sg/](http://www.singstat.gov.sg/)
- Taiwan**
- General information* (culture, news, business, search engines) [www.roc-taiwan.org](http://www.roc-taiwan.org) AND  
[www.emulate.com/taiwan.htm](http://www.emulate.com/taiwan.htm)
- Trade: China External Trade Development Council (CETRA) Trade Kit* (statistics, doing business with, links to Taiwan) [www.cetra.org.tw/mycetra/tradekit/frameset.htm](http://www.cetra.org.tw/mycetra/tradekit/frameset.htm)
- Thailand**
- Board of Investment* (investment information) [www.boi.go.th/](http://www.boi.go.th/)
- General Information* [www.nectec.or.th/thailand/index.html](http://www.nectec.or.th/thailand/index.html)
- Virtual Library* (current events, business news) [www.nectec.or.th/WWW-VL-Thailand.html](http://www.nectec.or.th/WWW-VL-Thailand.html)
- Vietnam: Business protocol, investment information, business news*  
[www.batin.com.vn/vninfo/vninfo.htm](http://www.batin.com.vn/vninfo/vninfo.htm)
- Center for Global Trade Development* [www.cgtd.com/global/directory/vietnews.htm](http://www.cgtd.com/global/directory/vietnews.htm)
- Vietnamese Business Journal* (Vietnamese news) [www.viam.com](http://www.viam.com)

## Companies

### Databases and Listings

#### Annual reports

- U.S. firms* [www.reportgallery.com/](http://www.reportgallery.com/)
- International firms* [www.reportgallery.com/international.htm](http://www.reportgallery.com/international.htm)
- Annual Reports Library* [www.zpub.com/sf/ar/](http://www.zpub.com/sf/ar/)

*Annual reports and other company news* [www.prnewswire.com/cnoc/cnoc.html](http://www.prnewswire.com/cnoc/cnoc.html)  
*Asian Public Companies* (press releases) [www.irasia.com/index.htm](http://www.irasia.com/index.htm)  
*Company Directories, Yellow Pages, and country-specific Web sites*  
<http://ciber.bus.msu.edu/busres/company.htm>  
*Corporate Information* (corporate information by country, country commercial guides, links to countries' laws) [www.corporateinformation.com/](http://www.corporateinformation.com/)  
*Corporate World* (links to Asian, European, Latin American, and American companies)  
[www.kotra.co.kr/e\\_main/links/bizlink/](http://www.kotra.co.kr/e_main/links/bizlink/). Click on "biz\_corpo1.html."  
*Forbes International 800* (ranking of international firms) [www.forbes.com/tool/toolbox/int500/](http://www.forbes.com/tool/toolbox/int500/)  
*Fortune Global 500* (ranking of international firms) [www.fortune.com/fortune/global500/](http://www.fortune.com/fortune/global500/)  
*Hoover's Online* (company directory listings searchable by company name, location, industry, and sales figures and company news) [www.hoovers.com](http://www.hoovers.com)  
*International Firms* (large manufacturers, service firms, small firms, and trade service firms)  
<http://web.idirect.com/~tiger/worldbea.html>  
*Russian companies and banks* [www.emergingeconomies.net/russiancompanies.html](http://www.emergingeconomies.net/russiancompanies.html)  
*Top 100 Saudi Firms* [www.arab.net/saudi100/](http://www.arab.net/saudi100/)  
*U.S. corporate information* (SEC filings) [www.edgar-online.com](http://www.edgar-online.com)  
*US Securities and Exchange Commission* (offers 10-Ks) (Edgar database) [www.sec.gov](http://www.sec.gov)  
*Wright Investors' Service* (profiles on over 14,000 firms worldwide, including stock charts, financial data, company descriptions) <http://profiles.wisi.com/>

## Individual Firms

*Advanced Microsoft Devices* [www.amd.com](http://www.amd.com)  
*Airbus Industrie* [www.airbus.com/](http://www.airbus.com/)  
*AMP* [www.amp.com](http://www.amp.com)  
*Andersen Consulting* [www.ac.com](http://www.ac.com)  
*Arthur Andersen* (global and country-specific links) [www.ArthurAndersen.com](http://www.ArthurAndersen.com)  
*Asea Brown Bovari* (ABB) (Swedish-Swiss transnational) [www.abb.com](http://www.abb.com)  
*Bell-Howell* [www.bellhowell.com](http://www.bellhowell.com)  
*Boeing* [www.boeing.com/](http://www.boeing.com/)  
*Daewoo Trading* (Daewoo's trading company) [www.dwc.co.kr](http://www.dwc.co.kr)  
*Disney* [www.disney.com](http://www.disney.com)  
*Federal Express* [www.fedex.com](http://www.fedex.com)  
*Ford* [www.ford.com](http://www.ford.com)  
*IBM* [www.ibm.com](http://www.ibm.com)  
*Kodak* [www.kodak.com](http://www.kodak.com)  
*Pepsi in Russia* [www.pepsi.ru](http://www.pepsi.ru)  
*P&G* [www.pg.com](http://www.pg.com)  
*Rockwell International* [www.rockwell.com/](http://www.rockwell.com/)  
*SKF* [www.skf.com](http://www.skf.com)  
*Toyota* [www.global.toyota.com/](http://www.global.toyota.com/)  
*Wal-Mart* [www.wal-mart.com](http://www.wal-mart.com)

## Competition

*Anti-Piracy Web Index* (Software and Information Industries Association) [www.spa.org/piracy/](http://www.spa.org/piracy/)  
*Barriers to Foreign Trade* [www.ustr.gov/index.html](http://www.ustr.gov/index.html)  
*Benchmarking, The "Best Practice" and Other Benchmarking Myths*  
[www.benchnet.com/bestpracticeco.htm](http://www.benchnet.com/bestpracticeco.htm)  
*Benchmarking: Past, Present, and Future* [www.benchnet.com/bppf.htm](http://www.benchnet.com/bppf.htm)  
*Benchmarking in Australia* (articles, news, links) [www.benchmarkingplus.com.au](http://www.benchmarkingplus.com.au)  
*Benchmarking in Outsourcing* [www.outsourcing-benchmarking.com/](http://www.outsourcing-benchmarking.com/)  
*Business Software Alliance* (organization of software producers that fights software piracy)  
[www.bsa.org](http://www.bsa.org)  
*Competitiveness, British* (analysis by the Department of Trade and Industry)  
[www.dti.gov.uk/comp/](http://www.dti.gov.uk/comp/)  
*Competitiveness in the European Union* [www.coopers.co.uk/coopers/managementconsulting/economics/competitiveness/index.html](http://www.coopers.co.uk/coopers/managementconsulting/economics/competitiveness/index.html)  
*Competitive Intelligence* (thorough coverage of the topic)  
[http://strategis.ic.gc.ca/se\\_indps/service/engdoc/steps.html](http://strategis.ic.gc.ca/se_indps/service/engdoc/steps.html)  
*Competitive Intelligence Guide* [www.fuld.com/](http://www.fuld.com/)

*Economic Intelligence* (chapter from UNESCO's *World Information Report* about business and economic intelligence) [www.unesco.org/webworld/wirerpt/wirenglish/chap22.pdf](http://www.unesco.org/webworld/wirerpt/wirenglish/chap22.pdf)

*European Community R&D Information Service* [www.cordis.lu/](http://www.cordis.lu/)

*Generalized System of Preferences (GSP)* [www.tradelaw.com/gspren.htm](http://www.tradelaw.com/gspren.htm) AND [www.ustr.gov/reports/gsp/](http://www.ustr.gov/reports/gsp/)

*Global Competitiveness Report* (country rankings) [www.weforum.org/publications/GCR/](http://www.weforum.org/publications/GCR/)

*Japan: Japan, Incorporated* (interweaving of all aspects of Japanese society: family, business, religion, government, education, extragovernmental organizations) [www.ccnnet.com/~suntzu75/japaninc.htm](http://www.ccnnet.com/~suntzu75/japaninc.htm)

*Distribution in Japan* [www.jetro.go.jp/it/e/pub/distribution1993/index.html](http://www.jetro.go.jp/it/e/pub/distribution1993/index.html)

*The Japanese Consumer* (income and expenditures) [www.jetro.go.jp/it/e/pub/consumer1993/index.html](http://www.jetro.go.jp/it/e/pub/consumer1993/index.html)

*Japanese market for semiconductors* [www.csjapan.doc.gov/isa99/semicon.html](http://www.csjapan.doc.gov/isa99/semicon.html)

*Keiretsu* [www.swadishi.com/keiretsu/keirhist/keiintro.htm](http://www.swadishi.com/keiretsu/keirhist/keiintro.htm)

*Sogo Shosha* [www.jetro.go.jp/it/e/pub/distribution1993/4-2gen.html](http://www.jetro.go.jp/it/e/pub/distribution1993/4-2gen.html)

*The Retail Revolution* (35-page article) [www.jetro.go.jp/it/e/pub/changing1995/ret.html](http://www.jetro.go.jp/it/e/pub/changing1995/ret.html)

*Trading Companies in International Commerce* [www.jetro.go.jp/it/e/pub/role1993/index.html](http://www.jetro.go.jp/it/e/pub/role1993/index.html)

*OECD Competition and Antitrust Policy* [www.oecd.org/daf/clp/](http://www.oecd.org/daf/clp/)

*Research and Development Country Indicators* [www.unesco.org/](http://www.unesco.org/)

*Section 301 of the 1974 Trade Act* [www.ita.doc.gov/legal/301.html](http://www.ita.doc.gov/legal/301.html)

*Special 301 on Intellectual Property Rights and Specific Country Decisions* [www.ustr.gov/reports/special/factsheets.html](http://www.ustr.gov/reports/special/factsheets.html)

*Super 301* (WTO enforcement actions) [www.ustr.gov/reports/](http://www.ustr.gov/reports/)

*Society of Competitive Intelligence Professionals* [www.scip.org/news/cimagazine.html](http://www.scip.org/news/cimagazine.html). Click on magazine articles.

*World Competitiveness Yearbook* (country ranking) [www.imd.ch/index\\_4.cfm](http://www.imd.ch/index_4.cfm). Click on "Faculty & Research" and then on "World Competitiveness Yearbook."

## Country Data

*Army Area Handbooks* <http://lcweb2.loc.gov/frd/cs/cshome.html>

*Big Emerging Markets* (commercial opportunities in the future) [www.ita.doc.gov/bems](http://www.ita.doc.gov/bems)

*Business Practices in 88 Countries* (how foreign business is allowed to operate in each country) [www.smartbiz.com/sbs/browse.htm](http://www.smartbiz.com/sbs/browse.htm). Highlight "International Business," click on "International Business," and go to "International Business Guides."

*Central European Countries* (statistical database and Web sites for 13 Central European nations, worldwide company research) [www.bcemag.com/](http://www.bcemag.com/)

*Central European Countries and China* (links to these countries for country information and business news) [www.einnetworks.com](http://www.einnetworks.com)

*Chinese government links* [www.china-embassy.org/Links/Links.htm](http://www.china-embassy.org/Links/Links.htm)

*Classification of Economies* (World Bank classification system) [www.worldbank.org/data/databytopic/keyrefs.html](http://www.worldbank.org/data/databytopic/keyrefs.html). Click on "country classification."

*Country Commercial Guides* (Department of Commerce reports on individual nations) [www.state.gov/www/about\\_state/business/com\\_guides/index.html](http://www.state.gov/www/about_state/business/com_guides/index.html) OR [www1.usatrade.gov/website/ccg.nsf](http://www1.usatrade.gov/website/ccg.nsf)

*Country Commercial Guides* (from Canada's Industry Department) [http://strategis.ic.gc.ca/sc\\_mrkti/ibin/engdoc/dyna\\_ccg.html](http://strategis.ic.gc.ca/sc_mrkti/ibin/engdoc/dyna_ccg.html)

*Country Commercial Guides* (U.S. Department of Commerce) [www1.usatrade.gov/website/ccg.nsf](http://www1.usatrade.gov/website/ccg.nsf)

*Country Data* (geography, economy, population, social indicators) [www.ita.doc.gov/uscs/ccglist.html](http://www.ita.doc.gov/uscs/ccglist.html)

*Country Data Comparison* (compare UN statistical data on up to seven countries) [www.un.org/Pubs/CyberSchoolBus/infonation/e\\_infonation.htm](http://www.un.org/Pubs/CyberSchoolBus/infonation/e_infonation.htm)

*Country Health Profiles* (data on sanitary conditions) [www.paho.org/english/country.htm](http://www.paho.org/english/country.htm)

*Country Information* (commercial, trade, and financial data) [www.dis.strath.ac.uk/business/countries.html](http://www.dis.strath.ac.uk/business/countries.html)

*Country Library* (information on over 200 countries) <http://tradeport.org/ts/countries/index.html>

*Country Profiles* (geography and population) [www.xist.org](http://www.xist.org)

*Country Profiles* [www.tradenz.govt.nz/](http://www.tradenz.govt.nz/). Click on "Country Profile" and then on "All."

*Country Profiles* (prepared by Library of Congress) <http://lcweb2.loc.gov/frd/cs/cshome.html>

*Countries and Regions* (International Trade Administration Web sites covering big emerging markets and other leading world markets) [www.ita.doc.gov/ita\\_home/itacnreg.htm](http://www.ita.doc.gov/ita_home/itacnreg.htm)

*Country Reports on Economic Policy and Trade Practices* (U.S. Department of State)  
[www.state.gov/www/issues/economic/trade\\_reports/index.html](http://www.state.gov/www/issues/economic/trade_reports/index.html)

*Country Reports* (of over 100 nations on numerous international business practices)  
[http://strategis.ic.gc.ca/sc\\_mrkti/ibin/engdoc/dyna\\_ibp.html](http://strategis.ic.gc.ca/sc_mrkti/ibin/engdoc/dyna_ibp.html)

*Country Reports* (links to army, country studies, and international economic statistics handbooks)  
[www.umsl.edu/services/govdocs/#alphalist](http://www.umsl.edu/services/govdocs/#alphalist)

*Country Reports and Statistics* [www.lib.lsu.edu/bus/marketin.html](http://www.lib.lsu.edu/bus/marketin.html)

*Country Resources and Information* (links to 150 countries)  
[www.yahoo.com/government/countries](http://www.yahoo.com/government/countries)

*Country Statistics* (U.S. Department of State background notes on history, geography, economy, government) [www.state.gov/www/background\\_notes/index.html](http://www.state.gov/www/background_notes/index.html)

*Developing Country Data* [www.unido.org/doc/f330692.htmls](http://www.unido.org/doc/f330692.htmls)

*Doing Business Guides* (32 countries) [www.hg.org/guides.html](http://www.hg.org/guides.html)

*Foreign Government and Country Background*  
[www.lib.umich.edu/libhome/Documents.center/foreign.html](http://www.lib.umich.edu/libhome/Documents.center/foreign.html). On page “Foreign Govt. Resources on the Web,” click on “Country Information” at bottom of page.

*Foreign government statistical agencies* [www.census.gov/main/www/stat\\_int.html](http://www.census.gov/main/www/stat_int.html)

*Foreign Government: Statistical Resources on the Web*  
[www.lib.umich.edu/libhome/Documents.center/stats.html](http://www.lib.umich.edu/libhome/Documents.center/stats.html). Click on “Foreign Governments” at bottom right of page.

*International Trade Links* (country Web sites, export assistance, industry)  
[www.tradeport.org/ts/countries.index.html](http://www.tradeport.org/ts/countries.index.html)

*Japan in Figures 2000* (very extensive collection of economic and socioeconomic indicators)  
[www.stat.go.jp/english/16.htm](http://www.stat.go.jp/english/16.htm)

*Links to U.S. and Foreign Statistical Agencies* [www.cbs.nl/eng/link/index.htm](http://www.cbs.nl/eng/link/index.htm)

*Middle East/North Africa Business Country Commercial Information* [www.ita.doc.gov/ita\\_home/siteindexer.htm](http://www.ita.doc.gov/ita_home/siteindexer.htm). Click on “Africa and the Near East” under “Countries and Region.”

*OECD member statistics* [www.oecdwash.org/PRESS/CONTENT/frstat.htm](http://www.oecdwash.org/PRESS/CONTENT/frstat.htm)

*Regional and Country Information* [www.usitc.gov/tr/REGION3.HTM](http://www.usitc.gov/tr/REGION3.HTM)

*Regional or Country-Specific Information (General)* [ciber.bus.msu.edu/busres/general.htm](http://ciber.bus.msu.edu/busres/general.htm)

*World Bank Statistics* (national statistics, debt and finance data)  
[www.worldbank.org/html/extdr/data.htm](http://www.worldbank.org/html/extdr/data.htm)

*World Factbook* (all countries) [www.odci.gov/cia/publications/factbook/](http://www.odci.gov/cia/publications/factbook/)

*World Information* (all countries) [www.ibrc.bschool.ukans.edu/](http://www.ibrc.bschool.ukans.edu/). Click on “Country Resources.”

*Worldwide Governments on the WWW* (links to individual countries)  
[www.gksoft.com/govt/en/world.html](http://www.gksoft.com/govt/en/world.html)

## Culture

### *AntiCorruption*

*World Bank Anti-Corruption Program* (how to report fraud and corruption, helping countries reduce corruption) [www.worldbank.org/public/sector/anticorrupt/](http://www.worldbank.org/public/sector/anticorrupt/)

*OECD Anti-Corruption Unit* [www.oecd.org/nocorruption/index.htm](http://www.oecd.org/nocorruption/index.htm)

*Body Language Around the World* [www.webofculture.com/refs/gestures.html](http://www.webofculture.com/refs/gestures.html)

### *Bribery*

*Bribe Payers Index and Corruption Perception Index* [www.GWDG.DE/~uwww/](http://www.GWDG.DE/~uwww/). Click on “Press Release.”

*Bribery-Country Updates* (Transparency International newsletter)  
[www.transparency.de/documents/index.html#newsletter](http://www.transparency.de/documents/index.html#newsletter)

*Corruption Perception Index* (compiled by Transparency International, which ranks public perception of corruption in over 100 countries)  
[www.transparency.de/documents/cpi/index.html](http://www.transparency.de/documents/cpi/index.html)

*Culture* (including doing business with various Asian-Pacific nations)  
[gopher://hoshi.cic.sfu.ca:70/11/dlam/business](mailto:gopher://hoshi.cic.sfu.ca:70/11/dlam/business)

### *Education*

*Global Education Database 1999* (statistical data from over 200 countries)  
[www.info.usaid.gov/educ\\_training/ged.htm](http://www.info.usaid.gov/educ_training/ged.htm)

*Educational Attainment* (by age groups and countries) <http://unesco.stat.unesco.org/>

*Feng Shui* (articles on) [www.bartlettdesigns.com](http://www.bartlettdesigns.com)

*Foreign Corrupt Practices Act: Antibribery Provisions*

<http://tradeport.org/ts/ntdb/expresst/fcpa.html> AND [www.ita.doc.gov/legal/fcparev.html](http://www.ita.doc.gov/legal/fcparev.html)



*Foreign Corrupt Practices Act (FCPA) and International Corporate Due Diligence* (rules applicable to selection of independent distributors and elements of gift and entertainment policy) <http://tht.com/ClientBulletinForeignCorruptPracticesAct.htm>

*FCPA: Elements, Due Diligence, and Affirmative Defenses—A Practical Guide*  
[www.abanet.org/cle/articles/turza.html](http://www.abanet.org/cle/articles/turza.html)

*Illiteracy rates* [www.un.org/Depts/unsd/social/literacy.htm](http://www.un.org/Depts/unsd/social/literacy.htm)

*Japan: Business Relationships in* [www.jetro.go.jp/it/e/negotiating1994/2.html](http://www.jetro.go.jp/it/e/negotiating1994/2.html)

*Changing Face of Japanese Retail* [www.jetro.go.jp/it/e/changing1995/index.html](http://www.jetro.go.jp/it/e/changing1995/index.html)

*Consumer Attitudes Changing* [www.jetro.go.jp/it/e/changing1995/6.html](http://www.jetro.go.jp/it/e/changing1995/6.html)

*Doing Business in Japan* [www.jetro.go.jp/it/e/pub/doing1999/index.html](http://www.jetro.go.jp/it/e/pub/doing1999/index.html)

*25 Japanese Business Secrets* [www.smartbiz.com/sbs/arts/bly9.htm](http://www.smartbiz.com/sbs/arts/bly9.htm)

*Korean Business Culture* [gopher://cic.sfu.ca:70/00/dlam/business/forum/korea/steers](http://gopher://cic.sfu.ca:70/00/dlam/business/forum/korea/steers)

### Religion

*All Religions* (links to most religions, large and small) [www.worldculture.com/religion.htm](http://www.worldculture.com/religion.htm)

*All Religions* [www.studyweb.com/Religion](http://www.studyweb.com/Religion)

*Chinese Religions* (Taoism, Confucianism) [www.gio.gov.tw/info/yb97/html/content.htm](http://www.gio.gov.tw/info/yb97/html/content.htm). Click on “Religion.”

*Geography of Religions* (overview of major world’s religions) [www.morehead-st.edu/people/t.pitts/mainmenu.htm](http://www.morehead-st.edu/people/t.pitts/mainmenu.htm)

*Islam, Articles and Pillars of* [www.usc.edu/dept/MSA/fundamentals/pillars/intropillars.html](http://www.usc.edu/dept/MSA/fundamentals/pillars/intropillars.html)

*Sikhism Compared with Other Religions* [www.sikhs.org/religion.htm](http://www.sikhs.org/religion.htm)

*Transparency International (TI)* (organization to counter corruption in governments)  
[www.transparency.org](http://www.transparency.org)

*TI Documents and Publications* [www.transparency.de/documents/index.html](http://www.transparency.de/documents/index.html)

## Demographics

*Country and Urban Data* (World Resources International) [www.wri.org/facts/country-data.html](http://www.wri.org/facts/country-data.html)

*Divorce statistics (world)* [www.divorcereform.org/nonus.html](http://www.divorcereform.org/nonus.html)

*Health Statistics* (diseases, environmental health, World Health Organization)  
[www-nt.who.int/whosis/statistics/menu.cfm](http://www-nt.who.int/whosis/statistics/menu.cfm)

*Human Development Indicators* (education, poverty, demographics)  
[www.undp.org/hdro/report.html#stats](http://www.undp.org/hdro/report.html#stats)

*International Data Base* (demographic and socioeconomic data, including population pyramids, for all nations in world) [www.census.gov/ipc/](http://www.census.gov/ipc/). Click on “www” and then on “International Data Base.”

*Population* (demography, migration, urbanization patterns)  
[www.undp.org/popin/wdtrends/wdtrends.htm](http://www.undp.org/popin/wdtrends/wdtrends.htm)

*Regional Resources: Country-Level Data* [www.wri.org/sdia/index.html](http://www.wri.org/sdia/index.html)

*Social Indicators* (Latin American countries)  
[www.lanic.utexas.edu/la/region/aid/aid96/Social/index.html](http://www.lanic.utexas.edu/la/region/aid/aid96/Social/index.html)

*Social Indicators* (water supply, health, education, literacy, economic activity, etc.)  
[www.un.org/Depts/unsd/social/main2.htm](http://www.un.org/Depts/unsd/social/main2.htm)

*Urban Data Tables* (safe drinking water, air pollution, other urban indicators)  
[www.igc.org/wri/facts/data-tables-urban.html](http://www.igc.org/wri/facts/data-tables-urban.html)

*Women and children* (indicators on health, education) [www.unicef.org/sowe98/](http://www.unicef.org/sowe98/)

*Women, Statistical Indicators on* [www.un.org/Depts/unsd/gender/intro.htm](http://www.un.org/Depts/unsd/gender/intro.htm)

*World Culture Report* (statistics on media, communications, economics)  
[www.unesco.org/general/eng/publish.cult.html](http://www.unesco.org/general/eng/publish.cult.html)

*World Population Information* (data and projections) [www.census.gov/](http://www.census.gov/). Click on “International” and then on “World Population Information.”

*World Population Profile: 1998* (links to Census Bureau on population issues)  
[www.census.gov/ipc/www/wp98.html](http://www.census.gov/ipc/www/wp98.html)

*World Population Trends* [www.undp.org/popin/popin.htm](http://www.undp.org/popin/popin.htm)

*U.S. Statistical Abstract tables* [www.census.gov/statab/www/](http://www.census.gov/statab/www/)

## Directories for International Business

*Business Information Sources on the Internet* (guides to business sites)  
[www.dis.strath.ac.uk/business/index.html](http://www.dis.strath.ac.uk/business/index.html)

*Comprehensive Guide to International Trade Terms* (200 pages) [www.ntia.doc.gov/lexcon.txt](http://www.ntia.doc.gov/lexcon.txt)

*Directories of International Organizations* [www.imf.org/external/np/sec/decco/about.htm](http://www.imf.org/external/np/sec/decco/about.htm)



*Directory of Economic, Commodity, and Development Organizations* (by IMF)  
[www.imf.org/external/np/sec/decdo/contents.htm](http://www.imf.org/external/np/sec/decdo/contents.htm)

*Ethics in International Business* (list of international ethics sites)  
[www.ethics.ubc.ca/resources/business/](http://www.ethics.ubc.ca/resources/business/)

*Everything International* (country data, international organizations, and export assistance)  
<http://faculty.philau.edu/russow.html>

*Facts about Nations and Other International Resources* [www.intergov.gc.ca/world/orge.html](http://www.intergov.gc.ca/world/orge.html)

*General International Business References* (SUNY Empire State College)  
[www.esc.edu/library/ibol/default.html](http://www.esc.edu/library/ibol/default.html)

*Global Business Centre* (links to international trade, culture, Asian and European business)  
[www.gleach.com/gbc/en.php3](http://www.gleach.com/gbc/en.php3)

*Guide to Internet Export Trade Leads* (100 government and nongovernment sites from around the world furnished by Commerce Trade Information Center) <http://infoserve2.ita.doc.gov/tic.nsf>.  
 Click on “Trade Lead Information” and then “Internet Guide to Export Trade Leads.”

*Institute for International Economics Links to Useful Sites* [www.iie.com/LINKS/linkjour.htm](http://www.iie.com/LINKS/linkjour.htm)

*International Business Resources: Michigan State University* (global statistics, links to private and government-sponsored business sites) [www.ciber.bus.msu.edu/busres.htm](http://www.ciber.bus.msu.edu/busres.htm)

*International Business Resources: University of North Carolina* (statistics, export and import information, indexes to periodicals) <http://metalab.unc.edu/reference/moss/business/>

*International Business and Technology: World and Local* [www.brint.com/International.htm](http://www.brint.com/International.htm)

*International Import-Export Institute* (international trade links—major organizations, trade law, country links) [www.intlimport-export.com](http://www.intlimport-export.com)

*International Organizations* [www.library.nwu.edu/govpub/resource/internat/igo.html](http://www.library.nwu.edu/govpub/resource/internat/igo.html)

*International Trade* (federal site with links to government agencies) [www.business.gov/](http://www.business.gov/). Click on “International Trade.”

*I.O.M.A. Business Directory* (guide to business resources on the Internet) [www.ioma.com/dir](http://www.ioma.com/dir)

*Language Resources* (bilingual dictionaries, quotations, acronyms, thesauruses, translations)  
[www.pscw.uva.nl/sociosite/Language.html](http://www.pscw.uva.nl/sociosite/Language.html)

*Latin America—LATCO Tools of the Trade* (over 200 links to useful sites for international trade with Latin America) [www.latco.org/tools.htm](http://www.latco.org/tools.htm)

*Links to sources of international business information* (no fee-based services or business directories) (University of North Carolina—Charlotte) <http://libweb.uncc.edu/ref-bus/vibehome.htm>

*Official Sources of Trade and Investment Information* (Organization of American States)  
[www.sice.oas.org/stidre.stm](http://www.sice.oas.org/stidre.stm)

*Related International Web Sites* (National Telecommunications and Information Administration list of hundreds of international telecommunications and international Internet information)  
[www.ntia.doc.gov/oiahome/dianelist.html](http://www.ntia.doc.gov/oiahome/dianelist.html)

*Resources for International Research (Rutgers)* (guidebooks, data sources, electronic texts)  
[www.libraries.rutgers.edu/rul/rr\\_gateway/besearch\\_guides/busi/business.shtml](http://www.libraries.rutgers.edu/rul/rr_gateway/besearch_guides/busi/business.shtml)

*Small Business Administration Hotlist of International Links*  
[www.sbaonline.sba.gov/hotlist/internat.html](http://www.sbaonline.sba.gov/hotlist/internat.html)

*Statistical Resources on the Web (University of Michigan)*  
[www.lib.umich.edu/libhome/Documents.center/stats.html](http://www.lib.umich.edu/libhome/Documents.center/stats.html)

*Statistics from Developed Nations* (OECD statistics)  
[www.oecdwash.org/PRESS/CONTENT/frstat.htm](http://www.oecdwash.org/PRESS/CONTENT/frstat.htm)

*Statistical Sites on the WWW* (international and U.S. federal) [www.bls.gov/oreother.htm](http://www.bls.gov/oreother.htm)

*SUNY Oneonta International Business* (international business links)  
[www.oneonta.edu/~libweb/subject/intbus.html](http://www.oneonta.edu/~libweb/subject/intbus.html)

*Trade Information Sources on the Internet* [www.intracen.org/itc/infobase/infosour/index.htm](http://www.intracen.org/itc/infobase/infosour/index.htm)

*University of Kansas Business Resources Web Site* (statistics, country information, international news, trade leads) [www.ibrc.bs.school.ukans.edu/KU/ku.htm](http://www.ibrc.bs.school.ukans.edu/KU/ku.htm)

*KU GovDocs Library: International Links* (search by agencies, subject, countries, or regions)  
[www.ukans.edu/cwis/units/kulib/docs/govdocs.html](http://www.ukans.edu/cwis/units/kulib/docs/govdocs.html)

*Virtual International Business and Economic Sources (VIBES)* (comprehensive sources)  
<http://libweb.uncc.edu/ref-bus/vibetabl.htm>

*The WWW Virtual Library: International Business and Economics* [www.etown.edu/vl/intlbus.html](http://www.etown.edu/vl/intlbus.html)

## Economic Data

*Big Emerging Markets (BEMs)* (key economic indicators for ASEAN, South Africa, Poland, Argentina, Mexico, Brazil, Turkey) [www.stat-usa.gov/itabems.html](http://www.stat-usa.gov/itabems.html)

*Bureau of Economic Analysis* (Department of Commerce—national and international economic data) [www.bea.doc.gov/](http://www.bea.doc.gov/)

*Canada: Imports and Exports* [www.statcan.ca/english/Pgdb/Economy/International/gblec02a.htm](http://www.statcan.ca/english/Pgdb/Economy/International/gblec02a.htm)

*Comparative International Statistics* (U.S. Census) [www.census.gov/prod/99pubs/99statab](http://www.census.gov/prod/99pubs/99statab)

*Data series* (36 data series for UN member-countries)  
[www.un.org/Pubs/CyberSchoolBus/infonation/e\\_infonation.htm](http://www.un.org/Pubs/CyberSchoolBus/infonation/e_infonation.htm)

*Economic Data Sources* (for OECD countries) [www.oecd.org/statlist.htm](http://www.oecd.org/statlist.htm)

*Economic Freedom Index for 150 Countries* [www.heritage.org/heritage/index/execsum.html](http://www.heritage.org/heritage/index/execsum.html)

*European Economic Outlook* [www.pwcglobal.com/gx/eng/ins-sol/spec-int/eo/pwc\\_eo\\_jar](http://www.pwcglobal.com/gx/eng/ins-sol/spec-int/eo/pwc_eo_jar)

*Facts and Figures* (U.S.–Japan and ASEAN–Japan economic relations)  
[www.jetro.go.jp/FACTS/index.html](http://www.jetro.go.jp/FACTS/index.html)

*Federal and foreign statistical agencies on WWW* <http://stats.bls.gov:80/oreother.htm>

*Government (U.S.) Information Locator Service* (browse federal government agency databases)  
[www.access.gpo.gov/su\\_docs/gils/gils.html](http://www.access.gpo.gov/su_docs/gils/gils.html)

*Human Development Report* (includes Human Development Index)  
[www.undp.org/hdro/indicators.html](http://www.undp.org/hdro/indicators.html)

*Income Distribution* (Latin American countries) [www.iadb.org/int/sta/ENGLISH/staweb](http://www.iadb.org/int/sta/ENGLISH/staweb)

*International Comparisons of Manufacturing Productivity and Unit Labor Costs* (unit labor costs in U.S. dollars and national currency, output per hour)  
<http://stats.bls.gov.news.release/prod4.toc.htm>

*Industry data* [www.industrylink.com/](http://www.industrylink.com/)

*International Data Base* (U.S. Census) [www.census.gov/ipc/www/idbinst.html](http://www.census.gov/ipc/www/idbinst.html)

*International Economic Statistics Handbook* [www.umsl.edu/services/govdocs/#alphalist](http://www.umsl.edu/services/govdocs/#alphalist)

*International and national economic statistics* (Federal Reserve Bank of Cleveland)  
[www.clev.frb.org/research/index.htm](http://www.clev.frb.org/research/index.htm)

*International and National Statistical Sites* (compiled by the U.S. Bureau of Labor)  
<http://stats.bls.gov/oreother.htm>

*National Accounts, technical notes* [www.oecd.org/std/natechn.htm](http://www.oecd.org/std/natechn.htm)

*Searchable U. California Database of Government Publications*  
<http://infomine.ucr.edu/Main.html>

*Sources of Trade and Investment Information* (multinational, regional and Latin America, United States and Canada) [www.sice.oas.org/](http://www.sice.oas.org/)

*Statistical Abstract of the U.S. (1999)* (U.S. trade and investment data)  
[www.census.gov/prod/99pubs/99statab/sec28.pdf](http://www.census.gov/prod/99pubs/99statab/sec28.pdf)

*Statistical Agencies, National* (list of 70 national agencies)  
[www.census.gov/main/www/stat\\_int.html](http://www.census.gov/main/www/stat_int.html)

*Statistics, global and regional* [www.xist.org/](http://www.xist.org/)

*Steel production in major producing nations* [www.jetro.go.jp/FACTS/t\\_10.html](http://www.jetro.go.jp/FACTS/t_10.html)

*Trade and Economic Analysis* (data from U.S. Department of Commerce) [www.ita.doc.gov/](http://www.ita.doc.gov/)

## Employment

*International Career Opportunities* (many searchable links)  
[www.montana.edu/wwwcp/national.html](http://www.montana.edu/wwwcp/national.html)

*Organization of American States (OAS) Student Intern Program*  
[www.oas.org/EN/PINFO/HR/internshipstudy.htm](http://www.oas.org/EN/PINFO/HR/internshipstudy.htm)

*United Nations Jobs Available* [www.un.org/Depts/OHRM/intern.htm](http://www.un.org/Depts/OHRM/intern.htm)

## Europe

### Region

*Austria, OECD, and Eastern Europe databases* [www.wsc.ac.at/datenangebot.htm#wifo](http://www.wsc.ac.at/datenangebot.htm#wifo)

*Center for Russian, East European, and Euroasian Studies* <http://reenic.utexas.edu/reenic.html>

*Central and Eastern Europe* (country information)  
[www.ibrc.bschool.ukans.edu/country/eeurope/eeurope.htm](http://www.ibrc.bschool.ukans.edu/country/eeurope/eeurope.htm)

*Central and Eastern Europe country information* [www.bcemag.com](http://www.bcemag.com). Click on “Statistics.”

*Central European Free Trade Agreement* [www.gzs.si/eng/slovenia/cefta.htm](http://www.gzs.si/eng/slovenia/cefta.htm)

*Eastern Europe and Former USSR* (industrial output, unemployment statistics, inflation rates)  
[www.planecon.com/](http://www.planecon.com/)

*EU Business* (industry news, economic data, country data) [www.eubusiness.com/](http://www.eubusiness.com/)

*Eurobarometer* (attitude surveys of Europeans on various subjects)  
<http://europa.eu.int/comm/dg10/epo/eb.html>  
*European country listings* (euro information from various governmental departments of European nations) [www.euro-emu.co.uk/navigation/europelinks.shtml](http://www.euro-emu.co.uk/navigation/europelinks.shtml)  
*European Economic Outlook, January 2000* [www.pwcglobal.com/gx/eng/ins-sol/spec-int/eeo/pwc\\_eeo\\_jar](http://www.pwcglobal.com/gx/eng/ins-sol/spec-int/eeo/pwc_eeo_jar)  
*European Free Trade Association* [www.efta.int/structure/main/index.html](http://www.efta.int/structure/main/index.html)  
*European Union* (subject index of all official sites) [www.eurunion.org/infores/euindex.htm](http://www.eurunion.org/infores/euindex.htm)  
*Community R&D Information Service* [www.cordis.lu/](http://www.cordis.lu/)  
*EU (Washington, DC)* [www.eurunion.org](http://www.eurunion.org)  
*European Bank for Reconstruction and Development* [www.ebrd.com](http://www.ebrd.com)  
*European Parliament* [www.europarl.eu.int](http://www.europarl.eu.int)  
*European trade agreements, trade barriers* [http://europa.eu.int/comm/trade/index\\_en.htm](http://europa.eu.int/comm/trade/index_en.htm).  
Click on “Download Documents.”  
*European Union Institutions* <http://europa.eu.int/en/inst.html>  
*Online Publications and Statistical Indicators*  
[www.europa.eu.int/en/comm/eurostat/serven/part3/indic.htm](http://www.europa.eu.int/en/comm/eurostat/serven/part3/indic.htm)  
*Publications* (free) [http://europa.eu.int/comm/dg10/publications/index\\_en.html](http://europa.eu.int/comm/dg10/publications/index_en.html)  
*Statistical Comparison of the EU and the United States* [www.eurunion.org/profile/facts.htm](http://www.eurunion.org/profile/facts.htm)  
*Statistical Office of the European Union*  
<http://europa.eu.int/en/comm/eurostat/serven/home.htm>  
*Regional or Country-Specific Information (Europe)* [ciber.bus.msu.edu/busres/europe.htm](http://ciber.bus.msu.edu/busres/europe.htm)  
*Western Europe* (country information) [www.ibrc.bschool.ukans.edu/countryeurope/europe.htm](http://www.ibrc.bschool.ukans.edu/countryeurope/europe.htm)

## Country

### Austria

*Austrian Business Agency* (doing business in) [www.aba.gv.at/english/main\\_s.htm](http://www.aba.gv.at/english/main_s.htm)  
*Austrian business database* [www.austria.org](http://www.austria.org)  
*Austrian government* [www.austria.gv.at](http://www.austria.gv.at)  
*Austrian tourism* [www.austria-info.at](http://www.austria-info.at)

*Belarus, Virtual Guide to* [www.belarusguide.com/main/index.html](http://www.belarusguide.com/main/index.html)

*Belgian Foreign Trade Board* (market organization, foreign trade statistics)  
[www.obcebdbh.be/en/obce/index.html](http://www.obcebdbh.be/en/obce/index.html)

*Bulgaria Country Report* (many business facts, geography, tax guide) [www.business-europa.co.uk/bsmenu.html](http://www.business-europa.co.uk/bsmenu.html)

*Czech Republic* [www.czech.cz/washington/](http://www.czech.cz/washington/)

*Estonia Ministry of Foreign Affairs* (economic and business news) [www.vm.ee/eng/index.html](http://www.vm.ee/eng/index.html)

*Finland* [www.siba.fi/finland.html](http://www.siba.fi/finland.html)

*An Internet Guide to Finnish Customs and Manners* (religion, languages, greeting)  
[www.virtual.finland.fi/finfo/english/guide.html](http://www.virtual.finland.fi/finfo/english/guide.html)

### France

*General information* [www.franceway.com/welcome.html](http://www.franceway.com/welcome.html)

*The Paris Pages* (information on Paris) <http://paris.org>

### Germany

*Embassy (Washington, DC)* (business news, culture, doing business in, statistics)  
[www.germany-info.org/f\\_index.html](http://www.germany-info.org/f_index.html)

*Embassy (Canada)* [www.docuweb.ca/germany/](http://www.docuweb.ca/germany/)

*Federal Ministry of Economics* (business reports) [www.bmwi.de/](http://www.bmwi.de/)

*Hungary, Business in: The Essential Guide* [www.isys.hu/business](http://www.isys.hu/business)

*Irish Trade Web* (doing business in, trade facts) [www.itw.ie/](http://www.itw.ie/)

*Malta, Business in* (geography, history, international trade) [www.u-net.com/metcowww/bim\\_02\\_a.htm](http://www.u-net.com/metcowww/bim_02_a.htm)

*Netherlands* (statistics) [www.cbs.nl/index.htm](http://www.cbs.nl/index.htm)

*Poland: Business Polska* (commercial guide, economy, opportunities in Poland) [www.polska.net/](http://www.polska.net/)

*Portugal* (guide for investors—geography, population, EU membership) [www.portugal.org/](http://www.portugal.org/)

*Romania* (business, government, geography) [www.odci.gov/cia/publications/factbook/ro.html](http://www.odci.gov/cia/publications/factbook/ro.html)

*Russia: Economics, Politics, Culture* <http://SunSITE.sut.ac.jp/asia/russia/>

*Sweden: statistics* [www.scb.se/indexeng.htm](http://www.scb.se/indexeng.htm)

### United Kingdom

*Bank of England* [www.bankofengland.co.uk/](http://www.bankofengland.co.uk/)

*British Information Service* (comprehensive information source on UK) [www.britain-info.org](http://www.britain-info.org)

Office of National Statistics (international trade, socioeconomic data)  
[www.ons.gov.uk/ons\\_f.htm](http://www.ons.gov.uk/ons_f.htm)  
Yugoslavia (official government site) [www.gov.yu/index.html](http://www.gov.yu/index.html)

## Export and Import Information

*AES Direct* (internet system for filing SED information to AES) [www.aesdirect.gov/](http://www.aesdirect.gov/)  
*Antiboycott Compliance Program* [www.bxa.doc.gov/AntiboycottCompliance/Default.htm](http://www.bxa.doc.gov/AntiboycottCompliance/Default.htm)  
*Automated Export System (AES)* (U.S. Customs electronic collection system)  
(1) [www.customs.gov/impoexpo/abaesint.htm](http://www.customs.gov/impoexpo/abaesint.htm)  
(2) [www.census.gov/foreign-trade/aes/aesfact.html](http://www.census.gov/foreign-trade/aes/aesfact.html)  
*Big Emerging Markets* (fast-growing export markets) [www.stat-usa.gov/itabems.html](http://www.stat-usa.gov/itabems.html)  
*Bureau of Export Administration* (U.S. export controls and Department of Commerce export licensing agency) [www.bea.doc.gov/](http://www.bea.doc.gov/)  
*Business Plan* (20 pages, based on a fictitious company) [www.sb.gov.bc.ca/smallbus/workshop/](http://www.sb.gov.bc.ca/smallbus/workshop/)  
Click on “Sample.”  
*Business Plan, How to Prepare* <http://strategis.ic.gc.ca/SSG/mi02687e.html>  
*Cargo Theft Prevention* [www.iccwbo.org/index\\_ccs.asp](http://www.iccwbo.org/index_ccs.asp)  
*Commerce Department Help to Exporters* [www.ita.doc.gov/](http://www.ita.doc.gov/)  
*Common Questions and Answers on International Trade* (exporting, importing, financing, insurance, laws and regulations, taxes for overseas employers) [www.tradenet.gov/](http://www.tradenet.gov/)  
*Customs (U.S.) information for exporters* [www.customs.ustreas.gov/impoexpo/impoexpo.htm](http://www.customs.ustreas.gov/impoexpo/impoexpo.htm)  
*Dictionary of International Trade Terms* [www.ibnogny.org/export/glossary.html](http://www.ibnogny.org/export/glossary.html)  
*EU–U.S. Trade Relations* <http://europa.eu.int/comm/trade/bilateral/usa/usa.htm> OR  
<http://europa.eu.int/comm/dg01/euus.htm>  
*Export Assistance Centers* (U.S. Department of Commerce) [www.ita.doc.gov/](http://www.ita.doc.gov/)  
*Export Compliance* (U.S. laws) [www.bxa.doc.gov/AntiboycotCompliance/Default.htm](http://www.bxa.doc.gov/AntiboycotCompliance/Default.htm)  
*Export Documents* (forms and instructions for preparing certificate of origin, invoice, shipper’s export declaration, bill of lading) <http://tradeport.org/ts/transport/expdocs.html>  
*Export Glossary* <http://royalbank.ca/sme/guides/export/glossary.html>  
*Export-Import Bank (US)* (loan guarantees, credit insurance, and a reference library of links to other sites on trade, finance, and international organization) [www.exim.gov/](http://www.exim.gov/)  
*Ex-Im Bank Programs* (summary of programs and links to explanation of each)  
[www.exim.gov/mprograms.html](http://www.exim.gov/mprograms.html)  
*Export Credit Insurance Program* (Exim Bank) [www.exim.gov/minsprog.html](http://www.exim.gov/minsprog.html)  
*Exporting for Small Business* <http://royalbank.ca/sme/guides/export/index.html>  
*Export Zone U.S.A.* (assistance for exporters) [www.exportzone.com/](http://www.exportzone.com/)  
*Fairs and Trade Shows* (links to trade shows and fairs in many countries)  
[www.euromktg.com/gbc/en/events.html](http://www.euromktg.com/gbc/en/events.html)  
*Financing Exports* (obtaining financing for exports) <http://tradeport.org/ts/financing/>  
*Foreign Sales Corporation* (provisions of the law) [www.ita.doc.gov/legal/fsc.html](http://www.ita.doc.gov/legal/fsc.html)  
*Present Status* [www.ustr.gov/releases/2000/09/00-65.pdf](http://www.ustr.gov/releases/2000/09/00-65.pdf)  
*Foreign Tariff, Tax, and Customs Information* (determine tariffs on U.S. products shipped to another country) <http://tradeinfo.doc.gov/>. Click on “Tariff and Tax Information.”  
*Foreign Trade Barriers, National Trade Estimated Reports on* [www.ustr.gov/](http://www.ustr.gov/). Click on “Reports.”  
*Foreign Trade Information System* [Free Trade Area of the Americas Process, Trade Agreements (full text), Harmonized Tariff Schedule] [www.sice.oas.org/](http://www.sice.oas.org/)  
*Foreign Trade Zones Board* (FTZ applications, annual reports, FTZ list)  
[www.ita.doc.gov/import\\_admin/records/ftzpage/](http://www.ita.doc.gov/import_admin/records/ftzpage/)  
*Foreign Trade Zone statistics and locations in states* [www.naftz.org/](http://www.naftz.org/) AND  
<http://imex.com/naftz.html>  
*Free Trade Zones* (list of free trade zones organized by country)  
[www.ceemail.com/free\\_zones.html](http://www.ceemail.com/free_zones.html)  
*General Export Assistance Web Sites* <http://tradeport.org/links/general.htm>  
*Getting Started in Exporting* (data and advice on export issues)  
[www.inc.com/advice/going\\_global/](http://www.inc.com/advice/going_global/)  
*Glossary of international trade terms and international organizations*  
<http://tradeport.org/ts/refs/gloss/>  
*Harmonized Tariff Schedule* [www.usitc.gov/taffairs.htm](http://www.usitc.gov/taffairs.htm)  
*Help with International Trade* [www.ibrc.bschool.ukans.edu/resources/articles/articles.htm](http://www.ibrc.bschool.ukans.edu/resources/articles/articles.htm)  
*INCOTERMS 2000* (exact text of latest INCOTERMS)  
[www.worldcargoalliance.co/library/incoterms/incoterms.htm](http://www.worldcargoalliance.co/library/incoterms/incoterms.htm)

*The International Import-Export Institute* (NAFTA and trade law links, foreign exchange rates)

[www.intlimport-export.com/IIIEI%20Links.html](http://www.intlimport-export.com/IIIEI%20Links.html)

*International Terms and Codes*

*International Trade Dictionary* [www2.tradecompass.com/TermCode/msearch.asp](http://www2.tradecompass.com/TermCode/msearch.asp)

*International Trade Acronyms* [www2.tradecompass.com/TermCode/acrosearch.asp](http://www2.tradecompass.com/TermCode/acrosearch.asp)

*Harmonized System (HS) Classifier* [www2.tradecompass.com/TermCode/codesearch.asp](http://www2.tradecompass.com/TermCode/codesearch.asp)

*NAICS Classifier* [www2.tradecompass.com/TermCode/naicssearch.asp](http://www2.tradecompass.com/TermCode/naicssearch.asp)

*International Trade* (federal site with links to government agencies)

[www.business.gov/busadv/index.cfm](http://www.business.gov/busadv/index.cfm). Click on “International Trade.”

*International Trade Administration* [www.ita.doc.gov](http://www.ita.doc.gov)

1. Commercial Service
2. Export Programs Guide
3. Export Assistance Centers
4. Import Administration (administers antidumping and countervailing duty laws)
5. U.S. Industry and Trade Outlook
6. U.S. Global Trade Outlook
7. U.S. Foreign Trade Highlights
  - a. Trade in goods and services
  - b. Top 50 foreign trading partners
8. State Export Data

*International Trade Administration* (Department of Commerce source for export information)

[www.ita.doc.gov/](http://www.ita.doc.gov/)

*International Trade Administration Information on ITA Web sites*

[www.ita.doc.gov/ita\\_home/itafind.html](http://www.ita.doc.gov/ita_home/itafind.html)

*International Trade Desk* (trade information sources) <http://users.aol.com/tradedesk/trade.html>

*International Trade, Foreign Direct Investment, Glossaries, Maps, and Flags*

[www.internationaltrade.org/webindex.html](http://www.internationaltrade.org/webindex.html)

*International Trade Infobases* [www.intracen.org/](http://www.intracen.org/). Click on “infobase/infobase.htm/ITC infobases.”

*International Trade leads* [www.cob.ohio-state.edu/ciberweb/International/](http://www.cob.ohio-state.edu/ciberweb/International/internatframe.htm)

[internatframe.htm](http://www.cob.ohio-state.edu/ciberweb/International/internatframe.htm). Click on “International Trade.”

1. Export Process Assistant (interactive tutorial and guide to exporting)
2. Legal and regulatory information
3. Finance links

*International trade links* (country, industry, and export assistance) [www.tradeport.org/ts/](http://www.tradeport.org/ts/)

*International trade links* (guides to exporting) [ciber.bus.msu.edu/busres/inttrade.htm](http://ciber.bus.msu.edu/busres/inttrade.htm)

*International Trade Shows and Conferences* [ciber.bus.msu.edu/busres/tradshow.htm](http://ciber.bus.msu.edu/busres/tradshow.htm)

*Japan External Trade Organization (JETRO)* (Japanese trade performance with APEC, United States, EU, and Latin America; Japanese firms’ overseas operating strategies)

[www.jetro.go.jp/](http://www.jetro.go.jp/)

*Marine Insurance Links* [www.sowest.net/users/jthomp1/](http://www.sowest.net/users/jthomp1/)

*Market Access and Compliance* (information on accessing foreign markets) [www.mac.doc.gov/](http://www.mac.doc.gov/)

*Market Access Information and Trade* (U.S. Department of Commerce links)

[www.ita.doc.gov/ita\\_home/itacnreg.html](http://www.ita.doc.gov/ita_home/itacnreg.html)

*Product Classification Systems* (SITC, NAIC–NAFTA)

<http://faculty.philau.edu/russow/product.html>

*Research for Export Markets* <http://tradeport.org/ts/planning/index.htmlresources.html>

*Schedule B Commodity Numbers* (required for all U.S. export shipments)

[www.census.gov/foreign-trade/misc/guidance.html](http://www.census.gov/foreign-trade/misc/guidance.html)

*Small Business Administration Assistance to Exporters* [www.business.gov/busadv/index.cfm](http://www.business.gov/busadv/index.cfm).

Click on “International Trade.”

*Tariff Schedules for APEC Countries* [www.apectariff.org](http://www.apectariff.org)

*Tips to Help You to Export More Successfully* (from Dun & Bradstreet)

[www.dnb.com/global/hglobal.htm](http://www.dnb.com/global/hglobal.htm)

*Trade Agreements* (WTO, NAFTA, CARICOM, LAIA, bilateral agreements)

<http://sice.oas.org/tradee.asp>

*Trade Assistance for Small Business* [www.sba.gov/OIT/](http://www.sba.gov/OIT/)



*Trade Compliance Center* (reports on foreign trade agreements and trade barriers)  
[www.mac.doc.gov/](http://www.mac.doc.gov/)

*Trade Development* (in-depth information on market trends around the world)  
[www.ita.doc.gov/ita\\_home/itatd.htm](http://www.ita.doc.gov/ita_home/itatd.htm)

*Trade Expert* (international trade tutorial) [http://tradeport.org/ts/trade\\_expert/index.html](http://tradeport.org/ts/trade_expert/index.html)

*Trade fair directories* [www.expoworld.net/class.asp?class=10000](http://www.expoworld.net/class.asp?class=10000)

*Trade finance* (online guide to export finance for small businesses) [www.sba.gov/OIT](http://www.sba.gov/OIT)

*Trade Information Center* (U.S. Department of Commerce first stop for information on export assistance, country and foreign tariff information) <http://tradeinfo.doc.gov>

*Trade information* (Automated Export System, Foreign Trade Regulations, Shipper's Export Declaration form, Guide to Foreign Trade Statistics)  
[www.ibrc.bschool.ukans.edu/stats/stats.htm](http://www.ibrc.bschool.ukans.edu/stats/stats.htm)

*Trade leads* (Web search engine visits 30 leading sites for trade leads)  
[www.tradecompass.com/tradebroker/content.html](http://www.tradecompass.com/tradebroker/content.html)

*Trade Link Library* (help for international traders) [www.online-trade-show.com/it.htm](http://www.online-trade-show.com/it.htm)

*Trade Port* [(1) How to Export, (2) Export Bibliography, (3) International trade links]  
<http://tradeport.org/ts/>

*TradeExpert* (international trade tutorial for all levels of exporters)  
[http://tradeport.org/ts/trade\\_expert/index.html](http://tradeport.org/ts/trade_expert/index.html)

*Trade Shows, Import and Export Training, Payment Systems* [www.fita.org/webindex.html](http://www.fita.org/webindex.html)

*Trade shows* (search by product, theme, or country)  
[http://exporthotline.com/tshows/asp/tshow\\_search.asp](http://exporthotline.com/tshows/asp/tshow_search.asp)

*Tutorials on Exporting* [www.gb.net/content/Global/Tutorials/tutorials.htm](http://www.gb.net/content/Global/Tutorials/tutorials.htm)

*U.S. Census Bureau Foreign Trade Index* (links to all documents in Census Bureau's foreign trade site for latest trade information from federal government) [www.census.gov/foreign-trade/siteindex/site\\_index.html](http://www.census.gov/foreign-trade/siteindex/site_index.html)

*U.S. Census Bureau statistics and information* (AES, Foreign Trade Regulations, Schedule B numbers, Guide to Foreign Trade Statistics) [www.census.gov/ftp/pub/foreign-trade/www/](http://www.census.gov/ftp/pub/foreign-trade/www/)

*U.S. Commercial Service* (counseling, market research, trade events, exporting resources)  
[www1.usatrade.gov/website/](http://www1.usatrade.gov/website/)

*U.S. Customs Guide to Importing* (complete 34-chapter manual) [www.insidex.com/](http://www.insidex.com/)

*U.S. Customs information for exporters* [www.customs.ustras.gov/impoexpo/impoexpo.htm](http://www.customs.ustras.gov/impoexpo/impoexpo.htm)

*U.S. Foreign Trade Data Sources* [www.lib.umich.edu/libhome/Documents.center/stectrad.html](http://www.lib.umich.edu/libhome/Documents.center/stectrad.html)

*U.S. Foreign Trade Data Sources* (frequently asked questions—good sources)  
[www.ita.doc.gov/industry/otea/usfth/fth\\_faq.html](http://www.ita.doc.gov/industry/otea/usfth/fth_faq.html)

*U.S. Generalized System of Preferences (GSP)* (United States, EU, Japan, Canada)  
[www.unctad.org/gsp](http://www.unctad.org/gsp)

*Countries Designated Beneficiary GSP Countries* (177 countries and territories)  
[www.ustr.gov/reports/gsp/](http://www.ustr.gov/reports/gsp/)

*U.S. International Trade Commission* [www.usitc.gov](http://www.usitc.gov)

*U.S. Trade Representative National Trade Estimate Report on Foreign Trade Barriers*  
[www.ustr.gov/reports/nte/usguide\\_importing.htm](http://www.ustr.gov/reports/nte/usguide_importing.htm)

*World Trade Sites* (export leads, links to importing firms) [www.worldtrade-sites.com/](http://www.worldtrade-sites.com/)

## Foreign Investment

*Bureau of Economic Analysis (BEA)* (U.S. foreign direct investment, foreign direct investment in the United States, operations of U.S. multinationals, U.S. intrafirm trade)  
[www.bea.doc.gov/](http://www.bea.doc.gov/)

*BEA International Accounts Data* (U.S. investment position, foreign direct investment in United States) [www.bea.doc.gov/bea/di1.htm](http://www.bea.doc.gov/bea/di1.htm)

*BEA International Investment Guide* (list of BEA materials on international investment)  
[www.bea.doc.gov/](http://www.bea.doc.gov/). Click on "Data" under "Investment" and then on "International Investment Division's Product Guide."

*BEA Survey of Current Business* (monthly publication) [www.bea.doc.gov/bea/pubs.htm](http://www.bea.doc.gov/bea/pubs.htm)

*Canada: Department of Foreign Affairs and International Trade* (NAFTA, doing business with Canada) [www.dfait-maeci.gc.ca/menu-e.asp](http://www.dfait-maeci.gc.ca/menu-e.asp)

*Caribbean Basin Initiative Act* [www.ustr.gov/reports/cbera/](http://www.ustr.gov/reports/cbera/)

*Official Sources of Trade and Investment Information* [www.sice.oas.org/stidre.stm](http://www.sice.oas.org/stidre.stm)

*U.S. Direct Investment Abroad* [www.bea.doc.gov/bea/di1.htm](http://www.bea.doc.gov/bea/di1.htm)



## Geography, Natural Resources, and Pollution

*Country Library* (geographical, political, and economic profiles of hundreds of countries)

[www.tradeport.org/ts/countries/index.html](http://www.tradeport.org/ts/countries/index.html)

*Distance between two cities anywhere in the world* [www.indo.com/distance/](http://www.indo.com/distance/)

*Energy*

*Energy Information Administration* [www.eia.doe.gov/index.html](http://www.eia.doe.gov/index.html)

*Annual Energy Review* (U.S. data) [www.eia.doe.gov/aer/contents.html](http://www.eia.doe.gov/aer/contents.html)

*Energy and Statistical Information on the Web* (5 pages of links to energy sites—international statistics, foreign and U.S. energy companies, trade associations)

[www.eia.doe.gov/links.html](http://www.eia.doe.gov/links.html)

*Fossil Energy on a Country Basis* (links to business information sources)

[www.fe.doe.gov/international](http://www.fe.doe.gov/international)

*Gas and Coal Conversion to Liquid Fuel* (South Africa) [www.sasol.com](http://www.sasol.com)

*Global Energy Marketplace* (renewable energy, energy systems, world regions)

<http://gem.crest.org/>

*Hybrid Vehicle Propulsion Program* (information on progress of automakers' programs to produce hybrid vehicles) [www.ott.doe.gov/hev/](http://www.ott.doe.gov/hev/)

*Hybrid Electrical Vehicle Program* [www.ott.doe.gov/hev/related.html](http://www.ott.doe.gov/hev/related.html)

*Hydrogen and Fuel Cells* (newsletter) [www.hfcletter.com/](http://www.hfcletter.com/)

*International Energy Information* (petroleum, gas, coal, electricity, consumption, production, CO<sub>2</sub> emissions) [www.eia.doe.gov/emeu/international/contents.html](http://www.eia.doe.gov/emeu/international/contents.html)

*International Renewable Energy* [www.eia.doe.gov/fuelrenewable.html](http://www.eia.doe.gov/fuelrenewable.html)

*Internet Addresses of Renewable Energy Information*

[www.eia.doe.gov/cneaf/solar.renewables/renewable.energy.annual/appi.html](http://www.eia.doe.gov/cneaf/solar.renewables/renewable.energy.annual/appi.html)

*Fuel Cells* [www.fuelcells.org/](http://www.fuelcells.org/)

*Geothermal Energy in Use* [www.demon.co.uk/geosci/igahome.html](http://www.demon.co.uk/geosci/igahome.html)

*Wind Energy News* [www.awea.org/](http://www.awea.org/)

*OPEC Fact Sheet* (production, quotas) [www.eia.doe.gov/emeu/cabs/opec.html](http://www.eia.doe.gov/emeu/cabs/opec.html)

*Petroleum Industry in Canada* [http://strategis.ic.gc.ca/sc\\_indps/sectors/engdoc/petr\\_hpg.html](http://strategis.ic.gc.ca/sc_indps/sectors/engdoc/petr_hpg.html)

*National Renewable Energy Laboratory* (renewable energy resources, industrial technologies, international initiatives) [www.nrel.gov/textonly.html](http://www.nrel.gov/textonly.html)

*Renewable Energy and Energy Efficiency* (alternative energy, wind, ocean, solar, geothermal) [www.eren.doe.gov/](http://www.eren.doe.gov/)

*Renewable Energy Information* (biomass, geothermal, hydro, solar, wind)

<http://solstice.crest.org/renewables/index.shtml>

*Renewable Energy Annual* [www.eia.doe.gov/cneaf/solar.renewables/rea\\_data/rea.pdf](http://www.eia.doe.gov/cneaf/solar.renewables/rea_data/rea.pdf)

*Renewable Energy Center* (solar, wind, biomass) [www.nrel.gov/energy\\_resources/](http://www.nrel.gov/energy_resources/)

*Synthetic Crude Production* (Canada)

*Suncor Energy* [www.suncor.com](http://www.suncor.com)

*Syncrude Canada, Ltd.* [www.syncrude.com/00.html](http://www.syncrude.com/00.html)

*Unconventional Sources of Petroleum in Canada* [www.aec.ca/](http://www.aec.ca/)

*World Energy 1998, Statistical Review* [www.bpamoco.com/worldenergy/index.htm](http://www.bpamoco.com/worldenergy/index.htm)

*Environment: World Resources International* [www.wri.org/wr-98-99/](http://www.wri.org/wr-98-99/)

*Flags* [www.wave.net/upg/immigration/flags.html](http://www.wave.net/upg/immigration/flags.html)

*Flags of All Countries* (flags and geography) [www.theodora.com/flags/flags.html](http://www.theodora.com/flags/flags.html)

*ISO 14000* (standards on environmental management tools—how to get registered) [www.isogrooup.simplenet.com/](http://www.isogrooup.simplenet.com/)

*Law of the Sea Convention and U.S. Policy* (extensive discussion of Convention provisions) [www.cnie.org/nle/mar-16.html](http://www.cnie.org/nle/mar-16.html)

*Mapquest* (creates maps from all over the world) [www.mapquest.com](http://www.mapquest.com)

*Map-related Web sites* (links to many kinds of maps)

[www.lib.utexas.edu/Libs/PCL/Map\\_collection/map\\_sites/map\\_sites.html](http://www.lib.utexas.edu/Libs/PCL/Map_collection/map_sites/map_sites.html)

*Maps* (hundreds of links to topography, subway, and satellite maps)

[www.cgrer.uiowa.edu/servers/servers\\_references.html](http://www.cgrer.uiowa.edu/servers/servers_references.html)

*Maps on other Web sites* (University of Texas map collection)

[www.lib.utexas.edu/Libs/PCL/Map\\_collection/map\\_sites/map\\_sites.html](http://www.lib.utexas.edu/Libs/PCL/Map_collection/map_sites/map_sites.html)

*Tunnel, English Channel* [http://212.111.25.40/english/netscape\\_e.htm](http://212.111.25.40/english/netscape_e.htm)

*University of Texas (world map collection)*

[www.lib.utexas.edu/Libs/PCL/Map\\_collection/Map\\_collection\\_guide.html](http://www.lib.utexas.edu/Libs/PCL/Map_collection/Map_collection_guide.html)

*World Energy Consumption Tables* (energy consumption by regions, major users, and energy types) [www.eia.doe.gov/oiaf/ieo99/appa1.html](http://www.eia.doe.gov/oiaf/ieo99/appa1.html)

*World Factbook* (world and country maps) [www.odci.gov/cia/publications/factbook/index.html](http://www.odci.gov/cia/publications/factbook/index.html)  
*World Resources* (urban and global environment—pollution, population, energy, economic variables, including purchasing power parity) [www.wri.org/wri/geograph.html](http://www.wri.org/wri/geograph.html). Click on geographical area

## Globalization

*Articles on Globalization* (a series of eight articles on globalization that appeared in *The Economist*) [www.economist.com/3oix11n0/editorial/freeforall/18-1-98/contents\\_page.html](http://www.economist.com/3oix11n0/editorial/freeforall/18-1-98/contents_page.html)  
*Assessing Globalization* (World Bank Group Fact Sheets—four briefing papers) [www.worldbank.org/html/extdr/pb/globalization/](http://www.worldbank.org/html/extdr/pb/globalization/)  
*Globalization Is a Fuzzy Term* (various definitions) [www2.hawaii.edu/~fredr/ipsaglo.htm](http://www2.hawaii.edu/~fredr/ipsaglo.htm)  
*Globalization and Labor* [www2.dol.gov/dol/asp/public/futurework/conference/trends/trendsVI.htm](http://www2.dol.gov/dol/asp/public/futurework/conference/trends/trendsVI.htm)  
*Globalization Ledger* (globalization index and other research by AT Kearney on globalization truths and falsehoods), April 2000 [www.atkearney.com/pdfs/GLBL\\_LDGR\\_FINAL.pdf](http://www.atkearney.com/pdfs/GLBL_LDGR_FINAL.pdf)  
*Globalization: Myths, Reality and Ideology* [http://aidc.org.za/archives/gl\\_myth\\_realty.html](http://aidc.org.za/archives/gl_myth_realty.html)  
*Globalization: Threat or Opportunity?* (IMF staff paper covering definition, history, and aspects of globalization) [www.imf.org/external/np/exr/ib/2000/041200.htm](http://www.imf.org/external/np/exr/ib/2000/041200.htm)  
*Important Aspects of Globalization* (“The Globalization of Economy and Society” by Professor R. F. M. Lubbers) [www.globalize.org/globview.htm](http://www.globalize.org/globview.htm)  
*Issues and Debates: Towards Defining Globalization* (links to articles on globalization) [www.globalpolicy.org/globaliz/define/index.htm](http://www.globalpolicy.org/globaliz/define/index.htm)  
*World Link Online Magazine* (global management articles in the online magazine of the World Economic Forum, publisher of the *Global Competitiveness Report*) [www.worldlink.co.uk/](http://www.worldlink.co.uk/)

## Global Marketing

*Advertising, links to the world of* <http://advertising.utexas.edu/world/International.html#Top>  
*Advertising Age* (international advertising publication) <http://adage.com>  
*International Agency Report* (top ad agencies ranked by revenue in regions and countries, world’s top advertising organizations) <http://adage.com/dataplace/>  
*Top 50 Global Marketers by Ad Spending* <http://adage.com/dataplace/archives/dp152.html>  
*Top 50 Ad Organizations* (groups with more than one agency) <http://adage.com/dataplace/archives/dp097.html>  
*Asia Pacific marketing resources* (culture, communication patterns with businesspeople from various Asian-Pacific nations) [gopher://hoshi.cic.sfu.ca/11/dlam/business/forum](mailto:gopher://hoshi.cic.sfu.ca/11/dlam/business/forum)  
*Global Branding* [www.pangaea.net/ign/chev0496.htm](http://www.pangaea.net/ign/chev0496.htm)  
*Global Online Retailing Survey* [www.ey.com/GLOBAL/ger.nsf/International/International\\_Home](http://www.ey.com/GLOBAL/ger.nsf/International/International_Home). Click on “Global Online Retailing Survey.”  
*Global Retail & Consumer Products* (Ernst & Young articles) [www.ey.com/GLOBAL/ger.nsf/International/International\\_Home](http://www.ey.com/GLOBAL/ger.nsf/International/International_Home). Click on Global Online Retailing Survey” and then on “Download the Global Online Retailing Report.” Go to “By Category” menu and click on “Retail & Consumer Products.”  
*International Advertising Sources* <http://advertising.utexas.edu/world/International.html#Top>  
*International Consumer Studies* [www.euromonitor.com](http://www.euromonitor.com). Click on title list in lower half of page.  
*Japan*  
*Automobile manufacturers* [www.japanauto.com/news/](http://www.japanauto.com/news/)  
*Distribution in Japan* [www.jetro.go.jp/it/e/pub/distribution1993.html](http://www.jetro.go.jp/it/e/pub/distribution1993.html)  
*Fundamental Change in Consumer Patterns* [www.jetro.go.jp/it/e/pub/meeting1993/fundamental.html](http://www.jetro.go.jp/it/e/pub/meeting1993/fundamental.html)  
*General Traders or “Sogo Shosha”* [www.jftc.or.jp/e\\_sogo.htm](http://www.jftc.or.jp/e_sogo.htm)  
*Large-Scale Retail Store Law* [www.jetro.go.jp/it/e/pub/changing1995/2.html](http://www.jetro.go.jp/it/e/pub/changing1995/2.html)  
*The Japanese Retail Industry* (retail revolution, discounters) [www.jetro.go.jp/it/e/pub/changing1995/index.html](http://www.jetro.go.jp/it/e/pub/changing1995/index.html) OR [23MIS41.html](http://23MIS41.html)  
*The Rise of Discounting* [www.jetro.go.jp/it/e/pub/changing1995/3.html](http://www.jetro.go.jp/it/e/pub/changing1995/3.html)  
*Newspapers, Radio, and Television* (number, circulation, or ownership in most nations) <http://unesco.org/yearbook/ybframe.htm>. Click on “Culture and Communications” and then on “Daily Newspapers,” “Radio,” or “Television.”  
*Trade Fairs* (a guide to world’s major trade shows) <http://203.116.80.102/>

*Transfer Pricing* (Ernst & Young articles) [www.ey.com/global/ger.nsf/US/Library\\_-\\_Transfer\\_Pricing](http://www.ey.com/global/ger.nsf/US/Library_-_Transfer_Pricing)  
*TV stations by country* (links to Web sites)  
<http://archive.comlab.ox.ac.uk/publishers/broadcast.html>

## Governments (Foreign)

*Government Resources* [ciber.bus.msu.edu/busres/govrnmnt.htm](http://ciber.bus.msu.edu/busres/govrnmnt.htm)  
*Links to Statistical Agencies of Foreign Governments* [www.cbs.nl/en/services/links/default.asp](http://www.cbs.nl/en/services/links/default.asp)  
*Rulers and Heads of State* (lists of heads of state worldwide)  
[www.geocities.com/Athens/1058/rulers.html](http://www.geocities.com/Athens/1058/rulers.html)

## Government (U.S.)

*Agriculture Department* (Foreign Agricultural Service—world agricultural production, U.S.–EU hormone dispute, U.S.–China WTO Accession Agreement) [www.fas.usds.gov/](http://www.fas.usds.gov/)  
*Bureau of Labor Statistics* <http://stats.bls.gov/blshome.htm>  
*Commerce Department* (trade and economic data, copy of federal budget) [www.doc.gov](http://www.doc.gov)  
*Bureau of Economic Analysis* (GDP, industry and wealth data, international data)  
[www.bea.doc.gov/](http://www.bea.doc.gov/)  
*Bureau of Export Administration* (responsible for export controls) [www.bxa.doc.gov/](http://www.bxa.doc.gov/)  
*Census Bureau* (international trade and world population statistics) [www.census.gov/foreign-trade/www](http://www.census.gov/foreign-trade/www)  
*International Programs Center* (part of the Population Division of the Census Bureau—conducts demographic and socioeconomic studies) [www.census.gov/ipc/www/index.html](http://www.census.gov/ipc/www/index.html)

1. *International Data Base* (computerized source of demographic and socioeconomic statistics for all countries) [www.census.gov/ipc/www/idbnew.html](http://www.census.gov/ipc/www/idbnew.html)
2. *World Population Information* (data and projections) [www.census.gov/ipc/www/world.html](http://www.census.gov/ipc/www/world.html)

*International Trade Administration* [www.ita.doc.gov](http://www.ita.doc.gov)

1. Commercial Service [www.usatrade.gov/website/](http://www.usatrade.gov/website/)
2. Export Programs Guide
3. Export Assistance Centers
4. Import Administration (administers antidumping and countervailing duty laws)
5. U.S. Industry and Trade Outlook
6. U.S. Global Trade Outlook
7. U.S. Foreign Trade Highlights
  - a. Trade in goods and services
  - b. Top 50 foreign trading partners
8. State Export Data

*Customs (U.S.) information for exporters and importers* [www.customs.gov/impoexpo/impoexpo.htm](http://www.customs.gov/impoexpo/impoexpo.htm)  
*Defense Department* <http://defenselink.mil/>  
*Air Force* (links to Air Force sites) [www.af.mil/](http://www.af.mil/)  
*Army Corps of Engineers* (recreation and flood control) [www.usace.army.mil/](http://www.usace.army.mil/)  
*Navy Department* (connect to news service, library, postgrad school) [www.ncts.navy.mil](http://www.ncts.navy.mil)  
*Department of the Treasury* [www.treas.gov/](http://www.treas.gov/)  
*Energy, Department of* (International Energy—country briefs, database, forecasts, petroleum, gas, electricity) [www.eia.doe.gov/emeu/international/contents.html](http://www.eia.doe.gov/emeu/international/contents.html)  
*Export-Import Bank of the United States* (bank programs, project fees, support for U.S. aircraft exports) [www.exim.gov](http://www.exim.gov)  
*Ex-Im Bank Programs* (summary of programs and links to explanation of each)  
[www.exim.gov/mprograms.html](http://www.exim.gov/mprograms.html)  
*Export Credit Insurance Program* [www.exim.gov/minsprog.html](http://www.exim.gov/minsprog.html)  
*Federal Communication Commission (FCC)* (daily news, public notices) [www.fcc.gov/](http://www.fcc.gov/)  
*Federal Trade Commission (FTC)* <http://ftc.gov/>  
*Fedstats* (site to find statistics of over 70 federal agencies) [www.fedstats.gov/](http://www.fedstats.gov/)  
*Government Information Locator Service (GILS)* [www.access.gpo.gov/su\\_docs/gils/gils.html](http://www.access.gpo.gov/su_docs/gils/gils.html)

*Government Printing Office* [www.access.gpo.gov/](http://www.access.gpo.gov/)  
*Labor Department* (employment statistics, consumer price index) [gopher://marvel.loc.gov/](http://gopher://marvel.loc.gov/) [Page through menus to Government Information/Federal Information Resources/Information by Branch of Federal Government/Executive Branch/Labor Department.]  
<http://stats.bls.gov/blshome.html>  
*International Comparisons of Manufacturing Hourly Compensation Costs*  
<http://stats.bls.gov/news.release/prod4.toc.htm>  
*Market Access and Compliance* (Big Emerging Markets, NAFTA, Central and Eastern Europe market data) [www.mac.doc.gov](http://www.mac.doc.gov)  
*National Institute for Standards and Technology* (U.S. representative for ISO) [www.nist.gov/](http://www.nist.gov/)  
*Security Exchange Commission filings* [www.sec.gov/edgarhp.htm](http://www.sec.gov/edgarhp.htm)  
*State Department* (human rights, travel advisories) [www.state.gov](http://www.state.gov)  
*Country Commercial Guides* [www.state.gov/www/ind.html](http://www.state.gov/www/ind.html). Click on “Country Commercial Guides.”  
*United States International Trade Commission* (provides trade expertise to government agencies, publishes updates to Harmonized Tariff Schedule) [www.usitc.gov](http://www.usitc.gov)  
*U.S. Trade Representative* (reports on U.S. trade issues such as National Trade Estimate Report on Foreign Trade Barriers and on Section 301) [www.ustr.gov/reports/index.html](http://www.ustr.gov/reports/index.html)

## International Business

*Advertising* (international advertising news from major magazine *Advertising Age International*)  
[www.adageinternational.com/](http://www.adageinternational.com/)  
*Business Monitor* (international business magazine) [www.businessmonitor.co.uk/](http://www.businessmonitor.co.uk/)  
*Business Software Alliance* [www.bsa.org](http://www.bsa.org)  
*Company extensions* (definitions and acronyms for company forms used in various countries)  
[www.corporateinformation.com/definitions.html](http://www.corporateinformation.com/definitions.html)  
*G-7 Information Center* (University of Toronto) (G-7 info) [www.g7.utoronto.ca](http://www.g7.utoronto.ca)  
*Global Business Centre* (hundreds of links to international business topics)  
<http://glreach.com/gbc/en.php3>  
*Holidays, National* [www.rubicon.com/passport/holidays/holidays.htm](http://www.rubicon.com/passport/holidays/holidays.htm)  
*Industrial Espionage* (National Counterintelligence Center) [www.nacic.gov/](http://www.nacic.gov/)  
*International Affairs Resources* (WWW virtual library of over 1,100 links to maps, intergovernmental organizations, national governments, and news sources)  
[www.etown.edu/vl](http://www.etown.edu/vl)  
*International Business Resources* (useful interbusiness sites) [www.ibrc.bs.school.ukans.edu/resources/gen/gen.htm](http://www.ibrc.bs.school.ukans.edu/resources/gen/gen.htm)  
*International Business Terms, Guide to* (194-page list) [www.ntia.doc.gov/lexcon.txt](http://www.ntia.doc.gov/lexcon.txt)  
*International Organization for Standardization (ISO)* (product standards) [www.iso.ch/](http://www.iso.ch/)  
*Language Resources* (bilingual dictionaries, translations, acronyms, style and grammar guides)  
[www.pscw.uva.nl/sociosite/Language.html](http://www.pscw.uva.nl/sociosite/Language.html)  
*Links to International and National Statistical Sources* [www.cbs.nl/eng/link/index.htm](http://www.cbs.nl/eng/link/index.htm)  
*Management and marketing surveys* (Ernst & Young International) [www.eyi.com](http://www.eyi.com)  
*PriceWaterhouseCoopers* (articles on international business by this global management consulting firm) [www.pwcglobal.com/](http://www.pwcglobal.com/). Click on “Insights and Solutions” and then on “Publications.”  
*Product Classification Systems*

1. *U.N. Standard International Trade Classification (SITC)* [www.tradeport.org/ts/trade\\_expert/.arket/classify/sitc1.html](http://www.tradeport.org/ts/trade_expert/.arket/classify/sitc1.html)
2. *U.S. Standard Industrial Classification (SIC)* [www.immigration-usa.com/sic\\_index.html](http://www.immigration-usa.com/sic_index.html)
3. *North American Industry Classification System (NAICS)* (standard for United States, Canada, and Mexico) [www.census.gov/epcd/www.naics.html](http://www.census.gov/epcd/www.naics.html)

*Regional Search Directory* (numerous topics, such as culture and news for the world’s geographical regions) [www.orientation.com](http://www.orientation.com)  
*Unit Conversions* (convert nearly every unit in the world to another)  
[www.legacy.com/convert2/convert\\_old.html](http://www.legacy.com/convert2/convert_old.html)  
*World Time* (correct local time for every country in the world) [www.worldtimesaver.com](http://www.worldtimesaver.com)  
*World Travel* (general information about world travel) [www.webcom.com/one/world/](http://www.webcom.com/one/world/)

## International Finance

- Asian Crisis* [www.imf.org/External/np/exr/facts/asia.HTM](http://www.imf.org/External/np/exr/facts/asia.HTM)
- Bank for International Settlements (BIS)* [www.bis.org](http://www.bis.org)
- Briefings on Business Issues* (latest developments in international business, economic, and political developments) [www.pwcglobal.com/extweb/newcolth.nsf/ExecutivePerspectives](http://www.pwcglobal.com/extweb/newcolth.nsf/ExecutivePerspectives). Click on “International Briefings.”
- Central Banks and Bank for International Settlements* [www.bis.org/cbanks.htm](http://www.bis.org/cbanks.htm)
- CNN Financial News* [www.cnnfn.com/news/](http://www.cnnfn.com/news/)
- Countertrade* [www.cob.ohio-state.edu/citm/expa/countert.html](http://www.cob.ohio-state.edu/citm/expa/countert.html)
- Forms of Countertrade* [www.cob.ohio-state.edu/citm/expa/countertrade\\_list.html](http://www.cob.ohio-state.edu/citm/expa/countertrade_list.html)
- Country Research, Asian Crisis* (ING Bank)  
[www.ingbarings.com/pweb/research/research\\_frame.htm](http://www.ingbarings.com/pweb/research/research_frame.htm). Click on “Global Market Links.”
- Currency Converter* (exchange rates) [www.xe.net/currency/](http://www.xe.net/currency/)
- Currency Site* (currency converter, currency forecasts, historical table) [www.oanda.com/](http://www.oanda.com/)
- Doing Business in Guides* (PriceWaterhouseCooper guides for many countries)  
[www.pwcglobal.com/](http://www.pwcglobal.com/). Click on “Insights and Solutions” and then on “Publications.”
- Euromoney* (European financial news online) [www.euromoney.com](http://www.euromoney.com)
- Exchange Rates*
- Current Week* [www.bog.frb.fed.us/Releases/H10/Update/](http://www.bog.frb.fed.us/Releases/H10/Update/)
- Euro foreign exchange reference rates* (daily) [www.ecb.int/home/home01.htm](http://www.ecb.int/home/home01.htm)
- Hamburger Standard—Big Mac Price* [www.oands.com/products/bigmac/bigmac.shtml](http://www.oands.com/products/bigmac/bigmac.shtml)
- Historical Data* [www.bog.frb.fed.us/Releases/H10/hist/](http://www.bog.frb.fed.us/Releases/H10/hist/)
- Universal Currency Converter* [www.xe.net/ict/](http://www.xe.net/ict/)
- Financial Accounting Standards Board (FASB)* (international activities)  
[www.rutgers.edu/Accounting/raw/fasb/IASC/iascfeb.htm](http://www.rutgers.edu/Accounting/raw/fasb/IASC/iascfeb.htm)
- Foreign Direct Investment in the United States* [www.bea.doc.gov/bea/ail.htm](http://www.bea.doc.gov/bea/ail.htm)
- ING Bank International* [www.ingbank.com](http://www.ingbank.com)
- ING Barings Global Strategy* [www.liquidity.com](http://www.liquidity.com). Click on icon in upper left hand corner.
- International Global Markets* [www.ino.com/](http://www.ino.com/)
- Madrid Stock Exchange* [www.bolsamadrid.es/](http://www.bolsamadrid.es/)
- Multilateral Development Banks* (African, Asian, European, Inter-American, World Bank Group)  
[www.worldbank.com/html/extdr/institutions/mdb.htm](http://www.worldbank.com/html/extdr/institutions/mdb.htm)
- Tax information*
- Latest tax law changes of numerous countries* [www.pwcglobal.com](http://www.pwcglobal.com). Go to “Online Solutions” and click on “Tax News Network.”
- Country Tax Facts* (country-specific tax information on 50 countries by KPMG)  
[www.tax.kpmg.net/country\\_tax\\_facts/](http://www.tax.kpmg.net/country_tax_facts/)
- Users’ Guide to the SDR* (Special Drawing Rights)  
[www.imf.org/external/pubs/FT/usrgsdr/usercon.htm](http://www.imf.org/external/pubs/FT/usrgsdr/usercon.htm)
- U.S. Exports, Imports, and Foreign Direct Investment* [www.bea.doc.gov/bea/sitemap.htm](http://www.bea.doc.gov/bea/sitemap.htm). Click on “International Accounts Articles.”

## International Trade

- Agricultural Trade and Production* (FAO) [www.fao.org](http://www.fao.org)
- Anti Dumping and Countervailing Duty Statistics* (products, countries involved)  
[www.ita.doc.gov/import\\_admin/records/stats/iastats1.html](http://www.ita.doc.gov/import_admin/records/stats/iastats1.html)
- Big Emerging Markets* (10 growing markets with huge business potential)  
[www.stat-usa.gov/itabems.html](http://www.stat-usa.gov/itabems.html)
- Country Barriers to U.S. Exports* (reports on trade barriers and their negotiations)  
[www.ustr.gov/reports/nte/2000/contents.html](http://www.ustr.gov/reports/nte/2000/contents.html)
- Country by Commodity Trade Data* (monthly 1-digit SITC commodity code trade data between the United States and 226 nations) [www.census.gov/foreign-trade/www/index.html](http://www.census.gov/foreign-trade/www/index.html)
- Country Reports on Economic Policy and Trade Practices* (U.S. State Department)  
[www.state.gov/www/issues/economic/trade\\_reports/](http://www.state.gov/www/issues/economic/trade_reports/)
- Country Trade Data (U.S.)* [www.census.gov/foreign-trade/www/statistics.html](http://www.census.gov/foreign-trade/www/statistics.html)
- Export Controls* (information on U.S. Bureau of Export Administration, agency in charge of export controls) [www.bxa.doc.gov/](http://www.bxa.doc.gov/)
- Export Sales of U.S. Metropolitan Areas* [www.ita.doc.gov/industry/otea/metro/](http://www.ita.doc.gov/industry/otea/metro/)



*Export Trade Data by 3 digit SITC code* (country and total dollar value by UN International Trade Center) [www.intracen.org/itc/infobase/itcinfb.htm/](http://www.intracen.org/itc/infobase/itcinfb.htm/). Click on “International Trade Statistics by Product Group and Country” under “Trade Statistics.”

*Foreign Trade Data* (37 different tables on various aspects of U.S. foreign trade) [www.ita.doc.gov/industry/otea/usfth/tabcon.html](http://www.ita.doc.gov/industry/otea/usfth/tabcon.html)

*FT900 (U.S. International Trade in Goods and Services Report)* (menu includes reports for current month and year as well as previous years) [www.census.gov/ftp/pub/foreign-trade/www/press.html](http://www.census.gov/ftp/pub/foreign-trade/www/press.html)

*Generalized System of Preferences* (list of member countries) [ustr.gov/reports/gsp/](http://ustr.gov/reports/gsp/)

*Guide to U.S. Foreign Trade Statistics* (covers various aspects of international trade) [www.census.gov/foreign-trade/www/sec2.html](http://www.census.gov/foreign-trade/www/sec2.html)

*Industries Information* (links to ITA Web sites that cover key industries) [www.ita.doc.gov/ita\\_home/itakeyin.html](http://www.ita.doc.gov/ita_home/itakeyin.html)

*International and National Statistical Sites* (compiled by the U.S. Bureau of Labor) <http://stats.bls.gov/oreother.htm>

*International Trade for the Newcomer* [ciber.bus.msu.edu/busres/intrade.htm](http://ciber.bus.msu.edu/busres/intrade.htm)

*International Trade Sites* (links to over 150 sites) [www.geocities.com/WallStreet/Floor/1325/trade\\_info.html](http://www.geocities.com/WallStreet/Floor/1325/trade_info.html)

*Legal Aspects of Trade and Investment* (U.S. Department of Commerce) [www.ita.doc.gov/legal/](http://www.ita.doc.gov/legal/)

*Major Trading Countries of the World* (importing and exporting) [www.tdc.org.hk/](http://www.tdc.org.hk/). Click on “Statistics.”

*North American Industry Classification System* [replaces Standard Industrial Classification (SIC)] [www.census.gov/epcd/www/naics.html](http://www.census.gov/epcd/www/naics.html)

*Office of Trade and Economic Analysis* (foreign trade highlights, U.S. industry sector data) [www.ita.doc.gov/td/industry/otea](http://www.ita.doc.gov/td/industry/otea)

*Office of Trade and Economic Analysis* (U.S. Industry and Trade Outlook, U.S. Foreign Trade Highlights, State Export Data) [www.ita.doc.gov/td/industry/otea/](http://www.ita.doc.gov/td/industry/otea/)

*Official Sources of Trade and Investment Information* (global, multinational, and national) [www.sice.oas.org/stidre.asp](http://www.sice.oas.org/stidre.asp)

*Section 301 of the 1974 Trade Act* [www.ita.doc.gov/legal/301.html](http://www.ita.doc.gov/legal/301.html)

*Semiconductor Industry in Japan* [www.eiaj.or.jp/](http://www.eiaj.or.jp/)

*Statistical Data and Information Sources* [www.ciber.bus.msu.edu/busres/statinfo.htm](http://www.ciber.bus.msu.edu/busres/statinfo.htm)

*Trade balances for U.S. trade partners* (ranked according to U.S. exports) [www.ustr.gov/reports/nte/2000/appendix.pdf](http://www.ustr.gov/reports/nte/2000/appendix.pdf)

*Trade Data Sources* (sites for trade data) [intracen.org/itc/infobase/infsourc/index.htm](http://intracen.org/itc/infobase/infsourc/index.htm)

*Trade Leads* [www.ciber.bus.msu.edu/busres/tradlead.htm](http://www.ciber.bus.msu.edu/busres/tradlead.htm)

*Trade statistics and information* (U.S. Census Bureau) [www.census.gov/ftp/pub/foreign-trade/www/](http://www.census.gov/ftp/pub/foreign-trade/www/)

*UN International Trade Center* [www.intracen.org/](http://www.intracen.org/)

*Country-Specific Export Profiles* (Trade Performance Index—ranks a nation’s competitiveness in export performance, National Export Trade Maps—assessment of a country’s export portfolio) [www.intracen.org/services/mas/smr\\_inde.htm](http://www.intracen.org/services/mas/smr_inde.htm)

*International Trade Statistics* (by SITC code and product group or exports and imports by country) [www.intracen.org/infobase/itcinfb.htm#Statistics](http://www.intracen.org/infobase/itcinfb.htm#Statistics)

*U.S. foreign trade data sources* [www.lib.umich.edu/libhome/Documents.center/stectrad.html](http://www.lib.umich.edu/libhome/Documents.center/stectrad.html) AND [www.bea.doc.gov](http://www.bea.doc.gov)

*U.S. International Trade in Goods and Services Highlights* (bimonthly) [www.census.gov/indicator/www/ustrade.html](http://www.census.gov/indicator/www/ustrade.html)

*U.S. International Trade Summary* (merchandise and service totals, end use commodities, trade by principal countries) [www.ita.doc.gov/td/industry/otea/usftu/current.pdf](http://www.ita.doc.gov/td/industry/otea/usftu/current.pdf)

*U.S. Merchandise Trade* (FT925 Exports and Imports Report—terminated by Department of Commerce in 1996) [www.census.gov/prod/1/ftd/ft925/ft925.html](http://www.census.gov/prod/1/ftd/ft925/ft925.html)

*U.S. Top Trading Partners* (trade balances, percent changes) [www.ustr.gov/reports/](http://www.ustr.gov/reports/). Click on “National Trade Estimate Reports” and then on “Foreign Trade Barriers.”

*U.S. Trade Balance by Partners* [http://dataweb.usitc.gov/scripts/cy\\_m3.asp](http://dataweb.usitc.gov/scripts/cy_m3.asp)

*U.S. Trade Commission’s Investigations and Fact-Finding Reports* (complaints about foreign governments’ trade barriers) [www.usitc.gov](http://www.usitc.gov)

*U.S. Trade Representative Press Releases* (international trade relations) [www.ustr.gov/releases/](http://www.ustr.gov/releases/)

*U.S. Trade Representative’s 2000 National Trade Estimate Report on Foreign Trade Barriers by Country* [www.ustr.gov/reports/nte/2000/contents.html](http://www.ustr.gov/reports/nte/2000/contents.html). Click on “Country.”

*U.S. trade statistics, export and import counseling* [www.ita.doc.gov](http://www.ita.doc.gov)



## Internet

- A Short Internet Guide* (a 20-page introduction to the Internet and the World Wide Web prepared by UNESCO) [www.unesco.org/webworld/infotech/guide.pdf](http://www.unesco.org/webworld/infotech/guide.pdf)
- The Internet* (16-page discussion of the Internet and the WWW from UNESCO's World Information Report) [www.unesco.org/webworld/wirerpt/wirenglish/chap18.pdf](http://www.unesco.org/webworld/wirerpt/wirenglish/chap18.pdf)
- Lessons on Internet* (27-lesson training workshop: see syllabus and register for lessons delivered by E-mail) <http://netsquirrel.com/roadmap96/syllabus.html>

## Internships

- International Internships* (many links to internships)  
[www.whittier.edu/career/intlintern1.html#intldirectories](http://www.whittier.edu/career/intlintern1.html#intldirectories)
- International Trade Administration* (Trade Information Center Intern Program)  
<http://infoserv2.ita.doc.gov/tic.nsf>. Click on "College Intern Opportunities."
- Organization of American States* [www.oas.org](http://www.oas.org). Click on "Fellowships" in menu at upper right corner.
- Project Chile* (study Spanish and work in Chile for four to six months to gain management experience. Financial assistance provided. Information and application forms at Web site)  
[www.docp.wright.edu/projectchile](http://www.docp.wright.edu/projectchile)
- United Nations Headquarters Internship Programme* (unpaid internships for students in graduate school; program consists of three two-month periods from mid-January to mid-November)  
[www.un.org/Depts/OHRM/brochure.htm](http://www.un.org/Depts/OHRM/brochure.htm)
- U.S. Department of State* (overseas and in United States; paid and unpaid internships for 10 weeks, employment after graduation) [www.state.gov/www/careers/rinterncontents.html](http://www.state.gov/www/careers/rinterncontents.html)
- World Bank* (summer internships in Washington, DC for students enrolled in graduate programs; monthly salaries paid) [www.worldbank.org/](http://www.worldbank.org/). Click on "site map" and then on "Summer Internship Program" under "CAREERS."

## Labor

- Foreign Labor Statistics (FLS)* (statistics for 18 developed nations) <http://146.142.4.24/cgi-bin/surveymost?in>
- International Comparisons of FLS* <http://stats.bls.gov/flsdata.htm>
- International Comparison of Hourly Compensation Costs for Production Workers in Manufacturing* <http://stats.bls.gov/news.release/ichcc.toc.htm>

## Languages

- Dictionaries and Translations* [www.june29.com/HLP/](http://www.june29.com/HLP/)
- Language Resources* (bilingual dictionaries, thesauruses, encyclopedia)  
[www.pscw.uva.nl/sociosite/Language.html](http://www.pscw.uva.nl/sociosite/Language.html)
- Language Tools* (translators, dictionaries, thesaurus, famous quotes) [www.iTools.com/research-it/](http://www.iTools.com/research-it/)  
AND [www.facstaff.bucknell.edu/rbeard/diction.html](http://www.facstaff.bucknell.edu/rbeard/diction.html)
- Languages of the World* (geographical distribution of languages, top 100 languages by population)  
[www.sil.org/ethnologue/](http://www.sil.org/ethnologue/)
- Silent Language* (gestures, speaking distance) [www.webofculture.com/edu/gestures.html](http://www.webofculture.com/edu/gestures.html)
- Translation* (translate phrases from the language you speak to the language you want to learn)
1. [www.travlang.com/languages/](http://www.travlang.com/languages/)
  2. <http://babelfish.altavista.digital.com/>
  3. [www.systransoft.com](http://www.systransoft.com)

## Latin America and the Caribbean

### Region

- Business and Finance in Latin America* (sources organized by Latin American country)  
[www.lanic.utexas.edu/](http://www.lanic.utexas.edu/)
- Business Practices, Economic, and Socioeconomic Data* [www.latinworld.com](http://www.latinworld.com)

*Caribbean* (country information) [www.ibrc.bs.school.ukans.edu/country/carib/carib.htm](http://www.ibrc.bs.school.ukans.edu/country/carib/carib.htm)  
*Central America* (country information) [www.ibrc.bs.school.ukans.edu/country/centA/centa.htm](http://www.ibrc.bs.school.ukans.edu/country/centA/centa.htm)  
*Country-Specific and Regional Information* (Central and South America)  
[ciber.bus.msu.edu/busres/samerica.htm](http://ciber.bus.msu.edu/busres/samerica.htm)  
*Economic Commission for Latin America and the Caribbean* [www.eclac.org](http://www.eclac.org)  
*Economic, Trade, and Social Databases* [www.iadb.org/int/sta/ENGLISH/staweb/statshp.htm](http://www.iadb.org/int/sta/ENGLISH/staweb/statshp.htm)  
*Free Trade Area of the Americas (FTAA)* <http://alca-ftaa.org/>  
*Handbook for Latin American Studies* (Library of Congress searchable bibliography on Latin America) [lcweb.loc.gov/rr/tools.html#hlas](http://lcweb.loc.gov/rr/tools.html#hlas)  
*Information for Trade with Latin America* [www.latco.org/tools.htm](http://www.latco.org/tools.htm)  
*Inter-American Development Bank* (country reports, international trade data, databases for income distribution and socioeconomic data) [www.iadb.org](http://www.iadb.org)  
*Latin American Country and Caribbean Selected Economic and Social Data*  
<http://lanic.utexas.edu/la/region/aid/aid96/>  
*Latin American economic and social statistics* (searchable) [www.iadb.org](http://www.iadb.org). Follow “Research and statistics” path.  
*Latin America On-Line* (country briefs, business intelligence)  
[www.dfat.gov.au/geo/americas/la/index.html](http://www.dfat.gov.au/geo/americas/la/index.html)  
*Links of the AMERICAS* (excellent maps, links to newspapers, periodicals, and country information, Internet search engines) [www.iadb.org](http://www.iadb.org). Click on “Links of the Americas.”  
*Mercosur* (organization and operation of Mercosur) [www.mercosur.org](http://www.mercosur.org) AND  
<http://uscommerce.org.mx> AND [www.americasnet.com/mauritz/mercotur/english/](http://www.americasnet.com/mauritz/mercotur/english/)  
**NAFTA**  
*NAFTA Countries and the Americas* [www.nafta.net/naftacos.htm](http://www.nafta.net/naftacos.htm)  
*NAFTA Information Center* (search databases) [www.tamui.edu/coba/usmtr/](http://www.tamui.edu/coba/usmtr/)  
*NAFTANET* (NAFTA links) [www.plattsburgh.edu/centers/tac/qmib/misc/nafta.html](http://www.plattsburgh.edu/centers/tac/qmib/misc/nafta.html)  
*NAFTA Information Center* (U.S. Customs) [www.customs.gov/nafta/center.htm](http://www.customs.gov/nafta/center.htm)  
*Organization of American States* [www.oas.org/](http://www.oas.org/)  
*Trade Agreements* (Mercosur, G3, LAIA, CARICOM, and more) [www.sice.oas.org/tradee.asp](http://www.sice.oas.org/tradee.asp)  
*Trade and Investment Information Sources* (global and regional) [www.sice.oas.org/stidre.asp](http://www.sice.oas.org/stidre.asp)  
*Statistics* (regional and national) <http://lanic.utexas.edu/la/region/statistics/>

## Country

### Argentina

*Argentina Business* (business culture, marketing in, macroeconomic data, news)  
[www.invertir.com](http://www.invertir.com)

*The Southernmost South* (history, culture, and economic activities)  
[www.surdelsur.com/economia/indexingles.html](http://www.surdelsur.com/economia/indexingles.html)

### Brazil

*Geographical and Statistical Institute* (maps, economic data) [www.ibge.gov.br](http://www.ibge.gov.br)

*Infonet* (culture, geography, maps) [www.brazilinfo.net](http://www.brazilinfo.net)

*Chile* (economy, demographics, government) [www.emulateme.com/chile.htm](http://www.emulateme.com/chile.htm)

*Colombia, a Country Study* <http://lcweb2.loc.gov/frd/cs/cotoc.html>

*Guatemala Online* (country profile, business and economic overviews)  
[www.quetzalnet.com/default.html](http://www.quetzalnet.com/default.html)

*Guyana Economy and Investment* [www.guyana.org/Economy/economy.html](http://www.guyana.org/Economy/economy.html)

### Mexico

*Institute of Statistics, Geography, and Informatics* [www.inegi.gob.mx](http://www.inegi.gob.mx)

*Exporting to Mexico* (U.S. Commercial Service in Mexico) <http://uscommerce.org.mx>

## Legal Information

*Antiboycott Compliance Requirements* [www.bxa.doc.gov/Antiboycott Compliance/default.htm](http://www.bxa.doc.gov/Antiboycott%20Compliance/default.htm)

*Arab boycott of Israel* [www.ustr.gov/reports/nte/2000/arab.html](http://www.ustr.gov/reports/nte/2000/arab.html)

*Arbitration* (International Chamber of Commerce)

[www.iccwbo.org/home/menu\\_international\\_arbitration.asp](http://www.iccwbo.org/home/menu_international_arbitration.asp)

*Association of International Law* (general information, publications) [www.asil.org/](http://www.asil.org/)

*Canadian Legal Resources on the WWW* (sources of Canadian law and government)  
[www.mbnet.mb.ca/~psim/can\\_law.html](http://www.mbnet.mb.ca/~psim/can_law.html)

*Competition and Antitrust* (OECD) [www.oecd.org/daf/clp/](http://www.oecd.org/daf/clp/)

*Corporate Forms, Description* (forms used in various countries)  
[www.corporateinformation.com/definitions.html](http://www.corporateinformation.com/definitions.html)

*Country Tax Facts* (KPMG’s site for country-specific tax information)  
[www.tax.kpmg.net/country\\_tax\\_facts/default.htm](http://www.tax.kpmg.net/country_tax_facts/default.htm)

*Doing Business in Germany* [www.germany-info.org/f\\_index.html](http://www.germany-info.org/f_index.html). Click on “Business and Economy.”

*Doing Business Guides* (for 32 countries) [www.hg.org/guides.html](http://www.hg.org/guides.html)

*FCPA: Antibribery Provisions* [www.ita.doc.gov/legal/fcpa1.html](http://www.ita.doc.gov/legal/fcpa1.html)

*Foreign Corrupt Practices Act (FCPA)* [www.dhlaw.com/DOCS/FCPAHTM](http://www.dhlaw.com/DOCS/FCPAHTM)

*Foreign and International Law* (Washburn University Law Library) [www.washlaw.edu/](http://www.washlaw.edu/). Click on “Foreign Law.”

*Foreign and International Law Resources* (Cornell Law Library)  
[www.lawschool.cornell.edu/library/International\\_Resources/foreign.htm](http://www.lawschool.cornell.edu/library/International_Resources/foreign.htm)

*Global Legal Information Network* (database of searchable legal abstracts and some full texts of national laws from 35 contributing countries) <http://rs6.loc.gov/glin/mdbquery.html>

*Guide to Law Online* (worldwide sources) <http://lcweb2.loc.gov/glin/worldlaw.html>

*INCOTERMS 2000* (terms of sale) [www.worldcargoalliance.com/Library/Incoterms](http://www.worldcargoalliance.com/Library/Incoterms)

*Intellectual Property*

*Worldwide* [www.ipww.com/](http://www.ipww.com/)

*Intellectual Property Alliance* [www.iipa.com/](http://www.iipa.com/)

*Intellectual Property Rights* (post-Uruguay Round) [www.ita.doc.gov/legal/ipr.html](http://www.ita.doc.gov/legal/ipr.html)

*International Arbitration Rules* (rules, procedures, links to other arbitration resources)  
[www.adr.org/](http://www.adr.org/)

*International Chamber of Commerce* [www.ibnet.com/icchp.html](http://www.ibnet.com/icchp.html)

*International Court of Justice* (judicial organ of the UN) [www.icj-cij.org/](http://www.icj-cij.org/)

*International Economic Law Web Sources* [www.tufts.edu/fletcher/inter\\_econ\\_law/iellinks.htm](http://www.tufts.edu/fletcher/inter_econ_law/iellinks.htm)

a. *International Trade Law*

b. *International Finance Law*

c. *Law and Development*

d. *World Intellectual Property Law*  
*World Intellectual Property Organization (WIPO)* [www.wipo.org](http://www.wipo.org)

e. *International Business Regulation*  
*Transparency International* (coalition against corruption in international business transactions) [www.transparency.de](http://www.transparency.de)

*International Trade Law* (Legal Information Institute, Cornell Law School—treaties, trade laws)  
[www.law.cornell.edu/topics/trade.html](http://www.law.cornell.edu/topics/trade.html)

*International Trade Law* (APEC, NAFTA, European Union, and individual countries)  
[www.findlaw.com/01topics/25intertrade/index.html](http://www.findlaw.com/01topics/25intertrade/index.html)

*Laws of Other Nations* (House of Representatives Library)  
[www.priweb.com/internetlawlib/52.htm](http://www.priweb.com/internetlawlib/52.htm)

*Legal Aspects of International Trade and Investment* [www.ita.doc.gov/legal/](http://www.ita.doc.gov/legal/)

*Measuring Units Conversion Tables* (convert from/to metric, imperial, U.S. measuring systems)  
[www.french-property.com/ref/convert.htm](http://www.french-property.com/ref/convert.htm)

*Mercosur Treaty* (Treaty of Asuncion) [www.sice.oas.org/trade/mrcsr/MRCSRTOC.asp](http://www.sice.oas.org/trade/mrcsr/MRCSRTOC.asp)

*News on International Trade Law* (export, import, Customs) [www.exportimportlaw.com](http://www.exportimportlaw.com)

*Product Standards, International*

*International Electrotechnical Commission* (world standards for electrotechnical products)  
[www.iec.ch/](http://www.iec.ch/)

*International Organization for Standardization (ISO)* (product standards) [www.iso.ch/](http://www.iso.ch/)

*Trade Agreements and Treaties* (between United States and its trading partners)  
[www.mac.doc.gov/tcc/](http://www.mac.doc.gov/tcc/)

*Trade and Commercial Treaties and Agreements*  
[www.tufts.edu/departments/fletcher/multi/trade.html](http://www.tufts.edu/departments/fletcher/multi/trade.html)

*U.N. Commission on International Trade Law* (contains abstracts of cases beginning with 1993)  
[www.unictr.org/](http://www.unictr.org/)

*U.N. Convention on Contracts for the International Sale of Goods*  
[www.cisg.law.pace.edu/](http://www.cisg.law.pace.edu/)

*U.N. International Law Resources* (International Court of Justice, Law of the Sea, International Trade Law) [www.un.org/law/](http://www.un.org/law/)

*U.S. Bilateral Investment Treaties* [www.state.gov/www/issues/economic/7treaty.html](http://www.state.gov/www/issues/economic/7treaty.html)

*U.S. Trade Laws* (FCPA and Foreign Sales Corporations) <http://ita.doc.gov/legal/>

# Newspapers, Periodicals, and Radio and Television Stations

## World Links

*AJR News Link* (worldwide links to newspapers, magazines, radio and TV)  
<http://ajr.newslink.org/mag.html>  
*Index to Business Journals and Newspapers*  
<http://metalab.unc.edu/reference/moss/business/journals.html>  
*Kidon Media-Link* (links to radio, TV, newspapers, and magazines by country worldwide)  
[www.kidon.com/media-link/index.shtml](http://www.kidon.com/media-link/index.shtml)  
*Newslink* (links to media worldwide) [www.ajr.newslink.org](http://www.ajr.newslink.org)  
*News Media* [www.lib.umich.edu/libhome/Documents.center/psnews.html](http://www.lib.umich.edu/libhome/Documents.center/psnews.html)  
*Newspapers around the World* [www.freenet.mb.ca/community/media/newspapers/](http://www.freenet.mb.ca/community/media/newspapers/)  
*Online Newspaper Indexes* [www.uwstout.edu/lib/serials/news.htm](http://www.uwstout.edu/lib/serials/news.htm)  
*Periodicals from around the world* [www.euromktg.com/gbc/en/journals.html](http://www.euromktg.com/gbc/en/journals.html)  
*TV Net* (lists of TV station stations by country)  
<http://archive.comlab.ox.ac.uk/publishers/broadcast.html>  
*Wire Services* (global, national—many countries) [www.trib.com/NEWS/](http://www.trib.com/NEWS/)  
*World Business Magazines* (31 world, industry-specific, and regional)  
[web.idirect.com/~tiger/magazine.htm](http://web.idirect.com/~tiger/magazine.htm)

## World Coverage

*Bloomberg Business News* (international business news) [www.bloomberg.com/](http://www.bloomberg.com/)  
*Business Week* (international business news) [www.businessweek.com/](http://www.businessweek.com/)  
*Euromoney* (money and banking magazine) [www.euromoney.com](http://www.euromoney.com)  
*Finance and Development* (publication of the World Bank and IMF) [www.imf.org/fandd](http://www.imf.org/fandd)  
*Financial Times* (British business newspaper) [www.ft.com/](http://www.ft.com/)  
*Forbes* [www.forbes.com](http://www.forbes.com)  
*Fortune* [www.fortune.com](http://www.fortune.com)  
*International Herald Tribune* (international business newspaper) [www.iht.com](http://www.iht.com)  
*Journal of Commerce* (world business news) [www.joc.com/](http://www.joc.com/)  
*Links to foreign newspapers worldwide* [www.kidon.com/media-link/](http://www.kidon.com/media-link/)  
*Links to U.S. and foreign newspapers* [www.trib.com/NEWS/news/](http://www.trib.com/NEWS/news/)  
*Worldwide links to newspapers, magazines, broadcasters, and news services* <http://ajr.newslink.org/>

## African Coverage

*Africa News* (business, financial, and technological news) [www.africanews.org](http://www.africanews.org)  
*South Africa*  
*Cape Business News* [www.cbn.co.za/](http://www.cbn.co.za/)  
*Financial Mail* (weekly financial news) [www.fm.co.za/](http://www.fm.co.za/)

## Asian Coverage

*Arab net* (business information from several Arab countries) [www.arab.net](http://www.arab.net)  
*Arab World Online* [www.awo.net/](http://www.awo.net/)  
*Asia Business News* [www.nb-pacifica.com](http://www.nb-pacifica.com)  
*Asia One Business Center* (Asian on-line newspapers) [www.asia1.com.sg/bizcentre](http://www.asia1.com.sg/bizcentre)  
*China*  
*China News Digest* [www.cnd.org/](http://www.cnd.org/)  
*China News Service* [www.chinanews.com.hk/](http://www.chinanews.com.hk/)  
*Inside China Today* [www.insidechina.com/](http://www.insidechina.com/)  
*South China Morning Post* (Hong Kong and China) [www.scmp.com/](http://www.scmp.com/)  
*Far Eastern Economic Review* (Dow-Jones Asian news) [www.feer.com](http://www.feer.com)  
*Hong Kong Mail* (Chinese and Hong Kong news) [www.hk-standard.com/netscape-welcome.html](http://www.hk-standard.com/netscape-welcome.html)  
*India*  
*Business Line India* (business information on India) [www.indiaserver.com/news/bline/](http://www.indiaserver.com/news/bline/)  
*Economic Times* (business news; check “Brand Equity” for case studies on international brands in India) [www.economicstimes.com/](http://www.economicstimes.com/)  
*Iran Weekly Press Digest* [www.neda.net/iran-wpd/](http://www.neda.net/iran-wpd/)  
*Israel: Jerusalem Post* (economic and company news) [www.jpost.com](http://www.jpost.com)

## Japan

*Asahi News* (top stories from Tokyo) [www.asahi.com/english/asahi/index.html](http://www.asahi.com/english/asahi/index.html)  
*The Japanese Times Online* [www.japantimes.co.jp](http://www.japantimes.co.jp)  
*Nikkei Net* (Japanese stock market news) [www.nni/nikkei.co.jp](http://www.nni/nikkei.co.jp)  
*Jordan: The Star* (political, economic, and cultural weekly) <http://star.arabia.com/>  
*Korea Herald* (in-depth information in English on North and South Korea)  
[www.koreaherald.co.kr/](http://www.koreaherald.co.kr/)  
*Korea Web Weekly* [www.kimsoft.com/korea.htm](http://www.kimsoft.com/korea.htm)  
*Malaysia Star* [www.jaring.my/](http://www.jaring.my/)  
*Nepal: Nepal News* (economic and business news) [www.nepalnews.com/](http://www.nepalnews.com/)  
*Pakistan Dawn* (business news from Pakistan and West Asia) [www.dawn.com](http://www.dawn.com)  
*Russia: Russia Today* (political and business news) [www.russiatoday.com/](http://www.russiatoday.com/)  
*The St. Petersburg Times* (English) [www.sptimes.ru/index.htm](http://www.sptimes.ru/index.htm)  
*Singapore Business Times* <http://biztimes.asia1.com/>  
*Vietnam Business Journal* [www.viam.com/](http://www.viam.com/)  
*Vietnam Business Magazines* [www.cgtd.com/global/](http://www.cgtd.com/global/)

## Latin American Coverage

*Brazil Financial Wire* [www.estadao.com.br/agestado](http://www.estadao.com.br/agestado)  
*Buenos Aires Herald Weekly* (news in English on Mercosur and Argentine economy)  
[www.buenosairesherald.com](http://www.buenosairesherald.com)  
*Costa Rica Tico Times Online-Business News* [www.ticotimes.co.cr/business.html](http://www.ticotimes.co.cr/business.html)  
*Inter-American Development Bank* [www.iadb.org/](http://www.iadb.org/)  
*LATCO's list of Useful Sites for International Trade with Latin America* (includes a Latin American company database, Latin American trade links, and links to numerous Latin American newspapers; also has a NAFTA database) [www.latco.org/tools.htm](http://www.latco.org/tools.htm)  
*LatinoWeb* (links to Latin American, including Mexican newspapers and magazines)  
[www.latinoweb.com/header\\_index.html](http://www.latinoweb.com/header_index.html)  
*Mexico*  
*Excelsior* (major Mexico City newspaper) [www.excelsior.com.mx/](http://www.excelsior.com.mx/)  
*The News* (political and financial news) [www.novedades.com](http://www.novedades.com). Click on "The News."  
*Mundo Latino* (links to newspapers in Latin American countries, Portugal, and Spain—some are in English) [www.mundolatino.org/prensa](http://www.mundolatino.org/prensa)

## European Coverage

*Athens News Agency Bulletin* (business and political news) [www.ana.gr](http://www.ana.gr)  
*Baltic Information Links* (includes business periodicals) <http://eurasianews.com/erc/Ofaltic.htm>  
*Central Europe Online* (news from Czech Republic, Hungary, Poland, Slovakia) [www.centraleurope.com](http://www.centraleurope.com)  
*Ireland*  
*Belfast Telegraph* (Northern Ireland daily and political news) [www.belfasttelegraph.co.uk/](http://www.belfasttelegraph.co.uk/)  
*Finfacts Ireland* (business and financial news) [www.finfacts.ie](http://www.finfacts.ie)  
*The Irish Times* [www.irish-times.ie/](http://www.irish-times.ie/)  
*Norway Post* [www.norwaypost.no/](http://www.norwaypost.no/). Click on "Guestbook" for business and cultural news.  
*The Papers of Europe for 27 Countries* [www.reach.net/notw/eu.html](http://www.reach.net/notw/eu.html)  
*Portugal* (news, business) <http://members.aol.com/Alduarte/portugalnewspapers.html>  
*Russia—The St. Petersburg Times* [www.sptimes.ru/index.htm](http://www.sptimes.ru/index.htm)  
*Spain*  
*La Gaceta de los Negocios* <http://negocios.com/>  
*Tenerife News* (business news from Spanish tourist region) [www.tennews.com/](http://www.tennews.com/)  
*United Kingdom*  
*The Economist* (British business magazine) [www.economist.com](http://www.economist.com)  
*Electronic Telegraph* [www.telegraph.co.uk](http://www.telegraph.co.uk)  
*Financial Times* (London) [www.ft.com](http://www.ft.com) OR [www.usa.ft.com](http://www.usa.ft.com)  
*Internet News* [www.ananova.com](http://www.ananova.com)  
*Marketing Week* (leading business magazine from UK) [www.mad.co.uk/mw/](http://www.mad.co.uk/mw/)  
*The Times* (London) [www.the-times.co.uk/](http://www.the-times.co.uk/)  
*Virtual Manchester* (news of Manchester, UK) [www.manchester.com](http://www.manchester.com)

## U.S. Coverage

*Business Week* [www.businessweek.com/index.html](http://www.businessweek.com/index.html)  
*CNN* [www.CNN.com](http://www.CNN.com)  
*Editor & Publisher magazine* [www.mediainfo.com/](http://www.mediainfo.com/)



*Frontline* (PBS documentaries) [www2.pbs.org/wgbh/pages/frontline](http://www2.pbs.org/wgbh/pages/frontline)  
*Hot-Wired* (Internet news) [www.hotwired.com](http://www.hotwired.com)  
*Journal of International Marketing* [ciber.bus.msu.edu/jim/](http://ciber.bus.msu.edu/jim/)  
*Knight-Ridder Financial News* [www.cnnfn.com/news/](http://www.cnnfn.com/news/)  
*Los Angeles Times* [www.latimes.com/](http://www.latimes.com/)  
*MSNBC 24-Hour News* (Microsoft and NBC) [www.msnbc.com](http://www.msnbc.com)  
*Newslink* (over 3,000 links to news-oriented sites) [www.ajr.newslink.org](http://www.ajr.newslink.org)  
*PBS* [www.pbs.org](http://www.pbs.org)  
*Positive Press* [www.positivepress.com](http://www.positivepress.com)  
*San José Mercury* [www.mercurycenter.com/](http://www.mercurycenter.com/)  
*Thomas* (information on U.S. legislation) <http://thomas.loc.gov>  
*USA Today* [www.usatoday.com](http://www.usatoday.com)  
*US News & World Report* [www.usnews.com](http://www.usnews.com)  
*Wall St. Journal* [www.wsj.com](http://www.wsj.com)  
*Washington Post Online* [www.washingtonpost.com](http://www.washingtonpost.com)  
*WGN TV* [www.WGNTV.COM](http://www.WGNTV.COM)

## Canadian Coverage

*Canadian Business* [www.canbus.com/](http://www.canbus.com/)  
*Montreal Gazette* [www.montrealgazette.com](http://www.montrealgazette.com)  
*Toronto Globe & Mail* [www.globeandmail.ca/](http://www.globeandmail.ca/)  
*Vancouver Sun* [www.vancouver.sun.com](http://www.vancouver.sun.com)

## North America

### Regional

*North America* (country information) [www.ibrc.bschool.ukans.edu/country/northA/northa.htm](http://www.ibrc.bschool.ukans.edu/country/northA/northa.htm)  
*North American Free Trade Agreement (NAFTA)* (complete agreement)  
[www.sice.oas.org/trade/nafta/naftatce.asp](http://www.sice.oas.org/trade/nafta/naftatce.asp)  
*NAFTA Facts* (NAFTA's automated information for background information, reports, and agreement provisions) [www.mac.doc.gov/nafta/](http://www.mac.doc.gov/nafta/)  
*NAFTA by U.S. Congress, Canada and Mexico*  
[www.worldwideschool.org/library/books/hst/northamerican/Nafta/toc.html](http://www.worldwideschool.org/library/books/hst/northamerican/Nafta/toc.html)  
*NAFTA* (Annual Report of the President of the U.S.) [www.ustr.gov/reports/](http://www.ustr.gov/reports/)  
*Commission for Environmental Cooperation* (NAFTA agency) [www.cec.org/](http://www.cec.org/)  
*Impact of NAFTA on doing business in Mexico* [www.ustr.gov/reports/nte/1996/mexico.html](http://www.ustr.gov/reports/nte/1996/mexico.html)  
*Impact of NAFTA on U.S. auto exports to Mexico*  
[www.ustr.gov/reports/nafta/auto\\_96/index.html](http://www.ustr.gov/reports/nafta/auto_96/index.html)  
*North American Development Bank* (NAFTA bank)  
[www.quicklink.com/mexico/nadbank/ning2.htm](http://www.quicklink.com/mexico/nadbank/ning2.htm)  
*Regional or Country-Specific Information* (North America) [ciber.bus/msu.edu/busres.htm](http://ciber.bus/msu.edu/busres.htm)

### Country

#### Canada

*Canada* (trade statistics, geography, culture) [http://canada.gc.ca/main\\_e.html](http://canada.gc.ca/main_e.html) AND (federal statistics) [www.statcan.ca/start.html](http://www.statcan.ca/start.html)  
*Government of Canada: Department of Foreign Affairs and International Trade* [www.dfait-maeci.gc.ca/dfait/sitemap-e.asp](http://www.dfait-maeci.gc.ca/dfait/sitemap-e.asp)  
*Mineral Production in Canada* [www.nrcan.gc.ca/mms/efab/mmsd/production/default.html](http://www.nrcan.gc.ca/mms/efab/mmsd/production/default.html)  
*Petroleum Industry in Canada* [http://strategis.ic.gc.ca/sc\\_indps/sectors/engdoc/petr\\_hpg.html](http://strategis.ic.gc.ca/sc_indps/sectors/engdoc/petr_hpg.html)  
*Statistics Canada* [www.statcan.ca/start.html](http://www.statcan.ca/start.html)  
*Strategis Canada* (Canadian equivalent of U.S. Department of Commerce—good source of international business information) <http://strategis.ic.gc.ca/engdoc/main.html> see also <http://strategis.ic.gc.ca/SSG/mi02712e.html>  
*Virtual Library* (information on business and government) [www.kpmg.ca/main/vl.htm](http://www.kpmg.ca/main/vl.htm)  
*Caribbean Area* (country information) [www.ibrc.bschool.ukans.edu/country/carib/carib.htm](http://www.ibrc.bschool.ukans.edu/country/carib/carib.htm)  
*Caribbean Nations*  
*Caribbean Basin Initiative Report to Congress* [www.ustr.gov/reports/cbera/index.html](http://www.ustr.gov/reports/cbera/index.html)  
*Cuba: CubaWeb* (U.S.-based) [www.cubaweb.com](http://www.cubaweb.com)  
*Cubaweb* (Cuba-based) [www.cubaweb.cu](http://www.cubaweb.cu)  
*Latin American Network Information Center* (trade and statistics of Cuba and other Latin American nations) [www.lanic.utexas.edu](http://www.lanic.utexas.edu)

## Mexico

Ministry of Finance [www.shcp.gob.mx/english/](http://www.shcp.gob.mx/english/)

National Statistics Institute (data on resources, population, and manufacturing)

[www.inegi.gob.mx/economia/ingles/fieconomia.html](http://www.inegi.gob.mx/economia/ingles/fieconomia.html)

## Global Operations Management

Agile Manufacturing Links <http://catt.okstate.edu/catt2/resources/agile.htm>

Association for Quality and Participation (AQP) (professionals in quality and management participation processes) [www.aqp.org](http://www.aqp.org)

Concurrent Engineering <http://dfca.larc.nasa.gov/dfc/ce.html>

Deming Web Site (Dr. Deming's writings)

[http://deming.eng.clemson.edu/pub/den/deming\\_info.htm](http://deming.eng.clemson.edu/pub/den/deming_info.htm)

Engineering Technologies for Competitive Advantage (various kinds of engineering with links to technologies such as cost, human, quality) <http://dfca.larc.nasa.gov/dfc/etec.html>

How Companies Improve Performance through Quality Effort, Survey of

[www.dbainc.com/dba2/library/survey/index.html](http://www.dbainc.com/dba2/library/survey/index.html)

Information-Driven Manufacturing [www.mel.nist.gov/informat.html](http://www.mel.nist.gov/informat.html)

Integrated Product and Process Development <http://dfca.larc.nasa.gov/dfc/ipd.html>

ISO (global federation of national standards organizations) [www.iso.ch/](http://www.iso.ch/)

What Is ISO 9000 and ISO 9001? [www.isoeasy.org](http://www.isoeasy.org)

ISO/TC176 (umbrella committee for ISO 9000 series) [www.tc176.org/abouttc176/index.html](http://www.tc176.org/abouttc176/index.html)

ISO Translated into Plain English [www.connect.ab.ca/~praxiom/webindex.htm](http://www.connect.ab.ca/~praxiom/webindex.htm)

ISO 9000: 4 Steps in Making It Work [www.dbainc.com/dba2/implementation/iso9000/isowork.html](http://www.dbainc.com/dba2/implementation/iso9000/isowork.html)

ISO 14000 Information Center [www.iso14000.com/](http://www.iso14000.com/)

Malcolm Baldrige National Quality Awards (annual winners, criteria, fees) [www.quality.nist.gov/](http://www.quality.nist.gov/)

Outsourcing (numerous articles from the Outsourcing Institute) [www.outsourcing.com](http://www.outsourcing.com)

Poka-Yoke Techniques for Early Defect Detection

[www.geocities.com/SiliconValley/Lab/5320/pokasoft.htm](http://www.geocities.com/SiliconValley/Lab/5320/pokasoft.htm)

Poka-Yoke: Role of Mistake-Proofing Systems in Zero-Defect-Oriented Environments

<http://ayame.seg.kobe-u.ac.jp/ghinzto/paper3.html>

Price of Non-Quality Elements [www.dbainc.com/dba2/library/price.html](http://www.dbainc.com/dba2/library/price.html)

Quality Digest (articles from Quality Digest magazine) [www.qualitydigest.com](http://www.qualitydigest.com)

Quality Technologies for Competitive Advantage (Design for Quality, Kaizen, Statistical Quality

Control, Poka-Yoke, Taguchi methods) <http://dfca.larc.nasa.gov/dfc/qtcc.html>

Technologies Enabling Agile Manufacturing (TEAM) [cewww.eng.ornl.gov/team/home.html](http://cewww.eng.ornl.gov/team/home.html)

Total Quality Management (TQM) <http://larc.nasa.gov/dfc/tqm.html>

Value Engineering (function or value analysis) <http://akao.larc.nasa.gov/dfc/ve.html>

## Organizational Design

Horizontal Corporation: David Theel, *The Horizontal Corporation and Its Use of Self Managed*

Teams [www.emporia.edu/bed/jpur/www.emporia.edu/bed/jpur/jour23ot/davidt.htm](http://www.emporia.edu/bed/jpur/www.emporia.edu/bed/jpur/jour23ot/davidt.htm)

Virtual Corporation, A Framework for Analyzing [www.fintec.com/97vc/VCintro.html](http://www.fintec.com/97vc/VCintro.html)

Virtual Corporation Page [www.cba.uga.edu/~ntaylor/virtual/#VirtualCorporation](http://www.cba.uga.edu/~ntaylor/virtual/#VirtualCorporation)

Virtual Corporation and Cottage Industries [wsrv.clas.virginia.edu/~jeb2n/virtual.html](http://wsrv.clas.virginia.edu/~jeb2n/virtual.html)

Virtual Corporation

Everything's Coming Up Virtual [www.acm.org/crossroads/xrds4-1/organ.html](http://www.acm.org/crossroads/xrds4-1/organ.html)

The Virtual Corporation [www.opengroup.org/opencomments/winter96/1\\_text/htm#Top](http://www.opengroup.org/opencomments/winter96/1_text/htm#Top) AND

<http://bcn.boulder.co.us/business/BCBR/december/virtual.dec.html>

Virtual Corporations and Outsourcing [www.brint.com/EmergOrg.htm](http://www.brint.com/EmergOrg.htm)

Virtual Teaming and Virtual Organizations: 25 Principles of Proven Practice

[www.skyrme.com/updates/u11.htm#Feature](http://www.skyrme.com/updates/u11.htm#Feature)

## Political Systems

Corruption Perceptions Index [www.GWDG.DE/~uwwv/1999.html](http://www.GWDG.DE/~uwwv/1999.html)

Country Risk Analysis (political, economic, financial risk) [www.duke.edu/~charvey/index.html](http://www.duke.edu/~charvey/index.html)

Country Risk Providers, Comparison of [www.duke.edu/~charvey/Country\\_risk/pol/poltab6.htm](http://www.duke.edu/~charvey/Country_risk/pol/poltab6.htm)

Country Risk Providers, Products of [www.duke.edu/~charvey/Country\\_risk/pol/polappa.htm](http://www.duke.edu/~charvey/Country_risk/pol/polappa.htm)

Index of Economic Freedom for 100 Nations

[www.heritage.org/heritage/library/categories/forpol/econ\\_index/ch5toc.html.cgi](http://www.heritage.org/heritage/library/categories/forpol/econ_index/ch5toc.html.cgi)

Political Resources on the Internet (sorted by country) [www.politicalresources.net/](http://www.politicalresources.net/)

## Small Business

*Breaking into the Trade Game* (information for beginning exporters) [www.sbaonline.gov/OIT/Central and Eastern Europe Business Information Center's Small Business Facility](http://www.sbaonline.gov/OIT/Central_and_Eastern_Europe_Business_Information_Center's_Small_Business_Facility)  
[www.mac.doc.gov/eebic/](http://www.mac.doc.gov/eebic/). Click on “sbsfhome.”  
*European small business links* [www.europages.com](http://www.europages.com)  
*How to Start a Small Business Internet Resources* [www.inreach.com/sbdc/book/netresources.html](http://www.inreach.com/sbdc/book/netresources.html)  
*Small Business Administration Guide to Exporting* [www.sba.gov/OIT/txt/Guide-to-Exporting/Small Business Information](http://www.sba.gov/OIT/txt/Guide-to-Exporting/Small_Business_Information)  
[www.yahoo.com/Business\\_and\\_Economy/Small\\_Business\\_Information](http://www.yahoo.com/Business_and_Economy/Small_Business_Information)  
*Small Business Links* [www.bizoffice.com/index.html](http://www.bizoffice.com/index.html)  
*Trade Finance Programs* [www.sbaonline.sba.gov/OIT/](http://www.sbaonline.sba.gov/OIT/). Click on “Export Finance.”

## Sources of Information (Libraries, Lists, and Centers)

*Britannica Online* (Encyclopedia Britannica) [www.eb.com](http://www.eb.com)  
*Internet Public Library* (guide to 1,900 home pages of prominent organizations) [www.ipl.org](http://www.ipl.org)  
*Library of Congress* (searchable databases for books and periodicals) [www.loc.gov/](http://www.loc.gov/)  
*National Security Archive* (collection of declassified documents) [www.gwu.edu/~nsarchive](http://www.gwu.edu/~nsarchive)  
*Research-It* (word translator, geography, CIA Factbook, currency converter)  
[www.iTools.com/research-it/research-it.html](http://www.iTools.com/research-it/research-it.html)  
*Resources for Economics on Internet*  
[www.library.ualberta.ca/library\\_html/subjects/economics/sites.html](http://www.library.ualberta.ca/library_html/subjects/economics/sites.html)  
*Statistical Abstract of U.S.* [www.census.gov/prod/www/statistical-abstract-us.htm](http://www.census.gov/prod/www/statistical-abstract-us.htm)  
*Yellow Pages* (find people, businesses, E-mail) [www.bigyellow.com](http://www.bigyellow.com)

## South America

*South America* (country information)  
[www.ibrc.bschool.ukans.edu/country/samerica/samerica.htm](http://www.ibrc.bschool.ukans.edu/country/samerica/samerica.htm)  
*South America Search Engines* [www.internets.com/ssouthamerica.htm](http://www.internets.com/ssouthamerica.htm)

## Strategic Planning

*Planning and Organization* (short articles on planning)  
[www.hci.com.au/hcisite/articles/index.htm](http://www.hci.com.au/hcisite/articles/index.htm)  
*Scenario Planning* (Global Business Network—organization for scenario training)  
[www.gbn.org/home.html](http://www.gbn.org/home.html)  
*Strategic Planning* [www.entarga.com/stratplan/index.htm](http://www.entarga.com/stratplan/index.htm) AND  
[www.strategyplanning.com/article.htm](http://www.strategyplanning.com/article.htm) AND [www.planware.org/strategy.htm](http://www.planware.org/strategy.htm)  
*Strategic Planning* (with checklists) <http://strategis.ic.gc.ca/SSG/sv00050e.html>  
*Tips to Help You Export More Successfully* [www.dnb.com/global/hglobal2.htm](http://www.dnb.com/global/hglobal2.htm)

## Telecommunication Technology

*Telecommunication Technologies* (Chapter 17 from UNESCO's *World Information Report*, covering infrastructure and applications)  
[www.unesco.org/webworld/wirerpt/wirenglish/chap17.pdf](http://www.unesco.org/webworld/wirerpt/wirenglish/chap17.pdf)  
*Telecommunication Technology Briefs* <http://gold.sao.nrc.ca/ims/ittb/ittb.html>

## Think Tanks

*Heritage Foundation* (regulatory studies, statistics) [www.heritage.org](http://www.heritage.org)  
*Institute for International Economics* (analyses of key international economic problems with proposed solutions) [www.iie.com](http://www.iie.com)  
*Links to Public Policy Organizations and Think Tanks* [www.heritage.org/links/policy.html](http://www.heritage.org/links/policy.html)

## Videos

*European Union Videos* (free) [www.eurunion.org/infores/index.htm](http://www.eurunion.org/infores/index.htm). Under “Research and Academic Resources,” click on “Video—Free, Educational.”  
*OAS TV Videos* (free) (documentaries on American countries, arts, culture, and OAS operations)  
[www.oas.org/en/pinfo/week/aveng.htm](http://www.oas.org/en/pinfo/week/aveng.htm). Click on “Videos.”  
*Videos on Japan* (on loan from JETRO) [www.jetro.org/sm.html](http://www.jetro.org/sm.html). Click on “Videos.”

## World Organizations (Governments)

*Bank for International Settlements* [www.bis.org](http://www.bis.org)

*Directories of International Organizations*

1. [www.imf.org/external/np/sec/decdo/about.htm](http://www.imf.org/external/np/sec/decdo/about.htm)

2. [www.intergov.gc.ca/world.org.html](http://www.intergov.gc.ca/world.org.html)

*International Electrotechnical Commission* (electrical product standards) [www.iec.ch/](http://www.iec.ch/)

*International Governmental Organizations* (links to many organizations)

[www.library.nwu.edu/govpub/resource/internat/igo.html](http://www.library.nwu.edu/govpub/resource/internat/igo.html)

*International Monetary Fund (IMF)* (IMF Staff Country Reports, World Economic Outlook, various publications) [www.imf.org](http://www.imf.org)

*International Organization for Standardization (ISO)* (product standards) [www.iso.ch/welcome.html](http://www.iso.ch/welcome.html)

*Links to Government Sources and Information* (international, regional, national) [www.eff.org/govt.html](http://www.eff.org/govt.html)

*Links to International Development Sources* [w3.acdi-cida.gc.ca/Virtual.nsf/pages/index\\_e.htm](http://w3.acdi-cida.gc.ca/Virtual.nsf/pages/index_e.htm)

*Links to World Bank data sources* (international organizations)

[www.worldbank.org/data/links.html](http://www.worldbank.org/data/links.html)

*Organization for Economic Cooperation and Development (OECD)* [www.oecd.org](http://www.oecd.org)

*Free Online OECD Documents* [www.oecd.org/products](http://www.oecd.org/products)

*Main Economic Indicators; Country Graphs* [www.oecd.org/std/MEI.HTM](http://www.oecd.org/std/MEI.HTM)

*OECD in Figures* (demography, trade, tourism, education, taxation, etc.)

[www.oecd.org/publications/figures](http://www.oecd.org/publications/figures)

*OECD monthly information bulletin* [www.oecd.org/media/index.htm](http://www.oecd.org/media/index.htm)

*OECD Washington DC office (OECD in Figures, GDP, income tax rates, and more)*

[www.oecdwash.org/PRESS/CONTENT/frstat.htm](http://www.oecdwash.org/PRESS/CONTENT/frstat.htm)

*United Nations* [www.un.org](http://www.un.org)

*Group of 77* (home page of organization of 133 developing nations) [www.g77.org/index.htm](http://www.g77.org/index.htm)

*Index of UN System of Organizations* (in alphabetical order) [www.unsystem.org/index8.html](http://www.unsystem.org/index8.html)

*Web Site Locator for UN System of Organization* [www.unsystem.org/index7.html](http://www.unsystem.org/index7.html)

*UN Official Classification System* [www.unsystem.org/index2.html](http://www.unsystem.org/index2.html)

*International Trade Centre: UNCTAD/WTO* (trade statistics)

[www.intracen.org/itcinfo/itcinfo.htm](http://www.intracen.org/itcinfo/itcinfo.htm). Click on “ITC infobases.”

*UN specialized agencies*

*Food and Agricultural Organization (FAO)* (trade and production data) [www.fao.org](http://www.fao.org)

*International Civil Aviation (ICAO)* [www.icao.int/](http://www.icao.int/)

*International Court of Justice* [www.icj-cij.org/](http://www.icj-cij.org/)

*International Labor Organization (ILO)* [www.ilo.org](http://www.ilo.org)

*International Telecommunication Union (ITU)* [www.itu.int/](http://www.itu.int/)

*UN Conference on Trade and Development (UNCTAD)* [www.unctad.org/en/enhome.htm](http://www.unctad.org/en/enhome.htm)

*UN Development Programme* [www.undp.org](http://www.undp.org)

*UN Human Development Index* [www.undp.org/hdro/HDI.html](http://www.undp.org/hdro/HDI.html)

*UN Educational, Scientific, and Cultural Organization* [www.unesco.org](http://www.unesco.org)

*UN Industrial Development Organization (UNIDO)* [www.unido.org](http://www.unido.org)

*Universal Postal Union (UPU)* [www.upu.int/](http://www.upu.int/)

*U.S. Central Intelligence Agency Statistics* (geography, maps, political)

[www.odci.gov/cia/publications/factbook/index.html](http://www.odci.gov/cia/publications/factbook/index.html)

*World Bank* [www.worldbank.org](http://www.worldbank.org) (for publications, click on “Publications”)

*International Development Association (IDA)* [www.worldbank.org/ida/](http://www.worldbank.org/ida/)

*International Finance Corporation (IFC)* [www.ifc.org/](http://www.ifc.org/)

*Multilateral Investment Guarantee Agency (MIGA)* [www.miga.org](http://www.miga.org)

*National Statistics* [www.worldbank.org/data/](http://www.worldbank.org/data/)

*World Health Organization (WHO)* [www.who.ch](http://www.who.ch)

*World Intellectual Property Organization* [www.wipo.org/](http://www.wipo.org/)

*World Trade Organization (WTO) site map* (international trade, services and textile agreements,

intellectual property rights, trade dispute settlement) [www.wto.org/english/info\\_e/site2\\_e.htm](http://www.wto.org/english/info_e/site2_e.htm)

*WTO and GATT—are they the same?* (no, they’re different)

[www.law.nyu.edu/library/wto\\_gatt.html](http://www.law.nyu.edu/library/wto_gatt.html)

*WTO Information* [www.ustr.gov/](http://www.ustr.gov/)

## World Organizations (Nongovernment)

*International Chamber of Commerce* [www.iccwbo.org/](http://www.iccwbo.org/)

*ICC International Court of Arbitration* [www.ibnet.com/iccarb.html](http://www.ibnet.com/iccarb.html)