

224 pages \$19.95

Successful Business Planning in 30 Days

A Step-by-Step Guide for Writing a Business Plan and Starting Your Own Business

Purchase this book online at Businessplan30days.com or by calling toll-free 1-800-247-6553 (orders only, please have credit card ready).

Helps **YOU** develop a:

- ✓ (1) company plan, (2) marketing plan, and (3) financial plan, and a
- ✓ company name, slogan, logo, business card, mission & news release.

USES:

- ✓ **Fill-in-the-Blank Worksheets**
- ✓ **Easy to Use Forms** to help you develop a *Cash Flow Statement, Income Projection & B.E. Analysis*
- ✓ **100's** of quotes and strategies for marketing, pricing, building a business, and beating the competition.

Reviews

"Provides an important key to writing a business plan and starting your own business."

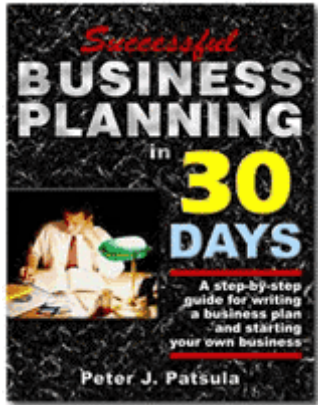
-Midwest Book Review, Oregon, WI
[Amazon.com review](#) ★★★★★

"One of the best of its kind that I have seen in a long time."

-Alan Caruba, editor, bookviews.com.

"Patsula's book is very readable and user friendly; it has lots of useful information and advice."

-Borders.com Review





THE ENTREPRENEUR'S GUIDEBOOK SERIES™

THANK YOU for selecting this guidebook. Many hours of painstaking work have gone into its creation. If you have any feedback or suggestions, contact the publisher at books@patsula.com.

Copyright Information

© Copyright 2001 by Patsula Media. All rights reserved. From the creators of Smallbusinesstown.com.

No part of this guidebook may be reproduced, in whole or in part, in any form, by any means electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system now known or hereafter invented, without written permission of the copyright owner. This guidebook **may not be** resold or distributed on other web sites or in any other manner without written permission from the copyright owner.

NOTE The author and publisher shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to be caused, directly or indirectly by any information contained in this guide. Although this publication is designed to provide accurate information in regard to the subject matter covered, it is sold with the understanding that the publisher is not engaged in rendering legal, accounting or other professional services. If **legal** advice or other expert assistance is required, the services of a competent professional should be consulted.



PERSONAL PLANNING

Guidebook #15:

Researching Hot New Ideas for

Products & Services..... **4**

What is Market Research?5

The Process of Market Research.....5

Collecting Primary & Secondary Data.....**7**

Primary Data7

Secondary Data.....7

Primary Data Sources**8**

Survey Method8

Observation Method13

Experimental Method.....17

Investigative Method18

Secondary Data Sources **25**

Business Opportunity Books.....25

Business & Trade Associations26



| | |
|---|-----------|
| Business Indexes | 27 |
| Business Newspapers | 28 |
| Business Periodicals | 29 |
| Canadian Government Centers | 36 |
| Chambers of Commerce | 38 |
| Competitor's Catalogs & Brochures | 38 |
| Consumer Newspapers & Magazines | 39 |
| Corporate Annual Reports | 43 |
| General Advertising Media | 43 |
| Foreign Embassies & Consulates | 44 |
| Internet Web Sites | 44 |
| Library Centers | 45 |
| Manufacturer's Reps | 49 |
| Marketing Research Services | 50 |
| NASA Publications | 51 |
| On-line Databases | 52 |
| Patent Offices | 52 |
| Sales Agents & Supply Companies | 53 |
| Telephone Directories | 53 |
| Trade Directories & Other Reference Works | 54 |
| Trade & Industry Periodicals and Buyer Guides | 67 |
| U.S. Government Centers | 72 |
| Your Own Internal Company Records | 77 |
| Where Should You Start? | 78 |



“Come on go home Harry! We’re closed for Pete’s sake.”

Smallbusinesstown.com

RESEARCHING HOT NEW IDEAS FOR PRODUCTS & SERVICES

IF you have no idea what to sell your target market, or need new ideas to keep old customers coming back for more, then roll up your sleeves and get ready for some serious market research.

To hunt down potential products and services, read consumer magazines, trade publications, and competitor's catalogs targeted towards the people you wish to serve. Make it a habit of visiting libraries, government research centers, business centers, manufacturer's representatives, trade fairs and anywhere particulars about people's buying habits and needs can be observed. Learn everything you can about your target market.

Realize that the key to knowing what can be sold tomorrow is understanding what is being sold today.

WHAT IS MARKET RESEARCH?

IN THE words of the American Marketing Association, marketing research is “the systematic gathering, recording, and analyzing of data about problems relating to the marketing of goods and services.” More specifically, it is an attempt to understand consumers by finding out how things are, not how you would like them to be, as well as finding out what they want to buy, not just what you want to sell.

However, bear in mind that marketing research is not a perfect science. Quite often it deals with numerous and hard to identify influences that directly or indirectly affect the likes, dislikes and be-

All the really good ideas I ever had came to me while I was milking a COW.
GRANT WOOD

haviors of consumers in a rather whimsical and infuriatingly unpredictable manner.

The Process of Market Research

Market research can be described as having four distinct stages:

Stage One – Market research starts with a definition of a problem or opportunity and a preliminary assessment of information already available. During this first stage, objectives and plans are made to gather additional information, if required.

Stage Two – The second stage of market research involves collecting and reviewing inside and outside information and then organizing it for a more thorough analysis.

Stage Three – This leads to the third stage of market research, which is to interpret the data and information accumulated, make a decision and then take action.

Stage Four – The whole process is then concluded by assessing the results of the actions taken (see chart below).

Of the four stages, the first part of the second stage – collecting both inside and outside information – is the most demanding and time consuming. To help you with this, the remaining part of this Guidebook is devoted to showing you where to look for products, services, marketing ideas, and other business related statistics.



The Process of Market Research

1. Make a preliminary assessment of already available information
2. Collect, review and organize additional information
3. Interpret ALL information and take action
4. Assess the results of the actions taken

COLLECTING PRIMARY & SECONDARY DATA

IN THE PROCESS of collecting information for decision making, it's helpful to think in terms of two general categories of data: primary and secondary.

Primary Data

Primary data encompasses facts and figures not readily available to the typical entrepreneur and therefore require considerable initiative and effort to collect and study.

Secondary Data

Secondary data encompasses facts and figures normally available to the typical entrepreneur, though often requiring a little searching around to locate. In simpler

terms, primary data is *new data* you collect and secondary data is *old data* others or yourself have collected previously. Primary and secondary data can be collected from sources either inside or outside your company.

In the process of collecting information for decision making, it's helpful to think in terms of two general categories of data: primary & secondary.

NOTE Data sources ending with a ☺ symbol are highly recommended browsing.



PRIMARY DATA SOURCES

THE COLLECTING of primary data for product, service and market research usually involves in combination or alone the following three approaches: you can *ask* people, *watch* people, or *test* people for their reactions. These approaches can also be identified respectively as the:

SURVEY method

OBSERVATION method

EXPERIMENTAL method.

In addition to these three methods, you can collect primary information for research purposes by organizing and analyzing any variety of sources of information

Providing that time and budget restrictions permit this, use more than one survey method to get the most objective results possible.

SUPERTIP

limited only by your imagination. This approach can be identified as the:

INVESTIGATIVE method.

Survey Method

Surveys are relatively inexpensive and adaptable to a wide range of problems. For this reason they are by far the most popular method for gathering primary information. Types of surveys you can use to seek answers to important questions and concerns include:

Customer Comment Cards Surveys – Give cards to your customers to solicit their opinions about your business. Make sure you provide them with a pen or pencil to fill out the card. Consider

giving them a free company pen or pencil in appreciation for their efforts.

Employee Exit Surveys – When an employee leaves your company be sure to spend enough time with him or her to find out exactly why he or she is leaving. Probe deep to learn what may be occurring in your business that causes hard feelings, employee conflict or customer dissatisfaction. This way you can help prevent future staff turnover (which can be expensive considering the training involved), smooth out sensitive issues so ex-employees are less likely to spread unfounded rumors and possibly keep old employees as customers. You also may wish to find out exactly what – or how much – it would take to keep the employee

from leaving (if you decide the employee is worth keeping).

Success in almost any field depends more on energy and drive than it does on intelligence. This explains why we have so many stupid leaders.
SLOAN

WILSON
The Man in the Gray Flannel Suit

Group Surveys – Group surveys can provide more dynamic and creative feedback as compared to questionnaires and 1-on-1 interviews which have a tendency to end up being too controlled and carefully crafted, extracting only the results they were designed to extract. Described below are five of the most common types of group surveying techniques.

NOTE When conducting a group survey, choose your participants carefully. It only takes one or two negative thinkers to distort the thought process of the entire group.

Advisory Boards – An advisory board is

made up of a select group of locals, whose opinions you respect. They act as a sounding board for any new ideas that need discussion.

Brainstorming Sessions – In brainstorming sessions a selected group of participants are encouraged to freewheel in their thinking to produce as many suggestions as possible without analyzing them. A trained moderator should be present to keep the group focused and motivated.

Consumer Panels – Consumer panels are formal intensive two hour group interviews, consisting of six to twelve people who are invited to discuss a new product or service. These panels are often conducted by a moderator who asks planned and related questions. The people

who attend, usually receive a gift coupon or free product sample. While more difficult to set-up than other types of surveys, consumer panels often give more in-depth feedback on the questions that need to be answered.

It is a good idea to tape record all group survey discussions for later analysis.
SUPERTIP

Focus Groups – Focus groups are made up of 10 to 15 people. The group meets in a relaxed setting and are encouraged to talk about products or services they like or dislike. Participants can be employees, customers and even friends. As in a brainstorming session, a moderator should be used to lead the group discussion without inhibiting the thought processes or limiting the expression of ideas and opinions.

User Groups – User groups consist of an

informal gathering of customers who are users of the product or service being discussed. These kinds of surveys are usually held in a neutral non-threatening location. As with consumer panels, user group participants are often rewarded with samples or coupons as well as given their share of credit for any good ideas that result from their discussions.

Informal Surveys – Most people, even those with legitimate concerns, are reluctant to complain because they are afraid of appearing foolish, pushy or difficult to please. This is especially true in smaller communities, where for the most part everybody knows each other on a more personal level, and have friendships at stake. In these cases, it may be quite difficult to get honest feedback from your customers by asking direct

If you just torture the data long enough, they will confess.
ANON

questions such as, “So Mr. Wilkinson . . . how is everything?” or “Miss Jillian . . . is there anything we can do to improve our service?”

To solve this problem select a few of your more outgoing customers and ask them several sincere questions about how your business has met or fallen short of their expectations. If at anytime the customers appear uneasy, do not press them for a response, as any answers on their part may be given only to escape the situation. When you do get useful feedback, take notes. Afterwards, send a follow-up letter thanking the customers individually and telling them what you plan to do with their suggestions.

Mail Questionnaire Surveys – Mail questionnaires cost much less than personal or telephone interviews, but tend to have low rates of response. Expect reponse rates anywhere between 5 to 15 percent.

Personal One-on-One Surveys – Personal interviews of customers, employees, sales reps and average guys on the street can give you reliable feedback. However, when conducting these kinds of interviews, realize that there is a danger people will be reserved, not wanting to offend or hurt your feelings. Either that or they'll answer your questions the way they think they're suppose to answer rather than telling you how they really think or feel.

Through their day-to-day contact with customers, employees can become an excellent source of information about customer likes and dislikes.

Employee Surveys – Through their day-to-day contact with customers, employees can become an excellent source of information about customer likes and dislikes.

They regularly hear customers' complaints about the store, its service and out of stock or not in stock items – the ones the customers don't think important enough to take to the owner or manager.

Sales Rep Surveys – Representatives who call on other similar businesses in your area can provide valuable information on business trends, new items, changes in the industry, as well as insights into what your competition is up to.

Random Sample Surveys – Workers who conduct surveys naturally attempt to

attract respondents with whom they feel comfortable with. However, this can lead to misleading results. To avoid this, randomly canvass your neighborhood or nearby neighborhoods to gather data (be sure you establish a technique for getting this random sample like choosing every fourth house). If you wish to remain anonymous, line up some marketing students to perform the survey.

Telephone Surveys –

Telephone interviews are faster and cheaper than personal interviews, but

Product & service research should encompass identifying trends that may affect sales and profitability levels. Population shifts, legal developments, and local economic situations should be monitored to enable early identification of problems and opportunities e.g., slow housing starts, weak retail auto sales, reductions in real disposable personal income, and increasing levels of unemployment usually signal reduced future demand for goods and services.

SUPERTIP

also less reliable. Remember that you cannot judge a person's body language over the phone.

Observation Method

The observation method for gathering primary data involves watching people's behavior, facial expressions, and reactions to different situations, products and other stimulus presented to them in real market situations without influencing them even accidentally. It also involves keeping your eyes open for trends, needs, and environments that encourage

or discourage the sale of various kinds of

products and services. Good places to practice and improve your observation skills, as well as jot down potential ideas for new products & services, include:

Areas in Transition – Visit any town city or even country that is undergoing drastic change. Evidence of shrinking and growing industries may help signal future changes in your own location.

Flea Markets – Finding out what people are getting rid of may help you understand what they are buying.

Gift Shows – If you're looking for novel ideas, gift shows can be informative. But beware of gimmicky items being pushed by people who tend to be retail

Many successful people make it a habit to record themselves in various situations to discover problems their own eyes cannot see.

SUPERTIP

minded. It is better to attend shows where manufacturers are looking for retail or wholesale distribution minded people.

Local Manufacturers – Visit manufacturers in your area. Ask for a tour of their plant. While taking their tour, imagine what changes you would make if you owned their company.

Local Retail Outlets – It is always a good idea for small business owners to monitor retail activity in their area. Visit catalog showroom stores, souvenir shops, market centers and shops specializing in foreign merchandise. Keep track of which businesses are doing well and which aren't. Competitors leaving the field you hope to enter should definitely signal you to reconsider your plans.

Nearby Cities – Look for successful businesses in other cities. If a type of clothing store sells big in Florida, it may sell big in L.A. too.

Neighborhood Locations – To tap into the needs of your city, you must first develop the habit of watching it closely. Start by walking around your neighborhood. Observe what people are wearing, what they are doing, where they seem to be spending their money, and where they tend to congregate.

Street Corners, Shopping Malls & Your Own Retail Location –

You can learn a great deal about people in general, as well as their particular buying habits, just by watching them as they walk down the street, shop in your

store or visit a large shopping mall. How are they dressed? How old do they appear to be? Are they married? Do they have

children with them? Run a tally sheet for a week that keeps track of what you're able to tell about your customers, your competitor's customers, or perhaps people in general from simple outward clues.

Somewhere lurking in your scribbled observations regarding their mannerisms and odd behaviors, may lie the next “wonder product.”

Recording People on Video – Video cameras can be used to study how people react towards in-store promotional displays, or perhaps how

they react when making new purchases. Cameras can also be used to record reactions during consumer panels and candid

Anyone can look for fashion in a boutique or history in a museum. The creative person looks for history in a hardware store and fashion in an airport.

**ROBERT
WIEDER**

street interviews.

Travel Destinations – Whenever and wherever you travel, keep your eyes open for business ideas and opportunities.

There are many products and services worldwide literally begging to be introduced into new areas. You may even be able to negotiate exclusive distribution rights.

Trade Shows & Conventions –

Every year thousands of business conventions and trade shows are held worldwide. Attending trade shows gives you the opportunity to examine products and services, scope out the competition and exchange ideas and make contacts with distributors, suppliers, franchise companies, sales reps and other people attending. You may also

Attending trade shows gives you the opportunity to examine products and services, scope out the competition and make contacts with distributors.

learn about new product or market trends, and identify potential products or services for your small business.

Attending conventions also helps keep you up-to-date on the latest trends and product developments. It is especially advantageous to attend conventions when located in a city of similar demographics to your own. Who knows what additional insights you might glean by studying the local economy? Listings of trade shows and conventions can be found in the directories listed below:

Directory of Conventions – Covers over 14,000 meetings of North American national, regional, and state and local organizations (600 pages, in four volumes, US\$280). Write to Bill Communica-

tions, Inc., 355 Park Ave. S., New York, NY 10010-1789 or call 800/266-4712. Fax: 212/592-6409

Trade Shows & Convention Guide – Covers conventions and trade shows worldwide for the next five years. Provides show dates, attendance figures and number and size of booths (250 pages, \$105). Write to Amusement Business, BPI Communications, 49 Music Sq. W., Nashville, TN 37203 or call 615/321-4250. Fax: 615/327-1575.

Trade Shows Worldwide – Covers nearly 7,500 trade shows and exhibitions worldwide. Includes entries for registration fees, audience, number of attendees, price for display space, principal exhibits, and square feet/meters of exhibition space etc.

Some of the more popular trade shows include the “Chicago” and “New York Premium Shows”

(1,600 pages, US\$225). May be available at your library. Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

NOTE Some of the more popular trade shows include the *Chicago* and *New York Premium Shows* (held May and September), the *Chicago Houseware Show*, and the *Entrepreneur’s Expo*. Keep in mind that the important trade shows are usually always advertised – this will keep you from visiting the bad ones.

Experimental Method

The experimental method for gathering primary data involves setting up situations to test the reactions of customers to various products and services or various prod-

uct and service features. Features or factors that can be tested include color, taste, price, size or anything else that makes a product or service unique. A gift item for example, can be tested at different selling prices to determine which price yields the best combination of volume sold vs. gross profit (see Guidebook #69 for an in-depth look at testing products & services).

Investigative Method

The investigative method for gathering primary data for product and service research purposes is a hodgepodge of analysis techniques. It can be described as a process that demands a lot of creativity, an open mind, and in some cases, extreme

If you spend too much time gathering too much data, you may get results that in the end are too late and too confusing. The lesson to be learned is, DO, but don't OVER DO.
SUPERTIP

patience (it has the nasty habit of turning ordinary individuals into bug-eyed gumshoes).

Used primarily after a business has been operating for some length of time, it demands that you keep track of every piece of information that happens to come your way, no matter how trivial any tidbit may seem at the time. In fact, the unmistakable irony of using this method is that often you won't even know what you're looking for, let alone exactly where you should be looking for it. Other times, you will feel like you are setting a trap, waiting for someone or perhaps something to suddenly slip up and stumble into your unyielding analytical clutches.

Advertising Notebook Analysis – To monitor the results of a promotion, and to maximize your advertising investment, cut out each ad you run and tape it to a page in a loose leaf notebook (for a radio or TV ad, write a short description). Under each ad, enter the date, medium and cost of the ad. Record the results of the ad in sales and inquiries. Divide the cost by the results to get a cost-per-sale or cost-per-inquiry that you can use to compare your ads and the media in which they appeared (for a more complete description of how to keep track of advertising results, see Guidebook #68).

Cash Receipt Analysis – If your cash receipt system allows you to keep track of a customer's address and their purchases, you can use this information to cross-

Encourage your customers to contact you directly whenever they have a complaint.

reference your customers' addresses and the product they purchased, to check the effectiveness of your advertising.

Complaint Analysis – Encourage your customers to contact you directly whenever they have a complaint. Customer complaints can be a gold mine for new product and service ideas as well as increasing the efficiency and quality of your operations, especially if you learn to recognize the constant complainers and those with legitimate concerns.

Credit Records Analysis – Credit records can be an excellent source of information about your markets. In addition to customers' addresses, they give you information about their jobs, income levels and marital status.

Customer Want List Analysis – Keep a notebook close to your cash register, and whenever a customer asks for an item you don't have in stock, write that request down. Periodically review these requests to determine how much you are losing in sales to your competitors and whether or not you should be carrying these new products or services.

Keeping a *Customer Want List Notebook*, will also help you recognize fad items, products being heavily advertised, items and services your competitors have dropped, and even, interestingly enough, your customer's dissatisfaction with your competition. As a result of keeping this list, you may also discover ways of making additional income by adding new product

The key to effective marketing research is neither technique nor data accumulation – it's the gathering of useful information and then doing something with it.

SUPERTIP

lines and services, or by developing a special-order business if your customers are willing to wait for delivery and pay the added shipping costs.

Demographic Analysis – The more you know about your customers the better you will be able to satisfy and even anticipate their needs for new products and services. To generate information useful for building an accurate customer profile, keep track of:

Addresses – Your customer's addresses (and zip code) can tell you a lot about them. You can pretty much guess their life-styles by knowing their neighborhoods. Knowing how and where they live can give you solid hints on what they can be expected to buy.

NOTE To organize information about your customers' location, sort checks and sales slips by ZIP code, or ask them to mark their home on a map with a colored pencil.

Age, Marital Status and Income Level –

Also keep track of the size of any family groups and the sex of the decision-maker in the family group.

Ratio of Visiting Customers vs. Local Resident Customers – To make better purchasing and marketing decisions, compare your ratio of visiting customers to regular customers. More specifically, compare average amount purchased, coupon usage, newspapers read, radio stations listened to, response to mailings, and ratio of full price buyers versus those who respond to sales or specials.

To make better purchasing and marketing decisions, compare your ratio of visiting customers to regular customers.

Special Populations in your Trading Area – To make better purchasing and marketing decisions, keep track of the number of:

- athletic participants
 - boat or recreational vehicle owners
 - car poolers
 - college students
 - convention and fair attendees
 - farmers
 - home owners
 - hospital visitors
- military personnel
- pet owners
- seasonal workers

- senior citizens
- sports spectators

Industry Analysis – On business trips or vacations visit businesses similar to yours. Take pictures of signs, storefronts and displays, and talk to the owners to compare notes on new products, services and marketing techniques. Also, subscribe to trade journal and attend trade shows to keep current on marketing developments in your industry.

License Plate Analysis – By taking down the license plate numbers of cars parked in your location you can find out where your customers live and as a result, estimate your trading area. This will provide you with information to better target all your marketing and ad-

vertising efforts. Information, on how to extract these details from license numbers, can generally be obtained from state agencies.

It is a good idea to analyze license plate numbers of cars parked in your competitors' locations and then direct your advertising to try to win them over to your business.

SUPERTIP

Peanut Trail Analysis – Marketing research can be done for peanuts (with peanuts) to discover traffic patterns in retail stores, lounges and dance bars. Offer all the roasted peanuts you can eat to your customers while shopping or visiting your establishment. At the end of the day, examine all the litter trails. This will provide you with details about the traffic pattern in your store, lounge or dance bar. Trampled peanut shells will be scattered among the more heavily traveled areas of your establishment and heaped up in front of areas of special interest to your custom-

ers. By studying the trials, you can find out for example, where you should put your most important merchandise displays, a shooter bar perhaps, or promotional posters for upcoming events.

Suggestion Box

Analysis – A suggestion box is a simple idea that works, but only in if you read the suggestions on a regular basis, do something about the suggestions you receive, and reward those who give you good ideas by posting their names, writing letters to them or rewarding the with money or other things of value.

If you regularly advertise in a certain magazine or trade publication whose existence depends heavily upon its advertising revenue, keep in mind that it is often possible to obtain a free subscription to that magazine or trade publication simply by asking for one.

SUPERTIP

NOTE By rewarding good results, you are encouraging more of the same. If you don't reward them, you will likely end up with an empty suggestion box and the mistaken conclusion that everything is just fine.

Telephone Number Analysis –

Like license numbers, telephone numbers can also be used to tell you the areas in which people live. Using a *Reverse Telephone Directory* (available at most libraries) you can trace a customer's address. Telephone numbers can be collected from checks, sales slips, credit slips and the like.

Trash Analysis – Trash analysis is quite a useful tool, especially in the food industry. For example, if operating a small res-

restaurant, you may find it useful to inspect all outgoing waste. If your customers are ordering your *Guacamole Combination Plate* but most of it is leaving the table uneaten, then its time to take it off the menu or rethink its ingredients.

You can also use trash to fine out what people like. It may seem undignified to snoop through trash cans in back alleys, but remember, what ever you find is a direct indication of what consumers are buying (and getting rid of). The point here isn't to turn you into a rubber gloved scavenger but to suggest that marketing research isn't limited to sophisticated computer analysis or hiring a highly trained staff of statistical technicians. In other words, it doesn't have to be fancy and expensive. In fact, it can

be downright dirty.



It may seem undignified to snoop through trash cans in back alleys, but remember, what ever you find is a direct indication of what consumers are buying (and getting rid of).

SECONDARY DATA SOURCES

THE COLLECTING of secondary data for product, service and market research usually involves gaining access to already published surveys, books, directories, catalogs, magazines and the like and applying or rearranging the information in them to bear on your particular problems or potential opportunity.

However, the trick to getting the most out of your secondary data is to bear in mind:

- the reliability of the source
- the possibility of bias on the part of the collecting agent

Chances are that most of the fact finding you'll be doing in your small business will involve secondary data.

POWERPOINT

- the fact that the information is dated
- the suitability of the information to your specific problem (the facts may originally have been gathered for a completely different purpose)

Listed below are more than 100 sources for secondary information including trade associations, business journals, and reference works. However, in the majority of cases, the most fruitful sources for solving your business problems (once your company has been in business awhile) will be your own internal company records.

Business Opportunity Books

Numerous books and publications detail business opportunities. Many specialize in

opportunities that require a minimum amount of start-up cash (i.e., about \$500 to \$1,000). Check with local bookstores and your public library (see Guidebook #7, for suggested titles).

Business & Trade Associations

Almost every type of business has a professional or trade association. Not only is it worthwhile visiting associations in the area of your interest, and talking to the people running and working with in them, but you may also be able to get your hands on trade journals, newsletters and reports that contain valuable market and opportunity related information. Associations can be local, state/provincial, national, or even international in scope. Check your *Yellow Pages* under “associa-

Almost every type of business has a professional or trade association.

tions.” Also, check your local library for the directories listed below:

Gale’s Encyclopedia of Associations

– Gale Research publishes a number of association directories, three of which are described below.

CD-ROM Edition. – Lists nearly 120,000 international nonprofit membership associations in the U.S. and worldwide organizations based outside the U.S. (US\$1,295 for single user version).

International Organizations – Lists over 19,400 international nonprofit membership organizations based outside the U.S. (3,000 pages in two volumes, US\$530).

National Organizations of the U.S. – Lists

about 23,000 nonprofit U.S. membership organizations of national scope divided into 18 classifications ranging from trade and business to hobbies and athletics (3,914 pages in three parts \$415).

To buy a copy of any of the above resources, write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

World Trade Centers Association World Business Directory

– Published in cooperation with the World Trade Centers Association, this directory lists nearly 140,000 companies in over 180 countries involved in international trade (6,700 pages in four-volumes, US\$570). Write to Gale Research, 835 Penobscot

Any figure that looks interesting is probably wrong.
ANON

Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com

World Trade Centers Association Directory

– Covers over 300 existing or developing centers worldwide devoted to increasing international trade; 100 pages, price \$10. Write to Ste. 7701, 1 World Trade Center, New York, NY 10048; Ph: (212) 432-2655; Fax: (212) 488-0064.

Business Indexes

Indexes contain references that can help you locate specific articles in magazines, journals and newspapers. The following business indexes, many of which are available at your public library, are the most immediately useful to entrepreneurs:

- American Statistics Index
- Business Index
- Business Periodicals Index
- Canadian Business Index
- Index to U.S. Government Periodicals
- New York Times Index
- NewsBank
- Public Affairs Information Services Bulletins (PAS)
- Statistical Reference Index
- Wall Street Journal Index

The above indexes typically list articles according to subject headings; they supply the title and author as well as the publication title, date and page numbers.

Business Newspapers

The following newspapers are geared towards providing information about business and financial markets. They are excellent resources to monitor trends and watch for new ideas.

Financial Post – Canada's equivalent to the *Wall Street Journal*, the *Financial Post* is an excellent source for money and market information. Highly recommended. 😊

Globe & Mail – Competes with the *Financial Post*. Another excellent source for Canadian money and market information.

Sunday Edition of the New York Times – The classified section of this newspaper is full of business opportunities,

Business Indexes are usually available in multiple formats including printed versions, optical disks, micro-film, CD-ROMs, and on-line date bases.

new products, business connections and other commercial activities. Highly recommended. 😊

Wall Street Journal – One of the most widely read newspapers around the world, the *Wall Street Journal* can always be counted on to keep you up-to-date on the latest economic trends. Highly recommended. 😊

Business Periodicals

The following magazines and journals publish articles in the marketing area as well as demographic information, useful for product and service research.

Advertising Age – This twice-weekly newsmagazine is considered the top industry publication of its kind. It is the premiere

“Advertising Age” is considered the top industry publication of its kind.

title for the advertising practitioner. No other work matches its scope or coverage, both domestic and international.

It contains in-depth coverage of current issues and trends in advertising techniques, as well as newsworthy ad campaigns and events. The midweek edition features a special magazine section that focuses on a specific area of advertising. Previous magazine sections have profiled computer, retail, direct response, grocery, and fashion advertising.

Considering the wealth of information and relatively low price per issue, this title is a bargain (\$89/year, Circ: 93,000). Available at most major libraries. Published twice a week by Crain Communications, 740 N. Rush St., Chicago IL

60611-2590. Highly recommended. 😊

Adweek – *Advertising Age's* main competitor, Adweek offers readers a blend of ad news, features, how-to articles and lively columns. *Ad Week* is more concise than *Advertising Age*, thus giving more information in less time. It is aimed more directly at the advertising practitioner (\$95/year, Circ: 59,000). Published once a week in six regional editions by BPI Communications, 1515 Broadway, New York, NY 10036.

Business Marketing – Covers advertising, sales, and marketing of products and services sold to business and industry. Editorial content is heavy on long feature articles – both how-to articles and analytical pieces. Recently, this title has

Knowledge is of two kinds: we know a subject ourselves or we know where we can find information upon it.

**SAMUEL
JOHNSON**

gone from a standard magazine to the tabloid format, similar to *Crain's Advertising Age* (\$44/year, Circ: 48,000). Published monthly by Crain Communications, 740 N. Rush St., Chicago IL 60611-2590.

Business Week – *Business Week* is a general magazine for business people. Frequent articles are carried about practical marketing decisions in a variety of industrial situations. It also provides a weekly business and economic update on American business. If you could only purchase a single business magazine, this one be the one. Published weekly and available at all newsstands (\$40/year, Circ: 850,000). Highly Recommended. 😊

Direct Marketing – *Direct Marketing* is for readers involved in direct-response

marketing – that is direct mail, mail order and telemarketing. Every issue is full of with “how-to” articles on various facets of direct mail copywriting (\$52/year, Circ: 11,000). Published monthly by Hoke Publications, 224 7th Street, Garden City NY 11530.

Economist, The – *The Economist*, first published in 1843, covers world politics, as well as current economic affairs in Asia, America, Europe and Britain. It contains clearly written, short articles on business, finances and science issues and trends.

It also includes a useful section on “Economic Indicators” and “Financial Indicators” of developed countries like Britain, U.S., Canada, Germany, Italy, Japan etc., and “Emerging Market Indicators” of

“Entrepreneur” is the leading source of information about the opportunities, issues, and pitfalls of entrepreneurship.

countries like China, India South Korea and Malaysia and Russia. Gives information on the GDP, industrial production, consumer prices, trade balance and foreign reserves, interest rates and stock

markets of various countries. Published monthly and available at most news stands (\$125/year, Circ: 381,000).

Entrepreneur – This magazine is the leading source of information about the opportunities, issues, and pitfalls of entrepreneurship. Every issue includes articles that help you keep up on hot new business ideas, franchises, and products. This magazine also profiles business success stories and failures. Published monthly and available at most newsstands (\$20/year, Circ: 342,000). Highly Recommended. 😊

Financial Post Magazine – This magazine published by the *Financial Post Newspaper* focuses on major Canadian companies from an investors point of view. Publishes a list of Canada's 500 largest companies, similar to *Fortune's* Fortune 500 companies. Available at most newsstands.

Forbes – This magazine focuses on large corporations and the capital economy. It gives in-depth profiles of leading individuals & corporations. It also analyzes trends and gives investment advice. Once a year, it profiles the 400 richest people in America. Published monthly and available at most newsstands (\$52/year, Circ: 735,000).

They're are two kinds of statistics, the kind you look up and the kind you make up.

REX STOUT

Fortune – Compared to *Forbes*, *Fortune* covers smaller companies and more market segments. Emphasis is on general industry and economy issues. In April and May, it ranks America's top 500 corporations. Published monthly and available at most newsstands (\$50/year, Circ: 768,000).

Futurist, The – This magazine contains forecasts, trends and ideas about the future. Each issue has more than half-a-dozen articles written by well-know researchers and writers on the future. Other sections also offer brief reports on trends in health, work, the family, environment and international trends (\$35/year, Circ: 30,000). Published bi-monthly by the World Future Society, 7910 Woodmount Ave., Suite 450,

Bethesda, MD 20814. Highly Recommended. ☺

Harvard Business Review – This periodical is one of the most well known journals in business. Covers topics on industry leaders, human resources management, manufacturing, globalization, competition, strategic planning and other business interests trends. Articles are scholarly in tone (\$75/year, Circ: 210,000). Published bi-monthly by Harvard University, Boston, MA 02163.

Home Office Computing – This periodical contains information presented in a colorful manner on computer hardware, software, and home office business practices. It also gives practical advice on organizing time and home office space.

“Home Office Computing” also gives practical advice on organizing time and home office space.

Each issues contains a main article, two feature articles and more than 12 regular departments (e.g., letters to the editor, legal and investment information, business trends, desktop publishing, work styles, etc.). Just about anyone with a computer and a home office can benefit from the practical information each issue contains. Published monthly and available at most newsstands (\$20/year, Circ: 435,000).

Inc. – This magazine is targeted towards managing a small to medium-sized business. Articles focus on marketing, research, economic & consumer trends, new technologies, cash flow, taxes, government regulations and almost anything else that might impact a business. Published monthly and available at most newsstands (\$19/year, Circ: 640,000).

Journal of Marketing – This official publication of the American Marketing Association presents thoughtful, well researched, and interesting articles on various marketing topics ranging from customer service to market share (\$70/year, Circ: 15,000). Published quarterly by the American Marketing Association, 250 S. Wacker Dr., Suite 200, Chicago, IL 60606.

Journal of Retailing – Publishes theoretical and practical reports on various retailing topics, as well as book reviews and research studies. Articles are generally 20 to 25 pages (\$30/year). Published quarterly by New York University, 202 Tisch Hall, Washington Square, New York NY 10003.

“Journal of Retailing” publishes theoretical and practical reports on various retailing topics, as well as book reviews and research studies.

Packaging – Formerly *Package Engineering* and *Modern Packaging*, this magazine is targeted towards both packaging consumers and managers within the industry.

It presents articles on packaging trends, new packaging developments, marketing ideas and specific types of packaging. In addition, it provides managers with reports on industry trends and statistics. It also is filled with packaging and packaging technology advertising (\$85/year, Circ: 107,000). Published monthly by Cahners Publishing Co., 275 Washington St., Newton, MA 12158-1630.

Progressive Grocer – Describes current merchandising trends in retail food stores. Also, issues an annual report on the grocery industry each year. Intended for su-

permarket managers and owners (\$70/year, Circ: 72,000). Published monthly by Progressive Grocer, 4 Stamford Focum, Stamford, CT 06901.

Sales and Marketing Management –

This is a valuable trade magazine worthy of anyone's collection. Its numerous articles address sales management problems, personal skills, research techniques and test marketing techniques. Subscriptions includes the annual *Survey of Buying Power* which estimates buying power in the United States based upon population, income, and retail sales. (\$48/year, Circ: 72,000). Published 15 times a year by Bill Communications, 355 Park Ave. S., 5th Fl., New York, NY 10010-1706.

“Small Business Opportunities” targets start-up entrepreneurs and is filled with money-making ideas and advertisements.

Salesman's Opportunity – This magazine lists sales opportunities for salesman. Published monthly by Opportunity Press Inc., Suite 1405, 6 N. Michigan Ave, Chicago IL 60602.

Small Business Opportunities –

This magazine targets start-up entrepreneurs and is filled with money-making ideas and advertisements. Typically, its cover page shows some guy or gal holding a fist full of dollars or a sackful of cash. Colorful and dynamic. Often highlights top ten businesses (\$3/copy). Published bi-monthly by Harris Publications, Inc., 1115 Broadway, New York, NY 10010. Available at most newsstands.

Success – Each issue is packed with tips from the experts on entrepreneurship and

franchising. Profiles successful businesses owners who describe how they did it. Published monthly and available at most newsstands (\$20/year, Circ: 373,000). Additional business magazines and periodicals can be researched in the following directories:

Magazines for Libraries – Covers about 7,000 periodicals. Gives title, publisher name, address, frequency, price and editorial content. Also gives a brief description of the magazine (1,268 pages, US\$155). Write to R.R. Bowker Co., Reed Reference Publishing, 121 Chanlon Rd., New Providence, NJ 07974 or call 800/521-8110. Fax: 908/665-6688. URL: <http://www.rcedref.com>

Research is the process of going up alleys to see if they're blind.
MARSTON BATES

Standard Periodical Directory – Lists over 85,000 magazines, journals, newsletters, directories and association publications etc., in the U.S. and Canada. Includes circulation and advertising rates as well as a description of contents (2091 pages, US\$645). Write to Oxbridge Communications 150 Fifth Avenue #302 New York NY 10011 or call 800/955-0231. Fax: 212/633-2938. E-mail: dstoplin@oxbridge.com. Highly Recommended. 😊

Canadian Government Centers

The Canadian government provides numerous business resources available to any interested party, free of charge. A few of their more prominent resources are listed and described below.

Business Service Centers – Canada’s Business Services Center provide excellent business resources. These centers can be found in the blue pages of your phone book, under provincial government and then under the small business department.

Statistics Canada – Statistics Canada provides more marketing data than any other single Canadian source. It collects and publishes information on agriculture, education, fisheries, forestry, health, housing, international trade, employment, income, manufacturing, mining, retail and wholesale trade and transportation. Available at most libraries, Statistics Canada sources of information include:

Market Research Handbook – Provides

Statistics Canada provides more marketing data than any other single Canadian source.

demographic and consumer income and expenditure information.

Canada Year Book – This annual, available by mail from Publication Sales and Services, Statistics Canada, Ottawa, Canada K1A 0T6, provides historical data on

the social, economic, demographic, cultural and political life of Canada. Contains extensive body text as well as charts and statistics (700 pages). Available at most major Canadian public libraries.

Catalogues – Provides data on the most recent census.

StatCan: CANSIM – Updated every six months, this is Statistics Canada’s computerized data bank and contains approximately 600,000 time series (a time series consists of a series of observations for a

given subject at regular time intervals). CANSIM allows users to track historical trends. It is available for use at many Canadian public libraries on CD-ROM.

Chambers of Commerce

A local, national or international Chamber of Commerce can be a good source of market information. Local Chambers of Commerce in particular can give you background data, and contact with the business community. Local Chambers of Commerce can be found in your local yellow pages. National and International Chambers of Commerce can be found in the following Directory:

World Chambers of Commerce Directory – Lists chambers of commerce worldwide as well as tourism boards, con-

vention and visitors bureaus, economic development organization and foreign embassies in the U.S. (400 pages, US\$35). Write to Worldwide Chamber of Commerce Directory, in., PO Box 1029, Loveland, CO 80539 or call 970/663-3231. Fax: 970/663-187.

Competitor's catalogs and all other forms of competitor's literature should be studied religiously.

Competitor's Catalogs & Brochures

Competitor's catalogs and all other forms of competitor's literature should be studied religiously. In fact, this is probably the most important easily available source of product ideas.

NOTE In the business world everybody learns from everybody else.

Mail Order Catalogs – Mail order catalogs are interesting studies because they often sell unique items that aren't available in retail stores. A few catalogs worth getting are:

- Brookstone®
- Chef's Catalog®
- Eastern Mountain Sports
- Executive Gifts™
- Frost-line Kits
- Hammacher Schlemmer
- Innovative Solutions
- L.L. Beans
- Lillian Vernon
- Norm Thompson Outfitters

Papers worth reading everyday: Los Angeles Times, New York Times, USA Today, Wall Street Journal, & London Times.
SUPERTIP

- Sky Mall®
- Sportpages
- Successories
- The Sharper Image®

Old Catalogs – Old catalogs of the fifties, sixties and even twenties, can give you valuable insights into once popular products that perhaps need only be modernized to be popular again. Highly Recommended. 😊

Consumer Newspapers & Magazines

Consumer newspapers and magazines often publish valuable demographic information for the communities and markets they serve. These sources can be

used to define the size, age, income and other characteristics of its target community or market. To find new product and service ideas, as well as spot trends, it is also a good idea to research the following:

Back Issues – Research back issues of magazines. Make note of products being advertised repeatedly and in particular the summer months – when most people spend time outdoors not reading magazines. Once you see an advertisement repeated again and again in the same or different publication, assume it's a winner and send for the product or product literature. These are the best products to copy or develop a similar line to.

Once you see an advertisement repeated again and again in the same or different publication, assume it's a winner and send for the product or product literature.

NOTE Back issues of magazines can be found at your local library.

Bankrupt Companies – Check newspapers for bankrupt companies or firms going out of business. Discovering the reasons for their demise may lead you to a solution and a new business opportunity.

Business Opportunity Columns – By studying business opportunity columns you can keep track of what kinds of businesses are being sold and bought. This can help you discover new ideas and trends.

Classified Sections – Newspaper and magazine classifieds are prime sources for product and service ideas. For the most part, this is where companies test

ideas that have not yet reached maturity or full market potential. With the right marketing plan, you can turn someone else's mediocrity into your booming success.

All the following magazines and newspapers provide good sources of ideas. The criteria for being on this list is that each magazine or newspaper must have a good classified section and be easily available. Current addresses can be found in the SDRS. Highly Recommended. 😊

POPULAR MAGAZINES

Autoweek
Better Homes and Gardens
Car and Driver
Cosmopolitan

Paying for a subscription to a magazine you find quite useful and read frequently is preferable to saving a few bucks and always having to visit your local library. In this case, convenience is more important than thriftiness.

SUPERTIP

Decorating & Craft Ideas
Essence Magazine
Family Circle

Family Handyman
Good Housekeeping
House and Garden
House Beautiful
Mechanix Illustrated
Model Railroader
Motor Trend
Popular Mechanics
Popular Science
Seventeen
Soap Opera Digest
Woman's Day

POPULAR NEWSPAPERS & WEEKLY MAGAZINES

Baltimore News American

Baltimore Sun

Baltimore Sun Magazine

Boston Globe Magazine

Boston Herald Examiner

Chicago Sun Times Magazine

Chicago Tribune

Christian Science Monitor

Dallas News

Dallas Times Herald

Des Moines Register Magazine

Des Moines Register Tribune

Houston Chronicle

Houston Post Magazine

An abundance of data is gathered by large companies each year and held in their libraries for stockholder review.

Kansas City Times

Los Angeles Herald Examiner

Los Angeles Times

Miami Herald

New York News

New York Post

New York Times Shopping Guide

New York Times Magazine

Newark Star Ledger

Philadelphia Bulletin

Philadelphia Enquirer

San Diego Union

San Francisco Examiner

St. Louis Post Dispatch

Washington Post

Tabloid Newspapers – Tabloid newspapers have large circulations and are good testing grounds for unusual or novel products. The *National Enquirer*, The *National Examiner*, The *Star*, and the *Midnight*

Globe, are worth looking through. Highly Recommended. 😊

Corporate Annual Reports

An abundance of data is gathered by large companies each year and held in their libraries for stockholder review. Make it a point to regularly examine the annual reports of company's in your targeted field, especially those of your competitors. Keep track of how much they are spending on advertising and R&D.

Advertising media is the bloodline for all new product ideas.

General Advertising Media

Advertising media is the bloodline for all new product ideas. Start a scrapbook of your favorite ads.

Junk Mail – Get on mail order lists. Companies will then mail you their catalogs, as

well as sell your name to other companies who will also mail you their catalogs and DM promotions.

Magazine Advertisements – Pick up ten of your favorite magazines geared towards your target market. Find these magazines at used bookstores, around the house, or from a friend. Cut out advertisements of products that attract your attention, make you say, “Hey I want to buy that,” or have interesting sales pitches, slogans, ad copy, or company names. Put ads in a scrapbook or your “Business Planner” (discussed in Guidebook #8), then write down as many product ideas as you can. Circle the most promising. Over time, a pattern may emerge leading you to an innovative discovery.

Foreign Embassies & Consulates

Consulates often provide import and export information. For a listing of local embassies look in your *Yellow Pages*.

Internet Web Sites

If you're not already using the Internet to research products, services and markets, then maybe it's time you did. It's easy and productive. However, it can also be a great time waster if you don't master the following Internet basics: searching, linking and bookmarking.

Searching – After launching a Web Browser program such as the immensely popular *Navigator*, type in the box at the top of your screen *http://www.yahoo.com* and press enter. This will bring you to the

Yahoo,
www.yahoo.com
is one of the
most popular
search engines
on the Internet

Yahoo web site. *Yahoo* is one of the most popular search engines on the Internet, and like the many other search engines that are out there, allows you to specify a keyword or keywords, then search an enormous range of electronic files to retrieve a selection of those that contain your keyword(s). Search engines vary in the range of materials that they access, their ability to search for phrases or for combinations of keywords, their apparent intelligence, and their speed.

Choosing Keywords – Choosing keywords to find what you want is somewhat of an art. If your search is too broad, you'll spend lots of time waiting – and even more time slogging through documents that aren't quite relevant. If your search is too narrow, you won't get anything you

want and you'll waste time starting new searches.

Linking – The essential genius of the Internet is its use of Hypertext (HTML) codes, which allow users to jump from Web Site to another – one document to another – by simply clicking on an icon or a high-lighted word. This means that at one moment you could be reading your Tarot card fortune from a server located in Iceland, and then ten seconds later, be off to New Orleans to research Voodooism.

Bookmarking – To get to the exact Web site you want, you have to type in its Internet address at the top of your screen and press enter. However, as this is a tedious process especially if you

visit one particular site repeatedly, you should store this address electronically as a bookmark. All Web browsers allow you to store Internet addresses as bookmarks.

By knowing the name of the company you want to re-search, you can often track down its Web site by simply keying in:
<http://www.comp>
[anyname.com](http://www.anyname.com)
SUPERTIP

Bookmarking an Internet site means the next time you want to re-visit the site, instead of typing in the complicated Internet address, all you have to do is select *bookmarks* and point and click on the site you want. To create a bookmark, highlight the address you keyed in or linked to, select *Bookmarks* (in Navigator), then click on *add bookmark*.

Library Centers

Because entrepreneurship is such a vital contributor to the economic growth of a nation's country, the subject is extensively researched, written and talked

about. Your local public, university, trade school and government business libraries are a prime source of inexpensive, targeted information about business topics such as competition, the law, government, society, culture, economics and technology, most of it free.

NOTE Although the resources of public libraries vary widely, the size of the library four walls and the size of its collection, does not necessarily limit its service. New information technologies have changed libraries dramatically.

The library is not a shrine for the worship of books. It is not a temple where literary incense must be burned or where one's devotion to the bound book is expressed in ritual. A library, to modify the famous metaphor of Socrates, should be the delivery room for the birth of ideas – a place where history comes to life.

NORMAN COUSINS

Government Business Libraries –

Your local SBA or Small Business Office will often carry material equivalent to your public library as well as additional material and data sources.

Internet Libraries – It is now possible to gain access to library documents worldwide via the Internet, providing the library has the staff and resources to scan and transfer documents electronically. Users in Canada, for example, can access the University of Alberta's Library Internet site, fill out an electronic form and request an item. Later that day, the document can be in their

hands after being scanned into a computer and returned on the Internet.

Local Public Libraries – Your local library will also likely contain a large selection of magazines, newspapers, directories, self-help videos, motivational tapes, government publications, catalogs and brochures describing continuing education opportunities and most importantly business books. And with increased library computerization; access, reservation, and getting the most out of these materials is easier than ever. There are also numerous computerized databases used by libraries that contain information useful for market research. Markets are described in terms of products, companies, demographics, prices, advertising, expenditures, and technology. Some are available free, others are available for a small fee.

CD-ROM Databases – Many libraries now

have available computerized CD-ROM databases. These databases can help you quickly and easily locate recent information from popular and business magazines and from reference sources on a variety of topics. Check out your local library to find out which CD-ROMs they carry.

Many libraries are now offering dial-in access to their catalogues via the Internet.

Look for such databases as *Grolier Electronic Encyclopedia* which contains over 30,000 articles on all subjects, and provides accompanying pictures, sounds and maps; *CanadaPHONE* which contains information from Canadian white and yellow pages; *U.S. Phone Disc* which provides phone listings for over 90 million individuals and businesses; or *Computer Select* which includes the full text of over 170 computer magazines.

Dial-In Access Service – Many libraries are now offering dial-in access to their catalogues via the Internet. This access will allow you to search their resource database to see if the item you want is available and which branches have a copy (in the case of a citywide library system). You then have the opportunity to place a request for a specific item right from your own computer. You can do all this without leaving your home or place of business.

Interlibrary Loan Service – If your local library doesn't have the item you want in their collection, they still may be able to borrow it and get it for you from another library in your city, state/province or even across the country depending on how extensive their interlibrary loan system is.

To find the names of books not in your local library check Books In Print, a directory of books currently available from publishers.

Magazines On-line – Available at many larger libraries, magazines on-line is a computer database that gives you access to thousands of articles on business and general topics.

On-line Searches – Many libraries now provide on-line searching services for a small cost recovery fee (this fee usually includes the searcher's on-line costs and an hourly charge). Using this service you gain access to hundreds of commercially supplied databases which contain references and documents on thousands of subjects. It is a highly efficient method of locating hard to find journal and newspaper articles, conference papers, patents, company and business data, theses and scientific and technical literature.

University and Trade School Libraries

– Many educational institutions have libraries which can be accessed publicly – although it may be problematic to borrow materials from them. Some universities and colleges also operate research centers that publish findings of interest to the business community. Some educational institutes even offer marketing assistance to businesses by completing, free of charge, market research studies. Contact the marketing department or small business studies group at your local university, college or technical institute for further information.

If during your market research, you find out that there is a dramatic increase in new housing starts somewhere in the country, think of it as a good opportunity to open a new or used appliance and furniture outlet in that area

SUPERTIP

Manufacturer's Reps

Manufacturer's representatives can give you valuable insights into industry trends as well as explain the services they offer to help you distribute products. To get a hold of manufacturer's agents nearest you consult some of the following sources:

Agency Sales – This magazine is targeted towards manufacturers' agencies and independent sales agents and those who wish to contract their services. It is published by the Manufacturer's Agents National Association (MANA). Contains an extensive classified section, including a *Product Lines Wanted* section and a *Manufacturers' Agents Wanted* section (US\$49, Circ:

23,000). Published monthly by MANA
23016 Mill Creek Road, PO Box 3467, Laguna Hills, CA 92654-3467. Phone: 714/859-4040. Fax: 714/855-2973.

Directory of Manufacturers' Sales

Agencies – Lists members of MANA by Geographical order, alphabetical order and market classifications. Write to Manufacturers' Agents National Association, 23016 Mill Creek Road, PO Box 3467, Laguna Hills, CA 92654-3467. Phone: 714/859-4040. Fax: 714/855-2973.

Manufacturers Agents & Representatives Directory – Has over 20,000 listings (U.S. edition); and over 1,600 (Canadian edition). Compiled from the "Yellow Pages," of telephone companies nationwide. Write to American Business

Directories, Inc., American Business Information, Inc., 5711 S. 86th Circle, Omaha, NE 68127 or call 800/555-61124. Fax 402/331-5481. URL: <http://www.abii.com>

*It is now proved
beyond doubt
that smoking is
one of the leading
causes of
statistics.*

**FLETCHER
KNEBEL**

Marketing Research Services

Large research firms often publish statistical information that they have compiled on behalf of their clients, political parties, and large corporations in the form of newsletters or reports. As well, they often operate consumer mail channels, which regularly collect data on such topics as media usage, consumer attitudes, and purchasing matters. Some published information is available free of charge. The names of research agencies can usually be found

in your local yellow pages.

Advertising Agencies – Advertising agencies and some management-consulting firms conduct research on behalf of clients. The types of reports prepared and the fee charged vary greatly.

Computerized Information Services – Databases, mailing lists broken down into buying patterns, and stock brokerage reports can give you insights into products development goals as well as what's hot and what's not. Sometimes the key to discovering *new* buying patterns is to study historically documented *old* buying patterns.

NASA offers several publications of interest to inventors, research and development managers and high-technology firms.

NASA Publications

NASA offers several publications of interest to inventors, research and development managers and high-technology firms. *Tech Briefs*, is a quarterly survey of newly developed processes, advances in research and laboratory techniques, and new sources of technical data and computer programs. It is free of charge. In addition to this, NASA also publishes various handbooks and data compilations, as well as, technical support packages that provide additional and more detailed information on the subjects surveyed in *Tech Briefs*. For subscriptions to or information on NASA publications, write to the director of the Technology Transfer Division at the NASA Scientific and Technical Information Facility P.O.

Box 3757, Baltimore/Washington International Airport, MD 21240.

On-line Databases

There are many database vendors throughout Canada, the U.S., and the world. On-line database vendors usually charge an hourly rate. Many database vendors are also available through on-line services such as *Prodigy*, *AOL* and *CompuServe*.

Dialog – Consists of almost 600 databases containing worldwide literature in categories such as business, industry, government, agriculture, computer technology, energy, labor, medicine, education, the environment, and the applied, pure and social sciences.

Patent attorneys may also be able to give you leads on new patents up for sale.

SUPERTIP

Infomart – Contains the full text of major Canadian daily newspapers including the *Edmonton Journal*, *Vancouver Sun*, the *Calgary Herald*, the *Toronto Star* and the *Montreal Gazette*. It also contains company, product and trademark information, legal and tax information and business directories.

Patent Offices

Any U.S. government owned patent is available on a non-exclusive, royalty-free basis. You can obtain information on government-owned patents from your local SBA, Department of Commerce, or U.S. Patent Office. Write to the U.S. Patent Office, Department of Commerce, Washington DC 20231.

The “Official Gazette” of the U.S.

Patent Office – Published weekly, this reports contains recent patent applications as well as a section that lists patents available for sale or licensing. Annual subscriptions are available from the Superintendent of Documents, Government Printing Office, Washington DC 20402.

Sales Agents & Supply Companies

Sales agents from supply companies can tell you what is selling well and what isn't. The only problem is that their opinion will tend to be biased to promote the products they represent. Plastic supply companies might be able to sell you old plastic molds.

Don't underestimate the usefulness of your local yellow pages.

Telephone Directories

Don't underestimate the usefulness of your local yellow pages. They can provide you with some quick and easy answers for businesses you may or may not want to get in. Count up the number of businesses in your area of interest, divide this by your local population and you will get a good idea whether the market is saturated or not.

Local Trade & Wholesaler's Telephone Directories

– Many cities have trade directories published by private companies other than local telephone companies.

Telephone Directories of Other Cities

– Can usually be found at your local library. Sometimes they can give you clues to businesses that have done well in other

areas and potentially may do well in your area.

Trade Directories & Other Reference Works

The following directories and reference works are excellent for finding new products, new imports, new suppliers, new sales representatives, new retailers – if you are selling wholesale – and any other useful information you may need. Check your local library to see which ones they have.

American Export Register of Exporters & Importers – Provides information on over 44,000 companies in the United States who export products and services. Also covers U.S. and foreign government services to ex-

porters and importers, chambers of commerce abroad, banks, freight forwarders and custom house brokers (3,000 pages in two volumes, US\$120). Write to Thomas Publishing Company, International Division, 5 Penn Plaza, New York, NY 10001 or call 212/629-1177. Fax: 212/629-1140.

***American Export Register of Exporters & Importers** – Provides information on over 44,000 companies in the United States who export products and services.*

American Wholesalers and Distributors Directory – Lists 28,000 wholesalers and distributors of consumer products in the U.S. Includes information on titles of key personnel, number of employees, financial data and product line (1,800 pages, US\$180). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

Business America: Worldwide Business Opportunities Section – List trade shows and other overseas business opportunities (40 pages, \$4 per copy or \$43 per year). Write to U.S. International Trade Administration, 14th St. & Constitution Ave. NW, USDOC/ITA, Rm. 3418, Washington, DC 20230 or call 202/482-3251. Fax: 202/482-5819.

Business Opportunities Handbook – Lists over 2,000 franchises, dealers, distributors, suppliers and licensors offering business opportunities to individuals (186 pages, US\$6). Write to Enterprise Magazines, Inc., 1020 N. Broadway, Ste 111, Milwaukee, WI 53202 or call 414/272-9977. Fax: (414) 272-993.

Business Organizations, Agencies, and Publications Directory – Covers over 33,000 worldwide organizations and publications helpful to small business owners.

Business Organizations, Agencies, and Publications Directory – Covers over 33,000 worldwide organizations and publications helpful to small business owners. Includes trade & business associations, development agencies, convention, fairs, banks, information centers, directories, buyer guides, periodicals and more. Listings are classified according to country, state/province, major cities and subject categories. Available at most major libraries (1,800 pages, \$375). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com. Highly recommended. 😊

Canadian Advertising Rates & Ratios (CARD) – Published monthly by Maclean

Hunter LTD, this magazine directory lists data on the calculation, coverage and rates for all advertising media in Canada including radio and TV networks, newspapers, community shoppers, consumer magazines, business publications and out-of-home advertising (450 pages, C\$495 per year). Write to Maclean Hunter Ltd., 777 Bay St., Toronto, On, Canada M5W 1A7 or call 416/596-5890. Fax 416/596-5158.

Canadian Trade Index – Contains information about over 15,000 Canadian exporters and products exported. Available at all major libraries in Canada (1,200 pages in two volumes, C\$150). Write to Canadian Manufacturers Association, 1 Young St., Ste. 1400, Toronto, ON, Canada M5E 1J9 or

I'm not smart. I try to observe. Millions saw the apple fall, but Newton was the one who asked why.

BERNARD M. BARUCH
Financier

call 416/798-8000. Fax 416/798-8050 (see p. 789 for address).

Directories in Print – Formerly known as the *Directory of Directories*, covers 15,300

businesses and industrial directories both within and outside the U.S.

Also lists on-line, magnetic tape, diskette, CD-ROM and mailing label directories (2,900 pages in two volumes, US\$225). Available at all major libraries. Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com. Highly recommended.



Directory of Mailing List Companies –

Lists over 1,000 mailing list compilers and brokers as well as coop and package insert

mailers (150 pages, US\$40). Write to Todd Publications, PO Box 301, West Nyack, NY 10994 or call 800/747-1056. Fax: 914/358-6213. E-mail: toddpub@aol.com.

Dun & Bradstreet Reference Books

– Dun & Bradstreet publishes a wealth of information on American and Canadian businesses in dozens of publications. It also publishes information on businesses worldwide. This information can be obtained through various publications such as the ones listed below and through on-line services. To obtain a copy of any of the below publications, write to Dun & Bradstreet Information Services, Dun & Bradstreet Corp., 3 Sylvan Way, Parsippany, NJ 07054-3896 or call 800/526-0651. Fax: 201/605-691.

DUNSERVE II (Canadian Businesses) – *Dunserve II is a database that lists over 650,000 public and private companies in Canada.*

Dun & Bradstreet Reference Books of American Businesses – Contains the names, SIC codes, financial data, D&B credit ratings etc., of more than 3 Million large and small, public and private companies throughout the U.S. (available on lease basis).

Dun's Key Decision-Makers in Hong Kong Business – Lists more than 6,500 of the most influential executives from 1,00 of Hong Kong's largest firms with annual sales of \$15 million or more (400 pages, \$295).

DUNSERVE II (Canadian Businesses) – Dunserve II is a database that lists over 650,000 public and private companies in Canada. It provides company names and addresses, sales figures, SIC

codes etc. Also known as *Dun & Bradstreet Canada On-line*.

Exporter's Encyclopedia – Includes list of U.S. and foreign government agencies, international trade associations in 220 export markets. Includes profiles of countries, key contacts, trade regulations, customs documentation required, marketing data, postage costs, taxes, travel tips, business etiquette and more. Covers about 189 countries. This is a must see/use source for anyone interested in exporting (US\$535). Available at most major public libraries. Highly recommended. 😊

Encyclopedia of Business Information Sources – Covers over 27,000 sources of industry- and business-related

Encyclopedia of Business Information Sources – Covers over 27,000 sources of industry- and business-related information.

information. Lists periodicals, trade associations, directories, handbook etc. Classified by highly specific subjects such as Inventory Control, Photographic Industry, Oriental Rug Industry etc. Available at most major libraries (1,611 pages, \$278). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com. Highly recommended. 😊

Gale's Directory of Databases – Covers over 10,800 publicly available electronic on-line, CD-ROM and magnetic tape databases. (2,721 pages in two volumes, US\$300). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

Standard Industrial Classification (SIC) Headings

Standard Industrial Classification

headings are codes developed by the U.S. federal government to categorize companies, establishments and individuals by the type of industry or economic activity they are involved in. They are used to promote the uniformity and comparability of statistical data relating to market research. Each code is four digits long. A few examples are:

- 3721 Aircraft
- 5139 Footwear
- 6321 Accident & Health Insurance
- 7011 Hotels and Motels
- 7311 Advertising Agencies

Knowing the SIC codes for the types of small businesses you are interested in, increases your access to and use of a variety of statistical data sources. Public and private organizations worldwide, business and industrial directories, as well as U.S. and Canadian Federal government economic and statistical publications, often use SIC codes to organize their statistical data.

NOTE To find a SIC code for a specific industry, look through a copy of the “Standard Industrial Classification Manual” which should be available at your local library. Otherwise, you will have to contact the U.S. Printing Office.

Gift & Decorative Accessory Buyers Directory – Lists manufacturers, importers, jobbers and manufacturers' reps of gifts, china, lamps, home accessories, stationery and greeting cards (262 pages, US\$39). Write to Geyer-Mcallister Publications, 51 Madison Ave., New York NY 10010 or call 212/689-4411. Fax: 212/683-7929.

Guide to American Directories – Gives information on approximately 8,000 directories classified by industry, profession, and function. Useful for identifying specific directories to aid in locating new markets or sources of supply (600 pages, US\$85). Write to B. Klein Publications., Inc., P O Box 6578, Deltray Beach, FL 33482 or call 407/496-3316. Fax: 407/496-5546. Highly Recommended. 😊

Importing to the United States – An essential resource for all exporters.

Importing to the United States – An essential resource for all exporters. Write to Department of Treasury, U.S. Customs Services, Washington, D.C. 20229

International Directory of Importers – A nine-volume series that covers over 150,000 importers in 110 countries throughout the world. Volumes can be purchased separately for Europe, Asia/Pacific, Middle East, Africa, North America and South/Central America. 3,700 pages in nine volumes, \$1,085 for complete set). Write to Interdata, 1741 Kekamekt NW, Poulsbo, WA 98370 or call 360/779-1151. Fax: 360/697-4696.

International Tradeshow Directory – Lists over 7,000 fairs and exhibitions worldwide including registration deadline,

net square footage, and exhibitor and attendee analysis (790 pages, US\$330). Write to R.R. Bowker Co., 121 Chanlon Rd., New Providence or call 800/521-8110.

Japan Trade Directory – Lists about 2,900 Japanese firms, as well as trade and industrial associations. Specifies line of business, amount of capital, annual sales and number of employees etc. (1,400 pages, US\$245). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

Kelly's Manufacturers and Merchant Directory – Lists over 90,000 British firms in all lines of business. Formerly called *Kelly's Manufacturers and Merchant Directory* (2,000 pages, £209). Write to Kelly's

Korea Yellow Pages – Lists over 18,000 businesses

Directories, Reed Information Services, Windsor Court, East Grinstead House, East Grinstead, West Sussex, RH19 1XB, U.K., or call 342/326972. Fax: 342/335747. URL: <http://www.reedinfo.co.uk>

Korea Yellow Pages – Lists over 18,000 businesses, commerce, trade, service and professional associations in Korea (350 pages, US\$50). Write to Croner Publications Inc., 10951 Sorrento Valley Rd., 1-D, San Diego, CA 92121-1613 or call 800/441-4033. Fax 619/546-1955.

Mail Order Business Directory – Lists over 12,000 firms in the U.S. and 500 international firms doing business by mail order and catalogs. Includes addresses and basic facts about products and services offered. Buyers names and types of

merchandise sold are shown (500 pages, \$85). Write to B. Klein Publications., Inc., P O Box 6578, Deltray Beach, FL 33482 or call 407/496-3316. Fax: 407/496-5546. Highly Recommended. 😊

Nationwide Directory of Gifts, Housewares & Home Textile Buyers

– Lists over 12,800 executives and buyers with their product line responsibilities. Covers about 7,000 catalog showrooms and coordinators, general merchandise, hardware, lawn and garden, variety stores, gift, mail order companies, rack jobbers with housewares and gift department buyers (875 pages, US \$185). Write to The Salesman's Guide, Reed Reference Publishing, 121 Chanlon Rd., New Providence, NJ 07974 or call 800/521-8110. Fax 908/665-3560.

***Small Business Sourcebook** – encompasses the U.S. and Canada, with expanded geographic coverage for resources pertaining to international trade.*

Reference Book for World Traders – Contains information on the export trade industry including a list of International Trade Commission district offices, SBA district offices, trade organizations, data banks & mailing lists, and marketing and finance information. Also outlines ports, trade associations etc. of 185 foreign countries (1,500 pages in three volumes, US\$135). Write to Croner Publications Inc., 10951 Sorrento Valley Rd., 1-D, San Diego, CA 92121-1613 or call 800/441-4033. Fax 619/546-1955.

Small Business Sourcebook

– The SBS provides a variety of sources of information and assistance for all entrepreneurs, whether they are just starting out or expanding a present business. It encompasses the U.S. and Can-

ada, with expanded geographic coverage for resources pertaining to international trade. It organizes this information under 297 types of small businesses, such as:

- Accounting Tax Preparation Service
- Book Publishing
- Bookstores
- Coin/Stamp Dealer
- Computer Store
- Garden Center
- Hot-dog stands
- Insurance Agency

Within each of these profiles, SBS covers 56, general business topics, such as:

- associations and other organizations
- computer systems software
- computerized databases

- consultants
- educational programs
- franchise and business opportunities
- information services
- libraries
 - reference works
 - research enters
 - SCORE offices
 - State financing and loan programs
 - State small business assistance programs
 - State small business institutes
 - statistical sources
 - trade periodicals
 - trade shows and conventions
- videocassette/audio cassettes

Thousands upon thousands of persons have studied disease.

Almost no one has studied health.

ADELL DAVIS

Food Writer

Many of the resources listed in the *Small Business Sourcebook* are as close as a neighborhood or college library (3,700

pages in two-volumes, US\$250, also available in CD-ROM, diskette or on-line). Write to Gale Research, 835 Penobscot Bldg. Detroit, MI 48226 or call 800/877-GALE. Fax 313/961-6815. E-mail: info_industry@gale.com.

Standard Rate & Data Service (SRDS)

Catalogs – SRDS catalogs are the Bibles of the advertising media trade. They may not help you find products but they certainly will help you sell them. It is available at your library or from most advertising agencies. Monthly catalogs are the size of telephone books and contain information about newspaper, consumer magazines, business magazines, radio, television, direct response, agricultural and international media, and other media sources that

SRDS catalogs are the Bibles of the advertising media trade.

should be studied before any money is invested in advertising.

Because the SRDS catalogs cover media categories and each volume is divided inside into smaller categories, information is relatively easy to obtain.

For an owner planning to research advertising, SRDS can also show what publications or other media are available in a particular field or geographical area, where they are located, who runs them, how much they cost, what various sizes or time segments are available and at what price; what the deadlines are; and what audience composition and circulation exist in various parts of the country. Highly recommended. 😊

Business Publication Advertising Source –

Lists more than 7,500 U.S. and international business, trade, and technical publications (2,200 pages, \$228 per copy, \$508 per year). Issued monthly. Write to SRDS, 3004 Glenview Rd., Wilmette, IL 60091 or call 800/851-SRDS. Fax: 708/441-2400.

Community Publication Advertising Source – Lists weekly and other non-daily newspapers and shopping guides. Published semiannually (400 pages, \$57 per copy, \$90 per year). Write to SRDS, 1700 Higgins Rd. Des Plaines, IL 60018 or call 800/521-8110. Fax 847/375-5004.

Consumer Magazines and Agri-Media Source – Lists about 3,000 consumer

The three best and most useful directories and reference books every entrepreneur should become familiar with are the “Standard Rates & Data Catalog,” the “Directories in Print,” and the “Thomas Register of American Manufacturers.”
SUPERTIP

magazines, farm periodicals and international consumer magazines. Published monthly (925 pages, \$490 per year). Write to SRDS, 3004 Glenview Rd., Wilmette, IL 60091 or call 800/851-SRDS. Fax: 708/441-2400.

Direct Marketing Source List – Formerly *SRDS Direct Mail List Rates & Data*, contains over 12,000 consumer and business mailing lists as well as separate sections on mailing list brokers and suppliers of products and services to the direct mail industry (1,925 pages, US\$152 per copy or US\$354

per year). Published bi-monthly. Write to SRDS, 3004 Glenview Rd., Wilmette, IL 60091 or call 800/851-SRDS. Fax: 708/441-2400.

Newspaper Advertising Source – Lists more than 1,800 newspapers including newspaper-distributed magazines, comics, religious newspapers, Black newspapers, and specialized newspapers. Issued monthly (855 pages, \$264 per copy, \$509 per year). Write to SRDS, 1700 Higgins Rd. Des Plaines, IL 60018 or call 800/521-8110. Fax 847/375-5004.

Radio Advertising Source – Lists over 10,500 AM and FM stations and networks. Issued monthly (1,450 pages, \$173 per copy, \$1,396 per year). Write to SRDS, 1700 Higgins Rd. Des Plaines, IL 60018 or call 800/521-8110. Fax 847/375-5004.

Thomas Register of American Manufacturers, The – Need to know who makes rubber bands, liquid dispensers or flexible graphite gaskets?

Taiwan Importers Directory – Covers more than 7,000 companies in Taiwan that import raw materials, semi-processed products, and production equipment (440 pages, US\$35). Published by Taiwan Yellow Pages Corp. To buy a copy write to U.S. International Marketing Co., Ste. 205, 17057 Bellflower Blvd. Bellflower, CA 90706 or call 310/925-2918.

Thomas Register of American Manufacturers, The – Need to know who makes rubber bands, liquid dispensers or flexible graphite gaskets? The Thomas Register lists more than 149,000 manufacturing firms in a 29-volume set. Volumes 1-19 lists American manufacturers under 50,000 product headings with detailed descriptions

of the product, plus address and capital assets of each manufacturer.

Volumes 20-29 provide an alphabetical listing of American Manufacturers describing each manufacturer's business function, main office location, branch addresses, factory location, and names of top executives.

Volumes 20 and 21 contain company profiles and a brand name/trade name section with more than 100,000 listings (50,000 pages in 29 volumes, \$240). Available at your library or write to Thomas Publishing Co., 1 Penn Plaza, New York, NY 10001 or call 800/222-7900. Fax: 212/290-7365. Highly Recommended. 😊

Many trade publications also publish annual "buyer's guides" which lists names of manufacturers, producers, suppliers of materials, and service providers used by their industry.

U.S. Customs Directory – Include information about tariff barriers, rates, import policies, customs requirements, product classification and internal taxes.

Write to 1301 Constitution Ave N.W., Washington, D.C. 20229; Ph (202) 566-8195

“Yearbook of International Trade Statistics” & “U.N. Monthly Bulletin of Statistics” –

Write to United Nations, New York.

Trade & Industry Periodicals and Buyer Guides

Trade periodicals offer a wealth of useful information. Not only do they help keep management in touch with trends and developments in the industry and offer advice and solutions to common

problems, but they also provide information on new products and services and often carry profiles of successful people and operations.

Many trade publications also publish annual “buyer’s guides” which lists names of manufacturers, producers, suppliers of materials, and service providers used by their industry, all interested in increasing their distribution and expanding their market shares. Buyer guides usually contain pictures of products and other product buying information (including bulk pricing) that can make for some interesting reading.

The following is a list of major importing trade publications, buyer guides and other miscellaneous purchasing guides and pub-

Asian Sources
– has served
importers,
wholesalers and
distributors
worldwide for
over 25 years.

lications worthy of investigation:

Asian Sources – *Asian Sources* has served importers, wholesalers and distributors worldwide for over 25 years. Carries directories for “Computer Products,” “Electronic Components,” “Electronics,” “Fashion Accessories,” “Gift and Home Products,” “Hardwares and Timepieces” (US\$40-\$70/year, Circ: 20,000+ depending on issue). Lists suppliers from China, Hong Kong, Taiwan, Thailand and 24 other Asian countries.

Its *Gifts & Home Products* publication (approx. 600 pages) displays products ranging from wallets and air massagers to electronic dartboards and all-purpose wash mitts. It also lists up-and-coming trade shows around the world.

For more information contact Media Data Systems Pte Ltd, Raffles City P.O. Box 0203, Singapore 911707 or call 65/8401-800. Fax: 65/8401-402. URL: <http://www.asiansources.com> (web site contains over 10,000 product images and over 4,400 supplier home pages). Also available on CD-ROM. Highly Recommended. 😊

Buyers Guide of Tokyo – Covers manufacturer, exporters and importers, as well as associations, government agencies concerned with business, trade shows and exhibitions in Tokyo (500 pages, free with international reply coupons). Write to Tokyo Foreign Trade Association, Tokyo Trade Center, 1-7-8 Kaigan, Minato-ku, Tokyo 150, Japan or call 0 33438 2026. Fax: 0 33433 7164.

Hong Kong Enterprise – offers a wealth of toy, leather goods & bags, watches & clocks, electronic, gift products and other product categories for importers.

Hong Kong Buyer's Guide – This guide lists over 8,000 manufacturers and traders (420 pages, US\$65/copy). Write to U.S. Import-Export Publications, PO Box 428, Bellflower, CA 90707-0428 or call 310/925-2918. Co., Ste. 205, 17057 Bellflower Blvd. Bellflower, CA 90706; Ph: (213) 925-2918.

NOTE U.S. Import-Export Publications also publishes buyer guides for Europe, Taiwan and the USA.

Hong Kong Enterprise – Sponsored by the Hong Kong Trade Development Council (HKTDC), this publication offers a wealth of toy, leather goods & bags, watches & clocks, electronic, gift products and other product categories for importers. HKTDC has a worldwide network of branch & con-

sultant offices including offices in New York, Los Angeles, Toronto and Vancouver. This publication is available in most major libraries. Write to 219 East 46th Street New York, NY 10017, USA, or write to 38th Flo., Office Tower, Convention Plaza, 1 Harbour Road, Wanchai, Hong Kong or call 852-2584-4333. Fax: 852-2824-0249. Web Site: <http://www.tdc.org.hk>

Imports: Merchandise Trade –

Contains a summary of imports by country, section, as well as free & dutiable imports. Detailed figures for three years. Catalog #65-203 (1,040 pages, Cdn\$199 per copy). Write to Statistics Canada, Marketing Division, 120 Parkdale Avenue, Rm. 1710, Ottawa, ON K1A 0T6 or call 613/951-1581. Fax: 613/951-1584.

My name is Sherlock Holmes. It is my business to know what other people don't know.

**ARTHUR
CONAN DOYLE**

Importweek – Contains articles on international trade as well as regulations and tariffs affecting Canada's import trade. Published weekly by the Canadian Importers Association, #700, 210 Dundas Street W., Toronto, Ontario M5G 2E8 or call 416/595-5333. Fax 416/595-8226 (also publishes *Import Canada*).

International Trade Monthly –

Summarizes and analyzes international trade issues. Also updates association activities (8 pages). Published by American Association of Exporters and Importers, 11 W. 42nd St., 30th Floor, New York, NY 10036-8093. Phone: 212/944-2230.

Made for Export – Also known as *Made in Europe*, this publication covers Euro-

pean manufacturers, suppliers, and exporters of gift items, small home and office supplies, clothing accessories, jewelry, cosmetics, games, garden and outdoor products. Issued monthly (approx. 250 pages). This publication is available in most major libraries.

Write to *Made in Europe*, Marketing Organization GmbH, Hanstrasse 70, D-60528, Frankfurt/Main, Germany or call 49/69-66 80 38-0. Fax: 49/69-66 80 38-38.

Middle East Trade Letter – Contains business opportunities, trade, contracts and financial info for the Middle East & North Africa (US\$4/copy). Write to Box 472986, Charlotte, NC 28247-6986 or call 704/ 543-6161. Fax: 704/542-7688.

Today World Trade Opportunities Digest – Provides info on changes in overseas market requirements, customs duties, import and export regulations and licensing.

Souvenirs & Novelties – Covers resort gift & souvenir shops as well as gift stores in museums, zoos, colleges and airports. Also publishes a buyer's guide. (112

pages, US\$17 per year, Circ: 27,000). Published 8 times a year by Kane Communications, Inc., 7000 Terminal Sq., #210, Upper Darby, PA 19082-2310. Call: 215/734-2420. Fax: 215/734-2423.

Taiwan Buyer's Guide – Lists about 15,000 Taiwan manufacturers, exporters, importers, services, associations, and government agencies concerned with business (2,000 pages, US\$250). Write to

China Productivity Center, PO Box 769, Taipei, Taiwan or call 2 7137731. Fax: 2 3310578.

Today World Trade Opportunities Digest – Provides info on changes in overseas market requirements, customs duties, import and export regulations and licensing (US\$5/copy, 30 pages, Circ: 1,109,000).

Published by KBW America Inc., #2411, 67 Wall Street, New York, NY 10005-3101. Phone: 212/945-0349. Fax: 212/432-9366.

U.S. Government Centers

The U.S. government is a formidable supplier of information of every type and description for the business world. At all levels, city, state and federal studies are available to the public. Check local branch offices for details.

Department of Commerce – The Department of Commerce is probably the

The Bureau of Census in the Department of Commerce publishes a wealth of information of use to any entrepreneur.

most important government source at the federal level. This department compiles statistical data obtained periodically through its Bureau of the Census (Census of Population, Census of Manufactures,

Census of Business, Census of Agriculture, and so on). On a monthly basis, it publishes the “Survey of Current Business,” which offers data on both sales and inventories as well as statistics on commerce and industry. It also publishes the “12 Leading Economic Indicators.”

Bureau of Census – The Bureau of Census in the Department of Commerce publishes a wealth of information of use to any entrepreneur. For a more complete listing of publications than the list below, contact the Public Information Office.

Catalog of United States Census Publications – This catalog contains descriptive lists of publications, data files and special tabulations of census data and reports. It is published monthly with quarterly and annual cumulations.

Census of Business – Compiled every five years (years ending in 2 and 7), this publication is organized in the following three units:

Census of Retail Trade (1987) – This report presents statistics for more than a hundred different types of retail establishment by state, standard metropolitan statistical area (SMSA), county and community (popula-

It is usually more profitable to innovate and market products that have proven sales potential (i.e., been successful at one time or another), rather than start from scratch and market entirely new products with unproven sales potential.
SUPERTIP

tion over 2,500). It includes data on the number of outlets, total sales, employment and payroll Updated each month by “Monthly Retail Trade.”

Census of Selected Services (1987) – This report provides statistics similar to those reported by the “Census of Retail Trade” for retail service organizations such as auto repair centers and hotels. However, it does not include information on real estate, insurance or the professions. It is updated monthly by “Monthly Selected Service Receipts.”

Census of Wholesale Trade (1987) – This report provides statistics for more than 150 types of wholesaler categories. The data details the number

of establishments, payroll, warehouse space, expenses, end-of-year inventories, legal form of organization and payroll. This publication is updated each month by “Monthly Wholesale Trade.”

Census of Manufacturers (1987) –

Compiled every five years (years ending in 2 and 7), this publication reports on 450 different classes of manufacturing industries. Data for each industry includes information on capital expenditures, value added, number of establishment, employment data, materials costs, assets, rent and inventories. It is updated yearly by the “Annual Survey of Manufacturers.”

Census of Population (1990) – Compiled every ten years, this publication presents

The secret of business is to know something that nobody else knows.

**ARISTOTLE
ONASSIS**

detailed data on population characteristics of states, counties, SMSAs and census tracts. Demographical data reported includes age, sex, race, marital status, family composition, employment income, level of education and occupation. It is updated annually by the “Current Population Report.”

County and City Data Book – Published every five years to supplement the *Statistical Abstract*, this publication contains 144 statistical items for each county and 148 items for cities with a population of 25,000

or more. Data is organized by region, division, state and SMSA for income, population, education, employment, housing, banking, manufacturing, capital expenditures, retail and wholesale sales and other factors.

County Business Patterns – This annual contains a summary of data on number and type (by SIC number) of business establishments as well as the employment and taxable payroll. Data is presented by industry and county.

Statistical Abstract of the United States – This publication is an annual summary of the U.S. economy. It is useful for finding current and historical statistics about various aspects of American life. Contents include statistics on income, prices, education, population, law enforcement, environmental conditions, local government, labor force, manufacturing and many other topics. This publication is available at most public libraries or by writing to the Department of Com-

Bernan Press, Lanham, Maryland publishes a very readable “Enlarged Print Edition of The Statistical Abstract of the United States.”
SUPERTIP

merce, Bureau of the Census, Washington DC. Highly Recommended. 😊

State and Metropolitan Area Data Book

– This publication is a Statistical Abstract supplement. It presents a variety of information on states and metropolitan areas on subjects such as area, population, housing, income, manufacturers, retail trade and wholesale trade.

SBA Offices – SBA (Small Business Administration) offices will be able to supply you with various pamphlets and business information, some of it free, some of it for a minimal charge (see Guidebook #88 for detailed specifics).

State Governments – State governments have their own sources of statistical

data for public use. Since this type of data varies tremendously depending on your location, it is best to simply visit your State Commerce or Business Department and ask what kinds of data are available. A few sources are listed below.

State Statistical Abstract – Every State publishes a statistical abstract, almanac or economic data book with statistics for the state, its counties and cities. A complete list of these abstracts is in the back of each volume of the “Statistical Abstract and Measuring Markets.”

Every state publishes a statistical abstract, almanac or economic data book with statistics for the state, its counties and cities.

Other Government Publications

– Of particular interest in addition to the publications listed below are reports issued by the Federal Reserve Bank, Federal

Communications and the Federal Trade Commission.

Measuring Markets – This publication shows how to interpret Federal and State Statistical Data to measure markets and evaluate opportunities. It also provides federal and state government data on population, income, employment, sales and selected taxes.

Selected Publications to Aid Business and Industry – This publication lists federal statistical sources useful to business and industry.

Statistics of Income, Annual Published by the Internal Revenue Service of the Treasury Department – This publication consists of data collected from tax returns filed by corporations, sole proprietorships

and partnerships and individuals.

U.S. Government Purchasing and Sales Directory – This directory lists 4,000 products and services purchased by the federal government. It also reviews how the government purchases goods and services, and how the SBA can help small firms interested in government contracting and subcontracting. It is available through the *Small Business Directory* which can be obtained at the SBA office nearest you. The price is \$23.

Sometimes your best new product ideas come from studying the sales of products you already have.

sis; records of inventory levels and flow; financial statements; purchasing records; and personnel files, by rearranging or re-ordering the facts to make sense out of them, you can apply your findings to help solve the problem at hand. For example, you might decide to redesign your store layout if 20% of your sales involves women's underwear yet presently they are occupying only 10% of your floor space.



Your Own Internal Company Records

Sometimes your best new product ideas come from studying the sales of products you already have. Using sales data recorded on a daily, weekly and monthly ba-

WHERE SHOULD YOU START?

RESEARCHING all the above possible sources of product & service ideas within a reasonable frame of time is next to impossible. In fact, thinking about it too much is enough to give any normal person a serious migraine. So where do you start?

- Should you go out and get every easily available catalog or magazine targeted towards your chosen market?
- Should you start interviewing friends, family and people on the streets who might be interested in the direction your business is taking?
- Should you start by visiting your local

Ideas do not breed in a brain saturated with statistics and data. Ideas come from insight.

library and making a list of all their available resources and which of them are most useful to you? In particular, find out if your library has a copy of:

- *Encyclopedia of Business Information*
 - *Sources & Business Organizations, Agencies, and Publications Directory*
 - *Small Business Sourcebook*

If you think answered YES to the above three questions, then “by George” you’re getting the hang of it. However, **IF YOU HAD TO**

CHOOSE ONLY ONE of the above sources as a starting point to research your new booming business your best choice would be: *none of the above.*

Ideas do not breed in a brain saturated with statistics and data. Ideas come from insight. Get into the habit of wandering. Become curious. Narrow down your specialty, then write or visit as many similar businesses as possible and try and get your hands on their catalogs, brochures, pricing lists or any other information they foolishly let slip out. And get into the habit, after reading any periodical or visiting any establishment, of jotting down all ideas that come to you. Remember that consistent open-minded behavior leads to discovery, not focused data crunching.

NOTE If you become overloaded with information you must select and zero in on a few areas otherwise you will never accomplish anything. Knowing what isn't impor-

tant is just as critical for success as knowing what is important.



Never let your data get in the way of your analysis.

THEODORE J. LOWI

Political Science Professor