
Abstract: After 1992, the single European market will somewhat alter the ways of conducting business in Europe. To overcome structure fragmentation, strategic alliances, such as joint ventures, are being formed by European firms. Successful European firms are attempting to unify local tastes and to discover the appropriate combination of the common and the diverse. The adaptation to the uncertainties of a single market requires energetic, well-trained managers.


Abstract: The removal of barriers in the European Community (EC) to create a single market in 1992 could greatly benefit small- and medium-sized companies. To exploit this opportunity, strategic choices and issues, such as technical standards and reciprocity, must be considered. US business management should concentrate on areas, such as the niches that could be created and dominated.


Abstract: One of the most important global economic events will occur in 1992 when the European Economic Community will become a single market. Any executives who are unaware of or passive towards this event will find their companies left behind. Some US and Japanese firms are already being locked out of certain markets. Therefore, it is essential that a strategic plan be implemented now to accommodate the European Community market of the future.


Abstract: The argument for the immediate implementation of the 1992 program into the corporate strategic planning process is the mainstay of this article. Large Eurofirms and protectionism will be some of the things for which firms must prepare. Also included are comments on areas, such as strategic alliances, joint ventures, and direct investment, in the European Community.

Abstract: Human resources managers should educate themselves to the fullest extent concerning staffing overseas divisions before Europe's 1992 unification to gain a competitive edge when the single market arrives. Some of the considerations in staffing are the impact of taxes and which type of US overseas workers to hire: American foreign service employees, third-country nationals, or local nationals.


Abstract: The single European market of 1992 will have a diverse impact on various types of companies, and US firms must begin preparing for this. Broad-based US firms in the European Community (EC) should take advantage of opportunities for improved productivity. Those firms positioned in only one EC market can: expand through acquisition or merger; form a strategic alliance; transform a diversified local business into a focused multinational business; or sell out and withdraw. US companies exporting to Europe are concerned about the possible imposition of new import restraints.


Abstract: Concern has developed pertaining to Europe's knowledge-intensive firms forming alliances with firms outside of the European Community (EC), mainly with American firms. Economic integration and policies, such as the ESPRIT program, have had little influence in provoking alliances within the EC between firms in the information technology industry as had been expected.


Abstract: Eighty executives inside and outside of the European Community (EC) revealed some perceived opportunities and threats to come from the unification of the EC after 1992. Opportunities, such as increased market prospects, and threats, such as protectionism, need to be handled effectively. To do so, companies must pursue an active, ongoing approach to EC '92.

MARKET STRATEGY


Abstract: European industrial structure will change as will the marketing research industry structure after the single European market in 1992 is enacted. Locating near new industries is one possible effect on the marketing research industry, and the demand for multi-country survey work will increase as barriers are removed.


Abstract: Although it has been said that non-European Community (EC) countries will benefit the most from the EC single market of 1992, marketing inconsistencies are abundant in Europe. For assistance, prospective marketers should follow strategies, such as studying the European market and its operations and setting realistic marketing objectives.


Abstract: US firms are improving their positions to prepare for increased competition in the European Community (EC) market by keeping up to date on progress developments and auditing marketing accordingly. It may be necessary for US firms to manufacture or do research and development in the EC, while those unable to do so can look into joint ventures with EC members.


Abstract: The external implications of the European Community’s (EC) single market were formally delivered by the EC Commission. Equal market access for EC member states is a possible requirement for non-EC countries wanting access to EC markets. The Commission declared that the single market would be advantageous to both EC and non-EC countries, although reciprocity may be sought on admittance of new EC members.


Abstract: Trade barriers will be removed in the European Community (EC) after 1992. Advertising agencies and multinational marketers are attempting to reform marketing in Europe by that time. Clients of these agencies are increasingly assigning budgets for EC-wide advertising of specific brands.

Abstract: Europe should learn from the Japanese experience when developing a set of coherent industrial strategies within the European Community (EC). The competitive and self-defeating strategies of EC member states can be circumvented. An economic environment conducive to small, dynamic businesses should be the goal.


Abstract: European corporate marketers are investing in market research to be more ready for the single market in 1992, however, the impact is negative for American competitors. Also, protectionism is present where Japanese competitors are concerned. Protectionist measures are bad news for Americans, and in the long run, for Europeans.


Abstract: The International Advertising Association (IAA) will launch a global ad campaign in support of the benefits of advertising in an attempt to foil the European Community's (EC) enactment of more restrictive ad regulations due to the single European market of 1992. The IAA wants to heighten worldwide awareness of the good of advertising by gaining the support of prominent ad agencies, such as Young & Rubicam, in promoting various themes of advertising benefits.


Abstract: The advertising and sponsorship of tobacco on television will be prohibited by the Broadcasting Directive of the European Community. According to a new directive, all tobacco advertising could be banned. The Advertising Association (AA) warns that such regulation will extend to other industries, such as alcohol and pharmaceuticals, if allowed to go through for tobacco. The AA and other European ad associations will conduct a campaign of presentations to the European ministers of parliament and European Commission staff in the fall of 1990.

Abstract: The competitive position, specifically its competitiveness in hi-tech industries, is focused upon in two ways. Its competitive position over time is examined, and its position as compared to the positions of the US and Japan is also examined. Some possible solutions for improving Europe's position relative to the others' positions are discussed.


Abstract: To overcome challenges presented by the evolvement of a single market in the European Community (EC), US exporters and investors must carefully examine developments in the EC regarding the changing business environment and the development of internationally competitive EC firms. Smaller US firms marketing through European distributors will continue doing so, although US firms have to be careful of anticompetitive provisions in distribution agreements.


Abstract: When questioned about the implications that a unified EC would have on their role, public relations executives in top European companies did not expect any significant functional alterations. Although, a few implied that PR may participate in their company's overall communications strategy. The role of PR may develop into one of corporate image-building.


Abstract: Opportunities for US direct marketers will become available as the single European market of 1992 materializes. Although there is concern that participation of foreign firms will be restricted and US firms will find increased competition from the European Community (EC) and Japan, the single market will still represent a substantial import market that will be especially attractive to direct marketers, particularly in catalog sales.

**Abstract:** British advertisers and advertising agencies have had enough of the poor and inconsistent auditing of business publications. Two proposals for a universal auditing and standard classification system for business publications are being presented to UK publishers. It is hoped that others, especially in the European Community, will follow their lead.


**Abstract:** French companies have progressed partly due to links with US firms and increased business in US markets. France has a large and increasing investment in the US, and the US also has a substantial investment in France. Accordingly, US companies have also prospered through French connections with the best opportunities for export in the high tech area.


**Abstract:** The European Community (EC) after 1992 will hold many opportunities for US manufacturers who watch their timing and developments in the EC. Harmonization of standards, testing, and certification requirements and a proposed 50 percent EC-content requirement will provoke adaptations for US manufacturers.


**Abstract:** As trade barriers are eliminated throughout the European Community, US business leaders must reconsider their marketing programs. Product and pricing policies will have to be changed, and distribution and advertising will also be influenced. The broad implications of these changes and the various industries affected are discussed.

Abstract: Marketing standardization is a point of discussion in the European Community (EC). Harmonization requires the general validity of law and regulations within the EC where countries are so different that no uniform preference pattern for EC consumers exists, although intermediary firms in the EC have developed a pattern. Conforming to laws and the intermediary's pattern should lead to successful marketing standardization.


Abstract: Health care marketing is one area that will be affected by the European Community's (EC) single market of 1992. The EC represents about one-fourth of the world's pharmaceutical sales, and, therefore, regulations for the liberalization of the pharmaceuticals market in the EC should be adopted by 1991.


Abstract: The Post, a new UK newspaper to be introduced by Eddy Shah, is different from others due to its wholesomeness and relatively low production costs. Its reception by the British is uncertain due to previous sudden newspaper changes, although, upon the completion of the European Community 1992 single market, international trade may create a market for The Post.


Abstract: According to Alan Soper, managing director of UK-based Lynx Express Delivery Network, US firms may have the upper hand when it comes to distribution since they are inclined to think in terms of large distribution networks and may adapt easier to changes in the European Community (EC). Claude Gerryn of Ford Europe believes that logic must be used in deciding on manufacturing and distribution issues in order for manufacturers to remain successful. The key in the EC single market will be knowing about the distribution network and how the market operates.

**Abstract:** The distribution market in the European Community after 1992 is expected to increase. UK distribution companies are in an especially favorable position to capture a large portion of the market. Presently, a major obstacle is the decision of the location for the customs department upon completion of the Channel Tunnel.


**Abstract:** The European Community’s (EC) single market in 1992 will create a potentially new market of Euro-Consumers who may form into geographic clusters. Marketing strategies may need adjusted to these groups, and the possibility of developing niches will be high.


**Abstract:** There is growing concern among marketers over the trend towards more restrictive bans and regulations for advertising through the European Community as it approaches 1992. It is agreed that harmonization is necessary, but it should not be so restrictive to advertisers. Therefore, marketers are preparing to lobby against these restrictions in Europe.
MONETARY POLICY


Abstract: A treaty developed by the European Community's (EC) economic and monetary union (EMU) establishing the central bank in Europe, Eurofed, is to be approved by January 1, 1993. The development of a single EC currency offers several advantages, such as the removal of risk in currency management, however, the UK is against the acceleration of the EMU. The argument is that there is not yet enough economic unity.


Abstract: Increased coordination of policy between European Community (EC) members' and member governments' views on various issues is largely attributed to the European Monetary System (EMS). However, complete coordination is not easy due to the perception of full unification involving substantial national authority loss. This perception needs to be altered to show the benefits of unification, as in monetary union, over less important losses.


Abstract: After working with the European Monetary System for over a decade, the European Community has begun negotiations for the development of an economic and monetary union. Issues relating to this development are discussed with a focus on various aspects of exchange rates.


Abstract: Taking a centralized, institutional approach rather than a more practical one to reach economic and monetary union (EMU) in the European Community (EC) is supported by two arguments. Rapid progression toward full EMU with a single currency will be beneficial to the EC and should not be very costly. Secondly, the environment of the early '90s will likely show the competitive process to be inadequate for pushing the currencies toward EMU.


Abstract: In order to instill monetary union in the European Community (EC), the role of a European System of Central Banks (ESCB) must be defined as part of a general framework specifying member states' responsibilities and those of EC institutions. The EuroFed would have to changed and remodeled, perhaps, after the West German Bundesbank or the US Federal Reserve. If national currencies are not eliminated by the specified time, then the European monetary union (EMU) could be easily undone.


Lomax, David F. (1990), "British Monetarism and the ECU," Banking World, 8:8, August, 38, 40.

Abstract: UK Chancellor John Major has tried to reenter his government into the discussion on Europe's monetary policies. He suggests that a European Monetary Fund be established to circulate European Currency Unit bank notes as hard currency that can be exchanged for European Community currencies. He believes that this would bring about a reduction in inflation.


Abstract: The European Monetary System (EMS) has largely contributed to the European Community's (EC) successful development by increasing the stability of EC exchange rates and reducing inflation rates. For the EMS to continue existing, monetary union will be necessary.

**Abstract:** A composite of the strength of the ten European currenices, the European Currency Unit (ECU) is a stable and common means of payment and investment in the European Community which has several roles in the European Monetary System (EMS), such as acting as the common denominator for the exchange rate mechanism. To better comprehend the ECU's role in the EMS, an essential calculation is described.


**Abstract:** With the 1992 deadline approaching, the European Economic and Monetary Union has become a more important issue in the European Community. Establishing the union, including the European Monetary System (EMS) and a common currency or ECU, will further integration among the members. Five areas of proposed change for the EMS and ECU are discussed.


**Abstract:** According to the Delors Report, after the exchange rates among European Community (EC) member states are fixed, the European Currency Unit (ECU) is expected to replace the national currencies. Also, decision-making power would be moved from national to EC level before the ECU is issued as a common currency. However, it would be better to allow EC-level power only to the degree of demand for the ECU among individual and business consumers in the EC. The ECU should then be redefined as a standard of 'the best' in the EC to allow national currencies to be converted into ECUs on the European standard.


**Abstract:** A new institution for the development of a European economic and monetary union, the European Monetary Fund (EMF) was proposed by UK Chancellor John Major to administer the European Monetary System's exchange rate mechanism (ERM). The functions of the EMF are discussed as are the benefits expected from UK membership in the ERM.
Tugwell, John (1990), "Joining the ERM, and Other Issues," Accountancy, 105:1160, April, 26-27.

Abstract: The European Monetary System (EMS) has been successful in stabilizing inflation and exchange rates for European Community (EC) member states. Growing support for UK entry into the EMS' Exchange Rate Mechanism (ERM) is resulting from the realization that exchange rate volatility is a major obstacle to involvement in the single European market of 1992. More than half of the UK's exports are to EC members, and since the ERM is designed to promote inter-EC trade, participation in the ERM would be advantageous to UK businesses in several ways.


Abstract: As the 1992 goal comes closer to implementation, monetary integration is also expected. The success of the European Monetary System and the formation of a single internal market by the end of 1992 will most likely give way to a monetary union. Three stages have been outlined to lead to economic and monetary union. The first stage aims at a greater economic convergence; the second is a transition period; and, the final stage is the initiation of fixed exchange rates.
SERVICES


Abstract: Tourism in the European Community (EC) nations represents a substantial part of the EC's world trade in goods and services, as well as its gross domestic product. However, the European Commission in charge of creating a single market has given tourism low priority among the issues to be resolved by 1992. A unified tourism policy should be more actively pursued.


Abstract: The majority of the 200 UK retailers surveyed in 1988 regarding attitudes towards and preparation for the single European market of 1992 felt the 1992 program is important to retailers. Increased opportunities are expected, and entry or expansion in the European Community, mainly through new openings and acquisitions, is planned by many, although alterations will probably be necessary first.


Abstract: UK retailers will have to adapt themselves to the impending European Internal Market of 1992. Competition will increase due to the removal of internal barriers, but opportunities for UK firms will increase also. UK retailers wanting to expand in the European Community will have to adapt to these markets.


Abstract: According to 102 respondents to a survey of the UK's largest retailers, almost half stated a probability of entering or expanding their presence in other European Community (EC) states due to the single market of 1992. The most likely expansion methods include opening new units and acquiring existing firms. The presence of UK retailers in the EC is expected to grow, but cultural and socioeconomic determinants of expansion strategy will stay intact.

Abstract: The principle of the European Community's (EC) 'new approach' in the services sector that every service may be circulated EC-wide as long as EC law and country of origin standards are met has certain exceptions. Unless sufficient standards exist in the receiving country, consumer protection of member states could be threatened. The European Consumer Law Group suggests, for example, opting for minimal harmonization and providing for safeguard clauses. Under these conditions, EC consumers would pay a high price for the internal market, and European Free Trade Association countries would also be affected.


Abstract: London's Battelle Financial Technology Group researched the initiative and the reaction of European banks and the level of success in achieving the European Commission's objective of an European Community-wide (EC) single retail payment system mechanism. The results are given, including the conclusion that an EC-wide payment system is unlikely to emerge.


Abstract: The single market has led to increased intra-Community trade and travel which, in turn, has led to new and increased demands on the transport infrastructure. Thus, the European Community is creating a common transport policy including areas, such as competition liberalization and safety and health regulation standardization. Measures have been taken to develop the infrastructure and to promote free and fair competition in the transport sector, however, the development of the single market for transport services has been slow.


Abstract: A reorganization of a broad range of service sectors is one aspect of the 1992 program that the EC expects to be very beneficial, although the US is worried about the effects on its trade interests. Many directives and regulations directly and indirectly affecting service industries will be implemented by 1992. The directives involve areas, such as financial services and transport services. US service firms need to make necessary adjustments immediately and can voice opinions in the European Commission.

Abstract: The property industry is expanding rapidly as the single European market of 1992 nears. Industries are building more new, modern buildings. With their entry into the European Community, Spain and Portugal have experienced an increased demand for new office buildings. More focus has also been put on shopping and leisure projects.


Abstract: A single insurance market will be formed as part of the single European market of 1992 in the European Community, and it will offer many opportunities, however, many firms are not prepared for this event. Areas, such as international property and casualty and motor fleet programs, are expected to grow. Reduced premiums are also expected after barriers are eliminated.


Abstract: With the elimination of internal barriers in the European Community (EC), unlimited opportunities will open up to US insurers who form strategic alliances with EC insurers due to the fact that EC companies will be able to operate anywhere in the EC. This expansion into foreign markets will provide more balance between business cycles for US companies.


Abstract: With the economy of the European Community dominated by services, one of the main goals of the 1992 program is liberalization of the flow of services. The financial services market is undergoing major transitions in this direction, including the development of an Economic and Monetary Union. Other important changes are occurring in civil aviation and television broadcasting.


Abstract: The completion of the 1992 program will provide US service industries with new opportunities, as well as new obstacles. Personal data privacy protection, legal services, and government procurement are discussed.

Abstract: Although a single market will exist in Europe after 1992, retailers must remember to quickly respond to the individual consumer. Significant expected changes in the European market structure include an overall trend toward fewer shops and larger outlets. The best potential retail markets include Spain, France, Italy, and West Germany.
SMALL BUSINESS


**Abstract:** Small and midsized US companies will be more affected by the European Community's (EC) single market of 1992 than larger US businesses. These companies, rarely having a presence overseas, usually work with foreign distributors. These distributors may decide not to deal with these companies after 1992. In which case, the best way for these companies to enter the single market will be through a joint venture with an EC partner, thus allowing an EC presence without the loss of control of the basic operation.


**Abstract:** A potentially profitable niche for the foreign bank in the single market is the market segments containing small- and medium-sized enterprises (SME) of the European Community which depend primarily on the banking sector for external finance. The most prevalent source of funding for new and growing companies is debt finance through banks, despite the fact that potential sources of external finance to SMEs in the UK have expanded. The development of the single financial market will amplify competition in the banking sector.


**Abstract:** Mergers and acquisitions in Europe have steadily increased since 1985, and this trend is expected to continue and probably accelerate as the single European market of 1992 approaches. Small- and medium-sized enterprises (SME) will ultimately be affected due to changes in the marketplace, such as trade liberalization and a decrease in the amount of large firms to be served. SMEs should ready themselves for the single market in order to take full advantage of opportunities and guard against threats.


**Abstract:** The completion of the single European market in the European Community by 1992 will offer opportunities, as well as risks, to small- and medium-sized enterprises (SME). Euro-Info Centers have been created to assist SMEs in keeping up to date on legislation and opportunities.

Abstract: According to forecasts, small US businesses may find a golden profit opportunity in the 1992 European market. Costly product adjustments for differing national standards will no longer be necessary, and Euroconsumers will be more easily reached through deregulated television advertising. Three strategic options will be open to smaller US firms: continue exporting from the US, establish a more direct European presence, and form strategic alliances with European firms.


Abstract: Expansion opportunities for small US businesses will be available when the 1992 single European market comes into effect. Even if protectionist barriers are put up, there will be only one set, instead of twelve for each member of the European Community, which will simplify global ventures. Effective distribution and marketing will increase in importance.


Abstract: Although many certified public accountants do not yet realize the extent of a unified European Community (EC), they can furnish useful information to US firms wanting to adapt to the EC single market. Remaining flexible and keeping up to date on developments in the EC is necessary in developing expansion plans. Small or middle market US firms can enter via joint venture, the establishment of a manufacturing plant in the EC, or acquisition.


Abstract: The European Community, headquartered in Brussels, Belgium, will eliminate most trade barriers in 1992. Small businesses, as well as large businesses, will take advantage of this through exporting. Many US Commerce Department programs are available to assist small- and medium-sized companies in exporting, although the use of export middlemen is a suggested option.

Abstract: The removal of barriers in the approaching single market of 1992 in the European Community (EC) will most likely affect the competitive abilities of small exporters. However, officials from organizations, such as the General Agreement on Tariffs and Trade (GATT), believe that highly differentiated products will allow smaller firms to compete adequately in the single market.
SOCIAL POLICY


Abstract: The US, the European Community (EC), and Japan have tried to leave certain industries out of the last two multilateral tariff negotiation rounds. Due to these actions, reductions of tariffs or barriers to products of interest to the less developed countries have been neglected. A study involving the Generalized System of Preferences of the EC and the European Free Trade Association and trade, price, and employment effects is discussed.


Abstract: Free movement of labor is a very important aspect of the single European market of 1992. Significant social and economic dislocations due to uneven economic development in the European Community could result from free movement of workers, unless social security is evenly developed. Portugal, as a lesser developed EC state, has taken legislative steps to handle various aspects of social security and unemployment.


Abstract: Gender bias is not allowed in the US to determine any aspect of pension plans, however, the European Court of Justice has only recently ruled on this issue. Setting different pension ages for women and men is now prohibited, but the equalization of all pension benefits is yet unresolved.


Abstract: With complete European integration, there will be a significant increase in job opportunities. Proposals to standardize workers' rights throughout the European Community have been put on hold. However, any decisions made on this issue will have a great impact on European labor markets, and US firms in Europe need to be aware of any developments.
Lovesey, Robert F.H. (1990), "COMETT Launches into Europe," Director, 44:15, September, S6-S7.

**Abstract:** The Community Action Programme in Education and Training for Technology (COMETT) is a European Community (EC) program explicitly designed to address the necessity for an economically and technologically competitive Europe. This program, running from January 1, 1990 to December 31, 1994, is aimed at the generation of cooperation between higher education institutions and companies, particularly small- and medium-sized. It is also intended to bring about EC-wide technology transfer and to help provide industry with qualified personnel.


**Abstract:** Two positive action programs have been set up to try to eliminate sex discrimination in the European Community (EC), however, member states do not have to adopt them. The 1975 Equality Directives and Article 119 have helped, although various societal factors have reinforced stereotypes. Therefore, EC policies are not very effective since member states can opt to veto them.


**Abstract:** Rather than attempting the difficult task of harmonizing widely differing European Community (EC) education and training systems, EC members are focusing on training at strategic levels. An advisory committee for vocational training and an education committee advise the European Commission on policy-making in the area of training. Improving language training is one area of concentration for programs sponsored by these committees.


Abstract: The principle of the European Community's (EC) "New Approach" in the services sector that every service may be circulated EC-wide as long as EC law and country of origin standards are met has certain exceptions. Unless sufficient standards exist in the receiving country, consumer protection of member states could be threatened. The European Consumer Law Group suggests, for example, opting for minimal harmonization and providing for safeguard clauses. Under these conditions, EC consumers would pay a high price for the internal market, and European Free Trade Association countries would also be affected.


Abstract: Harmonization of product testing and certification is one of the goals for 1992 which will enable European Community-wide (EC) distribution. The limitation of EC directives to defining only necessary requirements for protection of such areas as health, safety, and the environment is the "New Approach" to accomplishing these standards. The EC Commission is proposing the creation of an institution for testing and certification involving mandatory and voluntary conformations to avoid unnecessary duplication in approvals and to promote harmonized standards.


Abstract: An inclusive product safety policy in the European Community (EC) should include areas, such as observing products on the market for risks and dangers and the liability for damages resulting from defective products. To develop an EC-wide policy, stronger cooperation between member states and the proper agencies is needed.

Abstract: Technical standardization throughout the European Community (EC) is an integral part of the completion of the internal market. Although directives have been adopted concerning various areas of technical standardization, many member states have not yet implemented all of these directives. Implementation by member states and the development of harmonized European standards are slowing the progress in this area. The progress being made, recent developments, and the outlook for the future are further discussed.


Abstract: The Single European Act of the European Community (EC) will require elimination of barriers resulting from varying technical standards and a vast range of national regulations in order to complete the single European market by 1992. These changes will be beneficial to non-EC manufacturers, as well as to those in the EC. Furthermore, these plans will affect services and government procurement and will boost individual gross domestic products and the job market, among other areas.


Abstract: The harmonization of technical standards throughout the European Community will necessitate changes in industrial marketing due to the directives to be enacted for 1992. Steps toward the development of a strategy to contend with standards are discussed.


Abstract: Marketing standardization is a point of discussion in the European Community (EC). Harmonization requires the general validity of law and regulations within the EC where countries are so different that no uniform preference pattern for EC consumers exists, although intermediary firms in the EC have developed a pattern. Conforming to laws and the intermediary's pattern should lead to successful marketing standardization.

Abstract: Set uniform procedures for certifying product compliance with European Community (EC) health, safety, and environmental requirements are supposed to be established by the EC's Global Approach to testing and certification. Questions relating to these procedures have arisen, such as who can certify and whether there is a requirement for quality system registration.


Abstract: To keep up to date regarding standards, testing, and certification requirements in the European Community (EC), the US Secretary of Commerce, Robert Mosbacher, sought observer status for the US while the EC debated on technical standards. Mosbacher voiced US concerns with the EC's standards developments. Key European standards organizations recertified their pledge to follow the standards of the International Standards Organization-International Electrotechnical Commission whenever possible.

Abstract: Tax harmonization, part of the effort towards a single European market by 1992, has become an important objective. The value-added tax (VAT), as well as customs duties and excise taxes, play a prominent role in the process. To some degree, harmonization is already in progress due to the downward trend in the European Community and the clustering of overall rates within a narrower range.


Abstract: Although progress will be made by 1992 in some areas of tax harmonization, such as the value-added tax (VAT), harmonization will not be completed for several years. UK firms must consider cross-border tax planning in structuring European expansion to reduce taxes. Three European Community (EC) member states are included in a study that indicates what business in the EC will be like after the single market is implemented.


Abstract: The harmonization of taxation is becoming more significant in the European Community (EC) with respect to foreign investment strategy. Development of an EC-wide taxation policy has been almost impossible, however, tax differentials between member states making one more attractive than another must be eradicated to achieve total unification. The push towards tax harmonization will come from closer-economic cooperation between major world trading nations.


Abstract: The European Community's (EC) foundation included the harmonization of indirect taxes in which some progress has been made. For full achievement in this area, and, therefore, in the completion of the EC single market of 1992, a set of proposals has been recommended by the EC Commission. The essential feature is the elimination of a distinction between imports and exports from intra-EC trade.

TELECOMMUNICATIONS


Abstract: Information technology, considered essential for the completion of the 1992 single European market, is expected to increase in sales over that of the US. European suppliers must be aware of opportunities in Eastern Europe to continue through the '90s. Also, more mergers among these suppliers are expected and may be necessary.


Abstract: Settling the debate in the European Community (EC) over creating a single market for television, the broadcasting directive set common moral standards for cross-frontier broadcasting, set a limit on advertising, and promised that the majority of domestic television broadcasting should be Europe-made. Also, two directives were passed on a common line on telecommunications. One opened the market in telecommunications services, and the other is targeted towards technical standard harmonization.

Case, Donald Owen and Joel Hasse Ferreira (1990), "Portuguese Telecommunications and Information Technologies: Development and Prospects," Telecommunications Policy, 14:4, August, 290-302.

Abstract: The Portuguese telecommunications environment has recently incurred rapid changes, including deregulation and privatization of the telecommunications infrastructure in order to increase efficiency and innovation. However, there is concern as to how well Portugal is able to sustain its cultural and political autonomy while faced with increasing foreign influence.

Crockett, Eddie (1990), "A Single Europe: So Far and Yet So Near?" Communication World, 7:6, May-June, 122-128.

Abstract: Unifying twelve often incompatible national bureaucracies, legal systems, and cultures is not an easy task. The European Community (EC) Council of Ministers was recently applauded by the European Commission for agreeing on approximately half of the measures necessary for completion of the single European market by December 31, 1992. Company communicators must adjust their corporate messages to the sensitivities of each market.

**Abstract:** The implementation of structural changes in US telecommunications has provoked like response from Japan and the European Economic Community (EEC). Changes in the EEC include the creation of a green paper to point out the need for telecommunications to be open to competition to allow for a Community-wide market by 1992.


**Abstract:** When questioned about the implications that a unified European Community would have on their role, public relations executives in top European companies did not expect any significant functional alternations. Although, a few implied that PR may participate in their company’s overall communications strategy. The role of PR may develop into one of corporate image-building.


**Abstract:** Concern has developed pertaining to Europe’s knowledge-intensive firms forming alliances with firms outside of the European Community (EC), mainly with American firms. Economic integration and policies, such as the ESPRIT program, have had little influence in provoking alliances within the EC between firms in the information technology industry as had been expected.


**Abstract:** New demand for communications products and services due to the impending single European market of 1992 can be put into three categories, including the demand for better use of basic facilities, better infrastructure, and applications providing clear competitive advantage. Networks with the best combination of public and private service features will be allowed in the European Community after 1992.

**Abstract:** Telecommunications, a strategic industry in the European Community (EC), may undergo legislative changes including the eradication of state monopolies in areas, such as data communications and facsimile. An effective strategy for the single market in the EC after 1992 should involve joint ventures or strategic alliances, among other factors.


**Abstract:** The Commission of the European Communities (CEC) is trying to cultivate the creation of a single European Community (EC) telecommunications market and the adoption of an EC-wide integrated digital services network (ISDN). Directives that will, for example, separate member states' postal and telecommunications administrations' (TA) regulatory and operational activities are being issued, and a program of common ISDN specifications, among other ones, is supported.


**Abstract:** The US has not given due consideration to the coming single European market of 1992. This is especially true where the European Community's (EC) leading industry, information technology-telecommunications, is concerned. The EC's telecommunications policy will be the key success factor for economic integration, but the US government's and telecommunications industry's response will greatly affect the final outcome.
TRADE

Brown, Drusilla K. (1989), "Trade and Welfare Effects of the
European Schemes of the Generalized System of Preferences,"

Abstract: The US, the European Community (EC), and Japan
have tried to leave certain industries out of the last two
multilateral tariff negotiation rounds. Due to these actions,
reductions of tariffs or barriers to products of interest to the
less developed countries have been neglected. A study involving
the Generalized System of Preferences of the EC and the European
Free Trade Association and trade, price, and employment effects
is discussed.

Church, Clive (1990), "The Politics of Change: EFTA and the
Nordic Countries’ Response to the EC in the Early 1990s,"

Abstract: The European Free Trade Association (EFTA) and
the European Community (EC) foreign and trade ministers met in
December 1989 and decided to begin negotiating for a structured
relationship between the two groups involving the consolidation
of a single European Economic Space (EES). Whether the Nordic
countries or the EC can integrate the latter’s insistence on
their own sovereignty with a deal beneficial to Europe as a whole
is unclear. Any agreement may be only transitional due to the
rapid changes now taking place.

Collins, Robert S., Roger W. Schmenner, and D. Clay Whybark
(1990), "Pan-European Manufacturing: The Yellow Brick Road

Abstract: In anticipation of the single European market of
1992, a Workshop on Pan-European Manufacturing was held involving
executives from nine multinational businesses operating in
Europe. A review of European plant charters for firms large
enough to necessitate multiple plants revealed two distinct
features, the number of product lines produced and the plant’s
market responsibilities. Only one firm’s manufacturing setup fit
the ideal type which consists of a limited product line and broad
geographic horizons.

Abstract: Secretary Mosbacher is leading the Department of Commerce and other government agencies to support and encourage the elimination of external barriers in the European single market for the sake of US exporters. Also, a list of services and information to help exporters to the European Community is provided by the Commerce Department.


Abstract: Eliminating administrative barriers in the European Community (EC) after 1992 will potentially cause problems where the gathering of EC statistics are concerned. Without the related paperwork, the EC's Statistical Office will have to develop alternatives to data collection. Several others are being considered to allow comparable statistics to continue to be developed.


Abstract: As the most important market for US exports, the European Community's (EC) single market of 1992 nears, it will have various effects on US firms. US firms must keep up on developments and issues, such as local content requirements and rules of origin, in order to help ensure market access to the EC.


Abstract: The European Community (EC), the largest market for US goods, provides many opportunities for exporting companies, whether they be new or experienced in exporting. Although US goods are very attractive and competitive in the EC markets, US exporters do have some difficulties in exporting to the EC, such as overcoming the high value of the dollar.


Abstract: An apparent causal relationship between economic integration and intra-industry trade has been discovered, as well as an association between intra-firm and intra-industry trade. Various aspects of these relationships are discussed, including theoretical perspectives, an overview of evidence pertaining to the EC, possible welfare implications, and some policy aspects pertaining also to the EC.

Abstract: The European Free Trade Association (EFTA) countries, whether they join the European Community (EC) or not, will be significantly affected by the EC's integration. According to industry studies, losses will probably be minimal if they choose to stay out of the EC, however, there are substantial benefits to be had by joining. For example, Norway's entry into the EC will be much more beneficial if Sweden also enters the EC, but this is not necessarily true in the reverse.


Abstract: The Single European Act of the European Community (EC) will require elimination of barriers resulting from varying technical standards and a vast range of national regulations in order to complete the single European market by 1992. These changes will be beneficial to non-EC manufacturers, as well as those in the EC. Furthermore, these plans will affect services and government procurement and will boost individual gross domestic products and the job market, among other areas.


Abstract: Through analysis of trade within the European Community (EC) and the study of structural determinants of European competitiveness by using regression analysis, the European integration policy debate is examined, covering all observations of the 'Big Four' countries. The outcome implies that temptation to develop a generalized community preference to systematically protect intra-EC trade must be resisted.


Abstract: According to forecasts, small US businesses may find a golden profit opportunity in the 1992 European market. Costly product adjustments for differing national standards will no longer be necessary, and Euroconsumers will be more easily reached through deregulated television advertising. Three strategic options will be open to smaller US firms: continue exporting from the US, establish a more direct European presence, and form strategic alliances with European firms.


Abstract: The European Community and the European Free Trade Association decided in 1984 that they should work on the creation of a European Economic Space (EES). The central idea for having two groups is that each is based on different theories of cooperation and integration. Problems of collective action experienced by the EES left a large amount of problems remaining to be solved at the end of 1988. However, at the end of 1989, it was decided that real negotiations would begin in 1990.


Abstract: Opportunities for US direct marketers will become available as the single European market of 1992 materializes. Although there is concern that participation of foreign firms will be restricted and US firms will find increased competition from the European Community (EC) and Japan, the single market will still represent a substantial import market that will be especially attractive to direct marketers, particularly in catalog sales.


Abstract: US exports to the European Community (EC) have been increasing in response to market liberalization brought on by the evolution of the single market by 1992. The US Commerce Department and the EC have reached agreements to further US firms, particularly small- and medium-sized firms, although some issues, such as rules of origin, are still of concern to the US. More consultation and cooperation could settle issues like this one.

Abstract: After the implementation of the European Community (EC) 1992 program, discriminatory barriers targeted towards nonmembers will still stand. The gaps in the EC's common commercial policy mainly include remainders of trade policies towards Eastern Europe, developing countries, and newly industrialized nations, such as Japan. The EC has attempted to comply with the General Agreement on Tariffs and Trade in culminating its 1992 program, however, reliance on 'gray measures' is still present.


Abstract: Switzerland, although a neutral nation, cannot be unaffected by European Community (EC) integration. Since the EC's inception, Switzerland has been ready to participate, especially economically, as long as its independence and neutrality were not threatened. Now that relations between EC members are strengthening and considering its economic relations with the EC, Switzerland has to decide how to maintain its participation in the EC without giving up its independence and neutrality.


Abstract: The acceptance of common policies is necessary for true integration in the European Community (EC), however, the fear of the loss of independence along with differences, such as in culture and language, will slow the process. Differences such as these prevent the EC from becoming a 'United States' of Europe, as it has been referred to.


Abstract: UK Prime Minister Margaret Thatcher envisions a federated rather than a centrally governed Europe. Companies planning to enter the European markets should consider Thatcher's questions about free markets because these questions will determine the ability of New England businesses to become active in Europe after 1992. Many Americans and Europeans are concerned with the possibility of protectionism in the European Community (EC), and, as a result, many businesses are and should be entering the EC markets now.
Abstract: US exports to the European Community (EC) are expected to increase after the completion of the single market by 1992. Considerable progress has been made towards this goal which could eventually result in a five percent increase in the EC's GNP. Benefits for US exporters, such as economies of scale and harmonized product standards, will also result from the single market, however, some potential hazards, such as reciprocity, may also result.

Abstract: US exports to the European Community (EC) have grown to record numbers in recent years. Examples of various small- and medium-sized companies which have used Commerce Department programs to access the European market are given.

Abstract: Ireland's tax advantages and capital expense underwriting help promote it as a base for foreign producers searching for entry into the European Community (EC) after 1992. The number of young Irish people receiving technical training in college will also help promote Ireland as a European high-tech center to these foreign firms.

Abstract: The achievement of a single European market by 1992 involves eliminating all barriers to free movement of goods, services, and production factors. Obstacles to overcome in attempting this achievement include the European Community (EC) budget and complex EC decision-making procedures, among others.

Abstract: The concepts behind the integrated European Community (EC) of 1992 breach the principles of the General Agreement on Tariffs and Trade (GATT). Therefore, as 1992 nears and the US, the EC, and Japan become economic equals, policies, such as the GATT, become obsolete. The world will evolve into so-called trading blocs that will probably be based on economic geography. Trade will be managed between the blocs, but within them, it will be more liberalized.

Abstract: The European Community (EC) becoming a Fortress Europe after 1992 is a major concern to the EC's trading partners, however, the EC has stated that this will not happen. Regardless, Japanese firms are worried that increased protectionism resulting from European unity will leave them unable to access the single market.

Tugwell, John (1990), "Joining the ERM, and Other Issues," Accountancy, 105:1160, April, 26-27.

Abstract: The European Monetary System (EMS) has been successful in stabilizing inflation and exchange rates for European Community (EC) member states. Growing support for UK entry into the EMS' Exchange Rate Mechanism (ERM) is resulting from the realization that exchange rate volatility is a major obstacle to involvement in the single European market of 1992. More than half of the UK's exports are to EC members, and since the ERM is designed to promote inter-EC trade, participation in the ERM would be advantageous to UK businesses in several ways.

"Two U.S. Companies Describe Their Exporting Success With the EC," (1983), Business America, 6:25, December 12, 14-16.

Abstract: Two interviews between Business America (BA) and two US executives in exporting companies are given. The first interview is between BA and Paul R. Tucker, a vice president of MSI Data Corporation out of California which is exporting its equipment to the European Community (EC). The second interview is between BA and William Dickson, president of Atlantic Antibodies, Inc. which is also exporting to the EC.


Abstract: The European Community's single market in 1992 will create a potentially new market of Euro-Consumers who may form into geographic clusters. Marketing strategies may need adjusted to these groups, and the possibility of developing niches will be high.

Abstract: Although a variety of nontariff barriers still exist hindering the full integration of the European Community (EC), the goal of a single internal market will soon be a reality. Since the EC is the largest commercial partner of the US, the single market is expected to alter the selling conditions of US companies in Europe. Greater economic growth and an increased demand for US goods are anticipated, so US firms must begin preparing now for 1992.


Abstract: There is a need for change in the rules regulating the determination of origin of products. Such determination has become more and more complicated, especially with so many varied sets of rules throughout the US and the European Community (EC). All parties involved should take part in developing a stronger international framework and providing coherence and trade neutrality when applying these rules in the EC.


Abstract: The issue of whether or not the European Economic Community’s (EEC) trade policy really discriminates against developing countries is analyzed. Empirical analysis reveals that the policy directed towards new suppliers rather than developing countries, and consequently, the EEC discriminates against both developing and developed countries.


Abstract: Quantitative estimates of the effects on trade in the UK after its entry into the European Community are described. The studies provided on UK trade are deemed necessary for better comprehension of integration and the testing of economic hypotheses.

Abstract: The Ethier-Horn argument for internal tariffs in a customs union, in relation to international trade policy within the single European market, does not apply to the majority of the European Community's (EC) current trade barriers. Also, there is an argument that border measure replacement on trade within the EC by national subsidies should not be allowed.


Abstract: The European Community (EC) is the largest trading partner of the US. After five years of trade deficit with the EC, the US' deficit in 1989 turned into a surplus as its exports to the EC grew to a record $86.3 billion. The trade status of the US also improved with every major EC trading partner.


Abstract: With the integration of the world's largest economy in the European Community (EC), US firms will be faced with greater export opportunities, as well as import competition. After 1992, most barriers will be eliminated to allow for economic expansion in the EC. South Carolina will be largely affected by this unification.
LIST OF JOURNALS SCREENED

ABA Banking Journal  
Accountancy (UK)  
*The Accountant's Magazine  
Advertising Age  
*American Banker  
American Economic Review  
*Applied Marketing Research  
*Bankers Magazine  
Banking World (UK)  
Business America  
*Business & Economic Review  
Business Economics  
Business Horizons  
Business Marketing  
*Business Marketing Digest (UK)  
*CPA Journal  
*California Management Review  
Columbia Journal of World Business  
Communication World  
Compensation and Benefits Review  
Cornell Hotel & Restaurant Administration Quarterly  
*Credit Management (UK)  
Datamation  
*Director (UK)  
Economic Development & Cultural Change  
Economic Journal (UK)  
*Economic Review (Federal Reserve Bank of Atlanta)  
Economic Review (Federal Reserve Bank of Kansas City)  
*Europe  
*European Economic Review (Netherlands)  
European Journal of Marketing (UK)  
*European Journal of Operational Research (Netherlands)  
*European Trends (UK)  
Finance & Development  
*Financier  
Foreign Affairs  
Foreign Policy  
*George Washington Journal of International Law & Economics  
Harvard Business Review  
Industrial Marketing Management  
Institutional Investor  
International Affairs  
*International Financial Law Review (UK)  
*International Journal of Advertising (UK)  
*International Journal of Bank Marketing (UK)  
*International Journal of Industrial Organization (Netherlands)  
International Journal of Technology Management (Switzerland)  
International Management (UK) (Europe Edition)  
Journal of Accountancy  
Journal of Business Ethics (Netherlands)
Journal of Business Strategy
Journal of Commercial Bank Lending
Journal of Common Market Studies (UK)
Journal of Compensation & Benefits
Journal of Consumer Policy (Netherlands)
Journal of European Industrial Training (UK)
Journal of Industrial Economics (UK)
Journal of International Business Studies
Journal of Property Management
Journal of World Trade (Switzerland)
Journal of World Trade Law
Lloyds Bank Annual Review Annual
Long Range Planning (UK)
Management Accounting (USA)
Management International Review (Germany)
Marketing (UK)
Medical Marketing & Media
Mergers & Acquisitions
Multinational Business (UK)
National Food Review
National Underwriter (Property/Casualty/Employee Benefits)
National Westminster Bank Quarterly Review (UK)
New England Business
Pension World
Personnel
Personnel Management (UK)
Public Administration
Public Relations Journal
Quarterly Review of Marketing (UK)
Research-Technology Management
Retail Control
Retail & Distribution Management (UK)
Risk Management
SAM Advanced Management Journal
Sales & Marketing Management
Satellite Communications
Service Industries Journal (UK)
Sloan Management Review
Social Security Bulletin
Target Marketing
Tax Management International Journal
Telecommunications (North American Edition)
Telecommunications (International Edition)
Telecommunications Policy (UK)
Transportation & Distribution
Transportation Journal
Unitas (Finland)
Weltwirtschaftliches Archiv (Review of World Economics)
World of Banking

* Indicates journals not available in Bracken Library.