



# Online Research Guide

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This guide was prepared for use by participants in the HBS Owner President Management (OPM) executive program while on campus and between sessions throughout the time they are enrolled in the program. As such, we list resources available in OPM eBaker—a special collection of online resources that is available to OPM participants.

The resources listed here are also available online to MBA students from the Baker Library database website (<http://www.library.hbs.edu/databases/>). Executives enrolled in HBS executive programs other than OPM can access these online resources by visiting Baker Library and bringing their participant badge. Hours of operation are listed on the Baker Library home page: <http://www.library.hbs.edu/>. Librarians are available at Baker Library to assist in learning to access and use the databases listed in this guide. Many of these resources are also available through public libraries.

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# ONLINE RESEARCH GUIDE

*Knowledge is of two kinds. We know a subject ourselves, or we know where we can find information on it.<sup>1</sup>*

The commercialization of the Internet and World Wide Web during the mid to late 1990s resulted in an explosion of easily available real-time information that can be used to stay up-to-date on the latest trends and opportunities, analyze the business model for your current company, develop a business plan for a new venture, and more. While online information is never a substitute for first-hand experience or discussions with customers and experts, the data available on the Internet are nonetheless a valuable resource for analyzing industry structure and trends, estimating market size, analyzing competitor positioning, obtaining macroeconomic data on a country you wish to enter, and a broad range of other topics.

This tool provides tips for how to search online for information to support business analysis and decision-making, and includes lists of sources where this information can be found. These sources include websites that are free to the public, as well as information from subscription databases accessible through Harvard Business School's Baker Library. In addition, many of the online information providers mentioned in this tool allow individuals to purchase a single report, which can be useful if you need to answer a particular question or get specific data to support a project. Finally, there are a number of public libraries and services that now offer online research services. An alphabetical list of all the resources mentioned in this note (along with their URLs) can be found in **Appendix A**. Refer to **Appendix B** for a list of services that offer customized information search services.

A step-by-step approach to finding online information is presented below. More in-depth research guides are then presented. These guides, organized by research area, provide lists of specific sites where you can find information to analyze a current business or industry, start a new business, perform a country analysis, find resources (e.g., business advisors, talent), and more. Companion tools are available from Harvard Business School Publishing to assist you in your analysis.<sup>1</sup>

## *A Step-by-Step Approach*

- Start by determining the purpose of your research. For example, are you just trying to stay up-to-date with the latest industry news and trends, or are you looking for a specific type of information (e.g., market size projections, competitive positioning of key players in your industry, new product announcements)? Identify what information you need and what you will do with the information once you find it—for example, are you preparing a business plan for a new venture, analyzing a new opportunity, making a decision to enter a new market, or conducting a strategic review of your business model? A worksheet has been provided on the next page to help you prepare for your research.
- Based on the type of information you need, use the research guides—which are organized by research goal—to identify sources you can use to find the information you need. For example, if you are trying to identify potential competitors, Guides 2 and 4 will probably be most useful to you. On the other hand, if you are simply interested in the latest news on a new technology, you may want Guide 1.
- The right-most column in each research guide describes the kind of information that each listed source provides, and sometimes gives useful tips on how use a particular source. Decide which source(s) will be most useful for your purposes, and use the tips as you search for the information you need.
- As you search, keep track of where you find each piece of information and how you got there, including any search keywords you used. If you discover at a later point that you need to access one of these sources again, keeping track of the way you found your information prevents you from having to reconstruct your steps all over again.

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<sup>1</sup> Lynda M. Applegate, "Crafting Business Models," HBS No. 808-705 (Boston: Harvard Business School Publishing, 2008); Lynda M. Applegate, "Jumpstarting Entrepreneurial Innovation," HBS No. 1841C (Boston: Harvard Business School Publishing, 2008).



database may be confusing. Where possible, **Appendix A** includes the URL of the Help sections for each of the sources listed in this guide. If it's the first time you are using a specific source, it is recommended that you review the associated Help section before beginning your search. Librarians at Baker Library can also assist you in learning to access and use the databases listed in this guide. Refer to **Appendix B** for a list of service providers that offer customized information search services.

- While most online information providers charge a subscription fee for unlimited access to information, an increasing number of providers enable you to buy just the report you need when you need it. **Appendix C** provides a list of online resources that enable you to download reports on a “pay-per-report” basis.
  - Some resources are organized by industry classification systems such as SIC or NAICS codes, and some websites enable you to refine your search by using industry codes. For a listing of SIC codes, visit the U.S. Census Bureau website ([www.census.gov/eos/www/naics](http://www.census.gov/eos/www/naics)). The NAICS website ([www.naics.com/search.htm](http://www.naics.com/search.htm)) provides industry codes for all industries, segments and sub-segments. You can also check out the comparison of the 1987 SIC system and the 1997 NAICS system at [www.naics.com/info.htm](http://www.naics.com/info.htm).
- Sometimes you may want to find information on a company that is too small or too new to be included in the databases or other sources that you consult. In that case, you may be able to find information about the company or their products on a company website. Information on company size and revenues can sometimes be found on search sites like Google ([www.google.com](http://www.google.com)) or social network sites like LinkedIn ([www.linkedin.com](http://www.linkedin.com)). Keep in mind that these sites are free and in some cases rely on their users to supply data, so the information is not guaranteed to be correct or up-to-date. News sites that are specific to a geographic area or to a particular industry or segment may also have more relevant information than general news sites.
- This guide only covers a small portion of the sources available online. You can view all databases available through Baker Library, sorted alphabetically or by content type or subject, by selecting the appropriate option from the “Databases” tab on the Baker library website (<http://www.library.hbs.edu/databases>). Helpful “Research Guides” are also available for a wide range of industry, topics, countries etc. (<http://www.library.hbs.edu/guides/>).
- A final caution on using free sources: while free information from publicly available sources can be extremely useful, it is important to remember that this information has not been validated by a neutral third party information provider and may not always be accurate. The following questions may help you determine the validity of free Web content:
  - What type of individual or organization produced the site? Is there a bias or commercial interest? Who is the website’s target audience?
  - Is an author listed? If so, what credentials does this author have?
  - How current is the website and the information on it?
  - Are references, citations, or links to other resources included?
  - Can you confirm the information with a second, independent source?

**Guide 1** Trends and Disruptors, General News

Use the resources listed in this guide to:

- Explore social, economic, and industry trends in the business environment
- Keep up-to-date on general business or targeted news
- Search for topics of interest, for example, technologies (e.g., Web 2.0 or nanotechnology), a breakthrough product that has been announced, or a trend (e.g., consumer-driven health care or green energy)

Information Needed	Where to Find It	Research Tips
<ul style="list-style-type: none"> <li>• News about specific topics, new products, companies, or industries</li> </ul>	<p><b>Free Sites</b>            Google News            Company websites</p> <p><b>Pay-per-Report</b>            Alacra            DialogSelect</p> <p><b>Baker Library Databases</b>            ABI/Proquest            Factiva            LexisNexis Academic            OneSource Global Business Browser</p>	<ul style="list-style-type: none"> <li>• You can search for articles on your topic of interest at the news site of one of the public search engines (e.g., Google, Yahoo). Article searches like these are important because pre-packaged reports don't always cover topics of interest (e.g., new technologies, start-up companies), and may not be as timely.</li> <li>• If you know companies blazing new trails, review new products and press releases on company websites.</li> <li>• If you have a specific question or topic of interest that can be answered by a single report, Alacra and DialogSelect offer a pay-per-report option.</li> <li>• OneSource Global Business Browser provides up-to-date news and provides more coverage than general news sites.</li> <li>• Article databases like ABI/Proquest, Factiva and LexisNexis Academic provide more comprehensive coverage of articles and news, although you may have to refine your searches to avoid getting too much information. In Factiva, to search for articles on a company, go to the "Companies/Markets" tab.</li> <li>• It is also possible to view a list of all the article databases accessible through Baker: on the Baker Library homepage (<a href="http://www.library.hbs.edu">www.library.hbs.edu</a>), select "Databases" and choose "Select Databases by Content Type," and then click on "Articles."</li> </ul>
<ul style="list-style-type: none"> <li>• Industry news and statistics</li> <li>• Contact information for industry experts</li> <li>• Information on conferences and networking events</li> </ul>	<p><b>Free Sites</b>            Alacra Industry Spotlights            Associations Online            Expo Central International            Trade Show News Network</p> <p><b>Baker Library Databases</b>            Encyclopedia of Associations            Standard &amp; Poor's NetAdvantage</p>	<ul style="list-style-type: none"> <li>• Alacra Industry Spotlights is an excellent place to start looking for news and statistics on an industry of interest, and it provides links to further sources of information about that industry.</li> <li>• Trade, industry and professional organizations can be excellent sources of facts, statistics, and reports on industries, and can also be a good place to locate experts that you can contact to talk with about the industry. Associations Online is a directory of trade associations.</li> <li>• Choose International, National (US) or State/Local/Regional Association directories. Industry conferences and trade shows are a great place to network and find out about trends. Expo Center International and Trade Show News Network provide lists of events organized by industry, and trade associations often have information on industry events, as well.</li> <li>• In Standard &amp; Poor's NetAdvantage, click on the "Industry References" link on an industry survey in to see a list of references that (usually) includes professional and trade associations for that industry.</li> </ul>

## Guide 2: Industry Analysis

Use the resources listed in this guide to:

- Analyze and understand trends, key players, power dynamics, and performance drivers
- Develop an industry profile or a list of competitors

Information Needed	Where to Find It	Research Approach Notes
<ul style="list-style-type: none"> <li>• Industry segments and codes</li> <li>• Profiles of industries or segments</li> <li>• Industry financial ratios</li> <li>• List of competitors in an industry</li> <li>• Description of industry structure, channels to market, performance criteria, and other information needed to do business in the industry</li> </ul>	<p><b>Free Sites</b> Alacra Industry Spotlights NAICS Yahoo Finance Industry Center</p> <p><b>Pay-per-Report</b> DialogSelect</p> <p>Valuation Resources Industry Information</p> <p><b>Baker Library Databases</b> Business Source Complete IBISWorld OneSource Global Business Browser Orbis Standard &amp; Poor’s NetAdvantage ThomsonOne</p>	<ul style="list-style-type: none"> <li>• Start by identifying your industry or segment of interest. The NAICS website provides industry codes for all industries, segments and sub-segments. Once you know the industry or segments you are interested in, use Alacra Industry Spotlights or Yahoo Finance Industry Center to gain a broad overview.</li> <li>• DialogSelect provides access to over 50,000 pre-packaged industry reports and documents, which are prepared by investment research services or consulting or market research firms and provide up-to-date material.</li> <li>• Valuation Resources provides information needed to value businesses or assets in specific industries.</li> <li>• To search Business Source Complete for industry studies, once in the database select “Industry Profile” as the Publication Type (you may have to click on “More options...” first). You can search by NAICS code by choosing that option from the drop-down “Select a Field” menu at the top of the page.</li> <li>• IBISWorld provides research reports on industries in the United States, the United Kingdom, Australia and China. Global industry reports for selected industries are also available. These include analysis of drivers of the industry, industry risk, market data and segments, competitors and industry performance.</li> <li>• Standard and Poor’s NetAdvantage provides in-depth analyses of a wide range of industries and also provides helpful guidance on how to analyze specific industries and the key drivers of business model performance.</li> <li>• ThomsonOne provides investment bank analyst reports and is an excellent source of up-to-date industry information.</li> <li>• U.S. industry ratios are available from OneSource Global Business Browser (select an industry using the “Industries” tab, and then click “RMA Industry Norms” on the left side).. Use Orbis for ratios and industry reports for companies outside the U.S.</li> </ul>
<ul style="list-style-type: none"> <li>• Industry statistics</li> <li>• Contact information for industry experts</li> <li>• Information on conferences and networking events</li> <li>• General industry news</li> </ul>	<p><b>Free Sites</b> Bureau of Labor Statistics Associations Online Expo Central International Trade Show News Network</p> <p><b>Baker Library Databases</b> Encyclopedia of Associations</p>	<ul style="list-style-type: none"> <li>• Industry news, statistics, and contacts are available from internet search engines, trade association websites, and government websites.</li> <li>• Looking at the list of exhibitors at trade show websites can be a way to pick up on trends and identify key players—Associations Online is a directory of trade associations, and Expo Center International and Trade Show News Network provide lists of events organized by industry.</li> <li>• The Encyclopedia of Associations provides information on almost 120,000 associations, both in the U.S. and worldwide. Find the Encyclopedia of Associations in Gale Directory Online. Once in the database, click the “Advanced” search tab and then choose the appropriate entry from the list of directories.</li> </ul>

### Guide 3: Market Research

Use the resources listed in this guide to:

- Conduct market research on a specific topic or segment
- Identify market size, market share, growth trends, and projections
- Segment the market and identify market needs

Information Needed	Where to Find It	Research Approach Notes
<ul style="list-style-type: none"> <li>• Market research information, including               <ul style="list-style-type: none"> <li>• market size</li> <li>• growth trends</li> <li>• market share</li> <li>• projections</li> <li>• etc.</li> </ul> </li> <li>• Market segmentations and data on particular segments</li> </ul>	<p><b>Free Sites</b>            Market Research Library            U.S. Census Bureau            U.S. Census Statistical Agencies (International)</p> <p><b>Pay-per-Report</b>            First Research Industry Profiles            MarketResearch.com</p> <p><b>Baker Library Databases</b>             IBISWorld            ISI Emerging Markets            MarketResearch.com Academic            OneSource Global Business Browser</p>	<ul style="list-style-type: none"> <li>• Start by deciding whether you want to search for a specific topic (e.g., online advertising), a specific market segment (e.g., consumer packaged goods, industrial equipment), or a geographic region or country (e.g., Latin America, Brazil).</li> <li>• The databases listed here provide industry-specific reports, reports by topic, and demographic data and statistics on global, regional, and country markets.</li> <li>• MarketResearch.com is a good place to begin your search. If this is your first time visiting the database, click on “Search Tips” at the top of the page. Use the “Advanced Search” option to narrow your search. Note: the price of each report is provided next to it. However, there is no charge to download the report if you access the report through Baker Library</li> <li>• The U.S. Census Bureau provides a wealth of U.S. demographic information and links to worldwide demographic data.</li> <li>• IBISWorld includes industry and market segmentation reports.</li> <li>• ISI Emerging Markets provides market research reports on a variety of industries on a regional or country level.</li> <li>• OneSource Global Business Browser also provides market research. Topic searches (Guide 1), industry searches (Guide 2), and country searches (Guide 6) may also help you with your market research.</li> </ul>

#### Guide 4 Analyze a Company

Use the resources listed in this guide to:

- Analyze a company's business model to understand key drivers of business performance and evaluate potential partners, customers, competitors, or investments

Information Needed	Where to Find It	Research Approach Notes
<ul style="list-style-type: none"> <li>Company profiles and financials</li> <li>Management team biographies</li> <li>SEC filings</li> <li>Interactive charting tools and financial spreadsheets</li> </ul>	<p><b>Free Sites</b>            Company websites            Google Finance            Encyclopedia of Company Histories at Answers.com</p> <p><b>Pay-per-Report</b>            DialogSelect            Dun &amp; Bradstreet            Hoover's</p> <p><b>Baker Library Databases</b>            Hoover's Online            OneSource Global Business Browser            Orbis</p>	<ul style="list-style-type: none"> <li>Search for the name of a public company using Google Finance or Yahoo Finance to bring up a profile for that company.</li> <li>Company websites can be a valuable source of information. Be sure to review recent press releases.</li> <li>The Encyclopedia of Company Histories provides detailed overviews of top private and public companies worldwide.</li> <li>DialogSelect, Hoover's, and Dun &amp; Bradstreet offer free company snapshots as well as more in-depth company reports for both public and private companies.</li> <li>OneSource Global Business Browser offers the most comprehensive customized and pre-packaged reports on both public and private companies. It also offers interactive charting, analyst reports, and company and industry news.</li> <li>Orbis provides the most comprehensive reports on public and private companies headquartered outside the U.S.</li> <li>Hoover's Online, accessible through Baker Library, also offer company profiles.</li> </ul>
<ul style="list-style-type: none"> <li>Investment bank analyst reports, company valuation data, corporate earnings call transcripts</li> <li>Business drivers of financial performance</li> <li>Comparable company valuations</li> </ul>	<p><b>Free Sites</b>            Company websites, "Investor Relations" section            SEC EDGAR            Stock exchange websites</p> <p><b>Baker Library Databases</b>            Factiva            ThomsonOne</p>	<ul style="list-style-type: none"> <li>Most public company websites post annual and quarterly reports on the "Investor Relations" section of their site. U.S. company reports can also be obtained from the SEC EDGAR online service.</li> <li>Many stock exchange websites around the world also provide access to company financial information.</li> <li>ThomsonOne is an excellent resource for up-to-date company reports prepared by research analysts. These reports often include not just an analysis of a specific company, but a comparison to key competitors, valuation information (including comparables) and other industry information and trends. Industry reports are also available</li> <li>Earnings call transcripts are often provided by company websites and are also available through ThomsonOne and Factiva.</li> </ul>

## Guide 5 Valuing and Comparing Companies

Use the resources listed in this guide to:

- Create a list of comparable companies or deals, obtain comparison data, and find financing sources
- Value your current company or an investment in another company

*Tip:* When searching for comparables, look for firms that display similar “value characteristics” to the company you wish to analyze. These value characteristics include key business model drivers (such as market size and growth rate), industry power structures and competitive intensity, supply chain, production, service and R&D intensity, risk profiles, capital structure, and the size and timing of cash flows.

Information Needed	Where to Find It	Research Approach Notes
<ul style="list-style-type: none"> <li>• Comparable company lists and comparison data</li> </ul>	<p><b>Free Sites</b> Expo Central International Trade Show News Network</p> <p><b>Baker Library Databases</b> Factiva OneSource Global Business Browser Orbis ISI Emerging Markets</p>	<ul style="list-style-type: none"> <li>• Trade show member lists are a good way to identify company lists—Expo Central International and Trade Show News Network both provide lists of trade shows and other industry events.</li> <li>• OneSource provides a suggested “Competitor Report” as part of its company profiles. To customize your own company list, select “Build a list” from the “Companies” drop-down menu, choose the relevant criteria from the menu, and click on “Run Search.” Click “View Results” to see your list of companies and comparison data, which you can save to Excel. Orbis provides comprehensive coverage of international, privately-held companies.</li> <li>• Factiva can also be used to find lists of comparable public companies: click on the “Companies/Markets” tab, select “Company,” and search for your company. When the results appear, choose “Peer Comparison” from the sidebar on the left.</li> <li>• ISI Emerging Markets provides information on companies in emerging markets that may not be covered by the other resources listed here, and allows you to generate lists of companies by industry category.</li> </ul>
<ul style="list-style-type: none"> <li>• Valuation data, deals, and financing</li> </ul>	<p><b>Free Sites</b> Bloomberg Markets Company websites, “Investor Relations” Financial Times – FT.com Markets SEC EDGAR Small Business Association (SBA) New York Times- Dealbook</p> <p><b>Baker Library Databases</b> OneSource Global Business Browser Orbis Standard &amp; Poor’s Ratings Direct ThomsonOne</p>	<ul style="list-style-type: none"> <li>• Company financial and valuation data can be obtained from company, government, and stock exchange websites (see Guide 4). OneSource Global Business Browser and Orbis provides valuation information and can be used to compare ratios.</li> <li>• The <i>New York Times’</i> Dealbook provides an overview of M&amp;A, investment banking, IPO, venture capital and hedge fund deals, as well as recent deal transaction values.</li> <li>• Standard &amp; Poor’s Ratings Direct provides information on credit ratings, valuations of debt and other fixed income offerings. Tutorials on credit ratings and fixed income investing are also provided for investors.</li> <li>• ThomsonOne provides research on public and private companies. It can be used to locate funding sources and funded companies by industry, location, investment stage, and amount of funding.</li> <li>• The “Local Resources” section of the Small Business Association website has a comprehensive listing of U.S. lenders, investment, and development companies. The “Services” section offers information on loans, grants and other types of financial assistance.</li> </ul>

## Guide 6 Analyze a Country or Region

Use the resources listed in this guide to:

- Analyze a country in which you currently do business or one in which you are considering doing business in the future
- Obtain macroeconomic and demographic statistics on a country or region
- Analyze country risk

Information Needed	Where to Find It	Research Approach Notes
<ul style="list-style-type: none"> <li>• Information on macroeconomic indicators, demographics and statistics</li> <li>• Political and regulatory environment</li> <li>• Trends in foreign trade in countries and regions around the world</li> </ul>	<p><b>Free Sites</b>            CIA World Factbook            export.gov            FedStats            GlobalEdge            IMF Country Info – Article IV Staff Reports            International Economic Statistics            Statistical Abstract of the U.S.            UN Comtrade            United Nations Statistics Division            U.S. Census Bureau            World Bank            World Federation of Exchanges</p> <p><b>Baker Library Databases</b>            Economist Intelligence Unit- Country Commerce            Economist Intelligence Unit- Country Finance            ISI Emerging Markets            OECD iLibrary</p>	<ul style="list-style-type: none"> <li>• A significant amount of macroeconomic data can be obtained from government and free public websites, and it is recommended that you start with these: the demographics and statistics databases listed here can provide information that is useful in analyzing regional market size, and the influence of country context on the cost of risk of doing business in a specific country or region. They can also be used in constructing economic forecasts.</li> <li>• The International Monetary Fund’s (IMF) Article IV staff reports, issued every year or two, provide an excellent overview of a country’s current economic issues. To locate, after retrieving a country’s reports, select “Article IV Staff Reports” on the left side of the page.</li> <li>• The Economic Intelligence Unit (EIU) databases, accessible through Baker, also provide up-to-date, in-depth information.</li> <li>• The ISI Emerging Markets database includes information on companies in emerging markets in Asia, Latin America, Eastern Europe, and the Middle East-North Africa.</li> <li>• The Organisation for Economic Co-operation and Development (OECD) iLibrary provides access to many statistical publications put out by the OECD.</li> </ul>
<ul style="list-style-type: none"> <li>• Country profiles, news and risk</li> </ul>	<p><b>Free Sites</b>            BBC News International            Doing Business            The Economist</p> <p><b>Baker Library Databases</b>            Economist Intelligence Unit- Country Reports</p>	<ul style="list-style-type: none"> <li>• BBC News International and The Economist provide worldwide news and information.</li> <li>• The Doing Business website provides excellent information on the influence of the regulatory environment on the cost and risk of doing business in countries around the world. It also provides a yearly report with information on top government reformers and the ease (or difficulty) of doing business in countries around the world.</li> <li>• The EIU Country Reports provide comprehensive information on countries and regions worldwide.</li> </ul>

**Appendix A List of recommended resources and where to find help using them**

Resource Name	URL	Help Location
<b>Free Resources</b>		
Alacra Industry Spotlight	<a href="http://www.alacrawiki.com/index.php?title=Alacra_Industry_Spotlights">http://www.alacrawiki.com/index.php?title=Alacra_Industry_Spotlights</a>	n/a
Associations Online	<a href="http://www.asaecenter.org/Community/Directories/AssociationSearch.cfm">http://www.asaecenter.org/Community/Directories/AssociationSearch.cfm</a>	<a href="http://www.asaecenter.org/Search/sitemap.cfm">http://www.asaecenter.org/Search/sitemap.cfm</a>
BBC News International	<a href="http://www.bbc.co.uk/news/">http://www.bbc.co.uk/news/</a>	<a href="http://news.bbc.co.uk/2/hi/help">http://news.bbc.co.uk/2/hi/help</a>
Bloomberg Markets	<a href="http://www.bloomberg.com/markets/">http://www.bloomberg.com/markets/</a>	<a href="http://www.bloomberg.com/help.html">http://www.bloomberg.com/help.html</a>
Bureau of Labor Statistics	<a href="http://www.bls.gov/home.htm">http://www.bls.gov/home.htm</a>	<a href="http://www.bls.gov/help/">http://www.bls.gov/help/</a> <a href="http://www.bls.gov/dolfaq/blsfaqtoc.htm">http://www.bls.gov/dolfaq/blsfaqtoc.htm</a>
Businessweek Company Insight Center	<a href="http://investing.businessweek.com/research/company/overview/overview.asp">http://investing.businessweek.com/research/company/overview/overview.asp</a>	<a href="http://www.businessweek.com/sitemap.htm">http://www.businessweek.com/sitemap.htm</a>
CIA World Factbook	<a href="https://www.cia.gov/library/publications/the-world-factbook/index.html">https://www.cia.gov/library/publications/the-world-factbook/index.html</a>	n/a
Crunchbase	<a href="http://www.crunchbase.com">http://www.crunchbase.com</a>	<a href="http://www.crunchbase.com/help/faq">http://www.crunchbase.com/help/faq</a>
Crunchbase Financial Organizations List	<a href="http://www.crunchbase.com/financial-organizations">http://www.crunchbase.com/financial-organizations</a>	n/a
Doing Business	<a href="http://www.doingbusiness.org/">http://www.doingbusiness.org/</a>	<a href="http://www.doingbusiness.org/about-us/FAQ">http://www.doingbusiness.org/about-us/FAQ</a>
The Economist	<a href="http://www.economist.com/">http://www.economist.com/</a>	<a href="http://www.economist.com/help">http://www.economist.com/help</a>
Encyclopedia of Company Histories (Answers.com)	<a href="http://www.answers.com/library/Company+Histories">http://www.answers.com/library/Company+Histories</a>	n/a
Expo Central International	<a href="http://www.expocentral.com/">http://www.expocentral.com/</a>	n/a
export.gov	<a href="http://www.export.gov/">http://www.export.gov/</a>	<a href="http://www.export.gov/faq/index.asp">http://www.export.gov/faq/index.asp</a>
FedStats	<a href="http://www.fedstats.gov/">http://www.fedstats.gov/</a>	<a href="http://www.fedstats.gov/aboutfedstats.html">http://www.fedstats.gov/aboutfedstats.html</a>
Financial Times – FT.com Markets Data	<a href="http://markets.ft.com">http://markets.ft.com</a>	n/a
GlobalEdge	<a href="http://globaledge.msu.edu">http://globaledge.msu.edu</a>	n/a
Google	<a href="http://www.google.com">http://www.google.com</a>	n/a
Google Finance	<a href="http://www.google.com/finance">http://www.google.com/finance</a>	<a href="http://www.google.com/support/finance">http://www.google.com/support/finance</a>

Resource Name	URL	Help Location
<b>Free Resources (continued)</b>		
Google News	<a href="http://news.google.com/">http://news.google.com/</a>	<a href="http://support.google.com/news/?hl=en&amp;hl=en">http://support.google.com/news/?hl=en&amp;hl=en</a>
Hoover's	<a href="http://www.hoovers.com">http://www.hoovers.com</a>	n/a
IMF Country Info – Article IV Staff Reports	<a href="http://www.imf.org/external/country/">http://www.imf.org/external/country/</a>	n/a
International Economic Statistics	<a href="http://liber8.stlouisfed.org/iesd/">http://liber8.stlouisfed.org/iesd/</a>	n/a
LinkedIn	<a href="http://www.linkedin.com">http://www.linkedin.com</a>	<a href="http://help.linkedin.com/app/home">http://help.linkedin.com/app/home</a>
Manta	<a href="http://www.manta.com">http://www.manta.com</a>	<a href="http://www.manta.com/coms2/page_faq">http://www.manta.com/coms2/page_faq</a>
Market Research Library	<a href="http://www.buyusainfo.net">http://www.buyusainfo.net</a>	Click on link that says "Click here for search tips."
NAICS	<a href="http://www.naics.com/search.htm">http://www.naics.com/search.htm</a> <a href="http://www.census.gov/eos/www/naics">http://www.census.gov/eos/www/naics</a>	<a href="http://www.census.gov/eos/www/naics/faqs/faqs.html">http://www.census.gov/eos/www/naics/faqs/faqs.html</a>
Spoke	<a href="http://www.spoke.com">http://www.spoke.com</a>	n/a
NYT Dealbook	<a href="http://dealbook.nytimes.com/">http://dealbook.nytimes.com/</a>	n/a
SEC EDGAR	<a href="http://www.sec.gov/edgar/searchedgar/companysearch.html">http://www.sec.gov/edgar/searchedgar/companysearch.html</a>	n/a
Small Business Association (SBA)	<a href="http://archive.sba.gov/advo/research">http://archive.sba.gov/advo/research</a>	<a href="http://web.sba.gov/faqs/">http://web.sba.gov/faqs/</a>
Statistical Abstract of the U.S.	<a href="http://www.census.gov/compendia/statab/">http://www.census.gov/compendia/statab/</a>	n/a
Trade Show News Network	<a href="http://www.tsnn.com">http://www.tsnn.com</a>	n/a
U.S. Census Bureau	<a href="http://www.census.gov">http://www.census.gov</a>	<a href="http://www.census.gov/main/www/help.html">http://www.census.gov/main/www/help.html</a>
U.S. Census – International Statistical Agencies	<a href="http://www.census.gov/aboutus/stat_int.html">http://www.census.gov/aboutus/stat_int.html</a>	<a href="http://www.census.gov/main/www/help.html">http://www.census.gov/main/www/help.html</a>
UN Comtrade	<a href="http://comtrade.un.org/db/">http://comtrade.un.org/db/</a>	n/a
United Nations Statistics Division	<a href="http://unstats.un.org">http://unstats.un.org</a>	n/a
Wall Street Journal Market Data Center	<a href="http://online.wsj.com/mdc/public/page/marketsdata.html">http://online.wsj.com/mdc/public/page/marketsdata.html</a>	n/a
World Bank	<a href="http://www.worldbank.org/">http://www.worldbank.org/</a>	n/a
World Federation of Exchanges	<a href="http://www.world-exchanges.org/">http://www.world-exchanges.org/</a>	n/a

Resource Name	URL	Help Location
<b>Free Resources (continued)</b>		
Yahoo	<a href="http://search.yahoo.com/web/advanced">http://search.yahoo.com/web/advanced</a>	<a href="http://help.yahoo.com/l/us/yahoo/search">http://help.yahoo.com/l/us/yahoo/search</a>
Yahoo Finance	<a href="http://finance.yahoo.com">http://finance.yahoo.com</a>	<a href="http://help.yahoo.com/l/us/yahoo/finance">http://help.yahoo.com/l/us/yahoo/finance</a>
Yahoo Finance Industry Center	<a href="http://biz.yahoo.com/ic/">http://biz.yahoo.com/ic/</a>	<a href="http://help.yahoo.com/l/us/yahoo/finance">http://help.yahoo.com/l/us/yahoo/finance</a>
Yahoo News	<a href="http://news.yahoo.com">http://news.yahoo.com</a>	<a href="http://help.yahoo.com/l/us/yahoo/news">http://help.yahoo.com/l/us/yahoo/news</a>
<b>Pay-Per-Report</b>		
Alacra	<a href="http://www.alacrastore.com">http://www.alacrastore.com</a>	<a href="http://www.alacrastore.com/help/searching">http://www.alacrastore.com/help/searching</a>
Dialog Select	<a href="http://www.dialogselect.com/business/index.html">http://www.dialogselect.com/business/index.html</a>	Click the "Help" button at the top of the page
Dun & Bradstreet	<a href="http://www.dnb.com">http://www.dnb.com</a>	<a href="https://www.dnb.com/product/tour/index.htm">https://www.dnb.com/product/tour/index.htm</a>
MarketResearch.com	<a href="http://www.marketresearch.com">http://www.marketresearch.com</a>	Click "Search Tips" on the front page <a href="http://www.marketresearch.com/corporate/help/faqs.asp">http://www.marketresearch.com/corporate/help/faqs.asp</a>
Valuation Resources Industry Information	<a href="http://valuationresources.com/IndustryReport.htm">http://valuationresources.com/IndustryReport.htm</a>	n/a
<b>Baker Library Databases</b>		
ABI/Proquest	<a href="http://www.library.hbs.edu/go/ABI.html">http://www.library.hbs.edu/go/ABI.html</a>	<a href="http://www.library.hbs.edu/helpsheets/abifulltextarticles.html">http://www.library.hbs.edu/helpsheets/abifulltextarticles.html</a>
Business Source Complete	<a href="http://www.library.hbs.edu/go/buscomplete.html">http://www.library.hbs.edu/go/buscomplete.html</a>	Click "Search Tips"
Encyclopedia of Associations	<a href="http://www.library.hbs.edu/go/encassoc.html">http://www.library.hbs.edu/go/encassoc.html</a> -Go to the Advanced search tab, select the desired entry from the list of directories	n/a
EIU Country Commerce	<a href="http://www.library.hbs.edu/go/eiu.html">http://www.library.hbs.edu/go/eiu.html</a> -Use drop down to find "Country Commerce"	Once on the Country Commerce page, click on "Help" at the top of the page
EIU Country Finance	<a href="http://www.library.hbs.edu/go/eiu.html">http://www.library.hbs.edu/go/eiu.html</a> -Use drop down to find "Country Finance"	Once on the Country Finance page, click on "Help" at the top of the page
EIU Country Reports	<a href="http://www.library.hbs.edu/go/eiu.html">http://www.library.hbs.edu/go/eiu.html</a> -Use drop down to find "Country Reports"	Once on the Country Reports page, click on "Help" at the top of the page

Baker Library Databases		
Factiva	<a href="http://www.library.hbs.edu/go/factiva.html">http://www.library.hbs.edu/go/factiva.html</a>	<a href="http://www.library.hbs.edu/helpsheets/factivahelp.html">http://www.library.hbs.edu/helpsheets/factivahelp.html</a>
IBISWorld	<a href="http://www.library.hbs.edu/go/ibis.html">http://www.library.hbs.edu/go/ibis.html</a>	n/a
ISI Emerging Markets	<a href="http://www.library.hbs.edu/go/ISI.html">http://www.library.hbs.edu/go/ISI.html</a>	n/a
LexisNexis Academic	<a href="http://www.library.hbs.edu/go/lexisnexis.html">http://www.library.hbs.edu/go/lexisnexis.html</a>	Once in the database, click on "Help & Instructions" in the left sidebar
MarketResearch.com Academic	<a href="http://www.library.hbs.edu/go/marketresearch.html">http://www.library.hbs.edu/go/marketresearch.html</a>	Click on "Search Tips" on the front page
OECD iLibrary	<a href="http://www.library.hbs.edu/go/OECD.html">http://www.library.hbs.edu/go/OECD.html</a>	n/a
OneSource Global Business Browser	<a href="http://www.library.hbs.edu/go/onesource.html">http://www.library.hbs.edu/go/onesource.html</a>	Once in the database, click on "Support" at the top right of the page  <a href="http://www.library.hbs.edu/helpsheets/onesourcehelp.html">http://www.library.hbs.edu/helpsheets/onesourcehelp.html</a>
Orbis	<a href="http://www.library.hbs.edu/go/orbis.html">http://www.library.hbs.edu/go/orbis.html</a> -Note: you will have to create an account the first time you login	Once in the database, click on "Help" at the top right of the page
Standard & Poor's NetAdvantage	<a href="http://www.library.hbs.edu/go/s_and_p.html">http://www.library.hbs.edu/go/s_and_p.html</a>	<a href="http://www.netadvantage.standardandpoors.com/NetAd/NetAdvantage_UserGuide.pdf">http://www.netadvantage.standardandpoors.com/NetAd/NetAdvantage_UserGuide.pdf</a>
Standard & Poor's Ratings Direct	<a href="http://www.library.hbs.edu/go/ratingsdirect.html">http://www.library.hbs.edu/go/ratingsdirect.html</a>	Once in the database, click on "Help" at the top right of the page
ThomsonOne	<a href="http://www.library.hbs.edu/go/thomsonbanker.html">http://www.library.hbs.edu/go/thomsonbanker.html</a>	

**Appendix B** Selected providers of customized online research services

Provider	Description	Payment Options	Contact for Current Pricing
Association of Independent Information Professionals <a href="http://www.aiip.org">http://www.aiip.org</a>	Connects individuals with research or information needs with AIIP members worldwide who may be able to assist them. Service agreements are arranged with AIIP members. AIIP does not endorse the work of its members.	Negotiated with individual provider	888-544-2447 <a href="mailto:office@aiip.org">office@aiip.org</a>
British Library Research Service <a href="http://www.bl.uk/knowledgetransfer/research.html">http://www.bl.uk/knowledgetransfer/research.html</a>	Services include a package relevant for starting or growing a small business and remote access to databases.	Pay-as-you-go and other options	44 (0)20 7412 7903 <a href="mailto:research@bl.uk">research@bl.uk</a>
ORC <a href="http://www.orcinternational.com/US/Pages/default.aspx">http://www.orcinternational.com/US/Pages/default.aspx</a>	Services include on demand business research, custom market research, and strategic intelligence services including benchmarking and assessing investment opportunities.	Pay-as-you-go and other options	800-444-4672 <a href="mailto:answers@orcinternational.org">answers@orcinternational.org</a>
New York Public Library - NYPL Express Research Services <a href="http://www.nypl.org/ask-nypl/research-questions-reproductions">http://www.nypl.org/ask-nypl/research-questions-reproductions</a>	Services include competitive intelligence, international trade information, market research and document delivery.	Pay-as-you-go or subscription	212-592-7201 <a href="mailto:premium@nypl.org">premium@nypl.org</a>
Toronto Public Library - IntelliSearch <a href="http://www.torontopubliclibrary.ca/contact/ask-a-librarian/intellisearch.jsp">http://www.torontopubliclibrary.ca/contact/ask-a-librarian/intellisearch.jsp</a>	Services include providing company, market, and industry profiles, trademark searches, and current awareness service.	Pay-as-you-go	416-393-7241 <a href="mailto:intellisearch@torontopubliclibrary.ca">intellisearch@torontopubliclibrary.ca</a>

*Please note that the authors do not endorse any company or any product or service of any company.*

**Appendix C:** Selected Information Providers that offer pay-per-report.

Provider	Description	Payment Options
<b>Alacra</b> <a href="http://www.alacra.com">www.alacra.com</a>	A single access point to over 100 business databases and an archive of 45,000 content-rich, business-information-only Web sites indexed by type of publisher, topics, industries, and countries. Pre-existing market research reports, news articles, country reports, and analyst reports.	Pay-per-Report or Subscription
<b>DialogSelect Business</b> <a href="http://www.dialogselect.com/business/index.html">http://www.dialogselect.com/business/index.html</a>	A single access point to a collection of business databases including pre-existing market research, news, financial data, and company information.	Pay-per-Report or Subscription
<b>Marketresearch.com</b> <a href="http://www.marketresearch.com">http://www.marketresearch.com</a>	The world's largest collection of pre-existing and continuously updated market research reports. Over 110,000 reports from over 550 leading global publishers.	Pay-per-Report
<b>Dun and Bradstreet</b> <a href="http://www.dnb.com">www.dnb.com</a>	Financial and legal data on millions of global and domestic companies that supports informed decisions about potential partners, suppliers, or customers. Reports available online.	Pay-per-Report or Subscription

*Please note that the authors do not endorse any company or any product or service of any company.*

**Citations**

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<sup>i</sup> This quote is attributed to Samuel Johnson (1709-1784), English author, critic and lexicographer, as quoted in *Boswell's Life of Johnson*. Downloaded on May 5, 2009 from The Quotations Page, <http://www.quotationspage.com/>.