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# 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.

# 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 led to an explosion in the availability of 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 or to develop a business plan for a new venture. While online information is never a substitute for first-hand experience and discussions with customers and experts, online information is a very 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 helpful tips for how to search for information to support business analysis and decisions. We include online information that is available from the public Internet and from subscription databases available through Harvard Business School's Baker Library. These subscription databases are available in public and university libraries around the world and many large companies have corporate licenses that allow individual access. Finally, many of the online information providers mentioned in this tool allow individuals to purchase a single report as needed to answer a specific question or support a project. An alphabetical list of all the resources mentioned in this note with associated URLs is available in **Appendix A**. While many large companies have information professionals available who are able to perform online information searches, many business owners and entrepreneurs must perform the search for information on their own. There are a number of public libraries and services that now offer online research services. **Appendix B** provides a list of independent providers that offer customized information search services. **Appendix C** provides a list of online service providers that enable you to purchase single reports.

A step-by-step approach to using online information to analyze the business model for an established business or a new venture is presented below, followed by research guides you can use to support your search. These research guides help you find information you need to analyze a current business or opportunity, start a new business, go global, or find resources (e.g., business advisors, talent). Companion tools are available from Harvard Business School Publishing to assist you in your analysis.<sup>2</sup>

## A Step-by-Step Approach

- Start by identifying the purpose of your research. For example, are you trying to stay up-to-date with the latest industry news and trends or are you looking for a very specific type of information (e.g., market size projections, competitive positioning of key players in your industry, new product announcements)? Also identify 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 the business model for your business?
- Identify what you already know and what you need to know. Then identify potential sources you can use to find the information you need. While online information is extremely valuable, keep in mind that it can't make up for first-hand experience with customers, suppliers, industry experts and competitors.
- As you search for online information, use the worksheets in this tool to list key sources and the path you took to get to them. This is especially helpful if you are a first time user of a specific database.
- Using online databases can be tricky. Sometimes it's tough to find information that answers your specific questions. Other times, it's tough to master the search interface across different databases. If it's the first time you are using a specific database, we recommend you review the "Help Tips" before beginning your search.
  - When you are done with your research, synthesize what you have learned. Ask yourself the following questions:
  - What information were you able to gather that helped you accomplish the purpose of your research and where did you find the information?
  - Did the information you found increase or decrease your uncertainty about key factors that influence (or will influence) your business performance today and in the future?
  - What additional things would you like to know? How did your research influence the types of questions you are currently asking about your business or opportunity?
  - How will you use online information sources to analyze your business environment and potential business opportunities in the future.

Before reviewing the online research guides on the following pages, please note that we have included a number of online information sources that are available for free on the public Internet. While this information can be extremely useful, it is worthwhile to consider that this information has not been validated by a neutral third party information provider. The following questions may help you determine the validity of free Web content:

- What type of individual or organization produced the site?
- Is an author listed? If so, what are the credentials of the author?
- Is there a bias or a commercial interest?
- Who is the Web site's target audience?
- How current is the information?
  - Are references, citations, or links to other resources included?

## Guide 1: Trends and Disruptors

- 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). You can also search on the name of a company that is leading breakthrough innovation.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
News about specific topics, new products, companies, or industries.	<p><b>Free Sites</b>  <a href="#">Google News</a>  <a href="#">Yahoo News</a>            Company Web sites</p> <p><b>Pay-per-Report</b>  <a href="#">Alacra</a>  <a href="#">DialogSelect</a>  <b>OPM eBaker Databases</b>  <a href="#">ABI/Proquest</a>  <a href="#">Factiva</a>  <a href="#">One Source Global Business Browser</a></p>	<p>Article searches are important to business research because pre-packaged reports don't cover all topics of interest (e.g., new technologies, new products, start-up companies) and they also may not be as timely. Start with one of the public search engines news sites, such as <b>Google</b> or <b>Yahoo</b>. If you know of companies that are blazing new trails, you can review new products and press releases on <b>company Web sites</b>. Subscription databases provide more comprehensive coverage of news sources and provide tools for creating custom news reports. If you have access to the OPM eBaker Databases, <b>One Source Global Business Browser</b> is an excellent place to get up-to-date news. Finally, article databases, such as <b>Factiva</b> and <b>ABI/Proquest</b>, provide more comprehensive coverage of articles and news but you need to refine your search to keep from getting way too much. Be sure to check out the help sheets if you are new to the sites since the search language can be complex. In Factiva to just search for articles on a company, go to the "Companies/Markets" tab.</p>
Industry news and statistics. Contact information for industry experts. Information on conferences and networking events.	<p><b>Free Sites</b>  <a href="#">Alacra Industry Spotlights</a>  <a href="#">Google Industry Associations</a>  <a href="#">Associations Online</a>  <a href="#">Expo Central International</a>  <a href="#">Trade Show News Network</a>  <b>OPM eBaker Databases</b>  <a href="#">Standard &amp; Poor's Net Advantage</a></p>	<p><b>Alacra Industry Spotlights</b> is an excellent place to start looking for news and statistics on an industry of interest. <b>Trade, industry, and professional associations</b> are lobbying and advocacy organizations, but they also serve as a forum to collect and disseminate information on industries. They can be excellent sources of facts, statistics, and reports, and they can also be a good place to locate industry experts that you can contact to talk with about the industry. Trade associations also provide information on industry conferences and trade shows, which are a great place to network and find out about trends. Looking at the list of exhibitors at trade show Web sites can also be a way to pick up on trends and identify key players.</p>

## Guide 2: Industry Analysis

- Analyze and understand trends, key players, power dynamics, and performance drivers.
- Develop an industry profile or a list of competitors.
- Some resources are organized by industry classification systems such as SIC codes. For a listing of these, visit the [U.S. Census Bureau](http://www.census.gov/epcd/naics/nsic2ndx.htm#S0) Web site. Check out the comparison of the 1987 SIC codes and the 1997 NAICS codes at <http://www.census.gov/epcd/naics/nsic2ndx.htm#S0> or at the [NAICS](#) Web site.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
<p>Industry segments and codes. Profiles by industry and segment. Industry Financial Ratios. List of competitors in an industry. Description of industry structure, channels to market, performance criteria, and other information needed to do business in the industry.</p>	<p><b>Free Sites</b>  <a href="#">Alacra Industry Spotlights</a>  <a href="#">NAICS</a>  <a href="#">Yahoo Finance Industry Center</a>  <b>Pay-per-Report</b>  <a href="#">DialogSelect</a>  <a href="#">First Research Industry Profiles</a>  <a href="#">Valuation Resources Industry Information</a>  <b>OPM eBaker Databases</b>  <a href="#">First Research Industry Profiles</a>  <a href="#">OneSource Global Business Browser</a>  <a href="#">Standard &amp; Poor's Net Advantage</a>  <a href="#">Thomson ONE Banker</a></p>	<p>Start by identifying the industry segment of interest. The <b>NAICS</b> Web site provides industry codes for all industries, segments and sub-segments. Some Web sites enable you to refine your search by using industry codes. Once you know the industry and segments, use <b>Alacra Industry Spotlights</b> to gain a broad overview. Pre-packaged industry studies that are prepared by an investment research service or a consulting or market research firm are helpful in providing a more up-to-date view of an industry or segment. <b>DialogSelect</b> provides access to over 50,000 industry reports and documents. <b>First Research Industry Profile</b> reports are targeted toward sales and marketing professionals. The site has free information and more in-depth reports that can be purchased at a reasonable price. These reports can also be accessed from computers in the Baker Library   Bloomberg Center Stamps Reading Room. <b>Valuation Resources</b> provides information needed to value businesses or assets in specific industries and industry segments. <b>Standard and Poor's Net Advantage</b> provides an in-depth analysis 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. Databases that provide investment bank analyst reports, such as <b>Thomson ONE Baker</b>, are also excellent sources of up-to-date industry information. U.S. industry ratios are available in <b>Onesource</b> (select an industry then "RMA Industry Norms") and in the <b>First Research Industry Profiles</b>.</p>
<p>Industry statistics. Contact information for industry experts. Information on conferences and networking events. General industry news.</p>	<p><b>Free Sites</b>  <a href="#">Bureau of Labor Statistics</a>  <a href="#">Google Industry Associations</a>  <a href="#">Associations Online</a>  <a href="#">Expo Central International</a>  <a href="#">Trade Show News Network</a></p>	<p>Industry news, statistics, and contacts are available from free information providers, Internet search engines, and government and trade association Web sites.</p>

**Guide 3: Market Research**

- Conduct market research on a specific topic or segment.
- Use these resources to identify market size, market share, growth trends, and projections, as well as to segment the market and identify market needs.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
<p>Market research information, including market size, growth trends, market share, and projections etc. Market segmentations and data by segments.</p>	<p><b>Free Sites</b>  <a href="#">Market Research Library</a>  <a href="#">U.S. Census Bureau</a>  <a href="#">U.S. Census Statistical Agencies (International)</a></p> <p><b>Pay-per-Report</b>  <a href="#">First Research Industry Profiles</a>  <a href="#">MarketResearch.com</a></p> <p><b>OPM eBaker Databases</b>  <a href="#">First Research Industry Profiles</a>  <a href="#">MarketResearch.com Academic</a>  <a href="#">OneSource Global Business Browser</a>  <a href="#">Tablebase</a></p>	<p>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/ country (e.g., Latin America, Brazil). Topic searches (Guide 1), industry searches (Guide 2) and country searches (Guide 6) may also help you with your market research. The databases listed here provide industry specific reports, reports by topic, and demographic data and statistics on global, regional, and country markets. If you have access to OPM eBaker Databases, we suggest you begin your search with <b>MarketResearch.com</b>. If this is the 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 is provided beside each report but there is no charge to download the report if you have access to the OPM eBaker Databases.) <b>OneSource</b> also provides market research and the <b>U.S. Census Bureau</b> provides a wealth of U.S. demographic information and links to worldwide demographic data. <b>First Research</b> develops industry and market segmentation reports targeted for use by sales and marketing professionals and is freely available on the Baker Library   Bloomberg Center Stamps Reading Room computers. <b>Tablebase</b> is another helpful database to search for market information.</p>

#### Guide 4: Analyze a Company

- Analyze a company’s business model to understand key drivers of business performance.
- Evaluate potential partners, customers, competitors, or investments.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
<p>Company profiles and financials. Management team biographies. SEC filings. Interactive charting tools and financial spreadsheets.</p>	<p><b>Free Sites</b>  <a href="#">Google</a>  <a href="#">Hoover’s.com</a>  <a href="#">Yahoo</a>            Company Web sites  <b>Pay-per-Report</b>  <a href="#">DialogSelect</a>  <a href="#">Dun &amp; Bradstreet</a>  <a href="#">Hoover’s Online</a>  <b>OPM eBaker Databases</b>  <a href="#">OneSource Global Business Browser</a>  <a href="#">Hoover’s Online</a></p>	<p>If you do not have access to OPM eBaker Databases, it is helpful to start your search by visiting the company Web site using a public search engine, such as <b>Google</b> or <b>Yahoo</b>. To use Google to obtain a company profile for a public company, search on the company name and then click on the “Stock Quote” link. <b>Company Web sites</b> can be a great source of information; be sure to review recent press releases. <b>DialogSelect</b>, <b>Hoover’s</b> and <b>Dun &amp; Bradstreet</b> offer free company snapshots and more in-depth company reports for both public and private companies. <b>OneSource Global Business Browser</b> offers the most comprehensive customized and pre-packaged reports on both public and private companies. It also offers interactive charting, analyst reports, and company/industry news.</p>
<p>Investment bank analyst reports, company valuation data, and corporate earnings call transcripts. Business drivers of financial performance. Comparable company valuations.</p>	<p><b>Free Sites</b>            Company Web sites: Investor Relations  <a href="#">SEC EDGAR</a>            Stock Exchange Web sites  <b>OPM eBaker Databases</b>  <a href="#">Factiva</a>  <a href="#">Thomson ONE Banker</a></p>	<p>Most public <b>Company Web sites</b> post annual and quarterly reports on the “<b>Investor Relations</b>” page of their site. U.S. company reports can also be obtained from the <b>SEC EDGAR</b> online service. Many <b>Stock Exchange Web sites</b> around the world provide access to company financial information. <b>Thomson ONE Banker</b> 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. Earnings Call transcripts are often provided by company Web sites but are also available in <b>Thomson ONE Banker</b> and <b>Factiva</b>.</p>

## Guide 5: Valuing and Comparing Companies

- Create a list of comparable companies or deals, and obtain comparison data.
- 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.
- Value your current company or an investment in another company. Find financing sources.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
Comparable company lists, and comparison data.	<p><b>Free Sites</b></p> <p><a href="#">Trade Show News Network</a></p> <p><b>OPM eBaker Databases</b></p> <p><a href="#">Factiva</a></p> <p><a href="#">OneSource Global Business Browser</a></p>	<p><b>Trade Show</b> member lists and job search Web sites are a good way to identify company lists. To obtain comparable company data <b>OneSource</b> provides a suggested “Competitor Report” as part of its company profile. To customize your own company list, select “Companies” and then “Advanced.” Choose relevant criteria from the menu and click on “Run Search”. Click on “View Results” to see your list of companies. You can save the company list and comparison data to Excel. <b>Factiva</b> can also be used to find lists of comparable public companies. In Factiva click on the “Companies/Markets” tab, select “Company” and choose to “Build a Report” and then select “Peer Comparison”.</p>
Valuation data, deals, and financing.	<p><b>Free Sites</b></p> <p><a href="#">Bloomberg Markets</a></p> <p>Company Web sites: Investor Relations</p> <p><a href="#">Financial Times - FT.com Markets Data</a></p> <p><a href="#">SEC EDGAR</a></p> <p><a href="#">Small Business Association (SBA)</a></p> <p><a href="#">NYT Dealbook</a></p> <p><a href="#">Wall Street Journal Market Data Center</a></p> <p><b>OPM eBaker Databases</b></p> <p><a href="#">OneSource Global Business Browser</a></p> <p><a href="#">Standard &amp; Poor’s Ratings Direct</a></p> <p><a href="#">Thomson ONE Banker</a></p>	<p>Company financial and valuation data can be obtained from company, government, and stock exchange Web sites (Guide 4) and from <b>OneSource Global Business Browser</b>. The <i>New York Time’s Dealbook</i> provides an overview of M&amp;A, investment banking, IPO, venture capital and hedge fund deals, and recent deal transaction values. <b>Standard &amp; Poor’s Ratings Direct</b> provides information on credit ratings and valuations of debt and other fixed income offerings. Tutorials for investors on credit ratings and fixed income investing are also provided. <b>Thomson ONE Banker</b> provides research on private and public companies. This resource can be used to locate funding sources and funded companies by industry, location, investment stage, and amount. Finally, the "Local Resources" section of the <b>Small Business Association</b> Web site 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.</p>

## Guide 6: Analyze a Country or Region

- Analyze a country in which you currently do business or one where you are considering doing business in the future.
- Obtain macroeconomic and demographic statistics on a country or region.
- Analyze country risk.
- Click on the links below to access free and pay-per-report online services. OPM eBaker Databases are available to participants in the HBS OPM program. You will need to login to the HBS Intranet before accessing the OPM eBaker databases from your computer on or off campus. See **Appendix A** for URLs and Database Help Sheets.

Information Needed	Where to Find It	Research Approach
<p>Information on macroeconomic indicators, demographics, and statistics. Political and regulatory environment and the trends in foreign trade in countries and regions around the world.</p>	<p><b>Free Sites</b>  <a href="#">CIA.gov</a>  <a href="#">Export.gov</a>  <a href="#">FedStats</a>  <a href="#">GlobalEdge</a>  <a href="#">International Economic Statistics</a>  <a href="#">Statistical Abstract of the U.S.</a>  <a href="#">UN Comtrade</a>  <a href="#">United Nations Statistics Division</a>  <a href="#">U.S. Census Bureau</a>  <a href="#">World Bank</a>  <a href="#">World Federation of Exchanges</a>  <b>OPM eBaker Databases</b>  <a href="#">EIU Country Commerce</a>  <a href="#">EIU Country Finance</a></p>	<p>Demographic and statistics databases provide helpful information that can be used in analyzing regional market size, and the influence of country context on the cost and risk of doing business in a specific country or region. They can also be used in constructing economic forecasts. A significant amount of macroeconomic data can be obtained from the public Internet and it is recommended that you start with the free sites. If you have access to OPM eBaker Databases, the <b>Economic Intelligence Unit (EIU)</b> databases provide up-to-date, in-depth information.</p>
<p>Country profiles, news, and risk.</p>	<p><b>Free Sites</b>  <a href="#">BBC News International</a>  <a href="#">DoingBusiness.org</a>  <a href="#">Economist.com</a>  <b>OPM eBaker Databases</b>  <a href="#">EIU Country Reports</a></p>	<p>These resources provide in-depth country profiles, news and information. The <b>Doing Business.org</b> Web site 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. The <b>EIU Country Reports</b> provide comprehensive information on countries and regions worldwide.</p>



Online Information Research Worksheet

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**What is the purpose of your information search** (e.g., keep up-to-date on news or find an answer to a specific question)?

**What will you do with the information once you find it** (e.g., prepare a business plan, make a decision to enter a new market, conduct a strategic planning session, segment customers based on profitability)?

What information do I need? Where might I find it?	What information did I find and where did I find it?

**Appendix A:** List of recommended resources and where to find online help.

Free Information Sources		
Resource Name	Resource Web Site	Help Sheet
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/Directories/AssociationSearch.cfm">http://www.asaecenter.org/Directories/AssociationSearch.cfm</a>	n/a
BBC News International	<a href="http://news.bbc.co.uk/">http://news.bbc.co.uk/</a>	<a href="http://news.bbc.co.uk/1/hi/help/default.stm">http://news.bbc.co.uk/1/hi/help/default.stm</a>
Bloomberg Markets	<a href="http://www.bloomberg.com/markets/index.html?Intro=intro_markets">http://www.bloomberg.com/markets/index.html?Intro=intro_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/oco/">http://www.bls.gov/oco/</a>	<a href="http://www.bls.gov/oco/ooohinfo_faq.htm">http://www.bls.gov/oco/ooohinfo_faq.htm</a>
CIA World Factbook	<a href="http://www.cia.gov">http://www.cia.gov</a>	n/a
Doing Business.org	<a href="http://www.doingbusiness.org/">http://www.doingbusiness.org/</a>	<a href="http://www.doingbusiness.org/AskQuestion/">http://www.doingbusiness.org/AskQuestion/</a>
Economist.com	<a href="http://www.economist.com">http://www.economist.com</a>	<a href="http://www.economist.com/help/">http://www.economist.com/help/</a>
Export.gov	<a href="http://www.export.gov/">http://www.export.gov/</a>	<a href="http://www.export.gov/about/index.asp">http://www.export.gov/about/index.asp</a>
Expo Central International	<a href="http://www.expocentral.com/">http://www.expocentral.com/</a>	n/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://mwprices.ft.com/custom/ft2-com/html-marketsDataTools.asp">http://mwprices.ft.com/custom/ft2-com/html-marketsDataTools.asp</a>	n/a
GlobalEdge	<a href="http://globaledge.msu.edu/resourcedesk/">http://globaledge.msu.edu/resourcedesk/</a>	n/a
Google (search engine)	<a href="http://www.google.com">http://www.google.com</a>	<a href="http://www.google.com/support/websearch/bin/answer.py?answer=136861">http://www.google.com/support/websearch/bin/answer.py?answer=136861</a>
Google Industry Associations	<a href="http://www.google.com/Top/Business/Associations/By_Industry/">http://www.google.com/Top/Business/Associations/By_Industry/</a>	<a href="http://www.google.com/dirhelp.html">http://www.google.com/dirhelp.html</a>
Google News	<a href="http://news.google.com/nwshp?hl=en&amp;tab=wn">http://news.google.com/nwshp?hl=en&amp;tab=wn</a>	<a href="http://www.google.com/support/news/?hl=en">http://www.google.com/support/news/?hl=en</a>
Hoover's.com	<a href="http://www.hoovers.com/free/">http://www.hoovers.com/free/</a>	<a href="http://www.hoovers.com/global/help/index.xhtml?pageid=16245">http://www.hoovers.com/global/help/index.xhtml?pageid=16245</a>
International Economic Statistics	<a href="http://liber8.stlouisfed.org/iesd/">http://liber8.stlouisfed.org/iesd/</a>	n/a
IMF Country Info. – Article IV Staff Reports	<a href="http://www.imf.org/external/country/index.htm">http://www.imf.org/external/country/index.htm</a>	The 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 category "Article IV Staff Reports".
Market Research Library	<a href="http://www.buyusainfo.net/adsearch.cfm?search_type=int&amp;loadnav=no">http://www.buyusainfo.net/adsearch.cfm?search_type=int&amp;loadnav=no</a>	Click on link that says "search tips".

**Appendix A (Continued):** List of recommended resources and where to find online help.

<b>Free Information Sources</b>		
<b>Resource Name</b>	<b>Resource Web Site</b>	<b>Help Sheet</b>
NYT Dealbook	<a href="http://dealbook.blogs.nytimes.com/">http://dealbook.blogs.nytimes.com/</a>	n/a
NAICS	<a href="http://www.census.gov/eos/www/naics/">http://www.census.gov/eos/www/naics/</a>	This industry classification code replaces SIC codes.
SEC Edgar	<a href="http://www.sec.gov/edgar/searchedgar/companysearch.html">http://www.sec.gov/edgar/searchedgar/companysearch.html</a>	<a href="http://www.sec.gov/edgar/searchedgar/edgarfulltextfaq.htm">http://www.sec.gov/edgar/searchedgar/edgarfulltextfaq.htm</a>
Small Business Association (SBA)	<a href="http://www.sba.gov/advo/research/">http://www.sba.gov/advo/research/</a>	n/a
Statistical Abstract of the U.S.	<a href="http://www.census.gov/compendia/statab/">http://www.census.gov/compendia/statab/</a>	<a href="https://ask.census.gov/cgi-bin/askcensus.cfg/php/enduser/std_alp.php">https://ask.census.gov/cgi-bin/askcensus.cfg/php/enduser/std_alp.php</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 - Statistical Agencies (International)	<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>	<a href="http://comtrade.un.org/kb/article.aspx?id=10062">http://comtrade.un.org/kb/article.aspx?id=10062</a>
United Nations Statistics Division	<a href="http://unstats.un.org/unsd/default.htm">http://unstats.un.org/unsd/default.htm</a>	n/a
Wall Street Journal Market Data Center	<a href="http://online.wsj.com/mdc/public/page/marketsdata.html?mod=topnav_0_0012">http://online.wsj.com/mdc/public/page/marketsdata.html?mod=topnav_0_0012</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
Yahoo (search engine)	<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>

**Appendix A (Continued):** List of recommended resources and where to find online help.

<b>Pay-per-Report</b>		
<b>Resource Name</b>	<b>Resource Web Site</b>	<b>Help Sheet</b>
Alacra	<a href="http://www.alacrastore.com/">www.alacrastore.com/</a>	<a href="http://www.alacrastore.com/help/starthelp">www.alacrastore.com/help/starthelp</a>
DialogSelect	<a href="http://www.dialogselect.com/business/index.html">www.dialogselect.com/business/index.html</a>	<a href="http://www.dialogselect.com/business/index.html">www.dialogselect.com/business/index.html</a>
Dun & Bradstreet	<a href="http://www.dnb.com">www.dnb.com</a>	<a href="https://www.dnb.com/product/tour/index.htm">https://www.dnb.com/product/tour/index.htm</a>
First Research Industry Profiles	<a href="http://www.firstresearch.com">www.firstresearch.com</a>	<a href="http://www.firstresearch.com/tools_resources.asp">www.firstresearch.com/tools_resources.asp</a>
MarketResearch.com	<a href="http://www.marketresearch.com">www.marketresearch.com</a>	Once in the database, click on "Search Tips" at the top of the screen.
Valuation Resources Industry Information	<a href="http://valuationresources.com/IndustryReport.htm">http://valuationresources.com/IndustryReport.htm</a>	n/a
<b>OPM eBaker Databases (available to ExecEd participants from on-campus dorms and while at home)*</b>		
ABI/Proquest	<a href="http://www.library.hbs.edu/bkr/cgi/database/abi">www.library.hbs.edu/bkr/cgi/database/abi</a>	<a href="http://www.library.hbs.edu/helpsheets/abifulltextarticles.html">www.library.hbs.edu/helpsheets/abifulltextarticles.html</a>
EIU Country Commerce	<a href="http://www.library.hbs.edu/bkr/cgi/database/eiu-commerce">www.library.hbs.edu/bkr/cgi/database/eiu-commerce</a>	Once in the database, click on "Help" at the top of the screen.
EIU Country Finance	<a href="http://www.library.hbs.edu/bkr/cgi/database/eiu-finance">www.library.hbs.edu/bkr/cgi/database/eiu-finance</a>	Once in the database, click on "Help" at the top of the screen.
EIU Country Reports	<a href="http://www.library.hbs.edu/bkr/cgi/database/eiu-reports">www.library.hbs.edu/bkr/cgi/database/eiu-reports</a>	Once in the database, click on "Help" at the top of the screen.
Factiva	<a href="http://www.library.hbs.edu/bkr/cgi/database/factiva">www.library.hbs.edu/bkr/cgi/database/factiva</a>	<a href="http://customer.factiva.com/en/home/SupportHome.aspx?SA_FRO M=GL&amp;APC=S">customer.factiva.com/en/home/SupportHome.aspx?SA_FRO M=GL&amp;APC=S</a> <a href="http://www.library.hbs.edu/helpsheets/factivahelp.html">www.library.hbs.edu/helpsheets/factivahelp.html</a>
First Research Industry Profiles	<a href="http://www.library.hbs.edu/ebaker/opm/resource/first.html">http://www.library.hbs.edu/ebaker/opm/resource/first.html</a>	<a href="http://www.firstresearch.com/faq.aspx">http://www.firstresearch.com/faq.aspx</a>
Hoover's Online	<a href="http://www.library.hbs.edu/bkr/cgi/database/hoovers">www.library.hbs.edu/bkr/cgi/database/hoovers</a>	<a href="http://www.hoovers.com/global/help/index.xhtml?pageid=16245">www.hoovers.com/global/help/index.xhtml?pageid=16245</a> <a href="http://www.library.hbs.edu/helpsheets/hoovershelp.html">www.library.hbs.edu/helpsheets/hoovershelp.html</a>
MarketResearch.com Academic	<a href="http://www.library.hbs.edu/bkr/cgi/database/marketresearch">www.library.hbs.edu/bkr/cgi/database/marketresearch</a>	Once in the database, click on "Search Tips" at the top of the screen.
OneSource Global Business Browser	<a href="http://www.library.hbs.edu/bkr/cgi/database/onesource">www.library.hbs.edu/bkr/cgi/database/onesource</a>	Once in the database, click on "Support" in the top right of the screen. <a href="http://www.library.hbs.edu/helpsheets/onesourcehelp.html">www.library.hbs.edu/helpsheets/onesourcehelp.html</a>
Standard & Poor's Net Advantage	<a href="http://www.library.hbs.edu/bkr/cgi/database/sandp">www.library.hbs.edu/bkr/cgi/database/sandp</a>	<a href="http://www.netadvantage.standardandpoors.com/NetAd/NetAdvantage_UserGuide.pdf">www.netadvantage.standardandpoors.com/NetAd/NetAdvantage_UserGuide.pdf</a>
Standard & Poor's Ratings Direct	<a href="http://www.library.hbs.edu/bkr/cgi/database/ratingsdirect">www.library.hbs.edu/bkr/cgi/database/ratingsdirect</a>	Once in the database, click on "Help" at the top right of the screen.
Tablebase	<a href="http://www.library.hbs.edu/bkr/cgi/database/tablebase">www.library.hbs.edu/bkr/cgi/database/tablebase</a>	For more search options, click on "Advanced Search" in the upper right of the screen.
Thomson ONE Banker	<a href="http://www.library.hbs.edu/bkr/cgi/database/thomsonbanker">www.library.hbs.edu/bkr/cgi/database/thomsonbanker</a>	<a href="http://www.library.hbs.edu/helpsheets/investexthelp.html">www.library.hbs.edu/helpsheets/investexthelp.html</a> <a href="http://www.library.hbs.edu/docs/Thomson%20Research.pdf">http://www.library.hbs.edu/docs/Thomson%20Research.pdf</a>

**Appendix B:** Selected Service Providers that offer customized online research services.

Provider	Description	Payment Options	Contact for Current Pricing
<b>Association of Independent Information Professionals</b> <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 service provider	888-544-2447 <a href="mailto:office@aiip.org">office@aiip.org</a>
<b>British Library Research Service</b> <a href="http://www.bl.uk/research">http://www.bl.uk/research</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>
<b>infogroup/ORC</b> <a href="http://www.opinionresearch.com/us/what_re_sprod_busressub.shtml">http://www.opinionresearch.com/us/what_re_sprod_busressub.shtml</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
<b>New York Public Library - NYPL Express Research Services</b> <a href="http://www.nypl.org/express/index.html">http://www.nypl.org/express/index.html</a>	Services include competitive intelligence, international trade information, market research and document delivery.	Pay-as-you-go or Subscription	800-456-6975 <a href="mailto:express@nypl.org">express@nypl.org</a>
<b>Toronto Public Library - IntelliSearch</b> <a href="http://www.torontopubliclibrary.ca/ask_fee_index.jsp">http://www.torontopubliclibrary.ca/ask_fee_index.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.

<b>Provider</b>	<b>Description</b>	<b>Payment Options</b>
<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>1</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/>.

<sup>2</sup> Applegate, L.M., "Crafting Business Models," HBS No. 808705 (Boston: Harvard Business School Publishing, 2008); Applegate, L.M., "Jumpstarting Entrepreneurial Innovation," HBS No. 1841C (Boston: Harvard Business School Publishing, 2008).