

# EUROPE

Developing  
an Active  
Company  
Approach  
to the  
European  
Market

# 1992

COMMISSION  
OF THE EUROPEAN  
COMMUNITIES



## **A Common Objective**

The countries of the European Community needed a common objective which could raise their sights above daily routine problems and thereby concentrate their energies. It was for this reason that my colleagues and I in the Commission proposed to the Heads of State and Government and to the European Parliament that we should create a truly unified economic area in Europe by 1992.

This large market without frontiers, because of its size and because of the possibilities that it offers for scientific, technical and commercial cooperation, gives a unique opportunity to our industry to improve its competitiveness. It will also increase growth and employment and contribute to a better balance in the world economy.

It has a social as well as an economic dimension, and must lead to a more unified Community. The twelve Member States have rightly decided that it should be accompanied by policies that will lead to greater unity as well as more prosperity. They have therefore strengthened Community technology policies and enlarged the resources available for helping the long-term unemployed, youth unemployment and rural development; as well as the backward regions of the Community and those facing major restructuring problems.

This large market that we are creating is of direct concern to every citizen of Europe. It is revolutionary, but it will be achieved both because

it is absolutely necessary and because it carries with it the goal of a united and strong Europe.

## **Jacques Delors**

*President of the Commission of the European Communities*

*(from the introduction to the Cecchini Report: The Benefits of a Single Market)*

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Communities

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# **Europe 1992**

## **Developing an Active Company Approach to the European Market**

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# **Europe 1992: A Challenge and an Opportunity for British Business**

**Lord Cockfield  
Vice President of the Commission of the  
European Communities**

We are moving inexorably towards economic union in Europe. As a former businessman and United Kingdom Minister, I am very concerned that British manufacturing and service industries gear up to respond effectively to this great challenge as their counterparts are doing across the Continent.

This booklet is designed to stimulate your company thinking about the challenge. It suggests immediate actions you can take to develop the opportunities and avoid the pitfalls of a single integrated market of 320 million consumers which the 12 member states have committed themselves at the highest level to establishing by the end of 1992.

We have a serious issue of considerable urgency. The time to act is now. The creation of a single integrated European economy is neither a

revolutionary nor a vain aspiration. It was the original intention of the Treaty of Rome which established the Community 30 years ago — and it should have been completed long ago. In the lean years of the 1970s and early 1980s the momentum was lost. But now it has been found again — with a vengeance. You can feel this wherever you go in the European Community. We are now well on the road to achieving European union in the economic field.

The first and most important step along this road is the 'completion of the internal market'. There is now a Treaty commitment, enshrined in the Single European Act, to achieving this by the end of 1992 at the latest. The details of how it can and must be done are set out in the Commission White Paper, which was presented to and welcomed by the heads of government at Milan in June 1985. The need for the White Paper's programme to be implemented was specifically mentioned by the Inter-Governmental Conference which produced the Single European Act — now signed and ratified by all the European Community governments and parliaments. Everyone — member states' governments, the Community institutions, local government, trade associations, businesses large and small, national administrations — now has a clear framework and timescale within which to plan. The British Government has begun its own major campaign, which we greatly welcome, to involve and prepare businessmen for this challenging single market.

The entry into force in 1987 of the Single

European Act, provides us with the institutional means for making this plan a reality. It defines the internal market as: 'an area without internal frontiers'. Note the words 'without internal frontiers' because we have to come back to them time and time again. The definition in the Single European Act then continues '...in which the free movement of goods, persons, services and capital is ensured...' and it says this is to be achieved '...over a period expiring on 31st December 1992'.

In the light of those words, nobody can have any doubts about the objective, nor — if they read the White Paper — need they be mystified by what is involved. The purpose of this booklet is to help and encourage far-sighted planning so that the opportunities offered by the world after 1992 are seized, not wasted.

I commend it to you. It is based on what some companies have already done or are doing. It contains useful suggestions about how companies might review their European strategies while developing what has been called a company European audit — a method of taking stock, of sensitising management and the workforce, of developing pragmatic approaches to the challenges which the completion of the European market presents to British business. In developing this approach you will benefit your company as well as the United Kingdom and the European Community economy. You will have the full support of myself and my Commission colleagues in this endeavour.

# The challenge of 1992

## **Opportunities and Threats to Business**

The European Community (EC) is on the way to becoming an integrated single market by the end of 1992. Goods and services, capital and people will then move freely between member states. As a result, new business opportunities will arise. Ways of doing business in Europe will change significantly.

It should have happened a long time ago. The European Community has been a common market in four major respects for more than 20 years. There are no tariffs or quota restrictions on goods traded between its members. Secondly, common competition laws apply to all firms doing business in the Community. Thirdly, the commercial policy enables the Community to speak with one voice in international trade negotiations such as the present Uruguay Round, and thus strengthens its bargaining position with respect to competitors in other industrial countries. The fourth aspect — the Common Agricultural Policy (CAP) — concerns us less directly here.

But in many other respects, national markets have remained fragmented, protected against imports by a host of direct and indirect non-tariff barriers. These barriers have often been used by member states to prevent exporters from other EC countries gaining access to their national markets on a fair and competitive basis with local firms.

It is these residual barriers, contrary to the basic principles of the Treaty of Rome, that EC governments and the European Commission are committed to eliminating in the next five years. Hence the slogan of 'Completing the Internal Market by 1992'.

Preparing for 1992 is already a declared government priority in a number of EC countries. It is less clearly articulated in others. Business throughout Europe is gearing up for 1992 and the single European market. In its enthusiasm, it is often running ahead of government.

Barriers to trade are already beginning to fall and by the end of 1992 the internal market should be in place. Progress is already being made at Community level in a number of areas such as the creation of European industrial standards, the opening of public procurement markets to EC-wide competition, the harmonisation of company law, the liberalisation of the service sector and the freeing of capital movements. Others will follow such as intellectual property law (patents, trademarks, and copyright) and the approximation of indirect taxes (VAT and excise duties) charged by member states. How the completion of the internal market will affect

**Box 1: How the completion of the internal market will affect companies**

- *significant cost savings — cost of non-Europe estimated at over £140 billion and millions of jobs (see Box VI)*
- *removal of frontier controls on goods, workers and travellers*
- *more competitive lower cost transport and insurance*
- *mutual recognition of standards for products and services; the creation of European industrial standards*
- *the Single Administrative Document, introduced in 1988, has simplified border formalities which will be abolished in 1992*
- *access to money markets and freedom to invest in any Community country or currency*
- *approximation of national company law and the creation of European company law to facilitate joint ventures, mergers and acquisitions*
- *the opportunity to tender for public supplies and public works contracts across the Community*
- *mutual recognition of standards and the abolition of internal frontier controls will make it easier for small companies to export to other European countries; it will be as easy to sell from Birmingham to Hamburg or Paris as it is to Aberdeen*
- *increased sales will mean that small firms*

*can benefit from economies of scale and become more competitive*

- *increased competition among suppliers of financial services, data processing, telecommunications and transport will keep down costs*
- *joint ventures and other forms of business cooperation will give small firms the advantages hitherto enjoyed mainly by large companies of operating across the Community; the flexibility of small firms in meeting the needs of new customers gives them a comparative advantage which can be exploited in the Single European Market*
- *all this means higher profit and growth opportunities but also greater competition; companies must prepare now to ensure that they are ready to meet the challenge of 1992*

companies can be seen in Box I.

The trend towards market integration and liberalisation is already discernible in certain sectors such as telecommunications, air transport, banking, securities and investment services.

The increasing number of firms which are building a 1992 dimension into their corporate strategies are not just putting their trust in the wisdom of the European Community and its institutions. They also see that market forces and technological progress are speaking the same language.

The imperative need of firms is to secure access to a larger European home market. This will provide economies of scale through higher sales volume and enable them to offset research and development costs and shorten product cycles. The creation of a more competitive European business environment together with the encouragement of European firms to work together will help companies in the UK, as in the rest of Europe, to meet the increasing challenge from Japan, the United States and the newly industrialising countries.

The completion of the internal market will thus have profound effects on industry and commerce. Large and small businesses, whether national or multinational as well as consultants advising industries, and public authorities, will need to take account of these changes in their strategic planning.

The determination of the member states and

the European Commission to bring about those fundamental changes has been growing in recent years. It was reinforced by the signing and ratification of the Single European Act, in force since July 1987, which wrote the 1992 target into Community law. For details of this major change in Community decision-making see Box II.

The Single European Act provides for improved Community decision-making by extending majority voting to certain areas which are vital to the achievement of the Single European Market. It modifies the Treaty of Rome, on which the European Community is based, in a number of ways significant to business.

Companies are beginning to realise that they will need to develop new European strategies and management skills. As we have seen, these changes cannot be put off on the grounds that 1992 and the completion of the internal market will never happen. It is already happening. The trend, as Sir Geoffrey Howe has said, is 'irreversible'.

### **The significance of the 1985 Commission White Paper on Completing the Internal Market.**

Many of the building blocks of this grand design are already in place and still more are well on their way through the Community decision-making process. The list of 300 actions, (286 to be exact), required to complete the internal market is contained in the Commission's White Paper of June 1985.(see Box III). This document acts as a



**Box II: The Single European Act**

*The Single European Act improves significantly the Community's decision-making machinery. First, it extends qualified majority voting (under which each member state has a weighted number of votes depending on its size) to some two-thirds of the items for action set out in the Commission's White Paper. Only items relating to taxation, the free movement of persons and the rights and interests of employees are excluded and will therefore still require unanimity under the Treaty. This change towards greater use of qualified majority voting has already helped to accelerate Council decision-making on internal market items, and should continue to help speed up agreement on the remaining White Paper proposals to which it applies. Second, the Single European Act enables the European Parliament, through the 'co-operation procedure', to play a much larger and more active part in the decision-making process on internal market proposals.*

programmed check list of the actions which need to be taken by the Community institutions to bring it about. The steps to be taken, by what date and by which Community institution are all spelled out. Firms must decide the likely impact for them and develop their strategies accordingly.

The White Paper represents a kind of Community eight year corporate plan (1985-1992) for the completion of the internal market. The Commission is the executive arm of the Community and has the responsibility for drawing up the measures required which are then considered by the Parliament and adopted by the Council. By early 1988, the Commission had tabled two thirds of the measures required — about 200 out of some 300 — and nearly eighty had been adopted by the Council and thus had become Community law. By the end of 1988 over ninety percent of the proposals will have been tabled.

It is essential that the Heads of Government who have accepted the goals of the White Paper, ensure that the Council does not slip behind.

The White Paper programme represents a fundamental and sustained effort by the European Community at the request of, and supported by, the member states at the highest level, to make the integrated internal market a reality by the end of 1992 at the latest.

**Box III: The Commission White Paper**

*In order to establish a single integrated market by the end of 1992, goods and services, capital and people, will need to move freely between member states.*

*The White Paper (1985) contains nearly 300 proposals for completing this internal market in the three following areas.*

**Physical barriers**

*Control of goods*

- *introduction of the Single Administrative Document pending abolition of controls at internal frontiers in 1992*
- *harmonisation of public health standards*

*Control of individuals*

- *removal of immigration and passport controls*

**Technical barriers**

- *removal of all technical barriers to trade between member states*
- *dismantling of barriers to the free movement of goods, capital, services, workers*
- *mutual recognition of industrial standards*
- *creation of European standards*
- *creation of suitable conditions for industrial co-operation*
- *Common protection for intellectual and industrial property*
- *the opening up of public procurement*

**Fiscal barriers**

- *approximation of indirect taxation — VAT rates and excise duties*
- *the consequent removal of fiscal checks at frontiers*

**What has been done?**

*By May 1988, 79 of the proposals in the White Paper were already Community law. Six had been partly adopted and a further 118 were Commission proposals in legal draft form.*

*By the end of 1988, 90% of the proposals will have been tabled by the Commission. This leaves another four years for them to be implemented by the member states.*

# Responding to the Challenge

## Reviewing Your Company's European Strategy

Perhaps for the first time, many companies will need to take account of this European dimension of their activities. It is not just that there will be more exports and imports across Europe, more joint ventures, more investments in other Community countries — all these will inevitably follow the easing and eventual abolition of frontier controls inside Europe. More important will be the fact that European industrial standards, European systems, Europe-wide ways of doing business will become part of the local operating business environment for individual companies throughout the Community — large and small alike. This developing European framework will increasingly affect business in a national as well as a European context.

The removal of barriers means you have a chance in other EC markets previously reserved for local firms. It also means a choice of strategy — export alone or seek a partner or partners in other parts of the Community. Furthermore, an

increasing number of companies from other EC countries will enter and compete in your traditional and local markets.

Some large companies have already carried out a '1992 audit' to assess the opportunities and challenges of the changing European business environment; many more are considering doing so. Companies already doing business across Europe are taking the opportunity to review European strategies in the light of this accelerating and irreversible trend towards 1992 and building this review around a 1992 audit. We in the UK must not be left behind.

## The Need to Prepare Your European Strategy in Terms of a 1992 Audit

This booklet does not presume to tell you, the businessman or business adviser, what to do. Its purpose is to explain, based on the experience of a number of companies, how your managers can be made aware of the changes in the European business climate which are taking place and how they can help to develop strategic responses to these changes. This is urgent. For many of the changes will take time and involve the development of new ways of doing business and the learning of new skills.

For example, if your company is engaged in the supply of terminal equipment or provides services in the telecommunications sector, it may be interested in tendering for work in the telecommunications administrations of other member states. This will require language, technical and cultural

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skills, legal and taxation advice, exchange rate strategies, and knowledge of business and administrative practices in the country concerned. Alternatively you might have an interest in helping a company from another member state tender through you for work with a UK government department or local authority. This might be preferable to finding that the company is competing directly with you and taking your business. You may wish to develop these skills internally, in which case there is a considerable amount of planning required. It may be you wish to buy in some of these skills and services, in which case you will need more information on what is available. Either way, careful planning will be the key to success in the new Europe without frontiers. There is going to be a considerable increase in cross border activity as the barriers between the 12 Community countries come down.

Because the removal of frontiers, 'as the above example shows, is a two-way street, British firms will have better access to other EC markets. But their competitors from the rest of the Community will find it easier to export their products and services to the UK.

This makes it all the more urgent to review your company's 1992 strategy.

It might involve export sales and marketing operations, a review of the effects of the freedom of movement of capital, the ECU and the European Monetary System on your company. It requires analysis of standardisation decisions in your field being taken by the British Standards

Institute (BSI), the European Committee for Standardisation (CEN), the European Committee for Electro-technical Standardisation (CENELEC) or the Conference of European Postal and Telecommunications Administrations (CEPT), (see Chapter 6). It might lead to a reassessment of company personnel policy in the light of increased European activity, a review of corporate communications and public affairs activities, or the formulation of a company strategy which takes fully into account the growing European dimension of business in the UK. For there are changed operating conditions and traditional businesses will face new challenges.

This booklet might provide ideas for a board-room discussion, or a management seminar, or for you, as the director of a small company, to discuss with colleagues or your trade association. The later chapters suggest ways in which a company '1992 audit' can be carried out — a strengths and weaknesses approach. Its purpose will have been achieved if it confirms that Europe 1992 is not an abstract concept, but an objective which will be achieved, which offers business unrivalled opportunities and which requires business involvement and support.

The objective will be achieved because member states, the European Commission and the European Parliament have each made the completion of the internal market by 1992 a top priority and have given this task a momentum which is making the trend irreversible.

# Europe: Our Home Market

The countries of the Community must work together or they will fail to develop the economic strength to enable them to move successfully into the next century. This co-operation extends also to the countries of the European Free Trade Area (EFTA). These countries — Austria, Finland, Iceland, Norway, Sweden and Switzerland — are moving in step with the Community countries on many of the aspects of 1992. Some statistical details are contained in Box IV.

Too often the significance of economic advances being made in other parts of the world is not recognised in the UK. It is not always realised, in spite of repeated warnings over many years, that only by getting a European economic act together can we hope to compete in an increasingly competitive world. The scale of operations in Japan and the United States, the size of research and development, and the extent of their home markets mean that to compete with them, we have to get our own market up somewhere near that size. Only the European

Community working as an economic whole will be big enough.

UK exports to the Community as a total of UK exports have developed significantly over recent years.

Percentage of UK exports going to European Community countries:

1960	22%
1970	30%
1980	43%
1986	48%
1987	50%

If exports to the EFTA countries are included, UK trade with Europe now accounts for nearly 60% of British exports, a fact which is scarcely recognised by the majority of companies in their strategies. Perhaps the reason for this is that they do not look upon Western Europe as an increasingly coherent home market but rather as a series of small fragmented foreign markets.

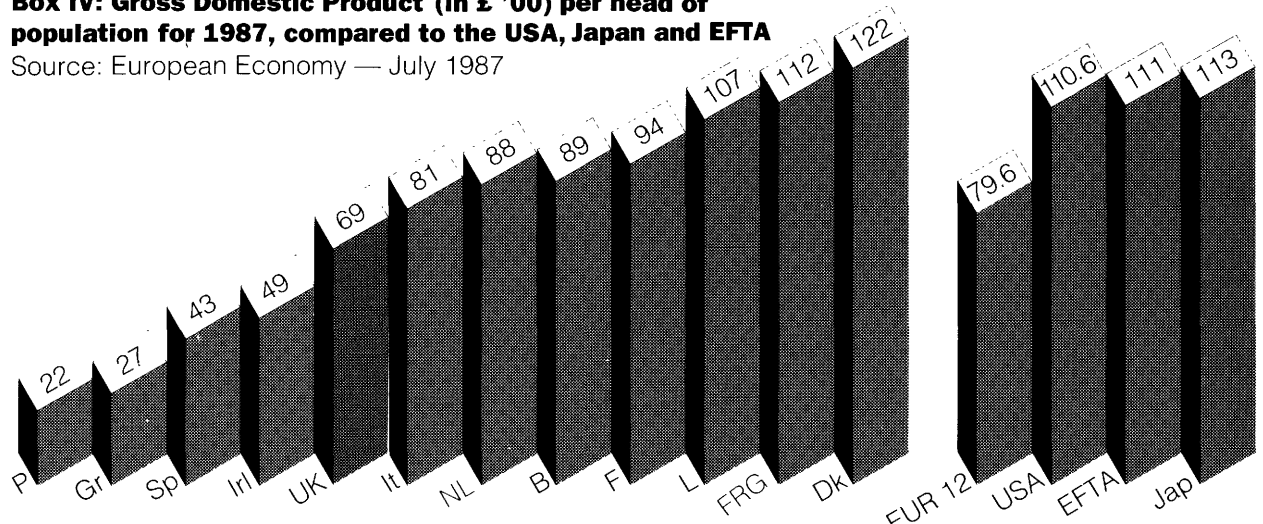
The relative importance of Japan, the United States, and Europe, as UK export markets is shown in box V. This demonstrates the significance of the European market to the UK. Its importance will increase during the next decade, as European economies become even more integrated.

The importance though is not just in terms of exporting from the UK to other member states, nor even the need for joint ventures and other activities. The fact is that the completion of the

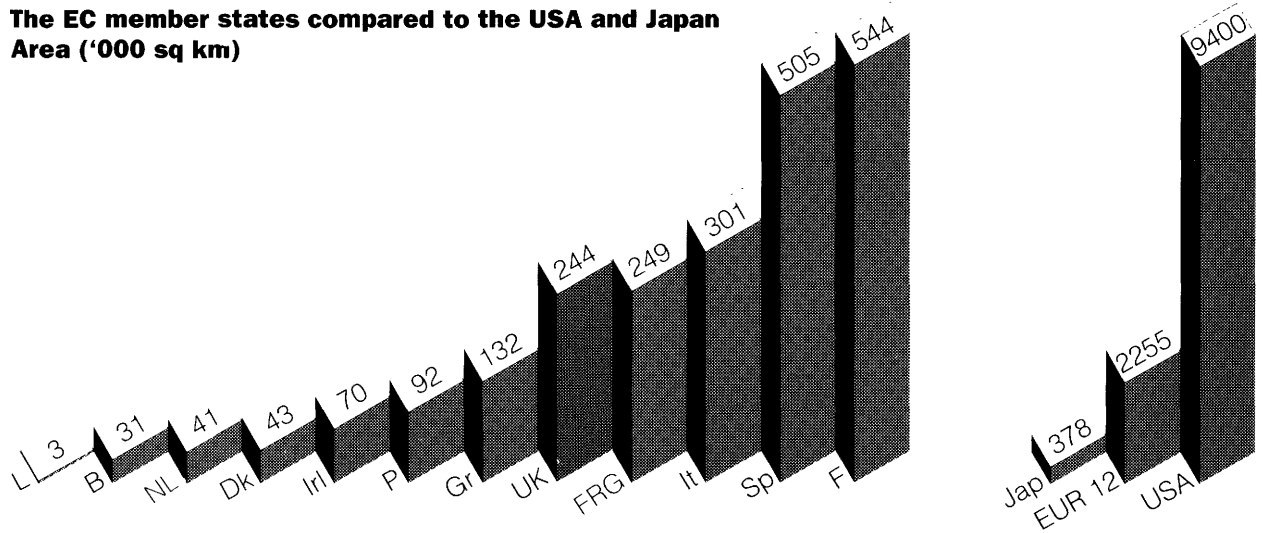
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**Box IV: Gross Domestic Product (in £ '00) per head of population for 1987, compared to the USA, Japan and EFTA**

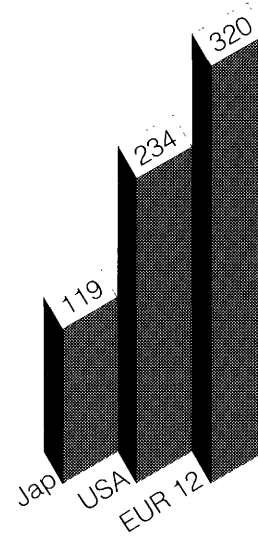
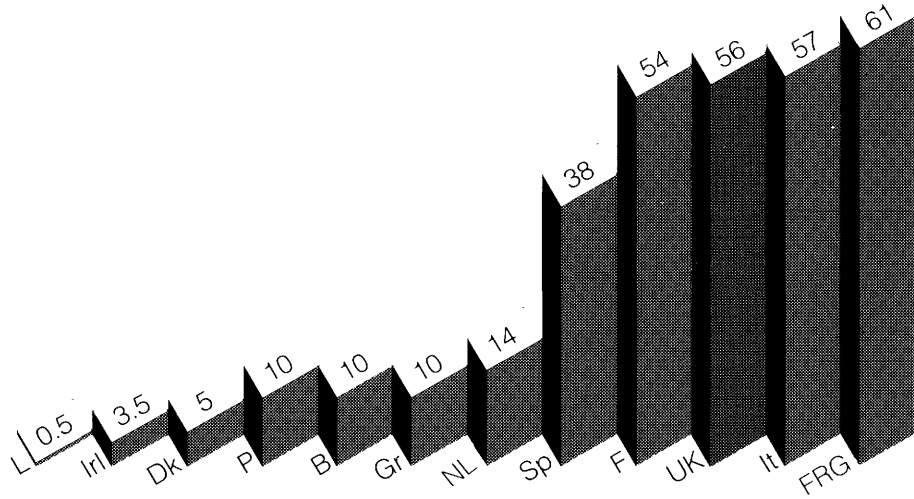
Source: European Economy — July 1987



**The EC member states compared to the USA and Japan Area ('000 sq km)**

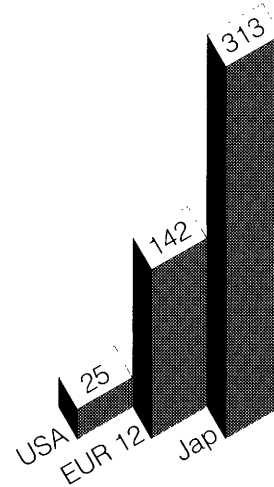
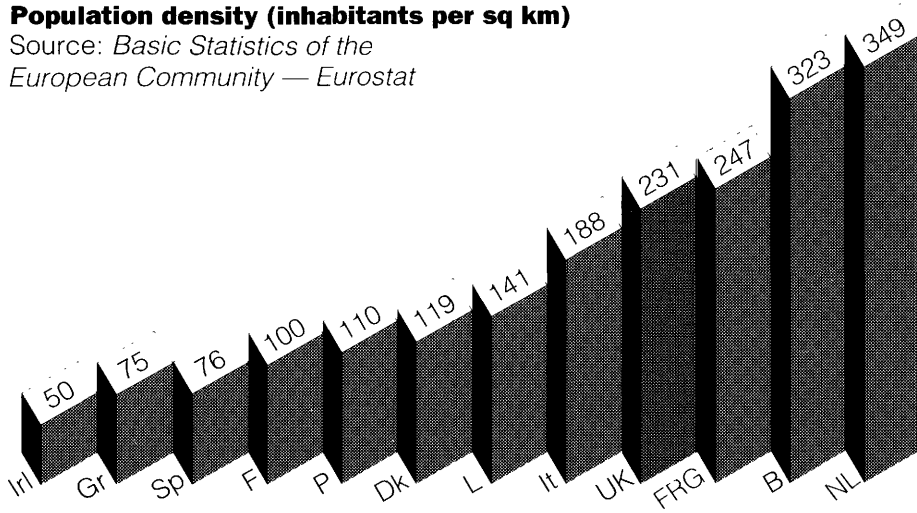


## Population (millions)

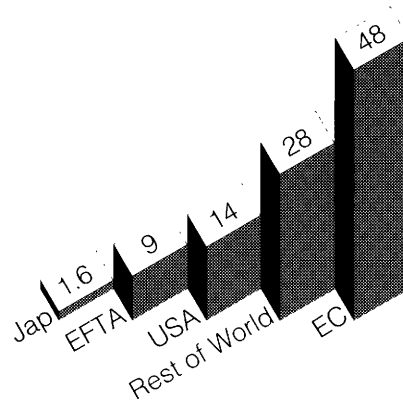


## Population density (inhabitants per sq km)

Source: *Basic Statistics of the European Community* — Eurostat



**Box V: UK Exports to Japan, USA and EFTA  
(% of exports) in 1986**



internal market will fundamentally change the way in which business is done in the UK. It will also save money. According to the Cecchini Report, (Box VI), we could save billions of pounds through completing the internal market.\* It is not a zero sum game. All nations could be winners.

The next chapter shows how companies can begin to sensitise their management to take advantage of these truly dramatic changes.

\* This is by far the most important report on the subject. The Albert-Ball Report, the Catherwood Report to the European Parliament and the Royal Institute of International Affairs studies have come to similar conclusions about the cost of non-Europe.

**Box VI: The costs of non-Europe and the economic gains of the Single Market**

*Failure to achieve a single market is burdening Europe with unnecessary costs. Achievement of a fully integrated market of 320 million consumers would not only eliminate those costs but would also boost European industry in every field, yielding economic gains of £140 billion or more and creating millions of new jobs.*

*These were the conclusions of an independent report drawn up at the request of the European Commission by a team of experts under Paolo Cecchini (March 1988) and based on extensive research including studies by a large number of eminent consultants and economists and questionnaires returned by 11 000 companies from all 12 members of the Community.*

*The calculation of the benefits to the Community economy includes not only the cost savings which will flow from removing the barriers which directly affect intra-Community trade (essentially frontier formalities and the delays they cause) but also, and much more significantly, the opportunities offered by a single market which will allow new market entrants the free play of competition and economies of scale. In the aggregate, for all sectors and all types of cost-saving and potential price reductions, the study suggests total economic gains of the order of at least 5% of Community GDP. With the right macroeconomic policies, the gains could amount to 7% of GDP and a 5 million increase in employment. Consumer prices could be cut by 6%.*



# Your Company approach to the European Market

## Introducing 1992 to Your Company

The completion of the internal market will affect all companies irrespective of size (see Box I).

It is not just the abolition of frontiers and the opportunity to provide goods and services to 320 million consumers which is at stake. Perhaps, more important is that legislation on standards, freedom of establishment, trademarks and patents, company law, customs documentation and fiscal arrangements, to mention but a few, will enable efficient companies to sell and compete more effectively, even in their home markets

Regulations affecting small and medium size businesses are being simplified. Governments are concentrating on providing the maximum opportunity to compete in a much more open European economic space.

New sales, marketing, public relations and advertising services will be established or will extend their activities to help companies develop their European dimension. Companies will need to know how to relate to the new systems and

services and gear up to a new type of European-wide competition.

Careful preparation will pay off and increase the chances of success. It should be inspired from the top of the company. Commitment by senior management to the concept of 1992 will then filter down through the organisation.

But commitment stems from conviction. How do you convince your senior managers that Europe 1992 is not a piece of rhetoric, but a fast growing movement, which is gaining momentum by the month?

Some of the other material in this booklet will help. Further copies and other documentation are available from Commission offices and the Department of Trade and Industry (see sources of information in Chapter 6). If you consider holding a short seminar discussion or more simply concentrating your thoughts on 1992 after reading this booklet, it will at least reveal to you the current level of awareness and company concern with the issue. Some questions you might be asked and some issues which could be raised are in Box VII.

After running a seminar or discussion, and if your company wants to continue developing its European strategy around 1992, there are a number of options:

1. Obtain material from sources in Chapter 6 and distribute it regularly to key managers.
2. Arrange meeting of functional managers — planning — export marketing — personnel — manufacturing — finance — to discuss further actions or monitoring required.



3. Lobby in pursuit of your firm's priorities. It may be that local contacts and local or national pressure points will have to be supplemented by lobbying at Community level. How can this be done? Already there is a greater concentration of lobbyists in Brussels than probably anywhere else in the world, save Washington (see also Chapter 5 below)
4. Appoint a board member, with the specific task of assessing the White Paper and its implications for company strategy.

### **Designing and Developing a 1992 Company Audit**

A 1992 audit need not be difficult once you have obtained senior management commitment. As you follow these guidelines, based on the experience of some companies which have already launched 1992 activities, your work will gain a momentum of its own. The significance of 1992 must be got across to the key people, and they must take responsibility for implementing the necessary changes.

They must be encouraged and be well and regularly briefed. It is a complex issue and it is very easy to turn managers off by involving them in too much irrelevant detail. Sweeping generalities about the future of Europe are equally self-defeating. The relevance of specific parts of the White Paper to each management function needs to be underlined. The Single Administrative Document, which replaced over 150 different documents for moving goods round Europe from

### **Box VII: Senior management review of 1992 — a general approach**

1. *Distribute this booklet, or points from it for pre-meeting reading.*
2. *Hold a short seminar (about two hours) for senior manager/board level. (See Box VIII for issues which might be discussed.) Smaller companies may wish to hold discussions with two or three senior functional managers.*
3. *If 1992 is considered of sufficient importance, appoint a senior manager to be responsible for the general action plan and its integration into existing European strategy or activities.*
4. *After developing the company action plan and proposals, re-convene the seminar to agree a 1992 approach as part of the company European strategy or as part of an employee communications or awareness plan, or both.*
5. *Consider developing a 1992 audit/new European strategy, as part of the company management process.*

1 January 1988, should be of interest to the marketing and transport departments as it involves long-term savings and short-term costs.

Decisions on industrial standards will affect production and marketing departments. The likelihood that EC competition policy will have to be modified to facilitate new forms of cross-frontier co-operation between firms will concern

general management and legal departments. The opening up of national markets for services will in many cases give service companies the choice of providing or 'exporting' the services from their home base instead of being present in the client's national market through a subsidiary, agent or representative. The sort of questions senior managers might ask are in Box VIII. The first steps towards developing a 1992 company audit are listed in Box IX.

One of the key follow-up decisions is how to sensitise company personnel to the relevance of 1992. Articles in the house journal might be supplemented by a video or in-company seminars. There will be a wide number of commercial seminars and television programmes which might be used.

Some companies are beginning to write about 1992 in their annual reports. This is useful not only to employees but to opinion formers interested in the company's activities.

Senior management should also refer frequently to 1992 in their in-company briefing and when talking on public platforms.

Moreover, in order to perform these activities, those concerned need to be well briefed. They need to know the parts of the 1992 programme that particularly affect their company and its activities and where the opportunities and challenges lie so that they can demonstrate how it can profit from the former and meet the latter. The sort of questions managers will ask about a 1992 audit are in Box X.

**Box VIII: Possible questions to be addressed at a senior management seminar**

1. *How will 1992 affect our company? What happens if we do nothing?*
2. *What new competition/opportunities will we have? When?*
3. *What new ways of doing business need to be considered? Joint ventures, licensing, export/import agencies, raising capital in different EC countries, buying in services from other countries, hiring people with cultural and language skills, effect of labour relations, taking over or buying an interest in a European company? Will we develop new skills or buy them in?*
4. *What savings can the company achieve from the internal market?*
5. *What are the costs of the new strategy implementation/sensitisation/employee communications, consultancy, in-company management, additional resources, extra financial investment for company search activities?*

The 1992 process should be continued during the next five years — it is a long-term exercise and cannot be completed and then forgotten.

This is merely an outline of how 1992 might be got across in your company. You will need to adapt it to particular operating conditions. No two audits will be the same, but the key points, judging from other companies' experience, are:

**Box IX: First steps in a 1992 company audit**

1. Obtain the Commission 1985 White Paper and supporting documents, such as progress reports and sectorial analyses.
2. Take out from the 286 proposals those which seem relevant to your company. Three major European companies recently identified between 140 and 190 which directly affected them — the number will be much smaller for SMEs. While some will have obvious costs or benefits in bottom line terms, others will be more difficult to put a price tag on. They might, however, be even more important as signposts to further essential preparatory activity, for example training, recruitment, currency management, adapting to new manufacturing standards.
3. List company departments, or areas of activity and apportion the proposals among them.
4. Write a short four or five line description of each proposal and an initial assessment of how it might affect the department. Send these with a covering letter and a short two or three page background note based on material similar to that of this booklet to the departments. (See Box XII)
5. Set up a meeting with the heads of departments and other staff to discuss materials to send to them. These are key meetings as you need to convince each manager of the importance and relevance

of 1992 to his function.

6. Refine the proposals and take up detailed points with trade associations, chambers of commerce, consultants, the relevant government departments or offices/directorates of the Commission.
7. Refer back to company departments. Assess costs, benefits, implications and necessary actions of each proposal. Track how far each proposal has got in the European legislative process and its likely date of implementation.
8. Update senior management on progress so far and agree next steps:  
Options are:
  - (i) Abandon activity as having achieved its first objective of sensitising senior management to 1992 implications.
  - (ii) Draw up a company 'bible' or audit to be used as a base document to track 1992 progress. It should explain the following:
    - the decision-making process of the EC
    - the key proposals and implications for specific departments
    - implications for the company as a whole
    - how the 1992 audit can be integrated into company European strategy development.
  - (iii) Set up a system for regular update and review of material.

1. Explain exactly what 1992 is and why it is important in a company, national and European context. To prevent the subject being dismissed as irrelevant, unimportant or tedious even more care is required to get it across in an imaginative way and to underline that it is serious and significant for company success.
2. Show that 1992 provides opportunities but also threats to those who do not respond actively. The downside risk also needs to come across. There will be increased competition in your traditional markets from other European companies.
3. Designate a senior person in the company, at or near board level, responsible for 1992. He or she can delegate the work to managers in public affairs, export marketing or planning, but the approach should be seen as new and company-wide and crossing traditional boundaries. If it is seen to be the preserve of the public affairs or planning department, for example, it will not have the same innovatory impact. 1992 will have a major effect on European businesses but this will not come across to your managers and employees through the traditional planning or public affairs approaches.
4. Move quickly once you have agreed the approach. It is essential to keep up the momentum and to maintain initial enthusiasm for the idea. A draft letter to heads of department is in Box XI.

**Box X: Possible questions from senior management about the development of an in-company 1992 audit**

*How will 1992 make a difference to:*

- *computing and telecommunications systems?*
- *how and where to raise contract and finance insurance?*
- *siting and responsibilities of head office?*
- *how and where accounts are centralised?*
- *way in which company monitors and inputs to standards development?*
- *research and development location?*
- *production, transport and storage?*
- *marketing operations?*
- *staff recruitment and training?*

5. Set up meetings with heads of departments as close together as possible — fortnightly intervals — so the initiative is retained. Your manager responsible will end up with a bulky document (see Box XII) which will act as a company reference point and check list for a 1992 audit.
6. Ensure the board or executive committee endorses the approach after the company audit or 'bible' has been completed. This will show in a tangible way that it fully supports the activity.

As a small or medium size firm you may not be able to spare the management resources to develop a comprehensive approach to 1992. Use

of the information given in Chapter 6 will be even more important and it may be worth buying in some consultancy to support your effort, working through your trade association, or attending one of the many seminars on 1992, which commercial and public organisations will be running. A list of current seminars can be obtained from the offices of the Commission. (see chapter 6)

**Box XI: Sample letter to be sent to heads of department explaining company approach to 1992**

**“Europe 1992 and your department**

*The European Community is on the way to becoming an integrated single market by the end of 1992. Goods and services, capital and people will then move freely between member states. As a result new business opportunities will arise for all firms including our own. Ways of doing business in Europe will change significantly as you will see from the attached document. (Attach this booklet or similar).*

*All departments of our company are likely to be affected by at least some of the 286 proposals in the Commission’s White Paper. The proposals we believe relevant to your department are attached. Would you please read them carefully, assess their importance to you and, if possible, consider with colleagues the possible costs, benefits and changes in operating*

*procedures which may be necessary as a result of their implementation.*

*Mr X, who reports directly to me for this exercise, will arrange an appointment with you during the next two weeks. I should be grateful if, after discussing the issues further with him, you could agree a revised draft. After these drafts have been assembled, they will be reviewed by my group and we shall hold a heads of department meeting to discuss the report, which will be presented to the Chief Executive in two months time.*

*Please let me know if you have any queries or require further documentation.”*

**Box XII: Examples of treatment of White Paper proposals**

*Each of the 286 proposals is taken in turn and those eliminated which will have no effect on the company. The rest need to be assessed for their implications, costs, and savings to the company. A similar treatment should be given to each proposal thought relevant to the company for consideration by divisional or departmental heads. The intention is to arrive at an overall assessment for the company of the implementation of the White Paper.*

**Example 1**

Subject	Doc No.	Date of Commission Proposal	Expected date for adoption by Council
Proposal for a directive to protect computer programmes		1987	1989

*Company comments:  
This proposal is important to the computer department as it will lead to improved protection, less fraud, pillaging and pirating of our programmes.*

*There could be significant advantages for us in selling programmes across Europe if we could be sure that there would be more effective policing and There is a potential saving for the company of an estimated £x-y in revenues lost through fraud.*

**Example 2**

Subject	Doc No.	Date of Commission Proposal	Expected date for adoption by Council
Maritime transport	COM(85) 90	1987	1989

*Company comments:  
This proposal on maritime transport was partially adopted on December 22, 1986. It is still before the Council and requires a majority vote.  
The proposal will promote competition, not merely within the Community but also outside it.  
The Commission wishes to create an EC maritime policy. This will benefit our company if it leads to more competition and cheaper freight rates. While impossible to quantify, the freight content of our exports is x% and a saving of 10% on freight rates could lead to savings of y%.*

<b>Example 3</b>			
Subject	Doc No.	Date of Commission Proposal	Expected date for adoption
Completion of all work leading to full abolition of all remaining import formalities and controls between member states:			
– statistical harmonisation		1987	1990
– elimination of all national protective measures and all regional quotas, in line with the Community's commercial policy		1989	1989
– Tax approximation on VAT and excise duties		1987–89	1988–90
<p><i>Company comments:</i>  <i>Regarding statistical harmonisation, a proposal will not now be made before 1988.</i></p>			

*When all the internal customs controls are removed, controls at the external borders of the Community will need to be strengthened. Cooperation between national authorities will need to increase.*

*The 'fiscal package' was proposed by the Commission to the Council in August 1987.*



# Making company contacts in the European Community

In continuing to develop a 1992 audit, your company will need to take up contacts with national and Community institutions. The key pressure points are listed in Box XIII. Further information on them can be found listed in Chapter 6.

UK trade associations and organisations such as the Confederation of British Industry (CBI), the Institute of Directors and the British Institute of Management are likely to be first ports of call. They will want to know your concerns, the better to get a common industry position together. They should also be able to help you draw up your company audit by providing their own commentaries on the 286 proposals of the White Paper.

The key UK government department is the Department of Trade and Industry and is referred to in Chapter 6. Although developing a European strategy round 1992 involves European legislation, public authorities in the UK are well placed to provide support and advice.

## **Box XIII: Contact points in the European Community**

1. *Trade associations*
2. *Government departments*
3. *The United Kingdom Representation in Brussels (UKREP)*
4. *Commercial departments of British embassies in the member states*
5. *The Commission in Brussels and its offices in London, Cardiff, Edinburgh, Belfast*
6. *The European Parliament and local MEPs*
7. *The Economic and Social Committee*
8. *European confederations of industry*
9. *Chambers of commerce and industry*

1989 is an election year for the European Parliament and MEPs (Members of the European Parliament) or prospective Members will be interested to help your company. They will want to explain the importance of the Single European Act for the parliamentary decision-making process and to understand the issues of 1992 as they affect your company, especially if it is in their constituency. An invitation to visit you and possibly speak on 1992 is likely to be well received. 1992 committees have been set up by MEPs in some constituencies.

The Commission has UK offices in London, Belfast, Edinburgh and Cardiff, and a special system for dealing with 1992 queries and sending you documentation. The EC Business Information Centres have also been established in a number of cities in the UK (see Chapter 6) with the

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specific intention of helping small and medium businesses develop their European dimension.

The Community institutions are fully receptive to business views. Some knowledge of the decision-making process in the Community and of pressure points, is required. A planned one day visit to Brussels by a well-briefed senior manager, from time to time, might do more for a company and its industry than a whole research department devoted to monitoring Community activities — this latter information can perhaps be bought in more cheaply, or be obtained from your trade association.

Lobbying in Brussels, by regular contacts on an individual company basis, or through a trade association, is also important. Get to know which are the relevant Directorates-General (Departments) of the European Commission dealing with the issues of particular interest to your company, for example competition law, public procurement, the service sector, banking legislation, telecommunications, grants and loans. You need to know who are the key officials involved. For newcomers to this game, the local offices of the European Commission in the UK are the logical starting place for this process.

It is often very helpful to obtain from acquaintances in one institution, their opinion as to the best person to contact in another. MEPs are particularly helpful on this.

Box XIV explains the key functions of the Community institutions.

#### **Box XIV: Outline of the decision-making process in the European Community**

*The three main institutions:*

##### **The European Commission: initiator and executive**

*Composed of 17 members*

*President: M Jacques Delors*

*Vice-President responsible for the Internal Market: Lord Cockfield*

*Its principal tasks are:*

- *to make proposals for European laws and policies after consultation with interested parties across the Community*
- *to implement Community policies based on Council decisions or on Treaty provisions*
- *to ensure that Community rules and the principles of the Common Market are respected*

##### **The Council of Ministers: decision-maker**

*Composed of Ministers of member state governments*

*Presidency: each member state for six months in rotation*

*Its task is:*

- *to make laws by deciding on Commission proposals, either by majority voting which has increased since the Single European Act, or by unanimity*

**The European Parliament: involved in legislation on the Single market through the cooperation procedure**

*Since 1979 MEPs have been elected every five years by universal suffrage*

*President: Lord Plumb*

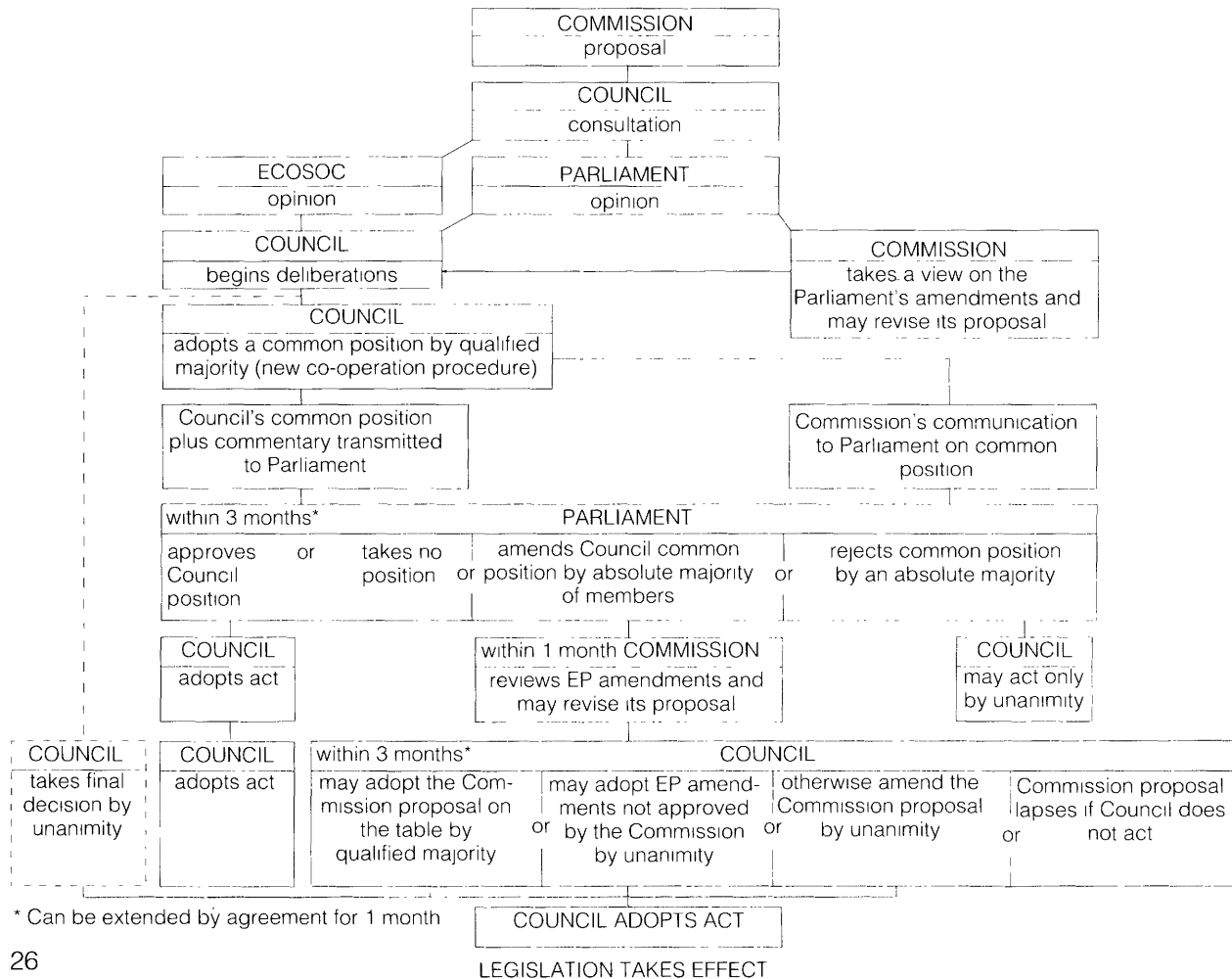
*Its role is:*

- *consultative and supervisory*
- *to debate proposed European legislation*
- *to propose amendments*

*It can influence significantly the detail of Commission proposals, especially given its increased powers under the Single European Act, 1987.*

*The decision-making procedure is complex but transparent, and allows opportunities for interested parties to make their views known during the decision-making process. For more details refer to the diagram on the following page.*

## The Decision-making process in the European Community



# Information Sources

The above chapters offer some ideas, based on what others have done, to help you develop a company 1992 audit. The key points are that 1992 — the completion of the internal market is an irreversible process. It is going to happen. Companies will find their markets and opportunities changing rapidly during the next five years. Efforts are needed to sensitise all levels of management and employees to these changes. 1992 represents an opportunity worth acting on. The winning companies will be those which act now.

## Sources of Further Information

This chapter contains names and addresses and short explanations of the functions and relevance to your company of the following organisations in the context of reviewing your 1992 European operations:

- Information Offices of the Commission
- Task Force for small and medium-sized

- enterprises (SMEs)
- European Business Information Centres
- Directorates-General III, IV, VI, VII, XI, XV and XXI of the Commission
- European Parliament
- British Standards Institute, CEN, CENELEC, CEPT
- ECOSOC
- Department of Trade and Industry (DTI)
- Confederation of British Industry (CBI)
- European Documentation Centres

## The Information Offices of the Commission

- They represent the Commission and act as a point of contact with national authorities and organisations
- They inform different audiences about the aims of the European Community in general, its institutions and its policies, and about the aims of the Commission in particular
- They communicate Commission views through relations with the national, regional and specialist press, radio and television
- They report regularly to the Commission on developments in the UK relevant to policy making at the European level

The offices are in most European capitals, many important regional cities, and in other parts of the world.

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UK addresses are:

8 Storey's Gate,  
London SW1P 3AT  
Tel: 01 222 8122  
Telex: 23208 EURUK G  
Fax: 01 222 0900

4 Cathedral Road  
Cardiff CH1 9SG  
Tel: 0222 371631  
Telex: 497727 EUROPA G

7 Alva Street  
Edinburgh EH2 4PH  
Tel: 031 225 2058  
Telex: 727420 EUEDIN G

Windsor House  
9/15 Bedford Street  
Belfast  
Tel: 0232 40708  
Telex: 74117 CECBEL G

### **The SME Task Force of the European Commission**

The SME Task Force was established in 1986 to implement the SME Action Programme and is directly responsible to Commissioner Abel Matutes. The role of the Task Force is to develop policies for small and medium-sized businesses and to identify and resolve any practical problems they might encounter in the application of

Community policies and access to Community funds and programmes. The Task Force is responsible for the development of the European Information Centres, the Business Co-operation Network and EURO/INFO Bulletin.

'EC Measures to Help', published by the Task Force, is an indispensable guide to the opportunities that exist for businesses in the European Community.

The Task Force is located at:

80 rue d'Arlon 1040 Brussels  
Tel: 02/236 16 76  
Telefax: 236.12.41  
Telex: 61.655 BURAP B  
Postal address:  
200 rue de la Loi  
1049 Brussels

### **The Business Co-operation Network**

The Business Co-operation Network (BC NET) is a computerised system involving 250 business consultants located in all member states. It permits the rapid identification of potential partner firms in other member states or regions, in response to specific offers of co-operation, thus opening up new markets to SMEs.

Within two years, more than 100 co-operation agreements between firms (commercial and technological agreements, joint ventures and licences) have been concluded.

For further information contact SME Task Force.

### **European Business Information Centres**

The creation of a new channel for direct and permanent communication between what goes on at Community level and the world of enterprise and entrepreneurs is the aim of the pilot operation for Centres of European Business Information launched by the SME Task Force.

Established in co-operation with existing organisations which already advise firms, each centre has a specially trained staff which provides SMEs with information on all aspects of Community affairs likely to interest local business. The centres keep SMEs abreast of opportunities for Community research and development support, regional aids, training etc. They will be an intermediary between the businessmen of the region on the one hand and the European Commission on the other.

Addresses of European Business Information Centres in the UK:

Scottish Development Agency  
Euro Info Centre  
25 Bothwell Street  
Glasgow G2 6NR  
Tel: 041 221 0999

Birmingham Chamber of Industry and Commerce  
PO Box 360, 75 Harborne Road  
Birmingham B15 3DH  
Tel: 021 454 6171

Northern Development Company  
Bank House  
Carloli Square  
Newcastle-upon-Tyne  
Tel: 091 261 0026

Department of Employment, Small Firms and  
Tourism Division Limited  
Ebury Bridge House  
Ebury Bridge Road  
London SW1W 8QD  
Tel: 01 730 5874

For further details contact SME Task Force.

### **Directorates-General III, IV, VI, VII, XI, XV and XXI of the Commission**

The European Commission is divided into 25 Directorates-General (DGs) and other services, each of which is sub-divided into a number of directorates with responsibilities for a specific area of Commission policy. Many of the DGs are of relevance to business. Some key ones are:

#### **DG III**

— responsible for the *internal market and industrial affairs*.

It is divided into directorates responsible for:

- Industrial economy, services industry, non-member countries, raw materials
- Internal market and industrial affairs
- Approximation of laws, freedom of establishment and freedom to provide services

- Steel
- Public procurement

#### **DG IV**

—responsible for *competition policy*.

It is divided into directorates in charge of:

- General competition and co-ordination
- Restrictive practices, abuse of dominant positions and other distortions to competition
- State aids

#### **DG VI**

—responsible for *agriculture*.

- Its directorate B-II is in charge of quality and health aspects

#### **DG VII**

—responsible for *transport*.

It is divided into directorates in charge of:

- Maritime transport; transport economics; tourism; legislation
- Inland transport; market analysis; transport safety; research and technology
- Air transport; transport infrastructure; social and ecological aspects of transport

#### **DG XI**

—responsible for *environment, consumer protection and nuclear safety*.

It is divided into directorates in charge of:

- Nuclear safety, waste management, prevention and control of pollution

- protection of water and the air, and conservation
- protection and promotion of consumer interests

#### **DG XV**

—responsible for *financial institutions and company law*.

It is divided into:

- Financial institutions: banks, insurance and stock exchanges
- Company law, company and capital movements, taxation

#### **DG XXI**

—responsible for *the customs union and indirect taxation*.

It is divided into directorates in charge of:

- External tariff questions
- Customs union legislation
- Indirect taxation including elimination of fiscal frontiers

They can be contacted at:

Commission of the European Communities  
Rue de la Loi 200  
1040 Brussels  
Tel: 010.322.235.11.11  
Telex: 21877 COMEU B



## **The European Parliament**

The European Parliament has a legislative role in respect of most Community legislation on the internal market. Parliament can delay, amend or reject legislation although amendment or rejection can be over-ruled by the Council of Ministers acting unanimously.

The Parliamentary committees principally concerned with the achievement of the internal market are:

- Economic and Monetary Affairs and Industrial Policy
- Legal Affairs and Citizens Rights
- Transport
- Social Affairs and Employment
- The Environment, Public Health and Consumer Protection

Information on the MEPs involved in this committee work can be obtained from:

European Parliament Information Centre  
2 Queen Anne's Gate  
London SW1H 9AA  
Tel: 01 222 0411

## **European Committee for Standardisation (CEN)**

Its aims are to promote standardisation at the European level with a view to facilitating the exchange of goods and services by eliminating obstacles caused by technical requirements, to develop technical, scientific and economic procedures necessary to give effect to

standardisation activities, by harmonizing national standards of members, and implementation of international standards.

## **European Committee for Electrotechnical Standardisation (CENELEC)**

Its aims are to ensure uniform implementation of international standards in fields of electrical technology, telecommunications and information technology at national level by the member countries in order to promote European trade and to prevent trade barriers.

## **Conference of European Postal and Telecommunications Administrations (CEPT)**

Its aims are to establish closer relations between member Administrations and to harmonise and improve their administrative and technical services.

The three above organisations can be contacted at:

Rue Bréderode, 2  
1000 Brussels - Bte 5, B  
Tel: (322) 519 68 11  
Telex: 26257  
Fax: (322) 519 68 19

## **British Standards Institution (BSI)**

BSI is the recognised authority in the UK for preparing national standards which are in use in all industries and technologies, in trade and in the

home. BSI has developed a wide range of commercial services related to standards in order to help British industry and to ensure customer satisfaction.

2, Park Street  
London W1A 2BS  
Tel: 01 629 9000  
Telex: 266933 BSILON G  
Fax: 01 629 106

**The European Investment Bank (EIB) — The EC's Bank for Long-term Finance**

Established by the EC Treaty in 1958, the EIB is the European Community's bank for financing capital investment promoting the balanced development of the Community.

The EIB can finance up to half the gross investment cost of a project or group of schemes, with loans normally beginning at about £1.5 million — no absolute maximum.

Total lending by the EIB in 1987 came to 7.84 billion ECUs, of which nearly 400 million ECUs went to projects outside the EC as part of the Community's development aid under specific financial co-operation or association agreements.

Further information can be obtained from:

UK Liaison Office  
Guy Baird  
68 Pall Mall  
London SW1Y 5ES  
Tel: 01 839 3351

EIB Headquarters  
100 Boulevard Konrad Adenauer  
L-2950 Luxembourg  
Tel: 352 4379-1

**ECOSOC**

— the Economic and Social Committee of the European Community. It is an advisory body consisting of representatives of employers, trade unions and consumer groupings. The Economic and Social Committee is required to express its opinion formally on a range of issues put before it by the European Commission. It publishes reports regularly and is a sounding board for the Commission and the Council of Ministers, in view of the broad spectrum covered jointly by the corporate experience of its members.

2, rue Ravenstein  
B-1000 Brussels  
Tel: 010 322 512 3920  
010 322 513 9595

**The Department of Trade and Industry (DTI)**

The DTI is the main department in the British Government handling commercial and industrial issues. It is responsible for trade and industrially related matters both domestically in the UK and the rest of the world. Recently, a unit has been created in the DTI concerned with the provision of information for British industry and commerce during the years leading up to 1992.

1 Victoria Street  
London SW1H 0ET  
Tel: 01 215 7877  
1992 Hotline Tel: 01 200 1992

### **Chambers of Commerce**

These represent commercial interests in their areas, and provide a wide range of services to local businesses. Firms can gain information and advice about European internal market issues and export services from them.

For further information, please contact:

The Association of British Chambers of Commerce  
Sovereign House  
212a Shaftesbury Avenue  
London WC2H 8EW  
Tel: 01 240 5831  
Telex: 265871  
Facsimile Tel: 01 379 6331

### **The Confederation of British Industry (CBI)**

The CBI is a body representing a wide range of industries. It has long experience and expertise in coordinating and representing British industry's views and enjoys a close working relationship with the government.

It lobbies actively at national and Community level, has a well established office in Brussels and is an influential member of UNICE, the European Federation. A comprehensive briefing pack on the major internal market issues is available.

London:  
Centre Point  
103 New Oxford Street  
London WC1A 1DU  
Tel: 01 379 7400  
Telex: 21332  
Facsimile Tel: 01 240 1578

Brussels:  
40 rue Joseph II  
Bte 14  
Brussels B 1040  
Tel: (010 322) 231 0456

### **European Documentation Centres**

European Documentation Centres — EC  
Depository Libraries — DEP  
European Reference Centres — ERC

If you cannot come to the Commission Offices and are unable to consult by telephone or mail, you can obtain assistance at one of the 45 EDCs set up in various parts of the UK. European Documentation Centres are housed in university libraries and public libraries. The status of EDCs is conferred subject to certain rules laid down by the EC in Brussels. The centres play a positive role in stimulating the development of the study of European affairs in the academic institutions they serve and, in an increasing number, supply a specialist information service to the local community.

**European Documentation  
Centres in the UK:**

The Library  
University of Aberdeen  
Meston Walk  
Aberdeen AB9 2UB  
Tel: 0224 40241

Library  
Wye College  
Wye  
Ashford  
Kent TN25 5AH  
Tel: 0233 812401 x242

University Library  
University of Bath  
Claverton Down  
Bath BA2 7AY  
Tel: 0225 826826 x559

The Library  
Government Publications Dept  
Queens University  
Belfast BT7 1LS  
Tel: 0232 245133

William Kendrick Library  
Birmingham Polytechnic  
Birmingham B42 2SU  
Tel: 021 356 6911

Main Library  
University of Birmingham  
PO Box 363  
Birmingham B15 2TT  
Tel: 021 414 3344 x58

J B Priestley Library  
University of Bradford  
Richmond Rd  
Bradford BD7 1DP  
Tel: 0274 733466

The Library  
University of Sussex  
Brighton BN1 9QL  
Tel: 0273 678159

Law Library  
University of Bristol  
Queens Rd  
Bristol BS8 1RJ  
Tel: 0272 24161

The Library  
University of Cambridge  
West Rd  
Cambridge CB3 9DR  
Tel: 0223 61441

Arts and Social Studies Library  
University College  
PO Box 430, Cardiff CF1 3XT  
Tel: 0222 874262

The Library  
University of Essex  
PO Box 24  
Colchester CO4 3UA  
Tel: 0206 862286

The Library  
New University of Ulster  
Coleraine BT52 1SA  
Tel: 0265 4141

The Library  
Lanchester Polytechnic  
Priory St  
Coventry CV1 5FB  
Tel: 0203 24166

University of Dundee  
Perth Rd  
Dundee DD1 4HN  
Tel: 0382 23181 x4101

Official Publications Section  
University Library  
Stockton Rd  
Durham DH1 3LY  
Tel: 091 374 3041

Centre of European Government  
Studies  
University of Edinburgh  
Old College  
South Bridge

Edinburgh EH8 9LY  
Tel: 031 667 1011

Centre for European Legal  
Studies  
Exeter University (Law Faculty)  
Amory Building  
Rennes Drive  
Exeter EX4 4RJ  
Tel: 0392 77911

The University Library  
University of Glasgow  
Hillhead St  
Glasgow G12 8QE  
Tel: 041 339 8855 x67

George Edwards Library  
University of Surrey  
Guildford GU2 5XH  
Tel: 0483 571281

Brynmor Jones Library  
University of Hull  
Cottingham Rd  
Hull HU6 7RX  
Tel: 0482 46311

The Library  
University of Keele  
Keele  
Staffs  
Tel: 0782 621111 x300

Library Building  
University of Kent  
Canterbury  
Kent CT2 7NU  
Tel: 0227 66822

University of Lancaster Library  
Lancaster LA1 4YX  
Tel: 0254 62501

The Library  
Leeds Polytechnic  
Calverley St  
Leeds LS1 3HE  
Tel: 0532 462925

University of Leeds  
20 Lyddon Terrace  
Leeds LS7 9JT  
Tel: 0532 31751

University Library  
University of Leicester  
University Rd  
Leicester LE1 7RH  
Tel: 0533 522044

Liverpool and District Science  
and Industry Research Council  
Central Libraries  
William Brown St  
Liverpool L3 8EW  
Tel: 051 207 2147

EC Unit Room 61  
Polytechnic of Central London  
309 Regent St  
London W1R 8AL  
Tel: 01 580 2020

The Library  
Queen Mary College  
Mile End Rd  
London E1 4NS  
Tel: 01 980 4811

The Library  
Polytechnic of North London  
Prince of Wales Rd  
London NW5  
Tel: 01 359 0941

Reference Division  
Department of Printed Books  
Overseas Section  
British Library  
Gt Russell St  
London WC1B 3DB  
Tel: 01 323 7602

The Library  
RIIA  
10 St James Sq  
London SW1Y 4LE  
Tel: 01 930 2233

European Depository Library  
Central Reference Library  
City of Westminster Library  
St Martins St  
London WC2 7HP  
Tel: 01 798 2035

British Library of Political and  
Economic Science  
The Library  
10 Portugal St  
London WC2A 2HD  
Tel: 01 405 7686

The Library  
Loughborough University of  
Technology  
Loughborough LE11 3TU  
Tel: 0509 222344

John Rylands Library  
University of Manchester  
Oxford Rd  
Manchester M13 9PP  
Tel: 061 273 3333

The Library  
Newcastle Polytechnic  
Ellison Place  
Newcastle-upon-Tyne NE1 8ST  
Tel: 091 232 6002 x4136

The Library  
University of East Anglia  
University Plain  
Norwich NR4 7TJ  
Tel: 0603 56161 x2412

The Library  
University of Nottingham  
Nottingham NG7 2RD  
Tel: 0602 506101 x374

Bodleian Library  
University of Oxford  
Oxford OX1 3BG  
Tel: 0865 277201

Frewen Library  
Portsmouth Polytechnic  
Cambridge Rd  
Portsmouth PO1 2ST  
Tel: 0705 827681 x401

The Library  
University of Reading  
Whiteknights  
PO box 223  
Reading RG6 2AH  
Tel: 0734 874331 x131

The Library  
University of Salford  
Salford M5 4WT  
Tel: 061 736 5843

The Library  
Sheffield City Polytechnic  
Pond St  
Sheffield S1 1WB  
Tel: 0742 20911 x2494

Faculty of Law  
University of Southampton  
Southampton SO9 5NH  
Tel: 0703 559122

The Library  
University of Warwick  
Coventry CV4 7A

British Library  
Document Supply Centre  
Boston Spa  
Wetherby  
LS23 7BQ  
Tel: 0937 546045  
Telex: 557381 BLDSC G

Robert Scott Library  
Polytechnic of Wolverhampton  
St Peters Sq  
Wolverhampton WV1 1RH

The Commission of the European Communities  
8 Storey's Gate  
London SW1P 3AT  
Tel: 01 222 8122  
Telex: 2308 EURUKG

