## Economics Working Paper 61

## Survey on Commercial and Economic Collaboration Between Companies in the EEC and Former Eastern Bloc Countries

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## Abstract

This study provides the results of a survey that was carried out to companies of Eastern Europe which requested some kind of commercial collaboration from Western companies in 1990, 1991, 1992 and 1993.

The companies that answered are from the following countries: Poland, the Czech Republic, the Slovak Republic, Hungary, the ex-USSR, Rumania and Bulgaria. The ex-GDR and the countries of what was formerly Yugoslavia were excluded because of their special circumstances.

The study analyses the characteristics, sectors, and type of collaboration sought by companies in Eastern Europe. It also attempts to evaluate the obtained responses on the side of the Spanish and EEC companies, together with their relative success or failure compared with U.S. or Japanese companies.

Other aspects analyzed are:

- The main problems which cropped up in establishing collaboration or a trading relationship.
  - How satisfactory the experience proved.
- Advantages and risks encountered by Eastern companies in a bigger development of relations.
- Eastern companies appraisal of their strong and weak points in their competitive position compared with that of EEC companies.

#### INTRODUCTION

During the 80s a generalized economical crisis came about in the East European countries with falls in the rate of growth of the net material product and with stagnation in their international trades, in contrast to the dynamism of worlwide's business<sup>1</sup>.

The business that is held by the EEC-12 with the East European countries represents a small part of its foreign trade: a 3% for exportation, 3,3% for importation in 1990, as we can see in table 1. With the aggravating circumstance that it had a considerable and uninterrupted falling tendency during the period from 1983 to 1990. This decrease is mainly caused by the evolution of commerce in the USSR, while the other countries keep their participation in a joint, though with remarkable increases like the cases of Yugoslavia and Poland. The graphics 1 and 2 show separately the evolution of imports and exports.

During this period, if we observe the evolution of trade by the 10 tariff groupings used by the OCDE, as it is shown in table 2, we can see that the complement in business between the two blocs has grown. The structure of exports and imports becomes similar and it comes to a diversified commerce structure. The East European countries have turned into a more diversified supplier and customer of the EEC, leaving out the USSR, that still depends, in a high degree, on the energetic row materials.

The political change that took place in these countries since 1989 had important economical consequences. Among them the dissolution of the COMECON, that meant the breaking of the traditional framework of commercial relations for the East European countries. And, at the same time, the opportunity for enterprises of these countries to open themselves to the setting up of economical relations with firms of Western countries, specially with their nearest environment: the EEC.

As a result of this, the commercial relations of this countries between themselves have decreased in a drastic way since 1989, while the relative weight of the commercial relations with Western Europe and in particular with the European Community countries has increased. Nevertheless, the economic difficulties this countries are going through, and specially their enterprises, don't make easier the development of such relations. As a matter of fact, during the years 89, 90 and 91 there have been considerable backward movements in the foreign trade of this countries, contrasting with increases in the commerce with Western Europe during 1989 and 1990, and a stagnation in 1991. The figures with the Economic European Community have a distortioned appearence because of the commercial effect of the GDR<sup>2</sup>.

In order to study the problems of the firms of East European

 $<sup>^{\</sup>rm I}.$  See the article of Antonia Calvo. La integración económica europea: COMECON vs. CEE. Boletín ICE nº 2222 26 febrero a 4 de marzo de 1.990.

<sup>&</sup>lt;sup>2</sup>. GATT. El comercio internacional 1991-1992. Estadísticas. Ginebra, 1993. Pages 18 to 21.

countries to establish commercial relations and cooperation treatings with enterprises of the EEC a questionaire was made up.

## CHARACTERISTICS OF THE BISE POPULATION

We think it is interesting to show some aspects of the population that was used as base for the sending of inquiries.

For this study it was thought to examine the BISE references corresponding to the years 90,91,92 until the 15 of March 1993, date in which the mentioned examination of the date-base began. BISE is a data-base where are recorded firms from abroad requesting to trade or to cooperate with Spanish firms.

The total number of registrations or references corresponding to the countries and the included years in the study are 892 (see table 3).

By countries, Czechoslovakia and Hungary predominate over the others. On the other side the number of registrations of Bulgaria and the ex-USSR are very low.

The main part of the requests are demands of economic cooperation, though we can find big differences between countries. While in Czechoslovakia, Bulgaria and the ex-USSR predominate just commercial demands, in Hungary, Poland and Rumania it's just the opposite.

From the great number of requests of cooperation that are made by enterprises from Hungary and Rumania, the most are capital solicitudes made by the own governments or by governmental institutions of these countries.

We have to underline the dynamism of the czechoslovakian enterprises as it is expressed in the high number of commerce requests.

More than the half of the commerce requests are made by commercial enterprises (table 4). This fact shows the proliferation of such firms in the East European countries, in part because there is a high constituent of basic products like foodstuff and textiles.

Among the commercial demands, almost all of them are importation demands. Only a few registrations ask for the establishment of countertrade (barter), though they have a more outstanding weight in the ex-USSR.

In the products classification we have made up, the most outstanding weight belongs to other manufactured foods, machinery and transport elements, and foodstuff and textil goods.

If we analyze the products classification by countries, we have to point out the great extent of machinery and transport elements in Bulgaria.

In the ex-USSR, the main part of commercial transactions requests are made by commercial firms to import basic products: mainly foodstuff and textiles. These proportions are very different to those which belong to the commercial statistics between these two countries and Spain.

It is interesting to observe, in table 5, the types of commercial cooperation that are demanded by such enterprises. The requests that have to do with investment and capital are predominant. The joint-ventures and bigger requests in the sense of cooperation and collaboration occupy another outstanding place depending on the countries. It is interesting to point out the requests of Poland claiming for technical assistance.

#### METHODOLOGY AND SAMPLE

Since the last days of May until the middle of July of 1993 a questionnaire was sent to about 650 enterprises which were registered in the date-base BISE. The reason because the questionaire was not sent to all 892 enterprises was that many of them belong to requests that were accomplished through official organizations (ministries, privatization agencies, town councils, commercial offices, employers associations, regional associations, etc.), where the data of the enterprises that had to answer to the inquiry didn't appear. For this reason there were sent letters to the mentioned organisms with the request to send back the data of those enterprises or to send to the firms the inquiries.

The surveys recived until 13 September were 57. Those which arrived later were excluded from the study because of time reasons.

The answers arrived with a different success by countries (see table 6). This might be due to the high number of requests that were made through official organizations, that answered scarcely. The number of answers in Hungary, Rumania and Bulgaria was very low. The ex-USSR and also Bulgaria had not much references in the data-base. It is important to underline that Rumania and Bulgaria were the last countries that received the inquiries. So we have to admit that the analysis by countries is more risky.

to admit that the analysis by countries is more risky.

The questionaire consisted in 15 questions which data were introduced and processed in SPSS. These questions refered to business and cooperation treatings of enterprises of the sample with Spain and with the European Economic Community. Due to the forum and audience to which is dedicated this study, this analysis is carried out mainly for the EEC and not for Spain.

It is important to emphasize that because of the plurality of countries that make up the EEC, the questions with regard to the EEC refere the most developed countries in it (we call them EEC1): Federal Republic of Germany (FRG), France, United Kingdom, Italy, Holland, Belgium, Danmark and Luxemburg. The not so developed countries (Ireland, Portugal and Greece) have another denomination (EEC2) and they are just mentioned in a few questions. Spain is always refered in an individual way.

Because of space reasons, we will continue commenting just the main results of the study.

## DATA ANALYSIS AND RESULTS

As it can be seen in the tables 7, the enterprises of the sample, althoug they correspond to a Spanish data-base, made requests to effect commercial transactions and cooperation treatings, in the first place with the EEC1 and in the second place with their traditional and nearest environment of the EEUR. Spain is in the third place in the aim of these enterprises, while the USA and Japan are situated far away.

We have to point out that there are more enterprises that answer telling that they have asked for transactions than firms seeking for cooperation requests. This fact doesn't fit the dates of the population to which the inquiry was addressed, and where the cooperation requests predominate.

In any way, it is important to underline the presence of a

considerable number of requests to all the blocs and countries studied in the inquiry.

At the same time, generally these firms got also offers and answers to their requests, even though less for cooperation and more for commercial exchange (see tables 8).

The tables number 9 show that the most success was achieved by enterprises of the EEC1 and by the own EEUR.

The firms of the USA also obtained a percentage of commercial succes over the 50%, althoung this percentage was lower than the countries we mentioned before.

The tables also register the complexity and difficulty to obtain results in cooperation agreements in all the countries.

One of the elements that could explain the commercial success might be the level of information. As a matter of fact, in the answers displayed in table 10, the 70% of the firms of the EEUR just manifest that they are informed about cooperation or commerce opportunities with the EEC1, even more than the EEUR themselves, that immediately follows with a percentage of 52%. On the opposite we can find Spain and mainly Japan.

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The following table 11 shows the different problems that the enterprises of EEUR find for the establishment of commercial relations and cooperation treatings.

For the firms of the EEUR, in the imports from the EEC1, the price is the main problem. Other problems that appear are the uncertainty, the capital, the bureaucracy and duties. Other aspects like packaging, language, quality or distribution are not so important. It is surprising, but the scarcity of foreign currency doesn't seem to mean a big problem for the enterprises of the EEUR, even though there probably is a confusion between scarcity of currency and capital.

The main problem with exports is also, and this fact is astonishing, the price. Other problems are the quality of the products, the promotion and the bureaucratic problems.

It also draws our attention to the fact that there are less problems to establish cooperation agreements than to establish commercial relations, although the cooperation agreements got less success than the commercial relations. The problems that stand out are capital and price. Even though in a lower degree, in comparison to the exports and the imports, two new problems appear here: language and others (basically problems of information, that were not standardized as a closed answer).

It is important to add that in the problems referring to Spain, the main element that appears is language; as well as quality, that is considered much less important for the exports of the EEUR.

The table 12 try to show, through categorical variables, the satisfaction level of the firms of the EEUR once they achieved to stablish commercial relations and cooperation agreements with the EEUR. Here there are shown the results for the EEC. As we can see, the level satisfaction is good. The  $\chi^2$  test lets us to know that the observed differences of the satisfaction between the commerce and the cooperation are not significant.

A priori the enterprises of the EEUR give a good evaluation to the Western products, mainly, and in this order, the products of the USA, the EEC1 and Japan, in which in most of the answers the mark is the highest: "very good". Because of space reasons we don't show the expressed answers in a table.

The  $\chi^2$  test tells us that the differences we find here between, are really significant.

Nevertheless, in the EEC1, the comparison with the previous question, as well as the crossed table with those that have had success in establishing the commercial relation, reveals that this score is perhaps a kind of stereotipe. Because the firms that successed attempting to trade show a lower evaluation.

On the other side, the firms that obtained success attempting to trade with Spain, show a higer evaluation of Spanish products than those that didn't obtain success, closed to the evaluation of the products of the EEC1. With regard to the firms of the EEUR themselves, there is also an improvement in those that got success attempting to trade.

The majority of the inquired firms that answered think that the establishment of trade relations and cooperation agreements with the EEC1 and with Spain would suppose more benefits than disadventages. Again, the  $\chi^2$  test shows that the observed differences are not significant. These responses are not showed in the tables.

The advantages that EEUR firms of the sample expect to find, are mainly the opportunities to accede to new markets. Far away follow the access to new technologies, the improvement of management, the possibility of modernizing the firm, as well as to increase the sales. All these aspects are quoted by more than the half of the sample. The improvement of services and the costs reduction are in the last place.

It is interesting to notice with the tables 13 and 14 that there is a high number of appreciated advantages in relation to dangers. As dangers stand out decreased sales and lost of the best employees of the firm. It is surprising, but the answers don't show an important risk of possibilty of firm's collapse.

As we had seen, there come out more opportunities and advantages, than risks and disadvantages.

Among the best ways to compete with firms of the EEC we have to detach the cooperation treatings with Western companies (see table 15). Nevertheless, there is not much faith in the simple resort of importing machinery and row materials from the West, and there is less faith in the cooperation agreements with firms of the own country. Other possibilities reach answers from about the half of the sample or more.

If we consider the firms that have succeeded establishing cooperation treatings and those who failed, the answers don't vary in a significant way. We have to say that those enterprises that didn't get cooperation agreements concede more importance to their own effort in technology. We also have to underline that commercial and service enterprises attribute more importance than the productive firms do, to the improvements in marketing and distribution on one side, and to the improvements in finance and administration on the other.

The questions 14 and 15 try to evaluate, with the help of categorical variables, the competitiveness that is estimated by the firms of the sample, confronted with the companies of the EEC

and of Spain in relation to some kinds of factors. These variables score from 1 to 5, meaning, from the point of view of the EEUR firms, "a large competitive advantage" and "I could not compete" respectively.

The results, as they are shown by the tables 16 and 17, can be resumed as follows:

#### In the East European markets:

- If we count out the price, the distribution and the knowledge of the market, where the competitive advantage belongs to the East European firms, the companies of the EEC present a competitive benefit in all the features. As a matter of fact, in quality, packaging, brand image, technology, promotion, administration and finance management skills, and finally in financial resources, the great part of the answers say that the firms of the EEC have a competitive advantage in relation to those from the EEUR.
- The most important competitive advantage for the EEC companies are, according to the answers, the financial resources.
- A 63% answers that they have more competitive benefit in knowledge of the market and in the price. Nevertheless, there is still a 20% that answers that they are in disadvantage in the knowledge of their own market.
- There is not an evident pronounciation in the distribution.
- The Spanish firms present the same competitive benefits as those of the EEC, but with a lower intensity. And also the same disadvantages with a higher intensity. This is appreciated unanimously by the firms of the sample, as it is shown by the typical deflections.

## In the EEC and Spanish markets:

- In this case, the competitive advantage also belongs to the EEC companies in all the factors, excluding the price. This last feature grants a kind of advantage to the EEUR.
- In all the features there is an appreciation of bigger disadvantage than in the East European markets. The 70% or even more from those that answer think that they are in a competitive disadvantage in all what means: technology, promotion, price, distribution, knowledge of the market, administration and financial management skills, as well as financial resources.
- There is more unanimity in this appreciation due to the fact that the dispersions are low.
- Similar observations are applicable to Spanish enterprises, though the competitive disadvantages are pointed out with lower intensity.

If we consider the companies by the sector they belong to, we can see that in the most part of the features the commercial and services firms show a bigger competitive disadvantage.

These firms are in disadvantage facing productive companies in aspects like packaging and brand image. On the other hand the productive firms show a bigger competitive benefit in prices.

By countries, the ex-USSR and Bulgaria only provide a few answers so that they could be taken into account. If we consider the other countries, bearing in mind the scarcity of answers, Rumania shows in its answers the biggest competitive disadvantage in all the features, apart from the price. Hoewever, the

enterprises from the Czechoslovakian Republic have the capacity to compete in the same conditions in almost all the aspects, mainly in their own country.

A cluster analysis of these questions reveals clearly two different groups, showed by tables 18 and 19.

About 80% of these firms are included in cluster 1, with competitive disadventages in all of the items, except in price<sup>3</sup>. However, only few of them belong to cluster 2 -the competitive group in almost all of the items- whose characteristics are mainly: succes in its attempt to trade, secondary industry, and Czech companies.

#### CONCLUSIONS

During the last years the exports and imports between the EEUR and the EEC, if we exclude the ex-USSR of the EEUR, the tendency is clearly of an augmentation, not only of the imports but also of the exports. Nowadays, the good perspectives that appeared with the political changes in these countries are shaded because of the generalized crisis that affects them, principally the USSR.

In the last years we have to set off the preocupation of the East European companies in establishing commercial relations as well as collaboration agreements with Spanish and Common Market firms.

From the analysis of the answers we obtained from the inquiry that was realized to the firms of the EEUR, we have to point out the success that was held with the Common Market companies, not only establishing commercial relations but also collaboration agreements, though in a lower degree. On the other hand the the firms of other countries did not have much success.

In most of the cases the level of information that was supplied by the institutions to the companies of the EEUR was insufficient.

Among the problems that appeared at the moment of the establishment of relations or cooperation, we must underline principally the one of the price in every case. Joined to this problem we must add those of the capital for the cooperation agreements, of the quality and promotion of products for the exports from the EEUR, and the uncertainty when they try to import. In the Spanish case appears the problem of the language as an important differential element.

The level of satisfaction of the East European companies is in most of the cases favourable, referring to the commercial relations and the collaboration agreements, in relation to the EEC as well as in relation to Spain.

A higher development of business and cooperation treatings is considered as advantageous by the majority of the firms of the sample.

As a result of this, the advantages are mentioned with more frequency than the disadvantages. Among the first ones there is the chance to accede to new markets, whereas among the second

 $<sup>^{3}</sup>$  also except in distribution and knowledge of the market, when copeting in EEUR markets.

ones there is the danger of sales decreases.

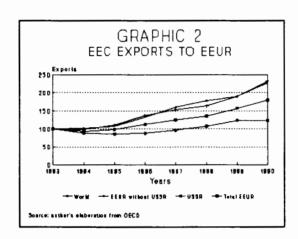
In order to face the competence represented by companies of the EEC we must point out the importance of cooperation agreements with Western firms.

For the enterprises of the EEUR, the only competitive advantage in relation to the Common Market companies, in order to compete in the EEC, lies in the prices. This advantage is extended to price, knowledge of the market and distribution in order to compete with the Western firms in the own EEUR.

TABLE 1. TRADE BETWEEN THE EEC AND THE EEUR BY COUNTRIES

	EXPORT	s			•		IMPORTS		
	AS % O	F EEUR	AS % OF	WORLD	• AS	% OF EEUR	AS % OF	WORLD	••••
COUNTRIES	1983	1990	1983	1990	•	1983	1990	1983	1990
WORLD			100,0%	100,0%	•			100,0%	100,09
YUGOSLAVIA	18,0%	26,3%	0,7%	0,8%	•	10,9%	20,7%	0,5%	0,7%
BULGARIA	4,5%	2,8%	0,2%	0,1%	•	1,8%	1,6%	0,1%	0,1%
CZECHOSLOVAKIA	5,8%	8,1%	0,2%	0,2%	•	5,9%	7,2%	0,3%	0,2%
GDR	3,3%	2,9%	0,1%	0,1%	•	4,7%	3,1%	0,2%	0,1%
HUNGARY	7,8%	8,9%	0,3%	0,3%	•	5,2%	8,1%	0,2%	0,3%
POLAND	8,2%	13,7%	0,3%	0,4%	•	7,7%	14,1%	0,4%	0,5%
ROMANIA	3,6%	3,8%	0,1%	0,1%	•	5,9%	4,2%	0,3%	0,1%
EEUR WITHOUT USS	R 51,2%	66,4%	1,9%	2,0%	•	42,1%	59,0%	2,0%	2,0%
USSR	48,8%	33,6%	1,9%	1,0%	•	57,9%	41,0%	2,7%	1,4%
TOTAL EEUR	100.0%	100.0%	3.8%	3.0%	•	100.0%	100.0%	4.7%	3.3%

Source: author's elaboration from OECD



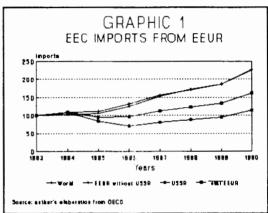


TABLE 2. EVOLUTION OF EEC EXPORTS AND IMPORTS BY COMMODITY GROUPS

			EXPORTS				*			IMP	ORTS		
	TOTAL C	EE-12	EEUR WIT	HOUT USS	R USS	SR	*	TOTAL C	EE-12	EEUR WI	THOUT US	SR USSR	
C. GROU	% JPS 83	% 90	% 83	% 90	% 83	% 90	*	% 83	% 90	% 83	% 90	% 83	% 90
0 1 2 3 4 5 6 7 8	9,0% 1,6% 3,0% 9,4% 0,5% 12,2% 19,1% 32,6% 10,9% 1,7%	8,2% 1,7% 2,7% 3,7% 0,4% 12,2% 18,5% 38,4% 12,9% 1,2%	7,3% 0,7% 5,0% 2,1% 0,5% 21,6% 22,7% 31,0% 6,9% 2,1%	7,2% 1,3% 3,4% 1,2% 0,4% 14,6% 21,8% 36,9% 11,8% 1,4%	14,0% 0,6% 2,1% 0,9% 0,8% 9,2% 31,7% 35,1% 4,2% 1,4%	11,3% 0,3% 1,1% 0,8% 0,3% 14,3% 14,8% 45,5% 9,2% 2,3%	* * * * * * * * *	10,3x 1,1% 6,9% 22,4% 0,6x 8,8% 15,6x 23,3x 9,7% 1,1%	8,8% 1,1% 5,3% 8,9% 0,4% 10,1% 17,9% 33,1% 12,8% 1,6%	11,3% 0,7% 7,7% 20,1% 0,3% 7,7% 20,0% 12,1% 19,1% 1,0%	11,3% 0,6% 6,8% 6,2% 0,2% 8,7% 24,8% 16,0% 24,5% 0,9%	0,5% 0,1% 5,9% 84,2% 0,1% 2,8% 4,2% 1,5% 0,2% 0,4%	1,2% 0,2% 9,6% 62,8% 0,0% 4,1% 11,7% 3,4% 0,9% 6,1%
TOTAL	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	*	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Sorce: author's elaboration from OECD

TABLE 3. NUMBER OF BISE ITEMS RECORDED FROM 1990 TO MARCH 15th 1993 IN SPAIN

COUNTRY	BARTER	TRADE C REQUESTS	OOP. /INV. REQUESTS	TOTAL Requests
CZECHOSLOVAKIA	10	144	88	232
HUNGARY	0	16	234	250
POLAND	5	35	115	150
BULGARIA	1	36	9	45
ROMANIA	0	17	158	175
EX-USSR	6	34	6	40
TOTAL	22	282	610	892

Source: author's elaboration from BISE

TABLE 4. NUMBER OF BISE ITEMS RECORDED FROM 1990 TO MARCH 15th 1993 BY INDUSTRIES IN SPAIN

COUNTRY	AGRICULTURE	COMMERCIAL	SERVICES	PUBLIC WORKS	SECONDARY	NON SPECIFIED	TOTAL
CZECHOSLOVAKIA HUNGARY POLAND BULGARIA ROMANIA EX-USSR	2,2% 5,5% 2,5% 0,0% 2,3% 5,1%	36,8% 8,1% 11,5% 33,3% 3,4% 56,4%	9,5% 10,0% 4,5% 12,5% 1,1% 15,4%	4,3% 2,2% 0,6% 0,0% 8,0% 5,1%	39,0% 68,6% 71,3% 45,8% 81,1% 15,4%	8,2% 5,5% 9,6% 8,3% 4,0% 2,6%	100,0% 100,0% 100,0% 100,0% 100,0% 100,0%
TOTAL	3,3%	18,3%	7,6%	3,6%	60,6%	6,6%	100,0%

Source: author's elaboration from BISE

TABLE 5. SPECIFIC REQUEST FOR COOPERATION IN BISE ITEMS FORM 1990 TO MARCH 15th 1993 IN SPAIN

	CZECHOSL.	HUNGARY	POLAND	BULGARIA	ROMANIA	EX-USSR	TOTAL
PURCHASE TRAINING AND	0,0%	4,5%	0,0%	0,0%	0,0%	0,0%	1,8%
TECHNICAL ASSIST. COPARTNERSHIP	0,0% 4,0%	3,6% 2,1%	31,5% 0,5%	0,0%	6,0% 12,1%	0,0% 6,3%	10,2% 4,2%
CAPITAL/INVEST. COOPERATION	48,5% 31,3%	43,4% 4,2%	35,0% 13,0%	63,6% 0,0%	52,2% 13,7%	6,3% 37,5%	43,5% 12,1%
COMMERCIAL/DISTR.	0,0% 8,1%	3,9% 0,0%	0,5%	0,0%	0,0%	0,0% 6,3%	1,7%
MANAGEMENT JOINT-VENTURE	1,0% 7,1%	4,2% 34,0%	4,5% 14,5%	9,1% 27,3%	0,0% 15,9%	0,0% 43,8%	3,0% 22,4%
TOTAL	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%

Source: author's elaboration from BISE

TABLE 6. COUNTRIES REPRESENTED IN THE SAMPLE

Value Label		Value F	requency	Percent	Valid Percent	Cum Percent
TXEC REPUBLIC		1	16	28.1	28.1	28.1
ESLOVAC REPUBLIC		2	6 9	10.5 15.8	10.5 15.8	38.6 54.4
POLAND		4	13	22.8	22.8	77.2
EX-USSR		5	2	3.5	3.5	80.7
ROMANIA		6	9	15.8	15.8	96.5
BULGARY		7	2	3.5	3.5	100.0
		Total	57	100.0	100.0	
Valid cases	57	Missing cas	ses 0			

TABLE 7.A. REQUESTS FOR TRADE

ASKED FOR TRADE WITH	
YES	
NUMBER	36
PERCENT	69.2%
NO	- 4
NUMBER	16
PERCENT	30.8%
10050 500 70105 111711	
ASKED FOR TRADE WITH	
EEC1	
NUMBER	49
PERCENT	92.5%
FERGERI	72.34
NO I	
NUMBER	4
PERCENT	4 7.5%
ASKED FOR TRADE WITH	
EEC2	
YES	
NUMBER	22
PERCENT	48.9%
NO	27
NUMBER	2 <b>3</b> 51.1%
PERCENT	31.16
ASKED FOR TRADE WITH	
E.E.	
YES	
NUMBER	41
PERCENT	82.0%
NO	
NUMBER	9
PERCENT	18.0%
LOVED FOR TRADE LITER CO.	
ASKED FOR TRADE WITH USA	
YES NUMBER	27
PERCENT	55.1%
FERGERI	JJ. 1%
NO	
NUMBER	22
PERCENT	44.9%
ASKED FOR TRADE WITH	
JAPAN	
YES	40
NUMBER	10 21.7%
PERCENT	21.7%
NO	
NUMBER	36
PERCENT	78.3%
	. 3.3%

TABLE 7.B. REQUESTS FOR COOPERATION

ASKED FOR COOP. WITH SPAIN YES Count Count Percent  ASKED FOR COOP. WITH EEC1 YES Count Count Percent  ASKED FOR COOP. WITH EEC1 YES Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Count Percent  ASKED FOR COOP. WITH USA YES Count Count Percent  ASKED FOR COOP. WITH USA YES Count Count Percent  ASKED FOR COOP. WITH USA YES Count Count Percent  ASKED FOR COOP. WITH USA YES Count Count Percent  ASKED FOR COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  ASKED FRO COOP. WITH JAPAN YES COUNT COUNT ASKED AS		
Count Percent 48.9%  NO Count Percent 51.1%  ASKED FOR COOP. WITH EEC1 YES Count Percent 81.3%  NO Count Percent 981.3%  NO Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 25 Count 25 Count 25 Count 25 Count 25 Count 26 Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count 23 Count 24 Count Percent 60.5%  NO Count 25 Count 27		
Count Percent  NO Count Count Count Percent  ASKED FOR COOP. WITH EEC1 YES Count Count Count Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count	YES	
Count Percent  NO Count Count Count Percent  ASKED FOR COOP. WITH EEC1 YES Count Count Count Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count	Count	22
Count Percent 23 Count Percent 51.1%  ASKED FOR COOP. WITH EEC1 YES Count 9 Count Percent 981.3%  NO Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 25 Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count 23 Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 23 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count 23 Count 24 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 25 Count 25 Count 25 Count 25 Count 25 Count 65.4%  ASKED FOR COOP. WITH USA YES Count 66 Count Percent 66.7%  NO Count 66 Count 66 Count 66 Count 66 Count 77 Count 78 ASKED FOR COOP. WITH 34 AS	Count Percent	
Count Percent 23 Count Percent 51.1%  ASKED FOR COOP. WITH EEC1 YES Count 9 Count Percent 981.3%  NO Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 25 Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count 23 Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 23 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count 23 Count 24 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 25 Count 25 Count 25 Count 25 Count 25 Count 65.4%  ASKED FOR COOP. WITH USA YES Count 66 Count Percent 66.7%  NO Count 66 Count 66 Count 66 Count 66 Count 77 Count 78 ASKED FOR COOP. WITH 34 AS		
ASKED FOR COOP. WITH EEC1 YES Count Percent  NO Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  NO Count Percent  NO Count Percent  NO Count Percent  ASKED FOR COOP WITH EEC2 YES Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Percent  ASKED FOR COOP WITH E.E. YES Count Percent  NO Count Percent  ASKED FOR COOP. WITH USA YES Count Percent  ASKED FOR COOP. WITH USA YES Count Percent  ASKED FOR COOP. WITH USA YES Count Percent  ASKED FOR COOP. WITH JAPAN YES Count Percent  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent  6 6 7 NO Count Percent  10 7 17 17 17 17 18 18 18 18 18 18 18 18 18 18 18 18 18		
ASKED FOR COOP. WITH EEC1 YES Count Percent 81.3%  NO Count Percent 9 Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 25 Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count 23 Count Percent 60.5%  NO Count 15 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 23 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 25 Count 26 Count Percent 43.6%  NO Count 26 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 60.7%  NO Count 6 Count 6 Count 6 Count 7 Count 7 Count 6 Count 6 Count 6 Count 7 Count 7 Count 7 Count 7 Count 7 Count 8 Count 6 Count 6 Count 7 Count 7 Count 8 Count 6 Count 7 Count 8 Count 6 Count 8 Count 7 Count 8 Count 6 Count 8 Count 7 Count 8 Coun		
EEC1 YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Co	Count Percent	51.1%
EEC1 YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Co	ASKED EUD LUUD MITH	
YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  NO Count		
Count Percent 81.3%  NO Count Count Percent 9 Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Count Percent 60.5%  NO Count Count 9 Count 15 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 23 Count 23 Count 23 Count 24 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 9 Count 9 Count 16 Count 9 Count 17 Count 9 Count 17 C		
NO Count Percent  ASKED FOR COOP. WITH EEC2 YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Coun	Count	39
Count Percent 9 Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 34.2%  NO Count Percent 34.2%  ASKED FOR COOP WITH E.E. YES Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Percent 39.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 23 Count 23 Count 24 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count 25 Count 25 Count 65.4%  ASKED FRO COOP. WITH JAPAN YES Count 66 Count Percent 16.7%  NO Count 90 Count 16.7%	Count Percent	81.3%
Count Percent 9 Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count 25 Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count Percent 43.6%  NO Count 22 Count Percent 43.6%  NO Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 66 Count Percent 16.7%  NO Count Percent 16.7%		
Count Percent 18.8%  ASKED FOR COOP. WITH EEC2 YES Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30	1	
ASKED FOR COOP. WITH EEC2 YES Count		,
SEC2   YES	Count Percent	18.8%
SEC2   YES   Count   Count   Percent   34.2%	ACKED FOR COOR	
YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Count Percent  NO Count Count Count Count Count Percent  ASKED FOR COOP. WITH USA YES Count Coun		
Count Count Percent 34.2%  NO Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 43.6%  NO Count Percent 43.6%  NO Count Percent 66.4%  ASKED FOR COOP. WITH JAPAN YES Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count Percent 30 Count 30 Count 30		
Count Percent 34.2%  NO Count Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count Count Percent 60.5%  NO Count Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Co		13
NO Count Count Percent  ASKED FOR COOP WITH E.E. YES Count Count Percent  NO Count Count Count Count Count Count Count Percent  ASKED FOR COOP. WITH USA YES Count ASKED FOR COOP. WITH JAPAN YES Count Coun		34 2%
Count Percent 25 Count Percent 65.8%  ASKED FOR COOP WITH E.E. YES Count 23 Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 616.7%  NO Count 9000 1100 1100 1100 1100 1100 1100 110	Count   Fer certe	34.6%
ASKED FOR COOP WITH E.E. YES Count 23 Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 256.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 66.7%  NO Count 7 Count 8 Count 7 Count 8 Count 8 Count 8 Count 8 Count 9 Count 9 Count 6 Count 9 Count 7	NO	
ASKED FOR COOP WITH E.E. YES Count Count 23 Count Percent 60.5%  NO Count 15 Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 22 Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count 6 Count 6 Count 7 Count 6 Count 7 Count 6 Count 7 Count 7 Count 7 Count 6 Count 7 C	Count	
YES	Count Percent	65.8%
YES Count Count Percent  NO Count Count Percent  ASKED FOR COOP. WITH USA YES Count Count Percent  NO Count	<u>-</u> -	
Count Percent 23 Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count Percent 30		
Count Percent 60.5%  NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 7 Count Percent 43.6%  NO Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 66.7%  NO Count 9 Count 9 Count 66 Count 9 Count 9 Count 67 Count 9 Count 60.5%  NO Count 30.5%		27
NO Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30		
Count Count Percent 15  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count Percent 6 Count Percent 16.7%  NO Count Percent 30	Count Percent	00.5%
Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count 17 Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30	NO	
Count Percent 39.5%  ASKED FOR COOP. WITH USA YES Count Percent 43.6%  NO Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count Percent 6 Count Percent 16.7%  NO Count 30	Count	15
YES Count Count Percent  NO Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Count Count Count Count Solut Solu	Count Percent	39.5%
YES Count Count Percent  NO Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Count Count Count Count Solut Solu		
Count 17 Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30		
Count Percent 43.6%  NO Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30		
NO Count Count Percent  ASKED FRO COOP. WITH JAPAN YES Count Count Percent  NO Count  30		
Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30	Count Percent	43.6%
Count 22 Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30	NO	
Count Percent 56.4%  ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7%  NO Count 30	1	22
ASKED FRO COOP. WITH JAPAN YES Count 6 Count Percent 16.7% NO Count 30	1	
JAPAN YES Count 6 Count Percent 16.7% NO Count 30		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
YES Count Count Percent  NO Count Count  Tount  Count  Count  Tount  Count  Cou	ASKED FRO COOP. WITH	
Count 6 Count Percent 16.7%  NO Count 30		
NO Count 30	YES	
NO Count 30		6
Count 30	Count Percent	16.7%
Count 30	luo.	
		70
double refeeled		
	quality referent	05.5%

TABLE 8.A. OFFERS/DEMANDS RECEIVED FOR TRADE

(TRADE) OFF/DEM FROM	
YES	
Count	31
Count Percent	66.0%
Count Percent	00.0%
110	
NO	
Count	16 34.0%
Count Percent	34.0%
(TRADE) OFF/DEM FROM	
EEC1	
YES	
Count	50
Count Percent	98.0%
Count Percent	90.0%
l	
NO_	
Count	1
Count Percent	2.0%
(TRADE) OFF/DEM FROM	
EEC2	
YES	
Count	24
	21
Count Percent	51.2%
}	
NO	
Count	20
Count Percent	48.8%
(TRADE) OFF/DEM FROM	
E.E.	
YES	
1	40
Count	
Count Percent	83.3%
l	
NO	
Count	8 16.7%
Count Percent	16.7%
(TRADE) OFF/DEM FROM USA	
YES	
Count	21
Count Percent	52.5%
Count Percent	36.36
luo l	
NO	4.0
Count	19
Count Percent	47.5%
(TRADE) OFF/DEM FROM	
JAPAN	
YES	
Count	7
Count Percent	19.4%
Count Percent	17.46
110	
NO	
Count	29
Count Percent	80.6%

TABLE 8.B. OFFERS/DEM. RECEIVED FOR COOPERATION

(COOP) OFFERS FROM SPAIN YES	
Count	11
Count Percent	28.9%
NO	
Count	27
Count Percent	71.1%
(COOP.) OFF. FROM EEC1	
YES Count	38
Count Percent	79.2%
NO Count	10
Count Percent	20.8%
(COOP) OFFERS FROM EEC2	
YES	
Count	13 36.1%
Count Percent	30.1%
NO	
Count Count Percent	23 63.9%
	03.770
(COOP) OFFERS FROM EEC2	
Count	26
Count Percent	66.7%
NO	
Count	13
Count Percent	33.3%
(COOP) OFFERS FROM USA	
YES	15
Count Percent	40.5%
NO	
Count	22
Count Percent	59.5%
(COOP) OFFERS FROM JAPAN	
YES	
Count Count Percent	1 3.4%
NO Count	28
Count Percent	96.6%

## TABLE 9.A. SUCCESS FOR FIRMS THAT TRIED TO TRADE

#### SUCCESS ATTEMPTING TO TRADE WITH SPAIN

SUCCESS TRAD. WITH SPAIN	
Count	12
Count Percent	36.4%
NO	
Count	20
Count Percent	60.6%
NEGOTIATION	
Count	1
Count Percent	3.0%

## SUCCESS ATTEMPTING TO TRADE WITH THE EEC1

SUCCESS	TRAD. WITH EEC1	
Count	Percent	38 84.4%
NO		_
Count	Percent	15.6%

#### SUCCESS ATTEMPTING TO TRADE WITH EAST EUR.

SUCCESS	TRAD. WITH E.E.	
Count		28
Count	Percent	73.7%
NO		
Count		10
Count	Percent	26.3%

## SUCCESS ATTEMPTING TO TRADE WITH THE USA

SUCCESS	TRAD. WITH USA	
Count		14
Count	Percent	60.9%
NO		
Count		9
Count	Percent	39.1%

## SUCCESS TO TRADE WITH JAPAN

SUCCESS	TRAD. WITH JAPAN	
Count		4
Count	Percent	44.4%
NO		
Count		5
Count	Percent	5 <b>5.6</b> %

## TABLE 9.B. SUCCESS FOR FIRMS THAT TRIED TO COOPERATE

## SUCCESS ATTEMPTING TO COOP. WITH SPAIN

SUCCESS COOP WITH SPAIN	
Count	12
Count Percent	100.0%

#### SUCCESS ATTEMPTING TO COOP. WITH EEC1

SUCCESS COOP. WITH EEC1	
Count	23
Count Percent	67.6%
NO	
Count	11
Count Percent	32.4%

## SUCCESS ATTEMPTING TO COOP. WITH EAST EUR.

YES Count	COOP WITH E.E. Percent	14 63.6%
NO Count Count	Percent	8 36.4%

## SUCCESS ATTEMPTING TO COOP. WITH USA

SUCCESS COOP WITH USA YES Count Count Percent	7 46.7%
NO Count Count Percent	8 53.3%

## SUCCESS ATTEMPTING TO COOP. WITH JAPAN

SUCCESS	COOP. WITH	JAPAN	
Count	Percent		5 100.0%

TABLE 10. INFORMATION ABOUT FOREIGN MARKETS

INFORMATION ABOUT SPAIN YES		
Count Percent   59.3%	YES	
YES		
NO	YES	
YES	NO	16
Count Percent 58.3%  INFORMATION ABOUT E.E. YES 26 Count Percent 52.0%  NO 24 48.0%  INFORMATION ABOUT USA YES 21 Count Percent 42.0%  NO 29 Count Percent 58.0%  INFROMATION ABOUT JAPAN YES 15 Count Percent 31.9%  NO 32	YES	
YES	.,.	
Count Percent	YES	
YES 21 Count Percent 42.0%  NO 29 Count Percent 58.0%  INFROMATION ABOUT JAPAN YES 15 Count Percent 31.9%  NO 32		
Count Percent 58.0%  INFROMATION ABOUT JAPAN YES 15 Count Percent 31.9%  NO 32	YES	
YES 15 Count Percent 31.9%		
	YES	
Count Percent 68.1%	NO Count Percent	32 68.1%

TABLE 11. PROBLEMS ATTEMPTING TO ESTABLISH RELATIONS WITH THE EEC1 FIRMS

			<b></b> -						
	TO EX	KPORT	(1)	TO	MPORT	(2)	TO CO	OOP.	(3)
	COUNT	%	%	COUNT	%	%	COUNT	%	%
LANGUAGE	4	3,4	11,4	2	2,2	6,5	6	8,2	15,4
PRICE	20	16,9	57,1	18	19,8	58,1	12	16,4	30,8
QUALITY	16	13,6	45,7	4	4,4	12,9	3	4,1	7,7
PROMOTION	15	12,7	42,9	5	5,5	16,1	9	12,3	2 <b>3</b> ,1
PACKAGING	6	5,1	17,1		0,0	0,0		0,0	0,0
DISTR./TRANSP.	10	8,5	28,6	4	4,4	12,9	2	2,7	5,1
UNCERTAINTY	13	11,0	37,1	13	14,3	41,9	7	9,6	17,9
CURRENCY	3	2,5	8,6	9	9,9	29,0	4	5,5	10,3
CAPITAL	5	4,2	14,3	11	12,1	35,5	12	16,4	30,8
BUREAUCRACY	14	11,9	40,0	11	12,1	<b>3</b> 5,5	7	9,6	17,9
DUTIES	8	6,8	22,9	11	12,1	35,5	4	5,5	10,3
OTHERS	4	3,4	11,4	3	3,3	9,7	7	9,6	17,9
TOTAL	118	100,0		91	100,0		73	100,0	

<sup>(1) %</sup> over those that tried to export(2) % over those that tried to import(3) % over those that tried to cooperate

TABLE 10. INFORMATION ABOUT FOREIGN MARKETS

INFORMATION ABOUT SPAIN YES Count Percent	22 40.7%
NO Count Percent	32 59.3%
INFORMATION ABOUT EEC1 YES Count Percent	38 70.4%
NO Count Percent	16 29.6%
INFORMATION ABOUT EEC2 YES Count Percent	20 41.7%
NO Count Percent	28 58. <b>3</b> %
INFORMATION ABOUT E.E. YES Count Percent	26 52.0%
NO Count Percent	24 48.0%
INFORMATION ABOUT USA YES Count Percent	21 42.0%
NO Count Percent	29 58.0%
INFROMATION ABOUT JAPAN YES Count Percent	15 31.9%
NO Count Percent	32 68.1%

TABLE 11. PROBLEMS ATTEMPTING TO ESTABLISH RELATIONS WITH THE EEC1 FIRMS

	TO EXPORT		TO EXPORT (1) TO IMPORT		IMPORT	(2) TO COOP.		DOP.	(3)
	COUNT	%	% COUNT	%	*	COUNT	%	%	
LANGUAGE	4	3,4	11,4	2	2,2	6,5	6	8,2	15,4
PRICE	20	16,9	57,1	18	19,8	58,1	12	16,4	30,8
QUALITY	16	13,6	45,7	4	4,4	12,9	3	4,1	7,7
PROMOTION	15	12,7	42,9	5	5,5	16,1	9	12,3	23,1
PACKAGING	6	5,1	17,1		0,0	0,0		0,0	0,0
DISTR./TRANSP.	10	8,5	28,6	4	4.4	12,9	2	2,7	5,1
UNCERTAINTY	13	11,0	37,1	13	14,3	41,9	7	9,6	17,9
CURRENCY	3	2,5	8,6	9	9,9	29,0	4	5,5	10,3
CAPITAL	5	4,2	14,3	11	12,1	35,5	12	16,4	30,8
BUREAUCRACY	14	11,9	40,0	11	12,1	35,5	7	9,6	17,9
DUTIES	8	6,8	22,9	11	12,1	35,5	4	5,5	10,3
OTHERS	4	3,4	11,4	3	3,3	9,7	7	9,6	17,9
TOTAL	118	100,0		91	100,0		73	100,0	

- (1) % over these that tried to export(2) % over those that tried to import(3) % over those that tried to cooperate

TABLE 12. SATIFACTION WITH EEC1 RELATIONS

SATISFIED WITH EEC1 PRODUCTS	
COMPLETELY SATISFIED	
Count	14
Count Percent	33.3%
- Country of Control	33.3%
SOMEWHAT SATISFIED	
Count	24
Count Percent	57.1%
INDIFFERENT	
Count	7.1%
Count Percent	7.1%
SOMEWHAT UNSATISFIED	
Count	1 2.4%
Count Percent	2.4%
SATISFIED WITH EEC1	İ
COLLABORATION	
COMPLETELY SATISFIED	
Count	17.1%
Count Percent	17.1%
SOMEWHAT SATISFIED	
Count	23 65.7%
Count Percent	65.7%
INDIFFERENT	
Count	5.7%
Count Percent	5.7%
SOMEWHAT UNSATISFIED	
Count	4
Count Percent	11.4%

TABLE 13. ADVENTAGES OF TRADE & REL. WITH HEC

REDUCTION OF COSTS AS ADVENTAGE	
YES	
Count	16
IMPROV. OF SERVIC. AS	
ADVENTAGE	
YES Count	13
codife	,,,
ACCESS TO NEW MARKETS AS	
ADVENTAGE YES	
Count	42
ACCES TO NEW TECHNOL. AS	
ADVENTAGE YES	
Count	33
INCREASED SALES AS ADVENTAGE	
YES	
Count	29
MODERNAZING FIRM AS	
ADVENTAGE	
YES	
Count	31
MANAGEMENT SKILLS AS	
ADVENTAGE	
YES	70
Count	32
OTHERS ADVENTAGES	
YES	_
Count	2

TABLE 14. DANGERS OF TRADE & REL. WITH EEC

DANGER OF DECREASED SALES	
YES	
Count	18
DANGER OF FIRM'S	
COLLAPSE	
YES	
Count	10
DANGER OF LOSS BEST EMPLOYEES	
YES	
Count	14
OTHER DANGERS	
YES	
Count	4

TABLE 15. WAYS TO COMPETE WITH EEC1 FIRMS

AGREEM. OF COOP. IN MY C. TO COMPETE YES	
Count	11
AGREEM. OF COOP. WITH WESTERN FIRMS YES	
Count	36
TECHNOL. INVEST. TO COMPETE YES	
Count	28
IMPORTS FROM WEST TO COMPETE YES	
Count	12
NEW PRODUCTS TO COMPETE YES Count	31
REDUCTION COSTS TO COMPETE	
YES Count	30
IMPROV. COM. AND DISTR. TO COMPETE YES	
Count	29
IMPROV. ADM. AND FIN. TO COMPETE	
YES Count	26
OTHERS IMPROV. TO COMPETE	
Count	3

TABLE 16. CAPABILITY TO COMPETE WITH EEC1 FIRMS IN E.E. MARKETS1

Variable	Mean	Std Dev	Minimum M	1aximum	N	Label
P14CE1	3.28	1.17	1	5	54	QUALITY COMPETING EEC1 FIRMS IN MY
P14CE2	3.43	1.14	1	5	49	PACKAG. COMPETING EEC1 FIRMS IN MY
C. P14CE3 C.	3.53	1.36	1	5	51	BRAND IMAGE COMP. EEC1 FIRMS IN MY
P14CE4	3.53	1.32	1	5	51	TECHNOL, COMP. EEC1 FIRMS IN MY C.
P14CE5	3.47	1.27	1	5	51	PROM. COMP. EEC1 FIRMS IN MY C.
P14CE6	2.11	1.18	1	5	54	PRICE COMP. EEC1 FIRMS IN MY C.
P14CE7	2.76	1.19	1	5	50	DISTR. COMP. EEC1 FIRMS IN MY C.
P14CE8	2.11	1.25	1	5	54	KNOWL. OF MARKET COMP. EEC1 FIRMS
P14CE9	3.40	1.21	1	5	52	MANAGEMENT COMP . EEC1 FIRMS IN MY
C.						
P14CE10	3.94	1.39	1	5	49	FIN. RES. COMP. EEC1 FIRMS IN MY C.
P14CE11	Variable	is missing f	or every cas	se.		OTHERS COMP. EEC1 FIRMS IN MY C.

## TABLE 17. CAPABILITY TO COMPETE WITH EEC1 FIRMS IN EEC1 MARKETS'

Variable	Mean	Std Dev	Minimum	Maximum	N	Label
P15CE1	3.58	1.07	1	5	52	QUAL. COMP. EEC1 FIRMS IN EEC
P15CE2	3.69	1.01	1	5	51	PACKAG. COMP. EEC1 FIRMS IN EEC
P15CE3	3.96	1.23	1	5	50	BRAND IM. COMP. EEC1 FIRMS IN EEC
P15CE4	3.88	1.15	1	5	50	TECHNOL. COMP. EEC1 FIRMS IN EEC
P15CE5	3.98	1.12	1	5	48	PROM. COMP. EEC1 FIRMS IN EEC
P15CE6	2.10	1.24	1	5	52	PRICE COMP. EEC1 FIRMS IN EEC
P15CE7	3.92	1.01	1	5	48	DISTR. COMP. EEC1 FIRMS IN EEC
P15CE8	3.92	1.12	1	5	50	KNOWL. OF MARK. COMP. EEC1 FIRMS IN
EEC						
P15CE9	3.88	.94	1	5	48	MANAG. COMP. EEC1 FIRMS IN EEC
P15CE10	4.29	1.11	1	5	48	FIN. RES. COMP. EEC1 FIRMS IN EEC
P15CE11	Variable	is missing 1	or every ca	se.		OTHERS COMP. EEC1 FIRMS IN EEC

<sup>1</sup> Answers score from 1 to 5 according to the following categories:

<sup>1.</sup> I would have a large and sustainable competitive advantage.

<sup>2.</sup> I would have a competitive advantage, but that could be neutralized in a short time.

<sup>3.</sup> I could compete on an equal footing.4. I would be at a competitive disadvantage, but could easily recuperate in a short time.
5. I could not compete.

TABLE 18. CLUSTER ANALYSIS: CAPABILITY TO COMPETE WITH EEC1 FIRMS IN E.E. MARKETS'

	CLI	CLUS2		
	1	2		
QUALITY COMPETING WITH EEC1 FIRMS IN MY C. Mean Standard Deviation	4 1	2 1		
PACKAG. COMPETING EEC1 FIRMS IN MY C. Mean Standard Deviation	4	2		
BRAND IMAGE COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	4	2		
TECHNOL. COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	4	1 1		
PROM. COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	4	2		
PRICE COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	2 1	2		
DISTR. COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	3 1	2		
KNOWL. OF MARKET COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	3 1	1 0		
MANAGEMENT COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	4	2 1		
FIN. RES. COMP. EEC1 FIRMS IN MY C. Mean Standard Deviation	5 1	2 1		

<sup>1</sup> Answers score from 1 to 5 as in tables 16 and 17.

TABLE 19. CLUSTER ANALYSIS CAPABILITY TO COMPETE WITH EEC1 FIRMS IN EEC1 MARKETS1

	CLUS2		
	1	2	
QUAL. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	3 1	
PACKAG. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	3 1	
BRAND IM. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	2 1	
TECHNOL. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	3 1	
PROM. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	2 1	
PRICE COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	2	<b>3</b>	
DISTR. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	2 1	
KNOWL. OF MARK. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	2 1	
MANAG. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	4	3 1	
FIN. RES. COMP. EEC1 FIRMS IN EEC Mean Standard Deviation	5 1	2	

<sup>1</sup> Answers score from 1 to 5 as in tables 16 and 17.

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