

Phosphate Rock

B2B Purchasing World Summary



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The **PDF Express** report is an extract of the main database and provides a number of limited datasets for each of the countries covered. For users needing more information, detailed data on Phosphate Rock is available in several Editions and Database versions. Users can order (at a discount) any other Editions, or the full Database version, as required from the After-Sales Service or from any Dealer.

This research provides Market data for **Phosphate rock products**.

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Market Consumption

Phosphate Rock

Reference: BP1028_L

This **PDF Express** report has 802 pages. Updated monthly.

Years covered: Historic data for the past 7 years, and Forecast data for the next 7 years.

Cost: \$950

Delivery: 24 hours as a downloaded PDF file, or shipped as a DVD-ROM.

Market Data in US\$

This report covers the following Markets:-

Market data is given in US\$ for each Country, by each Product listed below, by each Year: Historic data for the past 7 years, and Forecast data for the next 7 years.

PHOSPHATE ROCK

1. Phosphate rock products
2. Fuels (liquified pet. gas, coke, wood, etc.) (00960018) (for NAICS 212392)
3. General Supplies (00970098) (for NAICS 212392)
4. Undistributed - minerals, purchased machinery, parts, attachments & supplies (00973000) (for NAICS 212392)
5. Undistributed fuels (00974000) (for NAICS 212392)
6. Gas (natural, manufactured & mixed) used as a fuel (21111015) (for NAICS 212392)
7. Coal (bituminous, subbituminous, lignite & anthracite) as a fuel (21211003) (for NAICS 212392)
8. Crude minerals received for preparation (21239003) (for NAICS 212392)
9. Crude minerals mined & prepared (21239005) (for NAICS 212392)
10. Gasoline used as a fuel (32411015) (for NAICS 212392)
11. Distillate (light) grade numbers 1, 2, 4 & light diesel used as fuel (32411017) (for NAICS 212392)
12. Residual (heavy) grade numbers 5 & 6 & heavy diesel used as fuel (32411019) (for NAICS 212392)
13. Industrial chemicals (chemical reagents, calcium chloride, etc.) (32500073) (for NAICS 212392)
14. Explosive materials, ammonium nitrate & blasting accessories (32592001) (for NAICS 212392)
15. Steel shapes & forms, not castings & forgings (33120059) (for NAICS 212392)
16. Machinery installed, mobile loading, transportation & equipment (33300007) (for NAICS 212392)
17. Parts for mining, mineral preparation, construction & conveying machinery & equip (33300009) (for NAICS 212392)
18. Raw & Feedstock Materials, n.e.c.
19. Finished Materials, n.e.c.
20. All other Input Materials & Components, n.e.c.
21. Buildings & Fittings
22. Plant & Equipment
23. Vehicles & Equipment
24. Data Processing, Software & Office Equipment
25. Miscellaneous Capital Purchases
26. New Technology Purchases
27. Process Technology Purchases
28. Research & Development Purchases
29. Fuel Purchases
30. Energy Purchases
31. Sub-Contracted Work Purchased
32. After-Sales Services Purchased
33. Technical Process Services Purchased
34. Technical Product Services Purchased
35. Legal & Public Relations Services Purchased
36. Leasing of Buildings
37. Rental & Leasing of Equipment
38. Financial Services Purchased
39. Building Maintenance & Services Purchased
40. Equipment Maintenance & Services Purchased

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42. Telecommunications & Data Services
43. Travel, Hotel & Subsistence Purchased
44. Office Supplies, Mailing,
45. Advertising Services & Media Purchases
46. Advertising Materials Purchases
47. Point of Sales Materials Purchases
48. Promotional Materials & Services Purchases
49. Sales Materials & Promotional Print
50. Contracted Logistics Services
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52. Contracted Warehouse & Storage Services
53. Warehouse & Storage Purchases
54. Contracted Product Handling Services
55. Product Handling Services Purchased
56. Contracted Process Services
57. Product Process Service Purchases

NAICS / SIC coded reports and databases

This is a Market database which is designed to be compatible with U.S. government databases.

For NAICS / SIC coded reports and databases, the report structures are an analogue of U.S. Department of Commerce / U.S. Census databases, but in a worldwide context.

For a full explanation of the NAICS coding system see: <http://www.census.gov/eos/www/naics/>

These Products, Services & Revenue Lines codes and definitions are determined by the U.S. Government agencies.

PDF Express Description

Phosphate Rock Report

The Phosphate Rock PDF Express Report gives data on each of the Products & Markets listed by 2 Time series: 7 years Historic data and 7 years Forecast data.

Each of the 58 Products & Markets are quantified in US\$, by each year (7 historic & 7 forecast years).

Financial data is provided for Phosphate Rock, by each year (7 historic & 7 forecast years), including complete aggregated Financials, Balance Sheets and Financial Margins and Ratios, by country.

A range of Industry Data is provided for Phosphate Rock, by country, by year. The Industry Data is based on 178 Companies and Entities which Supply or Distribute Phosphate Rock.

This Phosphate Rock Report is a PDF Express Edition. 802 pages. Updated monthly.

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| 467. | Tanzania Market Forecast : US\$ Million | 522. | Venezuela Market Forecast : US\$ Million |
| 468. | Tanzania Financials Historic | 523. | Venezuela Financials Historic |
| 469. | Tanzania Financials Forecast | 524. | Venezuela Financials Forecast |
| 470. | Tanzania Industry Norms | 525. | Venezuela Industry Norms |
| 471. | Thailand Market Historic : US\$ Million | 526. | Vietnam Market Historic : US\$ Million |
| 472. | Thailand Market Forecast : US\$ Million | 527. | Vietnam Market Forecast : US\$ Million |
| 473. | Thailand Financials Historic | 528. | Vietnam Financials Historic |
| 474. | Thailand Financials Forecast | 529. | Vietnam Financials Forecast |
| 475. | Thailand Industry Norms | 530. | Vietnam Industry Norms |
| 476. | Tunisia Market Historic : US\$ Million | 531. | Zambia Market Historic : US\$ Million |
| 477. | Tunisia Market Forecast : US\$ Million | 532. | Zambia Market Forecast : US\$ Million |
| 478. | Tunisia Financials Historic | 533. | Zambia Financials Historic |
| 479. | Tunisia Financials Forecast | 534. | Zambia Financials Forecast |
| 480. | Tunisia Industry Norms | 535. | Zambia Industry Norms |
| 481. | Turkey Market Historic : US\$ Million | | |
| 482. | Turkey Market Forecast : US\$ Million | | |
| 483. | Turkey Financials Historic | | |
| 484. | Turkey Financials Forecast | | |
| 485. | Turkey Industry Norms | | |

Countries Covered

| | | |
|----------------------|-------------|----------------------|
| Algeria | Greece | Peru |
| Argentina | Guyana | Philippines |
| Australia | Honduras | Poland |
| Austria | Hong Kong | Portugal |
| Azerbaijan | Hungary | Romania |
| Bahrain | Iceland | Russia |
| Bangladesh | India | Saudi Arabia |
| Belarus | Indonesia | Serbia & Montenegro |
| Belgium | Iran | Singapore |
| Bolivia | Ireland | Slovakia |
| Bosnia & Herzegovina | Israel | Slovenia |
| Botswana | Italy | South Africa |
| Brazil | Jamaica | South Korea |
| Bulgaria | Japan | Spain |
| Cambodia | Kazakhstan | Sri Lanka |
| Canada | Kenya | Suriname |
| Chile | Kuwait | Sweden |
| Colombia | Kyrgyzstan | Switzerland |
| Costa Rica | Laos | Taiwan |
| Croatia | Latvia | Tanzania |
| Cuba | Lebanon | Thailand |
| Cyprus | Lithuania | The Netherlands |
| Czech Republic | Luxembourg | Tunisia |
| Denmark | Malawi | Turkey |
| Ecuador | Malaysia | Uganda |
| Egypt | Mexico | Ukraine |
| El Salvador | Morocco | United Arab Emirates |
| Estonia | New Zealand | United Kingdom |
| Finland | Nicaragua | United States |
| France | Nigeria | Uruguay |
| French Guiana | Norway | Uzbekistan |
| Georgia | Pakistan | Venezuela |
| Germany | Panama | Vietnam |
| Ghana | Paraguay | Zambia |

Data Caveat

The report databases are designed to give a common definition, unit of measure and quantification of markets in over 200 countries. The reports rely on data collection at various levels of the product flow; this effectively means, the producer, the distribution channels and the end user or consumers. This data is then correlated with any national and international statistical data produced by official agencies. Unfortunately, product flow data gathering in some countries is difficult, and furthermore the official statistical data is both inaccurate and sparse. In such circumstances, in some countries, we have to flag a Data Caveat as a warning. What this means is that in some countries the data is not sufficiently verifiable for statistical purposes and in those cases the data may not be presented.

Market Notes & Definitions

ALL BUYING/PURCHASING DATA FIGURES ARE IN REAL TERMS : US\$

REAL TERMS are figures excluding the effects of inflation, thus the Forecasts and figures given can be readily converted into units or volume. This is done by applying the average prices for the base year and dividing the figures by this price for all years. Thus it is possible to easily ascertain both historic and forecasted product volume.

A "most recent published accounts" base is used because most company accounts are historic and thus clients will be able to compare the figures given in this report with their own company figures without the need for conversion or the need for inflators or multiplying factors.

AVERAGE SALES PRICES ARE NOT APPROPRIATE OR APPLICABLE TO THIS DATABASE

The effect of using Real Terms figures is that the forecasted figures will be depressed, as they do not include inflation, and figures from former years (i.e. before the Base Year) will be increased.

The Current or Base Year is at the convergent point as is the Current cost. This Current Cost usually increases because of the effects of inflation. The Real Terms figures do not include the effects of inflation and thus only increases or decreases if the actual product volume or units increase or decrease. In this way it is possible to evaluate the market and other figures more realistically.

The figures and the Trend figures represent an overall median probability trend line that is plotted to give the most probable course amongst the annual forecast scatter. Thus, the figures do not reflect year-on-year depressions and peaks in absolute terms, but instead represents a year-on-year modified trend line. The various SCENARIOS provided in the database reflect the differential forecasts specific to the factors being forecast.

The U.S. government uses the term Constant dollars (or "real" dollars) and this is defined thus: Output values converted to a base price level, calculated by dividing current (or actual) dollars by a deflator. Use of constant dollars eliminates the effects of price changes between the year of measurement and the base year and allows calculation of real changes in output.

HISTORIC & FORECAST DATA TRANSITION PERIODS

The HISTORIC DATA covers the last 7 years to the current year, and the MEDIAN FORECAST DATA series covers the next 7 years. There is always a transition period; which is in fact during the last two quarters, i.e. whilst the historic data is being collated. In addition the data given for the next two quarters is considered an estimate rather than a forecast. Thus the 12 month period around the database output date is an estimate.

THE MARKET ENVIRONMENT

There are four basic issues to investigate when considering the market environment:

- 1. Market Growth
- 2. Market Structure
- 3. Market/s Serviced
- 4. Customer & End User Factors

1. MARKET GROWTH (both short-term and medium term) is fully analysed in these sections.

2. THE MARKET STRUCTURE is critical for profitability.

3. MARKET SERVICED denotes the function between the products & services offered by companies and the particular market sector the marketing effort reaches. In addition, there is the MARKET AVAILABILITY which represents the 'real market' available to any particular company or supplier.

TOTAL AVAILABLE MARKET



Thus the Market Area Serviced is the sector of the market for which companies are offering a suitable product or service and Available Markets the sector of the market reached by a company's marketing effort. The areas marked as the overlap in the Market Area Serviced, i.e. the market sector for which companies are offering suitable product/s or services and which may theoretically be reached by a company's marketing activities, but of which part is controlled by either other Purchasers or Suppliers. The Market Availability is the total market perceived by the total Purchaser universe; however the Available Markets the market which is actually available to individual Suppliers.

The Market Area Serviced is the true market in terms of product/s and services, however parts of this market may be difficult or impossible to attain due to the control exerted by either the controlling Purchasers or Suppliers.

HISTORIC DATA & TIME SERIES

Last 7 Years to Current Year

This standard HISTORIC format is the most popular time series demanded by readers. Many readers feel that it is more important to know what is likely to happen in the recent past rather than what has transpired in the long-term past. The HISTORIC DATA in the database covers the years from 1997 to the Current Year.

FORECAST DATA & TIME SERIES : MEDIAN MARKET FORECAST

From the Current Year to the next 7 Years

The MEDIAN FORECAST DATA covers the next 7 years. This standard FORECAST format is the most popular format demanded by readers.

We can of course provide readers with other data on long-range forecast data and this is done as part of the After-Sales Service.

1. ALL FIGURES IN THIS SECTION ARE IN REAL TERMS: Current Year BASE

REAL TERMS are prices excluding the effects of inflation, thus the Market figure given can be readily converted into units or volume. This is done by applying the average sales prices for the Current Year and dividing the Market figures by this price for all years. Thus it is possible to easily ascertain previous and forecasted product volume.

A base year is used because company accounts are historic and thus readers will be able to compare the figures given in this volume with their own figures without the need for conversion or the need for inflators or multiplying factors.

The effect of using Real Terms figures is that the forecasted figures will be depressed, as they do not include inflation, and figures from former years will be increased.

2. The Market figures and the Trend figures represent an overall median probability trend line which is plotted to give the most probable course amongst the annual market forecast scatter. Thus the figures do not reflect year-on-year depressions and peaks in absolute terms, but instead represents a year-on-year modified trend line.

3. All analyses are based on correlations of the results of the Surveys of Suppliers, Distribution and Customers. Thus, for example, an analysis of Market Sectors will gain data firstly from the End User Surveys and secondly confirmations and correlations will be gained from the Surveys of Suppliers / Distributors. This in the opinion of the publishers is a very accurate method and is far superior than, for example, that which is used in the compilation of the majority of published governmental statistics.

4. All figures given in this volume refer only to the product/s covered and not to any other product or systems which may be connected or associated with the products covered.

5. The TREND figures given in the Industry section of this volume refers to the average year-on-year change in the period specified.

6. The YEAR-ON-YEAR TREND figures given in this volume refer to the average year-on-year change in the period specified

The AVERAGE GROWTH TRENDS figures refer to the long term trends over the period.

Thus the actual Trend is given by a year-on-year figure and the long-term Trends are given as a Real Terms Forecast.

DATABASE LONG-RANGE DATA & TIME SERIES

From 1972 until the Next 28 Years

The database contains a LONG-RANGE HISTORIC time series which covers the years from 1972. This is the standard long range HISTORIC format. We provide readers with this time series (on request) to enable long range regressional analysis for forecasting models which require an extended time period analysis.

The database contains a LONG-RANGE FORECAST time series which covers a period for the next 28 years. This is the standard long range forecast format and is usually used for planning production plant / capital projects, macro-economic trends and demographics data.

We can of course provide readers with other data on long-range historic and forecast data and this is done as part of the After-Sales Service.

EXCHANGE RATES + PURCHASING POWER PARITY

The report database and forecasting models do not use current market or bank exchange rates as these can be deceptive. The rates used are those of the base year in addition to a number of real value factors which reflect the actual or forecasted value of the product in each of the national markets over the period 1974 to 2028. A simple conversion of local currency into U.S. Dollars or any other national currency cannot be used to adequately represent products or services.

The report database and forecasting models are attempting to show the relative values of products or markets free from any extraneous effects of currency movements or government fiscal policy which arbitrarily alter currency exchange rates. Thus the currency calculations and data in the database are indicating relative unit values or the relative cost of the product or service in the national market.

We do not indicate the Currency Conversion Rate that you can use with any calculations and readers will have to apply their own discretion in this respect. Beware however, such calculations involving currency conversions can be artificial and do not reflect real values of either products or markets.

The diagram shows the problem of relating Product or Market Values or Costs in Real Terms (+), the National Currency Value in Real Terms (i.e. excluding the effects of Inflation) and the Value of another currency (the Converted Currency, given as \$) in relation to the National Currency.

PRODUCT PARITY

The basis of the data provided is to allow users to produce business plans and forecasting models across national and statistically diverse boundaries. Thus it is necessary to adopt a standard product definition which can be then applied across national borders. The product definition chosen is the U.S. government's NAICS product codes (and the previous SIC product codes where relevant). The problem is to apply these product definitions across the national boundaries. The U.S. government stubbornly clings to the imperial system of measurement and this further complicates the matter.

The use of PRODUCT PARITY is intended to allow trans-national business planning and forecasting (however readers can request data based on national product definitions), and in general terms Product Parity means that equivalent products are compared even where the exact technical specification, or quantification, of the product is not the same. Thus a 12oz liquid container as defined in the (Imperial measuring system) NAICS product codes is quantitatively equivalent to 35.5ml, however for the purposes of Product Parity it will be the equivalent of a 33ml liquid container in countries with a Metric measuring system. Similarly in non-Metric markets a 16oz or 1lb Imperial measure, whilst actually equivalent to 454g, will equate to a 450g product in Metric measure markets.

For many products this 'Product Parity' will be based on the 'Purchasing Parity unit costs' -v- 'product performance', rather than 'unit cost' -v- 'technical specifications'. This is because national markets impose different technical specifications on products which essentially fulfil the same customer requirement, and thus these products have a Product Parity which can be used for uniform, cross border, business planning and forecasting.

Financial Notes & Definitions

HISTORIC & FORECAST FINANCIAL DATA TRANSITION PERIODS

The HISTORIC DATA covers the last 7 years, and the FORECAST DATA series covers the next 7 years. There is always a transition period; which is in fact during the last two quarters, i.e. whilst the historic data is being collated. In addition the data given for the next two quarters is considered an estimate rather than a forecast. Thus the 12 month period around the output date is an estimate.

For the various Financial Scenarios it must be assumed that the Scenario factor or strategy being considered will not exert an impact on the forecast immediately and will not become evident for some time after its inception. Whilst the forecasting models used operates on a monthly time scale and does also take account of other temporal factors (for example seasonality of demand, industry accounting periods, stock taking scheduling, et al) it would be too pedantic to express the transition year in greater detail. Therefore in the forecast data a straight line plot is produced between the BASE year, through the transition period to the first full forecast year.

The data in this section derives data from 178 worldwide companies and organisations (Suppliers and Distribution Channel members).

ALL FINANCIAL DATA FIGURES ARE IN REAL TERMS

FINANCIAL BALANCE SHEETS

| Row | TITLE | LEGEND |
|-----|--|---------|
| | TOTAL SALES | |
| 1 | The TOTAL SALES figures given are synchronized with the Median Market Forecast and not to the individual Market Scenario Forecasts. This ensures that one can use a standardized market measure to compare the Financial data and not have the additional complication of interpreting the financial data in relation to the market scenarios. | |
| 2 | DOMESTIC SALES | % Sales |
| 3 | EXPORTS | % Sales |
| 4 | PRE-TAX PROFIT | % Sales |
| 5 | INTEREST PAID | % Sales |
| 6 | NON-TRADING INCOME | % Sales |
| 7 | OPERATING PROFIT | % Sales |
| 8 | DEPRECIATION: STRUCTURES | % Sales |
| 9 | DEPRECIATION: PLANT AND EQUIPMENT | % Sales |
| 10 | DEPRECIATION: MISCELLANEOUS ITEMS | % Sales |
| 11 | TOTAL DEPRECIATION | % Sales |
| 12 | TRADING PROFIT | % Sales |
| 13 | INTANGIBLE ASSETS | % Sales |
| 14 | INTERMEDIATE ASSETS | % Sales |
| 15 | FIXED ASSETS: STRUCTURES | % Sales |
| 16 | FIXED ASSETS: PLANT AND EQUIPMENT | % Sales |
| 17 | FIXED ASSETS: MISCELLANEOUS ITEMS | % Sales |
| 18 | FIXED ASSETS | % Sales |
| 19 | CAPITAL EXPENDITURE ON STRUCTURES | % Sales |
| 20 | CAPITAL EXPENDITURE ON PLANT AND EQUIPMENT | % Sales |
| 21 | CAPITAL EXPENDITURE ON VEHICLES | % Sales |
| 22 | CAPITAL EXPENDITURE ON DATA PROCESSING EQUIPMENT | % Sales |
| 23 | CAPITAL EXPENDITURE ON MISCELLANEOUS ITEMS | % Sales |
| 24 | TOTAL CAPITAL EXPENDITURE | % Sales |
| 25 | RETIREMENTS: STRUCTURES | % Sales |
| 26 | RETIREMENTS: PLANT AND EQUIPMENT | % Sales |
| 27 | RETIREMENTS: MISCELLANEOUS ITEMS | % Sales |
| 28 | TOTAL RETIREMENTS | % Sales |
| 29 | TOTAL FIXED ASSETS | % Sales |

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| Row | TITLE | LEGEND |
|-----|---|-------------|
| 30 | FINISHED PRODUCT STOCKS | % Sales |
| 31 | WORK IN PROGRESS AS STOCKS | % Sales |
| 32 | MATERIALS AS STOCKS | % Sales |
| 33 | TOTAL STOCKS & INVENTORY | % Sales |
| 34 | DEBTORS | % Sales |
| 35 | MISCELLANEOUS CURRENT ASSETS | % Sales |
| 36 | TOTAL CURRENT ASSETS | % Sales |
| 37 | TOTAL ASSETS | % Sales |
| 38 | CREDITORS | % Sales |
| 39 | SHORT TERM LOANS | % Sales |
| 40 | MISCELLANEOUS CURRENT LIABILITIES | % Sales |
| 41 | TOTAL CURRENT LIABILITIES | % Sales |
| 42 | NET ASSETS / CAPITAL EMPLOYED | % Sales |
| 43 | SHAREHOLDERS FUNDS | % Sales |
| 44 | LONG TERM LOANS | % Sales |
| 45 | MISCELLANEOUS LONG TERM LIABILITIES | % Sales |
| 46 | WORKERS | persons |
| 47 | HOURS WORKED | Hours |
| 48 | WORK IN 1ST QUARTER | % of Annual |
| 49 | WORK IN 2ND QUARTER | % of Annual |
| 50 | WORK IN 3RD QUARTER | % of Annual |
| 51 | WORK IN 4TH QUARTER | % of Annual |
| 52 | TOTAL EMPLOYEES | persons |
| 53 | RAW MATERIALS COST | % Sales |
| 54 | FINISHED MATERIALS COST | % Sales |
| 55 | FUEL COST | % Sales |
| 56 | ELECTRICITY COST | % Sales |
| 57 | TOTAL INPUT SUPPLIES / MATERIALS AND ENERGY COSTS | % Sales |
| 58 | PAYROLL COSTS | % Sales |
| 59 | WAGES | % Sales |
| 60 | DIRECTORS' REMUNERATIONS | % Sales |
| 61 | EMPLOYEE BENEFITS | % Sales |
| 62 | COMMISSIONS & INCENTIVES PAID | % Sales |
| 63 | TOTAL REMUNERATIONS | % Sales |
| 64 | SUB CONTRACTORS | % Sales |
| 65 | RENTAL & LEASING: STRUCTURES | % Sales |
| 66 | RENTAL & LEASING: PLANT AND EQUIPMENT | % Sales |
| 67 | TOTAL RENTAL & LEASING COSTS | % Sales |
| 68 | MAINTENANCE: STRUCTURES | % Sales |
| 69 | MAINTENANCE: PLANT AND EQUIPMENT | % Sales |
| 70 | TOTAL MAINTENANCE COSTS | % Sales |
| 71 | SERVICES PURCHASED | % Sales |
| 72 | COMMUNICATIONS COSTS | % Sales |
| 73 | MISCELLANEOUS EXPENSES | % Sales |
| 74 | SALES PERSONNEL VARIABLE & COMMISSION COSTS | % Sales |
| 75 | SALES EXPENSES AND COSTS | % Sales |
| 76 | SALES MATERIALS COSTS | % Sales |
| 77 | TOTAL SALES COSTS | % Sales |
| 78 | DISTRIBUTION FIXED COSTS | % Sales |
| 79 | DISTRIBUTION VARIABLE COSTS | % Sales |
| 80 | WAREHOUSING FIXED COSTS | % Sales |
| 81 | WAREHOUSING VARIABLE COSTS | % Sales |

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| Row | TITLE | LEGEND |
|-----|--|---------|
| 82 | PHYSICAL HANDLING FIXED COSTS | % Sales |
| 83 | PHYSICAL HANDLING VARIABLE COSTS | % Sales |
| 84 | PHYSICAL PROCESS FIXED COSTS | % Sales |
| 85 | PHYSICAL PROCESS VARIABLE COSTS | % Sales |
| 86 | TOTAL DISTRIBUTION AND HANDLING COSTS | % Sales |
| 87 | MAILING & CORRESPONDENCE COSTS | % Sales |
| 88 | MEDIA ADVERTISING COSTS | % Sales |
| 89 | ADVERTISING MATERIALS & PRINT COSTS | % Sales |
| 90 | POS & DISPLAY COSTS | % Sales |
| 91 | EXHIBITION & EVENTS COSTS | % Sales |
| 92 | TOTAL ADVERTISING COSTS | % Sales |
| 93 | PRODUCT RETURNS & REJECTION COSTS | % Sales |
| 94 | PRODUCT INSTALLATION & RE-INSTALLATION COSTS | % Sales |
| 95 | PRODUCT BREAKDOWN & POST INSTALLATION COSTS | % Sales |
| 96 | PRODUCT SYSTEMS & CONFIGURATION COSTS | % Sales |
| 97 | PRODUCT SERVICE & MAINTENANCE COSTS | % Sales |
| 98 | CUSTOMER PROBLEMS & CUSTOMER COMPLAINT COSTS | % Sales |
| 99 | TOTAL AFTER-SALES COSTS | % Sales |
| 100 | TOTAL MARKETING COSTS | % Sales |
| 101 | NEW TECHNOLOGY EXPENDITURE | % Sales |
| 102 | NEW PRODUCTION TECHNOLOGY EXPENDITURE | % Sales |
| 103 | TOTAL RESEARCH AND DEVELOPMENT EXPENDITURE | % Sales |
| 104 | TOTAL OPERATIONAL & PROCESS COSTS | % Sales |
| 105 | DEBTORS WITHIN AGREED TERMS | % Sales |
| 106 | DEBTORS OUTSIDE AGREED TERMS | % Sales |
| 107 | UN-RECOVERABLE DEBTS | % Sales |

COMPANY FINANCIAL DATA DEFINITIONS

| Data given on: | Definition: |
|---|--|
| % OF CUSTOMERS = 50% Revenue | The best estimate of the percentage of immediate customers accounting for 50% of the sales of the business. |
| % SHARE OF 4 LARGEST FIRMS | The combined market shares of the four leading firms in the industry, expressed as a percentage. |
| ACTUAL RETURN ON INVESTMENT | The actual, pre-tax net income expressed as a percentage of investment for the business, used to adjust the future estimates of ROI. |
| ASSET UTILIZATION | Sales as a ratio of total sales. |
| AVERAGE REMUNERATION | Total employee remuneration divided by the number of employees. |
| BORROWING RATIO | Total debt as a ratio of net worth. |
| CAPACITY UTILIZATION | The average % percentage of standard capacity utilized during the year. Standard capacity is the sales value of the maximum output the business can sustain with: a) facilities normally in operation and b) current constraints (e.g. technology, work rules, labour practices, etc.) |
| CAPITAL EMPLOYED | The sum of long term liabilities. It represents the counterpart of the net assets employed by the firm. |
| CREDIT PERIOD | Debtors over sales times 365 days. |
| CREDITORS RATIO | Creditors over sales times 365 days. |
| CREDITORS | Trade creditors and bills payable within one year. |
| CURRENT RATIO | Current assets as a ratio of current liabilities. |
| DEBT GEARING RATIO | Long term loans as a ratio of net worth. |
| DEBTORS | Trade debtors and trade bills receivable due within one year. |
| DEPRECIATION | Includes amounts written off tangible fixed assets, including leased assets. |
| DIRECTORS REMUNERATION | Includes all payments made to directors including pension fund contributions, ex-gratia payments and payments to directors' family. |
| DISCOUNT CASH FLOW YIELD RATE | The internal rate of return after tax earned in this business when this strategy is executed. It is the time discount rate at which discounted cash flow plus residual is equal to initial investment. |
| DISCOUNTED CASH FLOW | The cash generated over ten years from net income, less the cash absorbed by increases in the net investment in the business. The annual cash flows are discounted to a present value, using the time discount rate. |
| DISCOUNTED NET INCOME (10 YEARS) | From pre-tax net income in each year is deducted a capital charge on the increase in investment since the base period to reflect the cost of these funds. The time discount rate is then applied to obtain the present value of the income stream for the 10 year period. |
| DOMESTIC REVENUES | Wherever applicable, domestic Revenues represent the proportion of total turnover generated locally less exports produced by the same companies. |
| EMPLOYEES UNIONIZED | The percentage of total employees of the business who are unionized. |
| EQUITY GEARING | Shareholders' funds as a ratio of total liabilities. |
| EXPORTS / REVENUES | Exports divided by Revenues. |
| EXPORTS | This figure will be shown where it has been disclosed. |
| FIFO VALUATION | The accounting method used for inventory valuation FIFO, or other method (e.g. LIFO). |
| FIXED ASSETS / EMPLOYEES | Fixed assets divided by the number of employees. |
| FIXED ASSETS | Property, plant, fixtures and fittings, office equipment and motor vehicles wholly owned and shown at their written down book value. |
| FIXED CAPITAL INTENSITY | Gross book value of plant & equipment expressed as a percentage of Revenues. Gross book value includes original value of buildings, real estate manufacturing & transportation equipment. |
| FIXED CAPITAL INTENSITY | The gross book value of plant and equipment, expressed as a percentage of Revenues. |
| FORECAST REAL MARKET GROWTH RATE (% / YEAR) | An estimate of the future annual real growth rate of the served market. |
| FORECAST SELLING GROWTH RATE % p.a. | A forecast of the annual growth rate of the selling prices. |
| IMMEDIATE CUSTOMER | The proportion of the total number of immediate customers accounting for 50% of total Revenues, |

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| FRAGMENTATION | expressed as a percentage. For example, if 5 of a business's 100 immediate customers represent 50% Revenue, immediate customer fragmentation is 5%. |
| INCOME GEARING | Interest paid as a percentage of profit before tax and before interest paid. |
| INDUSTRY (SIC/NAICS) GROWTH, LONG RUN | The annual long term (10 year) growth rate of the SIC/NAICS industry in which the business is located, expressed as a percentage. |
| INDUSTRY CONCENTRATION RATIO | The amount of industry shipments accounted for by the four largest firms in the industry expressed as a percentage. |
| INTANGIBLE ASSETS | Non-tangible assets such as good will, trademarks, patents and copyrights owned. |
| INTEREST PAID | Gross interest paid. It should be noted that many private companies either do not disclose this figure in full or aggregate short-term, long-term and hire purchase interest together. |
| INTERMEDIATE ASSETS | Includes investments in subsidiary and associated companies, trade investments and other unquoted investments, insurance premiums on life policies, and Advanced Corporation Tax recoverable. In addition, amounts due from other Group companies (as necessary), associated and affiliated companies, receivable after one year and with no stated fixed repayment terms will be included. Long term portions of trade and sundry debtors will also be included, wherever they are disclosed separately in the accounts. |
| INVENTORY / REVENUES | The sum of raw materials, work-in-process inventory and finished goods inventory (each net of reserve for losses) as a percentage of Revenues. |
| INVESTMENT / REVENUES | Investment as a percentage of Revenues. Investment can be measured in any of the following ways: a) net book value of plant and equipment plus working capital b) equity plus long-term debt c) total assets employed minus current liabilities attributable to the business. |
| INVESTMENT / VALUE ADDED | Investment expressed as a percentage of value added. Value added is adjusted for profits to minimize that portion of the relationship with ROI which is caused by under or overstated earnings. |
| INVESTMENT PER EMPLOYEE | Average investment, expressed in monetary units per employee. |
| LONG TERM LOANS | Includes long term portions of bank & other institutional loans, mortgages, hire purchase repayments and leasing obligations, all of which are due after one year. Also, amounts due to group, associated & affiliated companies payable after one year are included. |
| MARKET POSITION | A factor combining: a) MARKET SHARE: the share of the served market for the business, expressed as a percentage. b) RELATIVE MARKET SHARE: the market share of the business relative to the combined market share of the three leading competitors, expressed as a percentage. For example if ones business has 30% of the market and the three largest competitors have 20%, 10% and 10%: 30 divided by (20+10+10) = 75%. |
| MARKET SHARE GROWTH RATE | The annual growth rate of market share expressed as a percentage. |
| MARKET SHARE INSTABILITY | The instability of the market share of the business, measured as the sum of the absolute values of the business's annual market share changes. |
| MARKET SHARE | The share of the served market expressed as a percentage. |
| MARKETING EXPENSES / REVENUES | The sum of salesforce, advertising, promotion and other marketing expenses expressed as a percentage of Revenues. Does not include costs of physical distribution. |
| MISCELLANEOUS CURRENT ASSETS | Cash and near cash items such as quoted investments and tax reserve certificates. Also sundry debtors, prepayments & accrued income due within one year, plus amounts due from group companies, associated & affiliated companies receivable within one year. |
| MISCELLANEOUS CURRENT LIABILITIES | Sundry creditors, accrued expenses and prepaid income including dividends, corporation tax, social security and other sundry amounts payable within one year. |
| MISCELLANEOUS LONG TERM LIABILITIES | Deferred and future taxation, minority interests, pension funds and similar liabilities, provisions for liabilities and charges due. |
| NET ASSETS | The net assets employed are obtained by subtracting total current liabilities from the total assets. |
| NET WORTH | Equals shareholders' funds less the intangible assets. |
| NEW PRODUCT SALES / REVENUES | Percentage of sales accounted for by new products. New products are those products introduced during the three preceding years. |
| NEWNESS OF PLANT & EQUIPMENT (NBV / GBV) | Newness of plant and equipment, measured as the ratio of Net Book Value to Gross Book Value. |
| NON-TRADING INCOME | Comprises Investment income received, such as income from quoted & unquoted investments, rents received, share of profit from associated companies; as well as Reserves adjustments, such as transfers from capital grant reserve, interest relief grants. |
| NUMBER OF EMPLOYEES + THEIR | The average number of employees together with their aggregate wages and salaries. |

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| REMUNERATION | |
| OPERATING PROFIT MARGIN | Operating profit as a percentage of sales. |
| OPERATING PROFIT | Pre-tax profit plus interest, less non-trading income. |
| PRE-TAX PROFIT MARGIN | Pre-tax profits as a percentage of sales. |
| PRE-TAX PROFIT | The net trading profit figure declared after deducting all operating expenses including depreciation & finance charges but before deduction of tax, dividends, subventions or group relief and other appropriations. Consolidated data is included where applicable in respect of the share of profits & losses of associated companies. Items described as exceptional are included. Those described as extraordinary items are excluded. |
| PROFIT / EMPLOYEES | Profit before tax divided by the number of employees. |
| PURCHASE AMOUNT IMMEDIATE CUSTOMERS | The typical amount of products or services bought by an immediate customer in a single transaction. |
| QUICK RATIO | Current assets less stocks as a ratio of current liabilities. |
| RESEARCH & DEVELOPMENT EXPENSES / REVENUES | Product or Service R & D expenses plus Process R & D expenses expressed as a % Revenue. Product or Service R&D expenses include all expenses for innovation & advances in the products or services; including improvements in packaging, product design, features and functions. Process R & D expenses include all expenses for process improvements to reduce the cost of producing, processing and handling of goods. Sales are the net Revenues billed including lease revenues. |
| REAL MARKET GROWTH, SHORT-RUN | The annual growth rate of the size of served market, deflated by the selling price index, expressed as a percentage. |
| REAL MARKET GROWTH RATE | The historical annual real (unit) growth rate of the market which the business serves, expressed as a percentage. |
| RELATIVE COMPENSATION | The average of hourly wage rates relative to leading competitors and salary levels relative to competitors. Competitors' wage rates and salary levels are 100%; if ones wage rates and salary levels are 5% higher, ones relative hourly wage rates are 105%, relative salaries are 105%, and ones average relative compensation is 105%. |
| RELATIVE INTEGRATION BACKWARD | The degree of backward vertical integration (i.e. toward suppliers) of the business relative to its leading competitors. |
| RELATIVE INTEGRATION FORWARD | The degree of forward vertical integration (i.e. toward customers) of the business relative to its leading competitors (less than, the same as, more than). |
| RELATIVE MARKET SHARE | The market share of the business, relative to the combined market shares of the three leading competitors, expressed as a percentage. |
| RELATIVE PRICE | The average level of selling prices of the products & services relative to the average level of the leading competitors. The average price of the competitors is 100%; if the average prices of the business are 5% higher when its price relative to competition is 105%. |
| RELATIVE PRODUCT QUALITY | The percentage of sales volume from products and service that, from the perspective of the consumer, are judged as superior to those available from leading competitors minus the percentage judged as inferior. |
| RETURN ON ASSETS | Pre-tax profits as a percentage of total assets. |
| RETURN ON CAPITAL | Pre-tax profits as a percentage of capital employed. |
| RETURN ON SHAREHOLDERS FUNDS | Pre-tax profits as a percentage of shareholders' funds. |
| ROI = NET INCOME / INVESTMENT | Pre-tax net income, including special non-recurring costs, minus corporate overhead costs, as a percentage of average investment including fixed and working capital at book value, but excluding corporate investment not particular to the business. |
| SALES / EMPLOYEES | Sales divided by the number of employees. |
| SALES / FIXED ASSETS | Sales as a ratio of fixed assets. |
| SALES | Gross turnover recorded, including overseas sales, inter-group sales and exports, but excluding Value Added Tax or Sales Tax. |
| SALES | The net sales billed, including lease revenues. |
| SELLING PRICE GROWTH RATE | The annual growth rate of selling prices charged, expressed as a percentage. |
| SHAREHOLDERS FUNDS | The sum of issued, ordinary, and preference share capital, all reserves, the profit and loss balance (retained profits) and government grants. |
| SHORT TERM LOANS | Includes short term portions of loans, bank overdrafts, hire purchase repayments & leasing obligations, due within one year. Plus amounts due to affiliated entities within one year. |
| STANDARD PRODUCTS / SERVICES | The products or services of the business more or less standardized for all customers, or are they designed or produced to order for individual customers. |
| STOCK TURNOVER | Sales as a ratio of stocks. |

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| | |
|------------------------------|---|
| STOCKS | Stocks and work in progress (net of progress repayments) held. |
| TOTAL CURRENT ASSETS | The sum of stocks, debtors and other current assets, representing the portion assets which is realizable within a year. |
| TOTAL CURRENT LIABILITIES | The sum of trade creditors, short term debt and other current liabilities. |
| TOTAL DEBT / WORKING CAPITAL | Total debt as a ratio of working capital. |
| TOTAL DEBT | This amount is obtained by adding short term loans to the long term loans. |
| TOTAL LIABILITIES | The sum of capital employed and total current liabilities. |
| TRADING PROFIT MARGIN | Trading profit as a percentage of sales. |
| TRADING PROFIT | Operating profit plus depreciation. |
| VALUE ADDED / EMPLOYEES | Value added (adjusted for profits) expressed in monetary terms per employee. |
| VERTICAL INTEGRATION | Value added as a percentage of sales. Both value added & sales are adjusted for profits to minimize that portion of the relationship with ROI affected by under or overstated earnings. |
| WAGES / REVENUES | Employee remuneration divided by Revenues. |
| WORKING CAPITAL / REVENUES | Working capital over Revenues. |
| WORKING CAPITAL | The short-term funding to carry out day to day trading activities, it is obtained by subtracting total current liabilities from the current assets. |

Industry Norms Definitions

The data in this section derives data from 178 worldwide companies and organisations (Suppliers and Distribution Channel members).

Norms for the Product industry are shown in this section. This represents the major industry sector data for the industry in each country and as such forms the basis of international comparison.

Only the most critical factors should be compared with the various scenarios given above as industry averages can at best represent an indication and not a specific point of measure.

Reliance on Industry Norms is often used by analysts in order to support theories and suppositions and these are in turn used for investment scenarios. In fact Industry Norms or Averages are not tangible as they combine and manipulate data from companies in wide ranging activities.

Much of the benefit in the analysis of Industry Norms is to use the data to provide guide-lines or parameters which can be seen to define and identify issues for the target industry sector.

Since these Industry Norms should be representative of the entire industry it is wise to provide an average which encompasses all the major countries in the trade cell.

INDUSTRY NOTES + DEFINITIONS

01. OEM & Manufacturers Market Level
02. Wholesale & Distributor Market Level
03. Retailer & Added Value Retailer Market Level
04. End User & Consumer Market Level
05. Discounted & Promotional Market Level
06. Plant & Equipment Average Annual Investment
07. Product Prices / Market Average Index
08. New Products Introduction Index
09. Relative output of Products of a Superior Quality Index
10. Index of Comparative Salesforce and Selling Expenditure
11. Index of Comparative Advertising Expenditure
12. Index of Comparative General Promotional Expenditure
13. Product Adoption Rates
14. Product Sales Conversion Rates
15. Average Annual Sales Growth Rate
16. Capacity Utilization as a measure of Standard Capacity
17. Standardized Products & Services Index
18. Relative Employee Compensation Index
19. Instable Market Share as an Index of Total Market Share
20. Relative Forward Integration Index
21. Plant and Equipment Investment greater than Depreciation
Plant and Equipment Investment Equal to Depreciation
Plant and Equipment Investment Less than Depreciation
Plant and Equipment Investment - Unallocated

Phosphate Rock

22. Plant and Equipment in Use within the range 0-3 years
Plant and Equipment in Use within the range 3-6 years
Plant and Equipment in Use within the range 6-9 years
Plant and Equipment in Use over years 9 old / Unallocated
23. Supplier Concentration = 8 Largest
Supplier Concentration = 20 Largest
Supplier Concentration = 50 Largest
Supplier Concentration = Unspecified / Unallocated
24. Immediate Wholesale & Retail Customers
Immediate OEM and Manufacturing Customers
Immediate Consumer and End User Customers
Immediate Non-Specific Customers / Unallocated
25. Enterprises within the Range 1-19 Employees
Enterprises within the Range 20-99 Employees
Enterprises within the Range 100+ Employees
Enterprises within Unspecified / Unallocated Employee Ranges
26. Buyer Age Profile in the range 0-19 Years
Buyer Age Profile in the range 20-24 Years
Buyer Age Profile in the range 25-34 Years
Buyer Age Profile in the range 35-44 Years
Buyer Age Profile in the range 45-54 Years
Buyer Age Profile in the range 55-64 Years
Buyer Age Profile in the range 65+ / Unallocated Years
27. Buyer Profile in the AB Social Group
Buyer Profile in the C1 Social Group
Buyer Profile in the C2 Social Group
Buyer Profile in the DE / Unallocated Social Group
28. End User Age Profile in the range 0-19 Years
End User Age Profile in the range 20-24 Years
End User Age Profile in the range 25-34 Years
End User Age Profile in the range 35-44 Years
End User Age Profile in the range 45-54 Years
End User Age Profile in the range 55-64 Years
End User Age Profile in the range 65+ / Unallocated Years
29. End User Profile in the AB Social Group
End User Profile in the C1 Social Group
End User Profile in the C2 Social Group
01. End User Profile in the DE / Unallocated Social Group

Corporate Data

Phosphate Rock

This database contains data on 178 significant worldwide Companies (Suppliers and Distribution Channel members).

Once users have identified from the *PDF Express* document the Products or Services of interest, together with the Countries of interest (based on the Markets, Profitability, Industry data, and other criteria) a next step is to access data on the Company Targets, i.e. the individual Companies, Organisations and other Entities.

Users can get the data in several sections.

The **Procurement Data** provides information on the \$ Values and/or Quantities/Volumes of Materials, Products and Services purchased by individual Companies and Organisations. In addition to the Materials, Products & Services listed above, additional breakdowns and more detailed product and service data is available from the raw surveys.

The **Sales Data** provides information on the \$ Values and/or Quantities/Volumes of Products and Services sold by individual Companies and Organisations. In addition to the Products & Services listed above, additional breakdowns and more detailed product and service data is available from the raw surveys.

The **Trade Buyer & End User Data** provides information on the Trade Buyers and End Users of individual Companies and Organisations.

The **Survey Data** provides information on the Surveys of Products & Services, Operations, Buyer & Decision Maker Profiles, Trading Area, and Competitors.

The **Corporate Data** provides information on target companies or organisations and this will give readers a detailed understanding of the target.

Cost + Delivery

Costs depend on the data required. A quotation of cost and delivery will be provided on request from the After-Sales Service (see below).

Procurement & Input Data

Demand for Input Materials, Products & Services

The Procurement Data provides information on the \$ Values and/or Quantities/Volumes of Materials, Products and Services purchased by individual Companies and Organisations.

In addition to the Materials, Products & Services listed, additional breakdowns and more detailed product and service data is available from the raw surveys.

This will always include data, by year Historic: from 1997, and a Forecast by year to 2040. Data can be provided for up to 200 countries.

The client can specify Input Materials / Product / Services breakdowns as needed.

Sales Data

Sales of Products & Services

The Sales Data provides information on the \$ Values and/or Quantities/Volumes of Products and Services sold by individual Companies and Organisations.

In addition to the Products & Services listed above, additional breakdowns and more detailed product and service data is available from the raw surveys.

This will always include data, by year Historic: from 1997, and a Forecast by year to 2040. Data can be provided for up to 200 countries.

The client can specify Product / Services Market breakdowns as needed.

Trade Buyers & End User Data

Trade Buyers

This data can investigate the Trade Buyers in the selected industries. The data is based on a series of existing Databases and raw survey data. The client can specify information as needed.

End Users

This data can investigate the End Users in the selected industries. The data is based on a series of existing Databases and raw survey data. The client can specify information as needed.

Survey Data

Survey Data for the Products & Industries

Each survey (Suppliers, Distribution Channels, Decision Makers, Trade Buyers and End Users) contains 5 sub-sets for Products, Physical Operations, Buyer & End Users, Trading Area, & Competitors in the selected Industries.

| | |
|--|---|
| Products | The client can specify information as needed. |
| Physical Operations | The client can specify information as needed. |
| Buyer & Decision Maker Profiles | The client can specify information as needed. |
| Trading Area | The client can specify information as needed. |
| Competitors | The client can specify information as needed. |

These surveys cover the Industries, Products, Competitors, Operations and Product Flows in terms of the Suppliers, Distributors, Decision Makers, and End Users.

Industry & Supplier Performance

One can investigate the product Industry in the selected Industries. Industry Performance Survey results. **The client can specify information as needed.**

Distribution Channels

One can investigate the product Distribution Channels in the selected Industries. Distribution Survey results. **The client can specify information as needed.**

Decision Makers

One can investigate the product Buyers and Purchasing Decision Makers in the selected Industries. Purchasing Decision Makers Survey results. **The client can specify information as needed.**

Trade Buyers & End Users

One can investigate the End Users in the selected Industries. Trade Buyer & End User Survey results. **The client can specify information as needed.**

Corporate Data

This database contains data on 178 significant Companies (Suppliers and Distribution Channel members) worldwide.

The **Corporate Data** provides information on target companies or organisations and this will give readers a detailed understanding of the target company.

This part is provided as a  PDF file or a  Word file, as specified by the client.

Sample Data Objectives for each Target Company

The data objectives have to be set by the client and were possible these will be achieved by the research. For example:-

1. Financials: historical sales, forecasted sales, gross profit margin.
 - a. By industry sector and application sector as defined by the client.

For example, for the sales made by a Target Company those products sold to specific categories of customers, how much of their revenue is generated from providing various products, or application to specific categories of customers, et cetera.
2. A list of products produced by the Target Company or sourced from other suppliers.
3. Type of distribution channel, e.g. direct sales to End Users, OEM sales, via specifiers, via importers or distributor, partnering with third party providers, et cetera.
4. Partners by type (e.g. specifiers, product distributor, customer service partner) per country
5. Pricing by product sector defined by the client.
6. Discount structures
7. Capacity by product/market defined
8. Availability of products (% of product in stock versus product to be ordered)
9. Sales by the type of Support for all categories specified by the client.
10. The average Modernization and Upgrades period by Product Sector defined by the client.
11. Customer Perceptions
12. The size (in terms of number) of management team per country, number of field sales persons per country, number of customer service staff per country.
13. Countries covered by the competitors, production sites (city), customer service sites (city), headcount, documentation.
14. Technology and innovation: innovative technology or application developments.
15. Et cetera... **The client can specify any particular data which needs to be covered.**

List of Target Companies

The Client may either select the target themselves, or can specify the Top 10 or Top 15 in the World / Europe / individual Country / et cetera. **The client can specify here which Target Companies are to be covered.**

Base data objectives for the Target Company

Key Personnel:

1. Chairman
2. Chief Executive
3. Directors:
4. Executives:

Corporate Summary:

5. Company Description
6. Company History
7. Legal Entity & Ownership
8. Company Facilities
9. Company Key Assets
10. Mainline product / service
11. Product / services provided
12. Parent Company
13. Bankers
14. Year established
15. Current employees
16. Issued capital
17. Shareholders
18. Last published turnover
19. Subsidiaries
20. Associated companies
21. Companies represented
22. Agencies
23. Physical processing locations
24. Capital investment
25. Advertising expenditure
26. Advertising media
27. Advertising posture
28. Sales promotion activity
29. Method of selling
30. Distribution
31. Distribution network
32. Use of distribution channels

Future Strategy Planning & Implementation:

57. Philosophy
58. Product Development
59. Internet Strategy
60. Marketing Strategy
61. Sales Strategy
62. Strategic Alliances
63. Operations

Exit Strategies:

Management:

72. Organisational Structure
73. Leadership
74. Staff Members

Corporate Observations:

33. Premises
34. Product Brands
35. Product Sales Channels
36. Products Carried & Services Offered
37. Consumer Features & Benefits
38. Current Industry Analysis
39. Competition
40. Competitive Advantage
41. Target Industries
42. Target Customers
43. Current Strategy & Implementation
44. Current Management
45. Current Financial Plan
46. Investment Fund Sources & Use of Funds
47. Future Target Customers
48. Future Process Trends
49. Future Industry Analysis
50. Projected Industry Size
51. Planned Products & Services
52. Development Plans

SWOT Analysis:

53. Strengths
54. Weaknesses
55. Opportunities
56. Threats

Goals:

64. Renovations, stocking, staff & marketing.
65. Industry Penetration
66. Penetrate & raise awareness in markets.
67. Achieving a higher profit margin.
68. Building the customer base.
69. Generate repeat and referral sales.
70. Expansion potential.
71. Reputation as a quality Supplier.

Financial Plans:

75. Finance Requirements
76. Use of Funds
77. Cash Flow
78. Balance Sheet Topics
79. Financial Assumptions

Specific Additional corporate data required on Target Companies

The client can specify any particular corporate data which is needed:

- 80. -
 - 81. -
 - 82. - .../
-

These above items are a qualitative analysis of the Target Company. This data is derived from the Surveys of Industry sources, Distribution Channels and Buyers of the products supplied by the target company. This data is not quantified, but is presented as the qualified and subjective opinions of those responding to the surveys.

Financial Data for the Target Company

The financial data is provided in sections:-

- 1. the most salient Management figures and margins, and
- 2. a full Balance Sheet and Management Accounts simulation.

Management Accounts

Management figures for the Target Company:  as an Excel file:

- | | |
|---|---|
| 1. Product Revenue | 21. Total Fixed Assets |
| 2. Product Profitability as a % Revenue | 22. Finished Product Stocks |
| 3. Total Process Space | 23. Work in Progress as Stocks |
| 4. Average Site Process Space | 24. Materials as Stocks |
| 5. Average Site Revenues | 25. Total Stocks / Inventory |
| 6. Average Site Establishment Cost | 26. Debtors |
| 7. Fixed Assets: Premises | 27. Miscellaneous Current Assets |
| 8. Fixed Assets: Equipment | 28. Total Current Assets |
| 9. Fixed Assets: Miscellaneous Items | 29. Total Assets |
| 10. Fixed Assets | 30. Creditors |
| 11. Capital Expenditure on Premises | 31. Short Term Loans |
| 12. Capital Expenditure on Plant | 32. Miscellaneous Current Liabilities |
| 13. Capital Expenditure on Equipment | 33. Total Current Liabilities |
| 14. Cap. Expend. on Data Processing | 34. Net Assets / Capital Employed |
| 15. Capital Expenditure on Misc. Items | 35. Long Term Loans |
| 16. Total Capital Expenditure | 36. Miscellaneous Long Term Liabilities |
| 17. Retirements: Premises | 37. Shareholders' Funds |
| 18. Retirements: Plant & Equipment | 38. Process Workers |
| 19. Retirements: Miscellaneous Items | 39. Total Employees |
| 20. Total Retirements | |

Specific Additional Financial data required on Target Companies

The client can specify any particular Financial data which is needed.

Balance Sheet and Management Ratios

Balance Sheet and Management Accounts for the Target Company:  as an Excel file:

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Return on Capital 2. Return on Assets 3. Return on Shareholders' Funds 4. Pre-tax Profit Margins 5. Operating Profit Margin 6. Trading Profit Margin 7. Return on Investment 8. Assets Utilisation (Sales to Total Assets) 9. Sales as a ratio of Fixed Assets 10. Stock Turnover (Sales as a ratio of Stocks) 11. Credit Period 12. Creditors' Ratio 13. Default Debtors / Ratio of Total Debtors 14. Un-Recoverable Debts Ratio of Total Debts 15. Working Capital / Sales 16. Materials & Energy Costs as a % Revenue 17. Added Value 18. Investment as a Ratio of Added Value 19. Value of Plant & Equipment % Revenue 20. Vertical Integration (Value Added % Revenue) 21. Research & Development Investment 22. Capital Expenditure Investment % Revenue 23. Marketing Costs as a % Revenue 24. Current Ratio (Current Assets/Liabilities) 25. Quick Ratio 26. Borrowing Ratio Total Debt ratio of Net Worth) 27. Equity Ratio (Shareholders Funds : Liabilities) 28. Income Gearing 29. Total Debt as a ratio of Working Capital 30. Debt Gearing Ratio 31. Average Remuneration (all employees) 32. Profit per Employee 33. Sales per Employee 34. Remunerations / Sales 35. Fixed Assets per Employee 36. Capital Employed per Employee 37. Total Assets per Employee 38. Value of Average Investment per Employee 39. Value Added per Employee 40. Materials Costs as a % Revenue 41. Wage Costs as a % Revenue 42. Payroll and Wages as a Ratio to Materials 43. Variable Costs as a % Revenue 44. Fixed Costs as a % Revenue 45. Fixed Costs as a Ratio of Variable Costs 46. Distribution Costs as a % Revenue 47. Warehousing Costs as a % Revenue 48. Physical Costs as a % Revenue 49. Fixed as a Ratio of Variable Distribution Costs 50. Fixed Ratio of Variable Warehousing Costs 51. Fixed as a Ratio of Variable Physical Costs 52. Fixed Ratio of Variable Total Distribution Costs 53. Product Returns Costs % Revenue 54. Product Installation Costs as a % Revenue 55. Product Breakdown Costs as a % Revenue 56. Product Systems Costs as a % Revenue 57. Product Service & Associated Costs 58. Customer & Associated Costs % Revenue 59. Work in Progress: Finished Products 60. Stock | <ol style="list-style-type: none"> 61. Un-recoverable Debts Ratio of Total Debt 62. Un-recoverable Debts Ratio Within Terms 63. Total Sales Costs as a % Revenue 64. Total Distribution Costs as a % Revenue 65. Total Advertising Costs as a % Revenue 66. Total After-Sales Costs as a % Revenue 67. Total Customer Compensation Costs 68. Total Variable Marketing Costs % Revenue 69. Total Fixed Marketing Costs % Revenue 70. Total Fixed Marketing Costs : Variable Costs 71. Variable Sales Personnel Costs: Marketing 72. Variable Distribution Ratio Marketing Costs 73. Variable Advertising Costs : Marketing 74. Variable After-Sales Costs : Marketing Costs 75. Sales Personnel Variable Costs : Sales 76. Sales Personnel Variable Costs : Debtors 77. Sales Personnel Variable Costs 78. Exports as a % Revenue 79. \$ Hourly Pay Rate 80. \$ Hourly Wage Rate 81. Capital Employed 82. Return on Capital 83. Return on Assets 84. Return on Shareholders' Funds 85. Pre-tax Profit Margins 86. Operating Profit Margin 87. Trading Profit Margin 88. Return on Investment 89. Assets Utilisation (Sales : Total Assets) 90. Sales / Fixed Assets Ratio Work in Progress 91. Stock Turnover (Sales as a ratio of Stocks) 92. Credit Period 93. Creditors' Ratio 94. Default Debtors Ratio of Total Debtors 95. Un-Recoverable Debts Ratio of Total Debts 96. Working Capital / Sales 97. Materials & Energy Costs as a % Revenue 98. Added Value 99. Investment as a Ratio of Added Value 100. Value of Plant & Equipment as a % Revenue 101. Vertical Integration Ratio 102. Research & Development Investment 103. Capital Expenditure Investment % Revenue 104. Marketing Costs as a % Revenue 105. Current Ratio 106. Quick Ratio 107. Borrowing Ratio 108. Equity Ratio 109. Income Gearing 110. Total Debt as a ratio of Working Capital 111. Debt Gearing Ratio 112. Average Remuneration (all employees) 113. Profit per Employee 114. Sales per Employee 115. Remunerations / Sales 116. Fixed Assets per Employee 117. Capital Employed per Employee 118. Total Assets per Employee 119. Value of Average Investment / Employee 120. Value Added per Employee |
|--|--|

Supplementary Data

The client can specify information as needed.

This section can be used to specify non-Industry or non-Corporate data and research, for example:-

- Product Data
- Distribution Data
- Processes
- Technologies
- Macro-Economic Issues
- Political Issues
- National Legislation and Regulations
- Product Certification and Conformity Issues
- Demographic Data
- Physical & Geographical data (for example, Highways, Elevations, et al)
- Business Resources
- Et cetera...

PureData Database



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Database Editions

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To upgrade to the full Database Edition you can use the coupon in the *PDF Express* Edition to order the upgrade database edition you need at a reduced cost.

To claim your Coupon please contact your usual Dealer, and you will be supplied with the Database Edition of your choice.

World Database: Cost \$ 2850, less the Coupon value of \$500.

Regional Database: Cost \$ 1850, less the Coupon value of \$300.

Country & City Database: Cost \$ 2850, less the Coupon value of \$500.

Country Database: Cost \$ 1250, less the Coupon value of \$300.

Delivery

Online delivery of a Zipped file in 24 hours; plus an optional back-up DVD shipped in 1 working day.

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Phosphate Rock World Report Database



PHOSPHATE ROCK WORLD REPORT

The Phosphate rock products Report has the following information. The base report has 59 chapters, plus the Excel spreadsheets & Access databases specified.

This research provides World Data on Phosphate rock. The report is available in several Editions and Parts and the contents and cost of each part is shown below. The Client can choose the Edition required; and subsequently any Parts that are required from the After-Sales Service.

Report Description

Phosphate Rock

Overview

Contents

DATABASE EDITIONS

Phosphate Rock

The report on Phosphate Rock is available in several editions, and also there are various additional elements available from the After-Sales Service.

World Report

The World Report gives market data for Phosphate Rock on each of the Product and Market Sectors for about 200 countries. There are data caveats on country data because in certain countries the data may not be available.

Cost: \$ 2850

Regional Report

There are 9 Regional reports available which give market data for Phosphate Rock on each of the Product and Market Sectors for countries in a particular Region. There are data caveats for some country data because in certain countries the data may not be available.

1. Canada & USA
2. Central America (31 Countries)
3. South America (13 Countries)
4. Europe (44 Countries)
5. Eurasia (4 Countries)
6. Middle East (19 Countries)
7. Africa (54 Countries)
8. Asia (24 Countries)
9. Oceania (17 Countries)

See the countries in each Regional Report : Appendix 1

Cost: \$ 1850

Country Report

There are Phosphate Rock Country Reports available for most countries. Country Reports provide detailed information on the target country.

Cost: \$ 1250

Town & Country Report

The Phosphate Rock Town + Country Reports provides users with commercial intelligence on markets and industry in a particular country, plus market, financial and industry data on each of the significant Cities and Towns in the country. For the larger countries, like China, India, the USA, Brazil, et al, the data is generally limited to the top 500 Cities and Towns within the country.

Cost: \$ 2850

PHOSPHATE ROCK

Markets & Products

The report will give market data for each of the below Phosphate Rock Product and Market Sectors, by year Historic: from 2007, and a Forecast by year to 2028. Data will be given for about 200 countries.

To see what such Country spreadsheets looks like see:

<http://www.datagroup.org/MOM.xls>

http://www.datagroup.org/XLS_File_Samples/Germany_Market.xls

http://www.datagroup.org/XLS_File_Samples/Germany_Market_Values.xls (US\$, Euros, Yen & Yuan)

In addition aggregate Market data is given as:

World / Global Totals (in US\$, Euros, Yen and Yuan)

http://www.datagroup.org/XLS_File_Samples/WORLD_Market_Values_Dollar_Euro.xls

http://www.datagroup.org/XLS_File_Samples/WORLD_Market_Values_Yen_Yuan.xls

9 Regional (Canada & USA, Central America, South America, Europe, Eurasia, Middle East, Africa, Asia, Oceania) Totals (in US\$, Euros, Yen and Yuan):

http://www.datagroup.org/XLS_File_Samples/Europe_Market_Values_Dollar_Euro.xls

http://www.datagroup.org/XLS_File_Samples/Europe_Market_Values_Yen_Yuan.xls

Year / Country Totals (2007 to 2028).

http://www.datagroup.org/XLS_File_Samples/Year_2010_Country_Values_Dollars.xls

The Phosphate Rock World Report + Database provides data on the net market for the Products and Services covered in each of 205 countries. The Products and Services covered (Phosphate rock products) are classified by the Major Products and each Product / Service is then further defined and analysed by subsidiary Product. 58 Products/Markets are covered, 2197 pages, 10004 spreadsheets, 9631 database tables, 509 illustrations. Updated monthly. 12 month After-Sales Service.

NAICS / SIC Product definition: BP1028_L : Phosphate rock

Products & Markets covered

PHOSPHATE ROCK

1. Phosphate rock products
2. Fuels (liquified pet. gas, coke, wood, etc.) (00960018) (for NAICS 212392)
3. General Supplies (00970098) (for NAICS 212392)
4. Undistributed - minerals, purchased machinery, parts, attachments & supplies (00973000) (for NAICS 212392)
5. Undistributed fuels (00974000) (for NAICS 212392)
6. Gas (natural, manufactured & mixed) used as a fuel (21111015) (for NAICS 212392)
7. Coal (bituminous, subbituminous, lignite & anthracite) as a fuel (21211003) (for NAICS 212392)
8. Crude minerals received for preparation (21239003) (for NAICS 212392)
9. Crude minerals mined & prepared (21239005) (for NAICS 212392)
10. Gasoline used as a fuel (32411015) (for NAICS 212392)
11. Distillate (light) grade numbers 1, 2, 4 & light diesel used as fuel (32411017) (for NAICS 212392)
12. Residual (heavy) grade numbers 5 & 6 & heavy diesel used as fuel (32411019) (for NAICS 212392)
13. Industrial chemicals (chemical reagents, calcium chloride, etc.) (32500073) (for NAICS 212392)
14. Explosive materials, ammonium nitrate & blasting accessories (32592001) (for NAICS 212392)
15. Steel shapes & forms, not castings & forgings (33120059) (for NAICS 212392)
16. Machinery installed, mobile loading, transportation & equipment (33300007) (for NAICS 212392)
17. Parts for mining, mineral preparation, construction & conveying machinery & equip (33300009) (for NAICS 212392)
18. Raw & Feedstock Materials, n.e.c.
19. Finished Materials, n.e.c.
20. All other Input Materials & Components, n.e.c.
21. Buildings & Fittings
22. Plant & Equipment
23. Vehicles & Equipment
24. Data Processing, Software & Office Equipment
25. Miscellaneous Capital Purchases
26. New Technology Purchases
27. Process Technology Purchases
28. Research & Development Purchases
29. Fuel Purchases
30. Energy Purchases
31. Sub-Contracted Work Purchased
32. After-Sales Services Purchased
33. Technical Process Services Purchased
34. Technical Product Services Purchased
35. Legal & Public Relations Services Purchased
36. Leasing of Buildings
37. Rental & Leasing of Equipment
38. Financial Services Purchased
39. Building Maintenance & Services Purchased
40. Equipment Maintenance & Services Purchased
41. Services Purchased
42. Telecommunications & Data Services
43. Travel, Hotel & Subsistence Purchased
44. Office Supplies, Mailing,
45. Advertising Services & Media Purchases
46. Advertising Materials Purchases
47. Point of Sales Materials Purchases
48. Promotional Materials & Services Purchases
49. Sales Materials & Promotional Print
50. Contracted Logistics Services
51. Logistics Services Purchased
52. Contracted Warehouse & Storage Services
53. Warehouse & Storage Purchases
54. Contracted Product Handling Services
55. Product Handling Services Purchased
56. Contracted Process Services
57. Product Process Service Purchases

Geographic Coverage

| | | |
|----------------------|----------------------|----------------------|
| Albania | Germany | Nicaragua |
| Algeria | Ghana | Nigeria |
| Angola | Greece | Norway |
| Argentina | Guadeloupe | Oman |
| Armenia | Guatemala | Pakistan |
| Aruba | Guinea | Panama |
| Australia | Guinea-Bissau | Papua |
| Austria | Guyana | Paraguay |
| Azerbaijan | Haiti | Peru |
| Bahamas | Honduras | Philippines |
| Bahrain | Hong Kong | Poland |
| Bangladesh | Hungary | Portugal |
| Barbados | Iceland | Puerto Rico |
| Belarus | India | Qatar |
| Belgium | Indonesia | Reunion |
| Belize | Iran | Romania |
| Bhutan | Iraq | Russia |
| Bolivia | Ireland | Saudi Arabia |
| Bosnia + Herzegovina | Israel | Senegal |
| Botswana | Italy | Serbia + Montenegro |
| Brazil | Jamaica | Sierra Leone |
| Brunei | Japan | Singapore |
| Bulgaria | Jordan | Slovakia |
| Burma | Kazakhstan | Slovenia |
| Cambodia | Kenya | South Africa |
| Cameroon | Korea South | Spain |
| Canada | Kuwait | Sri Lanka |
| Chile | Kyrgyzstan | Sudan |
| China | Laos | Suriname |
| Colombia | Latvia | Swaziland |
| Republic of Congo | Lebanon | Sweden |
| D R Congo - Zaire | Lesotho | Switzerland |
| Costa Rica | Liberia | Syria |
| Cote d'Ivoire | Libya | Taiwan |
| Croatia | Lithuania | Tajikistan |
| Cuba | Luxembourg | Tanzania |
| Cyprus | Macedonia | Thailand |
| Czech Republic | Madagascar | Trinidad |
| Denmark | Malawi | Tunisia |
| Dominica | Malaysia | Turkey |
| Dominican Republic | Martinique | Turkmenistan |
| Ecuador | Mauritius | Uganda |
| Egypt | Micronesia | Ukraine |
| El Salvador | Mexico | United Arab Emirates |
| Estonia | Moldova | United Kingdom |
| Ethiopia | Mongolia | United States |
| Finland | Morocco | Uruguay |
| France | Mozambique | Uzbekistan |
| French Guiana | Namibia | Venezuela |
| Gabon | Netherlands | Vietnam |
| Gambia | Netherlands Antilles | Zambia |
| Georgia | New Zealand | Zimbabwe |

See Data Caveat below.

Financial data

The databases will give Financial data for each of the below Phosphate Rock Financial Data and Margins, by country, by year Historic from 2007, and a Forecast by year to 2028. Data will be given for EACH of the countries covered.

Balance Sheet Data

To see what such a spreadsheet looks like: <http://www.datagroup.org/FOM.xls>

Total Sales, Domestic Sales, Exports, Pre-tax Profit, Interest Paid, Non-trading Income, Operating Profit, Depreciation: Structures, Depreciation: Plant and Equipment, Depreciation: Miscellaneous Items, Total Depreciation, Trading Profit, Intangible Assets, Intermediate Assets, Fixed Assets: Structures, Fixed Assets: Plant and Equipment, Fixed Assets: Miscellaneous Items, Fixed Assets, Capital Expenditure on Structures, Capital Expenditure on Plant and Equipment, Capital Expenditure on Vehicles, Capital Expenditure on Data Processing Equipment, Capital Expenditure on Miscellaneous Items, Total Capital Expenditure, Retirements: Structures, Retirements: Plant and Equipment, Retirements: Miscellaneous Items, Total Retirements, Total Fixed Assets, Finished Product Stocks, Work in Progress as Stocks, Materials as Stocks, Total Stocks / Inventory, Debtors, Total Maintenance Costs, Services Purchased, Miscellaneous Current Assets, Total Current Assets, Total Assets, Creditors, Short Term Loans, Miscellaneous Current Liabilities, Total Current Liabilities, Net Assets / Capital Employed, Shareholders Funds, Long Term Loans, Miscellaneous Long Term Liabilities, Workers, Hours Worked, Work in 1st Quarter, Work in 2nd Quarter, Work in 3rd Quarter, Work in 4th Quarter, Total Employees, Raw Materials Cost, Finished Materials Cost, Fuel Cost, Electricity Cost, Total Input Supplies / Materials and Energy Costs, Payroll Costs, Wages, Directors' Remunerations, Employee Benefits, Employee Commissions, Total Employees Remunerations, Sub Contractors, Rental & Leasing: Structures, Rental & Leasing: Plant and Equipment, Total Rental & Leasing Costs, Maintenance: Structures, Maintenance: Plant and Equipment, Communications Costs, Miscellaneous Expenses, Sales Personnel Variable & Commission Costs, Sales Expenses and Costs, Sales Materials Costs, Total Sales Costs, Distribution Fixed Costs, Distribution Variable Costs, Warehousing Fixed Costs, Warehousing Variable Costs, Physical Handling Fixed Costs, Physical Handling Variable Costs, Physical Process Fixed Costs, Physical Process Variable Costs, Total Distribution and Handling Costs, Mailing & Correspondence Costs, Media Advertising Costs, Advertising Materials & Print Costs, POS & Display Costs, Exhibition & Events Costs, Total Advertising Costs, Product Returns & Rejection Costs, Product Installation & Re-Installation Costs, Product Breakdown & Post Installation Costs, Product Systems & Configuration Costs, Product Service & Maintenance Costs, Customer Problem Solving & Customer Complaint Costs, Total After-Sales Costs, Total Marketing Costs, New Technology Expenditure, New Production Technology Expenditure, Total Research and Development Expenditure, Total Operational & Process Costs, Debtors within Agreed Terms, Debtors Outside Agreed Terms, Un-recoverable Debts.

Financial Margins & Ratios Data

To see what such a spreadsheet looks like: <http://www.datagroup.org/GOM.xls>

Return on Capital, Return on Assets, Return on Shareholders' Funds, Pre-tax Profit Margins, Operating Profit Margin, Trading Profit Margin, Return on Investment, Assets Utilisation (given as a ratio of Sales to Total Assets), Sales as a ratio of Fixed Assets, Stock Turnover (Sales as a ratio of Stocks), Credit Period, Creditors' Ratio (given as Creditors divided by Sales times 365 days), Default Debtors given as a Ratio of Total Debtors, Un-Recoverable Debts given as a Ratio of Total Debts, Working Capital / Sales, Materials & Energy Costs as a % of Sales, Added Value, Investment as a Ratio of Added Value, Value of Plant & Equipment as a % of Sales, Vertical Integration (Value Added as a % of Sales), Research & Development Investment as a % of Sales, Capital Expenditure Investment as a % of Sales, Marketing Costs as a % of Sales, Current Ratio (Current Assets as a ratio of Current Liabilities), Quick Ratio, Borrowing Ratio (or Total Debt as a ratio of Net Worth), Equity Ratio (Shareholders Funds as a ratio of Total Liabilities), Income Gearing, Total Debt as a ratio of Working Capital, Debt Gearing Ratio (Long Term Loans as a ratio of Net Worth), Average Remuneration (all employees - full and part), Profit per Employee, Sales per Employee, Remunerations / Sales, Fixed Assets per Employee, Capital Employed per Employee, Total Assets per Employee, Value of Average Investment per Employee, Value Added per Employee, Materials Costs as a % of Sales, Wage Costs as a % of Sales, Payroll and Wages as a Ratio to Materials, Variable Costs as a % of Sales, Fixed Costs as a % of Sales, Fixed Costs as a Ratio of Variable Costs, Distribution Costs as a % of Sales, Warehousing Costs as a % of Sales, Physical Costs as a % of Sales, Fixed as a Ratio of Variable Distribution Costs, Fixed as a Ratio of Variable Warehousing Costs, Fixed as a Ratio of Variable Physical Costs, Fixed as a Ratio of Variable Total Distribution & Handling Costs, Product Returns & Rejections Costs as a % of Sales, Product Installation & Associated Costs as a % of Sales, Product Breakdown & Associated Costs as a % of Sales, Product Systems & Associated Costs as a % of Sales, Product Service & Associated Costs as a % of Sales, Customer Complaint & Associated Costs as a % of Sales, Stock Work in Progress & Materials as a Ratio of Finished Products, Stock Materials as a Ratio of Work in Progress, Un-recoverable Debts as a Ratio of Total Debt, Un-recoverable Debts as a Ratio of Debts Within Agreed Terms, Total Sales Costs as a % of Sales, Total Distribution & Handling Costs as a % of Sales, Total Advertising Costs as a % of Sales, Total After-Sales Costs as a % of Sales, Total Customer Compensation Costs as a % of Sales, Total Variable Marketing Costs as a % of Sales, Total Fixed Marketing Costs as a % of Sales, Total Fixed Marketing Costs as a Ratio of Total Variable Marketing Co, Variable Sales Personnel Costs as a Ratio of Marketing Costs, Variable Distribution & Handling Costs as a Ratio of Marketing Costs, Variable Advertising Costs as a Ratio of Marketing Costs, Variable After-Sales Costs as a Ratio of Marketing Costs, Sales Personnel Variable Costs as a Ratio of Sales, Sales Personnel Variable Costs as a Ratio of Debtors, Sales Personnel Variable Costs as a Ratio of Un-Recoverable Debtors, Exports as a % of Sales, \$ Hourly Pay Rate, \$ Hourly Wage Rate, Capital Employed.

General Contents

Phosphate Rock World Report

This report provides users with commercial intelligence on markets and industries in over 200 countries. The report analyses the world markets with a basic point of reference, namely a base country. The Client can select the base reference country when ordering the database.

These reports are formatted to give both a narrative description of the various matters covered as well as provide readers with the ability to directly use the Chapters (via Microsoft Word or compatible word processors) to produce their own reports and documentation. Experienced users will be able to use the spreadsheet and databases to generate highly detailed narrative reports, charts and graphics - as well as sophisticated business and commercial forecasts and models. The databases are provided in both Excel spreadsheets and an Access database. Explanatory notes are provided as Word documents or in PDF formats.

As an entry level product the narrative is necessarily illustrative in its terminology and seeks to provide a basic degree of business logic and theory which indicates the rational applied in the forecasting and modelling methodology.

The databases are specifically designed to provide users with a uniform and consistent numeric measure of both (normally) quantifiable values as well as conceptual factors which are (usually) only capable of qualification. Experienced users will know how to apply forecasting and modelling software to the numeric data provided to generate highly detailed and discrete business planning models. The databases provided in this report can be used directly with databases on other product, markets and industries in other countries. The databases are specifically designed to be transnational, currency neutral, inflation and purchasing parity adjusted, product parity and product equivalent adjusted, opportunity cost adjusted, and numerically compatible; they all can be linked or merged programmatically in business planning models to provide multi-national and multi-level analysis.

The report databases are designed to give a common definition, unit of measure and quantification of markets in over 200 countries. These reports rely on data collection at various levels of the product flow; this effectively means, the producer, the distribution channels and the end user or consumers. This data is then correlated with any national and international statistical data produced by official agencies. Unfortunately, product flow data gathering in some countries is difficult, and furthermore the official statistical data is both inaccurate and sparse. In such circumstances, in some countries, we have to flag a Data Caveat as a warning.

Choice of Base Reference Country

As report databases are generated specifically for each client order, the client can select which Base Country the database uses. The choice of a Base Country is important as it puts the database into the client's own perspective. This is important, for example, in respect of Purchasing Parity data or the results of End User Survey data where the world data is presented from the relative position of the Base Country. Where a client does not specify a Base Reference country, the database is generated with the Base Reference country being the same country as the client.

Market Research Contents

Please also see the Notes to the contents: [Notes](#)

Within each heading there are links with detailed descriptions and explanation of the contents; these can be opened when the link is clicked.

| Chapters | Pages | Volumes | Diagrams, Maps & Illustrations | Spreadsheets & Database tables |
|----------|-------|--------------|--------------------------------|--|
| 59 | 2197 | Online & DVD | c. 550 | Excel Spreadsheets: 10004 Access tables: 9631 |

The Phosphate Rock World Report + Database provides data on the net market for the Products and Services covered in each of 205 countries. The Products and Services covered (Phosphate rock products) are classified by the Major Products and each Product / Service is then further defined and analysed by subsidiary Product. 58 Products/Markets are covered, 2197 pages, 10004 spreadsheets, 9631 database tables, 509 illustrations. Updated monthly. 12 month After-Sales Service.

NAICS / SIC coded reports and databases

This database is a Market database which is designed to be compatible with U.S. government databases.

For NAICS / SIC coded reports & databases, the report structures, datasets, field names, et al, are analogues of U.S. Department of Commerce and U.S. Census databases, and are designed to provide compatibility with U.S. Government databases, but in a worldwide context. The products are described under their NAICS or SIC coding. This coding system classifies products within Product Codes.

For a full explanation of the NAICS coding system see: <http://www.census.gov/eos/www/naics/>

These product / revenue lines codes are of course determined by the U.S. Government agencies.

However if users want additional data then this can be extracted from the various databases and surveys as part of the After-Sales Service.

Databases & Structures

Root Folder



Phosphate Rock Report Database

This folder contains a number of general files, plus the various main Chapter Files.

Summary Documents

The Report contains 2 Summary documents for the Market Research which can be opened in a Browser or as a Word document and paginated.

If required these files can then be saved as PDF files:-

1. [MR_Executive_Summary_Brief.html](#) will render into about 70 pages.
2. [MR_Executive_Summary.html](#) will render into about 950 pages.



Market Research

This folder contains the main Market Research files.



Corporate Research

Where the database is specified as having Corporate Intelligence, this folder contains the main Corporate Research files.



Research Data

This folder contains the Market Research files which are specific to this edition of the report.



BUSINESS PLANNING

This folder contains the Business Plan Documents & Boilerplates

Also see the Business Plan Images folder in Toolkit 1



BASE_FOLDERS Significant folders include:-

- **CHAPTERS in HTM** HTM files listing the Chapter contents
- **Cities** HTM files listing Cities & Towns in the database
- **HELP** Help documents **Also see the HELP folder in Toolkit 1**
- **MAPS**
- **MDB** Access databases
 - MarketResearch.mdb
 - MarketResearch.mdb Table List
 - World.mdb
 - World.mdb Table List
 - World_Product_Sectors.mdb
 - World_Product_Sectors.mdb Table List
 - Corporate.mdb
 - Corporate.mdb Table List
 - Base.mdb General & Database Reference tables in



- 'Base_mdb_Database.zip' file [Size 75.8MB]
-  **Data.exe** Supplemental Database extraction [Optional. 547 databases for Modelling Level products. Size 2.56GB]
-  **Auxiliary_Data.exe** Auxiliary Database extraction [Optional. 44 databases for Modelling Level products. Size 298MB]
-  **Data_Help.exe** Help file extraction [Optional. 10,400 help files for Modelling Level products. Size 34MB]
-  **NAICS**  Classifications
-  **REFERENCE** Reference documents:   &  links to external databases
Also see the REFERENCE folder in Toolkit 1
-  **XLS**  Business Planning & Database Reference Spreadsheets
-  **XLS_Corporate**  Corporate Spreadsheets
 -  Corporate File List
-  **XLS_MarketResearch**  Market Research Spreadsheets
 -  Market Research File List

Documents & Manuals

There are additional resources to be found in Toolkit 1 which can be used to assist the interpretation and manipulation of the database. These are:-

1. Data Manuals on the Report Contents
2. Documents & Templates on the Report Contents
3. Help files on the Report Contents
4. Manuals & Templates on the Report Contents

For a detailed Table of Contents for each chapter, database or spreadsheet: **click on the Blue headings shown below. This will open a page in your browser which fully specifies the contents of that heading.**

Spreadsheets

[Financial](#) 
[Industry](#) 
[Market](#) 

[Competitive](#) 
[Critical Parameters](#) 
[Decision Makers](#) 
[Market Segmentation](#) 
[Marketing Costs](#) 
[Performance](#) 
[Product Launch](#) 

Chapters

- 1 OVERSEAS DEVELOPMENT
- 2 ADMINISTRATION
- 3 ADVERTISING
- 4 BUYERS – COMMERCIAL OPERATIONS
- 5 BUYERS – COMPETITORS
- 6 BUYERS – MAJOR CITY
- 7 BUYERS – PRODUCTS
- 8 BUYERS – TRADE CELL
- 9 COMPETITIVE INDUSTRY ANALYSIS
- 10 COMPETITOR ANALYSIS
- 11 COUNTRY FOCUS
- 12 DISTRIBUTION
- 13 FINANCIAL - BUSINESS DECISION SCENARIOS
- 14 FINANCIAL - CAPITAL COSTS FINANCIAL SCENARIOS
- 15 FINANCIAL - CASHFLOW OPTION SCENARIOS
- 16 FINANCIAL - COST STRUCTURE SCENARIOS
- 17 FINANCIAL - HISTORIC INDUSTRY BALANCE SHEET
- 18 FINANCIAL - HISTORIC MARKETING COSTS & MARGINS
- 19 FINANCIAL - INVESTMENT + COST REDUCTION SCENARIOS
- 20 FINANCIAL - MARKET CLIMATE SCENARIOS
- 21 FINANCIAL – MARKETING COSTS
- 22 FINANCIAL - MARKETING EXPENDITURE SCENARIOS
- 23 FINANCIAL – MARKETING MARGINS
- 24 FINANCIAL - STRATEGIC OPTIONS SCENARIOS
- 25 FINANCIAL - SURVIVAL SCENARIOS
- 26 FINANCIAL - TACTICAL OPTIONS SCENARIOS
- 27 GEOGRAPHIC DATA
- 28 INDUSTRY - NORMS
- 29 MAJOR CITY MARKET ANALYSIS
- 30 MARKET CAPITAL ACCESS SCENARIOS
- 31 MARKET CASHFLOW SCENARIOS
- 32 MARKET ECONOMIC CLIMATE SCENARIOS

| | |
|----|---|
| 33 | MARKET INVESTMENT + COSTS SCENARIOS |
| 34 | MARKET MARKETING EXPENDITURE SCENARIOS |
| 35 | MARKET RISK SCENARIOS |
| 36 | MARKET STRATEGIC OPTION SCENARIOS |
| 37 | MARKET SURVIVAL OPTION SCENARIOS |
| 38 | MARKET TACTICAL OPTION SCENARIOS |
| 39 | MARKETING EXPENDITURE -v- MARKET SHARE |
| 40 | MARKETING STRATEGY DEVELOPMENT |
| 41 | MARKETS |
| 42 | OPERATIONAL ANALYSIS |
| 43 | PERSONNEL MANAGEMENT |
| 44 | PHYSICAL DISTRIBUTION + CUSTOMER HANDLING |
| 45 | PRICING |
| 46 | PROCESS + ORDER HANDLING |
| 47 | PRODUCT ANALYSIS |
| 48 | PRODUCT DEVELOPMENT |
| 49 | PRODUCT MARKETING FACTORS |
| 50 | PRODUCT MIX |
| 51 | PRODUCT SUMMARY |
| 52 | PROFIT RISK SCENARIOS |
| 53 | PROMOTIONAL MIX |
| 54 | SALESFORCE DECISIONS |
| 55 | SALES PROMOTION |
| 56 | SURVEYS |
| 57 | TARGETS - PRODUCT + MARKET |
| 58 | TECHNOLOGY |
| 59 | TRADE CELL ANALYSIS |

Phosphate Rock

| Countries | Market | Market Forecast | Financial Forecast | Financial Margins | Historic Financial | Historic Costs | Industry Norms |
|----------------------|---------------|------------------------|---------------------------|--------------------------|---------------------------|-----------------------|-----------------------|
| Albania | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Algeria | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Angola | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Argentina | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Armenia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Aruba | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Australia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Austria | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Azerbaijan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bahamas | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bahrain | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bangladesh | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Barbados | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Belarus | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Belgium | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Belize | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bermuda | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bhutan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bolivia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bosnia & Herzegovina | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Botswana | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Brazil | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Brunei | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Bulgaria | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Cambodia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Cameroon | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Canada | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Chad | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Chile | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| China | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Colombia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Costa Rica | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Cote d'Ivoire | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Croatia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Cuba | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Cyprus | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Czech Republic | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Denmark | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Dominica | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Dominican Republic | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Ecuador | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Egypt | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| El Salvador | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Estonia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Ethiopia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Finland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| France | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| French Guiana | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Gabon | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Gambia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Georgia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Germany | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Ghana | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Greece | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Guadeloupe | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Guatemala | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Guinea | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Guinea-Bissau | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Guyana | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Haiti | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Honduras | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Hong Kong | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Hungary | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Iceland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| India | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Indonesia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Iran | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |

Phosphate Rock

| | | | | | | | |
|----------------------|--------|----------|----------|----------|----------|----------|-------|
| Iraq | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Ireland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Israel | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Italy | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Jamaica | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Japan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Jordan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Kazakhstan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Kenya | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Kuwait | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Kyrgyzstan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Laos | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Latvia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Lebanon | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Lesotho | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Liberia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Libya | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Liechtenstein | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Lithuania | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Luxembourg | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Macedonia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Madagascar | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Malawi | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Malaysia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Malta | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Martinique | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Mauritius | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Mexico | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Moldova | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Monaco | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Mongolia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Morocco | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Mozambique | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Namibia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Nepal | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Netherlands | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Netherlands Antilles | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| New Caledonia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| New Zealand | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Nicaragua | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Nigeria | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Norway | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Oman | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Pakistan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Panama | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Papua New Guinea | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Paraguay | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Peru | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Philippines | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Poland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Portugal | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Puerto Rico | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Qatar | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Reunion | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Romania | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Russia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Saudi Arabia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Senegal | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Serbia & Montenegro | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Sierra Leone | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Singapore | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Slovakia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Slovenia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| South Africa | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| South Korea | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Spain | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Sri Lanka | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Suriname | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Swaziland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Sweden | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Switzerland | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |

Phosphate Rock

| | | | | | | | |
|----------------------|--------|----------|----------|----------|----------|----------|-------|
| Syria | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Taiwan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Tajikistan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Tanzania | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Thailand | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Trinidad & Tobago | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Tunisia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Turkey | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Turkmenistan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Uganda | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Ukraine | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| United Arab Emirates | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| United Kingdom | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| United States | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Uruguay | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Uzbekistan | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Venezuela | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Vietnam | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Virgin Islands | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Zambia | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |
| Zimbabwe | Market | Forecast | Forecast | Forecast | Historic | Historic | Norms |

The Data Caveat

The report databases are designed to give a common definition, unit of measure and quantification of markets in over 200 countries. These reports rely on data collection at various levels of the product flow; this effectively means, the producer, the distribution channels and the end user or consumers. This data is then correlated with any national and international statistical data produced by official agencies. Unfortunately, product flow data gathering in some countries is difficult, and furthermore the official statistical data is both inaccurate and sparse. In such circumstances, in some countries, we have to flag a Data Caveat as a warning. What this means is that in some countries the data is not sufficiently verifiable for statistical purposes and in those cases the data may not be presented.

Methodology

For more information on methodology please download a copy of the Methodology Manual:

http://www.datagroup.org/DataGroup_Methodology_Manual.pdf

Deliverables

The Database Edition is provided as follows:

1. Executive Summary Word document (802 pages) + Executive Summary PDF (802 pages).
World Edition: Executive Brief (90 html pages) + Executive Summary (900 html pages).
2. Online downloadable Zipped version of the report.
3. Back-up DVD with Report and Report Database (Optional).
4. 12 months After-Sales Service.
5. 1-2 hour Teleconference / Teamviewer presentation if required. See After-Sales Service.
6. Dedicated web site access for the report & databases if required. See After-Sales Service.

About this Database

As an entry level product the narrative is necessarily illustrative in its terminology and seeks to provide a basic degree of business logic and theory which indicates the rational applied in the forecasting and modelling methodology. First time users should read the Database Introduction and the Notes & Definitions links found in each Chapter. There are statistical nuances to some of the spreadsheets & databases which will help the user to fine-tune their models & forecasts to obtain greater accuracy.

Data Product levels

Because of the sheer volume of data potentially available it has been necessary to create a number of product levels which can provide clients with as little or as much data as needed.

Database Entry level

Entry level products provide the most basic degree of information supplied. This product can be used to build upon for various business forecasting and planning application. A World Report will have a database of over 9,000 record sets.

Corporate Modelling level

The Corporate level modelling products provide the tools and information for medium and long term corporate forecasting and planning. Typically this level have over 24,000 record sets.

Econometric Modelling level

The Econometric level modelling products provide the tools and information for industry level, national, and international medium & long term forecasting and planning. Over 39,000 record sets.

Presentation level

The Presentation level products provide the information sought by a client company is a graphical or audio-visual format which is bespoke for the particular needs and applications of the client.

Toolkits

To assist users there are various Toolkits available on request.

The Files, Data, Documents, Software, Tools, Utilities and other items provided on these DVDs are supplied for the sole use of the recipient. These items are the property of the publishers concerned and they may not be released or distributed without the express permission of the publisher of each item.



Toolkit 1

1. Data Manuals
2. Document Templates
3. Help files
4. Manuals Templates
5. Microsoft Utilities
6. OpenOffice
7. Business Plan Images
8. Reference files
9. US Census Data Tools
10. Utilities & Tools

Because all DataGroup & Data Institute database are directly compatible with U.S. Government databases it is sometimes useful for users to use US Government data handling tools to manage not only US Government data, but also the data provided by DataGroup and Data Institute. Alternatively, if you are already using this US Government software you can simply access the DataGroup & Data Institute databases with the same software. In generate DataGroup & Data Institute use the same database parameters, structures and field names as those found in US Government databases, and thus users can correlate and query databases without undue difficulty.

Toolkit 2

1. Database Utilities
2. Enterprise Resource Planning
3. Integrated Development Environment

If you intend to implement DataGroup and Data Institute databases online (internet or intranet) then an Integrated Development Environment is often the easiest route to data dissemination and data manipulation.

Toolkit 3

There are about 40 Statistical packages provided in this Toolkit. These are Open-Source packages which are generally free to use: [acsIX](#), [ADaMSoft](#), [ADMB](#), [AMPL](#), [Analyse-it](#), [Analytica](#), [Angoss](#), [APMonitor](#), [ASReml](#), [Automlab](#), [Baudline](#), [Bayesian Filtering Library](#), [BMDP](#), [BV4.1](#), [CalEst](#), [Ch](#), [Chronux](#), [COMSOL Script](#), [CSPPro](#), [DADiSP](#), [DAP](#), [Data Applied](#), [Dataplot](#), [Demetra+](#), [EJS](#), [ELKI](#), [Epi Info](#), [Euler Mathematical Toolbox](#), [EViews](#), [FAME](#), [FEniCS Project](#), [Fityk](#), [FlexPro](#), [GAUSS](#), [Genedata Analyst](#), [GenStat](#), [GeoDA](#), [GLIM](#), [GNU Data Language](#), [GraphPad InStat](#), [GraphPad Prism](#), [gretl](#), [Hermes](#), [IBM SPSS Modeler](#), [IBM SPSS Statistics](#), [IDAMS/WinIDAMS](#), [IDL](#), [IGOR Pro](#), [IMSL Num. Libraries](#), [Izenda](#), [JAGS](#), [JHepWork](#), [JMP](#), [JMulTi](#), [Julia](#), [KPP](#), [LabPlot](#), [LISREL](#), [Macsyma](#), [Madagascar](#), [MadArtSoft](#), [Madeline](#), [Maple](#), [Mathcad](#), [Mathemagix](#), [Mathematica](#), [MATLAB](#), [MCSim](#), [MedCalc](#), [Minitab](#), [MINUIT](#), [MLwiN](#), [Mondrian](#), [NCAR Com Language](#), [NCSS](#), [NMath Stats](#), [Go Publisher](#), [NumXL](#), [Octave](#), [O-Matrix](#), [OpenBUGS](#), [OpenEpi](#), [OpenMx](#), [OptimJ](#), [Orange](#), [Origin](#), [OriginPro](#), [PARI/GP](#), [Partek](#), [PAW](#), [Perl DL](#), [Ploticus](#), [Primer-E Primer](#), [PSPP](#), [PV-WAVE](#), [Q research software](#), [QtiPlot](#), [Quantum](#), [R](#), [R Commander](#), [R Rattle GUI](#), [RapidMiner](#), [RATS](#), [Revolution Analytics](#), [ROOT](#), [Sage](#), [SALOME](#), [Salstat](#), [SAS](#), [scikit-learn](#), [Scilab](#), [SciPy](#), [SHAZAM](#), [Shogun](#), [SigmaStat](#), [SigmaXL](#), [Simfit](#), [Simul](#), [SOCR](#), [SOFA Statistics](#), [SPC XL](#), [Speakeasy](#), [S-PLUS](#), [SPSS](#), [Stata](#), [Statgraphics](#), [STATISTICA](#), [Statistical Lab](#), [Stat-JR](#), [Stats Helper](#), [StatXact](#), [SUDAAN](#), [Systat](#), [The Unscrambler](#), [Trilinos](#), [Unistat](#), [VisSim](#), [Waffles](#), [Weka](#), [WinBUGS](#), [Winpepi](#), [X-12-ARIMA](#), [XLfit](#), [Xlisp-stat](#), [XploRe](#), [Yorick](#).

Toolkit 4

Utilities & resources for clients using databases on Microsoft Server 2003 systems.

Toolkit 5

Utilities & resources for clients using databases on Microsoft Server 2008 systems. Also, Microsoft Server 2012 migration utilities.

Phosphate Rock

Proprietary Software package compatibility

If you use proprietary corporate planning software then it is easy to use these databases as they are compatible with the following packages:-

Some Compatible Software products (See the Database Support site for a full list)

Project Management Software: 24SevenOffice, Assembla, AtTask, Basecamp, Central Desktop, Cerebro, Clarizen, codeBeamer, Collabive, Concerto, Contactizer, CredAbility.info, dotProject, Easy Projects .NET, eGroupWare, FastTrack Schedule, Feng Office Community Edition, FogBugz, GanttProject, Gemini, Genius Inside, Glasscubes, Huddle, Hyperoffice, InLoox, JIRA, Journyx, Kayako, KForge, KPlato, Launchpad, LiquidPlanner, LisaProject, MacProject, MantisBT, MatchWare MindView 3 Business, Merlin, MicroPlanner X-Pert, Microsoft Office Project Server, Microsoft Project, Mingle, O3spaces, OmniPlan, Open Workbench, OpenProj, Oracle Project Portfolio Management, Planisware 5, Planner Suite, Pmplus+, Primavera Project Planner, Project KickStart, Project.net, Project-Open, Projectplace, ProjectSpaces, Projektron BCS, PSNext, QdPM, QuickBase, Redmine, Rachota, SAP RPM, Smartsheet, TaskJuggler, Teamcenter, Teamwork, Tenrox, Trac, TrackerSuite.Net, Ubidesk, VPMi, WorkLenz, WorkPLAN Enterprise, workspace.com, WebSPOC, Wrike, Zoho Projects

ERP Packages: Adempiere, BlueErp, Compiere, Dolibarr, Fedena, GNU Enterprise, JFire, Kualifoundation, LedgerSMB, OFBiz, Openbravo, OpenERP, Opentaps, Postbooks, SQL-Ledger, Tryton, WebERP, 1C:Enterprise, 24SevenOffice Start / Premium / Professional, abas ERP, Accpac, Agresso Business World, AMS Advantage, BatchMaster ERP, Bowen & Groves, CGram Enterprise, Clear Enterprise, Comarch Altum, Compass ERP, Compiere, Comprehensive Patient Administrator, COA Solutions Ltd - Smart Business Suite, Consona Corporation – Intuitive / Made2manage / AXIS / Cimnet / Encompix / DTR, Epicor Enterprise, Global Shop Solutions One-System ERP Solutions, HansaWorld, ERP Adage (Adage), ERP LN (Baan), ERP LX (BPCS), ERP SL (SyteLine), ERP Swan (Swan), ERP SX.Enterprise (SX.Enterprise), ERP VE (Visual Enterprise), ERP XA (MAPICS), IFS Applications, JD Edwards EnterpriseOne & JD Edwards World, JustFoodERP.com, kVASy4, Kingdee, Lawson M3 / Movex, Lawson S3, Log-net, Maximo (MRO), Microsoft Dynamics AX, Microsoft Dynamics GP, Microsoft Dynamics NAV, Microsoft Dynamics SL, Momentum, MyWorkPLAN, NetSuite, Openda QX, OpenMFG, Oracle e-Business Suite, Paradigm, PeopleSoft, Plex Online, QAD Enterprise Applications, Ramco Enterprise Series 4.x, Ramco e.Applications, Ramco On Demand ERP, MAS 90, MAS 200, MAS 500, Technology One, SAGE ACCPPAC, SAGE Pro ERP, SAGE ERP X3, SAP Business Suite, SAP Business ByDesign, SAP Business One, SAP Business All-in-One, TaskHub, SYSPRO, SYS-APPS, mySAP, Visibility.net, WorkPLAN Enterprise

Enterprise Feedback Management Systems: SynGro, Perseus (Vovici), Clicktools, DatStat, Inquisite, SPSS, FIRM (Confirmit), NetReflector, Allegiance, Enetrix, Satmetrix, RightNow Technologies, Mindshare Technologies, Data Illusion, KeySurvey (WorldAPP), Kinetic Data, CustomerSat (MarketTools), Medallia, Interview SA, Surveynomics, Invoke Solutions, Qualtrics, Fizzback, Grimmersoft, QuestManager, QuestBack, Globalpark, DataCycles, Dub Studios, eLustro, Kinesis Survey Technologies, Knowledge Wave, myK (myKnowledge), mySurveyLab.com, QuickSearch, Ransys, ResponseTek Networks Corp., TalkFreely, XTCO, Zarca

Resource Web

Sometimes clients also want the data loaded onto a password protected dedicated website for the use of their staff and/or any other persons they may authorise.

The main benefit of these Resource Webs is that the data is available to all the client's staff and professional advisors wherever they may be, and also when data is updated or new data is added then there is a common and know point of access for that data. Resource Webs are maintained for the use of the client for a period of 12 months from the data of the last data addition or update to that site.

These dedicated web sites are provided as part of the After-Sales Service.

<http://www.datagroup.org/about-resource-webs.html>

For a view of a typical Resource Web: <http://www.eni-italy.info> produced for ENI, the Italian Oil group

Real Time Support

The After-Sales Service can offer client Real-Time Support. This usually involves using a software utility called TeamViewer (an installation program can be found in the Toolkit on your DVD or Hard Disk Drive) which allows the After-Sales Service support staff to directly link to the client's computer and work with the users in real time.

Research & Survey Methodology Analysis

Some client may wish to understand the statistical and methodological basis of the specific research conducted and this can be provided as part of the After-Sales Service.

Statistical Appraisal of Datasets (via the After-Sales Service)

- **Sampling**
 - External Validity
 - Sampling Terminology
 - Statistical Terms in Sampling
 - Probability Sampling
 - Nonprobability Sampling
- **Measurement**
 - Construct Validity
 - Measurement of Validity Types
 - Construct Validity
 - Convergent & Discriminant Validity
 - Threats to Construct Validity
 - Nomological Networks
 - Multi-trait / Multi-method Matrix
 - Pattern Matching Construct Validity
 - Reliability
 - True Score
 - Measurement Error
 - Reliability
 - Type of Reliability Analysis
 - Validity
 - Levels of Measurement
 - Survey Research
 - Survey Type
 - Selecting the Survey Method
 - Construction of the Survey
 - Questions
 - Question Content
 - Response Format
 - Question Wording
 - Question Placement
 - Interviews
 - Appraisal of Survey Method
 - Scaling
 - General Issues in Scaling
 - Thurstone Scaling
 - Likert Scaling
 - Guttman Scaling
 - Qualitative Measures
 - Qualitative Discussion
 - Qualitative Data
 - Qualitative Approach
 - Qualitative Method
 - Qualitative Validity
 - Unobtrusive Measures
- **Design**
 - Internal Validity
 - Establishing Cause & Effect
 - Single Group Threats
 - Regression to the Mean
 - Multiple Group Threats
 - Social Interaction Threats
 - Design Development
 - Design Type
 - Experimental Designs
 - Two-Group Experimental Design
 - Probabilistic Equivalence
 - Random Assignment
 - Classifying Experimental Designs
 - Factorial Design
 - Factorial Design Variations
 - Randomized Block Design
 - Covariance Design
 - Hybrid Experimental Design
 - Quasi-Experimental Designs
 - Non-equivalent Groups Design
 - Regression-Discontinuity Design
 - Other Quasi-Experimental Design
 - Relationships of Pre-Post Designs
 - Formulation of the Designs
 - Modification & Experimentation
- **Analysis**
 - Conclusion Validity
 - Threats to Validity
 - Validity Improvements
 - Statistical Control
 - Data Preparation
 - Descriptive Statistics
 - Correlation
 - Inferential Statistics
 - T-Test
 - Indicator Variables
 - General Linear Model
 - Post-test-Only Analysis
 - Factorial Design Analysis
 - Randomized Block Analysis
 - Analysis of Covariance
 - Non-equivalent Group Analysis
 - Regression-Discontinuity Analysis
 - Regression Displacement Analysis

The data for this particular datasets is correlated with base data norms, over several time series, to calculate the statistical parameters for the specific datasets. Client can order this analysis at any time during the 12 months After-Sales Service period.

Appendix 1 : Regional Report country coverage

Canada & USA

[Canada](#)
[United States](#)

Central America

[Antigua and Barbuda*](#)
[Aruba](#)
[Bahamas](#)
[Barbados](#)
[Belize](#)
[Bermuda*](#)
[Cayman Islands*](#)
[Costa Rica](#)
[Cuba](#)
[Dominica](#)
[Dominican Republic](#)
[El Salvador](#)
[Grenada*](#)
[Guadeloupe](#)
[Guatemala](#)
[Haiti](#)
[Honduras](#)
[Jamaica](#)
[Martinique](#)
[Mexico](#)
[Netherlands Antilles](#)
[Nicaragua](#)
[Panama](#)
[Puerto Rico](#)
[Saint Kitts and Nevis*](#)
[Saint Lucia*](#)
[Saint Vincent Grenadines*](#)
[Trinidad and Tobago](#)
[US Virgin Islands*](#)

South America

[Argentina](#)
[Bolivia](#)
[Brazil](#)
[Chile](#)
[Colombia](#)
[Ecuador](#)
[French Guiana](#)
[Guyana](#)
[Paraguay](#)
[Peru](#)
[Suriname](#)
[Uruguay](#)
[Venezuela](#)

Europe

[Albania](#)
[Andorra*](#)
[Armenia](#)
[Austria](#)
[Belarus](#)
[Belgium](#)
[Bosnia + Herzegovina](#)
[Bulgaria](#)
[Croatia](#)
[Cyprus](#)
[Czech Republic](#)
[Denmark](#)
[Finland](#)
[France](#)
[Eire](#)
[Estonia](#)
[Georgia](#)
[Germany](#)
[Greece](#)
[Greenland*](#)
[Hungary](#)
[Iceland](#)
[Italy](#)
[Latvia](#)
[Liechtenstein*](#)
[Lithuania](#)
[Luxembourg](#)
[Macedonia](#)
[Malta*](#)
[Moldova](#)
[Montenegro](#)
[Netherlands](#)
[Norway](#)
[Poland](#)
[Portugal](#)
[Romania](#)
[Serbia*](#)
[Slovakia](#)
[Slovenia](#)
[Spain](#)
[Sweden](#)
[Switzerland](#)
[United Kingdom](#)
[Ukraine](#)

Eurasia

[Kazakhstan](#)
[Kyrgyzstan](#)
[Russia](#)
[Uzbekistan](#)

Middle East

[Afghanistan*](#)
[Azerbaijan](#)
[Bahrain](#)
[Iran](#)
[Iraq](#)
[Israel](#)
[Jordan](#)
[Kuwait](#)
[Lebanon](#)
[Oman](#)
[Pakistan](#)
[Qatar](#)
[Saudi Arabia](#)
[Syria](#)
[Tajikistan](#)
[Turkey](#)
[Turkmenistan](#)
[United Arab Emirates](#)
[Yemen*](#)

Asia

[Bangladesh](#)
[Brunei*](#)
[Burma*](#)
[Cambodia](#)
[China](#)
[India](#)
[Indonesia](#)
[Japan](#)
[Laos](#)
[Malaysia](#)
[Mongolia*](#)
[Nepal*](#)
[North Korea*](#)
[Philippines](#)
[Singapore](#)
[South Korea](#)
[Sri Lanka](#)
[Taiwan](#)
[Thailand](#)
[Vietnam](#)

Oceania

[Australia](#)
[Fiji Islands*](#)
[French Polynesia*](#)
[Kiribati*](#)
[Micronesia*](#)
[New Caledonia*](#)
[New Zealand](#)
[Papua New Guinea](#)

Africa

[Algeria](#)
[Angola](#)
[Benin*](#)
[Botswana](#)
[Burkina Faso*](#)
[Burundi*](#)
[Cameroon](#)
[Cape Verde*](#)
[Cen African Rep*](#)
[Chad*](#)
[Cote d'Ivoire](#)
[Democratic Republic Congo*](#)
[Djibouti*](#)
[Egypt](#)
[Equatorial Guinea*](#)
[Eritrea](#)
[Ethiopia](#)
[Gabon](#)
[Gambia](#)
[Ghana](#)
[Guinea](#)
[Guinea-Bissau](#)
[Kenya](#)
[Lesotho](#)
[Liberia](#)
[Libya](#)
[Madagascar](#)
[Malawi](#)
[Mali*](#)
[Mauritania*](#)
[Morocco](#)
[Mozambique](#)
[Namibia](#)
[Niger*](#)
[Nigeria](#)
[Republic Congo*](#)
[Rwanda*](#)
[S Tome Principe*](#)
[Senegal](#)
[Seychelles*](#)
[Sierra Leone](#)
[Somalia*](#)
[South Africa](#)
[Sudan*](#)
[Swaziland](#)
[Tanzania](#)
[Tunisia](#)
[Uganda](#)
[Zambia](#)
[Zimbabwe](#)

The countries marked * indicate a data caveat due to local survey conditions.

Appendix 2 : About the After-Sales Service

The DataGroup / Data Institute After-Sales Service are an independent unit which provides support to DataGroup / Data Institute users. The After-Sales Service is a stand-alone unit which is not connected to any particular Distributor, Reseller or Retailer.

The support is provided on a contractual basis to Account Holders; and on an Ad Hoc basis to retail and non-account users.

Database specificity

The After-Sales Service can only provide support for the specific database(s) licenced to the user. We cannot generally provide data from unrelated databases, unless there is a specific agreement for this.

Costs

The current cost is \$95 per hour; this includes all researchers / computer / database access costs. This costing is based on work which is scheduled at off-peak times.

Delivery

We normally seek to fulfil orders in 7-14 days. For more urgent After-Sales Service work the costs depend on the client's time frame and the availability of our researchers.

Telephone Support

Account Holders receive telephone support via their Account Manager. We are unable to offer telephone support to Ad Hoc or retail clients unless there is a specific agreement for this.

Online Support

Account Holders receive online support via their Account Manager. We are able to offer online support to Ad Hoc or retail clients by specific agreement for this.

Quotations

Client will usually be provided with a formal proposal and quotation for After-Sales Service work. This will underline the work which is to be provided and the cost of that work.

How to order After-Sales Services

The After-Sales Service is most effective if users plan their orders sequentially, i.e. extract the basic data which will then lead to more complex data or correlations. This also helps to reduce costs as the use of automated processing & standard data formats are always less expensive to produce than Ad Hoc work.

Modular research

Once the After-Sales Service understands the general data requirements they will send the Client a Modular Proposal as a Word document. The Client can then select the Parts required, and amend or modify the information objectives.

The best method to organise the ordering of data is as follows:-

- 1 Additional Market Research Data
- 2 Distribution Channels & End Users
- 3 Survey Data
- 4 Corporate Data
- 5 Additional Requirements

Once a client has specified exactly what data is needed, and that specification is available, then the After-Sales Service will produce a written quotation of cost and delivery time.

Database Products supported by the After-Sales Service

The After-Sales Service support most DataGroup / Data Institute products and databases, including those shown below.

Database Compatibility

The increased use of Database Management Systems, Business Planning and Control Systems, Enterprise Resource Planning, Management Information Systems, and other tools amongst management professionals has produced a critical need for the harmonisation of data across various software applications and systems platforms. The After-Sales Service ensures that its output, where required, will be fully compatible with DataGroup / Data Institute products and databases.

For this reason all the databases and reports provided use harmonised database and data sets; thereby users can obtain any database from any of the publishers, for any of their brands, with the assurance that these databases are fully compatible and can be used in conjunction with one another and the various platforms, operating systems and software.



The DataGroup Stiftung has, since 2007, undertaken the harmonisation and convergence of the database specifications and definitions of the various database providers. This is to allow users a uniform and standardised reference to use with their planning and forecasting; and to allow cross-database functionality.

The data sets, modules and standards shown are now fully harmonised and standardised to allow data and software interflow and cross-platform usage of the databases. Users may obtain older data dictionaries and standards, and/or data sets and data dictionaries for their own national standards. The standard product and market definitions have been harmonised and are provided (in the standard database products supplied), often as the NAICS classifications. Users wishing to remain with the previous SIC classifications may obtain these databases under that classification system. Users requiring other (U.N., European, Japanese, et cetera) classification definitions and norms may obtain those as necessary. Accounting standards are also harmonised according to the U.S. regulatory norms; however other norms are available. Data dictionary and data definition bridges and converters are available to allow users to update or standardise their databases.

Database Flowchart + Configuration

The flowchart provides the minimum configuration for the databases provided by the DataGroup / Data Institute publishers & brands. All the data, time and record sets of these databases are fully compatible.

http://www.datagroup.org/BASE_FOLDERS/CHAPTER_HTM/Ch_dg_dataflow.htm

The output provided by the After-Sales Service will respect the standard data configuration to ensure compatibility.

About DataGroup

DataGroup was formed in 1974 by a group of management consultants and information technology specialists whom had previously worked with, amongst other organisations, the U.S. Department of Commerce, Bank of America, Chase Econometrics, The Marketing Strategies Institute, the OECD in Paris, and MITI in Tokyo. DataGroup was established in order to develop a systemised, computerised, and uniform methodology to facilitate real world forecasting models for macro-economic, micro-economic, market, product, and industry purposes.

For full details of DataGroup's history please see: [About DataGroup](#)

DataGroup Clients

DataGroup do not publish a list of current client list due to client confidentiality; however a partial list of client in the period 1975 to 2000 is shown here: [DataGroup Client 1975-2000](#)



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