

ALVAREZ DE NOVALES, José Mario

Challenges for Corporate Strategies in the New Economy

Abstract: A situation of uncertainty is arising around the new economy insofar as it entails confronting two models, without any clear guidelines as to whether the «old» or «new» economy model is applicable to any given situation. Today, companies must simultaneously pursue what were once regarded as contradictory objectives: they seek to be global and local, specialise and generalise, in a world in which industries are converging and in which the aggregating agents are trying to re-intermediate markets. The barrier between physical and digital is fading. The Internet seems to be the internal and external manner to optimise many degrees of diversity while maintaining synergies. Firms need to both co-operate and compete with their rivals. Management is stretched to the limit. Only change remains.

Key words: business economics, business strategy, business management, uncertainty, Internet.

JEL Classification: M13, M21.

AVILA LIZERANZU, Gonzalo and PAMPILLON OLMEDO, Rafael

New Economy: Nature of Growth and Microeconomic Aspects

Abstract: In an attempt to understand the fundamentals of the economic process associated with the so-called «new economy», this article proposes to explain, from a broad microeconomic approach, the transformations taking place on markets in general and in economic agents in particular, articulated around the speedy development and application of information technologies. It examines the changes in the factors that explain economic growth in relation to the new technological paradigm, the new economy technological revolution, the characteristics of information industries and the effects of information and new technologies on traditional industries.

Key words: business economics, information, information technologies, new technologies, growth model, competitiveness, economies of scale, Internet.

JEL Classification: D21, D40, M11, M21.

CABRERA IZQUIERDO, Angel and RINCON HERCULES, Manuel

Knowledge Management: Creating Competitiveness in the New Economy

Abstract: In the new context of corporate competitiveness, survival and growth, knowledge is unquestionably the principal source of competitive edge. This article examines the characteristics of knowledge and analyses the various possible avenues for managing it. Knowledge warehouses are analysed as one of the most common initiatives for effective

knowledge management, along with their contribution to the exchange, compilation and development of ideas and experience. Solutions and mechanisms are also proposed to solve any problems that may arise in connection with conducting business, stressing the importance of reinforcing a co-operative corporate culture.

Key words: business economics, business management, management culture, competitive advantage, know-how.

JEL Classification: M14, M21.

DANS PEREZ, Enrique

Fads and Realities: CRM or New Digital Marketing

Abstract: The recent rise in Customer Relationship Management (CRM) in companies in all industries has led to re-thinking the concept of marketing based on the rules that seem to govern what has been referred to as the «new economy» and to attempt to evaluate to what extent such rules have changed. The present article purports to conduct a conceptual and terminological review of marketing associated with novel initiatives such as CRM, and to formulate a regulatory view of the different phases thereof. The conclusions suggest that tools such as CRM are associated with a new vision, a client-centric economy as opposed to the usual product-centrism, which extends beyond the scope of marketing. A second interpretation sustains, however, that these are not new concepts, generally speaking, but the re-creation of older ones in the light of the potential inherent in the development of new technologies.

Key words: business economics, marketing, new technologies, Internet, CRM.

JEL Classification: M31, O33.

GURRIARAN FERNANDEZ, Ramón

The «dot.coms'» Cash-flow Problems

Abstract: The crisis affecting Internet companies has been largely due to the problems deriving from the absence of an operating cash-flow that would reassure investors. Their statements of cash flows, broken down into operating, investing and financing activities, illustrate the problems these companies are facing. Scant generation of resources coupled with high expenses and large investment outlays has made it necessary to rely on constantly increasing investor funding as the sole source of income.

Key words: business economics, cash flow, profits, expectations, investors, Internet.

JEL Classification: M13, M21, M41.

MARTIN UGEDO, Juan Francisco

Issuing Cost in Capital Increases

Abstract: This paper analyses the direct flotation costs in the issue of new stocks on the Spanish capital market between 1989 and 1997. The results show a significant relationship between the existence of a financial intermediary to insure the issue and the increase in the costs of the operation. Fixed issuer expenses were found to be high and both the size of the issue and the concentration of the company's shareholder structure proved to be inversely related to flotation costs. These results concur with the findings of prior international reports.

Key words: financial markets, capital increases, costs, Spain, 1989-1997.

JEL Classification: G32.

**NUÑEZ LETAMENDIA, Laura; LISBONA FUENTES, Lucía and
DANS PEREZ, Enrique**

An Empirical Analysis on the Efficiency of Electronic Compared to Conventional Market Prices: Is it Cheaper to Buy on the Internet?

Abstract: This article attempts to reply to the question of whether buying on the Internet is cheaper than through conventional channels. The cash cost of purchases in conventional establishments is quantified and an empirical comparison is established for books in general, technical books, music (CDs), (red) wine and spray perfumes. The results obtained, to the effect that the Internet market may absorb a certain share of the conventional market, are attenuated depending on the purchaser's place of residence and command of computer use and the degree of development and penetration rate of computers in the area in question.

Key words: prices, market survey, product research, books, records, perfume, wine, Internet.

JEL Classification: L81, M21.

PORRAS GONZALEZ, Eva R.

Bubbles and Contagion in the New Economy

Abstract: Numerous articles have suggested that since a substantial component of the prices of technology company (representatives of the new economy) securities may be attributed to the existence of a bubble, such securities are adding to market volatility. This study uses cointegration and quantile regression to examine the relationship between two

proxy variables in the old (NYSE index) and new (NASDAQ index) economies. The main purpose of this paper is to determine: 1) whether these two economies are distinguishable, and 2) if the new economy is adding to the volatility, as a bubble proxy, to financial markets. The proxies are analysed in the context of two separate periods: before (1991-1995) and after (1996-2000) the birth of the new economy. The aim is to ascertain whether the relationship between the indices changed in the two periods. The preliminary results infer that the NASDAQ was subject to additional volatility during the new economy period.

Key words: financial markets, efficiency, regression analysis, cointegration, volatility, stock market indices.

JEL Classification: G14, G15.

PUERTA GONZALEZ-QUEVEDO, Enrique de la

The Impact of New Technologies on Company Operating Processes

Abstract: Requisite to any exploration of the impact of the Internet on operations is an understanding of the operating and management environment. This article proposes to analyse the Internet as an environment where business is conducted, which unblocks tendencies already extant in the dynamics of organisations and the economic environment, while making others possible. The first part of the study addresses changes in the organisational and management framework in which operations have taken place in the last twenty years. In the second part the nature of the Internet is seen as an avenue to overcome the limitations to which operations are presently subject as well as a source of new possibilities.

Key words: business economics, communication networks, technological innovation, computer technology, production management, business organisation, Internet.

JEL Classification: M11, M21, O31, O33.

VEGA FERNANDEZ, Javier

Valuation of New Economy Companies

Abstract: The incorporation of «new economy» companies to financial markets has obliged financiers, consultants and academic circles to review generally accepted methodologies for appraising companies. This article purports to analyse the attempts to adapt these methods to the special characteristics of companies lacking any track record, profits or possible benchmark for comparison and ascertain which of them has proved to be the most versatile.

Key words: business economics, enterprises valuation, new industries, new technologies.

JEL Classification: G12, M21.

ZARATE MARCO, Anabel

Taxation Relationships Between Different Tax Units: A Constant Feature of the Personal Income Tax (1979-1999)

Abstract: Since the personal income tax was instituted in 1979, it has been reformed on a number of occasions, each with characteristic features that have served as concrete tools to correct the progressive nature of the tax and make provision for family commitments. However, we have observed that throughout the history of the tax, the same relationship has existed (although the intensity and tools involved vary) between the taxation of different tax units. This relationship, in our opinion, corresponds reasonably well to the financial capacity of such units and by and large is in keeping with generally accepted theoretical premises.

Key words: taxes, tax reform, household income, personal income, tax, Spain, 1979-1999.

JEL Classification: H24, H31.