

## Business Analytics in Europe

Revised: February 19, 2016

As a graduating MBA student at the prestigious *ecole des Hautes Etudes Commerciales (HEC)* de Paris, you face a daunting job market as Europe struggles through its worst economic climate since the 1930s. In a bad job market, you figure the solution is to hire yourself. Together with two classmates, you start developing plans for a business analytics startup. The idea is to provide data insights to a broad range of businesses located throughout the European Union. The beauty of the plan, you think, is that you can do it anywhere.

The three of you begin to compare the pros and cons of Paris, Barcelona, and Stockholm, your respective home bases. You collect the data in Table 1 and begin to sketch out a plan. As you think this through, you run through the issues in your mind:

- What features do you need in a city to make it attractive to you and your business?
- What are the pros and cons of each city along these dimensions?
- Which city do you think best fits your plans?

Country Indicators	France	Spain	Sweden
Ease of doing business (rank)	38	52	14
Ease of starting a business (rank)	41	142	61
Protecting investors (rank)	80	98	34
Getting electricity (rank)	42	62	9
Resolving insolvency (rank)	46	22	20
Minimum wage (USD/month)	778	1009	none
Mandatory severance (weeks of pay)	4	14	none
Unemployment rate	10.5	24.4	7.4
Employment rate	64.3	55.8	74.7
Difficulty of dismissals (index, 1-6)	2.6	2.0	2.5
Education of workers aged 25-34 (years)	12.6	11.5	12.5
Internet quality (Ookla, index)	81.3	84.0	86.9
City Indicators	Paris	Barcelona	Stockholm
Quality of life (rank, Mercer)	34	44	20
Cost of living (index)	226	223	157

**Table 1.** Business indicators for three cities and countries.