

## CHAPTER 8

## Country Profiles

## Edition 2017: What's new?

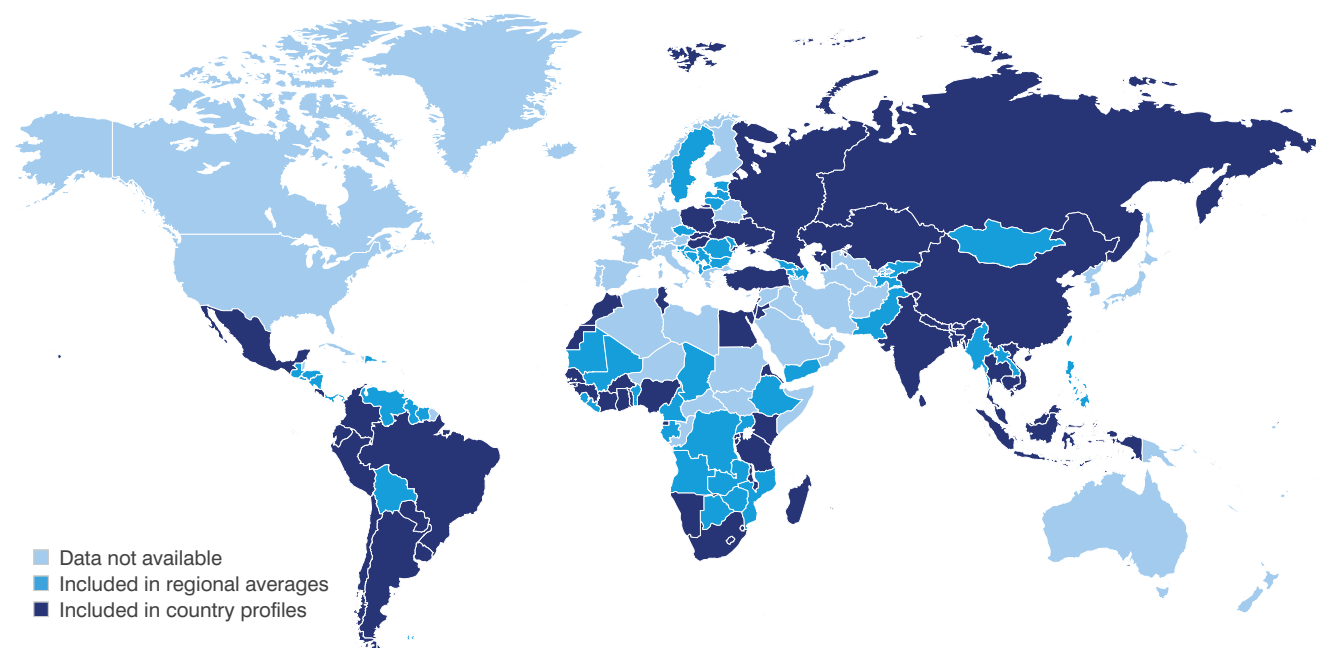
Firstly, more countries are covered. This year's edition includes 50 country profiles (compared with 35 countries last year), and the regional averages are calculated based on 109 countries, up from 108 countries 2016 (Figure 97). The underlying data has been updated whenever possible.

Secondly, this year's country profiles include two pages per country, with SME competitiveness on the left page

and export potential on the right page. On the left page, there is a minor change in terminology. Factors that are external to the firm but still within its micro-environment are referred to as 'business ecosystem', rather than 'immediate business environment'. On the right page, the export potential is now reported by geographical region – in line with the focus of this report on regionalism.

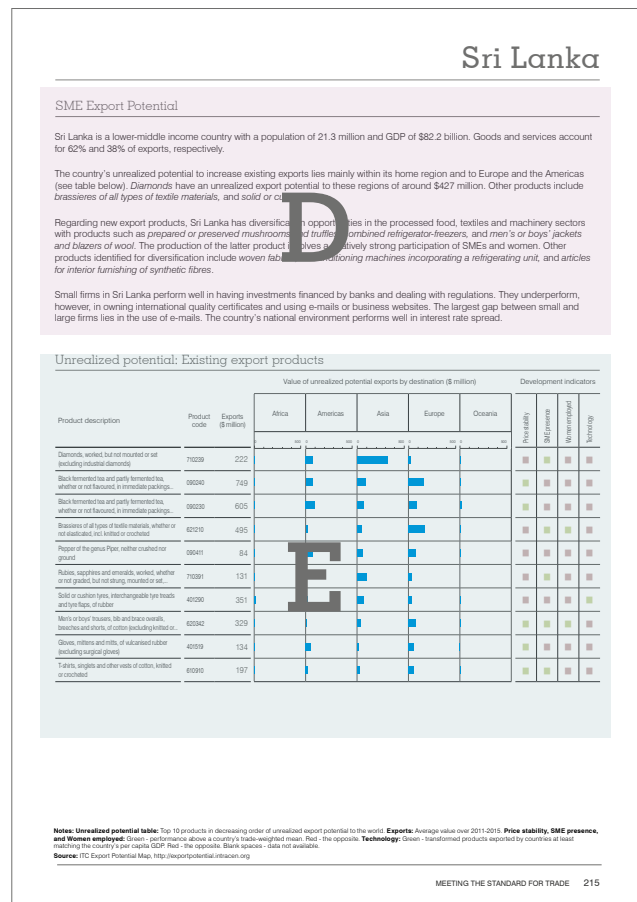
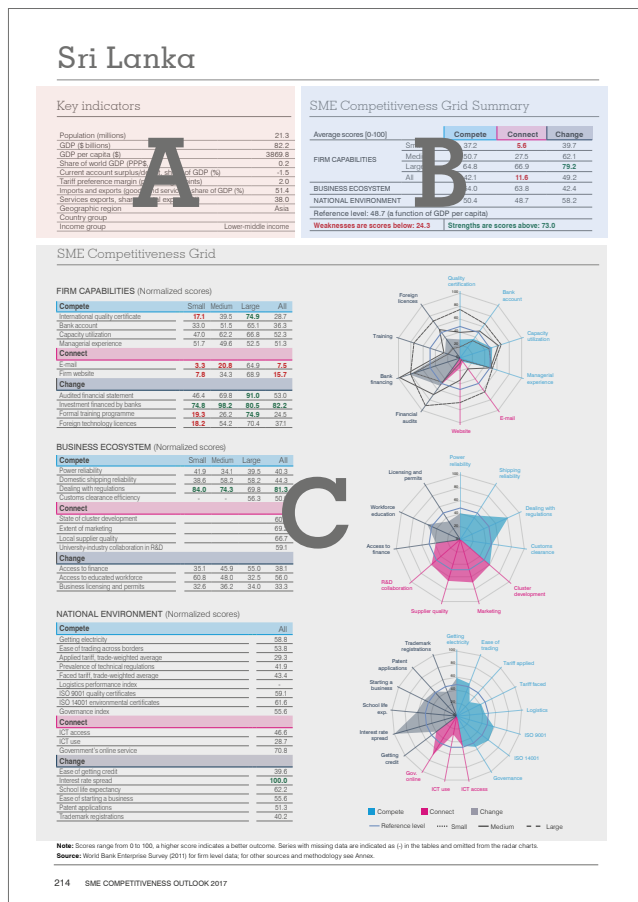
Thirdly, there are various improvements in methodology, notably in calculating the prevalence of technical

FIGURE 97 Countries included in the country profiles



**Note:** The software generating maps does not apply UN definitions of national borders.  
**Source:** ITC.

FIGURE 98 Country Profile example



regulations, export potential and product diversification. These and other technical issues are explained briefly in the abridged technical annex at the end of the report, and in full detail in the technical annex available online.<sup>300</sup>

## How to read country profiles

### Key Indicators

At the top left of each country profile, there are eight key indicators on the country's population, economy and trade (Figure 98, area A).

### SME competitiveness

#### SME Competitiveness Grid summary

The grid in the top right corner of the SME competitiveness page represents a table with summary statistics for each level and pillar of competitiveness (Figure 98, area B). Values are averages for each level-pillar combination, with higher numbers indicating higher competitiveness and

lower numbers signalling room for improvement. Values in green indicate the country's strengths, and those in red indicate weaknesses. For firm-level capabilities, the profiles also provide indicators by company size, making it possible to distinguish the performance of small, medium-sized and large firms.

#### SME Competitiveness Grid

The SME competitiveness score is presented in tables and radar charts along three pillars and three levels of competitiveness.

Three pillars cluster capacities:

- Capacity to compete is in blue;
- Capacity to connect is in pink;
- Capacity to change is in grey.

Each pillar of competitiveness is determined at three levels:

- Firm capacities;
- Business ecosystem;
- National environment.

These pillars and levels of competitiveness make up the SME Competitiveness Grid, which is represented in tables and radar diagrams (Figure 98, area C). The indicator scores are normalized, so that higher numbers and larger coloured areas indicate stronger performance.

The border of the coloured area in each plot represents indicators computed at the national level (for firm-level data, indicators are produced by aggregating data over all firms). The solid dark blue line is the country-specific reference level. It is the expected level of indicators, taking into account the level of development of each country (approximated by its GDP per capita), and serving as the baseline for calculating strengths and weaknesses.

The radar charts are comparable across levels, making it possible to identify whether strengths and weaknesses lie in the business ecosystem, the national environment or firm capabilities.

Firm capabilities are reported separately for small firms (a dotted black line), medium-sized firms (a solid black line) and large firms (dashed black line). The closer the indicator score to the edge of the radar chart, the more competitive the firms. SME performance can be compared to large-firm performance; the performance gap is represented by the distance between the dashed and the dotted black lines.

## SME export potential

### *SME export potential and competitiveness*

The top section on the right page provides a concise text on countries' competitive strengths as well as an analysis of their export potential and SME performance (Figure 98, area D). Export potential is analysed along two dimensions: the ability to increase the export of existing products and the ability to diversify exports into new products.<sup>301</sup> The export potential discussion currently focuses on goods, due to the limited data available for services.

### *Unrealized potential: existing export products*

The final section tabulates the top 10 products with the highest unrealized export potential, based on the ITC Export Potential Assessment methodology (Figure 98, area E). The table shows products in which the exporting country has already proven to be internationally competitive, but for which exports can still be increased.

The first column of the unrealized potential table contains the product's description and its code. The product group

code is identical to the HS 6-digit code or, when code revisions made it necessary to group several HS 6 codes together, to the HS 4-digit or 2-digit code followed by letters. The next column indicates the corresponding total export value of the product, measured in millions of US dollars (averaged over 2011–2015). The subsequent five columns show the unrealized potential export value to each of the geographic regions: Africa, Americas, Asia, Europe and Oceania.

The products are listed with respect to highest unrealized potential export value in the world market. The length of the blue bars is proportional to the unrealized potential export value by region (also in millions of US dollars), and is comparable across the products and markets listed in the table. Longer bars indicate higher unrealized potential export value, revealing opportunities available to the country. Empty bars indicate that the target region has not consistently demanded the products in the past five years.

### *Development indicators*

The final four columns add social and developmental dimensions. The indicators include:

- Price stability, reflecting the level of stability for associated export revenues.
- SME presence, or the level of participation of SMEs in the sector to which the product belongs.
- Women employed, reflecting the share of female employment in the product's sector.
- Technology, representing the level of technology used in the production of this product.

Development indicator measures are relative to the country's performance in other export sectors; light-green bullets indicating above-average performance and light red bullets indicating below-average performance. This implies that a given product, e.g. combed wool, may be a step up the value chain for one country, but not for others, or that the wool processing sector may employ relatively more women in some countries than in others. Empty cells for development indicators mean the data are not available.

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# Argentina

## Key indicators

Population (millions)	43.6
GDP (\$ billions)	541.7
GDP per capita (\$)	12425.4
Share of world GDP (PPP\$, %)	0.7
Current account surplus/deficit, share of GDP (%)	-2.3
Tariff preference margin (percentage points)	4.9
Imports and exports (goods and services), share of GDP (%)	29.1
Services exports, share of total exports (%)	19.6
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	46.7	49.3	51.2
Medium	62.1	<b>89.3</b>	61.9
Large	79.9	<b>95.5</b>	74.6
All	55.8	63.5	58.4
BUSINESS ECOSYSTEM	38.3	48.8	<b>23.8</b>
NATIONAL ENVIRONMENT	52.5	76.8	58.8

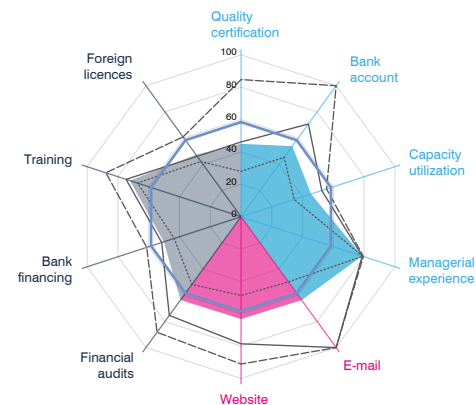
Reference level: 58.4 (a function of GDP per capita)

**Weaknesses are scores below: 29.2** | **Strengths are scores above: 87.6**

## SME Competitiveness Grid

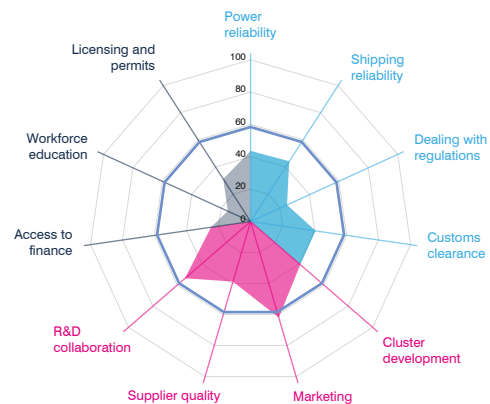
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>28.0</b>	46.2	84.7	45.0
Bank account	45.3	70.8	<b>100.0</b>	53.9
Capacity utilization	34.5	52.5	55.6	45.5
Managerial experience	79.1	78.8	79.5	78.8
<b>Connect</b>				
E-mail	49.8	<b>100.0</b>	<b>100.0</b>	63.7
Firm website	48.7	78.6	<b>91.1</b>	63.3
<b>Change</b>				
Audited financial statement	51.7	75.4	<b>88.3</b>	63.6
Investment financed by banks	43.4	51.5	61.3	50.2
Formal training programme	67.3	74.7	<b>87.8</b>	72.2
Foreign technology licences	42.2	46.1	60.9	47.4



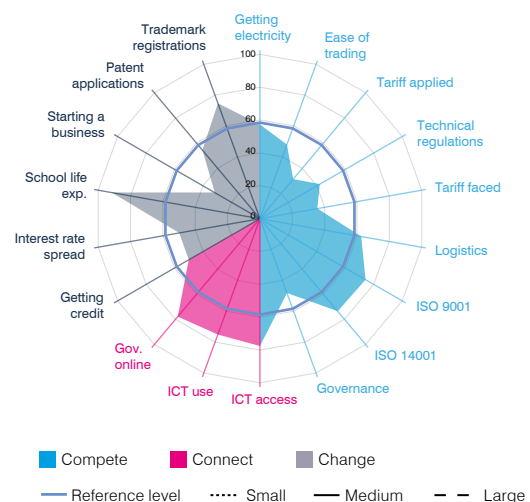
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	37.5	54.0	81.5	43.7
Domestic shipping reliability	37.4	50.0	58.2	44.3
Dealing with regulations	<b>24.9</b>	<b>24.5</b>	<b>25.6</b>	<b>24.8</b>
Customs clearance efficiency	<b>23.8</b>	50.6	45.5	40.7
<b>Connect</b>				
State of cluster development				40.7
Extent of marketing				61.9
Local supplier quality				38.8
University-industry collaboration in R&D				53.7
<b>Change</b>				
Access to finance	<b>20.2</b>	<b>27.6</b>	43.5	<b>24.7</b>
Access to educated workforce	<b>14.5</b>	<b>15.2</b>	<b>22.7</b>	<b>15.5</b>
Business licensing and permits	32.4	30.4	29.3	31.2



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	57.3
Ease of trading across borders	47.9
Applied tariff, trade-weighted average	31.4
Prevalence of technical regulations	42.1
Faced tariff, trade-weighted average	35.5
Logistics performance index	62.6
ISO 9001 quality certificates	74.3
ISO 14001 environmental certificates	73.6
Governance index	48.2
<b>Connect</b>	
ICT access	77.6
ICT use	75.1
Government's online service	77.9
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	49.9
School life expectancy	<b>91.7</b>
Ease of starting a business	31.8
Patent applications	54.5
Trademark registrations	74.7



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Argentina is an upper-middle income country with a population of 43.6 million and GDP of \$541.7 billion. Goods and services account for 80.4% and 19.6% of exports, respectively.

Argentina has unrealized potential to increase existing exports of goods. The country could export an additional \$393 million worth of *heavy motor vehicles* (for cargo transport) to Latin America and the Caribbean (see table below). These exports could grow by \$186 million when exported to Asia and by \$311 million when exported to Europe. Export opportunities also lie in *light motor vehicles* to Asia and Europe.

Regarding new export products, Argentina has diversification opportunities in aircrafts, spacecrafts and parts, chemicals, as well as machinery with products such as *aeroplanes and other powered aircraft*, and *vinyl acetate*. The production of the latter good involves a relatively strong representation of women and scores relatively well on the price stability indicator. Other products identified for diversification include *parts of turbojets or turbo propellers* and *machinery for preparing tobacco*.

Argentina's small firms perform well in terms of their managerial experience and in offering formal training programmes to employees. They underperform, however, in attaining international quality certifications and dealing with regulations, including customs clearance. Access to resources such as finance and a skilled workforce remain important challenges. The largest performance gap between small and large firms lies in their respective abilities to meet international quality standards. Argentina's national environment performs well in school life expectancy, access and use of ICT, and in online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators					
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology		
			0 1500	0 1500	0 1500	0 1500	0 1500						
Oilcake and other solid residues, whether or not ground or in the form of pellets, resulting from the...	230400	10924											
Crude soya-bean oil, whether or not degummed	150710	4119											
Maize (excluding seed for sowing)	100590	4377											
Motor vehicles for the transport of goods, with compression-ignition internal combustion piston...	870421	3081											
Soya beans, whether or not broken	1201	4412											
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	1490											
Fresh or chilled bovine meat, boneless	020130	680											
Miscellaneous chemical products	38XXXX	1396											
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	1450											
Wheat and meslin (excluding durum wheat)	1001Xb	1557											

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Bangladesh

## Key indicators

Population (millions)	161.5
GDP (\$ billions)	226.8
GDP per capita (\$)	1404.0
Share of world GDP (PPP\$, %)	0.5
Current account surplus/deficit, share of GDP (%)	-0.1
Tariff preference margin (percentage points)	8.1
Imports and exports (goods and services), share of GDP (%)	47.6
Services exports, share of total exports (%)	8.3
Geographic region	Asia
Country group	LDC
Income group	Lower-middle income

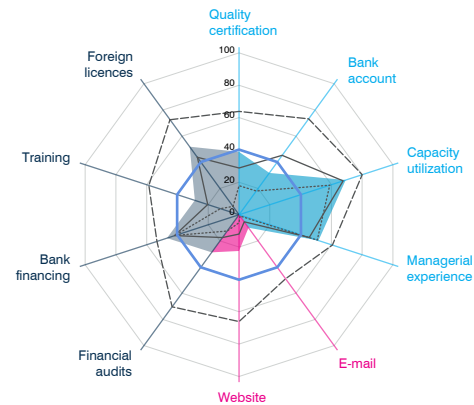
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	36.5	<b>3.0</b>	<b>18.2</b>
Medium	46.9	<b>8.7</b>	30.9
Large	<b>69.4</b>	57.5	<b>63.7</b>
All	47.9	<b>16.2</b>	39.1
BUSINESS ECOSYSTEM	49.8	46.0	52.2
NATIONAL ENVIRONMENT	40.2	36.1	27.3
Reference level: 40.2 (a function of GDP per capita)			
<b>Weaknesses are scores below: 20.1</b>		<b>Strengths are scores above: 60.3</b>	

## SME Competitiveness Grid

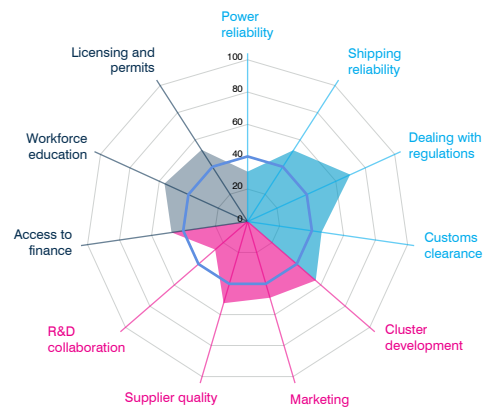
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>17.9</b>	28.9	<b>63.8</b>	38.8
Bank account	<b>18.1</b>	45.3	<b>73.2</b>	31.9
Capacity utilization	59.0	<b>67.6</b>	<b>80.0</b>	<b>69.4</b>
Managerial experience	50.8	45.7	<b>60.6</b>	51.7
<b>Connect</b>				
E-mail	<b>1.0</b>	<b>5.5</b>	49.0	<b>10.0</b>
Firm website	<b>4.9</b>	<b>11.9</b>	<b>66.1</b>	22.5
<b>Change</b>				
Audited financial statement	<b>12.5</b>	<b>17.5</b>	<b>70.4</b>	28.8
Investment financed by banks	41.6	41.9	53.4	46.8
Formal training programme	<b>12.2</b>	20.3	58.6	28.7
Foreign technology licences	<b>6.4</b>	43.9	<b>72.6</b>	51.9



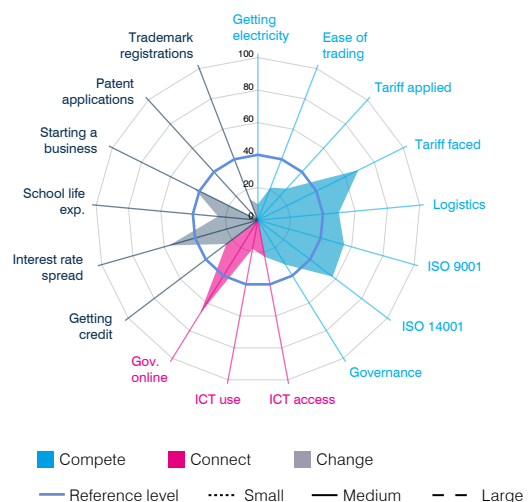
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	26.9	33.1	35.1	30.9
Domestic shipping reliability	52.4	50.0	<b>61.9</b>	52.4
Dealing with regulations	<b>79.6</b>	<b>71.6</b>	58.5	<b>69.8</b>
Customs clearance efficiency	42.8	47.0	46.6	46.3
<b>Connect</b>				
State of cluster development				55.8
Extent of marketing				49.2
Local supplier quality				52.7
University-industry collaboration in R&D				26.5
<b>Change</b>				
Access to finance	42.6	47.7	55.5	47.5
Access to educated workforce	<b>61.6</b>	58.8	48.0	56.5
Business licensing and permits	58.7	52.7	46.0	52.7



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>9.8</b>
Ease of trading across borders	21.5
Applied tariff, trade-weighted average	26.2
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	<b>69.0</b>
Logistics performance index	50.0
ISO 9001 quality certificates	55.2
ISO 14001 environmental certificates	57.7
Governance index	32.2
<b>Connect</b>	
ICT access	23.0
ICT use	<b>17.9</b>
Government's online service	<b>67.3</b>
<b>Change</b>	
Ease of getting credit	24.3
Interest rate spread	56.9
School life expectancy	24.6
Ease of starting a business	43.8
Patent applications	<b>0.0</b>
Trademark registrations	<b>14.0</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Bangladesh is a lower-middle income country with a population of 161.5 million and GDP of \$226.8 billion. Goods and services account for 91.7% and 8.3% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe (see table below). For *t-shirts, singlets and other vests of cotton* there is unrealized potential in the home region and to Europe and the Americas.

Regarding new export products, Bangladesh has diversification opportunities in processed food, wood, as well as apparel and textile with products such as *wood marquetry, ornaments of wood, and prepared or preserved pineapples*. The production of the latter good involves a relatively strong representation of SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *women's or girls' suits of textile materials* and *table linen of man-made fibres*.

Small firms in Bangladesh perform well in capacity utilization, dealing with regulations, access to an educated workforce and business licensing and permits. They underperform, however, in having international quality certificates, bank accounts, e-mails, websites, audited financial statements, foreign technology licences and offering formal training programmes to employees. The largest gap between small and large firms lies in owning foreign technology licences. The country's national environment scores well in the trade policy indicator, government's online services and interest rate spread.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0	0	0	0	0							
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...	620342	4359												
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	4445												
Women's or girls' trousers, bib and brace overalls, breeches and shorts of cotton (excluding knitted...	620462	2337												
Men's or boys' shirts of cotton (excluding knitted or crocheted, nightshirts, singlets and other vests)	620520	1777												
Jerseys, pullovers, cardigans, waistcoats and similar articles, of cotton, knitted or crocheted...	611020	1960												
Jerseys, pullovers, cardigans, waistcoats and similar articles, of man-made fibres, knitted or...	611030	1498												
Footwear with outer soles of rubber, plastics or composition leather, with uppers of leather...	6403XX	364												
Shrimps and prawns, frozen	0306Xb	478												
Men's or boys' shirts of cotton, knitted or crocheted (excluding nightshirts, T-shirts, singlets and other...	610510	784												
Men's or boys' trousers, bib and brace overalls, breeches and shorts of synthetic fibres (excluding...	620343	330												

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Barbados

## Key indicators

Population (millions)	0.3
GDP (\$ billions)	4.5
GDP per capita (\$)	15955.4
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-5.3
Tariff preference margin (percentage points)	6.6
Imports and exports (goods and services), share of GDP (%)	97.7
Services exports, share of total exports (%)	75.4
Geographic region	Americas
Country group	SIDS
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	35.7	79.1	39.3
Medium	74.1	84.4	50.9
Large	81.6	<b>93.0</b>	74.7
All	50.0	81.7	46.3
BUSINESS ECOSYSTEM	72.6	55.6	49.7
NATIONAL ENVIRONMENT	49.1	73.3	50.6

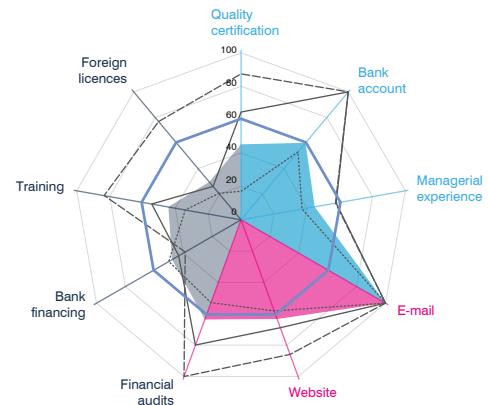
Reference level: 60.5 (a function of GDP per capita)

**Weaknesses are scores below: 30.3** | **Strengths are scores above: 90.8**

## SME Competitiveness Grid

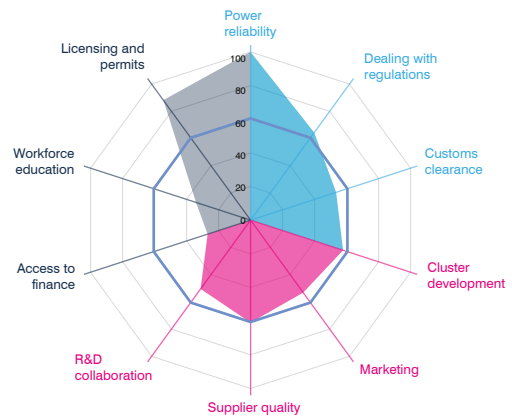
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>17.1</b>	64.5	87.4	45.2
Bank account	53.1	<b>100.0</b>	<b>100.0</b>	60.2
Capacity utilization	-	-	-	-
Managerial experience	37.1	57.9	57.5	44.8
<b>Connect</b>				
E-mail	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Firm website	58.2	68.9	86.0	63.4
<b>Change</b>				
Audited financial statement	52.8	79.9	<b>100.0</b>	63.6
Investment financed by banks	50.0	43.2	38.6	47.8
Formal training programme	33.9	54.3	83.3	44.2
Foreign technology licences	<b>20.6</b>	<b>26.1</b>	76.8	<b>29.6</b>



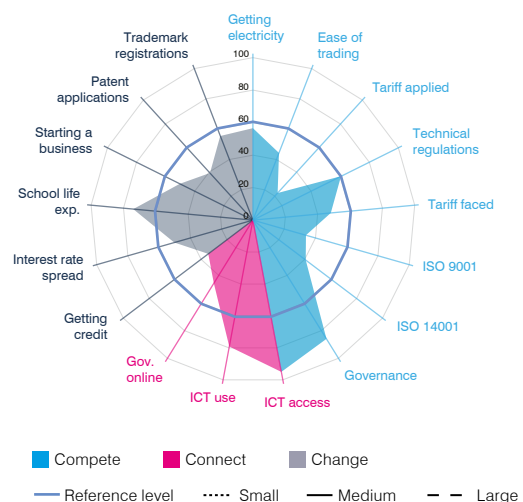
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>100.0</b>	<b>100.0</b>	81.5	<b>100.0</b>
Domestic shipping reliability	-	-	-	-
Dealing with regulations	71.0	53.6	58.1	64.4
Customs clearance efficiency	51.1	56.3	60.4	53.5
<b>Connect</b>				
State of cluster development				57.8
Extent of marketing				53.2
Local supplier quality				60.9
University-industry collaboration in R&D				50.5
<b>Change</b>				
Access to finance	<b>23.6</b>	40.5	<b>14.7</b>	<b>26.8</b>
Access to educated workforce	35.0	35.8	<b>23.0</b>	34.1
Business licensing and permits	<b>100.0</b>	73.9	79.8	88.2



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	56.6
Ease of trading across borders	44.4
Applied tariff, trade-weighted average	<b>22.6</b>
Prevalence of technical regulations	60.6
Faced tariff, trade-weighted average	48.1
Logistics performance index	-
ISO 9001 quality certificates	34.0
ISO 14001 environmental certificates	40.7
Governance index	86.0
<b>Connect</b>	
ICT access	<b>95.0</b>
ICT use	79.2
Government's online service	45.7
<b>Change</b>	
Ease of getting credit	34.4
Interest rate spread	50.3
School life expectancy	74.0
Ease of starting a business	50.2
Patent applications	39.2
Trademark registrations	55.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Barbados is a high income country with a population of 300,000 and GDP of \$4.5 billion. Goods and services account for 24.6% and 75.4% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe (see table below). For *rum and other spirits*, there is an unrealized export potential of around \$14 million to Europe. Other products with unrealized potential in the home region and to Europe include *artificial body parts* (e.g. prosthetic legs) and *undenatured ethyl alcohol*.

Regarding new export products, Barbados has diversification opportunities in chemicals, as well as optical products, watches and medical instruments with products such as *piperidine and its salts*, and *wrist-watches of precious metal*. Other products identified for diversification include *insulin and its salts* and *instruments and appliances used in geodesy, topography and hydrography*.

Small firms in Barbados perform well in using e-mails, access to electricity and business licensing and permits. They underperform, however, in meeting international quality standards, having foreign technology licences and in access to finance. The largest performance gap between small and large firms lies in owning foreign technology licences. The country's national environment performs well in accessing and using ICT.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 20	0 20	0 20	0 20	0 20				
Artificial parts of the body (excluding artificial teeth and dental fittings and artificial joints)	902139	19		19		19		Green	Red	Red	Red
Rum and other spirits obtained by distilling fermented sugar-cane products	220840	36		36		36		Green	Red	Red	Red
Undenatured ethyl alcohol, of actual alcoholic strength of >= 80%	220710	9		9		9		Green	Red	Red	Red
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	9		9		9		Green	Red	Red	Red
Paper or paperboard labels of all kinds, printed	482110	7		7		7		Green	Red	Red	Red
Portland cement (excluding white, whether or not artificially coloured)	252329	5		5		5		Green	Red	Red	Red
Stoppers, caps and lids, incl. screw caps and pouring stoppers, capsules for bottles, threaded...	830990	3		3		3		Green	Red	Red	Red
Wirewound variable electrical resistors, incl. rheostats and potentiometers, for a power handling capacity...	853331	5		5		5		Red	Red	Red	Red
Liqueurs and cordials	220870	3		3		3		Green	Red	Red	Red
Miscellaneous chemical products	38XXXX	5		5		5		Green	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Bhutan

## Key indicators

Population (millions)	0.8
GDP (\$ billions)	2.1
GDP per capita (\$)	2635.1
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-27.8
Tariff preference margin (percentage points)	4.8
Imports and exports (goods and services), share of GDP (%)	41.9
Services exports, share of total exports (%)	34.9
Geographic region	Asia
Country group	LDC, LLDC
Income group	Lower-middle income

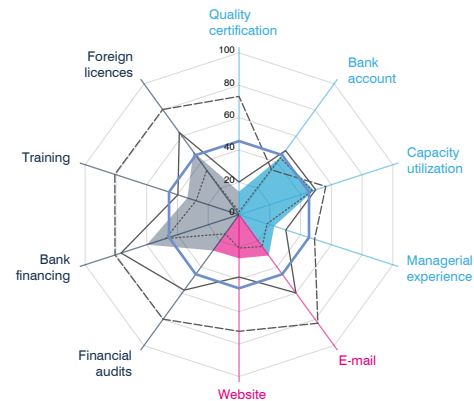
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	27.8	<b>22.5</b>	31.0
Medium	37.4	49.1	59.2
Large	53.2	<b>77.5</b>	<b>80.4</b>
All	32.5	29.1	42.2
BUSINESS ECOSYSTEM	35.8	42.4	56.4
NATIONAL ENVIRONMENT	41.0	40.9	40.0
Reference level: 45.5 (a function of GDP per capita)			
<b>Weaknesses are scores below: 22.7</b>		<b>Strengths are scores above: 68.2</b>	

## SME Competitiveness Grid

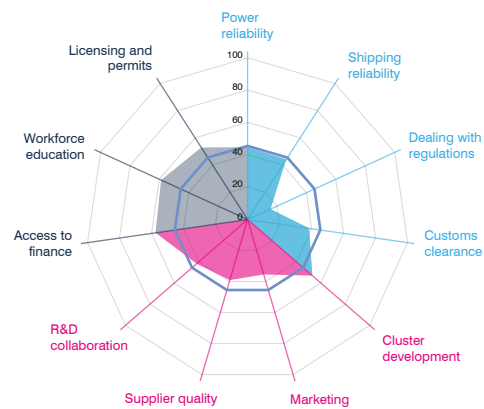
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>1.8</b>	<b>20.2</b>	<b>73.1</b>	<b>14.2</b>
Bank account	43.5	49.0	34.2	44.3
Capacity utilization	47.6	49.8	56.4	48.7
Managerial experience	<b>18.2</b>	30.4	49.1	22.9
<b>Connect</b>				
E-mail	24.4	59.7	<b>82.9</b>	31.2
Firm website	<b>20.6</b>	38.5	<b>72.1</b>	27.0
<b>Change</b>				
Audited financial statement	<b>14.6</b>	57.7	<b>79.8</b>	27.4
Investment financed by banks	47.8	<b>76.6</b>	<b>80.6</b>	59.9
Formal training programme	27.9	39.7	<b>80.7</b>	33.5
Foreign technology licences	33.9	62.8	<b>80.3</b>	47.9



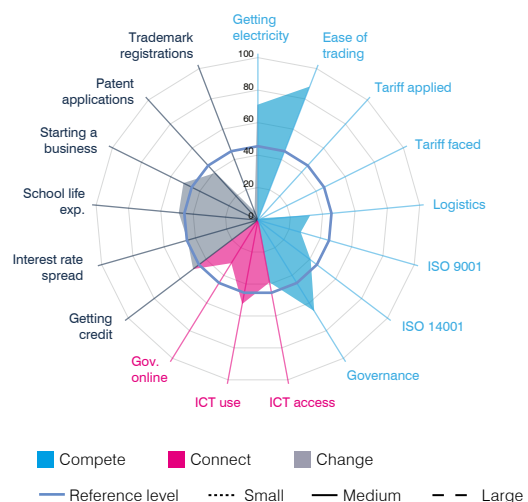
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	44.6	42.7	58.2	44.6
Domestic shipping reliability	39.9	58.2	-	44.3
Dealing with regulations	<b>18.3</b>	<b>9.4</b>	<b>14.6</b>	<b>15.6</b>
Customs clearance efficiency	-	<b>69.3</b>	-	38.5
<b>Connect</b>				
State of cluster development				53.1
Extent of marketing				35.5
Local supplier quality				39.1
University-industry collaboration in R&D				41.8
<b>Change</b>				
Access to finance	56.0	58.1	<b>82.3</b>	57.6
Access to educated workforce	58.2	58.4	<b>71.9</b>	58.8
Business licensing and permits	52.2	51.2	<b>100.0</b>	53.0



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>71.1</b>
Ease of trading across borders	<b>88.2</b>
Applied tariff, trade-weighted average	<b>0.0</b>
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	<b>2.7</b>
Logistics performance index	32.3
ISO 9001 quality certificates	27.4
ISO 14001 environmental certificates	40.7
Governance index	65.9
<b>Connect</b>	
ICT access	39.0
ICT use	52.5
Government's online service	31.2
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	45.0
School life expectancy	48.9
Ease of starting a business	51.2
Patent applications	39.2
Trademark registrations	<b>5.7</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2015) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Bhutan is a lower-middle income country with a population of 800,000 and GDP of \$2.1 billion. Goods and services account for 65.1% and 34.9% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Europe (see table below). *Ferro-silicon* has an unrealized export potential in the home region and to Europe of around \$70 million. Other products with unrealized potential within the country's home region include *wire of refined copper* and *marble*.

Regarding new export products, Bhutan has diversification opportunities in metals and processed food with products, such as *ferro-nickel* and *prepared or preserved palm hearts*. The production of the latter good involves a relatively strong representation of women and SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *non-alloy pig iron* and *semi-finished products of iron or non-alloy steel*.

Small firms in Bhutan perform relatively well in using bank accounts, maximizing the utilization of resources and having their investments financed by banks. They underperform, however, in having international quality certificates, websites, and audited financial statements. The largest gap between small and large firms lies in attaining international quality certificates. Bhutan's national environment performs well in getting an electricity connection and trading across borders.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0	0	0	0	0							
Ferro-silicon, containing by weight > 55% of silicon	720221	101			70	10					Green	Red	Red	Red
Wire of refined copper, with a maximum cross-sectional dimension of <= 6 mm	740819	9			5						Red	Red	Red	Red
Marble, travertine and alabaster articles thereof, simply cut or sawn, with a flat or even surface...	680221	2			2						Red	Red	Green	Green
Bars and rods, of non-alloy free-cutting steel, not further worked than hot-rolled, hot-drawn or hot...	721430	7									Green	Red	Red	Red
Plates, sheets, film, foil and strip, of non-cellular plastics, n.e.s., not reinforced, laminated...	392099	5									Red	Red	Red	Green
Ferro-alloys (excluding ferro-manganese, ferro-silicon, ferro-silico-manganese, ferro-chromium...	720299	1	1								Red	Red	Red	Green
Ferro-silicon, containing by weight <= 55% silicon	720229	2	2								Red	Red	Red	Green
Cardamons	0908Xc	0		1							Red	Red	Red	Red
Particle board, oriented strand board "OSB", waterboard and similar board, of wood	4410XX	3									Green	Green	Red	Green
Semi-finished products of iron or non-alloy steel containing, by weight, < 0.25% of carbon, of...	720719	2									Red	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Brazil

## Key indicators

Population (millions)	206.1
GDP (\$ billions)	1769.6
GDP per capita (\$)	8586.5
Share of world GDP (PPP\$, %)	2.6
Current account surplus/deficit, share of GDP (%)	-0.8
Tariff preference margin (percentage points)	1.9
Imports and exports (goods and services), share of GDP (%)	24.1
Services exports, share of total exports (%)	15.0
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	54.1	41.0	32.9
Medium	63.8	63.7	52.3
Large	79.2	<b>93.4</b>	63.9
All	58.9	47.7	43.7
BUSINESS ECOSYSTEM	38.5	58.1	<b>12.5</b>
NATIONAL ENVIRONMENT	56.6	76.7	48.1

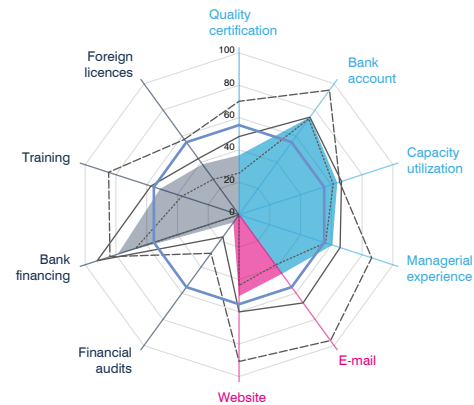
Reference level: 55.3 (a function of GDP per capita)

**Weaknesses are scores below: 27.7** | **Strengths are scores above: 83.0**

## SME Competitiveness Grid

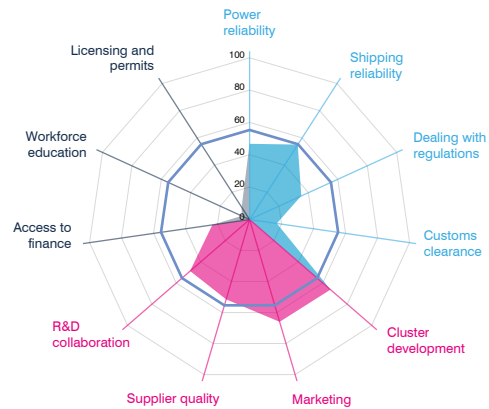
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>25.6</b>	48.3	70.1	36.7
Bank account	73.2	74.5	<b>95.1</b>	74.5
Capacity utilization	61.2	66.6	65.3	63.9
Managerial experience	56.2	65.7	<b>86.2</b>	60.6
<b>Connect</b>				
E-mail	38.4	67.4	<b>96.2</b>	45.2
Firm website	43.7	60.1	<b>90.7</b>	50.3
<b>Change</b>				
Audited financial statement	<b>0.1</b>	<b>17.0</b>	29.5	<b>6.0</b>
Investment financed by banks	67.2	<b>92.1</b>	<b>83.9</b>	78.8
Formal training programme	37.1	57.3	<b>84.7</b>	51.4
Foreign technology licences	<b>27.1</b>	42.8	57.4	38.5



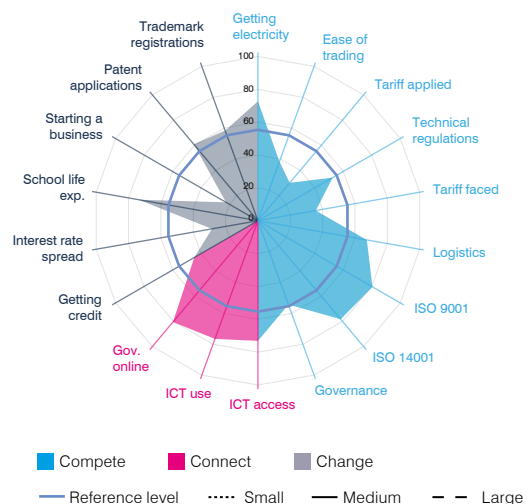
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	46.8	46.8	48.0	46.8
Domestic shipping reliability	58.2	52.4	46.0	55.1
Dealing with regulations	39.4	29.5	<b>22.6</b>	35.2
Customs clearance efficiency	<b>26.0</b>	<b>14.9</b>	<b>23.5</b>	<b>17.0</b>
<b>Connect</b>				
State of cluster development				66.3
Extent of marketing				66.0
Local supplier quality				51.5
University-industry collaboration in R&D				48.7
<b>Change</b>				
Access to finance	<b>22.8</b>	<b>23.0</b>	30.5	<b>23.2</b>
Access to educated workforce	<b>7.3</b>	<b>0.0</b>	<b>7.8</b>	<b>5.3</b>
Business licensing and permits	<b>13.3</b>	<b>0.0</b>	<b>11.7</b>	<b>9.0</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	72.7
Ease of trading across borders	38.3
Applied tariff, trade-weighted average	30.1
Prevalence of technical regulations	52.5
Faced tariff, trade-weighted average	35.8
Logistics performance index	67.3
ISO 9001 quality certificates	80.5
ISO 14001 environmental certificates	78.3
Governance index	54.2
<b>Connect</b>	
ICT access	73.2
ICT use	76.5
Government's online service	80.5
<b>Change</b>	
Ease of getting credit	44.8
Interest rate spread	28.4
School life expectancy	73.8
Ease of starting a business	<b>22.4</b>
Patent applications	60.7
Trademark registrations	58.4



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2009) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Brazil is an upper-middle income country with a population of 206.1 million and GDP of \$1,769.6 billion. Goods and services account for 85% and 15% of exports, respectively.

Brazil has an unrealized potential to increase existing exports within its home region and to Asia, Europe and Africa (see table below). There is potential to increase the existing exports of *motor cars* and *aeroplanes* to these regions.

Regarding new export products, Brazil has diversification opportunities in aircrafts, spacecrafts and parts, boats and parts, as well as metals with products such as *helicopters* and *light-vessels*, *fire floats*, *floating cranes* and *other vessels*. Other products for diversification include *line pipes for oil or gas* and *powders and flakes of nickel*.

Small firms in Brazil perform well in having bank accounts, maximizing the utilization of resources and having their investments financed by banks. They underperform, however, in having audited financial statements, international quality certificates and foreign technology licences. The largest performance gap between small and large firms lies in having managerial experience and international quality certificates. The country's national environment scores well in attaining ISO certification related to quality and in online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators					
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology		
			0 2000	0 2000	0 2000	0 2000	0 2000						
Soya beans, whether or not broken	1201	21452	■	■	■	■	■	■	■	■	■	■	■
Oilcake and other solid residues, whether or not ground or in the form of pellets, resulting from the...	230400	6474	■	■	■	■	■	■	■	■	■	■	■
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	8498	■	■	■	■	■	■	■	■	■	■	■
Frozen, boneless meat of bovine animals	020230	3894	■	■	■	■	■	■	■	■	■	■	■
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	2820	■	■	■	■	■	■	■	■	■	■	■
Maize (excluding seed for sowing)	100590	4785	■	■	■	■	■	■	■	■	■	■	■
Frozen cuts and edible offal of fowls of the species Gallus domesticus	020714	4437	■	■	■	■	■	■	■	■	■	■	■
Aeroplanes and other powered aircraft of an unladen weight > 15.000 kg (excluding helicopters and...	880240	2292	■	■	■	■	■	■	■	■	■	■	■
Semi-bleached or bleached non-coniferous chemical wood pulp, soda or sulphate (excluding...	470329	5285	■	■	■	■	■	■	■	■	■	■	■
Coffee (excluding roasted and decaffeinated)	090111	6139	■	■	■	■	■	■	■	■	■	■	■

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Burkina Faso

## Key indicators

Population (millions)	18.4
GDP (\$ billions)	12.0
GDP per capita (\$)	651.8
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-6.0
Tariff preference margin (percentage points)	0.7
Imports and exports (goods and services), share of GDP (%)	63.9
Services exports, share of total exports (%)	14.6
Geographic region	Africa
Country group	LDC, LLDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	43.0	<b>11.6</b>	29.1
Medium	48.1	31.3	44.3
Large	<b>63.9</b>	37.7	<b>66.5</b>
All	45.7	17.6	37.8
BUSINESS ECOSYSTEM	37.8	36.7	23.0
NATIONAL ENVIRONMENT	47.0	<b>16.9</b>	34.3

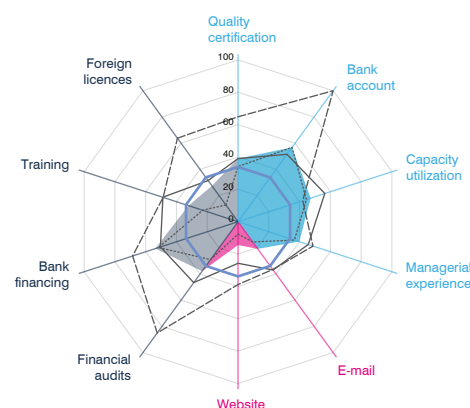
Reference level: 33.8 (a function of GDP per capita)

**Weaknesses are scores below: 16.9** | **Strengths are scores above: 50.7**

## SME Competitiveness Grid

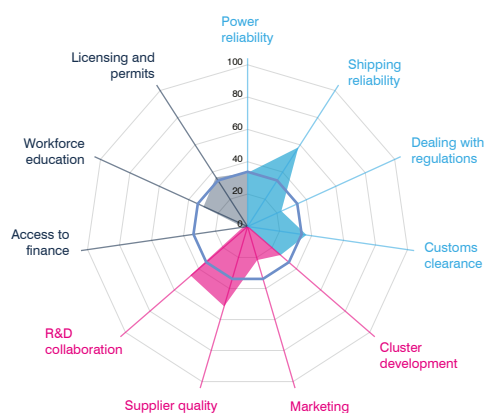
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	34.1	39.0	<b>64.8</b>	39.0
Bank account	<b>56.8</b>	<b>51.5</b>	<b>100.0</b>	<b>56.8</b>
Capacity utilization	44.4	<b>56.4</b>	42.1	47.2
Managerial experience	36.6	45.7	48.7	39.9
<b>Connect</b>				
E-mail	<b>15.5</b>	36.9	36.6	20.8
Firm website	<b>7.7</b>	25.7	38.8	<b>14.4</b>
<b>Change</b>				
Audited financial statement	29.0	46.6	<b>85.0</b>	37.8
Investment financed by banks	<b>51.7</b>	50.4	<b>68.5</b>	<b>53.8</b>
Formal training programme	23.0	48.8	48.6	32.1
Foreign technology licences	<b>12.8</b>	31.4	<b>63.8</b>	27.4



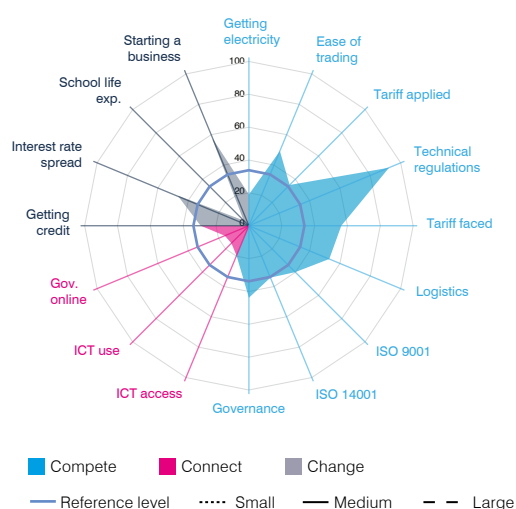
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	29.7	43.7	49.3	33.1
Domestic shipping reliability	<b>66.6</b>	44.3	47.9	<b>58.2</b>
Dealing with regulations	25.9	<b>15.0</b>	25.9	23.0
Customs clearance efficiency	-	-	-	36.8
<b>Connect</b>				
State of cluster development				27.0
Extent of marketing				21.6
Local supplier quality				<b>51.5</b>
University-industry collaboration in R&D				46.5
<b>Change</b>				
Access to finance	<b>0.0</b>	<b>8.1</b>	<b>12.2</b>	<b>2.8</b>
Access to educated workforce	33.4	24.9	21.8	29.9
Business licensing and permits	33.0	42.4	48.2	36.2



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	19.0
Ease of trading across borders	49.2
Applied tariff, trade-weighted average	35.1
Prevalence of technical regulations	<b>92.4</b>
Faced tariff, trade-weighted average	<b>56.2</b>
Logistics performance index	<b>53.0</b>
ISO 9001 quality certificates	39.9
ISO 14001 environmental certificates	34.1
Governance index	43.9
<b>Connect</b>	
ICT access	19.7
ICT use	<b>15.1</b>
Government's online service	<b>15.9</b>
<b>Change</b>	
Ease of getting credit	29.4
Interest rate spread	46.6
School life expectancy	<b>4.5</b>
Ease of starting a business	<b>56.9</b>
Patent applications	-
Trademark registrations	-



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2009) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Burkina Faso is a low income country with a population of 18.4 million and GDP of \$12 billion. Goods and services account for 85.4% and 14.6% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, especially to Asia and Europe (see table below). *Gold* has an unrealized export potential of \$172 million to Asia and \$28 million to Europe.

Regarding new export products, Burkina Faso has diversification opportunities in beverages, minerals and metals, and chemicals sectors with products such as *unfermented pineapple juice* and *mineral or chemical phosphatic fertilisers*. The production of the latter good involves a relatively strong representation of SMEs and women. Another product identified for diversification is *unwrought lead*.

Small firms in Burkina Faso perform well in having bank accounts and investments financed by banks. They underperform, however, in using e-mails, having websites and foreign technology licences. The largest gap between small and large firms lies in owning foreign technology licences. The country's national environment scores well in the prevalence of technical regulations, logistics and in starting a business.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0	200	0	200	0	200	0	200	0	200		
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	171			172	28					Red	Green	Red	Red
Cotton, neither carded nor combed	520100	377			377						Green	Red	Red	Red
Sesamum seeds, whether or not broken	120740	43			43						Green	Red	Red	Red
Fresh or dried guavas, mangoes and mangosteens	080450	13				13					Green	Red	Red	Red
Fixed vegetable fats and oils and their fractions, whether or not refined, but not chemically modified...	151590	11					11				Red	Red	Green	Red
Fresh or chilled onions and shallots	070310	4						4			Green	Red	Red	Red
Motorcycles, incl. mopeds, and cycles fitted with an auxiliary motor and side cars for motorcycles...	871190	2							2		Red	Red	Red	Green
Fresh or dried cashew nuts, in shell	080131	16									Red	Red	Red	Red
Parts and accessories of motorcycles, incl. mopeds, n.e.s.	871410	1									Green	Red	Red	Green
Hides, skins and leather of animals other than bovine "incl. buffalo" and equine animals, sheep, lambs...	41XXXd	1									Red	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Cambodia

## Key indicators

Population (millions)	15.8
GDP (\$ billions)	19.4
GDP per capita (\$)	1227.7
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-10.2
Tariff preference margin (percentage points)	8.4
Imports and exports (goods and services), share of GDP (%)	132.1
Services exports, share of total exports (%)	31.6
Geographic region	Asia
Country group	LDC
Income group	Lower-middle income

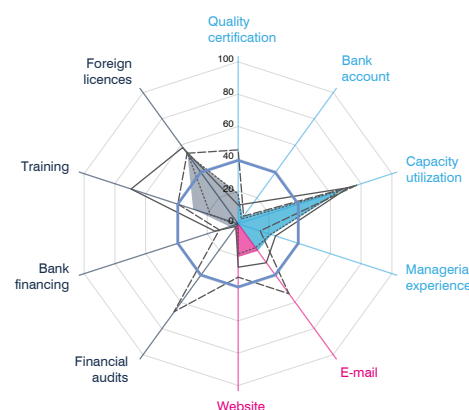
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	27.5	<b>18.6</b>	<b>18.0</b>
Medium	30.9	28.3	36.2
Large	35.7	43.3	43.1
All	28.6	20.7	22.7
BUSINESS ECOSYSTEM	45.9	48.5	52.6
NATIONAL ENVIRONMENT	51.5	25.6	37.6
Reference level: 39.1 (a function of GDP per capita)			
<b>Weaknesses are scores below: 19.5</b>		<b>Strengths are scores above: 58.6</b>	

## SME Competitiveness Grid

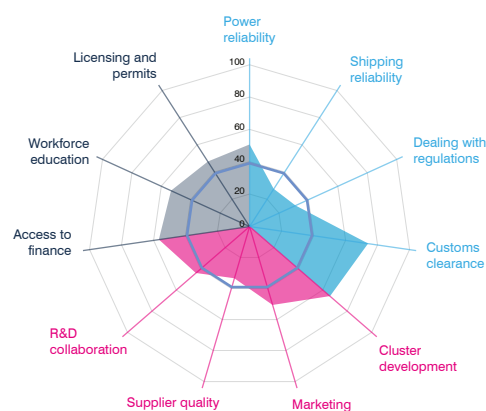
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>18.5</b>	<b>11.6</b>	45.6	<b>18.8</b>
Bank account	<b>3.4</b>	<b>16.0</b>	<b>5.8</b>	<b>5.1</b>
Capacity utilization	<b>66.6</b>	<b>71.5</b>	<b>77.1</b>	<b>68.7</b>
Managerial experience	21.3	24.4	<b>14.4</b>	21.9
<b>Connect</b>				
E-mail	<b>18.4</b>	29.8	53.5	20.8
Firm website	<b>18.7</b>	26.9	33.1	20.6
<b>Change</b>				
Audited financial statement	<b>0.3</b>	<b>2.1</b>	<b>67.3</b>	<b>3.0</b>
Investment financed by banks	<b>1.3</b>	<b>15.1</b>	<b>12.2</b>	<b>5.6</b>
Formal training programme	<b>18.0</b>	<b>69.5</b>	39.1	29.1
Foreign technology licences	52.3	58.1	53.7	53.2



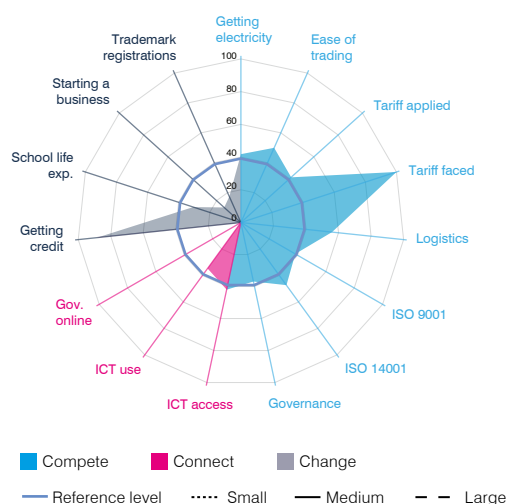
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	50.7	52.3	45.7	50.7
Domestic shipping reliability	27.0	31.5	29.1	27.7
Dealing with regulations	32.5	22.6	55.4	31.3
Customs clearance efficiency	-	-	<b>76.9</b>	<b>74.1</b>
<b>Connect</b>				
State of cluster development				<b>65.8</b>
Extent of marketing				50.6
Local supplier quality				33.4
University-industry collaboration in R&D				44.0
<b>Change</b>				
Access to finance	<b>63.5</b>	32.1	<b>65.1</b>	56.7
Access to educated workforce	<b>63.2</b>	27.6	29.9	53.4
Business licensing and permits	48.0	55.7	23.9	47.7



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	41.8
Ease of trading across borders	50.0
Applied tariff, trade-weighted average	41.3
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	<b>100.0</b>
Logistics performance index	56.0
ISO 9001 quality certificates	38.4
ISO 14001 environmental certificates	47.3
Governance index	36.9
<b>Connect</b>	
ICT access	42.0
ICT use	34.7
Government's online service	<b>0.0</b>
<b>Change</b>	
Ease of getting credit	<b>88.4</b>
Interest rate spread	-
School life expectancy	30.7
Ease of starting a business	<b>13.8</b>
Patent applications	-
Trademark registrations	<b>17.4</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2016) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Cambodia is a lower-middle income country with a population of 15.8 million and GDP of \$19.4 billion. Goods and services account for 68.4% and 31.6% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe and the Americas (see table below). *Jerseys, pullovers, cardigans, waistcoats and similar articles of cotton* have an unrealized export potential of around \$69 million in the home region, \$310 million to Europe and \$48 million to the Americas. Other products with unrealized export potential to these regions include *footwear* and *bicycles*.

Regarding new export products, Cambodia has diversification opportunities in processed food, wood, and textiles, with products such as *furniture of bamboo, rattan, cane or osier, women's or girls' suits of synthetic fibres, prepared or preserved shrimps and prawns*, as well as *prepared or preserved crab*. The production of the processed fish products involves a relatively strong participation of SMEs and women. Other products identified for diversification include *tableware and kitchenware of wood*, and *articles for interior furnishing of synthetic fibres*.

Small firms in Cambodia perform well in capacity utilization and accessing an educated workforce. They underperform, however, in having bank accounts, audited financial statements and investments financed by banks. The largest gap between small and large firms lies in having audited financial statements. The country's national environment performs well in the trade policy-related indicator and ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators										
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology							
			0	0	0	0	0											
Jerseys, pullovers, cardigans, waistcoats and similar articles, of cotton, knitted or crocheted...	611020	871																
Footwear with outer soles of rubber, plastics or composition leather, with uppers of leather...	6403XX	543																
Jerseys, pullovers, cardigans, waistcoats and similar articles, of man-made fibres, knitted or...	611030	694																
Bicycles and other cycles, incl. delivery tricycles, not motorised	871200	341																
Women's or girls' trousers, bib and brace overalls, breeches and shorts of cotton (excluding knitted...	620462	548																
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	427																
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...	620342	525																
Women's or girls' trousers, bib and brace overalls, breeches and shorts of cotton, knitted or crocheted...	610462	359																
Fresh, chilled, frozen or dried roots and tubers of manioc "cassava", whether or not sliced or in the...	071410	251																
Babies' garments and clothing accessories of cotton, knitted or crocheted (excluding hats)	611120	242																

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Chile

## Key indicators

Population (millions)	18.2
GDP (\$ billions)	234.9
GDP per capita (\$)	12909.8
Share of world GDP (PPP\$, %)	0.4
Current account surplus/deficit, share of GDP (%)	-1.9
Tariff preference margin (percentage points)	3.0
Imports and exports (goods and services), share of GDP (%)	62.3
Services exports, share of total exports (%)	13.3
Geographic region	Americas
Country group	OECD
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	44.0	63.1	40.2
Medium	65.0	79.7	57.6
Large	61.6	<b>90.8</b>	81.1
All	57.9	76.1	59.9
BUSINESS ECOSYSTEM	52.2	60.8	46.5
NATIONAL ENVIRONMENT	74.9	77.8	68.6

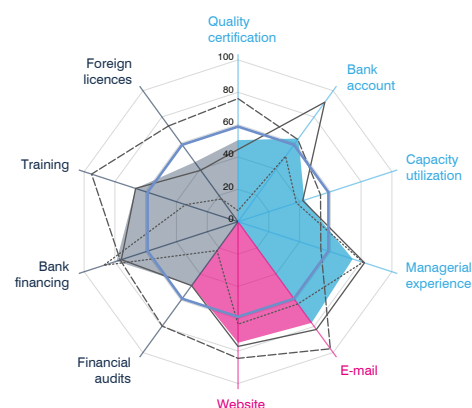
Reference level: 58.8 (a function of GDP per capita)

**Weaknesses are scores below: 29.4** | **Strengths are scores above: 88.1**

## SME Competitiveness Grid

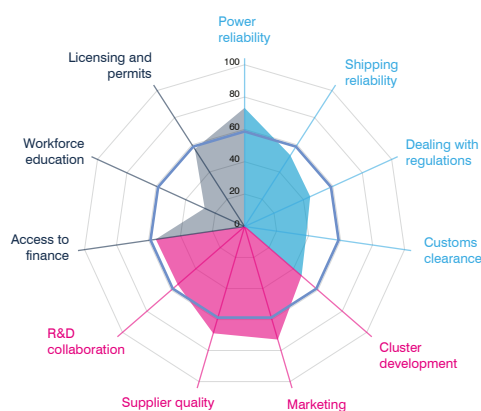
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>6.8</b>	44.6	76.1	50.4
Bank account	50.0	<b>91.3</b>	62.8	63.6
Capacity utilization	37.8	42.1	53.6	43.2
Managerial experience	81.2	82.2	53.8	74.5
<b>Connect</b>				
E-mail	62.9	82.3	<b>97.1</b>	77.3
Firm website	63.4	77.1	84.4	74.8
<b>Change</b>				
Audited financial statement	<b>22.1</b>	48.8	79.7	48.7
Investment financed by banks	87.3	75.8	76.5	79.0
Formal training programme	34.1	66.5	<b>95.2</b>	66.5
Foreign technology licences	<b>17.3</b>	39.2	73.1	45.5



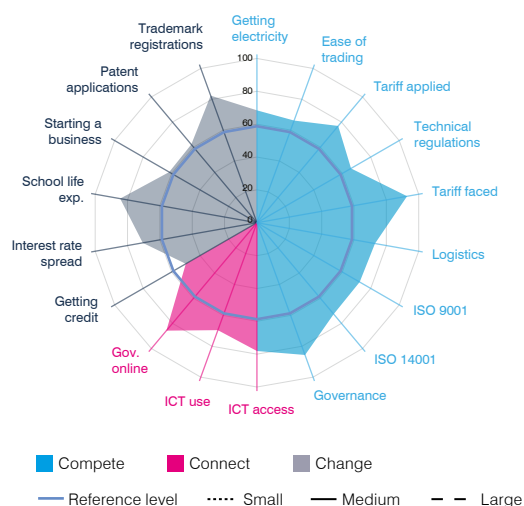
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	64.0	73.3	73.3	73.3
Domestic shipping reliability	52.4	55.1	47.9	52.4
Dealing with regulations	40.5	46.8	46.8	44.6
Customs clearance efficiency	<b>26.7</b>	53.0	36.2	38.6
<b>Connect</b>				
State of cluster development				46.6
Extent of marketing				72.9
Local supplier quality				68.8
University-industry collaboration in R&D				54.8
<b>Change</b>				
Access to finance	70.2	45.1	57.7	55.5
Access to educated workforce	<b>26.6</b>	<b>25.1</b>	30.6	<b>27.1</b>
Business licensing and permits	61.4	65.1	45.4	56.9



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	68.4
Ease of trading across borders	66.2
Applied tariff, trade-weighted average	77.0
Prevalence of technical regulations	66.2
Faced tariff, trade-weighted average	<b>92.8</b>
Logistics performance index	72.9
ISO 9001 quality certificates	72.2
ISO 14001 environmental certificates	72.7
Governance index	85.7
<b>Connect</b>	
ICT access	78.1
ICT use	69.6
Government's online service	85.8
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	70.6
School life expectancy	84.6
Ease of starting a business	61.7
Patent applications	62.2
Trademark registrations	82.4



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Chile is a high income country with a population of 18.2 million and GDP of \$234.9 billion. Goods and services account for 86.7% and 13.3% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Europe and Asia (see table below). *Copper* has an unrealized export potential of around \$687 million in the home region, \$4.6 billion to Asia, and \$732 million to Europe.

Regarding new export products, Chile has diversification opportunities in machinery as well as fish products, with products such as *parts of non-electrical engines and motors* and *wind-powered generating sets*. The production of the former good involves a relatively strong presence of SMEs. Other products for diversification include *machinery for the industrial preparation of meat or poultry* and *prepared or preserved lobster*.

Small firms in Chile perform well in having managerial experience and investments financed by banks. They underperform, however, in having international quality certificates, audited financial statements and foreign technology licences. The largest performance gap between small and large firms lies in owning international quality certificates. The country's national environment scores well in the trade policy-related indicator.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0	5000	0	5000	0	5000	0	5000	0	5000		
Copper, refined, in the form of cathodes and sections of cathodes	740311	20362		~1000	~5000	~1000								
Copper, unrefined; copper anodes for electrolytic refining	740200	3084			~1000	~1000								
Wine of fresh grapes, incl. fortified wines, and grape must whose fermentation has been arrested...	220421	1558		~1000										
Semi-bleached or bleached non-coniferous chemical wood pulp, soda or sulphate (excluding dissolving...)	470329	1189		~1000	~1000									
Fresh grapes	080610	1816				~1000								
Frozen fish fillets	0304Xb	1014		~1000		~1000								
Other frozen fish	0303Xa	716		~1000		~1000								
Potassium chloride for use as fertiliser (excluding that in tablets or similar forms, or in packages with a...)	310420	475			~1000									
Semi-bleached or bleached coniferous chemical wood pulp, soda or sulphate (excluding dissolving...)	470321	1330		~1000		~1000								
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...)	710812	613			~1000									

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# China

## Key indicators

Population (millions)	1379.0
GDP (\$ billions)	11391.6
GDP per capita (\$)	8260.9
Share of world GDP (PPP\$, %)	17.9
Current account surplus/deficit, share of GDP (%)	2.4
Tariff preference margin (percentage points)	0.5
Imports and exports (goods and services), share of GDP (%)	42.2
Services exports, share of total exports (%)	11.2
Geographic region	Asia
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	56.5	45.5	41.8
Medium	63.7	64.9	61.4
Large	70.9	71.4	67.2
All	60.7	54.2	54.8
BUSINESS ECOSYSTEM	75.0	69.8	<b>88.2</b>
NATIONAL ENVIRONMENT	60.6	70.4	69.5

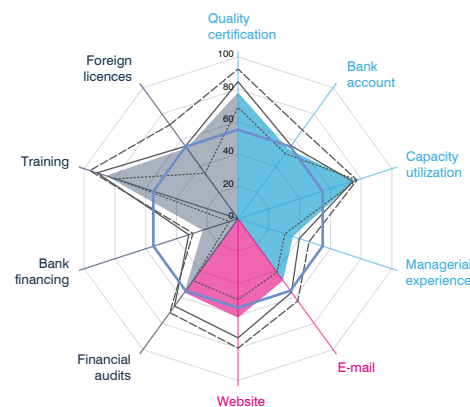
Reference level: 55.0 (a function of GDP per capita)

**Weaknesses are scores below: 27.5**    **Strengths are scores above: 82.5**

## SME Competitiveness Grid

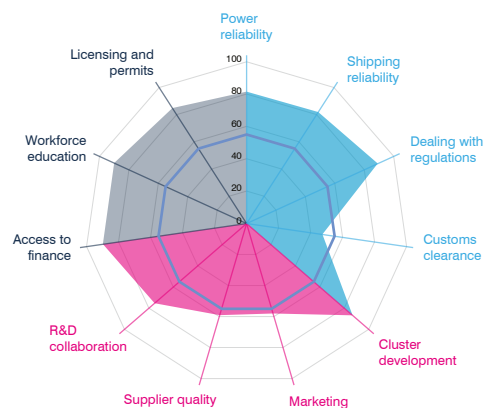
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	68.8	<b>84.6</b>	<b>92.5</b>	78.0
Bank account	49.6	55.8	67.7	53.1
Capacity utilization	77.3	74.6	77.3	75.9
Managerial experience	30.4	39.9	46.1	35.7
<b>Connect</b>				
E-mail	40.9	56.3	62.9	47.3
Firm website	50.0	73.6	79.9	61.1
<b>Change</b>				
Audited financial statement	47.2	66.7	71.7	56.4
Investment financed by banks	<b>5.6</b>	32.0	29.3	<b>23.0</b>
Formal training programme	79.8	<b>91.6</b>	<b>96.3</b>	<b>85.8</b>
Foreign technology licences	34.8	55.4	71.7	54.0



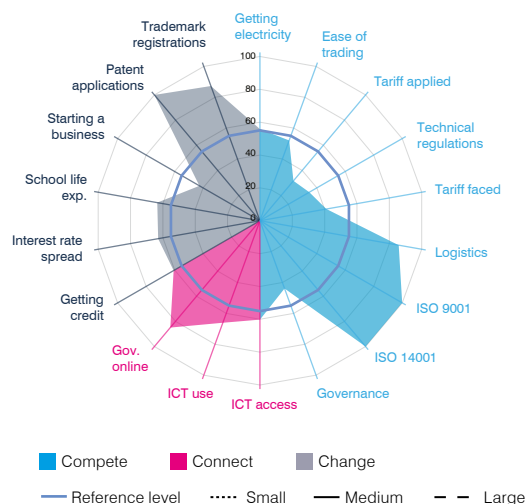
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	81.5	81.5	81.5	81.5
Domestic shipping reliability	81.9	72.8	66.6	81.9
Dealing with regulations	<b>90.3</b>	<b>87.0</b>	<b>87.0</b>	<b>89.2</b>
Customs clearance efficiency	-	46.8	47.2	47.4
<b>Connect</b>				
State of cluster development				<b>86.8</b>
Extent of marketing				58.0
Local supplier quality				59.1
University-industry collaboration in R&D				75.3
<b>Change</b>				
Access to finance	<b>92.2</b>	<b>86.2</b>	<b>90.1</b>	<b>89.8</b>
Access to educated workforce	<b>93.2</b>	<b>86.0</b>	<b>88.9</b>	<b>90.0</b>
Business licensing and permits	<b>84.1</b>	<b>85.7</b>	<b>90.0</b>	<b>84.9</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	55.8
Ease of trading across borders	52.0
Applied tariff, trade-weighted average	31.8
Prevalence of technical regulations	34.7
Faced tariff, trade-weighted average	41.1
Logistics performance index	<b>85.8</b>
ISO 9001 quality certificates	<b>100.0</b>
ISO 14001 environmental certificates	<b>100.0</b>
Governance index	43.9
<b>Connect</b>	
ICT access	60.2
ICT use	66.1
Government's online service	<b>84.9</b>
<b>Change</b>	
Ease of getting credit	60.7
Interest rate spread	63.0
School life expectancy	63.5
Ease of starting a business	42.6
Patent applications	<b>100.0</b>
Trademark registrations	<b>87.3</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2012) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

China is an upper-middle income country with a population of 1379 million and GDP of \$11,391.6 billion. Goods and services account for 88.8% and 11.2% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies mainly within its home region and to Europe and the Americas (see table below). *Automatic data-processing machines* have an increasing export potential of around \$15 billion in the home region, \$18 billion to the Americas, and \$27 billion to Europe.

Regarding new export products, China has diversification opportunities in transportation equipment, chemicals, as well as machinery and electronics with products such as *cinematographic films* and *ethylene*. The production of the latter good involves a relatively strong representation of women and SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *motor cars* and *broaching machines for working metals*.

Small firms in China perform well in dealing with regulations, in accessing finance and an educated workforce, as well as in dealing with business licensing and permits. They underperform, however, in having investments financed by banks. The largest performance gap between small and large firms lies in owning foreign technology licences. The country's national environment performs well in attaining ISO certification related to quality and the environment, and in patent applications.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	163956	0	0	0	0	0	■	■	■	■
Automatic data-processing machines and processing units for automatic data-processing...	8471XX	135433	0	0	0	0	0	■	■	■	■
Parts of telephone sets, telephones for cellular networks or for other wireless networks and of...	85XXXc	64471	0	0	0	0	0	■	■	■	■
Parts and accessories of printers, copying machines, facsimile machines and other office machines of...	84XXXd	51890	0	0	0	0	0	■	■	■	■
Printers, copying machines and facsimile machines, whether or not combined (excluding printing...	84XXXc	25308	0	0	0	0	0	■	■	■	■
Static converters	850440	18434	0	0	0	0	0	■	■	■	■
Photosensitive semiconductor devices, incl. photovoltaic cells whether or not assembled in...	854140	20749	0	0	0	0	0	■	■	■	■
Storage units for automatic data-processing machines	847170	18441	0	0	0	0	0	■	■	■	■
Tricycles, scooters, pedal cars and similar wheeled toys; dolls' carriages; dolls; other toys; reduced...	950300	21288	0	0	0	0	0	■	■	■	■
Printed circuits	853400	15442	0	0	0	0	0	■	■	■	■

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Colombia

## Key indicators

Population (millions)	48.8
GDP (\$ billions)	274.1
GDP per capita (\$)	5623.3
Share of world GDP (PPP\$, %)	0.6
Current account surplus/deficit, share of GDP (%)	-5.2
Tariff preference margin (percentage points)	2.5
Imports and exports (goods and services), share of GDP (%)	37.0
Services exports, share of total exports (%)	16.9
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	48.0	60.2	46.9
Medium	67.5	<b>85.1</b>	59.1
Large	<b>84.2</b>	<b>94.5</b>	<b>80.4</b>
All	55.8	67.5	56.5
BUSINESS ECOSYSTEM	42.7	60.9	33.2
NATIONAL ENVIRONMENT	59.3	70.3	62.5

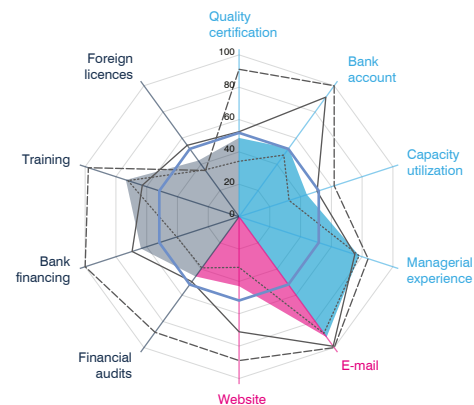
Reference level: 51.8 (a function of GDP per capita)

**Weaknesses are scores below: 25.9** | **Strengths are scores above: 77.7**

## SME Competitiveness Grid

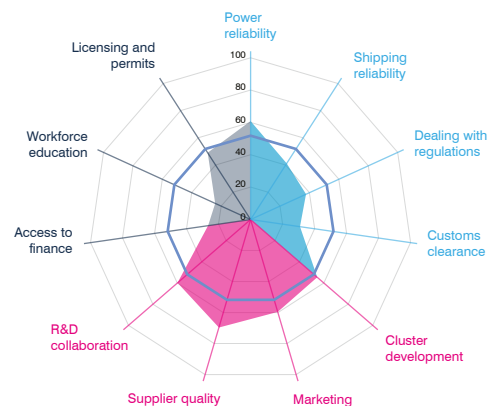
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	34.3	52.5	<b>91.1</b>	48.7
Bank account	47.1	<b>91.3</b>	<b>100.0</b>	52.3
Capacity utilization	32.5	50.8	61.8	44.1
Managerial experience	<b>78.1</b>	75.3	<b>83.9</b>	<b>78.1</b>
<b>Connect</b>				
E-mail	<b>89.1</b>	<b>99.0</b>	<b>100.0</b>	<b>92.0</b>
Firm website	31.3	71.2	<b>88.9</b>	43.0
<b>Change</b>				
Audited financial statement	39.1	49.7	<b>88.3</b>	45.7
Investment financed by banks	40.6	69.5	<b>100.0</b>	63.8
Formal training programme	72.2	62.9	<b>97.9</b>	73.6
Foreign technology licences	35.8	54.5	35.3	42.8



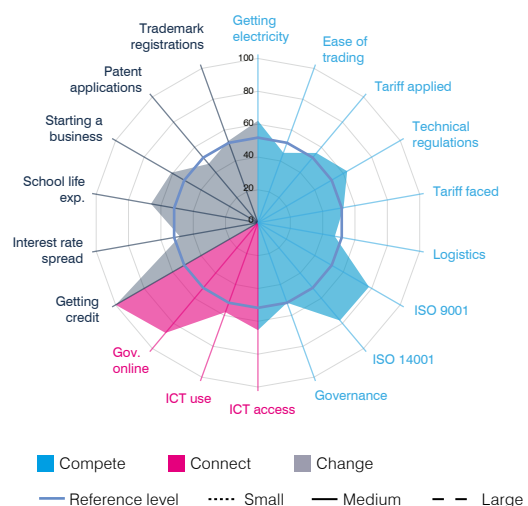
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	60.9	50.7	<b>100.0</b>	60.9
Domestic shipping reliability	42.7	36.3	47.9	41.2
Dealing with regulations	38.8	32.5	39.4	37.7
Customs clearance efficiency	<b>24.0</b>	56.5	<b>22.2</b>	30.9
<b>Connect</b>				
State of cluster development				54.6
Extent of marketing				59.6
Local supplier quality				69.7
University-industry collaboration in R&D				59.8
<b>Change</b>				
Access to finance	<b>18.0</b>	58.8	66.7	26.6
Access to educated workforce	<b>19.5</b>	36.1	45.3	<b>24.0</b>
Business licensing and permits	49.8	52.2	40.3	49.1



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	62.1
Ease of trading across borders	45.3
Applied tariff, trade-weighted average	55.5
Prevalence of technical regulations	62.7
Faced tariff, trade-weighted average	52.9
Logistics performance index	47.5
ISO 9001 quality certificates	<b>78.1</b>
ISO 14001 environmental certificates	<b>77.7</b>
Governance index	51.8
<b>Connect</b>	
ICT access	65.4
ICT use	57.9
Government's online service	<b>87.6</b>
<b>Change</b>	
Ease of getting credit	<b>100.0</b>
Interest rate spread	48.3
School life expectancy	66.1
Ease of starting a business	60.9
Patent applications	46.8
Trademark registrations	52.9



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Colombia is an upper-middle income country with a population of 48.8 million and GDP of \$274.1 billion. Goods and services account for 83.1% and 16.9% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Asia and Europe (see table below). The unrealized export potential for *gold*, *fresh cut flowers and buds*, and *ferro-nickel* is high. *Coffee* has an unrealized export potential to all regions, summing up to \$650 million.

Regarding new export products, Colombia has diversification opportunities in textiles, metals, as well as chemicals with products such as *sewing thread of synthetic staple fibres*, and *bars and rods of iron or non-alloy steel*. The production of the latter good scores relatively well on the price stability indicator. Other products identified for diversification include *undenatured ethyl alcohol* and *mixtures of ammonium nitrate with calcium carbonate*.

Small firms in Colombia perform well in their managerial experience and using e-mails. They underperform, however, in customs clearance efficiency as well as in accessing finance and an educated workforce. The largest performance gap between small and large firms lies in access to finance. Colombia's national environment performs well in ease of getting credit and its government's online services.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	0	0	0	0				
Coffee (excluding roasted and decaffeinated)	090111	2364	500	500	500	500	500	Green	Red	Red	Red
Bananas, incl. plantains, fresh or dried	0803	1263	500	500	500	500	500	Green	Red	Red	Red
Insecticides, rodenticides, fungicides, herbicides, anti-sprouting products and plant-growth...	3808	404	500	500	500	500	500	Red	Green	Green	Green
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in powder...)	710812	1845	500	500	500	500	500	Red	Red	Red	Red
Sugar confectionery not containing cocoa, incl. white chocolate (excluding chewing gum)	170490	273	500	500	500	500	500	Green	Red	Green	Red
Fresh cut flowers and buds, of a kind suitable for bouquets or for ornamental purposes	0603XX	1220	500	500	500	500	500	Green	Red	Red	Red
Ferro-nickel	720260	663	500	500	500	500	500	Red	Red	Red	Red
Poly(vinyl chloride), in primary forms, not mixed with any other substances	390410	294	500	500	500	500	500	Green	Green	Green	Red
Sanitary towels (pads) and tampons, napkins and napkin liners for babies, and similar articles, of...	961900	178	500	500	500	500	500	Green	Red	Red	Red
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	287	500	500	500	500	500	Green	Green	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Costa Rica

## Key indicators

Population (millions)	4.9
GDP (\$ billions)	57.7
GDP per capita (\$)	11749.3
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-4.5
Tariff preference margin (percentage points)	3.6
Imports and exports (goods and services), share of GDP (%)	67.0
Services exports, share of total exports (%)	44.6
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	39.2	34.5	34.3
Medium	55.8	79.1	61.8
Large	69.4	<b>96.4</b>	77.3
All	48.4	51.2	51.3
BUSINESS ECOSYSTEM	51.0	60.4	<b>26.0</b>
NATIONAL ENVIRONMENT	67.8	73.6	60.5

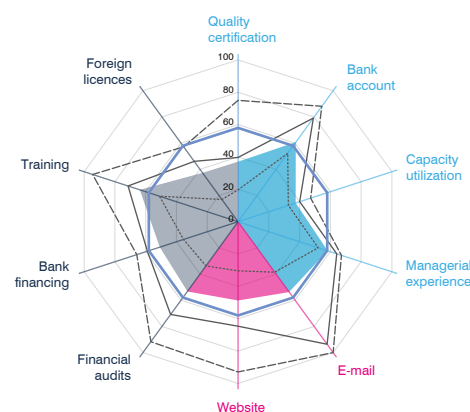
Reference level: 58.0 (a function of GDP per capita)

**Weaknesses are scores below: 29.0** | **Strengths are scores above: 86.9**

## SME Competitiveness Grid

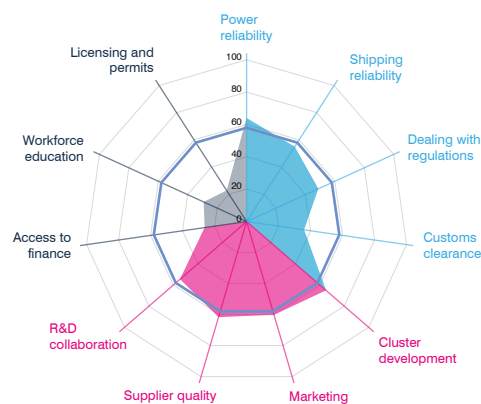
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>19.7</b>	39.7	75.0	37.1
Bank account	52.3	79.2	<b>88.1</b>	60.8
Capacity utilization	32.7	40.1	47.2	37.5
Managerial experience	52.1	64.2	67.2	58.3
<b>Connect</b>				
E-mail	38.6	<b>93.6</b>	<b>100.0</b>	53.7
Firm website	30.4	64.5	<b>92.9</b>	48.7
<b>Change</b>				
Audited financial statement	33.8	70.9	<b>91.7</b>	53.3
Investment financed by banks	35.4	58.9	65.8	50.9
Formal training programme	51.0	71.5	<b>94.5</b>	63.9
Foreign technology licences	<b>16.9</b>	46.1	57.2	37.3



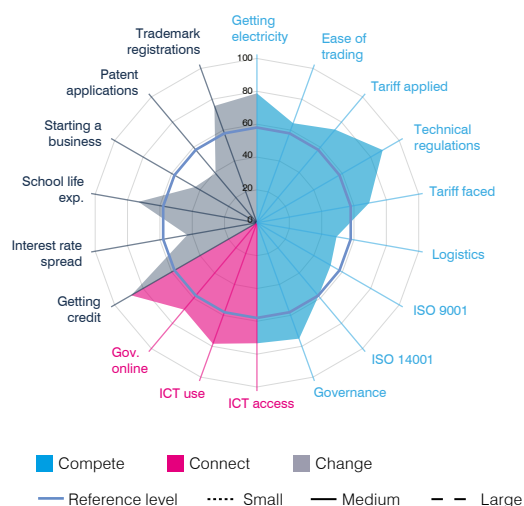
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	60.9	64.0	81.5	64.0
Domestic shipping reliability	55.1	50.0	61.9	55.1
Dealing with regulations	45.2	52.2	56.1	48.8
Customs clearance efficiency	49.8	<b>27.3</b>	42.3	36.0
<b>Connect</b>				
State of cluster development				65.1
Extent of marketing				60.2
Local supplier quality				61.7
University-industry collaboration in R&D				54.5
<b>Change</b>				
Access to finance	<b>28.1</b>	<b>23.4</b>	<b>26.8</b>	<b>26.2</b>
Access to educated workforce	34.3	<b>23.1</b>	29.3	29.2
Business licensing and permits	<b>22.2</b>	<b>24.6</b>	<b>19.0</b>	<b>22.8</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	78.8
Ease of trading across borders	64.5
Applied tariff, trade-weighted average	74.0
Prevalence of technical regulations	<b>88.4</b>
Faced tariff, trade-weighted average	69.4
Logistics performance index	49.3
ISO 9001 quality certificates	51.9
ISO 14001 environmental certificates	58.3
Governance index	75.1
<b>Connect</b>	
ICT access	73.4
ICT use	78.4
Government's online service	69.1
<b>Change</b>	
Ease of getting credit	<b>88.4</b>
Interest rate spread	43.1
School life expectancy	73.3
Ease of starting a business	43.5
Patent applications	39.2
Trademark registrations	75.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Costa Rica is an upper-middle income country with a population of 4.9 million and GDP of \$57.7 billion. Goods and services account for 55.4% and 44.6% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Asia and Europe (see table below). *Cards incorporating one or more electronic integrated circuits* have an unrealized export potential of around \$73 million in the home region, \$605 million to Asia, and \$320 million to Europe.

Regarding new export products, Costa Rica has diversification opportunities in glass articles, beauty products and perfumes as well as chemicals with products such as *webs, mattresses, boards and similar nonwoven products of glass fibres*, and *perfumes and toilet waters*. The production of the former product involves a relatively strong presence of SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *other organic chemicals* and *anionic organic surface-active agents*.

Small firms in Costa Rica perform well in having bank accounts, managerial experience and formal training programmes. They underperform, however, in owning international quality certificates and foreign technology licences, and in accessing finance. The largest performance gap between small and large firms lies in using e-mails. The country's national environment scores well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Instruments and appliances used in medical, surgical or veterinary sciences, n.e.s.	901890	758		750	750	750		Green	Red	Red	Red
Cards incorporating one or more electronic integrated circuits "smart cards"; electronic...	85XXXd	8538		750	750	750		Red	Red	Red	Red
Needles, catheters, cannulae and the like, used in medical, surgical, dental or veterinary sciences...	901839	565		750	750	750		Red	Red	Red	Red
Bananas, incl. plantains, fresh or dried	0803	1177		750	750	750		Green	Red	Red	Red
Food preparations, n.e.s.	210690	327		750	750	750		Green	Red	Green	Red
Fresh or dried pineapples	080430	1139		750	750	750		Green	Red	Red	Red
Artificial parts of the body (excluding artificial teeth and dental fittings and artificial joints)	902139	295		750	750	750		Red	Red	Red	Green
Electric conductors, for a voltage <= 1.000 V, insulated, not fitted with connectors, n.e.s.	854449	136		750	750	750		Green	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	366		750	750	750		Green	Red	Red	Red
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	78		750	750	750		Green	Red	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Côte d'Ivoire

## Key indicators

Population (millions)	24.3
GDP (\$ billions)	34.6
GDP per capita (\$)	1424.3
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-1.8
Tariff preference margin (percentage points)	4.0
Imports and exports (goods and services), share of GDP (%)	91.6
Services exports, share of total exports (%)	6.8
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	33.8	<b>9.2</b>	<b>20.0</b>
Medium	46.9	35.2	55.1
Large	<b>60.8</b>	<b>62.1</b>	<b>64.7</b>
All	39.4	<b>16.9</b>	36.0
BUSINESS ECOSYSTEM	35.0	47.9	22.2
NATIONAL ENVIRONMENT	49.5	28.6	39.1

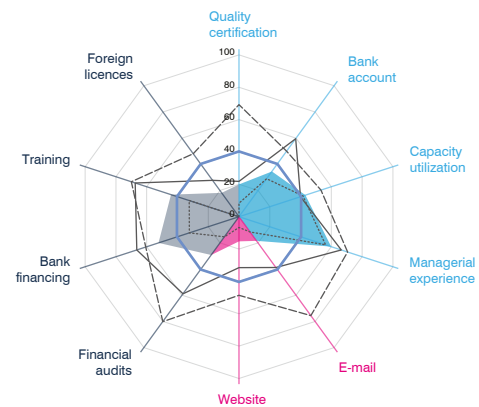
Reference level: 40.3 (a function of GDP per capita)

**Weaknesses are scores below: 20.2** | **Strengths are scores above: 60.5**

## SME Competitiveness Grid

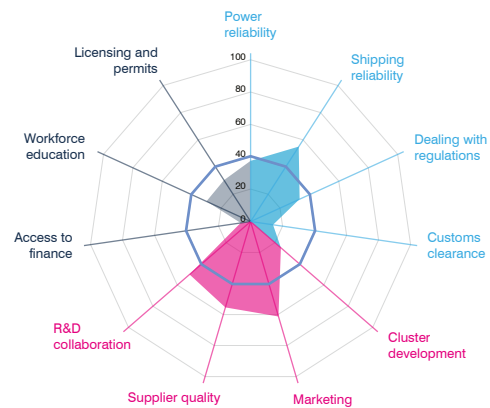
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>8.3</b>	21.9	<b>69.2</b>	<b>19.9</b>
Bank account	29.0	59.6	50.0	34.5
Capacity utilization	41.5	39.9	53.3	43.2
Managerial experience	56.2	<b>66.4</b>	<b>70.6</b>	59.9
<b>Connect</b>				
E-mail	<b>11.7</b>	38.8	<b>75.5</b>	<b>18.5</b>
Firm website	<b>6.7</b>	31.5	48.6	<b>15.2</b>
<b>Change</b>				
Audited financial statement	<b>15.3</b>	58.9	<b>80.2</b>	29.3
Investment financed by banks	32.3	<b>66.4</b>	<b>60.6</b>	52.3
Formal training programme	32.4	<b>67.5</b>	<b>70.0</b>	44.2
Foreign technology licences	<b>0.0</b>	27.7	48.1	<b>18.2</b>



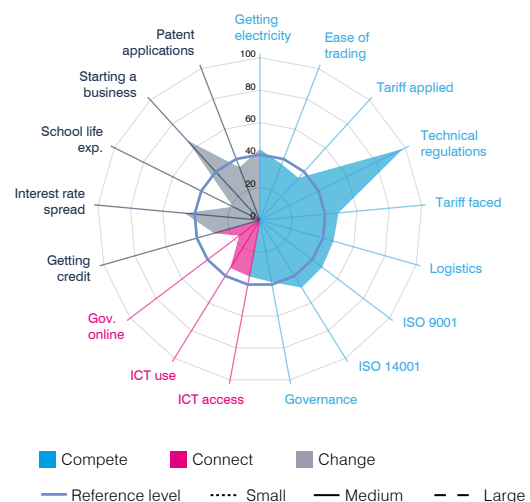
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	37.5	36.3	41.1	37.5
Domestic shipping reliability	58.2	58.2	47.9	55.1
Dealing with regulations	39.2	25.7	<b>17.6</b>	33.4
Customs clearance efficiency	-	-	<b>11.1</b>	<b>14.1</b>
<b>Connect</b>				
State of cluster development				24.8
Extent of marketing				<b>61.3</b>
Local supplier quality				55.4
University-industry collaboration in R&D				50.0
<b>Change</b>				
Access to finance	<b>2.9</b>	<b>14.0</b>	<b>15.4</b>	<b>6.2</b>
Access to educated workforce	31.5	30.6	<b>17.2</b>	30.0
Business licensing and permits	35.3	24.1	<b>18.7</b>	30.4



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	43.6
Ease of trading across borders	37.0
Applied tariff, trade-weighted average	35.1
Prevalence of technical regulations	<b>98.4</b>
Faced tariff, trade-weighted average	48.6
Logistics performance index	47.1
ISO 9001 quality certificates	48.1
ISO 14001 environmental certificates	48.8
Governance index	38.8
<b>Connect</b>	
ICT access	35.3
ICT use	34.6
Government's online service	<b>15.9</b>
<b>Change</b>	
Ease of getting credit	29.4
Interest rate spread	46.6
School life expectancy	<b>18.5</b>
Ease of starting a business	<b>66.4</b>
Patent applications	34.9
Trademark registrations	-



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2016) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Côte d'Ivoire is a lower-middle income country with a population of 24.3 million and GDP of \$34.6 billion. Goods and services account for 93.2% and 6.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe, the Americas and Asia (see table below). *Cocoa beans* have an unrealized export potential to all regions of around \$1.4 billion.

Regarding new export products, Côte d'Ivoire has diversification opportunities in metals, vegetable oils and fats, and processed fish with products such as *tin not alloyed unwrought, prepared or preserved shrimps and prawns*, and *palm kernel and babassu oil*. The production of the latter good scores relatively well on the price stability indicator. Other products identified for diversification include *prepared or preserved sardines* and *soya-bean oil*.

Small firms in Côte d'Ivoire perform well in managerial experience and domestic shipping reliability. They underperform, however, in using e-mails and websites, and owning internationally recognized quality certificates and foreign technology licences. The largest gap between small and large firms lies in having audited financial statements. The country's national environment scores well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Cocoa beans, whole or broken, raw or roasted	180100	3122	0	0	0	0	0	Green	Red	Red	Red
Fresh or dried cashew nuts, in shell	080131	493	0	0	0	0	0	Red	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	143	0	0	0	0	0	Green	Red	Red	Red
Cocoa paste (excluding defatted)	180310	658	0	0	0	0	0	Green	Red	Red	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...)	710812	177	0	0	0	0	0	Red	Red	Red	Red
Bananas, incl. plantains, fresh or dried	0803	209	0	0	0	0	0	Green	Red	Red	Red
Cocoa butter, fat and oil	180400	368	0	0	0	0	0	Green	Red	Red	Red
Palm oil and its fractions, whether or not refined (excluding chemically modified and crude)	151190	151	0	0	0	0	0	Green	Red	Red	Green
Sacks and bags, incl. cones, of polymers of ethylene	392321	60	0	0	0	0	0	Green	Red	Red	Green
Extracts, essences and concentrates, of coffee	210111	78	0	0	0	0	0	Green	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Ecuador

## Key indicators

Population (millions)	16.5
GDP (\$ billions)	99.1
GDP per capita (\$)	5996.7
Share of world GDP (PPP\$, %)	0.2
Current account surplus/deficit, share of GDP (%)	-1.5
Tariff preference margin (percentage points)	3.6
Imports and exports (goods and services), share of GDP (%)	44.9
Services exports, share of total exports (%)	11.4
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	51.0	65.7	42.2
Medium	60.4	73.8	61.5
Large	77.8	<b>83.7</b>	68.3
All	58.4	69.4	52.2
BUSINESS ECOSYSTEM	34.5	48.1	40.4
NATIONAL ENVIRONMENT	54.1	57.3	42.5

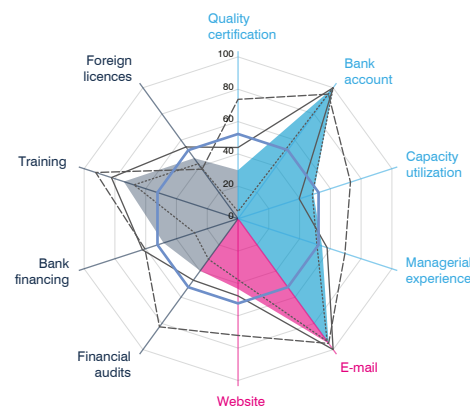
Reference level: 52.3 (a function of GDP per capita)

**Weaknesses are scores below: 26.2** | **Strengths are scores above: 78.5**

## SME Competitiveness Grid

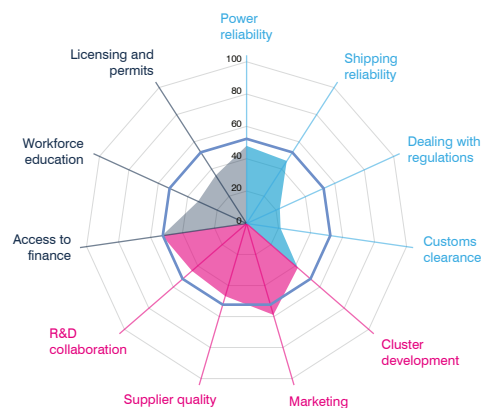
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>4.4</b>	44.0	73.7	30.0
Bank account	<b>100.0</b>	<b>100.0</b>	<b>95.1</b>	<b>100.0</b>
Capacity utilization	48.3	39.8	73.1	49.1
Managerial experience	51.3	57.9	69.4	54.6
<b>Connect</b>				
E-mail	<b>93.6</b>	<b>100.0</b>	<b>95.3</b>	<b>95.3</b>
Firm website	37.7	47.7	72.2	43.4
<b>Change</b>				
Audited financial statement	31.0	47.0	<b>82.6</b>	39.8
Investment financed by banks	28.2	62.2	60.5	48.4
Formal training programme	67.7	<b>82.3</b>	<b>92.5</b>	74.3
Foreign technology licences	41.9	54.8	37.8	46.2



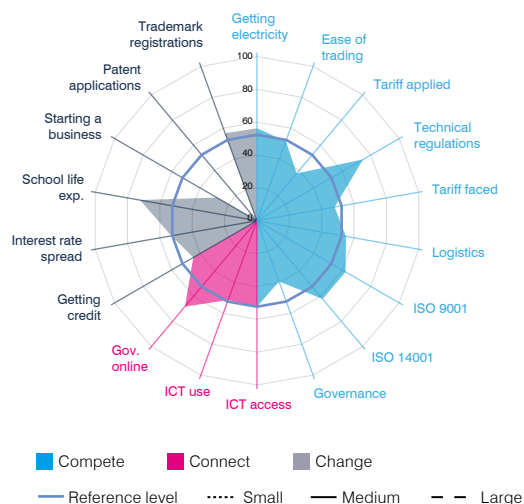
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	45.7	50.7	58.2	48.0
Domestic shipping reliability	42.7	52.4	55.1	46.0
Dealing with regulations	<b>19.2</b>	29.1	33.4	<b>22.6</b>
Customs clearance efficiency	-	<b>13.4</b>	<b>20.3</b>	<b>21.3</b>
<b>Connect</b>				
State of cluster development				41.9
Extent of marketing				58.9
Local supplier quality				46.8
University-industry collaboration in R&D				44.7
<b>Change</b>				
Access to finance	52.3	52.3	56.9	52.8
Access to educated workforce	29.8	41.2	31.9	33.0
Business licensing and permits	37.1	28.8	50.5	35.3



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	56.3
Ease of trading across borders	51.5
Applied tariff, trade-weighted average	37.6
Prevalence of technical regulations	74.6
Faced tariff, trade-weighted average	48.0
Logistics performance index	55.1
ISO 9001 quality certificates	62.3
ISO 14001 environmental certificates	62.2
Governance index	39.4
<b>Connect</b>	
ICT access	52.4
ICT use	51.4
Government's online service	68.2
<b>Change</b>	
Ease of getting credit	44.8
Interest rate spread	52.9
School life expectancy	72.3
Ease of starting a business	28.3
Patent applications	<b>0.0</b>
Trademark registrations	56.7



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Ecuador is an upper-middle income country with a population of 16.5 million and GDP of \$99.1 billion. Goods and services account for 88.6% and 11.4% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Asia and Europe (see table below). *Bananas* have an unrealized export potential of \$469 million to Europe. Other products with unrealized export potential include *gold* to Asia and *appliances for baking* in the home region.

Regarding new export products, Ecuador has diversification opportunities in meat, metals, as well as fruits with products such as *frozen boneless meat of bovine animals* and *wire of non-alloy aluminium*. The production of the latter good scores relatively well on the price stability indicator. Other products for diversification include *zinc dust* and *prepared or preserved pineapples*.

Small firms in Ecuador perform well in having bank accounts and using e-mails. They underperform, however, in owning internationally recognized quality certificates and dealing with regulations. The largest performance gap between small and large firms lies in attaining international quality certificates. The country's national environment performs well in the prevalence of technical regulations and school life expectancy.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
Bananas, incl. plantains, fresh or dried	0803	3154				469					Green	Red	Red	Red
Prepared or preserved tunas, skipjack and Atlantic bonito, whole or in pieces (excluding minced)	160414	949	10	100	10	10	10				Green	Red	Green	Red
Shrimps and prawns, frozen	0306Xb	1691		10	10	100					Green	Red	Green	Red
Fresh cut flowers and buds, of a kind suitable for bouquets or for ornamental purposes	0603XX	775		10	10	10					Green	Red	Red	Red
Flours, meals and pellets of fish or crustaceans, molluscs or other aquatic invertebrates, unfit for...	230120	126			10	10					Red	Red	Green	Red
Extracts, essences and concentrates, of coffee	210111	183		10	10	10					Green	Red	Green	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	453			10						Red	Red	Red	Red
Cocoa beans, whole or broken, raw or roasted	180100	523		10	10	10					Red	Red	Red	Red
Appliances for baking, frying, grilling and cooking and plate warmers, for domestic use, of iron or...	7321Xa	93		10		10					Red	Red	Red	Red
Crude palm oil	151110	175			10	10					Green	Red	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Egypt

## Key indicators

Population (millions)	91.0
GDP (\$ billions)	301.5
GDP per capita (\$)	3473.9
Share of world GDP (PPP\$, %)	0.9
Current account surplus/deficit, share of GDP (%)	-5.8
Tariff preference margin (percentage points)	4.4
Imports and exports (goods and services), share of GDP (%)	40.1
Services exports, share of total exports (%)	45.9
Geographic region	Africa
Country group	
Income group	Lower-middle income

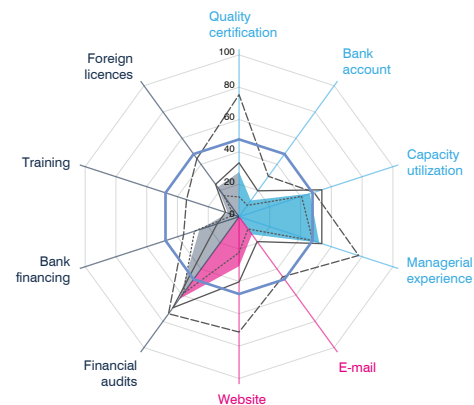
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	27.4	<b>15.8</b>	26.8
Medium	40.2	29.7	29.3
Large	58.2	58.6	47.1
All	34.5	<b>22.1</b>	29.6
BUSINESS ECOSYSTEM	48.4	44.0	47.0
NATIONAL ENVIRONMENT	47.9	52.2	50.6
Reference level: 47.8 (a function of GDP per capita)			
<b>Weaknesses are scores below: 23.9</b>		<b>Strengths are scores above: 71.7</b>	

## SME Competitiveness Grid

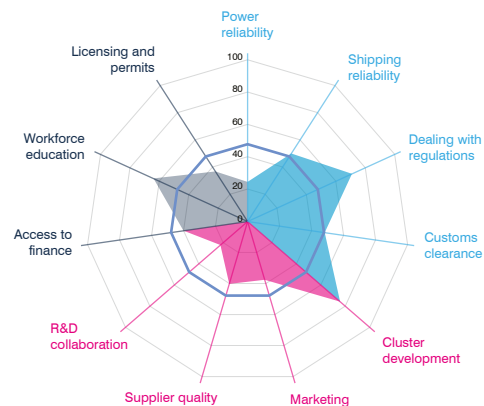
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>12.3</b>	33.3	<b>75.4</b>	27.5
Bank account	<b>8.7</b>	<b>19.7</b>	30.9	<b>12.4</b>
Capacity utilization	40.6	53.8	48.7	46.1
Managerial experience	47.9	53.8	<b>77.7</b>	52.1
<b>Connect</b>				
E-mail	<b>9.4</b>	<b>19.0</b>	45.9	<b>13.6</b>
Firm website	<b>22.2</b>	40.3	71.3	30.7
<b>Change</b>				
Audited financial statement	58.7	69.6	<b>74.1</b>	63.0
Investment financed by banks	28.9	<b>14.2</b>	36.0	25.7
Formal training programme	<b>3.4</b>	<b>8.8</b>	34.1	<b>7.3</b>
Foreign technology licences	<b>16.0</b>	24.7	44.3	<b>22.5</b>



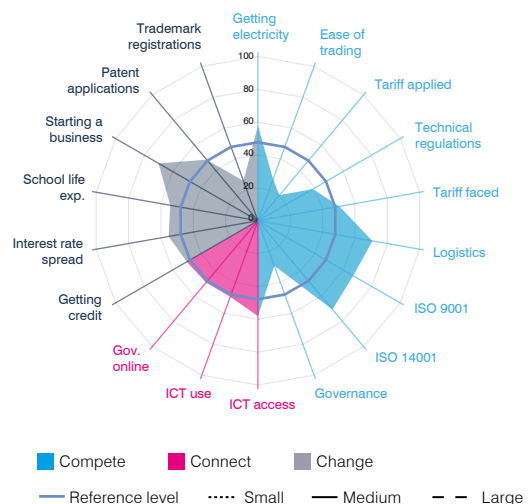
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	24.2	24.8	26.2	24.5
Domestic shipping reliability	44.3	61.9	42.7	50.0
Dealing with regulations	<b>75.7</b>	62.9	67.5	71.0
Customs clearance efficiency	59.4	43.0	48.8	48.2
<b>Connect</b>				
State of cluster development				<b>75.8</b>
Extent of marketing				37.6
Local supplier quality				40.3
University-industry collaboration in R&D				<b>22.3</b>
<b>Change</b>				
Access to finance	36.7	46.1	48.8	40.1
Access to educated workforce	60.2	70.2	<b>74.4</b>	64.0
Business licensing and permits	37.4	35.8	36.3	36.8



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	57.8
Ease of trading across borders	27.0
Applied tariff, trade-weighted average	<b>20.4</b>
Prevalence of technical regulations	38.5
Faced tariff, trade-weighted average	50.4
Logistics performance index	70.8
ISO 9001 quality certificates	67.0
ISO 14001 environmental certificates	70.5
Governance index	29.1
<b>Connect</b>	
ICT access	58.1
ICT use	49.2
Government's online service	49.1
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	55.2
School life expectancy	54.2
Ease of starting a business	69.9
Patent applications	48.5
Trademark registrations	25.8



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Egypt is a lower-middle income country with a population of 91 million and GDP of \$301.5 billion. Goods and services account for 54.1% and 45.9% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Asia, Europe and the Americas (see table below). *Gold* has an unrealized export potential of over \$447 million to Asia and \$137 million to Europe. Other products with unrealized potential to these regions include *reception apparatus for television* and *coaxial cables*.

Regarding new export products, Egypt has diversification opportunities in plastic products, furniture, as well as home textiles with products such as *furniture of plastics* and *mattresses*. The production of these goods involves a relatively strong participation of SMEs. Other products for diversification include *seats*, and *blankets and travelling rugs of synthetic fibres*.

Small firms in Egypt perform well in dealing with regulations. They underperform, however, in having bank accounts, formal training programmes, and using e-mails. The largest gap between small and large firms lies in owning international quality certificates. The country's national environment performs well in logistics and in attaining ISO certification related to environment.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 500	0 500	0 500	0 500	0 500				
Urea, whether or not in aqueous solution (excluding that in pellet or similar forms, or in packages with a...	310210	834	500	500	500	500	500	Green	Green	Red	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	814	500	500	500	500	500	Red	Red	Red	Red
Fresh or dried oranges	080510	543	500	500	500	500	500	Green	Red	Red	Red
Processed cheese, not grated or powdered	040630	220	500	500	500	500	500	Green	Green	Green	Red
Reception apparatus for television	8528Xb	328	500	500	500	500	500	Red	Red	Red	Green
Coaxial cable and other coaxial electric conductors, insulated	854420	262	500	500	500	500	500	Red	Red	Red	Red
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...	620342	267	500	500	500	500	500	Green	Red	Green	Red
Cane or beet sugar and chemically pure sucrose, in solid form (excluding cane and beet sugar...	170199	159	500	500	500	500	500	Green	Green	Green	Red
Sanitary towels (pads) and tampons, napkins and napkin liners for babies, and similar articles, of...	961900	153	500	500	500	500	500	Green	Green	Red	Green
Appliances for baking, frying, grilling and cooking and plate warmers, for domestic use, of iron or...	7321Xa	100	500	500	500	500	500	Red	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Ghana

## Key indicators

Population (millions)	27.6
GDP (\$ billions)	42.8
GDP per capita (\$)	1550.8
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-6.3
Tariff preference margin (percentage points)	1.5
Imports and exports (goods and services), share of GDP (%)	98.2
Services exports, share of total exports (%)	34.8
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	32.9	<b>18.3</b>	37.6
Medium	49.2	45.2	<b>62.0</b>
Large	61.1	<b>67.4</b>	<b>75.9</b>
All	39.2	27.3	49.0
BUSINESS ECOSYSTEM	38.6	54.8	35.2
NATIONAL ENVIRONMENT	45.7	48.1	42.2

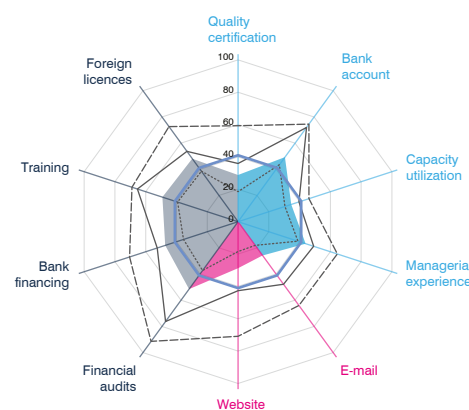
Reference level: 41.0 (a function of GDP per capita)

**Weaknesses are scores below: 20.5**    **Strengths are scores above: 61.6**

## SME Competitiveness Grid

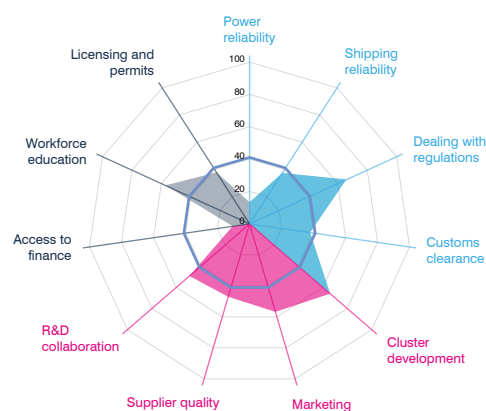
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>18.5</b>	36.0	59.3	28.9
Bank account	43.5	<b>72.0</b>	<b>74.5</b>	49.3
Capacity utilization	30.5	39.6	46.1	34.5
Managerial experience	38.9	49.1	<b>64.5</b>	43.9
<b>Connect</b>				
E-mail	<b>18.1</b>	47.8	<b>64.0</b>	25.8
Firm website	<b>18.5</b>	42.7	<b>70.8</b>	28.7
<b>Change</b>				
Audited financial statement	37.3	<b>76.3</b>	<b>91.4</b>	51.5
Investment financed by banks	35.4	52.5	<b>70.5</b>	47.3
Formal training programme	39.3	<b>65.4</b>	<b>69.0</b>	49.2
Foreign technology licences	38.5	53.7	<b>72.7</b>	48.1



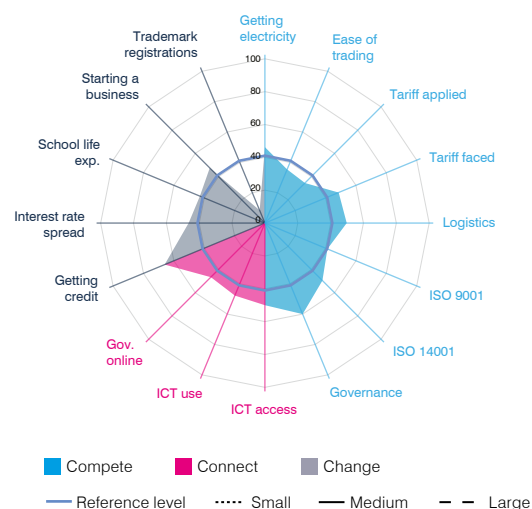
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>13.6</b>	<b>13.6</b>	<b>11.8</b>	<b>13.4</b>
Domestic shipping reliability	31.5	47.9	50.0	37.4
Dealing with regulations	<b>69.8</b>	<b>62.0</b>	53.3	<b>65.9</b>
Customs clearance efficiency	-	43.0	36.1	37.9
<b>Connect</b>				
State of cluster development				<b>66.0</b>
Extent of marketing				56.8
Local supplier quality				47.0
University-industry collaboration in R&D				<b>49.3</b>
<b>Change</b>				
Access to finance	<b>4.8</b>	<b>17.7</b>	47.3	<b>10.5</b>
Access to educated workforce	58.6	58.6	44.4	57.2
Business licensing and permits	39.8	33.3	39.8	37.9



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	46.2
Ease of trading across borders	35.4
Applied tariff, trade-weighted average	34.5
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	48.6
Logistics performance index	49.8
ISO 9001 quality certificates	41.2
ISO 14001 environmental certificates	49.6
Governance index	60.0
<b>Connect</b>	
ICT access	50.0
ICT use	47.8
Government's online service	46.6
<b>Change</b>	
Ease of getting credit	<b>66.1</b>
Interest rate spread	46.4
School life expectancy	42.8
Ease of starting a business	47.4
Patent applications	-
Trademark registrations	<b>8.4</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Ghana is a lower-middle income country with a population of 27.6 million and GDP of \$42.8 billion. Goods and services account for 65.2% and 34.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, notably to Asia and Europe (see table below). *Gold* has an unrealized export potential of around \$1.4 billion to Asia, \$228 million to Europe and \$101 million to the Americas. Other products with unrealized potential to these regions include *cocoa paste* and *fresh or dried cashew nuts*.

Regarding new export products, Ghana has diversification opportunities in beverages, chemicals, and processed food with products such as *rum and other spirits obtained by distilling fermented sugar-cane products*, *vegetable waxes*, and *oilcake and other solid residues*. The production of these products involves a relatively strong representation of SMEs and women. Other products identified for diversification include *juice of fruit or vegetables*, *methanol "methyl alcohol"* and *manioc starch*.

Small firms in Ghana perform well in dealing with regulations. They underperform, however, in owning international quality certificates, using e-mails and websites, and in access to electricity. The largest gap between small and large firms lies in having audited financial statements. The country's national environment performs well in getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators										
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology							
			0	1500	0	1500	0					1500	0	1500				
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	2626																
Cocoa beans, whole or broken, raw or roasted	180100	2294																
Fresh or dried cashew nuts, in shell	080131	195																
Cocoa paste (excluding defatted)	180310	367																
Cocoa butter, fat and oil	180400	193																
Prepared or preserved tunas, skipjack and Atlantic bonito, whole or in pieces (excluding minced)	160414	152																
Gold, incl. gold plated with platinum, in semi-manufactured forms, for non-monetary purposes	710813	25																
Wood in the rough (excluding rough-cut wood for walking sticks, umbrellas, tool shafts and the like...	4403XX	130																
Bananas, incl. plantains, fresh or dried	0803	54																
Cocoa powder, not containing added sugar or other sweetening matter	180500	119																

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Guinea

## Key indicators

Population (millions)	12.7
GDP (\$ billions)	6.8
GDP per capita (\$)	533.7
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-13.2
Tariff preference margin (percentage points)	1.0
Imports and exports (goods and services), share of GDP (%)	97.5
Services exports, share of total exports (%)	5.5
Geographic region	Africa
Country group	LDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	32.7	<b>15.4</b>	<b>15.2</b>
Medium	38.1	27.8	36.6
Large	47.5	<b>86.5</b>	37.2
All	31.4	18.7	29.3
BUSINESS ECOSYSTEM	<b>52.3</b>	19.9	<b>50.5</b>
NATIONAL ENVIRONMENT	36.7	<b>9.4</b>	32.1

Reference level: 32.1 (a function of GDP per capita)

**Weaknesses are scores below: 16.1** | **Strengths are scores above: 48.2**

## SME Competitiveness Grid

### FIRM CAPABILITIES (Normalized scores)

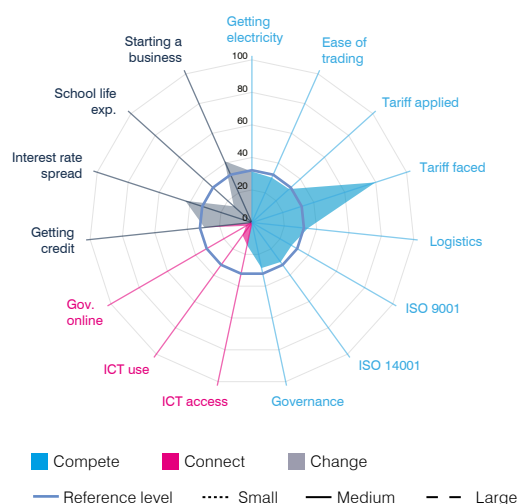
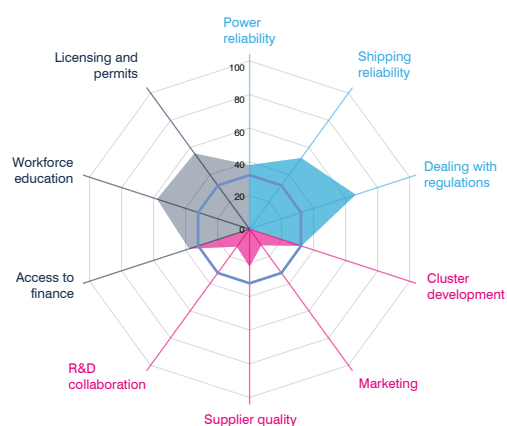
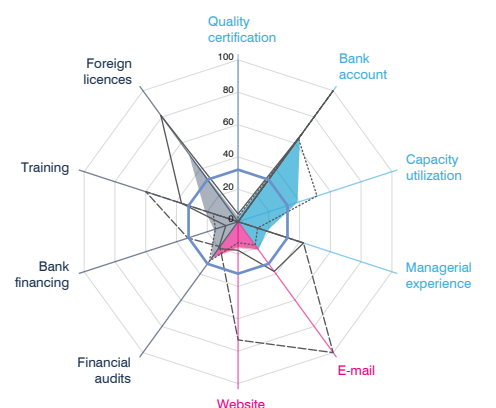
Compete	Small	Medium	Large	All
International quality certificate	<b>3.1</b>	<b>4.8</b>	<b>0.0</b>	<b>3.1</b>
Bank account	<b>63.6</b>	<b>66.8</b>	<b>100.0</b>	<b>65.1</b>
Capacity utilization	<b>51.3</b>	-	-	38.7
Managerial experience	<b>12.7</b>	42.6	42.6	18.7
<b>Connect</b>				
E-mail	<b>17.9</b>	38.0	<b>100.0</b>	21.4
Firm website	<b>13.0</b>	17.7	<b>73.1</b>	<b>16.0</b>
<b>Change</b>				
Audited financial statement	30.1	20.6	19.0	28.2
Investment financed by banks	<b>14.7</b>	<b>7.9</b>	32.6	<b>15.6</b>
Formal training programme	16.2	36.8	<b>60.0</b>	21.5
Foreign technology licences	<b>0.0</b>	<b>81.1</b>	-	<b>51.8</b>

### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	38.8	34.6	38.8	38.1
Domestic shipping reliability	46.0	<b>58.2</b>	-	<b>52.4</b>
Dealing with regulations	<b>68.1</b>	<b>65.9</b>	<b>50.9</b>	<b>66.4</b>
Customs clearance efficiency	-	-	-	-
<b>Connect</b>				
State of cluster development				32.4
Extent of marketing				<b>11.9</b>
Local supplier quality				22.3
University-industry collaboration in R&D				<b>12.9</b>
<b>Change</b>				
Access to finance	40.5	23.4	<b>52.8</b>	37.8
Access to educated workforce	<b>58.1</b>	<b>54.3</b>	<b>65.2</b>	<b>57.9</b>
Business licensing and permits	<b>58.7</b>	39.0	<b>67.6</b>	<b>55.7</b>

### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	31.3
Ease of trading across borders	30.2
Applied tariff, trade-weighted average	30.7
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	<b>79.9</b>
Logistics performance index	34.5
ISO 9001 quality certificates	28.2
ISO 14001 environmental certificates	30.0
Governance index	28.6
<b>Connect</b>	
ICT access	<b>14.2</b>
ICT use	<b>9.8</b>
Government's online service	<b>4.2</b>
<b>Change</b>	
Ease of getting credit	29.4
Interest rate spread	43.0
School life expectancy	<b>15.0</b>
Ease of starting a business	41.2
Patent applications	-
Trademark registrations	-



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2016) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Guinea is a low income country with a population of 12.7 million and GDP of \$6.8 billion. Goods and services account for 94.5% and 5.5% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, notably to Asia and Europe (see table below). For *non-industrial diamonds*, there is an unrealized export potential of over \$40 million to Asia and \$29 million to Europe. Other products with unrealized potential to these regions include *gold* and *coffee*.

Regarding new export products, Guinea has diversification opportunities in processed food, wood, and metals with products such as *oilcake and other solid residues, nickel oxide sinters and other intermediate products of nickel metallurgy, and statuettes and other ornaments of wood*. The production of the latter good scores relatively well on the price stability indicator. Other products identified for diversification include *nickel mattes, and dark or light red meranti sawn or chipped*.

Small firms in Guinea perform well in having bank accounts, capacity utilization and dealing with regulations. They underperform, however, in owning international quality certificates and foreign technology licences, and using firm websites. The largest gap between small and large firms lies in using e-mails. The country's national environment scores relatively well in the trade policy-related indicators.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 100	0 100	0 100	0 100	0 100							
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	394			100	10					Red	Red	Red	Green
Non-industrial diamonds unworked or simply sawn, cleaved or bruted (excluding industrial diamonds)	710231	23			30	30					Red	Red	Red	Red
Gold, incl. gold plated with platinum, in semi-manufactured forms, for non-monetary purposes	710813	34			50	10					Red	Red	Red	Green
Fresh or dried cashew nuts, in shell	080131	41			30						Red	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	28			10	20					Green	Red	Red	Red
Other frozen fish	0303Xa	27	10		10	10					Green	Red	Red	Red
Cocoa beans, whole or broken, raw or roasted	180100	26				10					Green	Red	Red	Red
Technically specified natural rubber "TSNR"	400122	30			10						Green	Red	Red	Red
Wood in the rough (excluding rough-cut wood for walking sticks, umbrellas, tool shafts and the like...	4403XX	7			10				10		Green	Red	Red	Red
Frozen sardines "Sardina pilchardus, Sardinops spp.", sardinella "Sardinella spp.", brisling or sprats...	030353	7	10								Green	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Hungary

## Key indicators

Population (millions)	9.8
GDP (\$ billions)	117.1
GDP per capita (\$)	11902.8
Share of world GDP (PPP\$, %)	0.2
Current account surplus/deficit, share of GDP (%)	4.9
Tariff preference margin (percentage points)	3.9
Imports and exports (goods and services), share of GDP (%)	188.8
Services exports, share of total exports (%)	17.7
Geographic region	Europe
Country group	OECD
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	56.4	44.7	32.6
Medium	61.5	61.1	46.1
Large	69.0	59.9	51.5
All	58.7	48.9	37.7
BUSINESS ECOSYSTEM	52.1	40.7	70.3
NATIONAL ENVIRONMENT	71.7	76.5	69.9

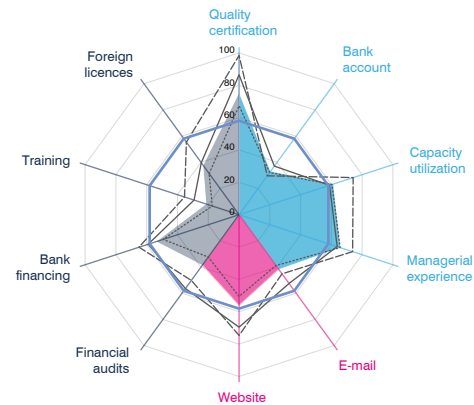
Reference level: 58.1 (a function of GDP per capita)

**Weaknesses are scores below: 29.0**    **Strengths are scores above: 87.1**

## SME Competitiveness Grid

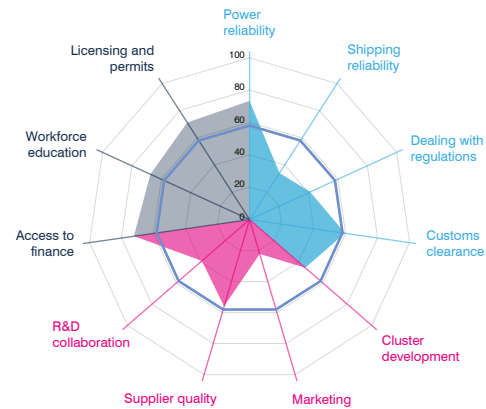
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	67.3	86.5	<b>98.3</b>	75.0
Bank account	32.1	37.1	29.7	33.0
Capacity utilization	60.4	58.8	74.2	61.2
Managerial experience	65.7	63.8	73.8	65.7
<b>Connect</b>				
E-mail	38.8	52.6	45.2	41.7
Firm website	50.5	69.5	74.6	56.0
<b>Change</b>				
Audited financial statement	32.3	56.4	50.2	38.5
Investment financed by banks	49.3	59.1	65.0	53.6
Formal training programme	<b>17.4</b>	29.2	35.4	<b>21.2</b>
Foreign technology licences	31.4	39.7	55.4	37.6



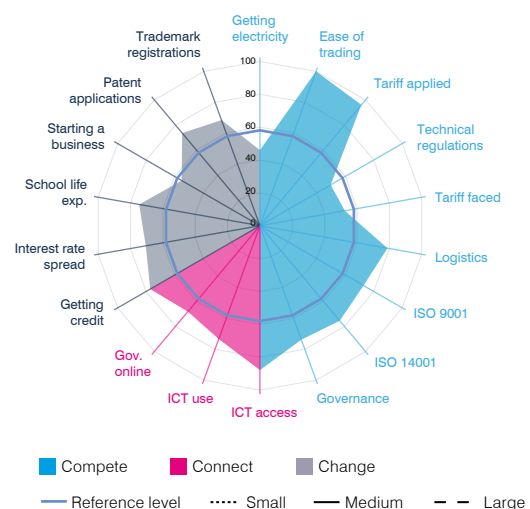
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	73.3	<b>100.0</b>	52.3	73.3
Domestic shipping reliability	47.9	<b>25.7</b>	-	34.2
Dealing with regulations	40.8	39.9	52.6	41.2
Customs clearance efficiency	-	-	68.0	59.6
<b>Connect</b>				
State of cluster development				45.6
Extent of marketing				<b>22.2</b>
Local supplier quality				56.0
University-industry collaboration in R&D				39.1
<b>Change</b>				
Access to finance	69.1	<b>87.2</b>	66.1	72.3
Access to educated workforce	63.6	<b>89.6</b>	54.3	67.4
Business licensing and permits	73.9	61.4	<b>100.0</b>	71.3



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	46.1
Ease of trading across borders	<b>100.0</b>
Applied tariff, trade-weighted average	<b>96.1</b>
Prevalence of technical regulations	49.8
Faced tariff, trade-weighted average	52.5
Logistics performance index	78.8
ISO 9001 quality certificates	72.8
ISO 14001 environmental certificates	75.5
Governance index	73.8
<b>Connect</b>	
ICT access	<b>87.9</b>
ICT use	73.4
Government's online service	68.2
<b>Change</b>	
Ease of getting credit	77.1
Interest rate spread	70.6
School life expectancy	74.7
Ease of starting a business	55.0
Patent applications	73.7
Trademark registrations	68.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Hungary is a high income country with a population of 9.8 million and GDP of \$117.1 billion. Goods and services account for 82.3% and 17.7% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Asia and the Americas (see table below). *Pharmaceutical products* have an unrealized export potential of around \$2.1 billion in the home region, \$264 million to Asia, and \$273 million to the Americas. Other products with unrealized potential to these regions include *reception apparatus for televisions* and *spark-ignition reciprocating piston engines*.

Regarding new export products, Hungary has diversification opportunities in machinery equipment with products such as *heat pumps*. The production of this good involves a relatively strong participation of SMEs. Other products identified for diversification include *presses for the manufacture of particleboard of wood*, and *machinery for cleaning or drying bottles or other containers*.

Small firms in Hungary perform well in meeting international quality standards. They underperform, however, in offering formal training programmes to employees. The largest performance gap between small and large firms lies in the ability to meet international quality standards. The country's national environment performs well in trading across borders and accessing ICT.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators										
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology							
			0	2500	0	2500	0	2500	0	2500	0	2500						
Pharmaceutical products, except lubricants and ostomy appliances	30XXXX	4213																
Spark-ignition reciprocating piston engine, of a kind used for vehicles of chapter 87, of a cylinder...	840734	3637																
Reception apparatus for television	8528Xb	3295																
Compression-ignition internal combustion piston engine "diesel or semi-diesel engine", for the...	840820	2409																
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	4144																
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	2252																
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870332	1759																
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	5090																
New pneumatic tyres, of rubber, of a kind used for motor cars, incl. station wagons and racing cars	401110	1187																
Regulating or controlling instruments and apparatus (excluding hydraulic or pneumatic, manostats,...	903289	1531																

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# India

## Key indicators

Population (millions)	1309.7
GDP (\$ billions)	2251.0
GDP per capita (\$)	1718.7
Share of world GDP (PPP\$, %)	7.3
Current account surplus/deficit, share of GDP (%)	-1.4
Tariff preference margin (percentage points)	0.9
Imports and exports (goods and services), share of GDP (%)	45.1
Services exports, share of total exports (%)	37.1
Geographic region	Asia
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	37.5	26.8	41.3
Medium	41.9	48.4	52.2
Large	59.7	<b>73.1</b>	<b>66.2</b>
All	42.6	40.8	51.1
BUSINESS ECOSYSTEM	61.5	<b>69.8</b>	58.6
NATIONAL ENVIRONMENT	54.5	43.7	45.1

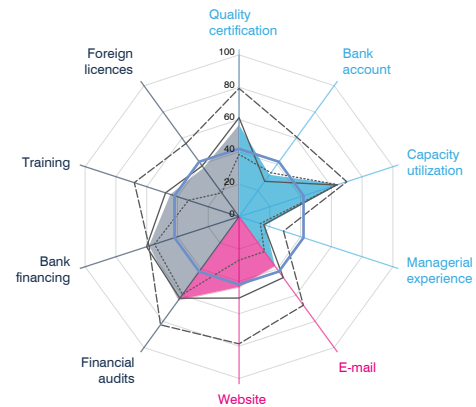
Reference level: 41.9 (a function of GDP per capita)

**Weaknesses are scores below: 21.0** | **Strengths are scores above: 62.9**

## SME Competitiveness Grid

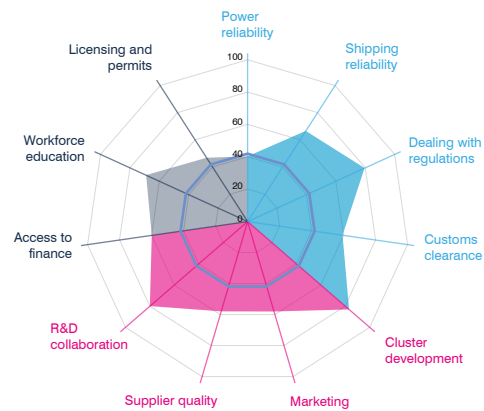
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	38.5	61.2	<b>79.3</b>	56.8
Bank account	33.5	27.0	60.8	32.0
Capacity utilization	<b>64.1</b>	<b>63.2</b>	<b>70.0</b>	<b>64.7</b>
Managerial experience	<b>13.8</b>	<b>16.0</b>	28.9	<b>17.1</b>
<b>Connect</b>				
E-mail	26.7	46.5	<b>67.7</b>	37.9
Firm website	26.9	50.3	<b>78.6</b>	43.6
<b>Change</b>				
Audited financial statement	59.4	62.3	<b>82.6</b>	<b>63.7</b>
Investment financed by banks	55.0	60.1	58.5	58.5
Formal training programme	32.8	47.8	<b>68.0</b>	44.7
Foreign technology licences	<b>18.2</b>	38.8	55.8	37.3



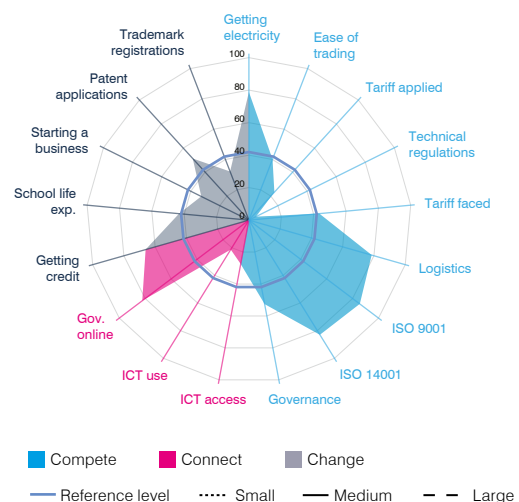
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	41.1	41.1	38.8	40.3
Domestic shipping reliability	<b>72.8</b>	<b>66.6</b>	<b>72.8</b>	<b>66.6</b>
Dealing with regulations	<b>83.1</b>	<b>78.7</b>	<b>72.9</b>	<b>79.6</b>
Customs clearance efficiency	54.2	60.2	59.4	59.4
<b>Connect</b>				
State of cluster development				<b>83.1</b>
Extent of marketing				58.0
Local supplier quality				58.0
University-industry collaboration in R&D				<b>80.0</b>
<b>Change</b>				
Access to finance	53.2	<b>64.1</b>	<b>69.8</b>	59.9
Access to educated workforce	<b>71.1</b>	<b>65.7</b>	<b>73.9</b>	<b>69.0</b>
Business licensing and permits	44.6	50.2	43.7	46.9



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>78.9</b>
Ease of trading across borders	40.2
Applied tariff, trade-weighted average	23.3
Prevalence of technical regulations	<b>4.8</b>
Faced tariff, trade-weighted average	43.5
Logistics performance index	<b>78.6</b>
ISO 9001 quality certificates	<b>85.5</b>
ISO 14001 environmental certificates	<b>83.0</b>
Governance index	52.6
<b>Connect</b>	
ICT access	27.5
ICT use	21.3
Government's online service	<b>82.3</b>
<b>Change</b>	
Ease of getting credit	<b>66.1</b>
Interest rate spread	-
School life expectancy	43.2
Ease of starting a business	32.7
Patent applications	51.3
Trademark registrations	32.1



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2014) for firm level data; for other sources and methodology see Annex.



## SME Export Potential

India is a lower-middle income country with a population of 1,309.7 million and GDP of \$2251 billion. Goods and services account for 62.9% and 37.1% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe and the Americas (see table below). *Diamonds* have an unrealized export potential of around \$11 billion in the home region, \$3.4 billion to Europe, and \$4.2 billion to the Americas. Other products with unrealized potential to these regions include *pharmaceutical products* and *motor cars*.

Regarding new export products, India has diversification opportunities in electronic equipment, processed food, and textiles with products such as *headphones and earphones*, *silk yarn*, and *prepared or preserved tomatoes*. The production of *silk yarn* and other textile products identified for diversification such as *tyre cord fabric of high-tenacity polyester yarn* involves a relatively strong representation of women. Other products for diversification include *portable electrical lamps* and *electric hairdryers*.

Small firms in India perform well in capacity utilization and dealing with regulations. They underperform, however, in managerial experience and owning foreign technology licences. The largest gap between small and large firms lies in having business websites. The country's national environment performs particularly well in attaining ISO certification related to quality and environment, and in online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Diamonds, worked, but not mounted or set (excluding industrial diamonds)	710239	25145		15000	15000	15000		Red	Green	Red	Red
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	9640		15000	15000	15000		Red	Green	Red	Green
Semi-milled or wholly milled rice, whether or not polished or glazed	100630	5917	15000	15000	15000	15000		Green	Green	Green	Red
Pharmaceutical products, except lubricants and ostomy appliances	30XXXX	11668		15000	15000	15000		Red	Red	Green	Green
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870322	3022		15000	15000	15000		Green	Red	Green	Green
Copper, refined, in the form of cathodes and sections of cathodes	740311	2308		15000	15000	15000		Green	Red	Red	Red
Oilcake and other solid residues, whether or not ground or in the form of pellets, resulting from the...	230400	1801		15000	15000	15000		Green	Green	Green	Green
Shrimps and prawns, frozen	0306Xb	2458		15000	15000	15000		Green	Green	Green	Red
Cotton, neither carded nor combed	520100	3309		15000	15000	15000		Green	Red	Red	Red
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	2618		15000	15000	15000		Green	Red	Green	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Indonesia

## Key indicators

Population (millions)	258.8
GDP (\$ billions)	941.0
GDP per capita (\$)	3635.8
Share of world GDP (PPP\$, %)	2.5
Current account surplus/deficit, share of GDP (%)	-2.3
Tariff preference margin (percentage points)	2.4
Imports and exports (goods and services), share of GDP (%)	40.2
Services exports, share of total exports (%)	12.7
Geographic region	Asia
Country group	
Income group	Lower-middle income

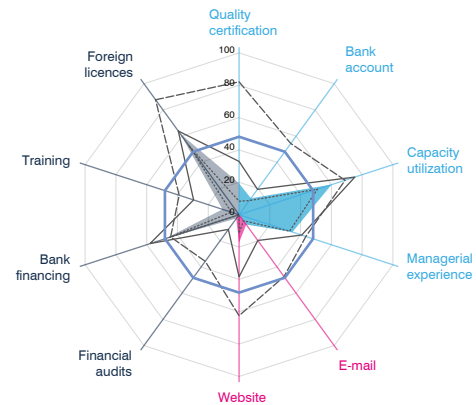
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	25.7	<b>8.1</b>	25.6
Medium	42.1	29.1	40.6
Large	62.2	54.9	51.7
All	31.7	<b>12.4</b>	30.8
BUSINESS ECOSYSTEM	58.7	71.2	61.0
NATIONAL ENVIRONMENT	63.9	40.7	45.0
Reference level: 48.2 (a function of GDP per capita)			
<b>Weaknesses are scores below: 24.1</b>		<b>Strengths are scores above: 72.2</b>	

## SME Competitiveness Grid

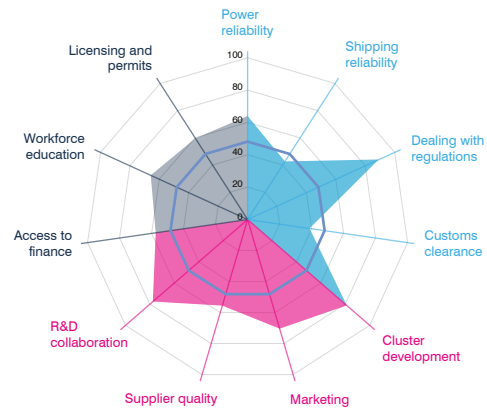
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>8.3</b>	32.9	<b>82.1</b>	<b>19.4</b>
Bank account	<b>10.7</b>	<b>19.4</b>	54.4	<b>12.5</b>
Capacity utilization	50.9	<b>75.3</b>	68.9	60.2
Managerial experience	32.8	40.8	43.5	34.7
<b>Connect</b>				
E-mail	<b>4.7</b>	<b>19.7</b>	47.3	<b>7.5</b>
Firm website	<b>11.4</b>	38.4	62.4	<b>17.3</b>
<b>Change</b>				
Audited financial statement	<b>0.0</b>	<b>11.2</b>	35.6	<b>3.0</b>
Investment financed by banks	44.9	57.8	44.4	47.8
Formal training programme	<b>4.9</b>	29.5	38.9	<b>10.7</b>
Foreign technology licences	52.6	63.9	<b>87.8</b>	62.0



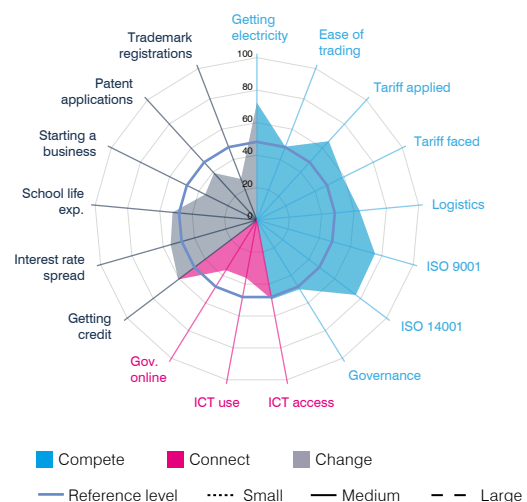
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	64.0	60.9	<b>81.5</b>	64.0
Domestic shipping reliability	38.6	46.0	66.6	42.7
Dealing with regulations	<b>89.2</b>	<b>94.1</b>	<b>84.0</b>	<b>89.2</b>
Customs clearance efficiency	-	47.0	36.0	38.8
<b>Connect</b>				
State of cluster development				<b>81.2</b>
Extent of marketing				70.4
Local supplier quality				55.6
University-industry collaboration in R&D				<b>77.6</b>
<b>Change</b>				
Access to finance	60.2	46.6	54.7	57.4
Access to educated workforce	68.3	57.4	60.4	65.9
Business licensing and permits	61.8	53.2	48.6	59.7



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>72.3</b>
Ease of trading across borders	48.5
Applied tariff, trade-weighted average	65.7
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	59.1
Logistics performance index	63.4
ISO 9001 quality certificates	<b>75.6</b>
ISO 14001 environmental certificates	<b>76.3</b>
Governance index	50.0
<b>Connect</b>	
ICT access	49.6
ICT use	36.2
Government's online service	36.3
<b>Change</b>	
Ease of getting credit	60.7
Interest rate spread	55.2
School life expectancy	52.1
Ease of starting a business	35.6
Patent applications	39.2
Trademark registrations	27.2



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2015) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Indonesia is a lower-middle income country with a total population of 258.8 million and GDP of \$941 billion. Goods and services account for 87.3% and 12.7% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Europe and the Americas (see table below). *Rubber* has an unrealized export potential of \$2.2 billion in the home region. Other products with unrealized export potential to these regions include *unwrought tin* and *sheets for veneering*.

Regarding new export products, Indonesia has diversification opportunities in machinery, textile, and rubber sectors with products such as *air conditioning machines*, *sheath contraceptives of vulcanised rubber*, and *woven fabrics*. The production of the latter products involves a relatively strong participation of SMEs and women. Other products identified for diversification include *shawls*, *scarves and similar articles of synthetic fibres* as well as *microwave ovens*.

Small firms in Indonesia perform well in dealing with regulations. They underperform, however, in owning international quality certificates, audited financial statements, and using e-mails or a website. The largest gap between small and large firms lies in owning international quality certificates. The country's national environment performs well in getting an electricity connection and attaining ISO certification related to quality and environment.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators					
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology		
			0 2500	0 2500	0 2500	0 2500	0 2500						
Palm oil and its fractions, whether or not refined (excluding chemically modified and crude)	151190	10406	■	■	■	■	■	■	■	■	■	■	■
Technically specified natural rubber "TSNR"	400122	6714			■	■	■	■	■	■	■	■	■
Crude palm oil	151110	6233			■	■	■	■	■	■	■	■	■
Paper and paperboard (excluding handmade; filter paper and paperboard; copying or transfer papers)...	48XXXa	3118			■	■	■	■	■	■	■	■	■
Unwrought tin, not alloyed	800110	2053			■	■	■	■	■	■	■	■	■
Sheets for veneering, incl. those obtained by slicing laminated wood, for plywood or for other similar...	44XXXX	1958			■	■	■	■	■	■	■	■	■
Miscellaneous chemical products	38XXXX	1161			■	■	■	■	■	■	■	■	■
Semi-bleached or bleached non-coniferous chemical wood pulp, soda or sulphate (excluding dissolving...	470329	1740				■	■	■	■	■	■	■	■
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	800			■	■	■	■	■	■	■	■	■
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in powder...	710812	1210			■	■	■	■	■	■	■	■	■

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Jamaica

## Key indicators

Population (millions)	2.8
GDP (\$ billions)	13.8
GDP per capita (\$)	4870.2
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-3.3
Tariff preference margin (percentage points)	2.9
Imports and exports (goods and services), share of GDP (%)	79.7
Services exports, share of total exports (%)	70.0
Geographic region	Americas
Country group	SIDS
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	54.2	29.1	40.4
Medium	62.4	36.8	64.5
Large	71.4	73.1	75.6
All	57.7	32.0	52.3
BUSINESS ECOSYSTEM	69.1	59.2	39.9
NATIONAL ENVIRONMENT	46.7	47.0	61.0

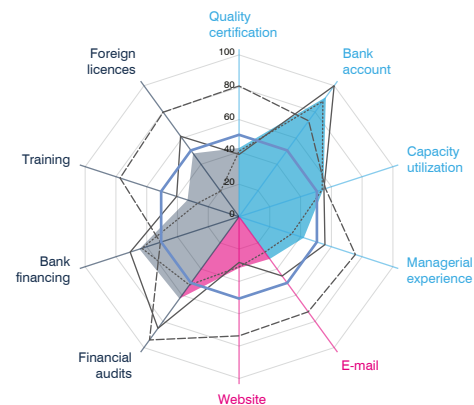
Reference level: 50.6 (a function of GDP per capita)

**Weaknesses are scores below: 25.3** | **Strengths are scores above: 75.9**

## SME Competitiveness Grid

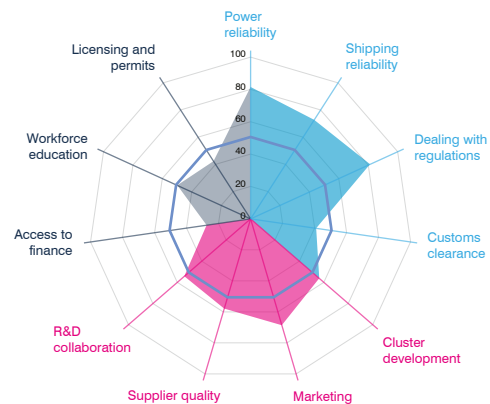
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	40.5	38.5	<b>80.8</b>	42.5
Bank account	<b>88.1</b>	<b>100.0</b>	73.2	<b>91.3</b>
Capacity utilization	54.0	55.2	56.2	54.8
Managerial experience	34.3	55.8	75.6	42.1
<b>Connect</b>				
E-mail	27.1	45.3	72.7	32.3
Firm website	31.0	28.3	73.6	31.7
<b>Change</b>				
Audited financial statement	52.2	<b>85.3</b>	<b>94.2</b>	62.6
Investment financed by banks	63.1	70.7	51.1	64.7
Formal training programme	26.9	40.5	<b>77.3</b>	33.4
Foreign technology licences	<b>19.4</b>	61.5	<b>79.8</b>	48.3



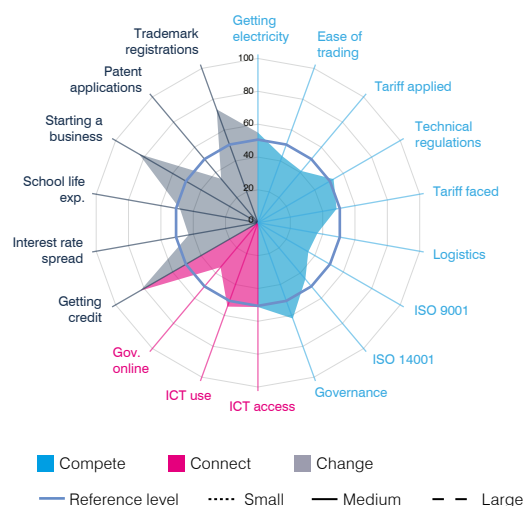
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>81.5</b>	73.3	<b>100.0</b>	<b>81.5</b>
Domestic shipping reliability	<b>81.9</b>	61.9	66.6	72.8
Dealing with regulations	<b>85.0</b>	74.3	<b>76.4</b>	<b>81.3</b>
Customs clearance efficiency	-	56.8	35.8	41.0
<b>Connect</b>				
State of cluster development				56.2
Extent of marketing				68.6
Local supplier quality				57.9
University-industry collaboration in R&D				54.3
<b>Change</b>				
Access to finance	<b>21.6</b>	39.7	68.2	27.5
Access to educated workforce	49.4	52.3	41.4	49.9
Business licensing and permits	41.5	43.5	48.4	42.4



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	54.9
Ease of trading across borders	43.2
Applied tariff, trade-weighted average	41.1
Prevalence of technical regulations	53.2
Faced tariff, trade-weighted average	48.6
Logistics performance index	36.8
ISO 9001 quality certificates	35.4
ISO 14001 environmental certificates	44.9
Governance index	62.0
<b>Connect</b>	
ICT access	51.3
ICT use	54.4
Government's online service	35.4
<b>Change</b>	
Ease of getting credit	<b>82.7</b>
Interest rate spread	42.8
School life expectancy	48.2
Ease of starting a business	<b>83.6</b>
Patent applications	34.9
Trademark registrations	73.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Jamaica is an upper-middle income country with a population of 2.8 million and GDP of \$13.8 billion. Goods and services account for 30% and 70% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe (see table below). *Beer* has an unrealized export potential of around \$22 million in the home region, and *rum and other spirits* around \$9 million to Europe.

Regarding new export products, Jamaica has diversification opportunities in medical instruments, wood material, chemicals, as well as ceramic articles with products such as *needles, catheters and cannulae used in medical, surgical and dental sciences*, and *wood in chips/particles*. Other products identified for diversification include *methanol* and *ceramic sinks and washbasins*.

Small firms in Jamaica perform well in having bank accounts and dealing with regulations. They underperform, however, in owning foreign technology licences and accessing finance. The largest performance gap between small and large firms lies in owning foreign technology licences. The country's national environment scores well in getting credit and starting a business easily.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Beer made from malt	220300	20	0	25	0	0	0	Green	Red	Green	Red
Undenatured ethyl alcohol, of actual alcoholic strength of >= 80%	220710	71	0	25	0	25	0	Red	Red	Green	Red
Rum and other spirits obtained by distilling fermented sugar-cane products	220840	53	0	25	0	25	0	Red	Red	Green	Red
Arrowroot, salep, Jerusalem artichokes and similar roots and tubers with high starch or inulin content,...	0714XX	25	0	25	0	25	0	Red	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	20	0	25	0	25	0	Green	Red	Red	Red
Bread, pastry, cakes, biscuits and other bakers' wares, whether or not containing cocoa;...	190590	10	0	25	0	25	0	Green	Red	Green	Red
Fruit and other edible parts of plants (excluding nuts, groundnuts and other seeds, pineapples,...	2008XX	12	0	25	0	25	0	Red	Red	Green	Red
Preparations of a kind used in animal feeding (excluding dog or cat food put up for retail sale)	230990	10	0	25	0	25	0	Red	Red	Green	Red
Preparations for sauces and prepared sauces; mixed condiments and seasonings (excluding...	210390	14	0	25	0	25	0	Green	Red	Green	Green
Liqueurs and cordials	220870	3	0	25	0	25	0	Green	Red	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Jordan

## Key indicators

Population (millions)	7.7
GDP (\$ billions)	39.5
GDP per capita (\$)	5092.0
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-9.0
Tariff preference margin (percentage points)	6.1
Imports and exports (goods and services), share of GDP (%)	104.1
Services exports, share of total exports (%)	44.0
Geographic region	Asia
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	28.4	<b>24.4</b>	34.0
Medium	43.0	46.9	44.7
Large	54.9	71.2	49.3
All	34.0	31.6	39.1
BUSINESS ECOSYSTEM	61.9	65.3	47.7
NATIONAL ENVIRONMENT	61.2	55.5	40.4

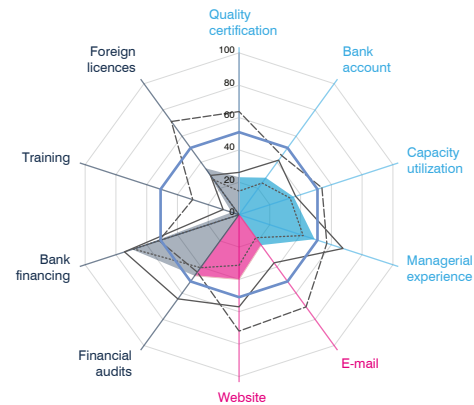
Reference level: 51.0 (a function of GDP per capita)

**Weaknesses are scores below: 25.5** | **Strengths are scores above: 76.5**

## SME Competitiveness Grid

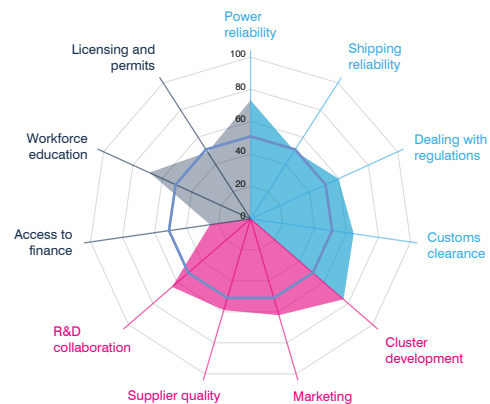
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>14.6</b>	26.1	63.7	<b>23.2</b>
Bank account	<b>24.2</b>	41.6	45.1	28.2
Capacity utilization	33.2	36.8	53.8	35.6
Managerial experience	41.7	67.6	57.1	49.1
<b>Connect</b>				
E-mail	<b>17.6</b>	36.8	70.4	<b>23.3</b>
Firm website	31.2	57.0	72.0	40.0
<b>Change</b>				
Audited financial statement	40.5	64.3	43.9	46.7
Investment financed by banks	68.6	74.4	51.9	69.5
Formal training programme	<b>0.0</b>	<b>10.3</b>	30.1	<b>4.8</b>
Foreign technology licences	26.8	29.9	71.2	35.5



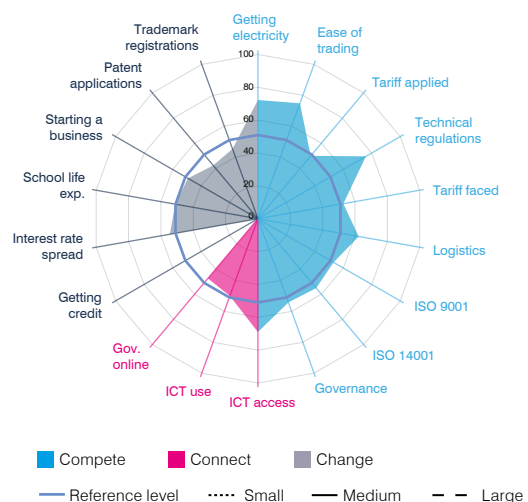
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>81.5</b>	64.0	<b>81.5</b>	73.3
Domestic shipping reliability	44.3	61.9	66.6	50.0
Dealing with regulations	62.9	53.3	61.1	59.8
Customs clearance efficiency	66.3	63.6	60.4	64.5
<b>Connect</b>				
State of cluster development				76.1
Extent of marketing				62.1
Local supplier quality				58.9
University-industry collaboration in R&D				64.3
<b>Change</b>				
Access to finance	<b>20.3</b>	34.8	53.7	<b>25.3</b>
Access to educated workforce	<b>77.5</b>	55.0	55.6	68.8
Business licensing and permits	53.0	40.3	54.3	49.1



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	72.3
Ease of trading across borders	74.7
Applied tariff, trade-weighted average	50.0
Prevalence of technical regulations	75.9
Faced tariff, trade-weighted average	52.8
Logistics performance index	62.3
ISO 9001 quality certificates	53.2
ISO 14001 environmental certificates	55.2
Governance index	54.2
<b>Connect</b>	
ICT access	69.0
ICT use	50.0
Government's online service	47.4
<b>Change</b>	
Ease of getting credit	<b>0.0</b>
Interest rate spread	54.5
School life expectancy	51.2
Ease of starting a business	49.2
Patent applications	42.4
Trademark registrations	45.3



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Jordan is an upper-middle income country with a population of 7.7 million and GDP of \$39.5 billion. Goods and services account for 56% and 44% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Europe and the Americas (see table below). *Pharmaceutical products* have an unrealized export potential of over \$81 million in the home region and \$292 million to the Americas. Other goods with unrealized potential include *coaxial cables* and *articles of jewellery*.

Regarding new export products, Jordan has diversification opportunities in metals, carpets, as well as ceramic articles with products such as *wire of non-alloy aluminium* and *carpets and other man-made floor covering*. These goods score relatively well on the price stability indicator. Other products for diversification include *ceramic sinks* and *unglazed ceramic flags and paving, hearth or wall tiles*.

Small firms in Jordan perform well in having investments financed by banks and access to electricity. They underperform, however, in attaining international quality certificates, using e-mails and offering formal training programmes to employees. The largest gap between small and large firms lies in using e-mails. The country's national environment scores well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	0	0	0	0				
Pharmaceutical products, except lubricants and ostomy appliances	30XXXX	630		500	500			Red	Red	Green	Green
Live sheep	010410	131	500		500			Green	Red	Red	Red
Coaxial cable and other coaxial electric conductors, insulated	854420	70		500	500			Red	Red	Red	Red
Casks, drums, cans, boxes and similar containers, incl. rigid tubular containers, of aluminium, for any...	761290	72	500		500			Green	Green	Red	Red
Carnallite, sylvite and other crude natural potassium salts, potassium magnesium sulphate and...	310490	356		500	500			Green	Red	Green	Green
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	101		500	500			Red	Green	Red	Green
Winding wire for electrical purposes, of copper, insulated	854411	71		500	500			Green	Red	Red	Red
Tomatoes, fresh or chilled	070200	258	500		500			Green	Red	Red	Red
Mineral or chemical nitrogen fertilisers (excluding urea; ammonium sulphate; ammonium nitrate;...	310290	159		500	500			Red	Red	Green	Green
Mineral or chemical fertilisers containing the two fertilising elements nitrogen and potassium or one...	310590	37		500	500			Red	Red	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Kazakhstan

## Key indicators

Population (millions)	17.9
GDP (\$ billions)	128.1
GDP per capita (\$)	7138.1
Share of world GDP (PPP\$, %)	0.4
Current account surplus/deficit, share of GDP (%)	-2.2
Tariff preference margin (percentage points)	0.9
Imports and exports (goods and services), share of GDP (%)	51.2
Services exports, share of total exports (%)	11.9
Geographic region	Asia
Country group	LLDC
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
<b>FIRM CAPABILITIES</b>			
Small	34.8	40.1	<b>21.9</b>
Medium	44.7	50.7	32.1
Large	61.4	74.2	47.9
All	40.8	45.9	29.5
<b>BUSINESS ECOSYSTEM</b>	53.6	45.4	67.0
<b>NATIONAL ENVIRONMENT</b>	55.8	<b>81.4</b>	63.6

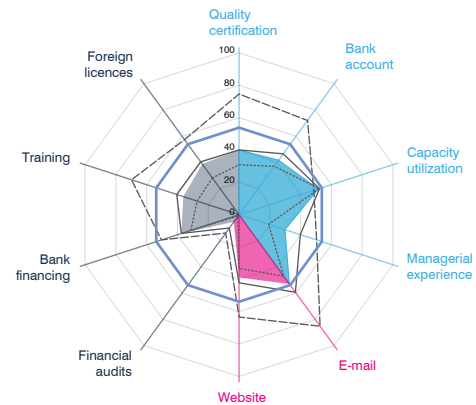
Reference level: 53.8 (a function of GDP per capita)

**Weaknesses are scores below: 26.9** | **Strengths are scores above: 80.7**

## SME Competitiveness Grid

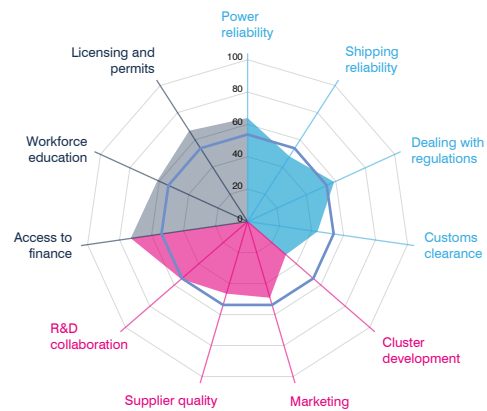
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	30.8	40.0	74.6	40.0
Bank account	37.0	46.5	72.0	41.6
Capacity utilization	52.1	52.3	48.5	51.5
Managerial experience	<b>19.2</b>	39.9	50.4	29.9
<b>Connect</b>				
E-mail	47.0	59.3	<b>85.2</b>	53.0
Firm website	33.2	42.1	63.3	38.8
<b>Change</b>				
Audited financial statement	<b>1.1</b>	<b>10.2</b>	<b>14.0</b>	<b>5.6</b>
Investment financed by banks	31.3	37.5	50.4	37.5
Formal training programme	27.3	40.5	69.9	36.2
Foreign technology licences	28.1	40.4	57.3	38.8



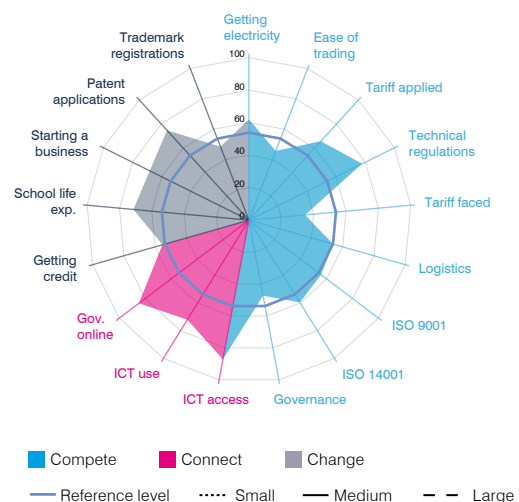
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	64.0	64.0	60.9	64.0
Domestic shipping reliability	52.4	44.3	55.1	47.9
Dealing with regulations	62.0	54.7	56.5	58.9
Customs clearance efficiency	-	-	53.2	43.7
<b>Connect</b>				
State of cluster development				31.4
Extent of marketing				49.2
Local supplier quality				46.5
University-industry collaboration in R&D				54.4
<b>Change</b>				
Access to finance	72.5	74.5	69.1	73.0
Access to educated workforce	65.9	58.1	49.0	61.2
Business licensing and permits	<b>81.9</b>	53.8	64.0	66.8



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	62.0
Ease of trading across borders	45.7
Applied tariff, trade-weighted average	65.8
Prevalence of technical regulations	77.9
Faced tariff, trade-weighted average	34.7
Logistics performance index	53.9
ISO 9001 quality certificates	55.7
ISO 14001 environmental certificates	59.5
Governance index	47.3
<b>Connect</b>	
ICT access	<b>87.2</b>
ICT use	72.1
Government's online service	<b>84.9</b>
<b>Change</b>	
Ease of getting credit	55.3
Interest rate spread	-
School life expectancy	71.4
Ease of starting a business	68.2
Patent applications	74.8
Trademark registrations	48.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Kazakhstan is an upper-middle income country with a population of 17.9 million and GDP of \$128.1 billion. Goods and services account for 88.1% and 11.9% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Europe (see table below). *Copper* has an unrealized export potential of \$606 million in the home region and \$260 million to Europe.

Regarding new export products, Kazakhstan has diversification opportunities in minerals and metals, as well as chemicals with products such as *articles of titanium* and *mixtures of ammonium nitrate with calcium carbonate*. The production of the latter good involves a relatively strong presence of SMEs. Other products for diversification include *powders of aluminium*, and *powders and flakes of nickel*.

Small firms in Kazakhstan perform well in capacity utilization and access to electricity. They underperform, however, in having managerial experience and audited financial statements. The largest performance gap between small and large firms lies in offering formal training programmes to employees. The country's national environment performs well in accessing ICT and the online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 750 0 750 0 750 0 750 0 750								
Copper, refined, in the form of cathodes and sections of cathodes	740311	2163						■	■	■	■
Wheat and meslin (excluding durum wheat)	1001Xb	911						■	■	■	■
Ferro-chromium, containing by weight > 4% of carbon	720241	1420						■	■	■	■
Silver, incl. silver plated with gold or platinum, unwrought (excluding silver in powder form)	710691	352						■	■	■	■
Aluminium, not alloyed, unwrought	760110	400						■	■	■	■
Unwrought titanium; titanium powders; titanium waste and scrap (excluding ash and residues...)	8108XX	153						■	■	■	■
Wheat or meslin flour	110100	558						■	■	■	■
Unwrought zinc, not alloyed, containing by weight >= 99.99% of zinc	790111	530						■	■	■	■
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...)	710812	38						■	■	■	■
Flat-rolled products of iron or non-alloy steel, of a width of >= 600 mm, hot-rolled or cold-rolled...	721049	231						■	■	■	■

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Kenya

## Key indicators

Population (millions)	45.5
GDP (\$ billions)	69.2
GDP per capita (\$)	1521.9
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-6.4
Tariff preference margin (percentage points)	8.3
Imports and exports (goods and services), share of GDP (%)	49.7
Services exports, share of total exports (%)	45.8
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	40.0	25.4	55.0
Medium	48.0	54.9	<b>67.6</b>
Large	59.6	<b>63.9</b>	<b>77.8</b>
All	45.7	36.7	<b>63.3</b>
BUSINESS ECOSYSTEM	34.7	<b>71.2</b>	42.8
NATIONAL ENVIRONMENT	52.1	41.6	43.0

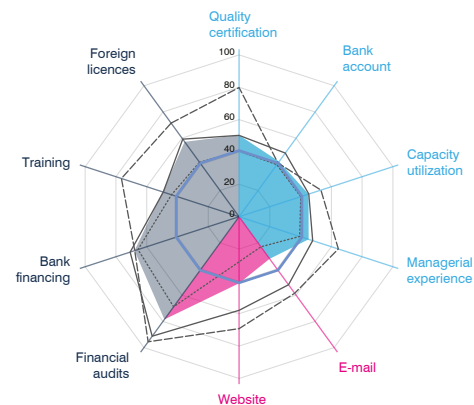
Reference level: 40.9 (a function of GDP per capita)

**Weaknesses are scores below: 20.4** | **Strengths are scores above: 61.3**

## SME Competitiveness Grid

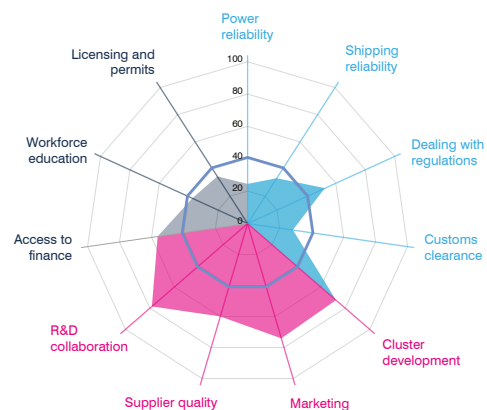
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	40.7	50.3	<b>79.8</b>	50.4
Bank account	39.7	48.6	41.0	42.1
Capacity utilization	40.1	45.3	53.3	45.2
Managerial experience	39.4	47.9	<b>64.5</b>	45.2
<b>Connect</b>				
E-mail	23.0	52.0	58.5	32.2
Firm website	27.9	57.9	<b>69.2</b>	41.2
<b>Change</b>				
Audited financial statement	<b>68.8</b>	<b>91.3</b>	<b>95.6</b>	<b>78.5</b>
Investment financed by banks	<b>65.7</b>	<b>70.7</b>	<b>67.8</b>	<b>67.9</b>
Formal training programme	43.9	49.3	<b>76.4</b>	49.7
Foreign technology licences	41.5	59.2	<b>71.4</b>	57.2



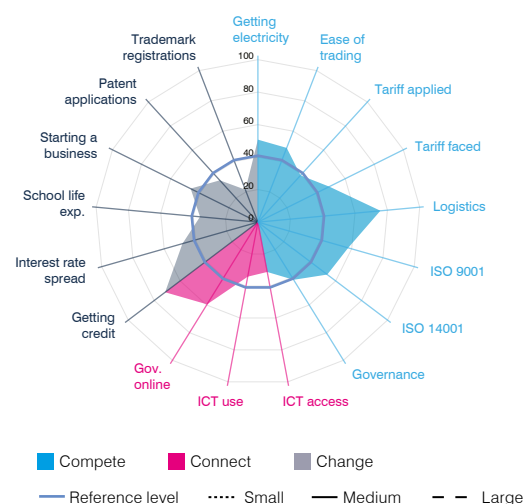
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	25.6	24.5	<b>20.4</b>	24.5
Domestic shipping reliability	26.3	47.9	34.2	33.3
Dealing with regulations	54.3	50.3	50.0	52.6
Customs clearance efficiency	-	29.5	31.5	28.3
<b>Connect</b>				
State of cluster development				<b>72.4</b>
Extent of marketing				<b>74.1</b>
Local supplier quality				59.9
University-industry collaboration in R&D				<b>78.3</b>
<b>Change</b>				
Access to finance	59.9	52.3	48.7	56.2
Access to educated workforce	33.6	48.3	34.5	37.6
Business licensing and permits	34.6	36.3	30.5	34.6



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	50.8
Ease of trading across borders	49.0
Applied tariff, trade-weighted average	39.0
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	49.1
Logistics performance index	<b>75.7</b>
ISO 9001 quality certificates	57.8
ISO 14001 environmental certificates	53.5
Governance index	41.7
<b>Connect</b>	
ICT access	31.2
ICT use	34.1
Government's online service	59.5
<b>Change</b>	
Ease of getting credit	<b>71.6</b>
Interest rate spread	48.3
School life expectancy	35.8
Ease of starting a business	46.3
Patent applications	34.9
Trademark registrations	21.4



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Kenya is a lower-middle income country with a population of 45.5 million and GDP of \$69.2 billion. Goods and services account for 54.2% and 45.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe, Asia and the Americas (see table below). Particularly to these regions, *fresh cut flowers and buds* and *black tea* have increased export potential. Other products with unrealized potential to Europe include *women's or girls' trousers*, and *sacks and bags*.

Regarding new export products, Kenya has diversification opportunities in processed food and textiles with products such as *women's or girls' jackets and blazers of synthetic fibres*, and *uncooked pasta*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *prepared or preserved vegetables*, *fruit and nuts by vinegar or acetic acid* as well as *made-up articles of textile materials*.

Small firms in Kenya perform well in having audited financial statements and investments financed by banks. They underperform, however, in using e-mails and having business websites. The largest gap between small and large firms is in having business websites. The country's national environment performs well in logistics and ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
Fresh cut flowers and buds, of a kind suitable for bouquets or for ornamental purposes	0603XX	577												
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090240	1245												
Coffee (excluding roasted and decaffeinated)	090111	240												
Portland cement (excluding white, whether or not artificially coloured)	252329	89												
Palm oil and its fractions, whether or not refined (excluding chemically modified and crude)	151190	74												
Fresh or chilled beans "Vigna spp., Phaseolus spp.", shelled or unshelled	070820	125												
Pineapples, prepared or preserved, whether or not containing added sugar or other sweetening...	200820	69												
Fresh or dried avocados	080440	44												
Women's or girls' trousers, bib and brace overalls, breeches and shorts of cotton (excluding knitted...	620462	57												
Sacks and bags, incl. cones, of polymers of ethylene	392321	32												

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Lebanon

## Key indicators

Population (millions)	4.6
GDP (\$ billions)	51.8
GDP per capita (\$)	11270.6
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-20.4
Tariff preference margin (percentage points)	4.2
Imports and exports (goods and services), share of GDP (%)	111.6
Services exports, share of total exports (%)	80.6
Geographic region	Asia
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	44.7	43.4	44.3
Medium	61.7	62.8	66.2
Large	83.5	<b>88.8</b>	67.3
All	52.4	51.1	54.2
BUSINESS ECOSYSTEM	46.2	63.8	47.0
NATIONAL ENVIRONMENT	51.9	68.3	49.3

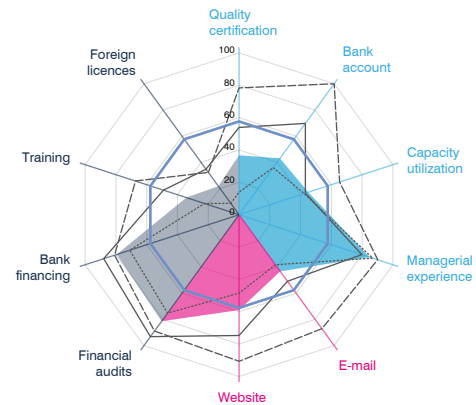
Reference level: 57.6 (a function of GDP per capita)

**Weaknesses are scores below: 28.8** | **Strengths are scores above: 86.4**

## SME Competitiveness Grid

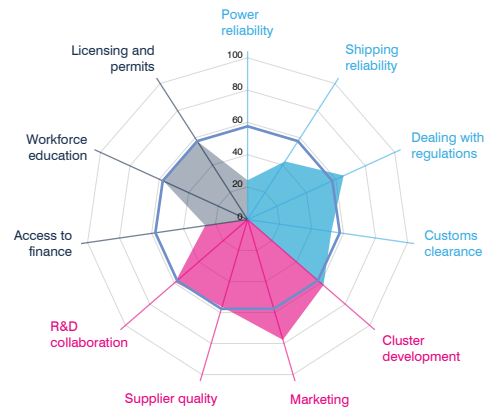
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>13.9</b>	53.9	78.4	36.7
Bank account	36.0	69.7	<b>100.0</b>	43.0
Capacity utilization	42.3	43.2	65.3	45.0
Managerial experience	<b>86.9</b>	79.8	<b>90.1</b>	84.9
<b>Connect</b>				
E-mail	38.2	50.9	<b>87.1</b>	43.3
Firm website	48.5	74.6	<b>90.6</b>	58.9
<b>Change</b>				
Audited financial statement	75.2	<b>93.2</b>	<b>88.9</b>	81.4
Investment financed by banks	71.0	<b>88.0</b>	80.9	79.4
Formal training programme	<b>22.5</b>	49.1	67.3	34.2
Foreign technology licences	<b>8.6</b>	34.8	32.3	<b>21.8</b>



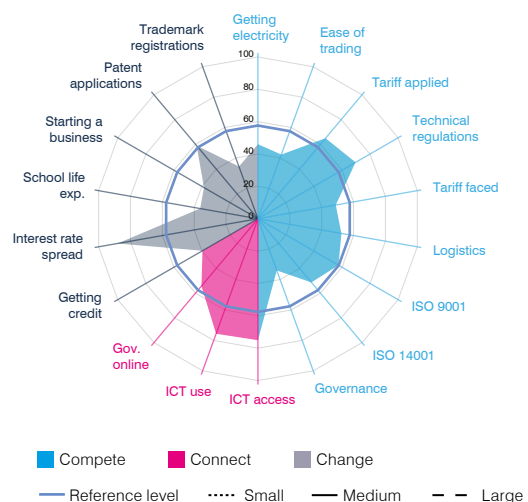
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>26.2</b>	<b>21.3</b>	<b>21.9</b>	<b>24.2</b>
Domestic shipping reliability	32.4	72.8	<b>100.0</b>	42.7
Dealing with regulations	63.4	69.2	68.6	65.4
Customs clearance efficiency	49.0	50.0	70.7	52.4
<b>Connect</b>				
State of cluster development				62.1
Extent of marketing				77.6
Local supplier quality				56.3
University-industry collaboration in R&D				59.2
<b>Change</b>				
Access to finance	<b>25.4</b>	<b>28.2</b>	<b>28.5</b>	<b>26.5</b>
Access to educated workforce	54.3	64.0	56.1	57.2
Business licensing and permits	65.1	51.4	35.1	57.5



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	46.0
Ease of trading across borders	42.2
Applied tariff, trade-weighted average	65.0
Prevalence of technical regulations	69.7
Faced tariff, trade-weighted average	48.9
Logistics performance index	52.4
ISO 9001 quality certificates	57.5
ISO 14001 environmental certificates	51.3
Governance index	34.0
<b>Connect</b>	
ICT access	75.1
ICT use	75.6
Government's online service	54.3
<b>Change</b>	
Ease of getting credit	39.6
Interest rate spread	<b>88.1</b>
School life expectancy	36.3
Ease of starting a business	38.5
Patent applications	59.0
Trademark registrations	34.3



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Lebanon is an upper-middle income country with a population of 4.6 million and GDP of \$51.8 billion. Goods and services account for 19.4% and 80.6% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Africa (see table below). *Articles of jewellery* have an unrealized export potential of around \$123 million in the home region. Other products with unrealized potential in the home region and to Africa include *generating sets* and *printed books*.

Regarding new export products, Lebanon has diversification opportunities in metals, machinery, carpets, as well as beverages with products such as *wire of non-alloy aluminium* and *wind-powered generating sets*. The production of the former good scores relatively well on the price stability indicator. Other products for diversification include *carpets and other floor covering* and *grape must*.

Small firms in Lebanon perform well in managerial experience and audited financial statements. They underperform, however, in owning internationally recognized quality certifications and foreign technology licences, and offering formal training programmes to employees. The largest gap between small and large firms lies in domestic shipping reliability. The country's national environment performs well in interest rate spread.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	271	123	0	148	123	0	0	0	0	Red	Green	Red	Red
Generating sets with compression-ignition internal combustion piston engine "diesel or semi-diesel...	850211	60	30	0	30	0	0	0	0	0	Red	Red	Red	Red
Printed books, brochures and similar printed matter (excluding those in single sheets; dictionaries...	490199	87	43	0	44	0	0	0	0	0	Green	Red	Green	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in powder...	710812	260	0	0	260	0	0	0	0	0	Red	Red	Red	Red
Generating sets with compression-ignition internal combustion piston engine "diesel or semi-diesel...	850213	60	30	0	30	0	0	0	0	0	Red	Red	Red	Green
Non-alcoholic beverages (excluding water, fruit or vegetable juices and milk)	220290	36	18	0	18	0	0	0	0	0	Green	Red	Green	Red
Generating sets with compression-ignition internal combustion piston engine "diesel or semi-diesel...	850212	43	21	0	22	0	0	0	0	0	Green	Red	Red	Red
Fresh apples	080810	32	16	0	16	0	0	0	0	0	Green	Red	Red	Red
Household refrigerators, absorption-type	841829	36	18	0	18	0	0	0	0	0	Red	Green	Red	Red
Live goats	010420	5	0	0	5	0	0	0	0	0	Red	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Madagascar

## Key indicators

Population (millions)	24.9
GDP (\$ billions)	9.7
GDP per capita (\$)	390.9
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-2.3
Tariff preference margin (percentage points)	6.7
Imports and exports (goods and services), share of GDP (%)	75.6
Services exports, share of total exports (%)	34.2
Geographic region	Africa
Country group	LDC
Income group	Low income

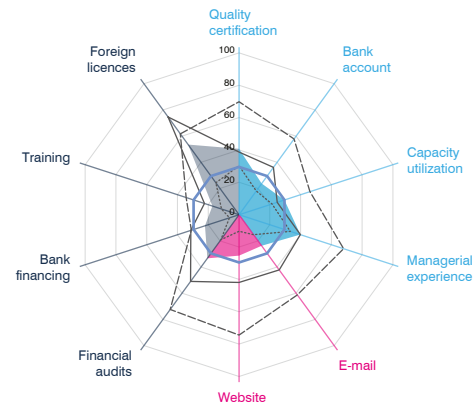
## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	25.8	12.8	15.3
Medium	34.9	42.0	44.9
Large	60.4	67.8	49.9
All	33.5	24.5	31.6
BUSINESS ECOSYSTEM	32.9	43.4	64.6
NATIONAL ENVIRONMENT	48.5	12.4	22.9
Reference level: 29.5 (a function of GDP per capita)			
Weaknesses are scores below: 14.8		Strengths are scores above: 44.3	

## SME Competitiveness Grid

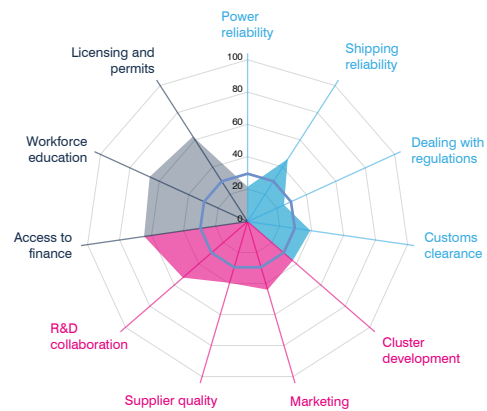
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	30.2	38.7	69.8	40.7
Bank account	18.1	36.1	57.8	23.8
Capacity utilization	21.4	24.8	46.1	29.5
Managerial experience	33.3	39.9	68.0	39.9
<b>Connect</b>				
E-mail	15.3	42.2	61.3	23.7
Firm website	10.2	41.9	74.4	25.3
<b>Change</b>				
Audited financial statement	19.1	51.0	72.4	33.3
Investment financed by banks	6.2	31.3	31.0	22.2
Formal training programme	11.4	22.5	34.4	17.3
Foreign technology licences	24.4	74.7	61.7	53.6



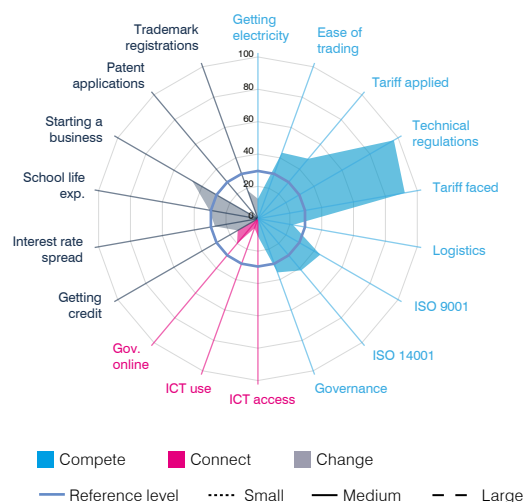
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	19.2	23.9	29.7	21.5
Domestic shipping reliability	47.9	47.9	41.2	46.0
Dealing with regulations	24.4	22.0	36.7	24.8
Customs clearance efficiency	38.2	36.8	39.1	39.2
<b>Connect</b>				
State of cluster development				36.9
Extent of marketing				44.0
Local supplier quality				39.6
University-industry collaboration in R&D				53.0
<b>Change</b>				
Access to finance	75.0	49.0	65.1	64.7
Access to educated workforce	76.1	48.0	73.7	66.5
Business licensing and permits	70.8	52.7	53.8	62.5



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	12.3
Ease of trading across borders	43.4
Applied tariff, trade-weighted average	48.4
Prevalence of technical regulations	97.0
Faced tariff, trade-weighted average	92.2
Logistics performance index	22.0
ISO 9001 quality certificates	44.5
ISO 14001 environmental certificates	41.7
Governance index	35.3
<b>Connect</b>	
ICT access	10.9
ICT use	6.2
Government's online service	20.1
<b>Change</b>	
Ease of getting credit	14.5
Interest rate spread	27.0
School life expectancy	30.6
Ease of starting a business	47.0
Patent applications	0.0
Trademark registrations	18.6



Note: Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

Source: World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.



## SME Export Potential

Madagascar is a low income country with a population of 24.9 million and GDP of \$9.7 billion. Goods and services account for 65.8% and 34.2% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, notably to Europe, Asia and the Americas (see table below). *Nickel* has an unrealized export potential to Asia of about \$170 million. Other goods with unrealized potential to Europe include *jerseys, pullovers, cardigans and waistcoats*, and *vanilla*.

Regarding new export products, Madagascar has diversification opportunities in textile, processed food and wood with products such as *women's or girls' blouses of man-made fibres*, and *flours, meals and pellets of fish or crustaceans unfit for human consumption*. The production of the latter good involves a relatively strong representation of SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *sacks and bags of polyethylene or polypropylene strip* and *statuettes and other ornaments of wood*.

Small firms in Madagascar perform well in dealing with business licensing and permits, as well as accessing finance and an educated workforce. They underperform, however, in having businesses websites and investments financed by banks, and in offering formal training programmes to employees. The largest gap between small and large firms lies in having business websites. The country's national environment performs well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	0	0	0	0				
Nickel, not alloyed, unwrought	750210	305			200	100		Green	Red	Red	Green
Jerseys, pullovers, cardigans, waistcoats and similar articles, of wool or fine animal hair, knitted...	6110XX	109		20	20	100		Green	Red	Green	Green
Shrimps and prawns, frozen	0306Xb	82		20	20	100		Green	Green	Red	Red
Vanilla	0905	119		20	20	100		Red	Red	Red	Red
Cobalt mattes and other intermediate products of cobalt metallurgy; unwrought cobalt; cobalt...	8105XX	36			20	20		Red	Red	Red	Red
Cloves, whole fruit, cloves and stems	0907	136		20	20	100		Red	Red	Red	Red
Essential oils, whether or not terpenes, incl. concretes and absolutes (excluding those of citrus...	330129	32		20	20	100		Red	Green	Red	Green
Prepared or preserved tunas, skipjack and Atlantic bonito, whole or in pieces (excluding minced)	160414	46		20	20	100		Green	Green	Red	Green
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...	620342	39		20	20	100		Green	Red	Red	Green
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	19		20	20	100		Green	Green	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Malawi

## Key indicators

Population (millions)	18.6
GDP (\$ billions)	5.5
GDP per capita (\$)	293.8
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-15.8
Tariff preference margin (percentage points)	8.6
Imports and exports (goods and services), share of GDP (%)	52.8
Services exports, share of total exports (%)	8.8
Geographic region	Africa
Country group	LDC, LLDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	28.7	27.2	32.7
Medium	<b>41.3</b>	<b>58.1</b>	<b>54.3</b>
Large	<b>54.0</b>	<b>75.1</b>	<b>59.8</b>
All	37.9	39.8	<b>47.3</b>
BUSINESS ECOSYSTEM	37.3	32.4	<b>48.0</b>
NATIONAL ENVIRONMENT	<b>49.7</b>	<b>12.5</b>	30.2

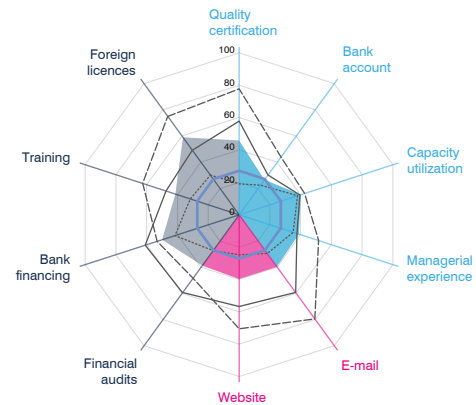
Reference level: 27.1 (a function of GDP per capita)

**Weaknesses are scores below: 13.6** | **Strengths are scores above: 40.7**

## SME Competitiveness Grid

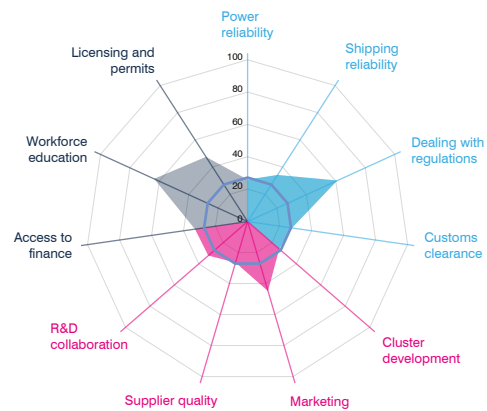
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	19.1	<b>57.8</b>	<b>77.8</b>	<b>45.9</b>
Bank account	22.5	30.3	<b>44.0</b>	26.8
Capacity utilization	38.0	39.6	<b>42.6</b>	40.1
Managerial experience	35.2	37.6	<b>51.7</b>	38.9
<b>Connect</b>				
E-mail	29.5	<b>59.5</b>	<b>79.7</b>	39.8
Firm website	24.8	<b>56.7</b>	<b>70.5</b>	39.7
<b>Change</b>				
Audited financial statement	27.4	<b>59.5</b>	<b>48.4</b>	38.8
Investment financed by banks	<b>41.6</b>	<b>61.0</b>	<b>53.2</b>	<b>50.0</b>
Formal training programme	31.7	<b>47.5</b>	<b>62.6</b>	<b>41.4</b>
Foreign technology licences	30.2	<b>49.2</b>	<b>75.0</b>	<b>59.1</b>



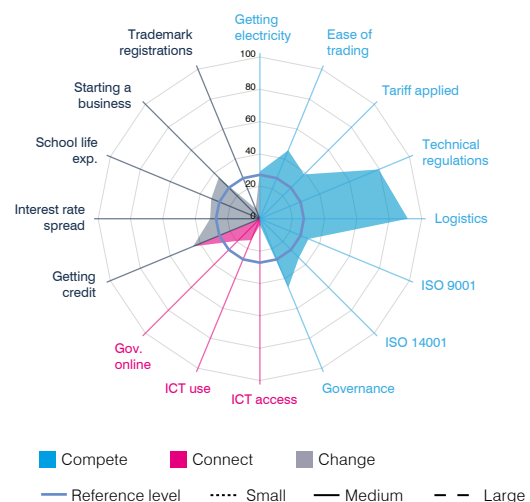
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	27.5	20.4	33.1	25.9
Domestic shipping reliability	<b>50.0</b>	<b>46.0</b>	16.0	34.2
Dealing with regulations	<b>65.9</b>	<b>54.0</b>	<b>57.7</b>	<b>61.1</b>
Customs clearance efficiency	-	<b>0.0</b>	<b>48.2</b>	27.9
<b>Connect</b>				
State of cluster development				25.9
Extent of marketing				<b>44.9</b>
Local supplier quality				26.5
University-industry collaboration in R&D				32.2
<b>Change</b>				
Access to finance	27.9	34.5	<b>52.6</b>	32.9
Access to educated workforce	<b>62.8</b>	<b>61.4</b>	<b>70.2</b>	<b>63.6</b>
Business licensing and permits	<b>43.9</b>	<b>52.5</b>	<b>54.9</b>	<b>47.5</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	29.2
Ease of trading across borders	<b>45.8</b>
Applied tariff, trade-weighted average	38.7
Prevalence of technical regulations	<b>79.5</b>
Faced tariff, trade-weighted average	<b>91.4</b>
Logistics performance index	-
ISO 9001 quality certificates	32.5
ISO 14001 environmental certificates	34.1
Governance index	<b>46.0</b>
<b>Connect</b>	
ICT access	<b>4.0</b>
ICT use	14.3
Government's online service	19.3
<b>Change</b>	
Ease of getting credit	<b>44.8</b>
Interest rate spread	30.7
School life expectancy	32.6
Ease of starting a business	36.0
Patent applications	-
Trademark registrations	<b>6.8</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2014) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Malawi is a low income country with a population of 18.6 million and GDP of \$5.5 billion. Goods and services account for 91.2% and 8.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Asia and Europe (see table below). *Birds' eggs* have an unrealized export potential in the home region of nearly \$18 million. Other products with unrealized potential to these regions include *black tea* and *groundnuts*.

Regarding new export products, Malawi has diversification opportunities in chemicals, beverages as well as minerals and metals with products such as *wattle extract*, *unfermented pineapple juice*, and *Portland cement*. The production of the latter good involves a relatively strong representation of SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *undenatured ethyl alcohol* and *flat-rolled products of iron or non-alloy steel*.

Small firms in Malawi perform well in dealing with regulations and accessing an educated workforce. They underperform, however, in owning international quality certificates. This category is also the largest performance gap between small and large firms. The country's national environment scores well in the trade policy-related indicator.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 38	0 38	0 38	0 38	0 38							
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	93	38		38						Green	Red	Green	Green
Birds' eggs, in shell, fresh, preserved or cooked	0407	13	38								Red	Red	Red	Red
Groundnuts, whether or not shelled or broken (excluding roasted or otherwise cooked)	1202	28					38				Green	Red	Red	Red
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090240	77	38								Green	Red	Red	Red
Fresh or dried nuts (excluding coconuts, Brazil nuts, cashew nuts, almonds, hazelnuts, filberts, walnuts...	0802Xc	17					38				Red	Red	Red	Red
Dried, shelled peas "Pisum sativum", whether or not skinned or split	071310	15									Green	Red	Red	Red
Self-propelled mechanical shovels, excavators and shovel loaders (excluding self-propelled...	842959	5	38								Red	Green	Red	Green
Wood, sawn or chipped lengthwise, sliced or peeled, sanded or end-jointed, of a thickness of > 6 mm...	4407Xb	6									Green	Red	Red	Red
Wheat or meslin flour	110100	3	38								Green	Red	Green	Green
Cotton, neither carded nor combed	520100	35							38		Green	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Malaysia

## Key indicators

Population (millions)	31.7
GDP (\$ billions)	302.7
GDP per capita (\$)	9545.5
GDP per capita (\$)	0.7
Current account surplus/deficit, share of GDP (%)	1.2
Tariff preference margin (percentage points)	1.2
Imports and exports (goods and services), share of GDP (%)	152.3
Services exports, share of total exports (%)	14.8
Geographic region	Asia
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	25.1	15.5	36.9
Medium	30.9	35.7	46.0
Large	42.7	64.3	58.1
All	28.0	20.8	45.1
BUSINESS ECOSYSTEM	52.8	94.4	56.6
NATIONAL ENVIRONMENT	72.9	78.4	62.6

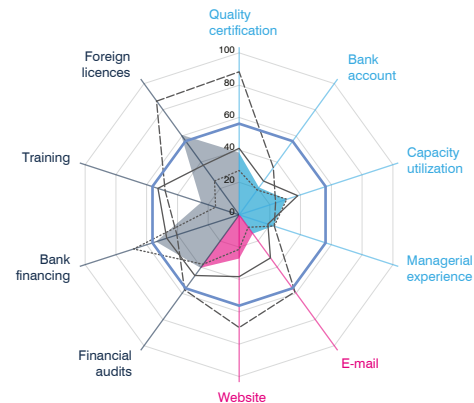
Reference level: 56.2 (a function of GDP per capita)

**Weaknesses are scores below: 28.1** | **Strengths are scores above: 84.3**

## SME Competitiveness Grid

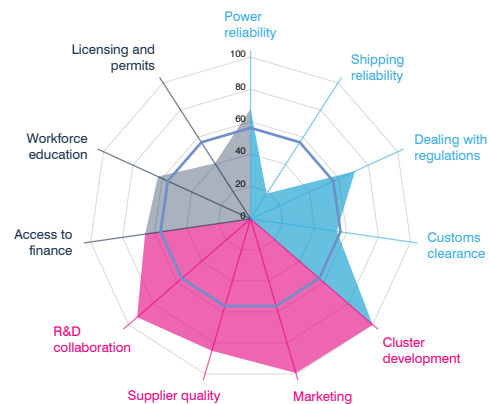
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	27.3	41.0	88.3	38.3
Bank account	19.0	25.7	36.0	20.8
Capacity utilization	31.0	38.2	23.7	30.7
Managerial experience	22.9	18.7	22.9	22.4
<b>Connect</b>				
E-mail	9.7	33.1	58.8	14.4
Firm website	21.4	38.3	69.7	27.2
<b>Change</b>				
Audited financial statement	37.9	46.4	57.4	40.6
Investment financed by banks	68.5	47.1	40.3	54.0
Formal training programme	15.3	52.7	48.1	24.6
Foreign technology licences	25.8	37.8	86.8	61.1



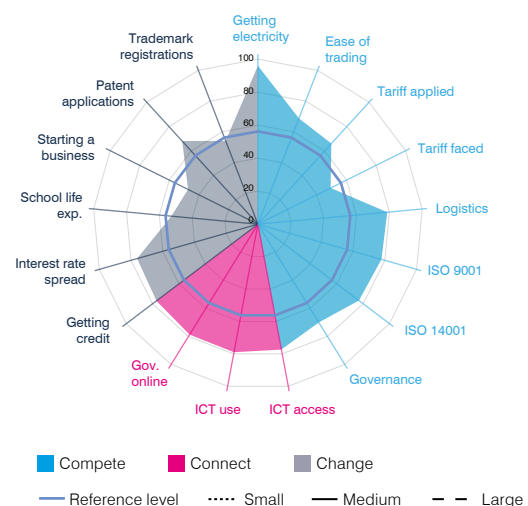
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	81.5	54.0	42.7	68.0
Domestic shipping reliability	27.7	14.6	15.7	18.5
Dealing with regulations	77.2	59.3	51.6	71.0
Customs clearance efficiency	46.8	60.4	53.0	53.9
<b>Connect</b>				
State of cluster development				100.0
Extent of marketing				99.4
Local supplier quality				85.1
University-industry collaboration in R&D				92.9
<b>Change</b>				
Access to finance	64.1	80.8	55.8	65.9
Access to educated workforce	64.2	57.0	67.2	63.0
Business licensing and permits	40.5	38.0	53.2	40.8



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	96.0
Ease of trading across borders	68.8
Applied tariff, trade-weighted average	66.1
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	49.2
Logistics performance index	78.8
ISO 9001 quality certificates	77.9
ISO 14001 environmental certificates	76.8
Governance index	70.1
<b>Connect</b>	
ICT access	77.3
ICT use	79.0
Government's online service	78.7
<b>Change</b>	
Ease of getting credit	77.1
Interest rate spread	76.2
School life expectancy	52.7
Ease of starting a business	47.3
Patent applications	68.2
Trademark registrations	54.1



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2015) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Malaysia is an upper-middle income country with a population of 31.7 million and GDP of \$302.7 billion. Goods and services account for 85.2% and 14.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe and the Americas (see table below). *Cards incorporating one or more electronic integrated circuits* have an unrealized export potential of around \$14 billion in the home region, \$342 million to the Americas and \$2 billion to Europe. Other products with unrealized potential include *parts and accessories of printers, copying machines, facsimile machines* and *apparatus for the transmission or reception of voice*.

Regarding new export products, Malaysia has diversification opportunities in chemicals, watch manufacturing, and vehicles sectors with products such as *floating or submersible drilling or production platforms, complete watch movements, and cumene*. The production of the latter product involves a relatively strong participation of SMEs with good scores on the price stability indicator. Other products identified for diversification include *tankers* and *vinyl acetate*.

Small firms in Malaysia perform well in access to electricity. They underperform, however, in using e-mails and formal training programmes. The largest gap between small and large firms lies in owning international quality certificates and foreign technology licences. The country's national environment performs well in getting an electricity connection.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators											
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology								
			0	15000	0	15000	0					15000	0	15000					
Cards incorporating one or more electronic integrated circuits "smart cards"; electronic...	85XXXd	43523																	
Parts and accessories of printers, copying machines, facsimile machines and other office...	84XXXd	8648																	
Palm oil and its fractions, whether or not refined (excluding chemically modified and crude)	151190	10184																	
Storage units for automatic data-processing machines	847170	5569																	
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	7357																	
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	2236																	
Photosensitive semiconductor devices, incl. photovoltaic cells whether or not assembled in...	854140	4408																	
Reception apparatus for television	8528Xb	3607																	
Transistors with a dissipation rate >= 1 W (excluding photosensitive transistors)	854129	2237																	
Crude palm oil	151110	3613																	

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Mauritius

## Key indicators

Population (millions)	1.3
GDP (\$ billions)	11.7
GDP per capita (\$)	9321.6
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-4.3
Tariff preference margin (percentage points)	13.0
Imports and exports (goods and services), share of GDP (%)	103.0
Services exports, share of total exports (%)	51.9
Geographic region	Africa
Country group	SIDS
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	31.9	<b>23.0</b>	41.8
Medium	54.8	46.0	62.3
Large	60.3	73.3	81.2
All	41.3	30.3	52.6
BUSINESS ECOSYSTEM	49.1	60.9	<b>26.7</b>
NATIONAL ENVIRONMENT	67.4	70.9	54.7

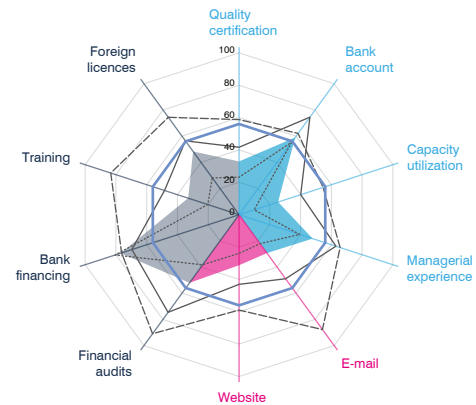
Reference level: 56.0 (a function of GDP per capita)

**Weaknesses are scores below: 28.0**    **Strengths are scores above: 84.0**

## SME Competitiveness Grid

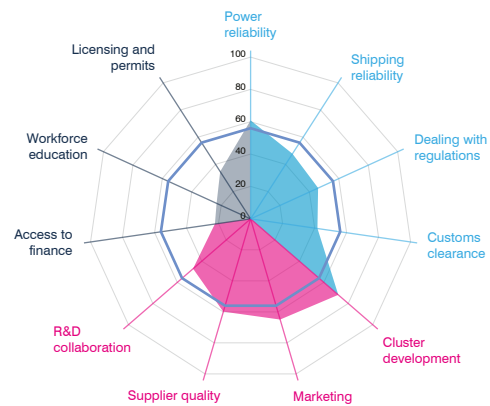
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>23.2</b>	41.7	58.8	32.9
Bank account	55.3	74.5	62.1	59.0
Capacity utilization	<b>9.8</b>	40.1	54.6	<b>25.4</b>
Managerial experience	39.4	63.0	65.7	47.9
<b>Connect</b>				
E-mail	<b>22.1</b>	49.0	<b>87.8</b>	29.3
Firm website	<b>23.9</b>	43.1	58.9	31.2
<b>Change</b>				
Audited financial statement	38.3	74.6	<b>90.9</b>	52.1
Investment financed by banks	80.6	69.6	76.3	77.0
Formal training programme	<b>20.3</b>	48.4	83.4	33.1
Foreign technology licences	28.1	56.4	74.4	48.3



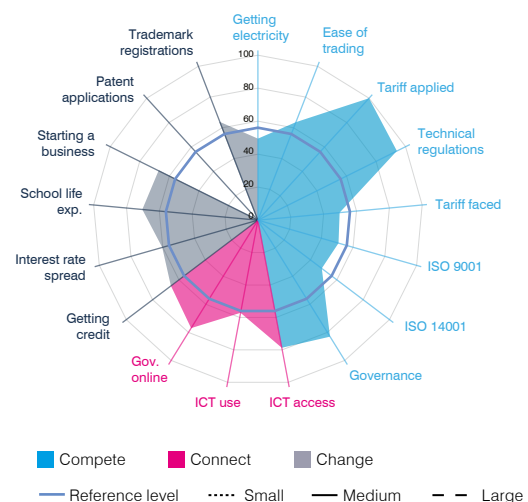
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	64.0	52.3	73.3	60.9
Domestic shipping reliability	66.6	35.2	50.0	47.9
Dealing with regulations	46.0	45.2	51.6	46.0
Customs clearance efficiency	43.0	45.1	32.7	41.8
<b>Connect</b>				
State of cluster development				71.8
Extent of marketing				65.0
Local supplier quality				59.9
University-industry collaboration in R&D				47.1
<b>Change</b>				
Access to finance	<b>17.6</b>	<b>27.6</b>	48.0	<b>22.3</b>
Access to educated workforce	29.6	<b>9.2</b>	<b>21.0</b>	<b>23.1</b>
Business licensing and permits	36.3	<b>26.1</b>	51.4	34.8



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	49.4
Ease of trading across borders	63.7
Applied tariff, trade-weighted average	<b>100.0</b>
Prevalence of technical regulations	<b>94.1</b>
Faced tariff, trade-weighted average	49.8
Logistics performance index	-
ISO 9001 quality certificates	50.8
ISO 14001 environmental certificates	48.6
Governance index	83.0
<b>Connect</b>	
ICT access	78.7
ICT use	57.1
Government's online service	77.0
<b>Change</b>	
Ease of getting credit	66.1
Interest rate spread	60.4
School life expectancy	70.4
Ease of starting a business	67.2
Patent applications	<b>0.0</b>
Trademark registrations	63.9



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2009) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Mauritius is an upper-middle income country with a population of 1.3 million and GDP of \$11.7 billion. Goods and services account for 48.1% and 51.9% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe (see table below). *Prepared or preserved tunas* have an unrealized export potential of nearly \$262 million to Europe. Other products include *men's shirts and trousers of cotton*.

Regarding new export products, Mauritius has diversification opportunities in textile, vehicles, and chemicals with products such as *fishing vessels and factory ships for processing or preserving fishery products, dioctyl orthophthalates, and garment parts or clothing accessories*. The production of the latter good involves a relatively strong representation of SMEs. Other products identified for diversification include *woven fabrics of combed wool*.

Small firms in Mauritius perform well in having investments financed by banks. They underperform, however, in capacity utilization, offering formal training programmes to employees, and access to finance. The largest gap between small and large firms lies in using e-mails. The country's national environment scores well in the trade policy-related indicator and the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators											
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology								
			0	375	0	375	0	375	0	375	0	375							
Prepared or preserved tunas, skipjack and Atlantic bonito, whole or in pieces (excluding minced)	160414	323																	
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	169																	
Men's or boys' shirts of cotton (excluding knitted or crocheted, nightshirts, singlets and other vests)	620520	167																	
Cane or beet sugar and chemically pure sucrose, in solid form (excluding cane and beet sugar...)	170199	220																	
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...)	620342	110																	
Diamonds, worked, but not mounted or set (excluding industrial diamonds)	710239	109																	
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	102																	
T-shirts, singlets and other vests of textile materials, knitted or crocheted (excluding cotton)	610990	77																	
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	86																	
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	40																	

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Mexico

## Key indicators

Population (millions)	122.3
GDP (\$ billions)	1063.6
GDP per capita (\$)	8698.6
Share of world GDP (PPP\$, %)	1.9
Current account surplus/deficit, share of GDP (%)	-2.7
Tariff preference margin (percentage points)	3.4
Imports and exports (goods and services), share of GDP (%)	72.6
Services exports, share of total exports (%)	5.6
Geographic region	Americas
Country group	OECD
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	37.8	32.7	33.6
Medium	49.0	70.8	52.5
Large	49.5	<b>85.0</b>	73.4
All	42.2	43.2	43.7
BUSINESS ECOSYSTEM	40.8	66.4	33.0
NATIONAL ENVIRONMENT	64.9	70.7	63.1

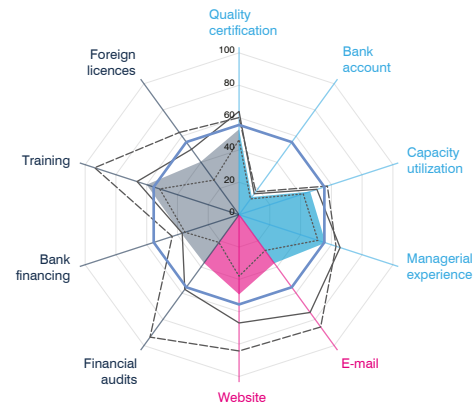
Reference level: 55.5 (a function of GDP per capita)

**Weaknesses are scores below: 27.7** | **Strengths are scores above: 83.2**

## SME Competitiveness Grid

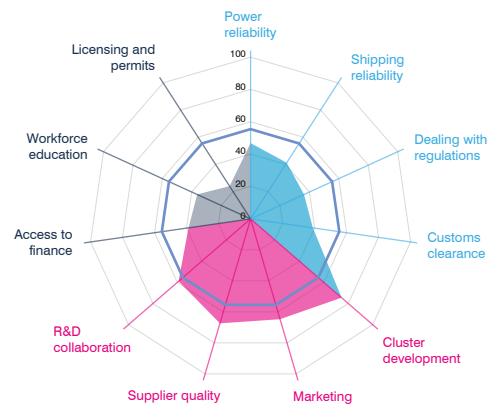
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	46.3	63.8	60.0	52.8
Bank account	<b>12.0</b>	<b>16.0</b>	<b>17.5</b>	<b>13.4</b>
Capacity utilization	41.7	50.6	57.4	46.3
Managerial experience	51.3	65.7	63.0	56.2
<b>Connect</b>				
E-mail	<b>27.4</b>	74.7	<b>85.8</b>	37.1
Firm website	38.0	66.9	<b>84.2</b>	49.3
<b>Change</b>				
Audited financial statement	<b>21.2</b>	57.0	<b>93.5</b>	36.9
Investment financed by banks	35.1	36.9	43.4	37.5
Formal training programme	51.6	66.2	<b>93.8</b>	60.1
Foreign technology licences	<b>26.4</b>	49.9	62.8	40.4



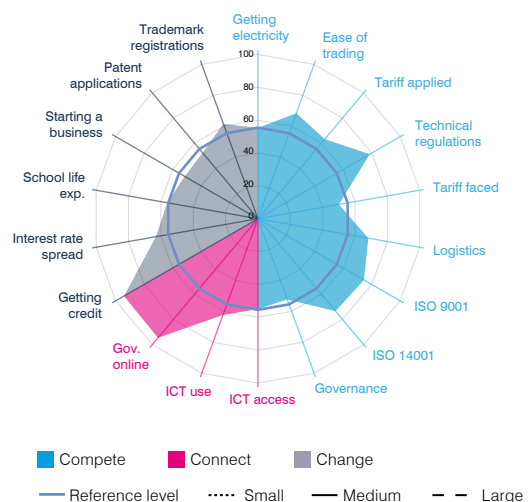
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	45.7	46.8	60.9	46.8
Domestic shipping reliability	44.3	36.3	38.6	41.2
Dealing with regulations	39.2	28.9	38.6	36.3
Customs clearance efficiency	49.8	31.6	39.4	38.9
<b>Connect</b>				
State of cluster development				74.5
Extent of marketing				64.7
Local supplier quality				67.4
University-industry collaboration in R&D				59.0
<b>Change</b>				
Access to finance	42.1	29.1	44.4	38.8
Access to educated workforce	45.6	<b>19.0</b>	36.5	36.3
Business licensing and permits	<b>25.4</b>	<b>22.3</b>	<b>19.3</b>	<b>24.0</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	55.3
Ease of trading across borders	68.4
Applied tariff, trade-weighted average	63.3
Prevalence of technical regulations	78.6
Faced tariff, trade-weighted average	50.0
Logistics performance index	68.2
ISO 9001 quality certificates	74.6
ISO 14001 environmental certificates	73.5
Governance index	52.3
<b>Connect</b>	
ICT access	55.0
ICT use	62.4
Government's online service	<b>94.7</b>
<b>Change</b>	
Ease of getting credit	<b>94.2</b>
Interest rate spread	63.1
School life expectancy	56.0
Ease of starting a business	51.5
Patent applications	52.5
Trademark registrations	61.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Mexico is an upper-middle income country with a population of 122.3 million and GDP of \$1,063.6 billion. Goods and services account for 94.4% and 5.6% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region (see table below). *Motor cars* have an unrealized export potential of around \$16 billion in the home region. Other products with unrealized potential include *reception apparatus for televisions* and *parts of seats*.

Regarding new export products, Mexico has diversification opportunities in machinery, plastics and rubber, as well as ferrous metals with products such as *cranes designed for mounting on road vehicles*, and *conveyor belts or belting of vulcanized rubber*. The production of the former good involves a relatively strong presence of SMEs and scores relatively well on the price stability indicator. Other products identified for diversification include *sheet piling of iron or steel* and *generating sets*.

Small firms in Mexico perform well in offering formal training programmes to employees. They underperform, however, in having bank accounts and audited financial statements. The largest performance gap between small and large firms lies in having audited financial statements. The country's national environment performs well in online services provided by the government and ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators				
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology	
			0	0	0	0	0					
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	20899		16000	1000	1000	1000	1000	Green	Red	Red	Red
Reception apparatus for television	8528Xb	16516		1000	1000	1000	1000	1000	Red	Red	Red	Red
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870324	3460		1000	1000	1000	1000	1000	Green	Red	Red	Green
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	13588		1000	1000	1000	1000	1000	Green	Red	Red	Red
Motor vehicles for the transport of goods, with spark-ignition internal combustion piston engine,...	870431	11555		1000	1000	1000	1000	1000	Green	Red	Red	Red
Parts of seats	940190	5468		1000	1000	1000	1000	1000	Red	Green	Red	Red
Parts and accessories of bodies for tractors, motor vehicles for the transport of ten or more persons,...	870829	4385		1000	1000	1000	1000	1000	Green	Red	Red	Red
Ignition wiring sets and other wiring sets for vehicles, aircraft or ships	854430	6598		1000	1000	1000	1000	1000	Green	Red	Red	Red
Spark-ignition reciprocating piston engine, of a kind used for vehicles of chapter 87, of a cylinder...	840734	3054		1000	1000	1000	1000	1000	Green	Red	Red	Red
Automatic data-processing machines and processing units for automatic data-processing...	8471XX	15539		1000	1000	1000	1000	1000	Red	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Morocco

## Key indicators

Population (millions)	33.8
GDP (\$ billions)	104.9
GDP per capita (\$)	3101.3
Share of world GDP (PPP\$, %)	0.2
Current account surplus/deficit, share of GDP (%)	-1.2
Tariff preference margin (percentage points)	6.3
Imports and exports (goods and services), share of GDP (%)	81.3
Services exports, share of total exports (%)	39.2
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	50.0	70.1	43.0
Medium	50.8	<b>75.7</b>	51.3
Large	56.1	69.2	62.1
All	51.3	<b>71.9</b>	49.2
BUSINESS ECOSYSTEM	60.8	51.8	39.5
NATIONAL ENVIRONMENT	55.8	67.5	50.2

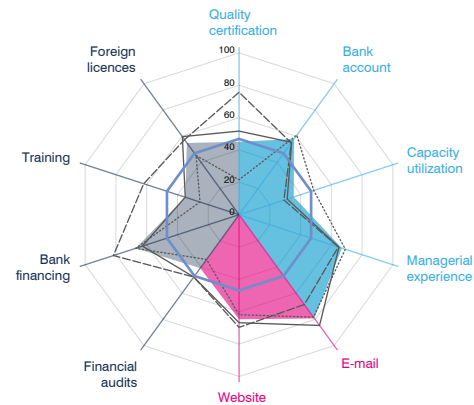
Reference level: 46.8 (a function of GDP per capita)

**Weaknesses are scores below: 23.4** | **Strengths are scores above: 70.3**

## SME Competitiveness Grid

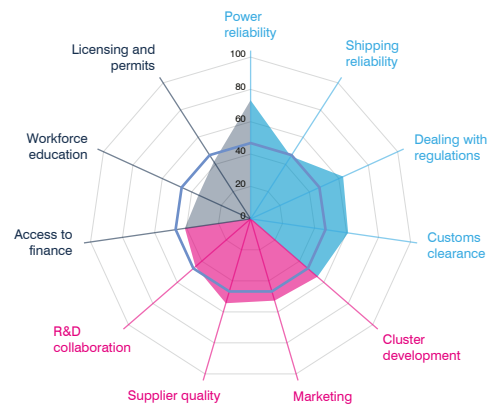
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>21.6</b>	51.6	<b>75.7</b>	45.0
Bank account	60.8	55.3	54.8	57.8
Capacity utilization	48.5	31.3	29.2	35.6
Managerial experience	69.1	64.9	64.5	66.8
<b>Connect</b>				
E-mail	<b>78.3</b>	<b>84.6</b>	68.7	<b>79.2</b>
Firm website	61.9	66.8	69.6	64.7
<b>Change</b>				
Audited financial statement	34.2	47.6	47.6	40.8
Investment financed by banks	67.2	62.8	<b>81.6</b>	67.2
Formal training programme	25.3	34.9	61.9	33.9
Foreign technology licences	45.3	59.6	57.3	54.8



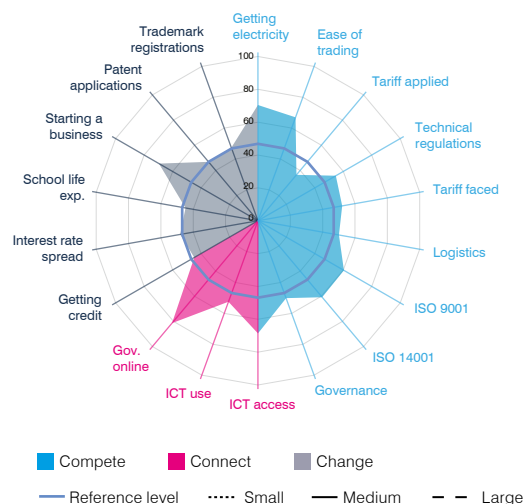
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>73.3</b>	68.0	68.0	<b>73.3</b>
Domestic shipping reliability	38.6	52.4	58.2	46.0
Dealing with regulations	65.9	58.9	64.4	62.9
Customs clearance efficiency	-	59.9	61.3	61.0
<b>Connect</b>				
State of cluster development				54.8
Extent of marketing				52.7
Local supplier quality				54.4
University-industry collaboration in R&D				45.1
<b>Change</b>				
Access to finance	38.2	44.1	44.3	41.1
Access to educated workforce	29.6	41.6	43.5	35.4
Business licensing and permits	35.8	49.8	50.5	42.0



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>70.5</b>
Ease of trading across borders	67.0
Applied tariff, trade-weighted average	36.5
Prevalence of technical regulations	54.8
Faced tariff, trade-weighted average	52.1
Logistics performance index	50.0
ISO 9001 quality certificates	60.5
ISO 14001 environmental certificates	60.8
Governance index	50.2
<b>Connect</b>	
ICT access	68.6
ICT use	52.5
Government's online service	<b>81.4</b>
<b>Change</b>	
Ease of getting credit	44.8
Interest rate spread	48.1
School life expectancy	44.7
Ease of starting a business	69.6
Patent applications	46.8
Trademark registrations	47.4



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Morocco is a lower-middle income country with a population of 33.8 million and GDP of \$104.9 billion. Goods and services account for 60.8% and 39.2% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies outside its home region, notably to Europe (see table below). *Parts of aeroplanes or helicopters, ignition wiring sets, and electric conductors* have increased export potential to Europe, Asia and the Americas.

Regarding new export products, Morocco has diversification opportunities in fertilizers, ceramic articles, as well as apparel and textiles with products such as *urea and tableware and kitchenware*. These goods score relatively well on the price stability indicator. Other identified products are *woven fabrics containing predominantly polyester staple fibres, and men's or boy's jackets and blazers of wool*.

Small firms in Morocco perform well in using e-mails and access to electricity. They underperform, however, in owning international quality certificates. This category is also the largest performance gap between small and large firms. The country's national environment scores well in getting an electricity connection and the online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 750	0 750	0 750	0 750	0 750							
Parts of aeroplanes or helicopters, n.e.s. (excluding those for gliders)	880330	229												
Ignition wiring sets and other wiring sets for vehicles, aircraft or ships	854430	1477												
Electric conductors for a voltage <= 1.000 V, insulated, fitted with connectors, n.e.s.	854442	529												
Diammonium hydrogenorthophosphate "diammonium phosphate" (excluding that in tablets...	310530	835												
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870331	430												
Octopus "Octopus spp.", smoked, frozen, dried, salted or in brine	030759	347												
Fresh or dried mandarins incl. tangerines and satsumas, clementines, wilkings and similar citrus...	080520	368												
Footwear with outer soles of rubber, plastics or composition leather, with uppers of leather...	6403XX	238												
Ammonium dihydrogenorthophosphate "monoammonium phosphate", whether or not...	310540	715												
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870322	381												

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Namibia

## Key indicators

Population (millions)	2.3
GDP (\$ billions)	10.2
GDP per capita (\$)	4427.9
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-12.4
Tariff preference margin (percentage points)	3.7
Imports and exports (goods and services), share of GDP (%)	129.7
Services exports, share of total exports (%)	23.4
Geographic region	Africa
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	42.3	30.4	44.3
Medium	49.0	59.7	64.9
Large	63.5	<b>99.6</b>	64.0
All	42.3	36.3	53.6
BUSINESS ECOSYSTEM	64.2	50.6	63.5
NATIONAL ENVIRONMENT	47.7	38.6	47.9

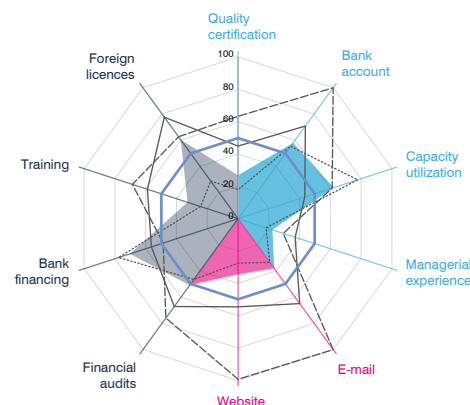
Reference level: 49.8 (a function of GDP per capita)

**Weaknesses are scores below: 24.9** | **Strengths are scores above: 74.7**

## SME Competitiveness Grid

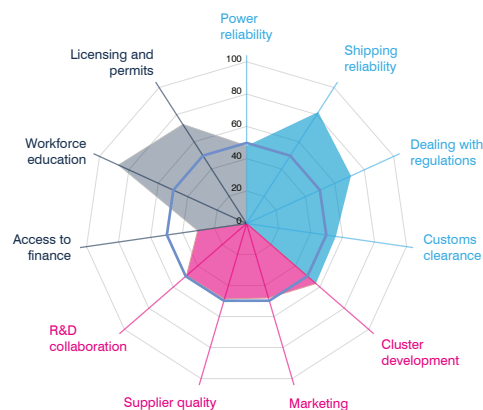
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>17.9</b>	44.9	63.3	26.8
Bank account	55.3	70.8	<b>100.0</b>	57.8
Capacity utilization	<b>77.8</b>	43.3	61.2	62.2
Managerial experience	<b>18.2</b>	37.1	29.4	<b>22.4</b>
<b>Connect</b>				
E-mail	33.3	64.9	<b>100.0</b>	38.0
Firm website	27.5	54.5	<b>99.3</b>	34.5
<b>Change</b>				
Audited financial statement	46.4	67.1	<b>75.9</b>	50.9
Investment financed by banks	<b>77.6</b>	56.3	48.7	70.3
Formal training programme	<b>24.3</b>	58.9	68.7	32.8
Foreign technology licences	28.7	<b>77.5</b>	62.6	60.3



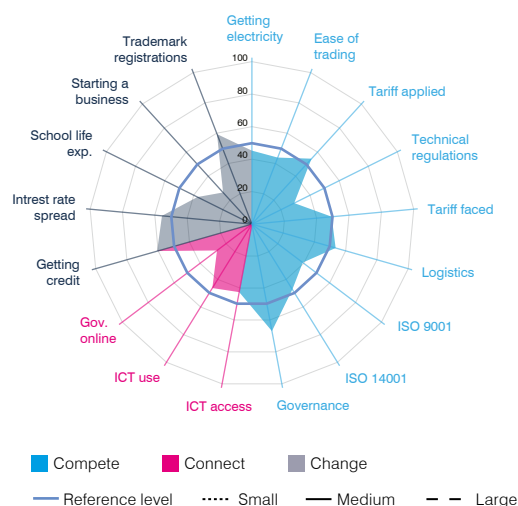
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	46.8	49.3	50.7	48.0
Domestic shipping reliability	<b>81.9</b>	-	-	<b>81.9</b>
Dealing with regulations	72.3	63.4	<b>90.3</b>	71.0
Customs clearance efficiency	-	-	-	55.8
<b>Connect</b>				
State of cluster development				56.8
Extent of marketing				48.0
Local supplier quality				48.7
University-industry collaboration in R&D				49.1
<b>Change</b>				
Access to finance	27.0	40.0	<b>96.7</b>	30.6
Access to educated workforce	<b>85.6</b>	<b>93.2</b>	<b>93.6</b>	<b>87.0</b>
Business licensing and permits	<b>79.8</b>	50.0	<b>92.0</b>	72.8



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	45.2
Ease of trading across borders	43.9
Applied tariff, trade-weighted average	54.5
Prevalence of technical regulations	29.1
Faced tariff, trade-weighted average	49.3
Logistics performance index	53.6
ISO 9001 quality certificates	39.2
ISO 14001 environmental certificates	47.3
Governance index	67.0
<b>Connect</b>	
ICT access	42.6
ICT use	46.2
Government's online service	26.9
<b>Change</b>	
Ease of getting credit	60.7
Interest rate spread	55.6
School life expectancy	37.5
Ease of starting a business	26.3
Patent applications	-
Trademark registrations	59.4



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2014) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Namibia is an upper-middle income country with a population of 2.2 million and GDP of \$14 billion. Goods and services account for 76.6% and 23.4% of exports, respectively.

Namibia's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe (see table below). *Non-industrial diamonds* have increased export potential in the home region, Asia and Europe. Other products with unrealized potential to Europe include *frozen fish fillets* and *fresh or chilled bovine meat*.

Regarding new export products, Namibia has diversification opportunities in animal products, chemicals, as well as minerals and metals with products such as *gold in semi-manufactured forms*, *piperidine and its salts*, and *frozen cuts of sheep*. The production of the latter good involves a relatively strong representation of women. Other products identified for diversification include *jewellery articles of silver*, *non-alloy aluminium wire*, and *cheese*.

Small firms in Namibia perform well in accessing an educated workforce and domestic shipping reliability. They underperform, however, in owning international quality certificates, having managerial experience, and offering formal training programmes to employees. The largest gap between small and large firms lies in access to finance. The country's national environment scores well in governance.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 500	0 500	0 500	0 500	0 500							
Non-industrial diamonds unworked or simply sawn, cleaved or bruted (excluding industrial diamonds)	710231	898	400	0	0	400	0	0	0	0	Red	Red	Red	Red
Frozen fish fillets	0304Xb	228	0	0	0	100	0	0	0	0	Green	Red	Green	Red
Fresh or chilled bovine meat, boneless	020130	62	0	0	0	20	0	0	0	0	Green	Red	Green	Red
Beer made from malt	220300	112	0	0	0	0	0	0	0	0	Green	Red	Green	Green
Copper, unrefined; copper anodes for electrolytic refining	740200	363	0	0	0	0	0	0	0	0	Green	Green	Red	Red
Fresh grapes	080610	76	0	0	0	0	0	0	0	0	Green	Red	Red	Red
Other frozen fish	0303Xa	102	0	0	0	0	0	0	0	0	Green	Red	Green	Red
Unwrought zinc, not alloyed, containing by weight >= 99.99% of zinc	790111	267	0	0	0	0	0	0	0	0	Green	Green	Red	Green
Frozen hake "Merluccius spp., Urophycis spp."	030366	34	0	0	0	0	0	0	0	0	Green	Red	Green	Red
Frozen, boneless meat of bovine animals	020230	36	0	0	0	0	0	0	0	0	Green	Red	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Nepal

## Key indicators

Population (millions)	28.8
GDP (\$ billions)	21.2
GDP per capita (\$)	733.7
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	3.9
Tariff preference margin (percentage points)	15.8
Imports and exports (goods and services), share of GDP (%)	47.1
Services exports, share of total exports (%)	69.7
Geographic region	Asia
Country group	LDC, LLDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	30.8	<b>14.3</b>	32.8
Medium	51.6	45.7	<b>63.9</b>
Large	<b>70.6</b>	<b>81.4</b>	<b>74.3</b>
All	35.7	18.9	40.6
BUSINESS ECOSYSTEM	51.4	31.6	49.3
NATIONAL ENVIRONMENT	52.0	29.4	33.0

Reference level: 34.8 (a function of GDP per capita)

**Weaknesses are scores below: 17.4** | **Strengths are scores above: 52.2**

## SME Competitiveness Grid

### FIRM CAPABILITIES (Normalized scores)

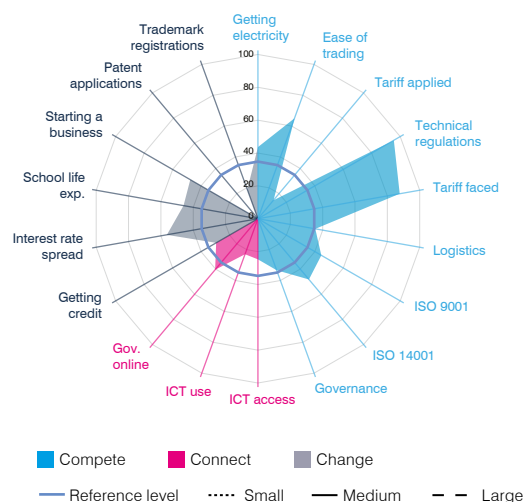
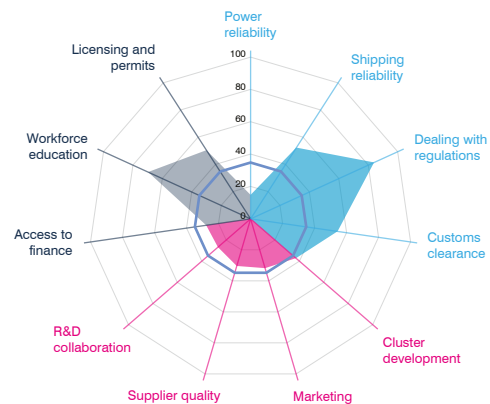
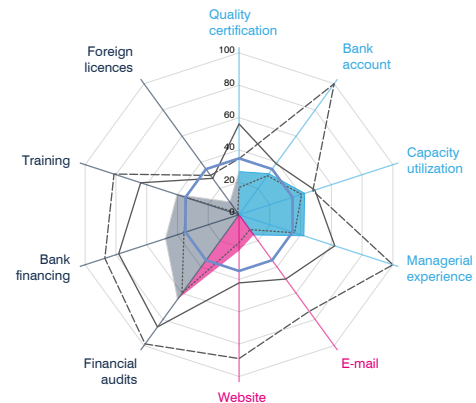
Compete	Small	Medium	Large	All
International quality certificate	<b>16.7</b>	<b>56.1</b>	34.7	26.6
Bank account	29.8	39.0	<b>100.0</b>	31.4
Capacity utilization	40.6	49.2	47.9	42.6
Managerial experience	36.2	<b>62.2</b>	<b>100.0</b>	42.1
<b>Connect</b>				
E-mail	<b>11.4</b>	49.1	<b>73.9</b>	<b>15.5</b>
Firm website	<b>17.2</b>	42.2	<b>88.9</b>	22.3
<b>Change</b>				
Audited financial statement	<b>60.0</b>	<b>85.8</b>	<b>98.7</b>	<b>64.7</b>
Investment financed by banks	35.7	<b>78.2</b>	<b>87.2</b>	47.8
Formal training programme	34.0	<b>64.0</b>	<b>81.2</b>	40.3
Foreign technology licences	<b>1.4</b>	27.7	29.9	<b>9.7</b>

### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>14.0</b>	19.2	<b>16.6</b>	<b>14.8</b>
Domestic shipping reliability	50.0	<b>66.6</b>	<b>72.8</b>	<b>52.4</b>
Dealing with regulations	<b>89.2</b>	<b>65.4</b>	<b>82.1</b>	<b>84.0</b>
Customs clearance efficiency	-	<b>53.2</b>	<b>60.2</b>	<b>54.4</b>
<b>Connect</b>				
State of cluster development				37.2
Extent of marketing				31.8
Local supplier quality				30.4
University-industry collaboration in R&D				26.8
<b>Change</b>				
Access to finance	25.1	50.1	<b>7.2</b>	27.8
Access to educated workforce	<b>70.7</b>	<b>67.4</b>	<b>58.8</b>	<b>69.7</b>
Business licensing and permits	48.2	<b>63.6</b>	<b>67.2</b>	50.5

### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	43.6
Ease of trading across borders	<b>65.1</b>
Applied tariff, trade-weighted average	<b>14.7</b>
Prevalence of technical regulations	<b>95.5</b>
Faced tariff, trade-weighted average	<b>87.6</b>
Logistics performance index	35.5
ISO 9001 quality certificates	44.6
ISO 14001 environmental certificates	48.3
Governance index	33.4
<b>Connect</b>	
ICT access	24.8
ICT use	23.0
Government's online service	40.5
<b>Change</b>	
Ease of getting credit	29.4
Interest rate spread	<b>56.3</b>
School life expectancy	46.0
Ease of starting a business	47.5
Patent applications	<b>0.0</b>
Trademark registrations	18.9



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.



## SME Export Potential

Nepal is a low income country with a population of 28.8 million and GDP of \$21.2 billion. Goods and services account for 30.3% and 69.7% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region (see table below). *Sacks and bags* have an unrealized export potential of nearly \$45 million in the home region.

Regarding new export products, Nepal has diversification opportunities in the textiles and footwear sector with products such as *men's or boys' trousers of cotton, footwear with outer soles of rubber, plastics or composition leather, and men's or boy's jackets and blazers of synthetic fibres*. The production of these products involves a relatively strong participation of SMEs and scores relatively well on the price stability indicator.

Small firms in Nepal perform well in having audited financial statements, dealing with regulations and accessing an educated workforce. They underperform, however, in using e-mails and owning foreign technology licences. The largest gap between small and large firms lies in having bank accounts. The country's national environment scores well in the prevalence of technical regulations and the trade policy-related indicator.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 75 0 75 0 75 0 75 0 75											
Fresh or dried nuts (excluding coconuts, Brazil nuts, cashew nuts, almonds, hazelnuts, filberts, walnuts...)	0802Xc	15			75									
Sacks and bags, for the packing of goods, of jute or other textile bast fibres of heading 5303	630510	19			75									
Dried, shelled lentils, whether or not skinned or split	071340	17			75									
Cardamons	0908Xc	27			75									
Single yarn containing >= 85% polyester staple fibres by weight (excluding sewing thread and yarn...)	550921	22			75									
Carpets and other textile floor coverings, of wool or fine animal hair, knotted, whether or not made up	570110	70			75									
Articles of plastics and articles of other materials of heading 3901 to 3914, n.e.s (excluding goods...)	392690	26			75									
Flat-rolled products of iron or non-alloy steel, of a width of >= 600 mm, hot-rolled or cold-rolled...	721041	19			75									
Rosin and resin acids	380610	11			75									
Plants, parts of plants, incl. seeds and fruits, used primarily in perfumery, in pharmacy or for...	1211XX	12			75									

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Nigeria

## Key indicators

Population (millions)	183.6
GDP (\$ billions)	415.1
GDP per capita (\$)	2260.3
Share of world GDP (PPP\$, %)	0.9
Current account surplus/deficit, share of GDP (%)	-0.7
Tariff preference margin (percentage points)	0.1
Imports and exports (goods and services), share of GDP (%)	23.9
Services exports, share of total exports (%)	5.7
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	28.2	<b>7.8</b>	<b>21.3</b>
Medium	30.0	26.2	32.2
Large	46.9	51.8	52.2
All	29.0	<b>11.9</b>	25.6
BUSINESS ECOSYSTEM	36.3	46.0	55.1
NATIONAL ENVIRONMENT	34.9	33.7	37.4

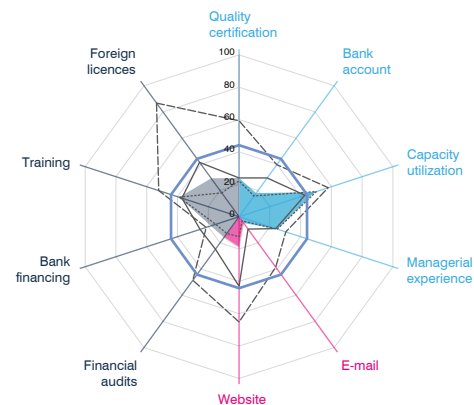
Reference level: 44.2 (a function of GDP per capita)

**Weaknesses are scores below: 22.1** | **Strengths are scores above: 66.3**

## SME Competitiveness Grid

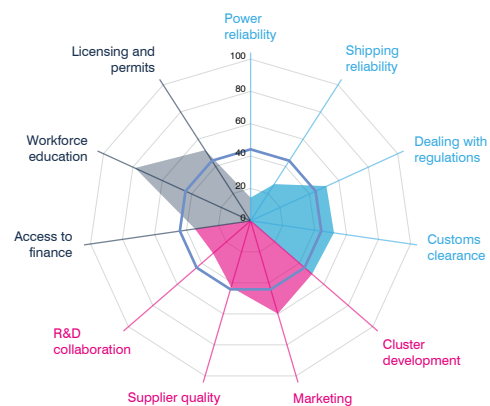
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	22.1	23.9	59.3	23.9
Bank account	<b>15.8</b>	29.6	39.7	<b>18.0</b>
Capacity utilization	50.2	42.8	58.0	49.2
Managerial experience	24.9	23.9	30.4	24.9
<b>Connect</b>				
E-mail	<b>3.3</b>	<b>9.5</b>	38.6	<b>4.9</b>
Firm website	<b>12.4</b>	43.0	65.1	<b>18.9</b>
<b>Change</b>				
Audited financial statement	<b>12.8</b>	24.9	48.6	<b>15.8</b>
Investment financed by banks	<b>15.1</b>	25.3	<b>21.3</b>	<b>18.3</b>
Formal training programme	39.0	37.1	52.2	38.9
Foreign technology licences	<b>18.2</b>	41.5	<b>86.8</b>	29.3



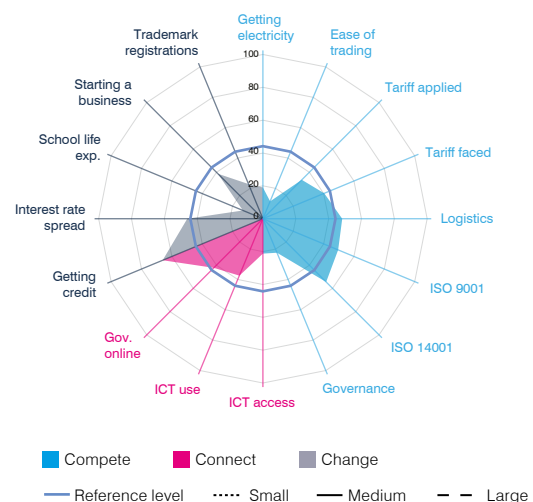
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>13.9</b>	<b>17.1</b>	<b>9.3</b>	<b>14.3</b>
Domestic shipping reliability	29.1	<b>21.2</b>	31.5	27.0
Dealing with regulations	53.6	47.6	28.9	51.6
Customs clearance efficiency	52.8	59.4	40.7	52.1
<b>Connect</b>				
State of cluster development				50.3
Extent of marketing				59.9
Local supplier quality				42.8
University-industry collaboration in R&D				30.8
<b>Change</b>				
Access to finance	33.5	36.7	<b>77.8</b>	34.8
Access to educated workforce	<b>80.1</b>	<b>74.4</b>	<b>67.0</b>	<b>78.6</b>
Business licensing and permits	51.7	51.7	58.1	51.9



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>19.0</b>
Ease of trading across borders	<b>11.4</b>
Applied tariff, trade-weighted average	33.5
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	40.4
Logistics performance index	48.3
ISO 9001 quality certificates	49.6
ISO 14001 environmental certificates	54.5
Governance index	22.4
<b>Connect</b>	
ICT access	<b>21.3</b>
ICT use	37.5
Government's online service	42.3
<b>Change</b>	
Ease of getting credit	66.1
Interest rate spread	46.0
School life expectancy	<b>13.2</b>
Ease of starting a business	38.7
Patent applications	-
Trademark registrations	22.8



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2014) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Nigeria is a lower-middle income country with a population of 183.6 million and GDP of \$415.1 billion. Goods and services account for 94.3% and 5.7% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, notably to Asia and Europe (see table below). *Cocoa beans* have an unrealized export potential of around \$209 million to Asia and \$141 million to Europe. Other products with unrealized potential to these regions include *fresh or dried cashew nuts* and *unwrought aluminium alloys*.

Regarding new export products, Nigeria has diversification opportunities in metals, chemicals and beverages with products such as *ferrous products*, *mineral or chemical fertilisers*, and *unfermented orange juice*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *ferro-nickel* and *vegetable waxes*.

Small firms in Nigeria perform well in accessing an educated workforce. They underperform, however, in using e-mails or business websites, and having audited financial statements. The largest gap between small and large firms lies in owning foreign technology licences. The country's national environment scores well in ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Cocoa beans, whole or broken, raw or roasted	180100	724			209	141		Green	Red	Red	Red
Sesamum seeds, whether or not broken	120740	338			100	10		Red	Red	Red	Red
Fresh or dried cashew nuts, in shell	080131	115			100	0		Red	Red	Red	Red
Cocoa butter, fat and oil	180400	110			0	10		Green	Green	Green	Red
Unwrought aluminium alloys	760120	94			0	10		Green	Green	Red	Red
Hides and skins, in the dry state "crust", and leather further prepared after tanning or crusting...	41XXXf	225			0	10		Red	Green	Red	Red
Shrimps and prawns, frozen	0306Xb	86			0	10		Green	Green	Green	Red
Wood in the rough (excluding rough-cut wood for walking sticks, umbrellas, tool shafts and the like;...	4403XX	131			0	10		Green	Red	Red	Red
Sacks and bags, incl. cones, of polymers of ethylene	392321	49	10			0		Green	Green	Red	Red
Footwear with outer soles and uppers of rubber or plastics (excluding with upper straps or thongs...	6402XX	100	10			0		Green	Green	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Paraguay

## Key indicators

Population (millions)	6.9
GDP (\$ billions)	27.3
GDP per capita (\$)	3986.1
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	0.6
Tariff preference margin (percentage points)	3.9
Imports and exports (goods and services), share of GDP (%)	74.8
Services exports, share of total exports (%)	10.4
Geographic region	Americas
Country group	LLDC
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	34.6	25.7	31.1
Medium	54.8	62.4	58.1
Large	66.1	<b>78.4</b>	<b>81.9</b>
All	46.7	42.7	51.7
BUSINESS ECOSYSTEM	35.1	38.7	33.7
NATIONAL ENVIRONMENT	53.2	53.1	48.8
Reference level: 48.9 (a function of GDP per capita)			
<b>Weaknesses are scores below: 24.5</b>		<b>Strengths are scores above: 73.4</b>	

## SME Competitiveness Grid

### FIRM CAPABILITIES (Normalized scores)

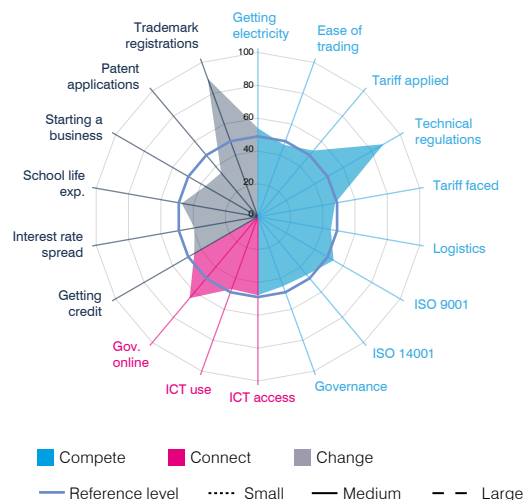
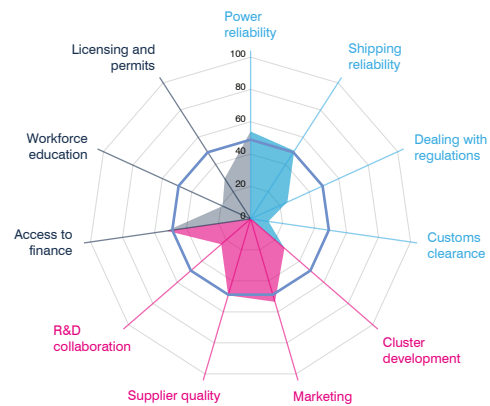
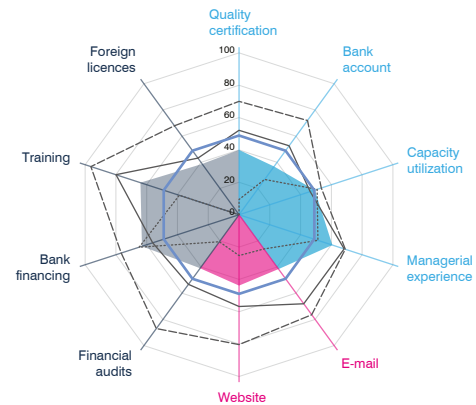
Compete	Small	Medium	Large	All
International quality certificate	<b>9.4</b>	52.1	70.0	40.0
Bank account	26.9	52.7	72.0	36.8
Capacity utilization	50.8	46.3	53.4	49.2
Managerial experience	51.3	68.3	69.1	60.6
<b>Connect</b>				
E-mail	26.2	68.0	<b>76.4</b>	41.6
Firm website	25.3	56.7	<b>80.3</b>	43.8
<b>Change</b>				
Audited financial statement	<b>20.7</b>	53.2	<b>87.0</b>	40.9
Investment financed by banks	61.9	56.1	<b>76.5</b>	63.1
Formal training programme	38.8	<b>79.9</b>	<b>96.3</b>	64.0
Foreign technology licences	<b>0.0</b>	43.2	67.9	38.8

### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	56.0	52.3	52.3	54.0
Domestic shipping reliability	61.9	42.7	47.9	50.0
Dealing with regulations	26.0	<b>24.4</b>	<b>23.2</b>	25.0
Customs clearance efficiency	-	<b>3.2</b>	27.1	<b>11.2</b>
<b>Connect</b>				
State of cluster development				27.7
Extent of marketing				53.5
Local supplier quality				49.3
University-industry collaboration in R&D				<b>24.0</b>
<b>Change</b>				
Access to finance	50.0	51.7	69.3	52.4
Access to educated workforce	<b>22.8</b>	<b>15.2</b>	<b>18.9</b>	<b>19.0</b>
Business licensing and permits	30.4	28.2	33.1	29.7

### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	53.9
Ease of trading across borders	46.5
Applied tariff, trade-weighted average	52.5
Prevalence of technical regulations	<b>88.3</b>
Faced tariff, trade-weighted average	47.8
Logistics performance index	45.1
ISO 9001 quality certificates	53.1
ISO 14001 environmental certificates	46.2
Governance index	44.9
<b>Connect</b>	
ICT access	47.8
ICT use	46.9
Government's online service	64.7
<b>Change</b>	
Ease of getting credit	44.8
Interest rate spread	39.2
School life expectancy	47.1
Ease of starting a business	37.1
Patent applications	34.9
Trademark registrations	<b>89.6</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Paraguay is an upper-middle income country with a population of 6.9 million and GDP of \$27.3 billion. Goods and services account for 89.6% and 10.4% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Asia and Europe (see table below). *Frozen, boneless meat of bovine animals* have an unrealized export potential of nearly \$120 million in the home region, \$94 million to Asia, and \$211 million to Europe. Other products with unrealized potential to these regions and Africa include *oilcake* and *maize*.

Regarding new export products, Paraguay has diversification opportunities in meat, cereals, as well as vegetable oils and fats with products such as *frozen cuts of sheep with bone and hulled, pearled, sliced or kibbled maize grains*. Other products for diversification include *cotton-seed oil and its fractions*, and *animal or vegetable fats and oils and their fractions*.

Small firms in Paraguay perform well in having investments financed by banks. They underperform, however, in owning international quality certificates and foreign technology licences. The largest performance gap between small and large firms lies in owning foreign technology licences. The country's national environment performs well in the prevalence of technical regulations and trademark registrations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 300	0 300	0 300	0 300	0 300				
Frozen, boneless meat of bovine animals	020230	640									
Oilcake and other solid residues, whether or not ground or in the form of pellets, resulting from the...	230400	708									
Maize (excluding seed for sowing)	100590	452									
Wheat and meslin (excluding durum wheat)	1001Xb	183									
Soya beans, whether or not broken	1201	2097									
Crude soya-bean oil, whether or not degummed	150710	249									
Fresh or chilled bovine meat, boneless	020130	319									
Ignition wiring sets and other wiring sets for vehicles, aircraft or ships	854430	49									
Hides, skins and leather of bovine "incl. buffalo" or equine animals ("incl. parchment-dressed leather"...	41XXXa	145									
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	48									

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Peru

## Key indicators

Population (millions)	31.5
GDP (\$ billions)	180.3
GDP per capita (\$)	5726.9
Share of world GDP (PPP\$, %)	0.3
Current account surplus/deficit, share of GDP (%)	-3.8
Tariff preference margin (percentage points)	3.1
Imports and exports (goods and services), share of GDP (%)	44.5
Services exports, share of total exports (%)	15.8
Geographic region	Americas
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	39.9	40.1	41.3
Medium	49.1	49.1	56.5
Large	70.8	71.9	74.6
All	45.8	46.1	51.6
BUSINESS ECOSYSTEM	41.2	49.2	48.4
NATIONAL ENVIRONMENT	67.5	55.2	52.8

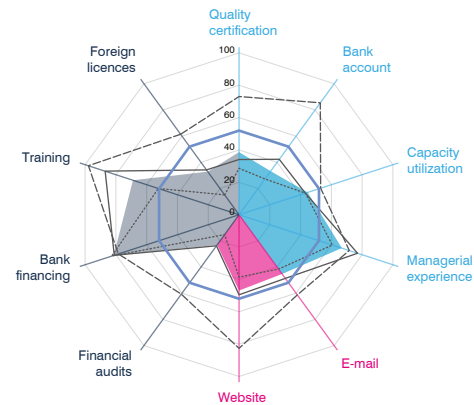
Reference level: 52.0 (a function of GDP per capita)

**Weaknesses are scores below: 26.0**    **Strengths are scores above: 77.9**

## SME Competitiveness Grid

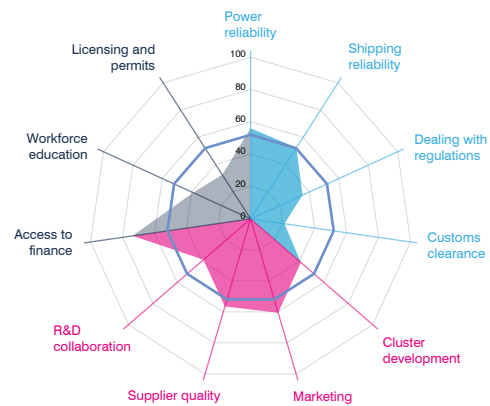
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	28.7	34.1	73.0	38.7
Bank account	27.3	42.3	<b>85.4</b>	33.2
Capacity utilization	43.2	43.2	53.1	44.6
Managerial experience	60.6	77.0	71.7	66.8
<b>Connect</b>				
E-mail	41.6	48.6	61.3	45.3
Firm website	38.6	49.5	<b>82.6</b>	46.9
<b>Change</b>				
Audited financial statement	<b>15.1</b>	<b>23.8</b>	60.7	<b>23.1</b>
Investment financed by banks	<b>82.7</b>	<b>81.1</b>	<b>78.4</b>	<b>81.4</b>
Formal training programme	52.4	<b>87.0</b>	<b>97.8</b>	69.0
Foreign technology licences	<b>15.1</b>	34.2	61.5	32.8



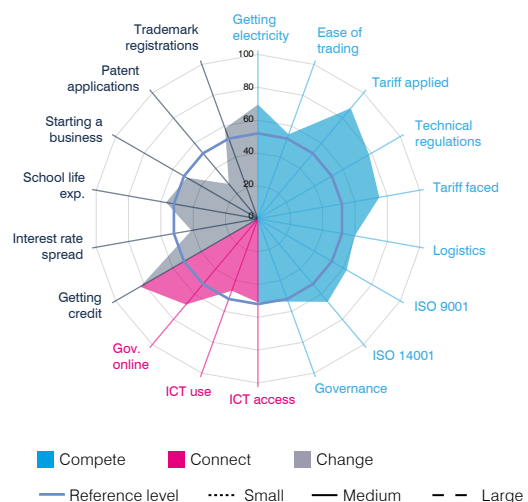
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	52.3	64.0	60.9	56.0
Domestic shipping reliability	55.1	50.0	61.9	52.4
Dealing with regulations	30.8	46.2	39.9	35.4
Customs clearance efficiency	<b>21.0</b>	30.1	<b>17.3</b>	<b>21.2</b>
<b>Connect</b>				
State of cluster development				41.1
Extent of marketing				60.6
Local supplier quality				56.5
University-industry collaboration in R&D				38.6
<b>Change</b>				
Access to finance	<b>78.4</b>	61.0	<b>84.6</b>	73.8
Access to educated workforce	45.4	29.9	34.0	39.0
Business licensing and permits	36.8	<b>22.3</b>	40.1	32.4



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	69.5
Ease of trading across borders	54.7
Applied tariff, trade-weighted average	<b>87.8</b>
Prevalence of technical regulations	<b>78.1</b>
Faced tariff, trade-weighted average	75.1
Logistics performance index	59.8
ISO 9001 quality certificates	62.4
ISO 14001 environmental certificates	66.1
Governance index	53.7
<b>Connect</b>	
ICT access	50.9
ICT use	46.6
Government's online service	68.2
<b>Change</b>	
Ease of getting credit	<b>82.7</b>
Interest rate spread	41.2
School life expectancy	56.8
Ease of starting a business	50.0
Patent applications	27.6
Trademark registrations	58.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Peru is an upper-middle income country with a population of 31.5 million and GDP of \$180.3 billion. Goods and services account for 84.2% and 15.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies within its home region and to Asia and Europe (see table below). *Copper* has an unrealized export potential of nearly \$393 million in the home region, \$806 million to Asia and \$190 million to Europe. Other products with unrealized potential to these regions include *coffee* and *gold*.

Regarding new export products, Peru has diversification opportunities in textiles, metals, as well as beverages with products such as *plain woven fabrics of cotton*, and *ferro-chromium*. The production of the former good involves a relatively strong presence of SMEs and women. Other products for diversification include *wire of non-alloy aluminium* and *grape must*.

Small firms in Peru perform well in having investments financed by banks and accessing finance. They underperform, however, in having audited financial statements and owning foreign technology licences. The largest performance gap between small and large firms lies in having bank accounts. The country's national environment performs well in the trade policy-related indicator, the prevalence of technical regulations, and ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 1000	0 1000	0 1000	0 1000	0 1000				
Copper, refined, in the form of cathodes and sections of cathodes	740311	2079		~200	~800	~100		Green	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	943		~200	~100	~100		Green	Red	Red	Red
Flours, meals and pellets of fish or crustaceans, molluscs or other aquatic invertebrates, unfit for...	230120	1598		~100	~200	~100		Green	Green	Green	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in powder...	710812	3976		~100	~300	~100	~100	Red	Red	Red	Red
Fresh grapes	080610	578		~100	~100	~100		Green	Red	Red	Red
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	347		~100		~100		Green	Green	Green	Red
Fats and oils of fish and their fractions, whether or not refined (excluding liver oils and chemically...	150420	425		~100	~100	~100		Red	Green	Green	Red
Silver, incl. silver plated with gold or platinum, unwrought (excluding silver in powder form)	710691	339		~100	~100	~100		Red	Red	Red	Red
Fresh or chilled asparagus	070920	482		~100	~100	~100		Green	Red	Red	Red
Preparations of a kind used in animal feeding (excluding dog or cat food put up for retail sale)	230990	137		~100	~100	~100		Green	Green	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Poland

## Key indicators

Population (millions)	38.0
GDP (\$ billions)	467.4
GDP per capita (\$)	12309.3
Share of world GDP (PPP\$, %)	0.9
Current account surplus/deficit, share of GDP (%)	-0.1
Tariff preference margin (percentage points)	4.6
Imports and exports (goods and services), share of GDP (%)	96.9
Services exports, share of total exports (%)	18.3
Geographic region	Europe
Country group	OECD
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	51.0	62.5	31.4
Medium	55.4	78.9	41.2
Large	69.6	<b>88.5</b>	59.0
All	55.1	69.5	39.1
BUSINESS ECOSYSTEM	52.4	61.8	57.2
NATIONAL ENVIRONMENT	76.3	77.5	71.0

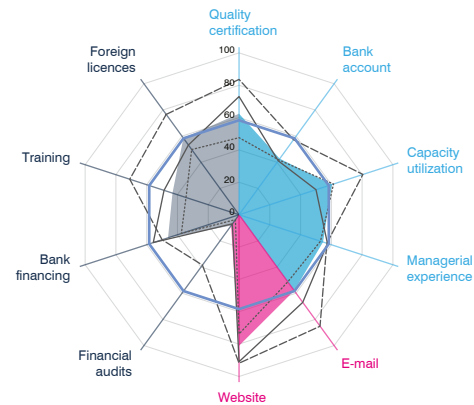
Reference level: 58.4 (a function of GDP per capita)

**Weaknesses are scores below: 29.2**    **Strengths are scores above: 87.5**

## SME Competitiveness Grid

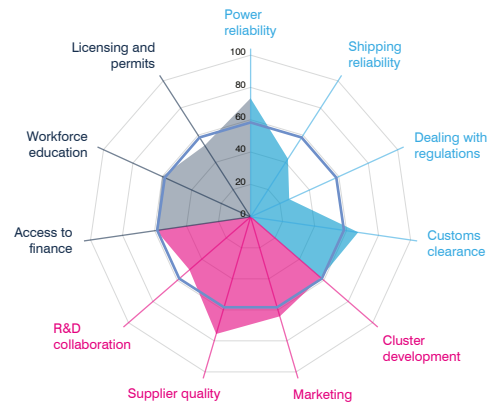
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	47.6	73.0	83.6	62.4
Bank account	41.9	41.2	57.3	42.8
Capacity utilization	61.4	50.0	80.5	60.4
Managerial experience	52.9	57.5	57.1	54.6
<b>Connect</b>				
E-mail	51.3	67.0	85.2	58.1
Firm website	73.7	<b>90.8</b>	<b>91.8</b>	81.0
<b>Change</b>				
Audited financial statement	<b>3.8</b>	<b>7.0</b>	38.5	<b>8.4</b>
Investment financed by banks	37.5	55.7	50.0	46.1
Formal training programme	34.5	48.7	71.0	43.2
Foreign technology licences	49.7	53.2	76.6	58.6



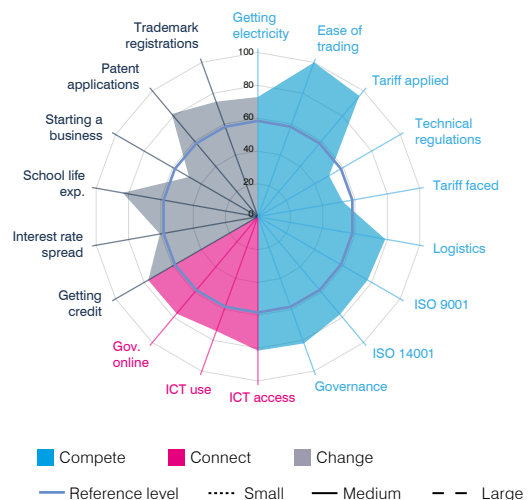
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	73.3	81.5	73.3	73.3
Domestic shipping reliability	38.6	41.2	58.2	42.7
Dealing with regulations	<b>26.6</b>	<b>26.7</b>	<b>24.0</b>	<b>26.3</b>
Customs clearance efficiency	75.7	69.0	57.5	67.3
<b>Connect</b>				
State of cluster development				57.5
Extent of marketing				64.2
Local supplier quality				75.5
University-industry collaboration in R&D				50.1
<b>Change</b>				
Access to finance	52.6	65.9	78.1	59.0
Access to educated workforce	57.9	58.1	84.6	60.1
Business licensing and permits	48.4	54.3	81.9	52.5



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	72.9
Ease of trading across borders	<b>100.0</b>
Applied tariff, trade-weighted average	<b>96.1</b>
Prevalence of technical regulations	50.0
Faced tariff, trade-weighted average	52.5
Logistics performance index	78.7
ISO 9001 quality certificates	77.1
ISO 14001 environmental certificates	77.7
Governance index	82.1
<b>Connect</b>	
ICT access	81.5
ICT use	74.1
Government's online service	77.0
<b>Change</b>	
Ease of getting credit	77.1
Interest rate spread	60.6
School life expectancy	83.6
Ease of starting a business	48.4
Patent applications	81.7
Trademark registrations	74.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Poland is a high income country with a population of 38 million and GDP of \$467.4 billion. Goods and services account for 81.7% and 18.3% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies within its home region and to Asia and the Americas (see table below). *Motor cars* have an unrealized export potential of around \$2.1 billion in the home region. Other products with unrealized potential include *compression-ignition internal combustion piston engines* and *parts of seats*.

Regarding new export products, Poland has diversification opportunities in vehicles machinery and electronic equipment, as well as medical instruments with products such as *railway or tramway goods vans and wagons*, and *flexographic printing machinery*. The production of the former goods scores relatively well on the price stability indicator. Other products for diversification include *apparatus based on the use of X-rays for dental uses*, and *driving bogies and bissel-bogies for railway or tramway locomotives*.

Small firms in Poland perform well in having business websites and in customs clearance efficiency. They underperform, however, in having audited financial statements and dealing with regulations. The largest performance gap between small and large firms lies in having audited financial statements. The country's national environment performs well in ease of trading across borders.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators										
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology							
			0 2500	0 2500	0 2500	0 2500	0 2500											
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	5416																
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870322	3268																
Compression-ignition internal combustion piston engine "diesel or semi-diesel engine", for the...	840820	2801																
Reception apparatus for television	8528Xb	4122																
Parts of seats	940190	2078																
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870332	1786																
Parts and accessories of bodies for tractors, motor vehicles for the transport of ten or more persons,...	870829	2107																
New pneumatic tyres, of rubber, of a kind used for motor cars, incl. station wagons and racing cars	401110	1315																
Upholstered seats, with wooden frames (excluding convertible into beds)	940161	1727																
Brakes and servo-brakes and their parts, for tractors, motor vehicles for the transport of ten or...	870830	1007																

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Russian Federation

## Key indicators

Population (millions)	143.4
GDP (\$ billions)	1267.8
GDP per capita (\$)	8838.2
Share of world GDP (PPP\$, %)	3.1
Current account surplus/deficit, share of GDP (%)	3.0
Tariff preference margin (percentage points)	0.7
Imports and exports (goods and services), share of GDP (%)	50.3
Services exports, share of total exports (%)	13.1
Geographic region	Europe
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	46.5	56.3	28.4
Medium	55.1	72.9	37.2
Large	67.1	<b>93.4</b>	55.8
All	53.9	65.4	35.4
BUSINESS ECOSYSTEM	49.3	54.5	40.8
NATIONAL ENVIRONMENT	51.0	80.9	70.2

Reference level: 55.6 (a function of GDP per capita)

**Weaknesses are scores below: 27.8**    **Strengths are scores above: 83.4**

## SME Competitiveness Grid

### FIRM CAPABILITIES (Normalized scores)

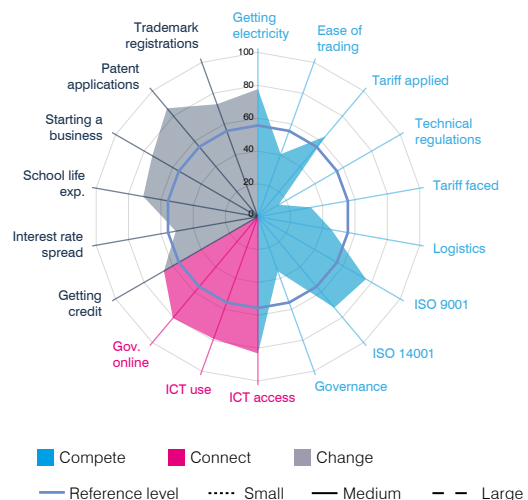
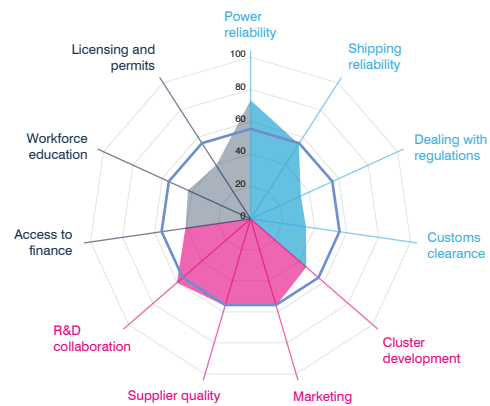
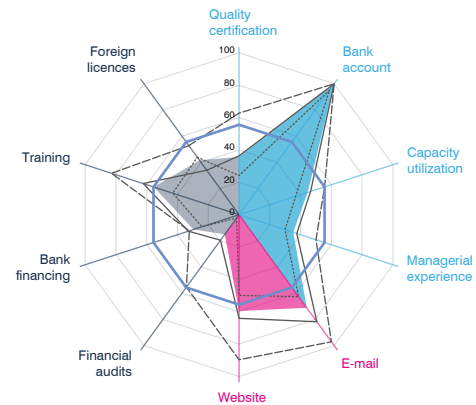
Compete	Small	Medium	Large	All	
International quality certificate	<b>24.2</b>	36.3	62.7	35.8	
Bank account	<b>95.1</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>	
Capacity utilization	36.8	46.4	55.6	44.6	
Managerial experience	29.9	37.6	50.0	35.2	
<b>Connect</b>					
E-mail	62.6	81.8	<b>97.1</b>	71.2	
Firm website	49.9	64.0	<b>89.6</b>	59.6	
<b>Change</b>					
Audited financial statement		<b>2.7</b>	<b>19.5</b>	55.4	<b>15.0</b>
Investment financed by banks	<b>24.2</b>	32.9	32.3	29.6	
Formal training programme	43.0	62.2	82.9	55.5	
Foreign technology licences	43.9	33.9	52.8	41.5	

### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	73.3	68.0	73.3	73.3
Domestic shipping reliability	50.0	61.9	58.2	55.1
Dealing with regulations	35.0	33.4	33.7	34.3
Customs clearance efficiency	35.2	38.2	<b>27.1</b>	34.6
<b>Connect</b>				
State of cluster development				45.6
Extent of marketing				56.1
Local supplier quality				56.1
University-industry collaboration in R&D				60.3
<b>Change</b>				
Access to finance	40.8	46.1	29.0	40.7
Access to educated workforce	45.6	36.7	46.6	42.5
Business licensing and permits	44.1	35.9	32.8	39.3

### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	77.7
Ease of trading across borders	40.5
Applied tariff, trade-weighted average	63.9
Prevalence of technical regulations	<b>14.6</b>
Faced tariff, trade-weighted average	32.7
Logistics performance index	45.6
ISO 9001 quality certificates	76.0
ISO 14001 environmental certificates	72.4
Governance index	35.3
<b>Connect</b>	
ICT access	83.2
ICT use	79.1
Government's online service	80.5
<b>Change</b>	
Ease of getting credit	66.1
Interest rate spread	50.8
School life expectancy	70.9
Ease of starting a business	74.3
Patent applications	<b>86.1</b>
Trademark registrations	73.0



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2012) for firm level data; for other sources and methodology see Annex.

# Russian Federation

## SME Export Potential

The Russian Federation is an upper-middle income country with a population of 143.4 million and GDP of \$1,267.8 billion. Goods and services account for 86.9% and 13.1% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies mainly within its home region and to Asia (see table below). *Non-industrial diamonds unworked* have an unrealized export potential of around \$791 million in the home region and \$1.7 billion to Asia. Other products with unrealized potential to these regions, Africa and the Americas include *refined copper* and *potassium chloride for use as fertiliser*.

Regarding new export products, the Russian Federation has diversification opportunities in machinery and electronic equipment, as well as medical instruments with products such as *self-propelled earth-moving machinery* and *agricultural, horticultural, forestry or bee-keeping machinery*. The production of these goods involves a relatively strong participation of SMEs and women and scores relatively well on the price stability indicator. Other products for diversification include *ultrasonic scanning apparatus* and *magnetic resonance imaging apparatus*.

Small firms in the Russian Federation perform well in having bank accounts. They underperform, however, in having audited financial statements. This category is also the largest performance gap between small and large firms. The country's national environment performs well in ICT access and patent applications.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators										
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology							
			0	2000	0	2000	0					2000	0	2000				
Non-industrial diamonds unworked or simply sawn, cleaved or bruted (excluding industrial diamonds)	710231	4085																
Wheat and meslin (excluding durum wheat)	1001Xb	2906																
Nickel, not alloyed, unwrought	750210	3771																
Potassium chloride for use as fertiliser (excluding that in tablets or similar forms, or in packages with a...)	310420	2930																
Copper, refined, in the form of cathodes and sections of cathodes	740311	1856																
Aluminium, not alloyed, unwrought	760110	4317																
Semi-finished products of iron or non-alloy steel containing, by weight, < 0.25% of carbon, of...	720712	4035																
Coniferous wood sawn or chipped lengthwise, sliced or peeled, whether or not planed, sanded or end...	440710	3510																
Mineral or chemical fertilisers containing the three fertilising elements nitrogen, phosphorus and...	310520	1599																
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	1203																

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Rwanda

## Key indicators

Population (millions)	11.5
GDP (\$ billions)	8.3
GDP per capita (\$)	723.5
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-16.6
Tariff preference margin (percentage points)	3.7
Imports and exports (goods and services), share of GDP (%)	49.3
Services exports, share of total exports (%)	49.2
Geographic region	Africa
Country group	LDC, LLDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	23.8	24.2	49.9
Medium	26.6	47.4	<b>60.3</b>
Large	39.7	<b>68.9</b>	<b>74.5</b>
All	26.2	32.9	<b>55.6</b>
BUSINESS ECOSYSTEM	48.6	<b>58.0</b>	42.7
NATIONAL ENVIRONMENT	<b>52.8</b>	29.4	46.8
Reference level: 34.7 (a function of GDP per capita)			
<b>Weaknesses are scores below: 17.3</b>		<b>Strengths are scores above: 52.0</b>	

## SME Competitiveness Grid

### FIRM CAPABILITIES (Normalized scores)

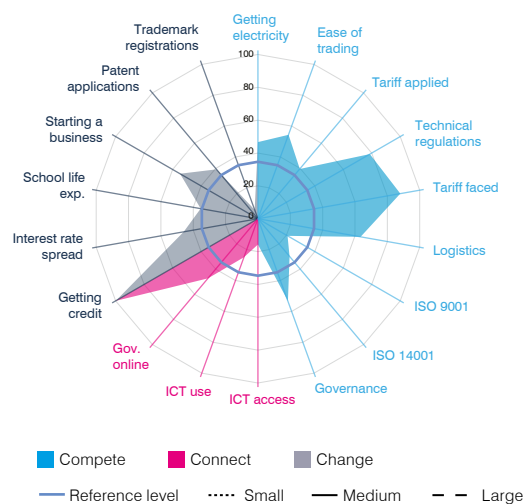
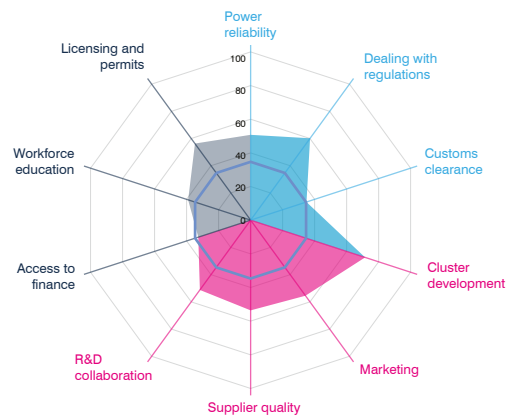
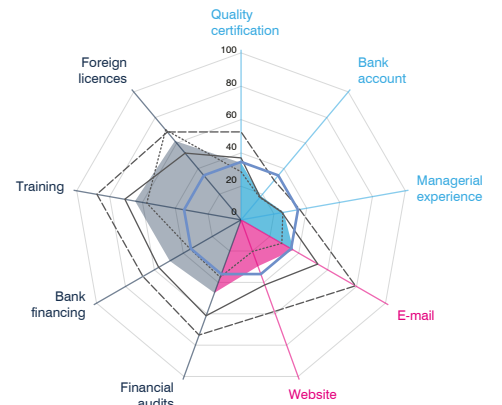
Compete	Small	Medium	Large	All
International quality certificate	28.7	37.1	<b>52.6</b>	34.1
Bank account	17.4	17.7	30.9	18.5
Capacity utilization	-	-	-	-
Managerial experience	25.4	24.9	35.7	25.9
<b>Connect</b>				
E-mail	28.3	<b>53.2</b>	<b>79.2</b>	36.2
Firm website	20.2	41.6	<b>58.5</b>	29.6
<b>Change</b>				
Audited financial statement	36.6	<b>61.3</b>	<b>73.5</b>	46.7
Investment financed by banks	35.1	<b>57.0</b>	<b>67.9</b>	49.3
Formal training programme	<b>57.4</b>	<b>70.7</b>	<b>87.7</b>	<b>64.5</b>
Foreign technology licences	<b>70.3</b>	<b>52.1</b>	<b>68.7</b>	<b>61.7</b>

### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>54.0</b>	45.7	43.7	50.7
Domestic shipping reliability	-	-	-	-
Dealing with regulations	<b>62.9</b>	<b>57.3</b>	<b>54.7</b>	<b>60.2</b>
Customs clearance efficiency	-	34.6	41.2	35.0
<b>Connect</b>				
State of cluster development				<b>71.6</b>
Extent of marketing				<b>55.5</b>
Local supplier quality				<b>53.6</b>
University-industry collaboration in R&D				51.3
<b>Change</b>				
Access to finance	30.7	37.4	33.7	32.7
Access to educated workforce	42.3	38.9	23.2	39.0
Business licensing and permits	<b>52.7</b>	<b>65.9</b>	<b>57.5</b>	<b>56.3</b>

### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	46.6
Ease of trading across borders	<b>54.4</b>
Applied tariff, trade-weighted average	39.6
Prevalence of technical regulations	<b>78.7</b>
Faced tariff, trade-weighted average	<b>88.0</b>
Logistics performance index	<b>63.5</b>
ISO 9001 quality certificates	20.8
ISO 14001 environmental certificates	30.0
Governance index	<b>53.3</b>
<b>Connect</b>	
ICT access	<b>15.7</b>
ICT use	25.0
Government's online service	47.4
<b>Change</b>	
Ease of getting credit	<b>100.0</b>
Interest rate spread	45.9
School life expectancy	35.4
Ease of starting a business	<b>54.8</b>
Patent applications	39.2
Trademark registrations	<b>5.7</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2011) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Rwanda is a low income country with a population of 11.5 million and GDP of \$8.3 billion. Goods and services account for 50.8% and 49.2% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe and Asia (see table below). *Black tea* has an unrealized export potential to all regions of around \$19 million.

Regarding new export products, Rwanda has diversification opportunities in textiles and processed food with products such as *men's or boys' trousers of synthetic fibres, sacks and bags of polyethylene or polypropylene strip, and prepared or preserved pineapples*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *oilcake and other solid residues, and women's or girls' tracksuits of man-made fibres*.

Small firms in Rwanda perform well in offering formal training programmes to employees and owning foreign technology licences. They underperform, however, in having bank accounts and business websites. The largest gap between small and large firms lies in the use of e-mails. The country's national environment performs well in ease of getting credit.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 10 0 10 0 10 0 10 0 10								
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090240	32	10	5	2	10	0	Green	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	68	0	0	5	10	0	Green	Red	Red	Red
Hides, skins and leather of animals other than bovine "incl. buffalo" and equine animals, sheep,...	41XXXd	5	0	0	5	0	0	Green	Red	Red	Red
Vegetable saps and extracts (excluding liquorice, hops and opium)	130219	4	0	0	0	0	0	Red	Red	Red	Red
Decaffeinated coffee (excluding roasted)	090112	2	5	0	0	0	0	Green	Green	Green	Red
Hides, skins and leather of bovine "incl. buffalo" or equine animals ("incl. parchment-dressed leather"...	41XXXa	4	0	0	0	0	0	Green	Red	Red	Red
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090230	1	0	0	0	0	0	Green	Green	Green	Red
Basketwork, wickerwork and other articles, made directly to shape from vegetable plaiting materials...	4602XX	1	0	0	0	0	0	Green	Red	Red	Red
Printed or illustrated postcards; printed cards bearing personal greetings, messages or...	490900	0	0	0	0	0	0	Green	Green	Red	Green
Precious stones and semi-precious stones, unworked or simply sawn or roughly shaped,...	710310	0	0	0	0	0	0	Red	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Senegal

## Key indicators

Population (millions)	15.4
GDP (\$ billions)	14.9
GDP per capita (\$)	965.2
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-8.4
Tariff preference margin (percentage points)	5.3
Imports and exports (goods and services), share of GDP (%)	78.2
Services exports, share of total exports (%)	32.4
Geographic region	Africa
Country group	LDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	34.2	<b>14.8</b>	22.4
Medium	46.4	51.2	38.9
Large	<b>63.8</b>	<b>80.5</b>	47.8
All	41.9	27.9	32.7
BUSINESS ECOSYSTEM	46.6	<b>57.4</b>	48.6
NATIONAL ENVIRONMENT	51.5	32.6	36.2

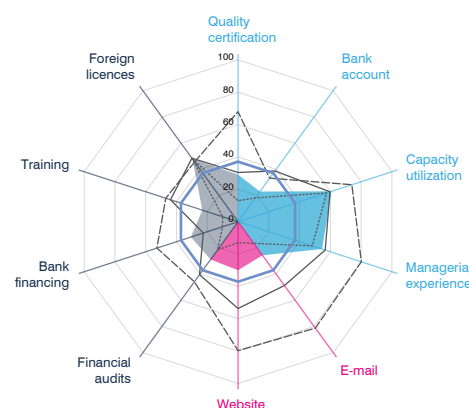
Reference level: 37.1 (a function of GDP per capita)

**Weaknesses are scores below: 18.5**    **Strengths are scores above: 55.6**

## SME Competitiveness Grid

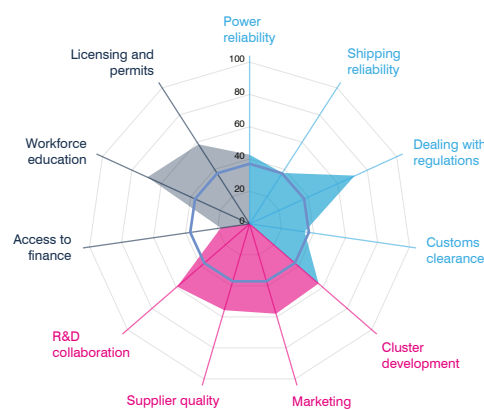
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>12.9</b>	30.4	<b>68.0</b>	29.1
Bank account	<b>18.2</b>	38.8	33.2	23.0
Capacity utilization	<b>57.6</b>	<b>59.8</b>	<b>73.9</b>	<b>60.8</b>
Managerial experience	48.3	<b>56.6</b>	<b>80.2</b>	54.6
<b>Connect</b>				
E-mail	<b>16.5</b>	48.8	<b>81.3</b>	25.7
Firm website	<b>13.0</b>	53.7	<b>79.7</b>	30.0
<b>Change</b>				
Audited financial statement	21.5	40.5	45.9	28.9
Investment financed by banks	<b>10.1</b>	22.6	52.7	30.7
Formal training programme	<b>9.9</b>	43.9	46.9	23.2
Foreign technology licences	48.1	48.5	45.7	47.9



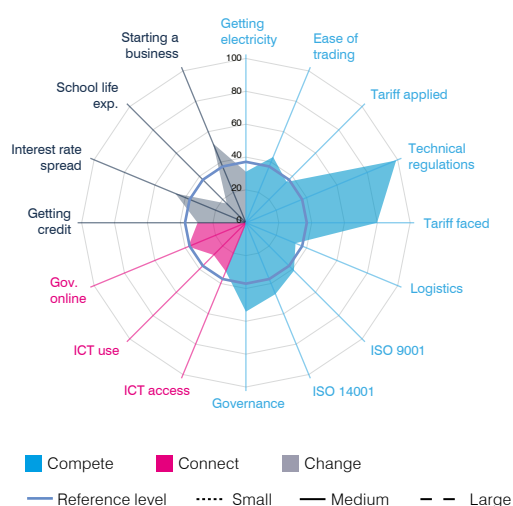
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	44.6	39.5	43.7	42.7
Domestic shipping reliability	29.9	46.0	<b>81.9</b>	37.4
Dealing with regulations	<b>78.7</b>	<b>60.2</b>	<b>64.4</b>	<b>71.6</b>
Customs clearance efficiency	-	36.1	29.8	34.4
<b>Connect</b>				
State of cluster development				<b>56.5</b>
Extent of marketing				<b>58.0</b>
Local supplier quality				<b>55.7</b>
University-industry collaboration in R&D				<b>59.3</b>
<b>Change</b>				
Access to finance	<b>12.7</b>	25.2	37.0	<b>18.0</b>
Access to educated workforce	<b>76.1</b>	<b>60.8</b>	<b>58.8</b>	<b>69.5</b>
Business licensing and permits	<b>62.5</b>	43.7	<b>79.2</b>	<b>58.4</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	31.1
Ease of trading across borders	43.3
Applied tariff, trade-weighted average	35.1
Prevalence of technical regulations	<b>99.0</b>
Faced tariff, trade-weighted average	<b>79.8</b>
Logistics performance index	32.7
ISO 9001 quality certificates	41.3
ISO 14001 environmental certificates	47.0
Governance index	54.1
<b>Connect</b>	
ICT access	32.0
ICT use	27.7
Government's online service	38.0
<b>Change</b>	
Ease of getting credit	29.4
Interest rate spread	46.6
School life expectancy	<b>16.5</b>
Ease of starting a business	52.3
Patent applications	-
Trademark registrations	-



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2014) for firm level data; for other sources and methodology see Annex.



## SME Export Potential

Senegal is a low income country with a population of 15.4 million and GDP of \$14.9 billion. Goods and services account for 67.6% and 32.4% of exports, respectively.

The country's unrealized potential to increase existing exports lies in its home region and to Europe and Asia (see table below). *Gold* has an unrealized export potential of nearly \$99 million to Asia and \$26 million to Europe. Other products with unrealized potential in the home region include *frozen fish*, *soups and broths*, and *Portland cement*.

Regarding new export products, Senegal has diversification opportunities in animal products, wood, and processed fish with products such as *frozen boneless meat of bovine animals*, *virola and mahogany "Swietenia spp." sawn or chipped*, and *prepared or preserved shrimps and prawns*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *frozen lamb carcasses and half-carcasses*, *prepared or preserved pineapples*, and *prepared or preserved sardines*.

Small firms in Senegal perform well in dealing with regulations and accessing an educated workforce. They underperform, however, in having investments financed by banks and offering formal training programmes to employees. The largest gap between small and large firms lies in using e-mails and business websites. The country's national environment performs well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 100	0 100	0 100	0 100	0 100				
Other frozen fish	0303Xa	155	100		50	50		Green	Green	Green	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...)	710812	127			100	26		Red	Green	Red	Red
Portland cement (excluding white, whether or not artificially coloured)	252329	167	50			10		Green	Red	Red	Red
Soups and broths and preparations therefor	210410	111	10		10	10		Green	Green	Green	Green
Crude groundnut oil	150810	60			10	10		Green	Green	Green	Red
Beauty or make-up preparations and preparations for the care of the skin (other than medicaments),...	330499	29			10	10		Green	Red	Red	Green
Other fresh or chilled fish	0302Xd	46				10		Green	Red	Red	Red
Octopus "Octopus spp.", smoked, frozen, dried, salted or in brine	030759	49			10	10		Green	Green	Green	Red
Shrimps and prawns, frozen	0306Xb	33			10	10		Green	Green	Green	Red
Cuttle fish "Sepia officinalis, Rossia macrosoma, Sepiella spp." and squid "Ommastrephes spp.,...	030749	23			10	10		Green	Green	Green	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Slovakia

## Key indicators

Population (millions)	5.4
GDP (\$ billions)	90.3
GDP per capita (\$)	16648.1
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-1.0
Tariff preference margin (percentage points)	4.7
Imports and exports (goods and services), share of GDP (%)	189.3
Services exports, share of total exports (%)	9.7
Geographic region	Europe
Country group	OECD
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	60.6	91.3	52.1
Medium	63.5	<b>95.2</b>	51.5
Large	76.0	<b>100.0</b>	78.5
All	62.8	<b>93.3</b>	55.2
BUSINESS ECOSYSTEM	72.7	60.6	63.7
NATIONAL ENVIRONMENT	74.9	70.9	70.5

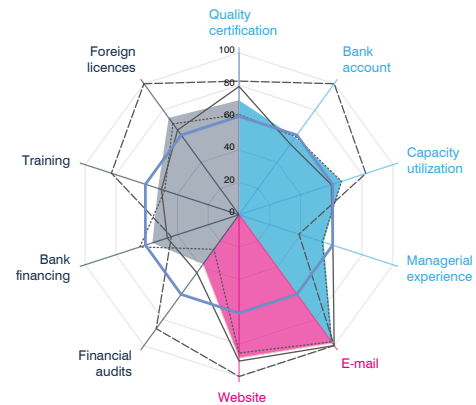
Reference level: 60.9 (a function of GDP per capita)

**Weaknesses are scores below: 30.4** | **Strengths are scores above: 91.3**

## SME Competitiveness Grid

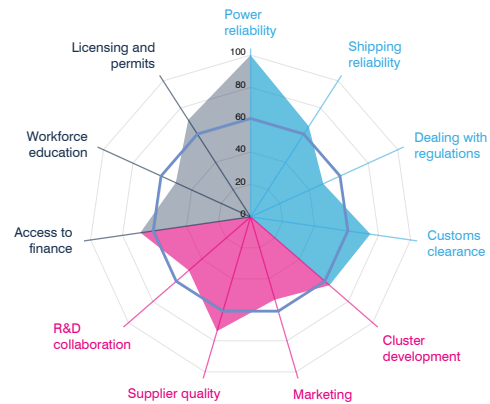
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	62.0	79.2	82.5	70.7
Bank account	59.6	53.9	<b>100.0</b>	59.0
Capacity utilization	66.6	60.0	82.4	66.6
Managerial experience	54.2	61.0	38.9	55.0
<b>Connect</b>				
E-mail	<b>97.1</b>	<b>100.0</b>	<b>100.0</b>	<b>98.0</b>
Firm website	85.5	90.5	<b>100.0</b>	88.6
<b>Change</b>				
Audited financial statement	<b>26.5</b>	44.3	87.1	37.8
Investment financed by banks	64.4	46.6	43.9	56.3
Formal training programme	48.3	50.4	83.0	52.7
Foreign technology licences	69.4	64.6	<b>100.0</b>	73.9



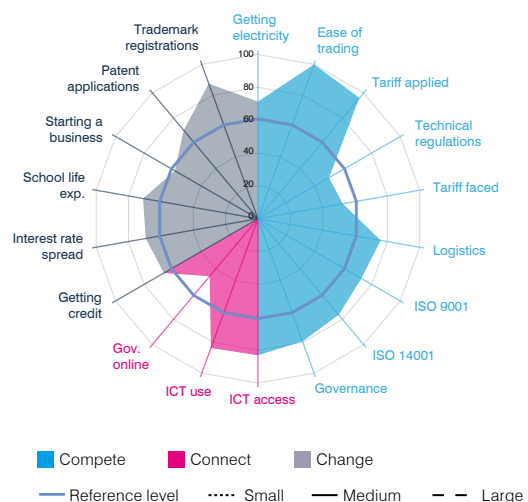
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>100.0</b>	<b>100.0</b>	68.0	<b>100.0</b>
Domestic shipping reliability	50.0	<b>100.0</b>	81.9	66.6
Dealing with regulations	49.4	48.5	52.2	49.4
Customs clearance efficiency	80.9	76.9	61.0	74.9
<b>Connect</b>				
State of cluster development				64.6
Extent of marketing				53.5
Local supplier quality				73.8
University-industry collaboration in R&D				50.6
<b>Change</b>				
Access to finance	74.2	59.1	75.5	68.9
Access to educated workforce	53.4	48.6	45.7	50.9
Business licensing and permits	71.8	65.9	<b>93.0</b>	71.3



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	71.4
Ease of trading across borders	<b>100.0</b>
Applied tariff, trade-weighted average	<b>96.1</b>
Prevalence of technical regulations	50.0
Faced tariff, trade-weighted average	52.5
Logistics performance index	75.9
ISO 9001 quality certificates	72.7
ISO 14001 environmental certificates	76.4
Governance index	79.4
<b>Connect</b>	
ICT access	83.1
ICT use	83.8
Government's online service	45.7
<b>Change</b>	
Ease of getting credit	66.1
Interest rate spread	69.3
School life expectancy	71.0
Ease of starting a business	58.4
Patent applications	70.4
Trademark registrations	87.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Slovakia is a high income country with a population of 5.4 million and GDP of \$90.3 billion. Goods and services account for 90.3% and 9.7% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies mainly within its home region and to Asia and the Americas (see table below). *Reception apparatus for televisions* has an unrealized export potential of around \$1.3 billion in the home region. *Motor cars* have an unrealized export potential to Asia and the Americas.

Regarding new export products, Slovakia has diversification opportunities in vehicles, as well as machinery and electronic equipment with products such as *turbopropellers* and *electrical insulators*. Other products for diversification include *railway and tramway passenger coaches*, and *ironing machines and presses*.

Small firms in Slovakia perform well in access to electricity and using e-mails. They underperform, however, in having audited financial statements. This category is also the largest performance gap between small and large firms. The country's national environment scores particularly well in ease of trading across borders.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators					
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology		
			0	0	0	0	0						
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	3809											
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870332	3026											
Reception apparatus for television	8528Xb	6064											
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870333	2104											
Bodies for motor cars and other motor vehicles principally designed for the transport of persons	870710	2069											
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870322	1488											
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	2314											
Unwrought aluminium alloys	760120	352											
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	2159											
Ignition wiring sets and other wiring sets for vehicles, aircraft or ships	854430	766											

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# South Africa

## Key indicators

Population (millions)	55.9
GDP (\$ billions)	280.4
GDP per capita (\$)	5018.2
Share of world GDP (PPP\$, %)	0.6
Current account surplus/deficit, share of GDP (%)	-3.3
Tariff preference margin (percentage points)	2.4
Imports and exports (goods and services), share of GDP (%)	57.1
Services exports, share of total exports (%)	17.8
Geographic region	Africa
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	39.7	<b>14.6</b>	39.4
Medium	61.7	44.0	61.7
Large	73.9	<b>81.8</b>	<b>78.7</b>
All	52.7	30.9	56.5
BUSINESS ECOSYSTEM	54.6	<b>80.4</b>	68.3
NATIONAL ENVIRONMENT	61.1	59.8	53.1

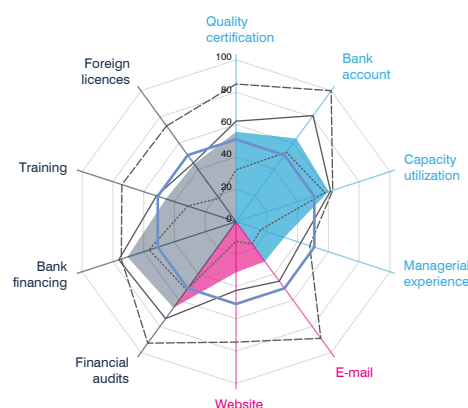
Reference level: 50.9 (a function of GDP per capita)

**Weaknesses are scores below: 25.4** | **Strengths are scores above: 76.3**

## SME Competitiveness Grid

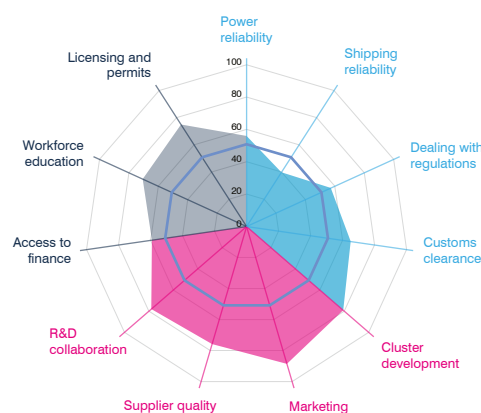
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	32.1	62.1	<b>85.1</b>	55.5
Bank account	53.1	<b>81.0</b>	<b>100.0</b>	63.6
Capacity utilization	57.8	61.4	62.8	60.2
Managerial experience	<b>16.0</b>	42.1	47.9	31.4
<b>Connect</b>				
E-mail	<b>17.0</b>	45.5	<b>89.1</b>	30.4
Firm website	<b>12.2</b>	42.5	74.4	31.3
<b>Change</b>				
Audited financial statement	52.1	74.0	<b>92.8</b>	65.8
Investment financed by banks	56.5	76.2	74.6	70.6
Formal training programme	31.4	51.7	74.2	45.6
Foreign technology licences	<b>17.8</b>	44.9	73.1	44.1



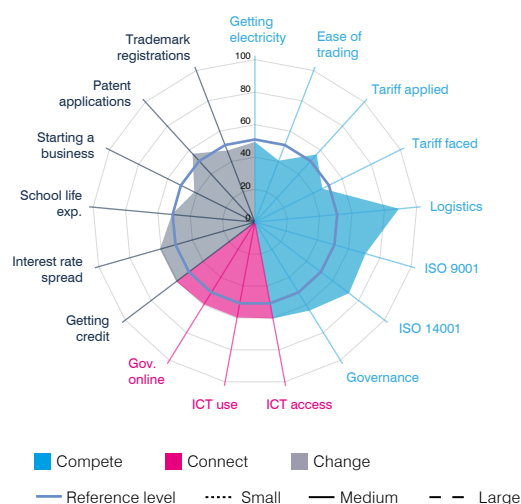
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	58.2	56.0	52.3	56.0
Domestic shipping reliability	36.3	44.3	41.2	39.9
Dealing with regulations	59.8	54.0	58.5	57.3
Customs clearance efficiency	62.7	66.3	64.2	65.1
<b>Connect</b>				
State of cluster development				<b>79.1</b>
Extent of marketing				<b>88.6</b>
Local supplier quality				75.8
University-industry collaboration in R&D				<b>78.0</b>
<b>Change</b>				
Access to finance	50.3	64.9	<b>82.3</b>	59.1
Access to educated workforce	<b>76.6</b>	66.7	64.8	70.7
Business licensing and permits	71.8	75.5	<b>91.0</b>	75.0



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	49.4
Ease of trading across borders	40.6
Applied tariff, trade-weighted average	56.3
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	46.3
Logistics performance index	<b>89.0</b>
ISO 9001 quality certificates	70.8
ISO 14001 environmental certificates	72.6
Governance index	64.1
<b>Connect</b>	
ICT access	60.3
ICT use	59.7
Government's online service	59.5
<b>Change</b>	
Ease of getting credit	60.7
Interest rate spread	60.7
School life expectancy	51.3
Ease of starting a business	41.7
Patent applications	57.0
Trademark registrations	47.2



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2007) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

South Africa is an upper-middle income country with a population of 55.9 million and GDP of \$280.4 billion. Goods and services account for 82.2% and 17.8% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly outside its home region, notably to Europe, Asia and the Americas (see table below). *Platinum* has an unrealized export potential of around \$1 billion to Asia, \$1.4 billion to Europe, and \$493 million to the Americas. Products with unrealized export potential in the home region include *motor cars* and *non-industrial diamonds*.

Regarding new export products, South Africa has diversification opportunities in metals, textile, and processed food with products such as *wire of non-alloy aluminium*, *carded wool yarn*, and *oilcake and other solid residues*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *woven fabrics of artificial staple fibres*, *bars and rods of alloy steel*, *unwrought copper alloys*, and *ferro-niobium*.

Small firms in South Africa perform well in dealing with business licensing and permits as well as in accessing an educated workforce. They underperform, however, in having managerial experience and foreign technology licences, as well as in using e-mails and business websites. The largest gap between small and large firms lies in the use of e-mails. The country's national environment performs well in logistics.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators											
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology								
			0	2000	0	2000	0					2000	0	2000	0	2000			
Gold, incl. gold plated with platinum, in semi-manufactured forms, for non-monetary purposes	710813	750																	
Platinum, unwrought or in powder form	711011	4701																	
Non-industrial diamonds unworked or simply sawn, cleaved or bruted (excluding industrial diamonds)	710231	1571																	
Diamonds, worked, but not mounted or set (excluding industrial diamonds)	710239	1991																	
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	2770																	
Ferro-chromium, containing by weight > 4% of carbon	720241	3008																	
Palladium, unwrought or in powder form	711021	1371																	
Motor vehicles for the transport of goods, with compression-ignition internal combustion piston...	870421	1918																	
Machinery and apparatus for filtering or purifying gases (excluding isotope separators and intake air...	842139	1967																	
Platinum, in semi-manufactured forms	711019	1930																	

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Sri Lanka

## Key indicators

Population (millions)	21.3
GDP (\$ billions)	82.2
GDP per capita (\$)	3869.8
Share of world GDP (PPP\$, %)	0.2
Current account surplus/deficit, share of GDP (%)	-1.5
Tariff preference margin (percentage points)	2.0
Imports and exports (goods and services), share of GDP (%)	51.4
Services exports, share of total exports (%)	38.0
Geographic region	Asia
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	37.2	<b>5.6</b>	39.7
Medium	50.7	27.5	62.1
Large	64.8	66.9	<b>79.2</b>
All	42.1	<b>11.6</b>	49.2
BUSINESS ECOSYSTEM	54.0	63.8	42.4
NATIONAL ENVIRONMENT	50.4	48.7	58.2

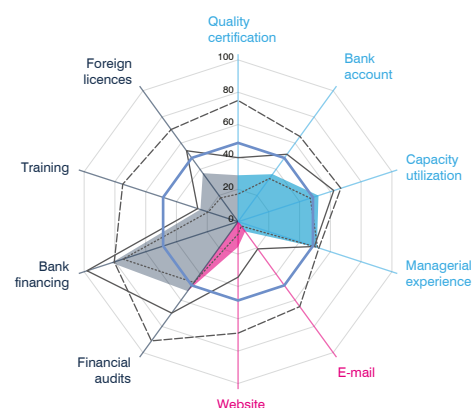
Reference level: 48.7 (a function of GDP per capita)

**Weaknesses are scores below: 24.3** | **Strengths are scores above: 73.0**

## SME Competitiveness Grid

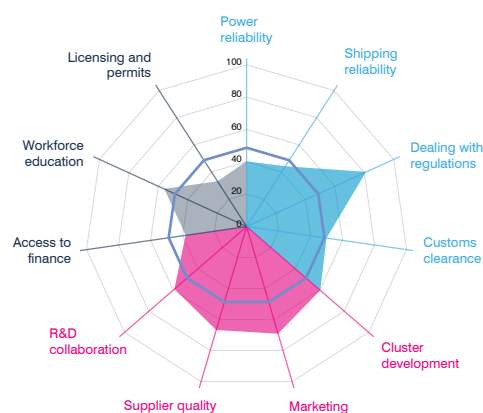
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>17.1</b>	39.5	<b>74.9</b>	28.7
Bank account	33.0	51.5	65.1	36.3
Capacity utilization	47.0	62.2	66.8	52.3
Managerial experience	51.7	49.6	52.5	51.3
<b>Connect</b>				
E-mail	<b>3.3</b>	<b>20.8</b>	64.9	<b>7.5</b>
Firm website	<b>7.8</b>	34.3	68.9	<b>15.7</b>
<b>Change</b>				
Audited financial statement	46.4	69.8	<b>91.0</b>	53.0
Investment financed by banks	<b>74.8</b>	<b>98.2</b>	<b>80.5</b>	<b>82.2</b>
Formal training programme	<b>19.3</b>	26.2	<b>74.9</b>	24.5
Foreign technology licences	<b>18.2</b>	54.2	70.4	37.1



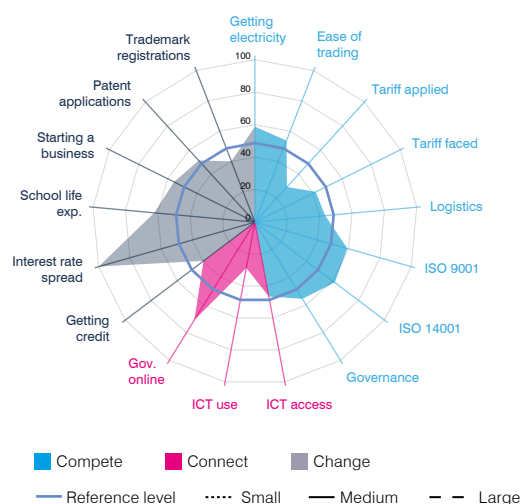
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	41.9	34.1	39.5	40.3
Domestic shipping reliability	38.6	58.2	58.2	44.3
Dealing with regulations	<b>84.0</b>	<b>74.3</b>	69.8	<b>81.3</b>
Customs clearance efficiency	-	-	56.3	50.0
<b>Connect</b>				
State of cluster development				60.3
Extent of marketing				69.2
Local supplier quality				66.7
University-industry collaboration in R&D				59.1
<b>Change</b>				
Access to finance	35.1	45.9	55.0	38.1
Access to educated workforce	60.8	48.0	32.5	56.0
Business licensing and permits	32.6	36.2	34.0	33.3



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	58.8
Ease of trading across borders	53.8
Applied tariff, trade-weighted average	29.3
Prevalence of technical regulations	41.9
Faced tariff, trade-weighted average	43.4
Logistics performance index	-
ISO 9001 quality certificates	59.1
ISO 14001 environmental certificates	61.6
Governance index	55.6
<b>Connect</b>	
ICT access	46.6
ICT use	28.7
Government's online service	70.8
<b>Change</b>	
Ease of getting credit	39.6
Interest rate spread	<b>100.0</b>
School life expectancy	62.2
Ease of starting a business	55.6
Patent applications	51.3
Trademark registrations	40.2



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2011) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Sri Lanka is a lower-middle income country with a population of 21.3 million and GDP of \$82.2 billion. Goods and services account for 62% and 38% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe and the Americas (see table below). *Diamonds* have an unrealized export potential to these regions of around \$427 million. Other products include *brassieres of all types of textile materials*, and *solid or cushion tyres*.

Regarding new export products, Sri Lanka has diversification opportunities in the processed food, textiles and machinery sectors with products such as *prepared or preserved mushrooms and truffles*, *combined refrigerator-freezers*, and *men's or boys' jackets and blazers of wool*. The production of the latter product involves a relatively strong participation of SMEs and women. Other products identified for diversification include *woven fabrics*, *air conditioning machines incorporating a refrigerating unit*, and *articles for interior furnishing of synthetic fibres*.

Small firms in Sri Lanka perform well in having investments financed by banks and dealing with regulations. They underperform, however, in owning international quality certificates and using e-mails or business websites. The largest gap between small and large firms lies in the use of e-mails. The country's national environment performs well in interest rate spread.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	0	0	0	0				
Diamonds, worked, but not mounted or set (excluding industrial diamonds)	710239	222		500	500	500		Red	Green	Red	Red
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090240	749		500	500	500		Green	Red	Red	Red
Black fermented tea and partly fermented tea, whether or not flavoured, in immediate packings...	090230	605		500	500	500		Green	Red	Red	Red
Brassieres of all types of textile materials, whether or not elasticated, incl. knitted or crocheted	621210	495		500	500	500		Red	Green	Green	Red
Pepper of the genus Piper, neither crushed nor ground	090411	84		500	500	500		Red	Red	Red	Red
Rubies, sapphires and emeralds, worked, whether or not graded, but not strung, mounted or set...	710391	131		500	500	500		Red	Green	Red	Red
Solid or cushion tyres, interchangeable tyre treads and tyre flaps, of rubber	401290	351		500	500	500		Red	Red	Red	Green
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted or...	620342	329		500	500	500		Green	Green	Green	Red
Gloves, mittens and mitts, of vulcanised rubber (excluding surgical gloves)	401519	134		500	500	500		Green	Red	Red	Red
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	197		500	500	500		Green	Green	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Thailand

## Key indicators

Population (millions)	69.0
GDP (\$ billions)	390.6
GDP per capita (\$)	5662.3
Share of world GDP (PPP\$, %)	1.0
Current account surplus/deficit, share of GDP (%)	9.6
Tariff preference margin (percentage points)	3.1
Imports and exports (goods and services), share of GDP (%)	132.6
Services exports, share of total exports (%)	22.3
Geographic region	Asia
Country group	
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	54.0	26.7	26.3
Medium	53.5	28.7	33.2
Large	69.4	51.7	52.7
All	56.1	29.2	32.8
BUSINESS ECOSYSTEM	64.6	64.3	<b>90.8</b>
NATIONAL ENVIRONMENT	65.7	61.0	58.0

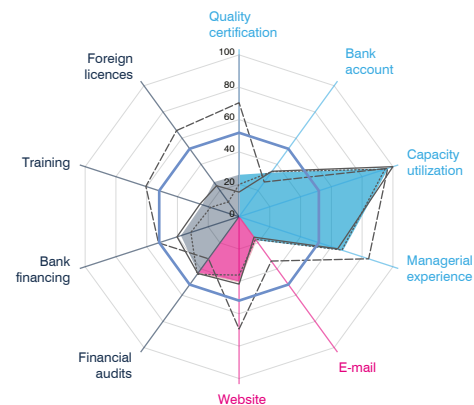
Reference level: 51.9 (a function of GDP per capita)

**Weaknesses are scores below: 25.9** | **Strengths are scores above: 77.8**

## SME Competitiveness Grid

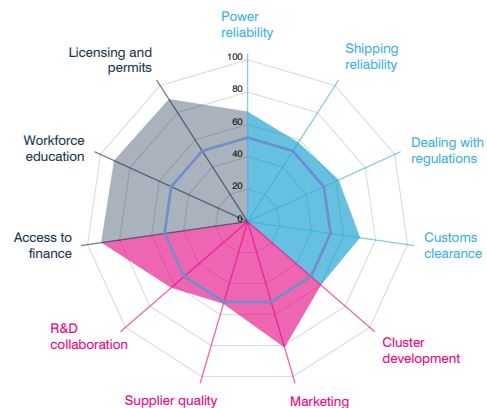
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>19.9</b>	<b>15.2</b>	70.4	<b>25.9</b>
Bank account	34.4	34.7	26.5	33.7
Capacity utilization	<b>94.8</b>	<b>100.0</b>	<b>96.6</b>	<b>97.1</b>
Managerial experience	66.8	64.2	<b>84.2</b>	67.6
<b>Connect</b>				
E-mail	<b>17.3</b>	<b>15.7</b>	33.9	<b>18.0</b>
Firm website	36.1	41.7	69.4	40.3
<b>Change</b>				
Audited financial statement	44.0	43.4	32.1	42.9
Investment financed by banks	31.3	40.3	52.3	37.8
Formal training programme	<b>18.6</b>	<b>25.3</b>	60.6	<b>24.0</b>
Foreign technology licences	<b>11.3</b>	<b>23.6</b>	65.7	26.4



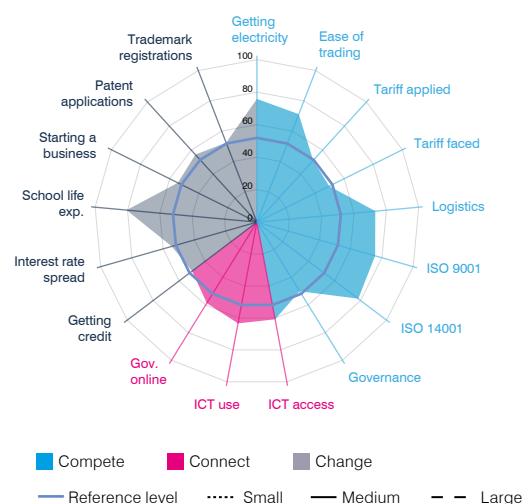
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	68.0	60.9	68.0	68.0
Domestic shipping reliability	50.0	72.8	72.8	58.2
Dealing with regulations	57.3	71.6	<b>81.3</b>	62.0
Customs clearance efficiency	60.7	77.3	<b>83.3</b>	70.4
<b>Connect</b>				
State of cluster development				60.1
Extent of marketing				<b>81.3</b>
Local supplier quality				53.1
University-industry collaboration in R&D				62.6
<b>Change</b>				
Access to finance	<b>89.1</b>	<b>95.6</b>	<b>97.5</b>	<b>91.5</b>
Access to educated workforce	<b>92.4</b>	<b>84.6</b>	<b>98.6</b>	<b>90.8</b>
Business licensing and permits	<b>86.5</b>	<b>100.0</b>	<b>96.3</b>	<b>90.0</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	75.8
Ease of trading across borders	71.3
Applied tariff, trade-weighted average	51.4
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	49.7
Logistics performance index	73.2
ISO 9001 quality certificates	75.6
ISO 14001 environmental certificates	<b>78.2</b>
Governance index	50.0
<b>Connect</b>	
ICT access	60.9
ICT use	63.4
Government's online service	58.6
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	54.5
School life expectancy	<b>80.6</b>
Ease of starting a business	54.4
Patent applications	56.2
Trademark registrations	52.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2016) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Thailand is an upper-middle income country with a population of 69 million and GDP of \$390.6 billion. Goods and services account for 77.7% and 22.3% of exports, respectively.

The country's unrealized potential to increase existing exports lies mostly within its home region and to Europe and the Americas (see table below). *Cards incorporating one or more electronic integrated circuits* have an unrealized export potential of around \$6 billion in the home region.

Regarding new export products, Thailand has diversification opportunities in the chemicals and metals sectors with products such as *dioctyl orthophthalates*, *hammers and sledge hammers with working parts of base metal*, and *chemical elements and compounds for use in electronics*. The production of these products involves a relatively strong participation of SMEs. Other products identified for diversification include *interchangeable spanner sockets*, *methanol "methyl alcohol"*, and *saccharin and its salts*.

Small firms in Thailand perform well in capacity utilization and accessing an educated workforce. They underperform, however, in using e-mails and owning foreign technology licences. The largest gap between small and large firms lies in owning foreign technology licences. The country's national environment performs well in attaining ISO certification related to environment and school life expectancy.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators						
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology			
			0 7500 0 7500 0 7500 0 7500 0 7500											
Storage units for automatic data-processing machines	847170	15130												
Cards incorporating one or more electronic integrated circuits "smart cards"; electronic...	85XXXd	10268												
Parts and accessories of printers, copying machines, facsimile machines and other office...	84XXXd	4334												
Motor vehicles for the transport of goods, with compression-ignition internal combustion piston...	870421	7310												
Technically specified natural rubber "TSNR"	400122	3892												
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	2226												
Semi-milled or wholly milled rice, whether or not polished or glazed	100630	4532												
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	3725												
Television cameras, digital cameras and video camera recorders	852580	2601												
Raw cane sugar, in solid form, not containing added flavouring or colouring matter	1701XX	1888												

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Trinidad and Tobago

## Key indicators

Population (millions)	1.4
GDP (\$ billions)	22.8
GDP per capita (\$)	16717.1
Share of world GDP (PPP\$, %)	0.0
Current account surplus/deficit, share of GDP (%)	-8.7
Tariff preference margin (percentage points)	1.9
Imports and exports (goods and services), share of GDP (%)	112.4
Services exports, share of total exports (%)	4.9
Geographic region	Americas
Country group	SIDS
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	56.7	<b>29.2</b>	39.1
Medium	63.6	52.6	55.2
Large	61.0	63.3	65.0
All	58.1	34.2	46.0
BUSINESS ECOSYSTEM	61.3	47.0	40.5
NATIONAL ENVIRONMENT	49.7	67.5	50.8

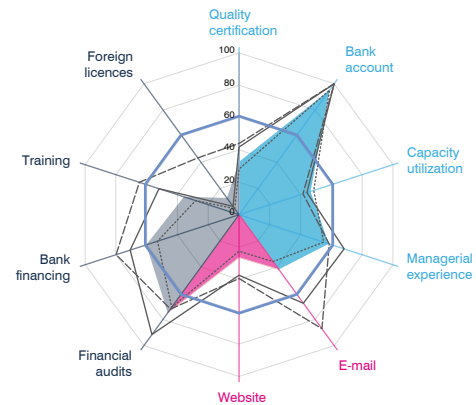
Reference level: 60.9 (a function of GDP per capita)

**Weaknesses are scores below: 30.5** | **Strengths are scores above: 91.4**

## SME Competitiveness Grid

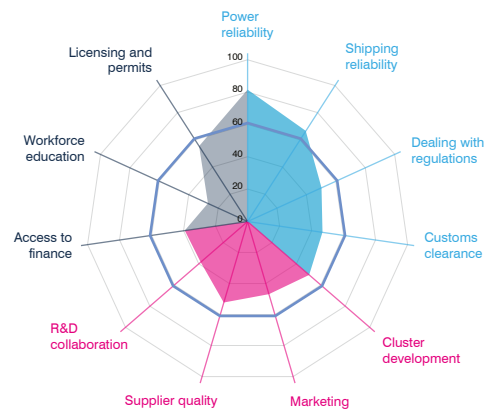
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>28.2</b>	41.8	44.0	32.7
Bank account	<b>95.1</b>	<b>100.0</b>	<b>100.0</b>	<b>95.1</b>
Capacity utilization	48.5	44.1	41.5	46.4
Managerial experience	55.0	68.3	58.7	58.3
<b>Connect</b>				
E-mail	35.8	67.7	87.1	41.8
Firm website	<b>22.5</b>	37.4	39.5	<b>26.5</b>
<b>Change</b>				
Audited financial statement	70.7	<b>91.5</b>	72.1	75.0
Investment financed by banks	53.0	70.7	79.9	60.3
Formal training programme	<b>28.2</b>	52.0	64.7	35.9
Foreign technology licences	<b>4.6</b>	<b>6.4</b>	43.4	<b>12.8</b>



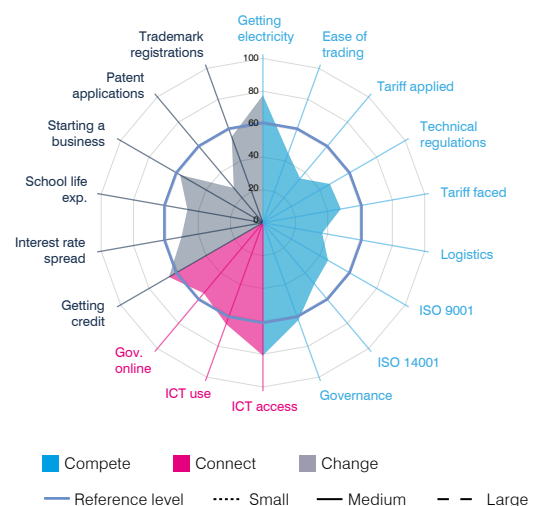
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	81.5	81.5	<b>100.0</b>	81.5
Domestic shipping reliability	72.8	61.9	52.4	66.6
Dealing with regulations	48.5	57.7	49.1	50.3
Customs clearance efficiency	45.3	53.9	43.7	46.8
<b>Connect</b>				
State of cluster development				50.4
Extent of marketing				46.9
Local supplier quality				52.3
University-industry collaboration in R&D				38.4
<b>Change</b>				
Access to finance	37.0	46.0	44.4	39.2
Access to educated workforce	<b>24.3</b>	33.4	41.0	<b>26.9</b>
Business licensing and permits	56.6	47.5	70.8	55.4



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	77.7
Ease of trading across borders	45.1
Applied tariff, trade-weighted average	35.2
Prevalence of technical regulations	47.1
Faced tariff, trade-weighted average	48.1
Logistics performance index	36.7
ISO 9001 quality certificates	45.8
ISO 14001 environmental certificates	48.8
Governance index	63.1
<b>Connect</b>	
ICT access	80.8
ICT use	65.6
Government's online service	56.0
<b>Change</b>	
Ease of getting credit	66.1
Interest rate spread	50.4
School life expectancy	46.7
Ease of starting a business	58.3
Patent applications	<b>27.6</b>
Trademark registrations	55.8



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

# Trinidad and Tobago

## SME Export Potential

Trinidad and Tobago is a high income country with a population of 1.4 million and GDP of \$22.8 billion. Goods and services account for 95.1% and 4.9% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe (see table below). *Urea-ammonium nitrate* (an organic compound used in fertilizers) has an unrealized export potential of \$402 million in the home region and \$25 million to Europe. Other products with unrealized export potential to these regions include *methanol* and *ferrous products*.

Regarding new export products, Trinidad and Tobago has diversification opportunities in chemicals and wood with products such as *potassium chloride for use as fertilizer*, and *tiles of any shape of agglomerated cork*. The production of the latter good scores relatively well on the price stability indicator. Other products for diversification include *ammonium nitrate*, and *railway or tramway track fixtures and fittings*.

Small firms in Trinidad and Tobago perform well in having bank accounts. They underperform, however, in owning business websites and foreign technology licences. The largest performance gap between small and large firms lies in owning foreign technology licences. The country's national environment performs well in accessing ICT.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	0	0	0	0				
Mixtures of urea and ammonium nitrate in aqueous or ammoniacal solution (excluding those in...	310280	364		402		25		Green	Red	Green	Red
Methanol "methyl alcohol"	290511	1743		10		10		Green	Red	Green	Red
Urea, whether or not in aqueous solution (excluding that in pellet or similar forms, or in packages with...	310210	220		10		10		Green	Red	Green	Red
Ferrous products obtained by direct reduction of iron ore, in lumps, pellets or similar forms	720310	916		10		10		Red	Green	Red	Red
Bars and rods, hot-rolled, in irregularly wound coils, of iron or non-alloy steel, of circular cross-section...	721391	96		10				Green	Green	Red	Red
Undenatured ethyl alcohol, of actual alcoholic strength of >= 80%	220710	33		10				Red	Red	Green	Red
Waters, incl. mineral and aerated, with added sugar, sweetener or flavour, for direct consumption as a...	220210	48		10				Green	Red	Green	Red
Rum and other spirits obtained by distilling fermented sugar-cane products	220840	22				10		Green	Red	Green	Red
Semi-finished products of iron or non-alloy steel containing, by weight, >= 0.25% of carbon	720720	42		10				Green	Green	Red	Red
Toilet or facial tissue stock, towel or napkin stock and similar paper for household or sanitary...	480300	11		10				Green	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Tunisia

## Key indicators

Population (millions)	11.2
GDP (\$ billions)	42.4
GDP per capita (\$)	3776.7
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-8.0
Tariff preference margin (percentage points)	4.5
Imports and exports (goods and services), share of GDP (%)	104.4
Services exports, share of total exports (%)	18.4
Geographic region	Africa
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	42.5	56.4	35.2
Medium	55.1	<b>74.9</b>	55.7
Large	60.6	<b>75.7</b>	60.4
All	50.3	63.7	47.0
BUSINESS ECOSYSTEM	48.3	43.2	53.5
NATIONAL ENVIRONMENT	52.5	65.3	57.2

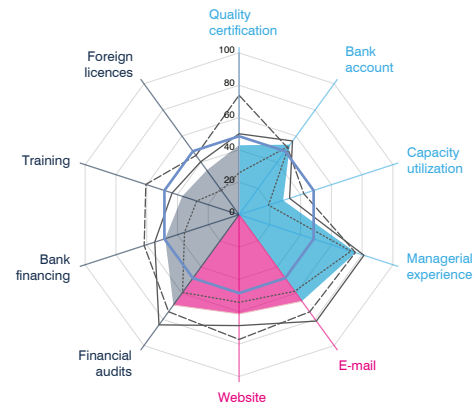
Reference level: 48.5 (a function of GDP per capita)

**Weaknesses are scores below: 24.2** | **Strengths are scores above: 72.7**

## SME Competitiveness Grid

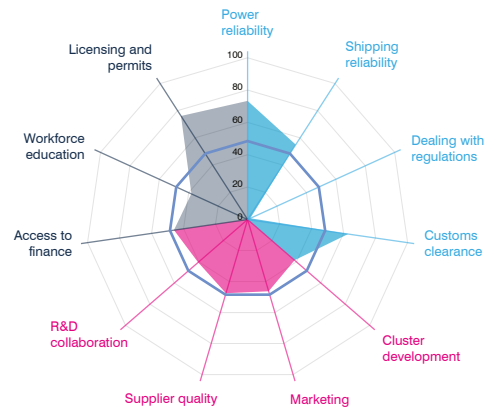
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	25.9	50.0	<b>73.8</b>	42.9
Bank account	52.3	56.3	51.1	53.5
Capacity utilization	<b>19.1</b>	32.8	42.1	28.7
Managerial experience	<b>72.7</b>	<b>81.2</b>	<b>75.6</b>	<b>76.0</b>
<b>Connect</b>				
E-mail	58.5	<b>81.3</b>	<b>74.3</b>	66.1
Firm website	54.2	68.5	<b>77.1</b>	61.4
<b>Change</b>				
Audited financial statement	59.4	<b>84.2</b>	<b>74.1</b>	69.0
Investment financed by banks	35.4	54.8	61.6	48.0
Formal training programme	27.5	43.5	60.6	36.9
Foreign technology licences	<b>18.6</b>	40.4	45.3	33.9



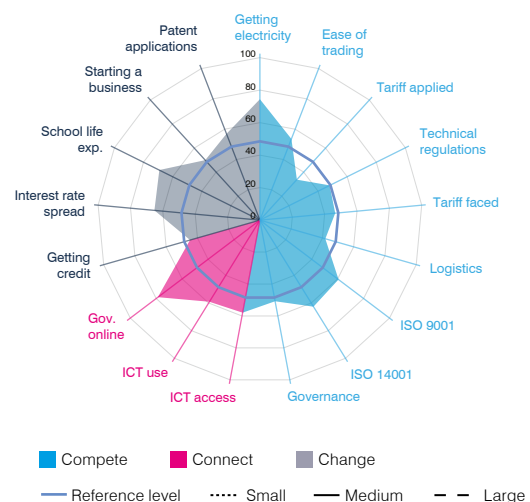
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>81.5</b>	68.0	<b>100.0</b>	<b>73.3</b>
Domestic shipping reliability	66.6	46.0	<b>100.0</b>	55.1
Dealing with regulations	<b>3.3</b>	<b>0.0</b>	<b>1.0</b>	<b>1.9</b>
Customs clearance efficiency	55.6	65.4	70.4	63.0
<b>Connect</b>				
State of cluster development				38.5
Extent of marketing				46.3
Local supplier quality				47.6
University-industry collaboration in R&D				40.5
<b>Change</b>				
Access to finance	45.7	42.1	60.8	46.0
Access to educated workforce	44.4	30.4	36.1	38.2
Business licensing and permits	<b>84.1</b>	63.6	<b>91.0</b>	<b>76.1</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>74.4</b>
Ease of trading across borders	53.6
Applied tariff, trade-weighted average	33.7
Prevalence of technical regulations	48.0
Faced tariff, trade-weighted average	46.5
Logistics performance index	41.9
ISO 9001 quality certificates	60.7
ISO 14001 environmental certificates	62.7
Governance index	50.8
<b>Connect</b>	
ICT access	57.9
ICT use	59.1
Government's online service	<b>78.7</b>
<b>Change</b>	
Ease of getting credit	44.8
Interest rate spread	65.2
School life expectancy	69.2
Ease of starting a business	50.0
Patent applications	57.0
Trademark registrations	-



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Tunisia is a lower-middle income country with a population of 11.2 million and GDP of \$42.4 billion. Goods and services account for 81.6% and 18.4% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies outside its home region, notably to Europe (see table below). *Parts of aeroplanes and helicopters* have an unrealized export potential of \$586 million to Europe. Other products with unrealized export potential to this region include *electric conductors*, and *men's or boys' trousers, bib and brace overalls, breeches and shorts of cotton*.

Regarding new export products, Tunisia has diversification opportunities in synthetic textiles, plastics and rubber, as well as electronic equipment with products such as *woven fabrics containing predominantly polyester staple fibres*, and *polyethylene in primary forms*. The production of these goods involves a relatively strong participation of SMEs and score well on the price stability indicator. Other products for diversification include *sewing thread of synthetic staple fibres* and *electric sound amplifier sets*.

Small firms in Tunisia perform well in having managerial experience, access to electricity and dealing with business licensing and permits. They underperform, however, in capacity utilization, owning foreign technology licences and dealing with regulations. The largest gap between small and large firms lies in owning international quality certificates. The country's national environment performs well in getting an electricity connection and online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0	750	0	750	0				
Parts of aeroplanes or helicopters, n.e.s. (excluding those for gliders)	880330	184				586		Red	Red	Red	Green
Virgin olive oil and its fractions obtained from the fruit of the olive tree solely by mechanical or other...	150910	428			10	100		Green	Red	Green	Red
Reception apparatus for television	8528Xb	408				100		Red	Red	Red	Green
Electric conductors for a voltage <= 1.000 V, insulated, fitted with connectors, n.e.s.	854442	662	10	10	10	100		Red	Green	Red	Red
Men's or boys' trousers, bib and brace overalls, breeches and shorts, of cotton (excluding knitted...	620342	633				100		Green	Red	Green	Red
Footwear with outer soles of rubber, plastics or composition leather, with uppers of leather...	6403XX	255				100		Green	Red	Red	Red
Electric conductors, for a voltage <= 1.000 V, insulated, not fitted with connectors, n.e.s.	854449	191	10			100		Green	Green	Red	Green
Miscellaneous parts and accessories, for tractors, motor vehicles for the transport of ten or more...	8708XX	244				100		Green	Red	Red	Green
Diammonium hydrogenorthophosphate "diammonium phosphate" (excluding that in...	310530	246			10	100		Red	Green	Red	Red
Parts suitable for use solely or principally with compression-ignition internal combustion piston...	840999	95				100		Red	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Turkey

## Key indicators

Population (millions)	79.0
GDP (\$ billions)	735.7
GDP per capita (\$)	9316.8
Share of world GDP (PPP\$, %)	1.4
Current account surplus/deficit, share of GDP (%)	-4.4
Tariff preference margin (percentage points)	4.1
Imports and exports (goods and services), share of GDP (%)	58.6
Services exports, share of total exports (%)	24.5
Geographic region	Asia
Country group	OECD
Income group	Upper-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	46.4	53.4	45.3
Medium	59.2	67.6	55.2
Large	57.3	81.8	75.1
All	51.5	59.2	51.6
BUSINESS ECOSYSTEM	51.2	57.0	66.4
NATIONAL ENVIRONMENT	67.3	65.6	71.3

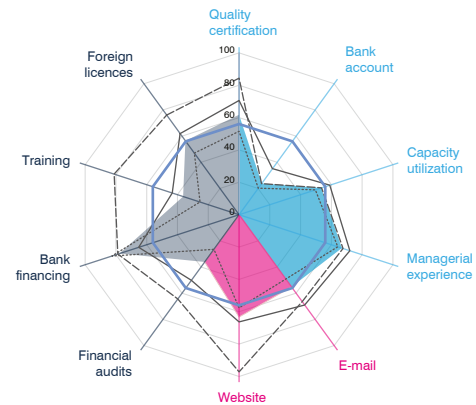
Reference level: 56.0 (a function of GDP per capita)

**Weaknesses are scores below: 28.0**    **Strengths are scores above: 84.0**

## SME Competitiveness Grid

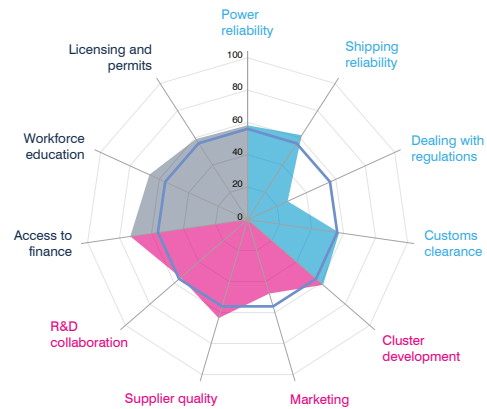
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	51.5	70.6	<b>84.4</b>	61.8
Bank account	<b>20.3</b>	35.2	<b>23.7</b>	<b>23.9</b>
Capacity utilization	49.6	59.0	53.6	53.4
Managerial experience	64.2	72.0	67.6	66.8
<b>Connect</b>				
E-mail	49.1	69.0	66.4	55.2
Firm website	57.6	66.3	<b>97.2</b>	63.3
<b>Change</b>				
Audited financial statement	<b>26.5</b>	50.1	64.4	36.1
Investment financed by banks	82.6	65.2	78.8	77.7
Formal training programme	<b>25.3</b>	43.4	81.2	36.3
Foreign technology licences	47.0	62.0	76.1	56.4



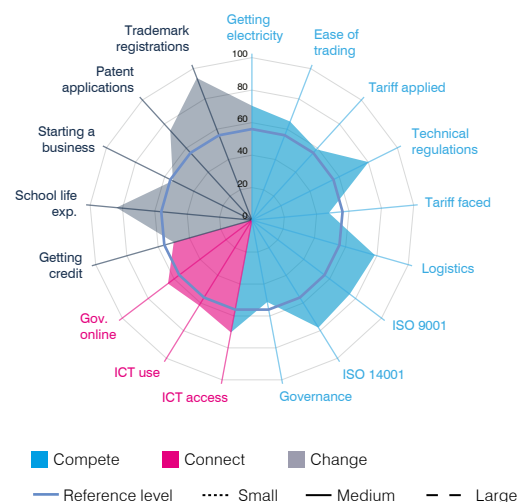
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	60.9	56.0	41.9	58.2
Domestic shipping reliability	66.6	58.2	55.1	61.9
Dealing with regulations	<b>27.3</b>	28.5	<b>21.5</b>	<b>27.3</b>
Customs clearance efficiency	58.8	52.1	62.7	57.3
<b>Connect</b>				
State of cluster development				61.7
Extent of marketing				47.8
Local supplier quality				63.6
University-industry collaboration in R&D				54.9
<b>Change</b>				
Access to finance	73.3	79.2	57.6	73.3
Access to educated workforce	69.9	65.9	50.0	66.7
Business licensing and permits	56.6	77.3	39.0	59.1



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	70.4
Ease of trading across borders	65.1
Applied tariff, trade-weighted average	58.9
Prevalence of technical regulations	80.1
Faced tariff, trade-weighted average	47.6
Logistics performance index	78.7
ISO 9001 quality certificates	75.5
ISO 14001 environmental certificates	77.8
Governance index	51.3
<b>Connect</b>	
ICT access	70.3
ICT use	61.7
Government's online service	64.7
<b>Change</b>	
Ease of getting credit	50.0
Interest rate spread	-
School life expectancy	83.7
Ease of starting a business	54.3
Patent applications	74.6
Trademark registrations	<b>93.8</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.



## SME Export Potential

Turkey is an upper-middle income country with a population of 79 million and GDP of \$735.7 billion. Goods and services account for 75.5% and 24.5% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies mainly within its home region and to the Americas and Europe (see table below). Products with unrealized export potential to these regions include *iron and steel bars and rods*, and *motor vehicles*.

Regarding new export products, Turkey has diversification opportunities in textiles, machinery and electronic equipment, as well as vehicles with products such as *woven fabrics* and *circular knitting machines*. The production of the latter good involves a relatively strong presence of SMEs. Other products for diversification include *machinery for making or repairing articles of hides, skins or leather*, and *coaster braking hubs and hub brakes*.

Small firms in Turkey perform well in having investments financed by banks and in accessing finance. They underperform, however, in having bank accounts and offering formal training programmes to employees. The largest performance gap between small and large firms lies in offering formal training programmes to employees. The country's national environment scores well in school life expectancy and trademark registrations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 1500	0 1500	0 1500	0 1500	0 1500				
Bars and rods, of iron or non-alloy steel, with indentations, ribs, grooves or other deformations...	721420	4122	1500	1500	1500	1500	1500	Green	Red	Red	Red
Motor vehicles for the transport of goods, with compression-ignition internal combustion piston...	870421	3478	1500	1500	1500	1500	1500	Green	Red	Red	Red
Articles of jewellery and parts thereof, of precious metal other than silver, whether or not plated or...	711319	2155	1500	1500	1500	1500	1500	Red	Green	Red	Red
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in powder...	710812	2399	1500	1500	1500	1500	1500	Red	Red	Red	Red
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870322	2000	1500	1500	1500	1500	1500	Green	Red	Red	Red
T-shirts, singlets and other vests of textile materials, knitted or crocheted (excluding cotton)	610990	1491	1500	1500	1500	1500	1500	Green	Red	Green	Red
Electric conductors, for a voltage <= 1.000 V, insulated, not fitted with connectors, n.e.s.	854449	1374	1500	1500	1500	1500	1500	Green	Green	Red	Red
T-shirts, singlets and other vests of cotton, knitted or crocheted	610910	1897	1500	1500	1500	1500	1500	Green	Red	Green	Red
Motor cars and other motor vehicles principally designed for the transport of persons, incl. station...	870323	1660	1500	1500	1500	1500	1500	Green	Red	Red	Red
Reception apparatus for television	8528Xb	1866	1500	1500	1500	1500	1500	Red	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Ukraine

## Key indicators

Population (millions)	42.5
GDP (\$ billions)	87.2
GDP per capita (\$)	2051.6
Share of world GDP (PPP\$, %)	0.3
Current account surplus/deficit, share of GDP (%)	-1.5
Tariff preference margin (percentage points)	1.9
Imports and exports (goods and services), share of GDP (%)	109.1
Services exports, share of total exports (%)	24.5
Geographic region	Europe
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	38.2	45.4	31.4
Medium	49.9	60.2	35.1
Large	57.7	<b>82.8</b>	45.2
All	43.4	51.2	36.0
BUSINESS ECOSYSTEM	55.8	47.5	<b>67.6</b>
NATIONAL ENVIRONMENT	52.8	59.5	<b>68.7</b>

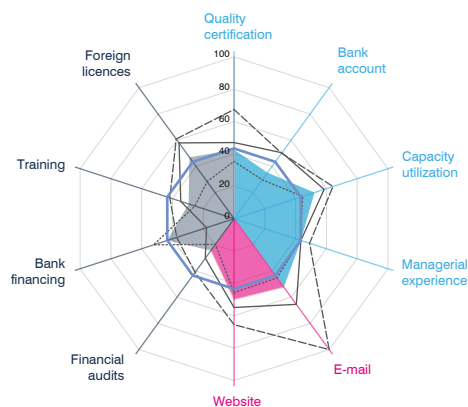
Reference level: 43.4 (a function of GDP per capita)

**Weaknesses are scores below: 21.7** | **Strengths are scores above: 65.1**

## SME Competitiveness Grid

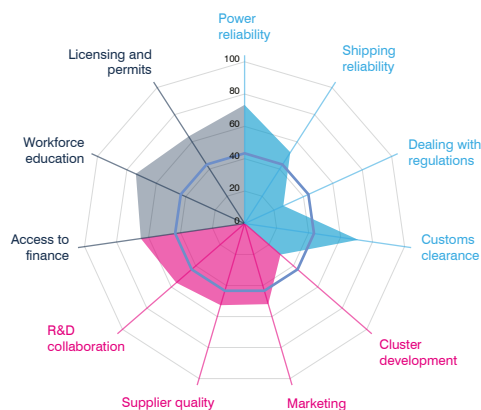
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	35.4	47.0	<b>67.5</b>	42.6
Bank account	29.7	50.4	50.0	35.2
Capacity utilization	44.6	58.6	64.3	52.3
Managerial experience	43.0	43.5	49.1	43.5
<b>Connect</b>				
E-mail	45.2	<b>65.5</b>	<b>100.0</b>	52.4
Firm website	45.7	54.9	<b>65.5</b>	50.0
<b>Change</b>				
Audited financial statement	<b>19.6</b>	30.2	41.0	24.4
Investment financed by banks	52.3	<b>17.9</b>	37.2	43.4
Formal training programme	25.4	34.6	41.7	29.5
Foreign technology licences	28.4	57.9	60.8	46.8



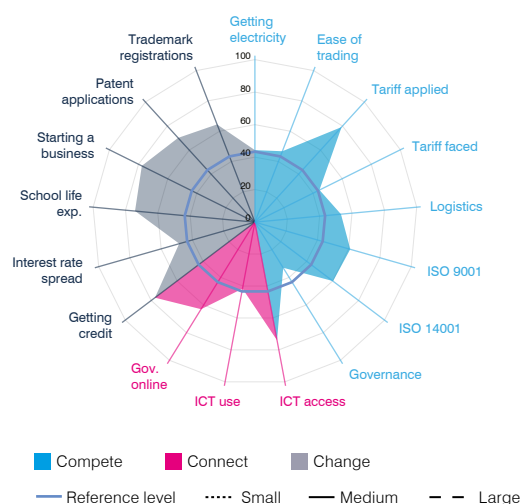
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	<b>73.3</b>	<b>73.3</b>	<b>73.3</b>	<b>73.3</b>
Domestic shipping reliability	52.3	46.0	52.4	52.4
Dealing with regulations	30.5	<b>19.1</b>	31.6	26.4
Customs clearance efficiency	62.4	<b>79.1</b>	<b>71.4</b>	<b>71.1</b>
<b>Connect</b>				
State of cluster development				29.4
Extent of marketing				52.0
Local supplier quality				52.7
University-industry collaboration in R&D				56.0
<b>Change</b>				
Access to finance	<b>69.1</b>	59.5	57.2	64.9
Access to educated workforce	<b>78.9</b>	<b>66.3</b>	<b>68.1</b>	<b>73.9</b>
Business licensing and permits	62.5	<b>66.8</b>	<b>65.9</b>	64.0



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	44.3
Ease of trading across borders	46.8
Applied tariff, trade-weighted average	<b>79.2</b>
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	44.3
Logistics performance index	53.2
ISO 9001 quality certificates	61.0
ISO 14001 environmental certificates	60.3
Governance index	33.1
<b>Connect</b>	
ICT access	<b>73.9</b>
ICT use	41.6
Government's online service	63.0
<b>Change</b>	
Ease of getting credit	<b>77.1</b>
Interest rate spread	48.5
School life expectancy	<b>74.1</b>
Ease of starting a business	<b>77.8</b>
Patent applications	<b>70.2</b>
Trademark registrations	64.5



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Ukraine is a lower-middle income country with a population of 42.5 million and GDP of \$87.2 billion. Goods and services account for 75.5% and 24.5% of exports, respectively.

The country's unrealized potential to increase existing exports of goods lies mainly within its home region and to the Americas and Asia (see table below). *Flat-rolled products of iron or non-alloy steel* have an unrealized export potential of around \$194 million in the home region and \$218 million to Asia.

Regarding new export products, Ukraine has diversification opportunities in minerals and metals, and vehicles with products such as *ferro-silico-chromium* and *motor cars and other motor vehicles*. These goods score relatively well on the price stability indicator. Other products for diversification include *ferrous products obtained by direct reduction of iron ore* and *parts of structures of aluminium*.

Small firms in Ukraine perform well in accessing an educated workforce. They underperform, however, in having audited financial statements. The largest performance gap between small and large firms lies in using e-mails. The country's national environment scores well in the trade policy-related indicator and ease of starting a business.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
			0 500	0 500	0 500	0 500	0 500				
Crude sunflower-seed or safflower oil	151211	3262	300	10	400	450		Green	Green	Green	Red
Semi-finished products of iron or non-alloy steel containing, by weight, < 0.25% of carbon, of...	720711	1288	100	10	300	250		Green	Red	Red	Green
Wheat and meslin (excluding durum wheat)	1001Xb	1418	300	10	200	100		Green	Red	Red	Red
Maize (excluding seed for sowing)	100590	3354	50	50	300	150		Green	Red	Red	Red
Semi-finished products of iron or non-alloy steel containing, by weight, < 0.25% of carbon, of...	720712	1979	10	100	150	300		Green	Red	Red	Green
Flat-rolled products of iron or non-alloy steel, of a width of >= 600 mm, in coils, simply hot-rolled...	720839	751	50	10	150	100		Green	Red	Red	Green
Bars and rods, of iron or non-alloy steel, with indentations, ribs, grooves or other deformations...	721420	1251	50	10	150	100		Green	Red	Red	Green
Urea, whether or not in aqueous solution (excluding that in pellet or similar forms, or in packages with a...	310210	912	10	10	100	250		Green	Red	Red	Green
Semi-finished products of iron or non-alloy steel containing, by weight, >= 0.25% of carbon	720720	693	10	10	150	100		Green	Red	Red	Red
Flat-rolled products of iron or non-alloy steel, of a width >= 600 mm, not in coils, simply hot-rolled...	720851	978	10	10	150	100		Green	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# United Republic of Tanzania

## Key indicators

Population (millions)	48.6
GDP (\$ billions)	46.7
GDP per capita (\$)	960.2
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-8.8
Tariff preference margin (percentage points)	7.0
Imports and exports (goods and services), share of GDP (%)	58.9
Services exports, share of total exports (%)	38.6
Geographic region	Africa
Country group	LDC
Income group	Low income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
FIRM CAPABILITIES			
Small	35.0	<b>9.1</b>	26.5
Medium	44.6	23.9	48.6
Large	<b>57.1</b>	<b>74.0</b>	<b>76.7</b>
All	38.1	<b>13.2</b>	37.2
BUSINESS ECOSYSTEM	34.6	48.0	23.3
NATIONAL ENVIRONMENT	<b>55.7</b>	26.8	33.5

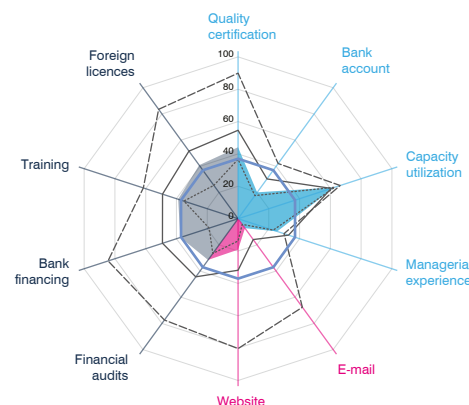
Reference level: 37.0 (a function of GDP per capita)

**Weaknesses are scores below: 18.5** | **Strengths are scores above: 55.6**

## SME Competitiveness Grid

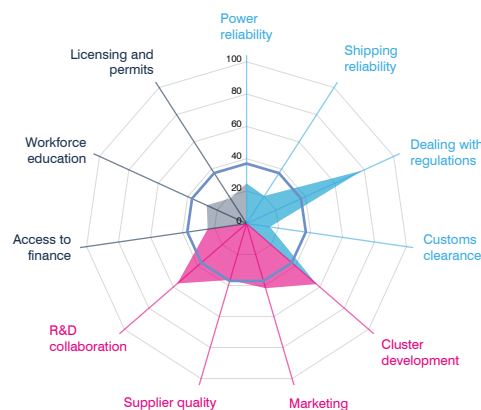
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	36.7	54.6	<b>89.9</b>	44.1
Bank account	<b>17.7</b>	30.4	42.1	20.1
Capacity utilization	<b>62.8</b>	<b>60.6</b>	<b>66.4</b>	<b>62.6</b>
Managerial experience	22.9	32.8	29.9	25.4
<b>Connect</b>				
E-mail	<b>4.4</b>	<b>16.0</b>	<b>67.7</b>	<b>7.3</b>
Firm website	<b>13.8</b>	31.9	<b>80.3</b>	19.2
<b>Change</b>				
Audited financial statement	26.6	44.4	<b>77.4</b>	31.5
Investment financed by banks	18.8	49.1	<b>84.5</b>	37.5
Formal training programme	35.2	49.1	<b>61.5</b>	38.9
Foreign technology licences	25.4	51.6	<b>83.6</b>	40.8



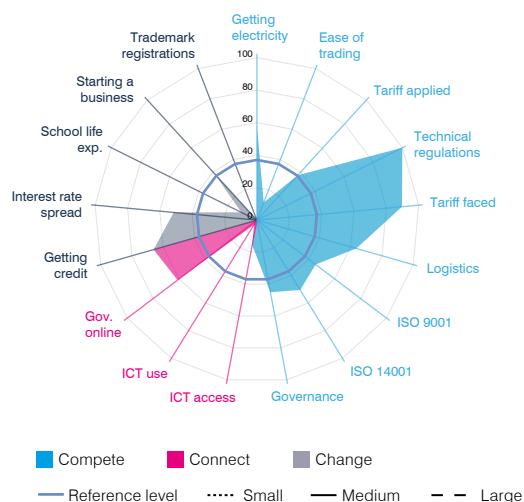
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	25.0	23.4	26.5	24.8
Domestic shipping reliability	<b>18.0</b>	36.3	28.4	20.3
Dealing with regulations	<b>80.4</b>	<b>74.3</b>	<b>68.1</b>	<b>78.7</b>
Customs clearance efficiency	-	<b>10.5</b>	<b>10.0</b>	<b>14.6</b>
<b>Connect</b>				
State of cluster development				<b>57.3</b>
Extent of marketing				41.8
Local supplier quality				36.4
University-industry collaboration in R&D				<b>56.7</b>
<b>Change</b>				
Access to finance	24.9	21.7	30.3	24.3
Access to educated workforce	28.7	22.0	21.4	27.0
Business licensing and permits	20.0	<b>12.4</b>	33.0	18.6



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	<b>58.0</b>
Ease of trading across borders	<b>11.6</b>
Applied tariff, trade-weighted average	37.4
Prevalence of technical regulations	<b>100.0</b>
Faced tariff, trade-weighted average	<b>89.6</b>
Logistics performance index	<b>63.6</b>
ISO 9001 quality certificates	45.3
ISO 14001 environmental certificates	50.6
Governance index	45.2
<b>Connect</b>	
ICT access	<b>15.7</b>
ICT use	<b>3.4</b>
Government's online service	<b>61.3</b>
<b>Change</b>	
Ease of getting credit	<b>66.1</b>
Interest rate spread	51.4
School life expectancy	<b>10.7</b>
Ease of starting a business	39.5
Patent applications	-
Trademark registrations	<b>0.0</b>



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2013) for firm level data; for other sources and methodology see Annex.

# United Republic of Tanzania

## SME Export Potential

Tanzania is a low income country with a population of 48.6 million and GDP of \$46.7 billion. Goods and services account for 61.4% and 38.6% of exports, respectively.

The country's unrealized potential to increase existing exports lies outside its home region, notably to Asia (see table below). *Gold* has an unrealized export potential to Asia of around \$866 million. Other products with unrealized potential to this region include *reception apparatus for television* and *non-industrial diamonds*.

Regarding new export products, Tanzania has diversification opportunities in animal products, wood and textile with products such as *frozen boneless meat of bovine animals*, *virola* and *mahogany "Swietenia spp." sawn or chipped*, and *women's or girls' trousers of cotton*. The production of the latter good involves a relatively strong representation of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *tents of textile materials* and *frozen lamb carcasses and half-carcasses*.

Small firms in Tanzania perform well in capacity utilization and dealing with regulations. They underperform, however, in having bank accounts, using e-mails and having business websites. The largest gap between small and large firms lies in using e-mails. The country's national environment performs well in the prevalence of technical regulations.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators					
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology		
			0	0	0	0	0						
Gold, incl. gold plated with platinum, unwrought, for non-monetary purposes (excluding gold in...	710812	1070			866					Green	Red	Red	Red
Gold, incl. gold plated with platinum, in semi-manufactured forms, for non-monetary purposes	710813	95			95					Red	Red	Red	Green
Fresh or dried cashew nuts, in shell	080131	201			201					Green	Red	Red	Red
Reception apparatus for television	8528Xb	71			71					Green	Red	Red	Green
Coffee (excluding roasted and decaffeinated)	090111	173			173					Green	Red	Red	Red
Sesamum seeds, whether or not broken	120740	166			166					Green	Red	Red	Red
Cotton, neither carded nor combed	520100	105			105					Green	Red	Red	Red
Non-industrial diamonds unworked or simply sawn, cleaved or bruted (excluding industrial diamonds)	710231	38			38					Red	Red	Red	Red
Cloves, whole fruit, cloves and stems	0907	29			29					Red	Red	Red	Red
Wood, sawn or chipped lengthwise, sliced or peeled, sanded or end-jointed, of a thickness of > 6 mm...	4407Xb	24			24					Green	Red	Red	Red

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>

# Uruguay

## Key indicators

Population (millions)	3.4
GDP (\$ billions)	54.4
GDP per capita (\$)	15864.4
Share of world GDP (PPP\$, %)	0.1
Current account surplus/deficit, share of GDP (%)	-2.9
Tariff preference margin (percentage points)	4.2
Imports and exports (goods and services), share of GDP (%)	46.3
Services exports, share of total exports (%)	28.1
Geographic region	Americas
Country group	
Income group	High income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	44.4	39.8	31.9
Medium	53.8	76.1	40.7
Large	72.8	90.4	69.4
All	47.7	49.1	38.7
BUSINESS ECOSYSTEM	59.8	49.9	49.7
NATIONAL ENVIRONMENT	60.0	83.8	60.5

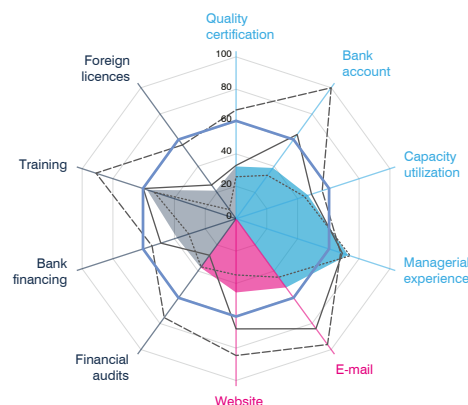
Reference level: 60.5 (a function of GDP per capita)

**Weaknesses are scores below: 30.2** | **Strengths are scores above: 90.7**

## SME Competitiveness Grid

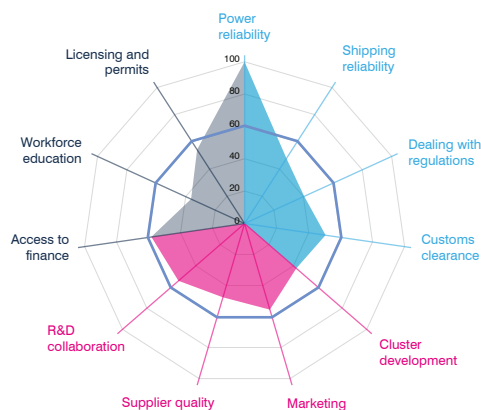
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	25.9	32.9	67.2	32.3
Bank account	33.1	64.3	100.0	38.8
Capacity utilization	44.4	49.1	56.0	46.8
Managerial experience	74.2	69.1	68.0	72.7
<b>Connect</b>				
E-mail	44.7	84.0	96.2	52.6
Firm website	34.8	68.1	84.6	45.6
<b>Change</b>				
Audited financial statement	36.7	28.0	75.5	37.3
Investment financed by banks	30.7	48.9	54.6	38.4
Formal training programme	53.2	60.3	91.0	57.9
Foreign technology licences	6.9	25.8	56.3	21.4



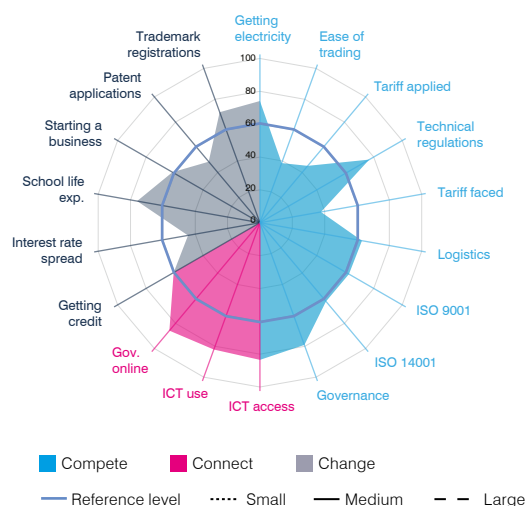
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	100.0	100.0	100.0	100.0
Domestic shipping reliability	46.0	46.0	61.9	47.9
Dealing with regulations	44.1	33.0	35.2	40.5
Customs clearance efficiency	46.1	50.2	62.1	50.6
<b>Connect</b>				
State of cluster development				42.4
Extent of marketing				55.6
Local supplier quality				47.6
University-industry collaboration in R&D				54.1
<b>Change</b>				
Access to finance	56.9	61.5	62.3	58.3
Access to educated workforce	37.8	33.6	32.8	36.4
Business licensing and permits	52.7	56.3	64.7	54.3



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	74.1
Ease of trading across borders	38.7
Applied tariff, trade-weighted average	45.2
Prevalence of technical regulations	76.9
Faced tariff, trade-weighted average	37.7
Logistics performance index	63.0
ISO 9001 quality certificates	62.6
ISO 14001 environmental certificates	62.6
Governance index	79.1
<b>Connect</b>	
ICT access	83.5
ICT use	82.1
Government's online service	85.8
<b>Change</b>	
Ease of getting credit	60.7
Interest rate spread	44.5
School life expectancy	75.9
Ease of starting a business	61.5
Patent applications	48.5
Trademark registrations	71.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2010) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Uruguay is a high income country with a population of 3.4 million and GDP of \$54.4 billion. Goods and services account for 71.9% and 28.1% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Asia and Europe (see table below). *Frozen, boneless meat of bovine animals* have increased export potential to Africa. Other products with unrealized potential include *parts of seats* and *malt*.

Regarding new export products, Uruguay has diversification opportunities in meat, dairy, as well as wood with products such as *fresh or chilled cuts of sheep with bone* and *agglomerated cork*. The production of the former good involves a relatively strong presence of SMEs and women and scores relatively well on the price stability indicator. Other products identified for diversification include *blue-veined cheese* and *fresh or chilled edible offal of bovine animals*.

Small firms in Uruguay perform well in access to electricity. They underperform, however, in owning international quality certificates and foreign technology licences. The largest performance gap between small and large firms lies in having bank accounts. The country's national environment scores well in ICT access and online services provided by the government.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators									
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology						
			0 750	0 750	0 750	0 750	0 750										
Soya beans, whether or not broken	1201	1112			750	750											
Frozen, boneless meat of bovine animals	020230	953	750		750												
Milk and cream in solid forms, of a fat content by weight of > 1.5%, unsweetened	040221	258															
Wheat and meslin (excluding durum wheat)	1001Xb	204															
Fresh or chilled bovine meat, boneless	020130	350															
Malt (excluding roasted)	110710	173															
Semi-milled or wholly milled rice, whether or not polished or glazed	100630	379															
Wool, combed (excluding that in fragments 'open tops')	510529	150															
Live bovine animals	0102	130															
Parts of seats	940190	92															

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>



# Viet Nam

## Key indicators

Population (millions)	92.6
GDP (\$ billions)	200.5
GDP per capita (\$)	2164.3
Share of world GDP (PPP\$, %)	0.5
Current account surplus/deficit, share of GDP (%)	0.4
Tariff preference margin (percentage points)	2.3
Imports and exports (goods and services), share of GDP (%)	185.2
Services exports, share of total exports (%)	6.5
Geographic region	Asia
Country group	
Income group	Lower-middle income

## SME Competitiveness Grid Summary

Average scores [0-100]	Compete	Connect	Change
Small	29.3	42.7	27.3
Medium	39.6	<b>66.2</b>	34.1
Large	52.4	<b>75.3</b>	55.0
All	36.6	51.8	34.8
BUSINESS ECOSYSTEM	63.1	49.7	<b>73.0</b>
NATIONAL ENVIRONMENT	58.8	54.3	55.8

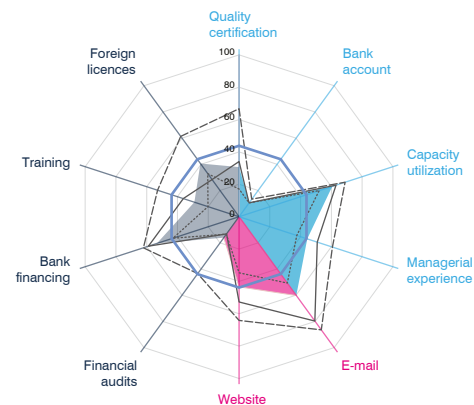
Reference level: 43.8 (a function of GDP per capita)

**Weaknesses are scores below: 21.9** | **Strengths are scores above: 65.7**

## SME Competitiveness Grid

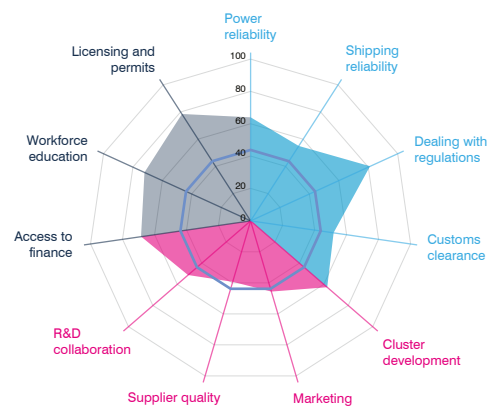
### FIRM CAPABILITIES (Normalized scores)

Compete	Small	Medium	Large	All
International quality certificate	<b>17.1</b>	34.1	<b>66.7</b>	30.6
Bank account	<b>10.6</b>	<b>10.6</b>	<b>13.4</b>	<b>10.8</b>
Capacity utilization	52.1	63.0	<b>68.9</b>	60.6
Managerial experience	37.6	50.8	60.6	44.4
<b>Connect</b>				
E-mail	50.7	<b>79.7</b>	<b>86.5</b>	60.2
Firm website	34.7	52.7	64.1	43.3
<b>Change</b>				
Audited financial statement	<b>13.3</b>	<b>13.1</b>	43.5	<b>16.0</b>
Investment financed by banks	42.9	58.9	62.2	53.4
Formal training programme	<b>20.2</b>	36.2	52.9	29.1
Foreign technology licences	32.8	28.4	61.3	40.6



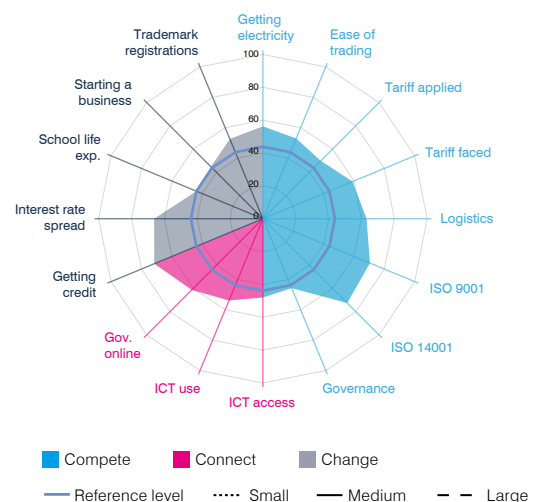
### BUSINESS ECOSYSTEM (Normalized scores)

Compete	Small	Medium	Large	All
Power reliability	60.9	<b>68.0</b>	64.0	64.0
Domestic shipping reliability	52.4	55.1	<b>66.6</b>	55.1
Dealing with regulations	<b>87.0</b>	<b>72.9</b>	<b>81.3</b>	<b>81.3</b>
Customs clearance efficiency	40.5	58.3	47.8	51.9
<b>Connect</b>				
State of cluster development				62.8
Extent of marketing				45.6
Local supplier quality				39.3
University-industry collaboration in R&D				51.2
<b>Change</b>				
Access to finance	<b>71.8</b>	62.1	<b>73.5</b>	<b>68.4</b>
Access to educated workforce	<b>79.2</b>	61.4	<b>78.0</b>	<b>72.1</b>
Business licensing and permits	<b>76.1</b>	<b>81.9</b>	<b>79.8</b>	<b>78.5</b>



### NATIONAL ENVIRONMENT (Normalized scores)

Compete	All
Getting electricity	56.3
Ease of trading across borders	52.9
Applied tariff, trade-weighted average	49.8
Prevalence of technical regulations	-
Faced tariff, trade-weighted average	59.1
Logistics performance index	63.1
ISO 9001 quality certificates	<b>70.5</b>
ISO 14001 environmental certificates	<b>72.6</b>
Governance index	45.7
<b>Connect</b>	
ICT access	47.9
ICT use	53.9
Government's online service	61.3
<b>Change</b>	
Ease of getting credit	<b>71.6</b>
Interest rate spread	<b>66.2</b>
School life expectancy	-
Ease of starting a business	43.8
Patent applications	44.8
Trademark registrations	52.6



**Note:** Scores range from 0 to 100, a higher score indicates a better outcome. Series with missing data are indicated as (-) in the tables and omitted from the radar charts.

**Source:** World Bank Enterprise Survey (2015) for firm level data; for other sources and methodology see Annex.

## SME Export Potential

Viet Nam is a lower-middle income country with a population of 92.6 million and GDP of \$200.5 billion. Goods and services account for 93.5% and 6.5% of exports, respectively.

The country's unrealized potential to increase existing exports lies mainly within its home region and to Europe and the Americas (see table below). *Apparatus for the transmission or reception of voice, images or other data* have an unrealized export potential of around \$5.7 billion to the Americas, \$5 billion to Asia and \$1.5 billion to Europe. Other products with unrealized potential to these regions include *footwear* and *printers*.

Regarding new export products, Vietnam has diversification opportunities in the machinery, processed food, and textiles sectors with products such as *microwave ovens*, *electric blankets of all types*, *textile materials*, and *dried mushrooms and truffles*. The production of the latter product involves a relatively strong participation of SMEs and women. Other products identified for diversification include *electric smoothing irons*, *woven fabrics*, and *combined refrigerator-freezers*.

Small firms in Viet Nam perform well in dealing with regulations and accessing an educated workforce. They underperform, however, in having bank accounts and audited financial statements. The largest gap between small and large firms lies in owning international quality certificates. The country's national environment scores well in attaining ISO certification related to quality and the environment.

## Unrealized potential: Existing export products

Product description	Product code	Exports (\$ million)	Value of unrealized potential exports by destination (\$ million)					Development indicators			
			Africa	Americas	Asia	Europe	Oceania	Price stability	SME presence	Women employed	Technology
Apparatus for the transmission or reception of voice, images or other data, incl. apparatus for...	85XXXb	19987		5700	5000	1500		Red	Red	Red	Green
Footwear with outer soles of rubber, plastics or composition leather, with uppers of leather...	6403XX	4138		100	100	100		Green	Red	Red	Red
Coffee (excluding roasted and decaffeinated)	090111	2678		100	100	100		Green	Red	Red	Red
Printers, copying machines and facsimile machines, whether or not combined (excluding printing...	84XXXc	2339		100	100	100		Red	Red	Red	Green
Sports footwear, incl. tennis shoes, basketball shoes, gym shoes, training shoes and the like...	640411	2066		100	100	100		Green	Red	Red	Red
Automatic data-processing machines and processing units for automatic data-processing...	8471XX	2953		100	100	100		Red	Red	Red	Green
Technically specified natural rubber "TSNR"	400122	1335		100	100	100		Green	Red	Red	Red
Frozen fish fillets	0304Xb	1756		100	100	100		Green	Green	Green	Red
Semi-milled or wholly milled rice, whether or not polished or glazed	100630	2569		100	100	100		Green	Green	Green	Red
Cards incorporating one or more electronic integrated circuits "smart cards"; electronic...	85XXXd	4216		100	100	100		Red	Red	Red	Green

**Notes: Unrealized potential table:** Top 10 products in decreasing order of unrealized export potential to the world. **Exports:** Average value over 2011-2015. **Price stability, SME presence, and Women employed:** Green - performance above a country's trade-weighted mean. Red - the opposite. **Technology:** Green - transformed products exported by countries at least matching the country's per capita GDP. Red - the opposite. Blank spaces - data not available.

**Source:** ITC Export Potential Map, <http://exportpotential.intracen.org>