Results Based Management
SME Competitiveness Survey (SMECS)

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Key objectives of the SME competitiveness survey

Corporate approach:

- « Competitiveness is the demonstrated ability to design, produce and commercialize an offer which fully, uniquely and continuously fulfils the needs of targeted market segments, while connecting with and drawing resources from the business environment and achieving sustainable return on resources employed» (SME Competitiveness Outlook 2015)

Project level: streamlined needs and impact assessment

- One harmonized (but modular) survey
- One ITC data set (beneficiary characterization and results measurement “at the click of a button”)
Advantages of harmonized survey for ITC RBM

Time saver:
• No need to design an enterprise survey from scratch
• No need to spend time formatting or processing data

Cost saver:
• No need to pay for a survey tool
• Reduction of staff/consultant’s time spent on survey management

Reporting:
• SMECS offers a standardised way of reporting
• SMECS designed to be aligned with ITC corporate outcome indicators
Corporate outcome indicator:

# of enterprises having transacted international business

![Corporate Target 2018-19: 4,000](image)

SMECS harmonized question:

In the last full calendar year, what were this establishment’s total annual sales for all products and services?

Change can be measured after two rounds. Control groups can be used if available.
Corporate outcome indicator:

# of enterprises having made changes to their business operations for increased international competitiveness

Example 1: Project focus on training firms to get certified

SMECS Question: Does this establishment’s main product or service hold any of the following types of internationally recognized certificates?

- Safety certificate
- Quality or performance certificate
- Sustainability certificate
- Other type of certificate

Change in this metric can be measured after two rounds. Controls groups can be used if available.
Corporate outcome indicator:

# of enterprises having made changes to their business operations for increased international competitiveness

Corporate Target 2018-19 15,000

Example 2:
Project focus on improving private actors’ capacity to trade and participate in GVC

SMECS Question: How often does your company assess the performance of your suppliers?

- 0 Rarely
- 1
- 2
- 3
- 4
- Often

Change in this metric can be measured after two rounds. Controls groups can be used if available.
Corporate outcome indicator:

# of enterprises having made changes to their business operations for increased international competitiveness

Example 3: Project focus on improving SME operational capacities

SMECS Question: Does your company keep the following types of records?
- Revenues
- Expenses
- Liabilities
- Assets

Change in this metric can be measured after two rounds. Controls groups can be used if available.
SMECS contains questions related to SDG impact indicators

Module A: Contact information (2mins)
• Keep track of who ITC’s beneficiaries are

Module B: Establishment Information (8mins)
• Standardised and SPPG compliant.
• Capture important metrics like women & youth employment, exports

Module C: Capacity to Compete (pick and mix)
• Quantity and cost requirements
• Quality requirements
• Time requirements

Module D: Capacity to Connect (pick and mix)
• Connecting to buyers
• Connecting to suppliers
• Connecting to institutions

Module E: Capacity to Change (pick and mix)
• Financial requirements
• Skills requirements
• Innovation and IP requirements

Module Z: Project Specific
• Questions for logframe, needs assessment

⇒ Employment
⇒ Economic growth
⇒ Inclusiveness (young, gender)
⇒ Environmental sustainability
Currently, the SMECS database contains data on 1427 enterprises.

This is projected to rise to 3000 by the end of 2018.
SMECS for needs assessment

SME COMPETITIVENESS IN GHANA
ALLIANCES FOR ACTION

Firm-level

1. Cost and Quantity Requirements
2. Quality Requirements
3. Time Requirements
4. Efficiency of Daily Operations
5. Advertising and Promotion
6. Marketing Research
7. Awareness of Competitors
8. Awareness of Competitors
9. ICT Competence
10. Strategy Design
11. Capability to Raise Financing
12. Skills Training
13. Innovation and Intellectual Property
14. Efficiency of Daily Operations

Business ecosystem

1. Access and reliability of electricity supply
2. Access and reliability of transportation networks
3. Access and reliability of water supply
4. Access to research networks
5. Access to an educated workforce
6. Access to finance
7. Strength of Private Networks and Relationships
8. Strength of Public Networks and Relationships
9. Strength of Public Networks and Relationships
10. Access to an educated workforce
11. Access to finance
12. Strength of Private Networks and Relationships
13. Access to research networks
14. Access and reliability of electricity supply
15. Access and reliability of transportation networks
16. Access to finance
17. Strength of Private Networks and Relationships
18. Access to research networks

In collaboration with:
AGI
Association of Ghana Industries

TRADE IMPACT FOR GOOD

Agriculture
Manufacturing
SMECS to measure progress: NTFII Uganda

Overall SME Competitiveness
• Score 61 -> 65

Certification and standards
• Score 32 -> 79

Fitness for purpose of TISIs
• Score 42 -> 63.

Trade fair participation
• Score 52 -> 71
SMECS

Measuring results of technical assistance …

… to measure progress towards the Sustainable Development Goals