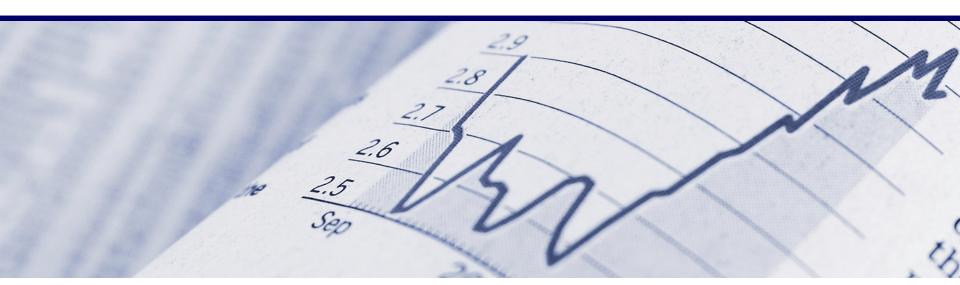


# Biggest opportunities for small and medium enterprises (SMEs) in 2015

**Global survey report** 

**Group Marketing & Communications Insights** 



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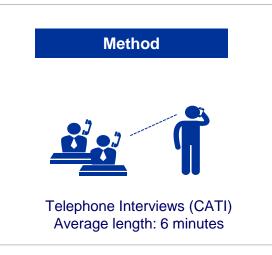
#### Biggest opportunities for small and medium enterprises in 2015

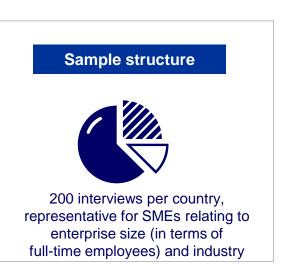
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#### **Project design**

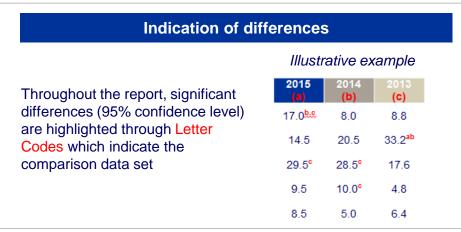


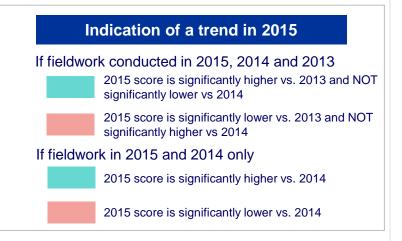
#### Biggest opportunities for small and medium enterprises in 2015











#### **Project design**



#### Biggest opportunities for small and medium enterprises in 2015



(2014-2015)

(2014-2015)



### **Management summary**

Biggest opportunities for small and medium enterprises in 2015



# © Zurich Insurance Company Ltd

#### **Management Summary – 2015 global results highlights**



Biggest opportunities for small and medium enterprises in 2015 2015 global results

- From a total list of 10 business opportunities 'Cost and expense reduction' and 'New customer segments' represent the top two opportunities in 2015 for SMEs around the globe whilst 'Acquisition of competitors' and 'New business technologies' are rated as least promising. 1 out of 10 SMEs do not foresee any opportunities for their businesses at present.
- ii) 2015 results show similar response patterns among different regions and countries with a few exceptions:
  - SMEs in **LATAM** and the **USA** seem to be more optimistic about their future 'I don't foresee any opportunities for my business at present' is ranked last in both regions.
  - SMEs in **APAC** rate '**Diversification of product range or services**' as the top opportunity (ranked 1<sup>st</sup>) higher than in any other region. However, this seems to be particularly true for SMEs in **Hong Kong** more so than for their Malaysian peers.
  - European SMEs tend to see more of an opportunity in 'Attractive credit terms' (ranked 3<sup>rd</sup>) than SMEs in the other regions.
  - SMEs in MEA and the USA see less of an opportunity through 'Improving the employees' pool' (ranked 10<sup>th</sup>) than SMEs in other regions.

#### Management Summary – Global results over time highlights



Biggest opportunities for small and medium enterprises in 2015 Global results over time

Emerging trends in the comparison of response patterns of global SMEs towards business opportunities over time (i.e. 2013, 2014, and 2015).

- i) The new number one business opportunity for SMEs in 2015 is 'Cost and expense reduction' (was 2<sup>nd</sup> in 2014 and 2013).
- ii) 'New customer segments' has fallen behind and is ranked 2<sup>nd</sup> for the first time (was ranked 1<sup>st</sup> in 2014 and 2013).
- iii) In 2015 SMEs rate 'Attractive credit terms' as well as 'Regulatory/legislation change' as bigger business opportunities vs. previous years. Whereas 'New business technologies' is rated as less of an opportunity in 2015 now ranked 10<sup>th</sup> (down from 7<sup>th</sup> in 2014).



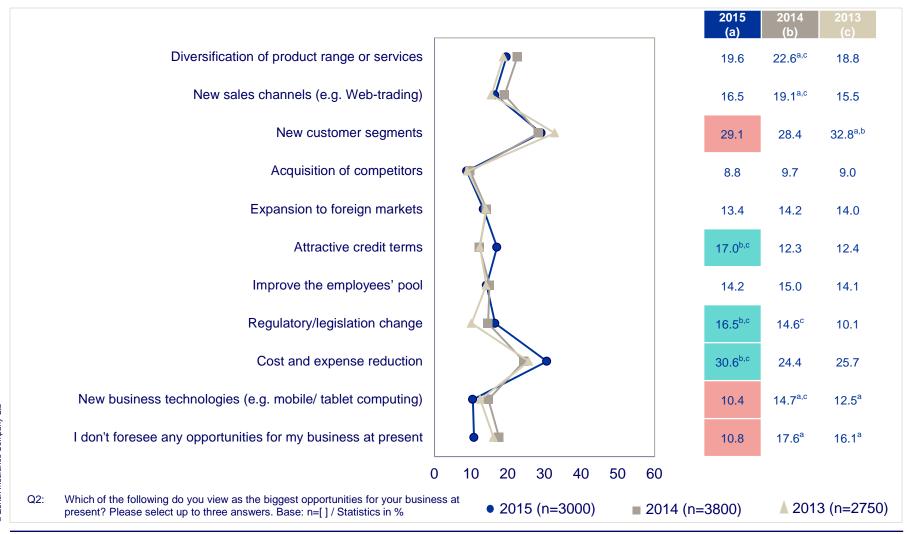
### **Global results**

Biggest opportunities for small and medium enterprises in 2015



## The two greatest business opportunities of SMEs worldwide are 'cost and expense reduction' & 'new customer segments'

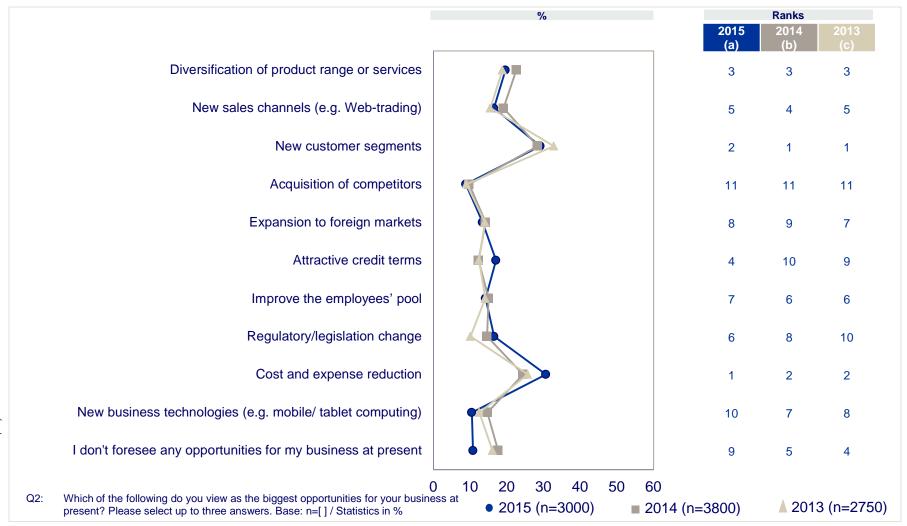




### 'Cost and expense reduction' is perceived as a greater business opportunity than in the past two years



Biggest opportunities for small and medium enterprises / statistics in % and ranks All countries





### Results by region

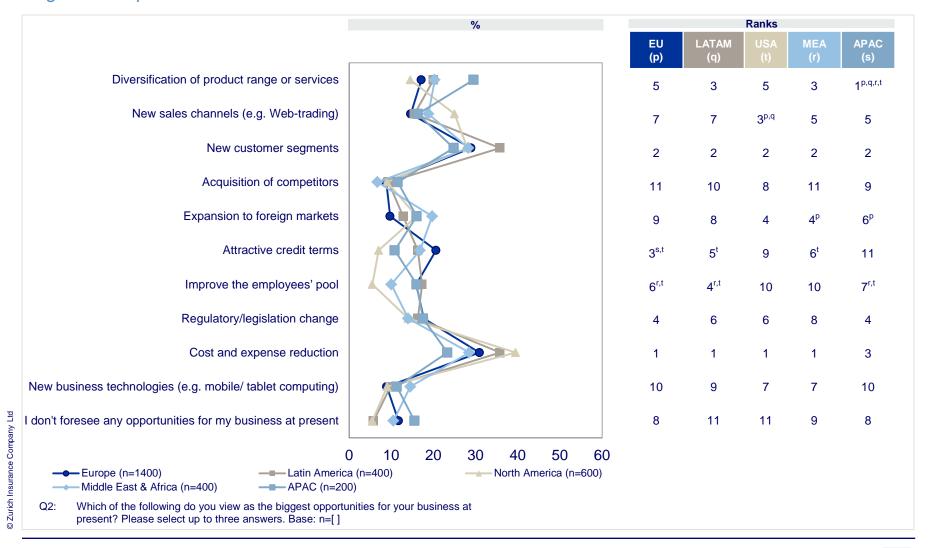
Biggest opportunities for small and medium enterprises in 2015



### Regional comparison: SMEs in APAC rank 'Diversification of product range or services' higher than in any other region



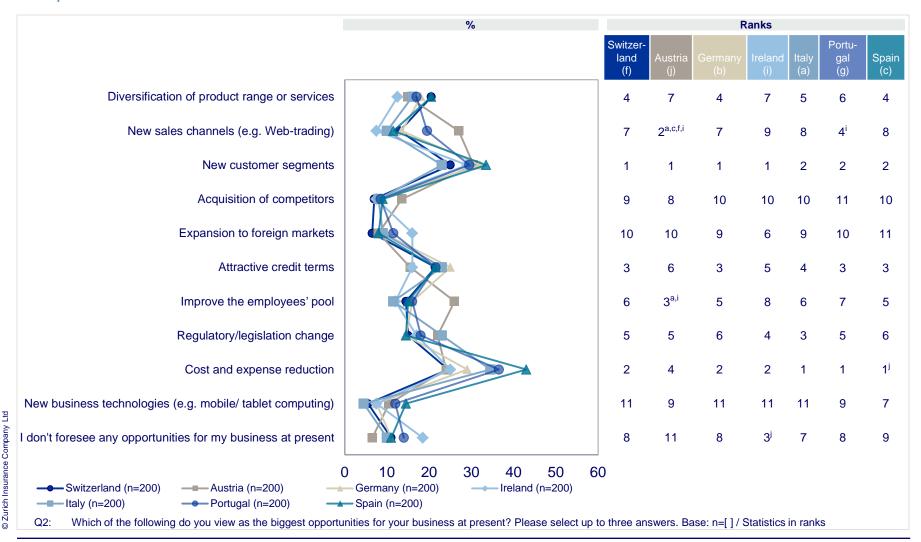
Biggest opportunities for small and medium enterprises in 2015 Regional comparison / statistics in % and ranks



### In EUROPE: in contrast to other countries, 'new sales channels' are particularly attractive for SMEs in Austria



Biggest opportunities for small and medium enterprises in 2015 Europe / statistics in % and ranks



# In EUROPE: 'Cost and expense reduction' is perceived as a bigger opportunity vs. previous years, now ranked 1<sup>st</sup>

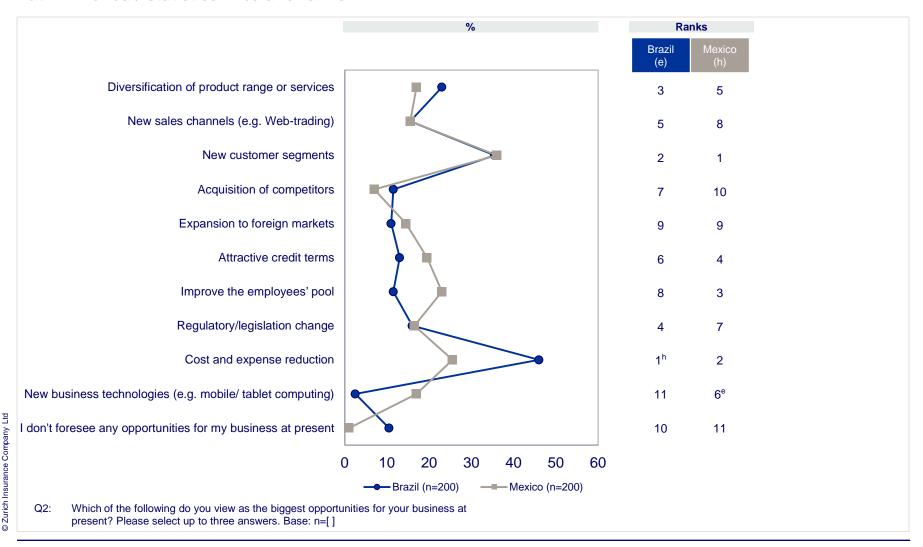


	2015 (a)	2014 (b)	2013 (c)
Diversification of product range or services	17.1	18.5	18.3
New sales channels (e.g. Web-trading)	14.6	17.9ª	15.3
New customer segments	28.9	28.2	27.4
Acquisition of competitors	8.8	10.8	9.0
Expansion to foreign markets	9.7	12.1ª	12.1 <sup>a</sup>
Attractive credit terms	20.6 <sup>b,c</sup>	13.8	12.6
Improve the employees' pool	15.9	16.2	14.3
Regulatory/legislation change	17.7 <sup>c</sup>	17.1°	12.7
Cost and expense reduction	30.9 <sup>b,c</sup>	25.5	24.0
New business technologies (e.g. mobile/ tablet computing)	8.9	12.8ª	11.5 <sup>a</sup>
I don't foresee any opportunities for my business at present	11.7	16.3ª	15.3 <sup>a</sup>
0 10 20 30 40 50 60			
Q2: Which of the following do you view as the biggest opportunities for your business at present? Please select up to three answers. Base: n=[] • 2015 (n=1400) ■ 2014 (n=1400)	=1600)	▲ 2013	3 (n=1500)

## In LATAM: 'New business technologies' is seen as less of an opportunity for Brazilian SMEs than in Mexico

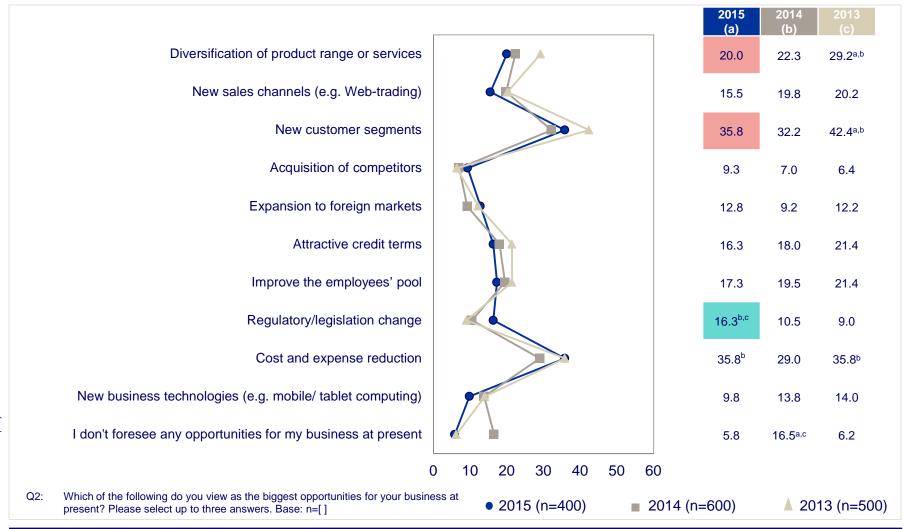


Biggest opportunities for small and medium enterprises in 2015 Latin America / statistics in % and ranks



### In LATAM: 'New customer segments' were rated as a lesser opportunity in 2015 compared to previous years

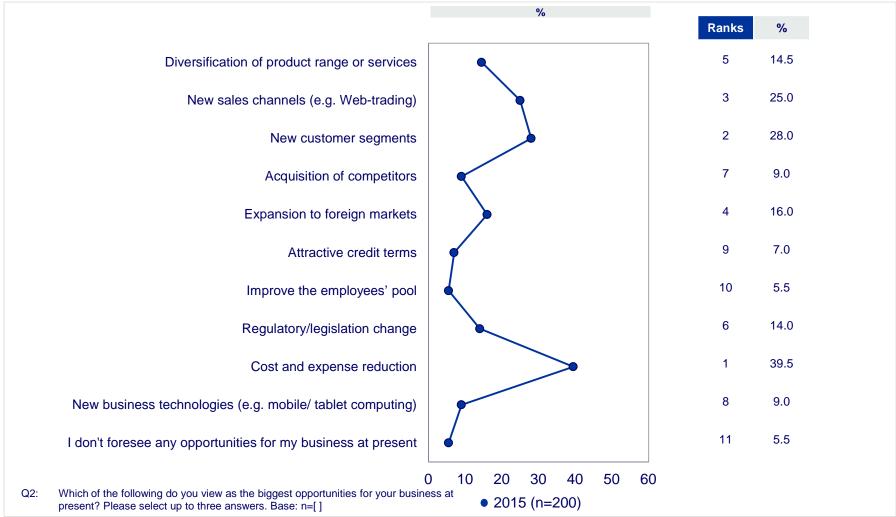




#### In the USA: 'Cost and expense reduction' is seen as the biggest opportunity by SMEs



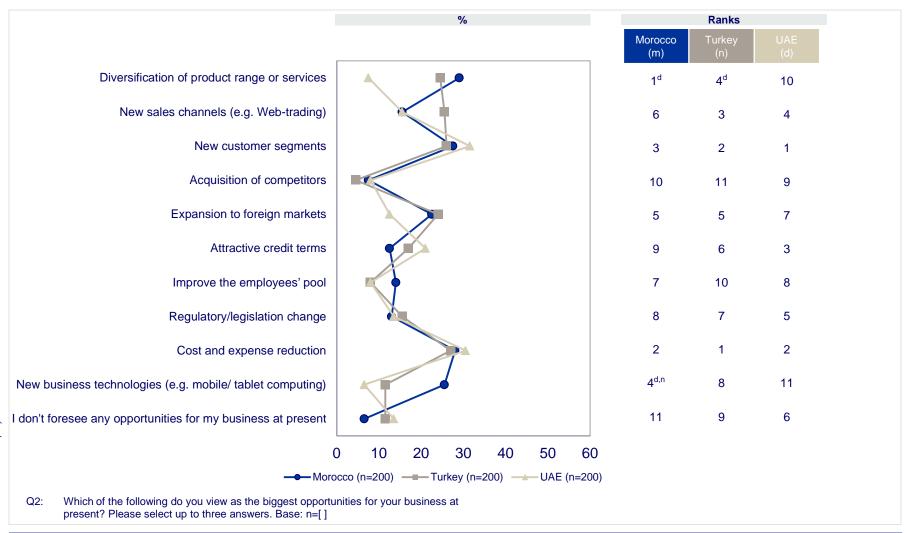
Biggest opportunities for small and medium enterprises in 2015 USA / statistics in % and ranks



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#### In MEA: 'diversification of product range or services' is rated as less of an opportunity by SMEs in the UAE

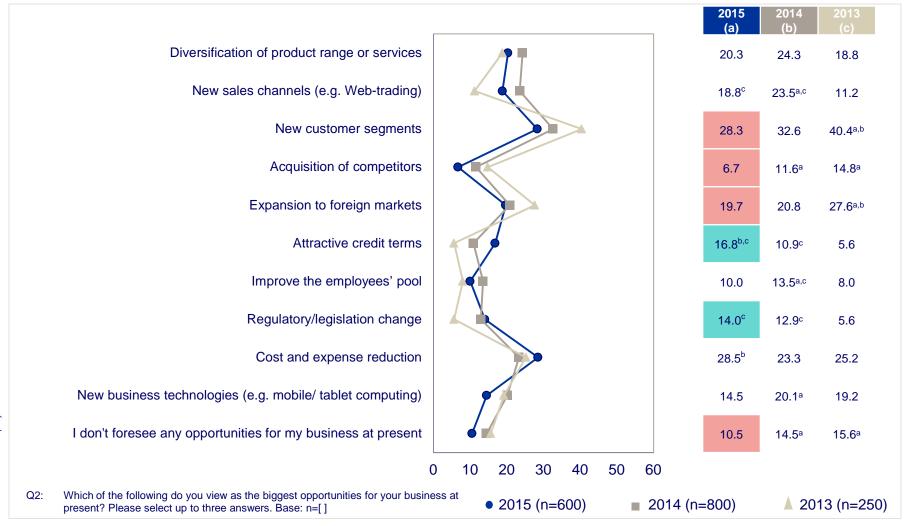
Biggest opportunities for small and medium enterprises in 2015 Middle East & Africa / statistics in % and ranks



### In MEA: 'Attractive credit terms' seems to be a continuously increasing opportunity



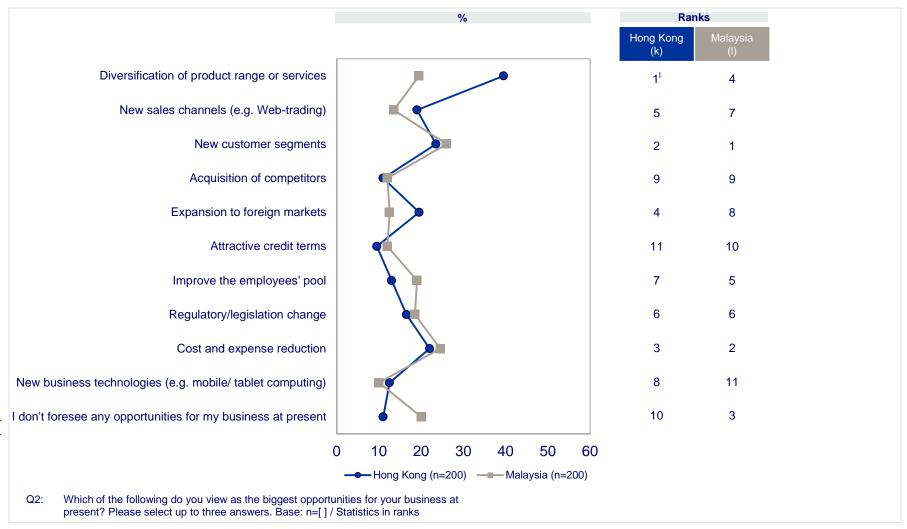
Biggest opportunities for small and medium enterprises Middle East & Africa / statistics in %



# In APAC: The importance attributed to 'diversification' is greater in Hong Kong than in Malaysia

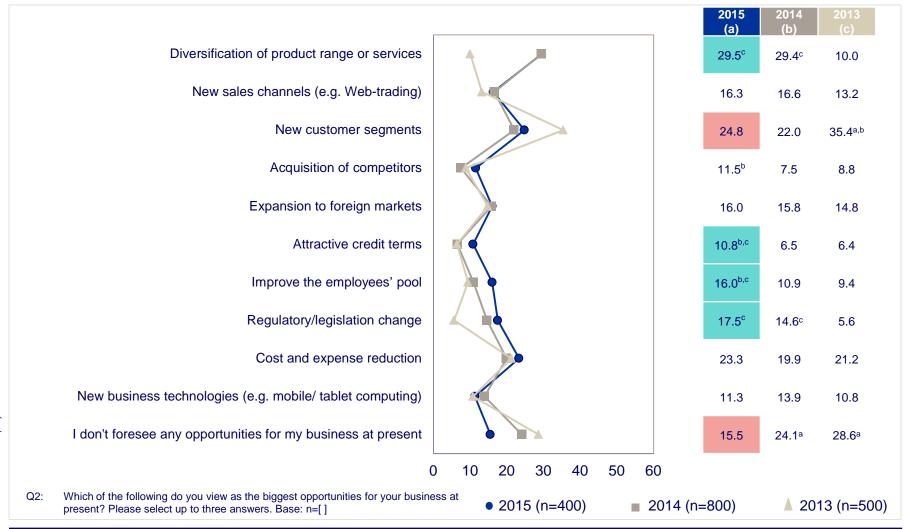


Biggest opportunities for small and medium enterprises in 2015 APAC / statistics in % and ranks



### In APAC: 'Regulatory/legislation change' is perceived as a an increasing opportunity over time







### **Results by country**

Biggest opportunities for small and medium enterprises in 2015



# 'Attractive credit terms' is considered an opportunity by nearly twice as many SMEs as last year in Switzerland



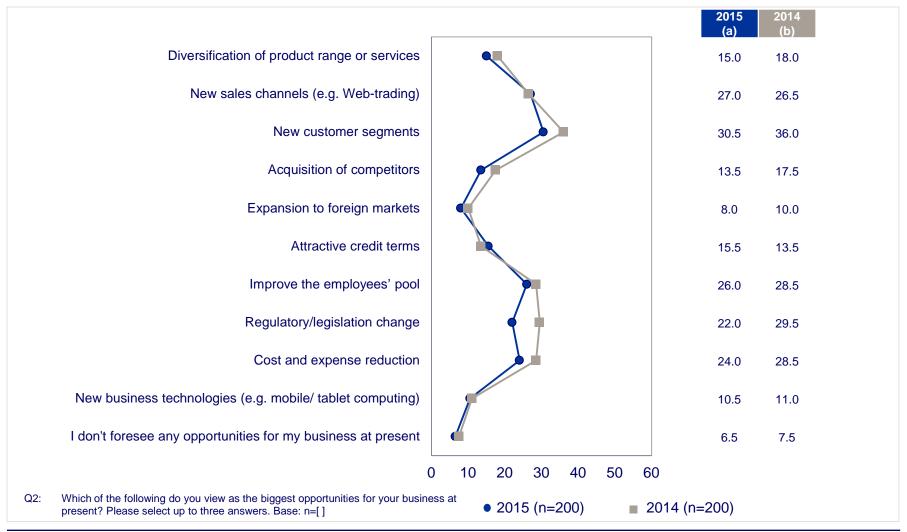


	2015 (a)	2014 (b)	2013 (c)
Diversification of product range or services	20.5	26.0	26.8
New sales channels (e.g. Web-trading)	13.0	19.5	18.8
New customer segments	25.0	29.5	31.6
Acquisition of competitors	7.0	11.0	10.0
Expansion to foreign markets	6.5	14.5ª	10.0
Attractive credit terms	21.5 <sup>b,c</sup>	11.0 <sup>c</sup>	5.2
Improve the employees' pool	14.5	16.5	27.2 <sup>ab</sup>
Regulatory/legislation change	15.0 <sup>b</sup>	8.0	8.8
Cost and expense reduction	24.5°	22.5	16.0
New business technologies (e.g. mobile/ tablet computing)	5.5	11.0	13.6ª
I don't foresee any opportunities for my business at present	11.0	14.0	13.6
0 10 20 30 40 50 60			
Q2: Which of the following do you view as the biggest opportunities for your business at present? Please select up to three answers. Base: n=[] • 2015 (n=200) ■ 2014 (n=200)	=200)	▲ 201	3 (n=250)

#### Austrian SMEs continue to see a variety of opportunities







# 'Attractive credit terms' are considered an opportunity by nearly twice as many SMEs as last year in Germany





	2015 (a)	2014 (b)	2013 (c)
Diversification of product range or services	18.0	14.5	16.4
New sales channels (e.g. Web-trading)	13.5	17.0	19.2
New customer segments	32.0	27.5	25.6
Acquisition of competitors	8.0	12.5	8.4
Expansion to foreign markets	9.0	12.0	10.4
Attractive credit terms	25.0 <sup>b,c</sup>	11.5	11.6
Improve the employees' pool	16.0	17.0	14.0
Regulatory/legislation change	14.5	19.0	16.0
Cost and expense reduction	29.0°	20.5 <sup>c</sup>	12.4
New business technologies (e.g. mobile/ tablet computing)	7.5	12.0	7.6
I don't foresee any opportunities for my business at present	11.0	18.0	20.8 <sup>a</sup>
0 10 20 30 40 50 60			
Q2: Which of the following do you view as the biggest opportunities for your business at present? Please select up to three answers. Base: n=[] • 2015 (n=200)	(n=200)	<b>1</b> 20	13 (n=250)

# 'New customer segments' and 'cost reduction' remain major opportunities for SMEs in Ireland



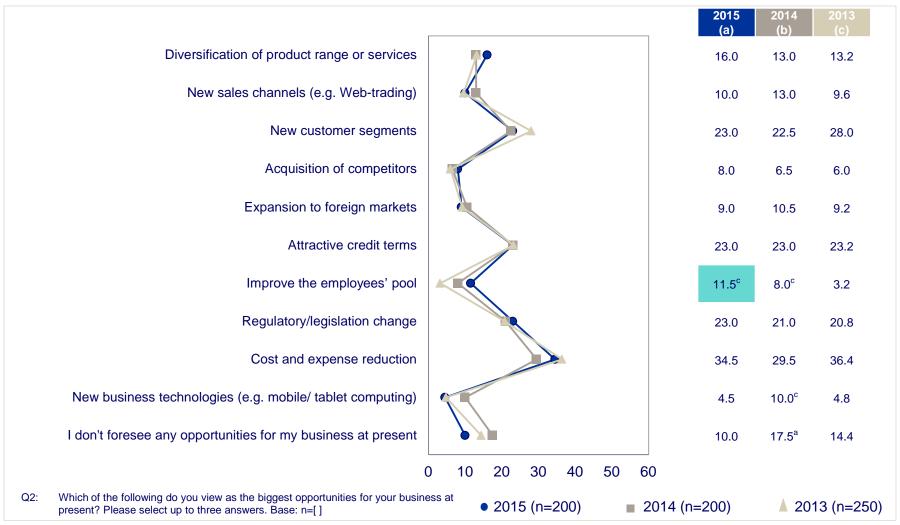


	2015 (a)	2014 2013 (b) (c)
Diversification of product range or services	12.5	18.0 17.6
New sales channels (e.g. Web-trading)	7.5	14.5ª 11.2
New customer segments	29.0	30.5 32.4
Acquisition of competitors	7.5	10.0 7.2
Expansion to foreign markets	16.0	11.5 12.0
Attractive credit terms	16.0 <sup>b,c</sup>	9.0 8.0
Improve the employees' pool	12.0	11.5 10.0
Regulatory/legislation change	17.0°	10.0 8.4
Cost and expense reduction	25.0	22.0 21.2
New business technologies (e.g. mobile/ tablet computing)	7.5	10.5 13.6a
I don't foresee any opportunities for my business at present	18.5	23.0 18.4
0 10 20 30 40 50 60		
Q2: Which of the following do you view as the biggest opportunities for your business at present? Please select up to three answers. Base: n=[] • 2015 (n=200)	4 (n=200)	▲ 2013 (n=250)

### 'Improving the employees' pool' seems to be an increasingly important opportunity for SMEs in Italy







### SMEs in Portugal see their opportunities primarily in cost reduction



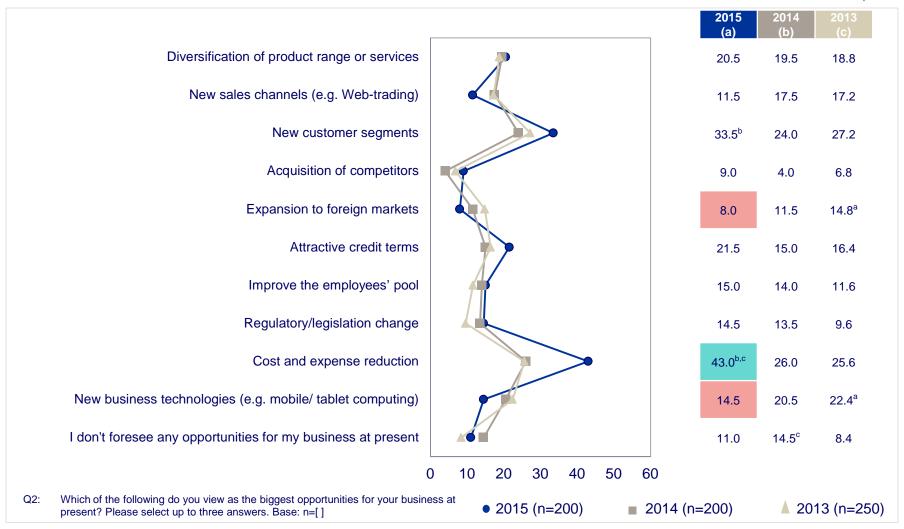


	2015 (a)	2014 (b)	2013 (c)
Diversification of product range or services	17.0	19.5	17.2
New sales channels (e.g. Web-trading)	19.5	17.0	16.0
New customer segments	29.5°	28.0°	19.6
Acquisition of competitors	8.5	12.5	15.6ª
Expansion to foreign markets	11.5	13.0	16.4
Attractive credit terms	21.5 <sup>bc</sup>	13.0	11.2
Improve the employees' pool	16.0	18.5	20.0
Regulatory/legislation change	18.0	16.0	12.8
Cost and expense reduction	36.5	31.5	32.4
New business technologies (e.g. mobile/ tablet computing)	12.0	12.5	7.2
I don't foresee any opportunities for my business at present	14.0	13.0	16.0
0 10 20 30 40 50 60			
Q2: Which of the following do you view as the biggest opportunities for your business at present? Please select up to three answers. Base: n=[] • 2015 (n=200) ■ 2014 (n=200)	n=200)	<b>▲</b> 20°	13 (n=250)

### SMEs in Spain see their biggest opportunities in cost reduction



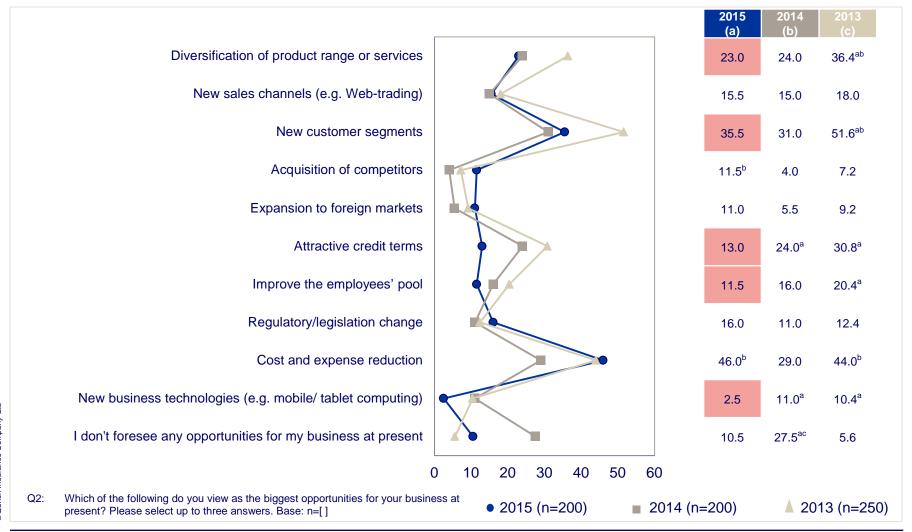




### 'Cost and expense reductions' are considered the largest opportunity this year for SMEs in Brazil



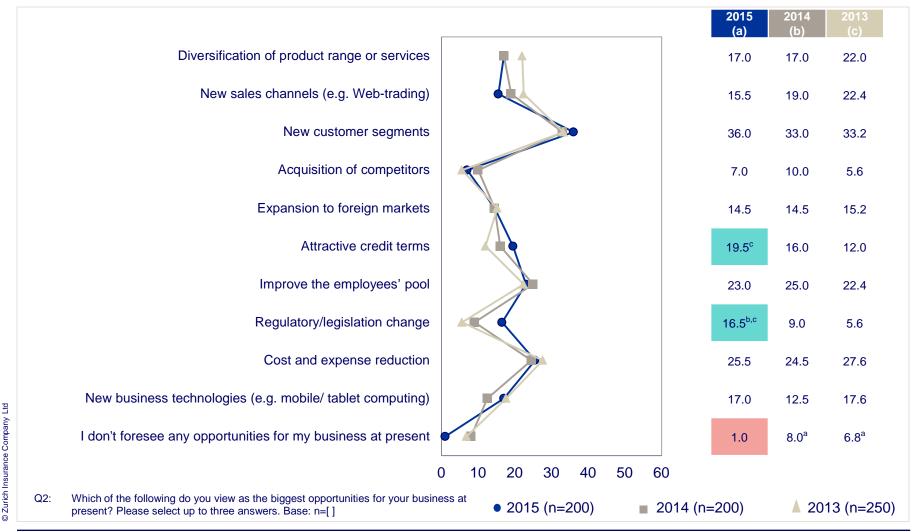




### 'New customer segments' are considered to be the greatest opportunity this year for SMEs in Mexico



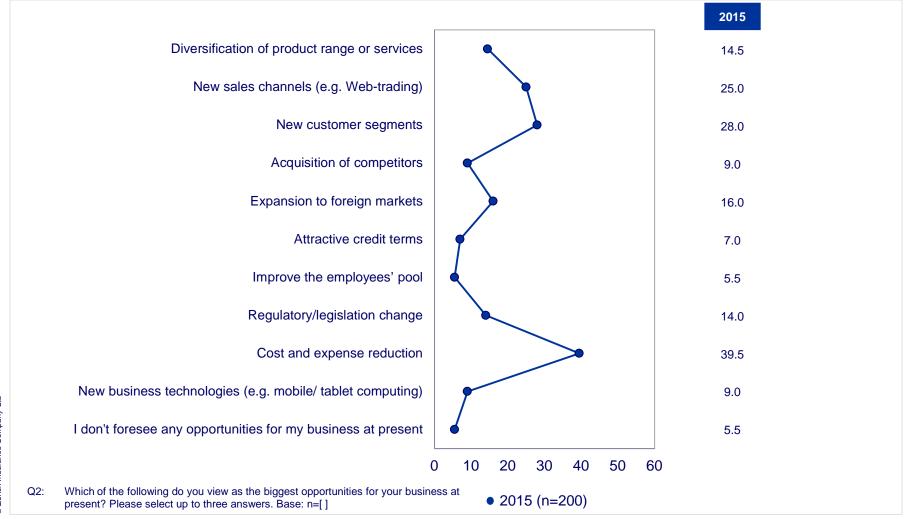




### 'Cost and expense reduction' is seen as the biggest opportunity by SMEs in USA



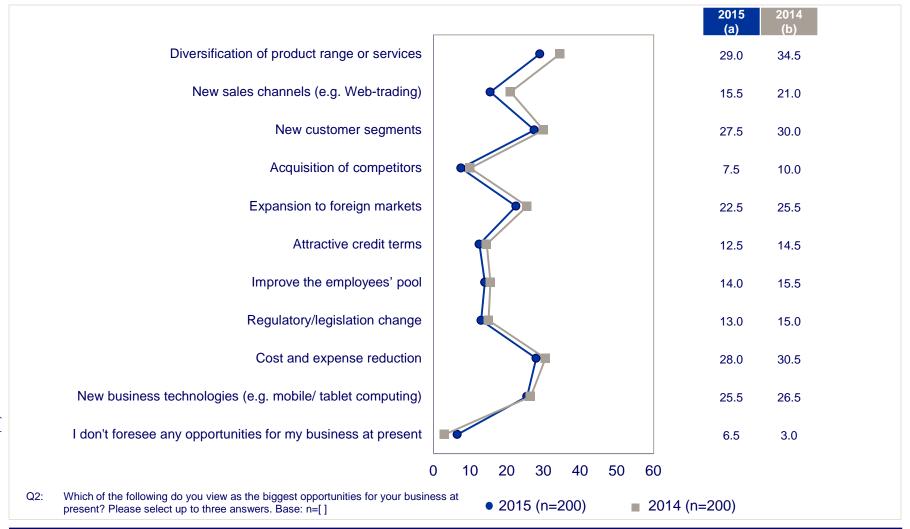




#### SMEs in Morocco see a variety of business opportunities



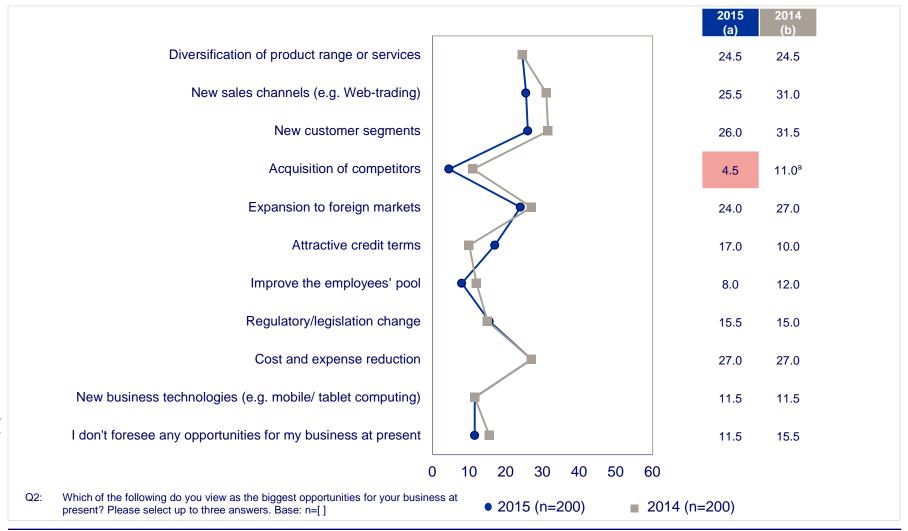




#### SMEs in Turkey see a variety of business opportunities



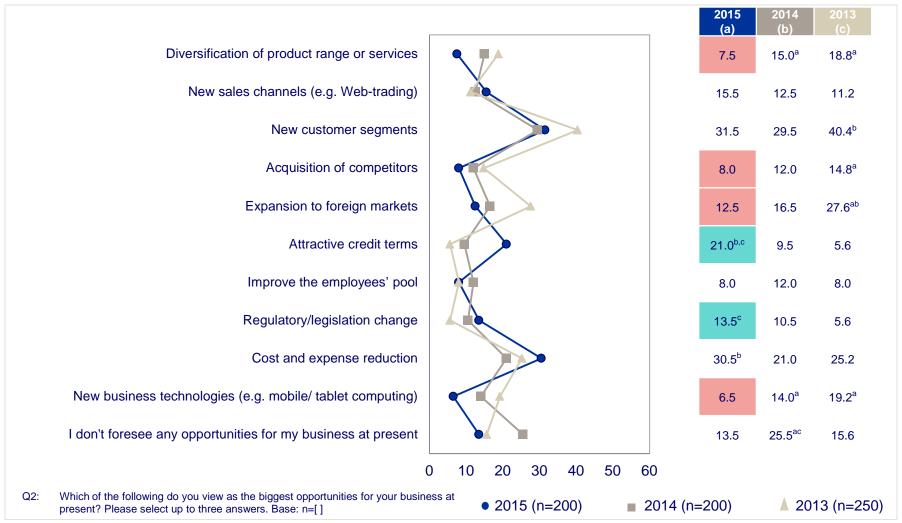




### 'New customer segments' and 'cost and expense reduction' are rated as the greatest opportunities in 2015 for the UAE



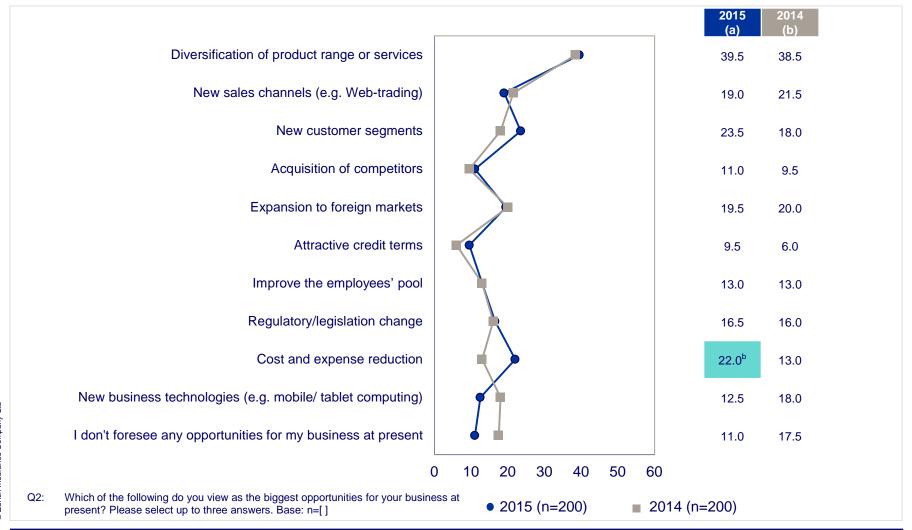




### 'Diversification of product ranges and services' represents an important opportunity in Hong Kong



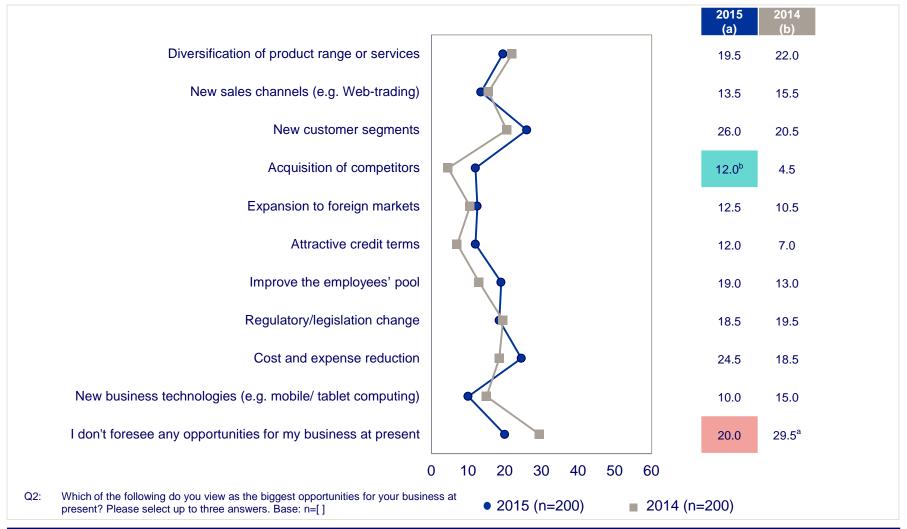




#### Optimism is increasing again among SMEs in Malaysia









### **Appendix: Sample structure**

Biggest opportunities for small and medium enterprises in 2015



#### Sample structure Function and full-time employees



		Europe							merica
	+					•			
	CH	Austria	Germany	Ireland	Italy	Portugal	Spain	Brazil	Mexico
Function									
CEO/Owner	45.0	64.5	60.5	41.5	67.0	47.0	42.0	40.5	44.0
CFO/Treasurer	22.5	13.5	15.0	15.5	15.5	12.0	21.0	21.0	15.0
COO/Head of operations	18.5	17.5	15.5	16.0	15.5	14.5	20.0	15.5	27.0
General Manager	14.0	4.5	9.0	27.0	2.0	26.5	17.0	23.0	14.0
Full-time employees									
0 employees	2.5	3.0	1.5	0.5	3.0	0.0	5.0	0.0	0.0
1 to 9 employees	47.5	57.0	28.5	34.5	50.0	50.0	45.0	35.5	31.0
10 to 19 employees	24.0	21.5	29.0	26.0	23.0	19.5	23.5	33.5	20.0
20 to 49 employees	7.5	4.0	11.0	9.0	8.5	11.0	7.0	7.5	10.0
50 to 99 employees	13.5	10.0	23.0	21.5	12.5	13.0	15.0	20.0	27.5
100 to 250 employees	5.0	4.5	7.0	8.5	3.0	6.5	4.5	3.5	11.5

#### Sample structure Function and full-time employees



	North America	Middle East & Africa			AF	AC
		*	C*		*	(* <u> </u>
	USA <i>(new 2015)</i>	Morocco	Turkey	UAE	Hong Kong	Malaysia
Function						
CEO/Owner	38.5	59.0	50.0	41.5	46.5	29.5
CFO/Treasurer	10.0	11.5	11.5	14.0	15.5	20.0
COO/Head of operations	9.5	13.0	24.0	15.5	17.5	22.0
General Manager	42.0	16.5	14.5	29.0	20.5	28.5
Full-time employees						
0 employees	2.5	0.0	1.0	0.5	2.0	0.0
1 to 9 employees	33.5	67.5	58.5	48.0	33.5	50.0
10 to 19 employees	26.5	17.5	21.5	24.0	27.5	22.5
20 to 49 employees	12.5	4.0	9.0	7.5	12.0	7.5
50 to 99 employees	11.5	8.5	6.0	11.5	15.5	15.5
100 to 250 employees	13.5	2.5	4.0	8.5	9.5	4.5

#### Sample structure Revenue and industry



	Europe						Latin A	merica	
	+					(1)			<b>®</b>
	СН	Austria	Germany	Ireland	Italy	Portugal	Spain	Brazil	Mexico
Revenue									
Up to 2 Million EUR	32.0	57.5	41.0	41.0	48.0	37.0	47.5	28.0	32.5
More than 2 to 5 Million EUR	17.0	12.5	20.0	16.5	13.5	13.5	17.5	21.0	15.5
More than 5 to 10 Million EUR	13.0	7.0	9.5	11.0	9.0	10.0	5.0	7.0	9.0
More than 10 to 50 Million EUR	3.0	4.0	4.5	4.5	3.5	4.0	0.5	0.0	7.5
More than 50 Million EUR	0.5	1.0	2.0	1.5	0.5	0.5	0.0	0.0	0.5
Industry									
Agriculture	2.5	1.5	5.5	4.5	4.5	4.5	9.5	10.5	7.0
Manufacturing and construction	9.5	8.5	13.5	11.5	7.0	8.5	10.5	7.0	12.0
Wholesale and retail trade	15.0	13.0	14.5	12.5	8.0	9.0	11.0	18.5	17.0
Information and communication	7.0	9.0	8.5	6.5	5.0	3.0	4.0	7.0	4.0
Financial activities (including insurance)	4.0	9.5	13.0	8.0	13.5	6.0	4.0	2.5	3.5
Administrative and support service	6.0	6.0	3.5	4.5	2.5	3.0	4.0	2.0	4.0
Public administration	5.5	4.5	3.5	2.0	3.5	1.0	4.0	2.0	2.5
Transport and storage	7.5	4.5	5.0	7.0	3.0	14.5	5.0	10.0	5.0
Accommodation and food service	9.5	26.5	9.5	18.5	24.0	17.5	12.0	16.0	24.5
Consumer services	22.5	8.5	7.0	15.5	15.0	8.0	24.0	12.0	16.5
Other service activities	11.0	8.5	16.5	9.5	14.0	25.0	12.0	12.5	4.0

#### Sample structure Revenue and industry



	North America	Middle East & Africa			АР	AC
		*	C*		*	(*
	USA (new 2015)	Morocco	Turkey	UAE	Hong Kong	Malaysia
Revenue						
Up to 2 Million EUR	29.0	46.5	54.5	40.5	32.5	33.5
More than 2 to 5 Million EUR	11.0	9.5	5.5	15.5	25.5	22.0
More than 5 to 10 Million EUR	6.0	11.5	7.5	7.0	6.5	7.0
More than 10 to 50 Million EUR	7.5	2.0	2.0	6.0	2.5	2.0
More than 50 Million EUR	1.5	0.5	1.0	0.0	2.0	0.5
Industry						
Agriculture	3.0	1.0	3.5	2.5	0.0	2.5
Manufacturing and construction	18.0	18.0	10.5	4.0	10.5	6.0
Wholesale and retail trade	20.5	14.5	13.5	16.0	6.0	17.0
Information and communication	8.0	21.5	15.5	5.0	3.0	2.0
Financial activities (including insurance)	12.5	8.5	7.5	8.5	21.5	12.0
Administrative and support service	2.0	4.0	2.5	5.5	8.0	5.0
Public administration	2.0	2.5	2.0	2.5	10.5	4.5
Transport and storage	9.5	13.0	17.5	13.0	7.5	11.0
Accommodation and food service	10.5	8.5	21.0	27.0	9.5	21.0
Consumer services	5.0	5.0	3.0	12.0	1.5	7.0
Other service activities	9.0	3.5	3.5	4.0	22.0	12.0