



IMD WORLD COMPETITIVENESS CENTER

CUSTOMIZED PRODUCTS REPORTS / WORKSHOPS

Compare your economy's performance against the nations included in the leading publication on competitiveness, the IMD World Competitiveness Yearbook.



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What are IMD and the WCC?

The International Institute for Management Development (IMD) is an independent not-for-profit foundation located in Lausanne, Switzerland. For over 50 years it has trained managers of leading international companies.



Within IMD, the World Competitiveness Center (WCC) produces, in addition to Special Projects, the World Competitiveness Package including the Yearbook with CD-Rom and an Online Access to the entire database. The World Competitiveness Yearbook analyzes 59 countries on the basis of over 300 criteria. The WCC collaborates with a unique network of 54 Partner Institutes, 30 international organizations and private institutions.



IMD is a world leader in Executive Education

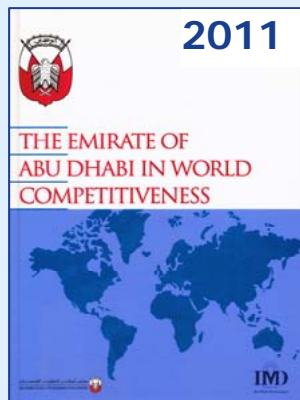
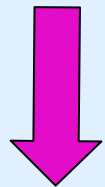
- Ranked in the top:
 - IMD ranked first in executive education outside the US and second worldwide (*Financial Times, 2008-2011*)
 - IMD's MBA is ranked second worldwide (*The Economist, 2010*)
- Independent, not part of a university
- Self-owning, not-for-profit foundation
- Over 50 Faculty members
- Open programs for executives / Company-specific
- MBA and EMBA programs

WCC SPECIAL PROJECTS

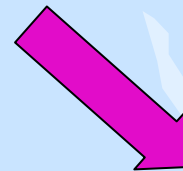


DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
Introduction	Methodology of WCC (Theory & Statistical Analysis)	Scenario Building methodology	WCC Country Profiles & Changes in Methodology and Innovation	Introduction to Economic Outlooks
Competitiveness Landscape 2005	Methodology of WCC (Theory & Statistical Analysis)	Building Scenarios Using Competitiveness Factors	WCC Country Profiles & Changes in Methodology and Innovation	Introduction to Economic Outlooks
Assessing the State of Competitiveness	Methodology of WCC (Theory & Statistical Analysis)	Assessing the Country's Competitiveness Based on the Report	WCC Country Profiles & Changes in Methodology and Innovation	Introduction to Economic Outlooks
Key Issues for 2005	Methodology of WCC (Theory & Statistical Analysis)	Assessing the Country's Competitiveness Based on the Report	WCC Country Profiles & Changes in Methodology and Innovation	Introduction to Economic Outlooks
Break				
Introduction to Competitiveness: Applying Concepts and Frameworks of Competitiveness (Individual Exercise)	Case Study on Competitiveness: Looking at the "South" while Changing the "North" (Team work)	Computer Based Simulation Exercise: Using data from the Report (Competition with Other 3 Countries)	Building a National Business Plan Using Competitiveness Criteria	GCC Competitiveness Landscape 2005

WORKSHOPS ON COMPETITIVENESS



SPECIAL REPORTS



ADVISORY/ELECTRONIC PROJECTS

- **Special Report for the Sultanate of Oman (2000 & 2004)**
- **Special Report for the Kingdom of Saudi Arabia (2002)**
- **Special Report “Dubai in World Competitiveness” (2005)**
- **Special Report “Qatar in World Competitiveness” (2006)**
- **Special Advisory Project “Sabah (State of Malaysia)” (2006)**
- **Special Report “Abu Dhabi in World Competitiveness” (2007)**
- **Special Advisory Project “Ile-de-France (region in France)” (2007)**
- **Special Advisory Project “Selangor (State of Malaysia)” (2007)**
- **Special Advisory Project “Klang Valley (State of Malaysia)” (2007)**
- **Special Advisory Project “Galicia (region in Spain)” (2007)**
- **Special Report “Kazakhstan in World Competitiveness” (2008)**
- **Special Advisory Project “Terengganu (State of Malaysia)” (2008)**
- **Special Report “Sultanate of Oman in World Competitiveness” (2009)**
- **Special Advisory Project “Kuala Lumpur (State of Malaysia)” (2009)**
- **Special Report “United Arab Emirates in World Competitiveness” (2009)**
- **Special Advisory Project “Mongolia in World Competitiveness” (2010)**

Examples of Special Reports 2000-2010

OBJECTIVES OF SPECIAL PROJECTS

IMD undertakes customized projects for countries/states/regions not covered in the IMD World Competitiveness Yearbook (WCY) to benchmark their performance against the countries covered in the WCY:

- Analyzes competitiveness on the basis of over 300 criteria, using the WCY methodology
- Allows cross-country comparisons on a regional and global scale
- Provides in-depth assessment of the competitiveness of your economy
- Helps pursue insightful decision-making based on selected strengths and weaknesses of your economy

These projects are a powerful tool to help government & business leaders evaluate their economy's performance. Selected results can be made public to enhance the visibility of your economy as well as its attractiveness to investments and talent.

ADVANTAGES OF SPECIAL REPORTS

- Reputation of an internationally renowned and neutral institution (IMD) located in Switzerland
- Benchmark against the 58 most competitive nations included in the leading publication on competitiveness: the IMD World Competitiveness Yearbook (WCY)
- Uses the same methodology as the IMD WCY
- Collaboration with the Partner Institute to ensure reliable and up-to-date statistics
- This report remains strictly confidential for the internal use of the Partner and Authorities
- The Partner then has the discretion to publicize selected rankings and results

Special Country/Regional Reports (OPTION 1)

Table of contents

Your Competitiveness Profile:

- Based on the “IMD World Competitiveness Yearbook” methodology and providing an in-depth analysis from 4 perspectives: Economic Performance, Government Efficiency, Business Efficiency & Infrastructure
- Presents your position in the WCY rankings, including overall ranking & customized rankings (regional, peer group and breakdown by competitiveness factor)

Competitiveness Framework:

- Examines the performance of your economy in world competitiveness highlighting strengths and weaknesses
- Provides the competitiveness policy options available to your economy, based on the theory of the Competitiveness of Nations

Statistical Tables:

- Present the data for all criteria and countries that are included in the WCY, with your position inserted and highlighted in each ranking table

What is the methodology used in the Report?

The structure and methodology of this Report are the same as those used in the World Competitiveness Yearbook. This methodology consolidates:

- 2/3** official statistical indicators from organizations such as the World Bank, OECD, UN, ILO, WTO and our network of Partner Institutes
- 1/3** survey opinion data drawn from our annual Executive Opinion Survey, a 115-questionnaire sent to top & middle-level executives worldwide.



Additional information is provided as background data (data which is not taken into consideration in the consolidation of the results)

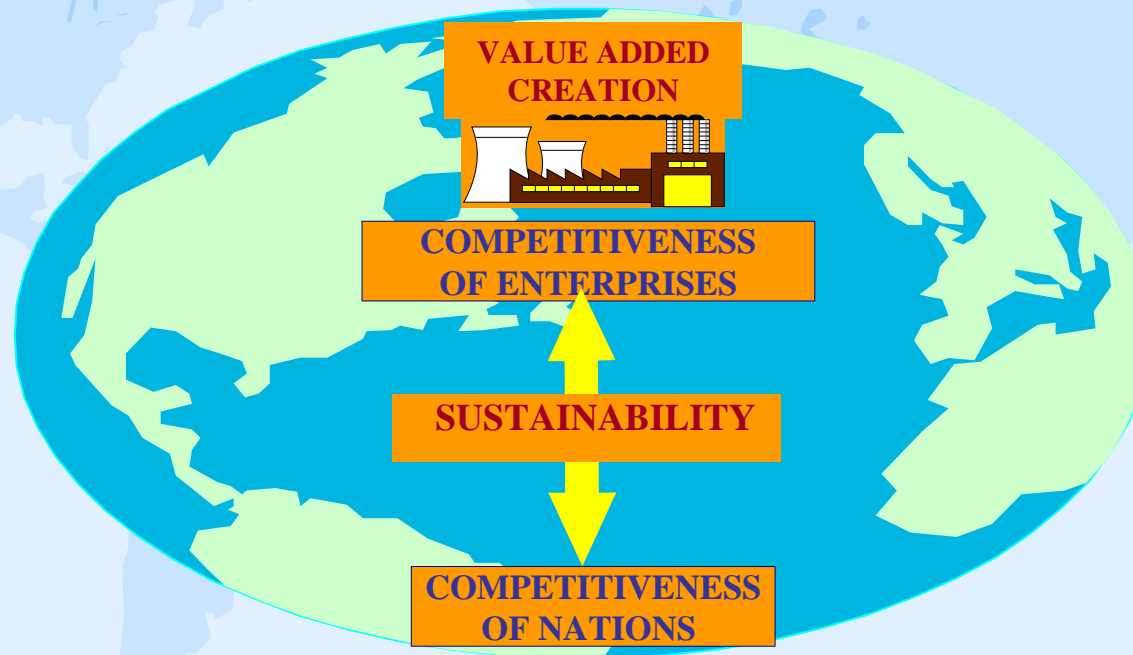
In this way, hard statistics are complemented by the real and current perceptions of the business community.



What does Competitiveness mean in the World Competitiveness Yearbook?

Same methodology used in the special projects.

- The totality of the competencies implemented by a state to ensure the prosperity of its people.



The World Competitiveness Yearbook focuses on the policies implemented by nations to shape the environment around enterprises.

COMPETITIVENESS BREAKDOWN

Overall Ranking



Economic Performance

Domestic Economy
International Trade
International Investment
Employment
Prices



Government Efficiency

Public Finance
Fiscal Policy
Institutional Framework
Business Legislation
Societal Framework



Business Efficiency

Productivity
Labor Market
Finance
Management Practices
Attitudes & Values



Infrastructure

Basic
Technological
Scientific
Health & Environment
Education

WHY ARE RANKINGS USEFUL?

- **Benchmark globally!**
- **Highlight competitive strengths & target weaknesses**
- **Set goals and targets**
- **Attract investment and talents**
- **Determine outward investment strategy**
- **Promote international standing**
- **Learn from others...**

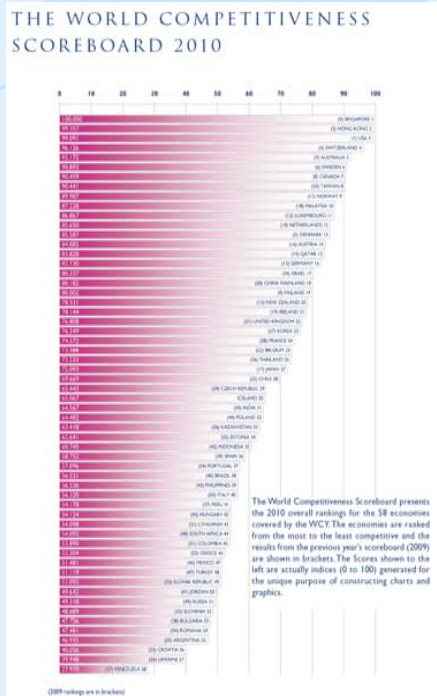


RANKINGS SHOWN IN THE REPORT

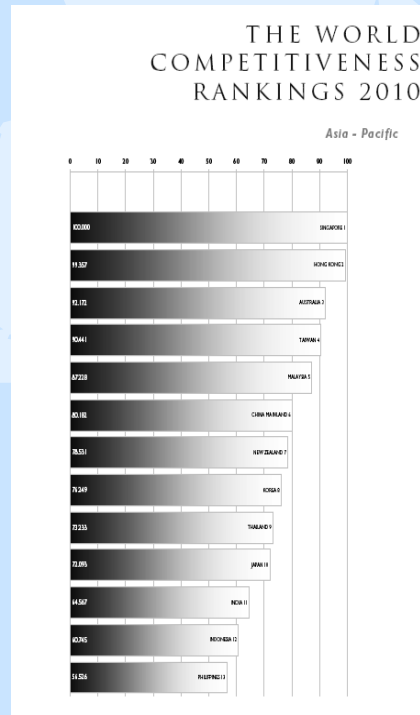
The rankings found in this Report show how your economy is compared to the other economies in the World Competitiveness Yearbook

- **Overall rankings of countries**
- **Competitiveness Factor rankings** (4 main factors)
 - Economic Performance
 - Business Efficiency
 - Government Efficiency
 - Infrastructure
- **Regional rankings:** your country/economy compared to
 - Europe-Middle East-Africa
 - Asia-Pacific
 - The Americas
- **Peer Group rankings:** your country/economy compared to
(Examples based on the structure of your economy)
 - Economies with a population more/less than 20 million
 - Economies with a per capita GDP more/less than \$20'000
 - Economies, which are oil dependent
- **Statistical Tables of competitiveness criteria**
 - Compare your position in each table (more than 300)

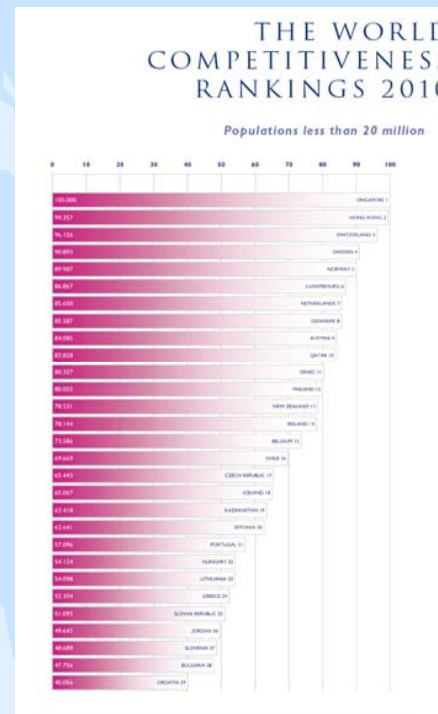
Examples of rankings: what will be your position?



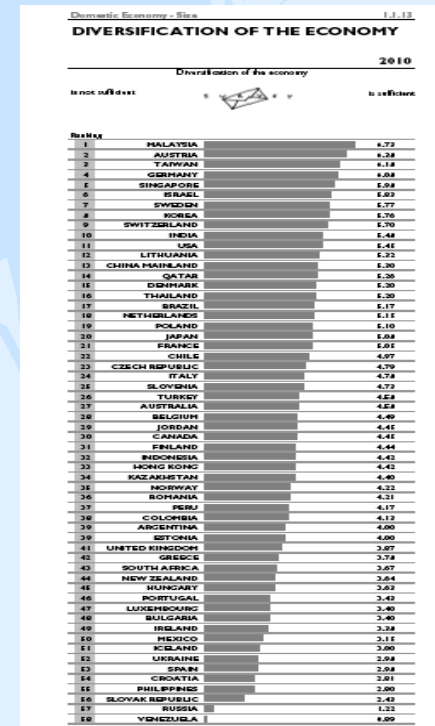
Overall Ranking



Regional ranking: such as comparison with Asia-Pacific

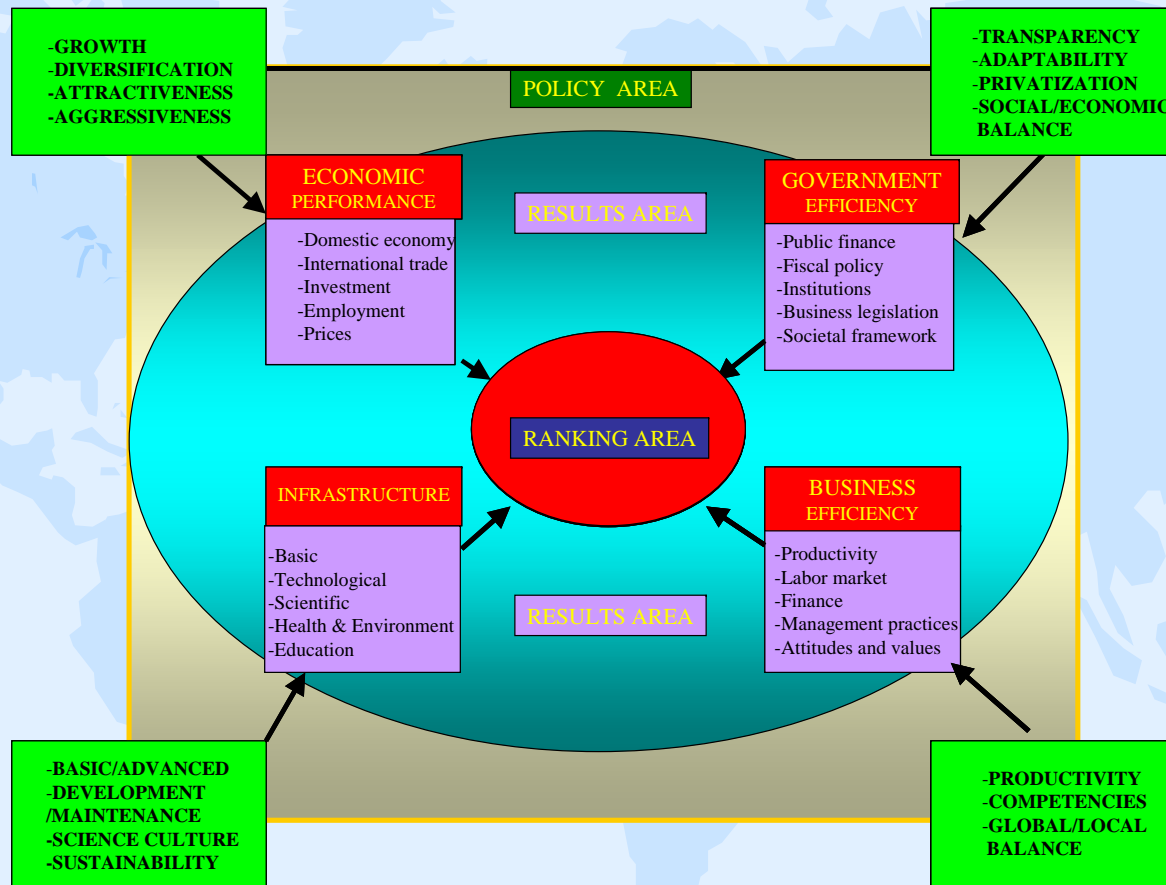


Peer Group ranking: such as for populations less than 20 million



Statistical table: such as a survey criteria

THE COMPETITIVENESS POLICY FRAMEWORK



Aggressiveness, attractiveness (of investment, talent), transparency, adaptability, privatization, social and economic balance, productivity and management competencies, maintenance and sustainability of infrastructure, education and science culture,... all these dimensions will be analyzed in light of the results.

ADVISORY/ELECTRONIC PROJECTS (OPTION 2)

The IMD World Competitiveness Center can act as an advisor to a reliable Partner Institute for country/regional reports based on WCY methodology:

The objectives are the following:

- Analyze the economic performance of a country/region/state on the basis of over 300 criteria
- Provide a customized Competitiveness Profile, the strengths & weaknesses of the economy and a competitiveness simulation
- All results and rankings (no written analysis) are provided in electronic format

Examples of advisory projects:

“Sabah (State of Malaysia)”

“Ile-de-France (region in France)”

“Galicia (region in Spain)”

“Klang Valley (State of Malaysia)”

“Mongolia”

“Selangor (State of Malaysia)”

“Terengganu (State of Malaysia)”

“Kuala Lumpur (State of Malaysia)”

Proposed Planning: example of a standard timetable for an electronic report

(Length of the collaboration: about 6 months)

August		The Partner Institute (PI) & IMD will sign the contract documents. The WCC team will start the project and establish a close relationship with the PI to confirm the procedure. IMD will prepare & create the Executive Opinion Survey.
		1st installment: The Partner Institute will pay the first installment upon signing the contract.
September		Survey: The PI will receive the Executive Opinion Survey in English to be distributed among business executives in top and middle management (300 printed copies). Statistics: The PI will receive approximately 200 questions on statistical data to be completed with information on national and/or regional statistics.
November		Surveys: Cut-off date for the processing of the surveys. All the questionnaires must have been received by IMD. Statistics: IMD will have received the statistical data from the Partner Institute.
December		IMD WCC reviews the suitability of data used and will consolidate and analyze all data according to the <i>World Competitiveness Yearbook</i> methodology.
January		Final checking: IMD will send the results and statistical tables in electronic format which should be validated by the Partner Institute.
End-January		Final Results: IMD WCC will send all final results (rankings, tables, profile) to the PI in electronic format. Upon receipt of the results, the PI will pay the 2 nd installment.

WCC COMPETITIVENESS WORKSHOPS – OPTION 3

A training module or workshop is generally suggested as a complement to a Special Competitiveness Report; however these workshops can be held independently.

Length: from 1.5 to 2 days

Location: in your country/state/region

Examples:

- Training Module for the Ministry of National Economy, the Sultanate of Oman (2004)
- Competitiveness Workshop for UNDP, Syria (2006)
- Seminar on Enhancing Malaysia's Competitiveness, Malaysia (2006)
- Workshops on Competitiveness, Abu Dhabi (March and June 2007)
- Workshop on Competitiveness, Astana, Kazakhstan (November 2007)
- Seminar on Nations Branding, Seoul, S. Korea (November 2008)
- Workshop on Competitiveness, Ulaanbaatar, Mongolia (July 2010)

Competitiveness conferences and presentations on WCY research can be delivered around the world upon request.

Examples:

- Conference on Competitiveness, Istanbul, Turkey (November 2007)
- Press Conference on WCY results, Beijing, China (May 2008)
- Conference/Seminar on Competitiveness, Vilnius, Lithuania (June 2008)
- Conference on Competitiveness, Bangkok, Thailand (July 2009)
- Conference at the International Forum on Competitiveness, Taipei, Taiwan (October 2009)
- Conference on Competitiveness and the Global Economic Crisis, Thessaloniki, Greece (May 2010)

OBJECTIVES OF WORKSHOPS

We offer workshops/seminars for countries/states/regions that may or may not be covered in the IMD World Competitiveness Yearbook (WCY) to benchmark their performance in the global economy. The goal is to help:

- Understand the concept of competitiveness of nations
- Evaluate the global environment in which nations compete
- Allow government & business leaders to benchmark their economy's performance
- Assess the competitiveness of your country/state/region and to pursue insightful decision-making
- Learn the “Best Practices” and “Success Stories” of nations that have improved their competitiveness

Argentina
Australia
Austria
Belgium
Brazil
Bulgaria
Canada
Chile
China Hong Kong
China Mainland
Colombia
Croatia
Czech Republic
Denmark
Estonia

Finland
France
Germany
Greece
Hungary
Iceland
India
Indonesia
Ireland
Israel
Italy
Japan
Jordan
Kazakhstan
Korea



Lithuania
Luxembourg
Malaysia
Mexico
Netherlands
New Zealand
Norway
Peru
Philippines
Poland
Portugal
Qatar
Romania
Russia

Singapore
Slovak Republic
Slovenia
South Africa
Spain
Sweden
Switzerland
Taiwan
Thailand
Turkey
Ukraine
United Kingdom
USA
Venezuela

CONTENTS OF WORKSHOPS

- Allow participants to have an in-depth understanding of:
 - Different definitions of competitiveness
 - How world competitiveness is analyzed and perceived
 - Why competitiveness is important to achieve greater prosperity?
 - Various facets of the “World Competitiveness Yearbook” methodology
 - How to analyze the economy’s challenges & opportunities?

- Keep participants informed on the latest research such as:
 - How would you describe “competitiveness” today?
 - How does the WCY measure competitiveness?
 - How can your country/economy become more attractive?
 - What are the success factors found in the most competitive environments?
 - What are the best practices to enhance competitiveness?

All the above can be customized to your needs!

Example of an IMD Workshop on World Competitiveness (1.5 days)

Day 1		Day 2	
15:30-16:15	Welcome address Introduction IMD: Real World Learning for International Competitiveness	9:00-9:15	Introduction
16:15-16:45	Why is Competitiveness important?	9:15-10:15	WCC Approach to Competitiveness
16:45-17:00	The Competitiveness Landscape 2010	10:15-10:45	Survey on Competitiveness
		10:45-11:00	Break
		11:00-11:45	Rankings & Benchmarking
		11:45-12:30	Group sessions
		12:30-13:30	Lunch
		13:30-14:30	Success Stories on Competitiveness
		14:30-15:30	Group sessions
		15:30-16:00	Final de-briefing/Conclusion