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BANKS AND SMES:  
RAISING  
THE GAME

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4<sup>TH</sup> REGIONAL SURVEY IN  
**LATIN AMERICA**  
AND **THE CARIBBEAN**

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*2011*





**22** COUNTRIES IN LATIN AMERICA AND THE CARIBBEAN

**109** BANKS SURVEYED



# 73%

OF THE FINANCIAL INSTITUTIONS SURVEYED  
FORECAST AN INCREASE IN THEIR SME  
PORTFOLIO.

# 83%

OF THE FINANCIAL INSTITUTIONS SURVEYED  
EXPECT THAT THE FINANCIAL POSITION OF  
SMEs WILL IMPROVE IN THE NEXT TWO YEARS.



## CONFIDENCE GROWS IN SMALL AND MEDIUM ENTERPRISES AS THEY TAKE A STRATEGIC ROLE IN THE BUSINESS OF PRIVATE BANKS IN LATIN AMERICA AND THE CARIBBEAN.

ACCORDING TO A NEW SURVEY, PRIVATE BANKS IN LATIN AMERICA AND THE CARIBBEAN (LAC) ARE INCREASINGLY PREDISPOSED TO FINANCE SMALL AND MEDIUM ENTERPRISES (SMES). THE IDB GROUP REMAINS THE MOST IMPORTANT INTERNATIONAL FINANCIAL ENTITY PROVIDING CREDIT TO PRIVATE BANKS IN THEIR QUEST TO EXPAND THEIR PORTFOLIO OF SMES.

SMEs are positioning themselves as a strategic branch of banking operations in the region, while banks are increasingly pushing for more active policies when it comes to the financing of SMEs. This is one of the highlighted conclusions from a 2011 joint survey done by the Inter-American Development Bank Group's entities dealing with the private sector: the Multilateral Investment Fund (FOMIN), the beyondBanking program of the department of Corporate and Structured Financing (SCF), and the Inter-American Investment Corporation, along with the Latin American Banking Federation (FELABAN).

According to the results from this fourth survey (previous surveys took place in 2004, 2006 and 2008), 73 percent of the financial institutions forecast an increase in their SME clientele compared to their regular portfolio of clients. 83 percent believe SMEs will grow in the next two years.

The surveyed banks indicate that there are two main indicators that affect their willingness to make loans to SMEs: higher returns from these operations; as well as the desire to diversify risk in a segment that is experiencing economic growth. Results show that banks mostly finance working capital of SMEs. In relative terms, bigger banks offer a larger array of leasing products, compared to the smaller financial institutions; however, smaller institutions may have more to offer when it comes to factoring credits.

In the foreseeable future banks are planning to offer SMEs an average of four different credit services and products. They are also considering extra transaction-based services, backed by commissions coming from clients. The survey also highlights that most banks do not take into account the particular industry sector of the SME when weighing their credit decisions. About 90 percent of the largest banks do not pay attention to the sector, as compared to 61 percent and 58 percent of the medium-sized and smaller

ones, respectively. There are also important regional differences, with 69 percent of the Central American and Caribbean banks tending not to focus on an exclusive business sector at the time of offering a credit.

## WEIGHING RISK

The study also illustrates that banks do take into account three key aspects of the SMEs when evaluating credit risks. Analysis of financial statements ranks first (84%), followed by the valuation of financial statements including statement of cash flows (77%).

The third and final factor when evaluating credit risk is the tangible assets of the business owner (65%) - 6 out of 10 banks care about it while 5 out of 10 also prioritize the company's assets.

Since the 2008 report, credit scoring has gained ground with 5 out of 10 banks adding it to their priority list, compared to 3 out of 10 in the previous survey.

## MARKETING CAMPAIGNS

Financial institutions use an average of two different ways to promote financing to SMEs. The study reveals that banks tend to promote their credit offers to SMEs using direct action, through bank representatives or advisors either contacting or personally visiting the SMEs (68 percent) as well as through gatherings and events organized by the bank (25 percent). These are followed by information campaigns on the Internet (19 percent), newspapers (17 percent), radio (16 percent) and television (14 percent).

Financial entities with strong emphasis on direct marketing and Internet campaigns tend to offer a broader spectrum of products and services for SMEs.

## FINANCING

While South American banks tend to rely on their own capital for the financing of SMEs, banks located in Central America and the Caribbean are still benefiting from foreign credit lines as well as funding from international financial institutions. This is a trend that was already described in the 2006 report.

In this scenario, the IDB Group is the leading body providing means for the local banks in LAC to expand their client base of SMEs.

## METHODOLOGY

This report introduces the general results obtained during the fourth survey encompassing the views and opinions of directors, managers and deputies of the SME division of 109 banks scattered across 22 countries in Latin America and the Caribbean. It also includes an itemized analysis of the answers divided by the banks size and location, as well as their interrelations with other trends in that sector.

109 banks from Latin America and the Caribbean participated in the survey – more specifically, 58 banks from South America, 46 from Central America and the Caribbean and 5 from Mexico.

Inside this spectrum 28 percent were small banks, 49 percent were medium-sized banks and 23 percent were large banks. The questionnaire included some of the key questions from the three previous surveys, as well as new questions about current issues related to SMEs, which seemed relevant to the project coordinators from the IDB Group and FELABAN.

The three previous surveys took place in 2004, 2006 and 2008. In December 2004, FOMIN, the CII and FELABAN launched the first survey among financial entities in Central America with the aim of understanding regional banks' willingness to fi-

nance SMEs. The subsequent surveys in 2006 and 2008 were focused on gathering information regarding the financing the SMEs via private banks, based on the 2004 findings.

The current survey has been produced by the Argentina-based consultancy D'Alessio and its quality is certified. In 2006 and 2008, D'Alessio was awarded the ISO 9001:2000 thanks to the quality of their procedures in personal (with PDAs), telephone and online polls. Earlier this year the consultancy received the ISO 9001:2007 thanks to their management of their handling of surveys.

\* "BANK SIZE" INDICATOR

**Small banks:** *Institutions with fewer than 300 employees, or if counting more than 300 employees have up to 10 branches*

**Medium-sized banks:** *Institutions with between 301 and 5,000 employees and 11 to 150 branches*

**Big Banks:** *Entities that have more than 150 branches*

# F I R S T P A R T





# SMES AS BANK CLIENTS

# DOES YOUR BANK....?

AFFIRMATIVE ANSWERS %

-%-



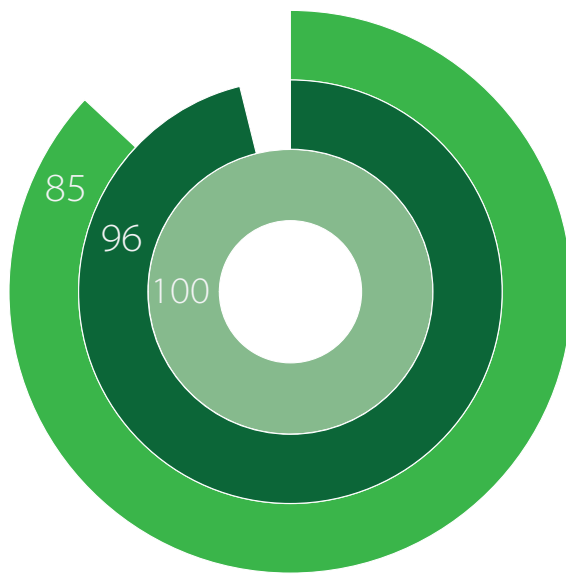


AFFIRMATIVE ANSWERS %

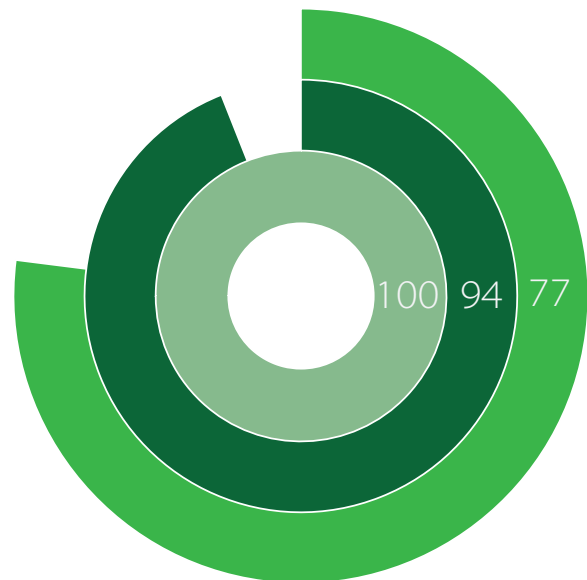
-%-

BY BANK SIZE

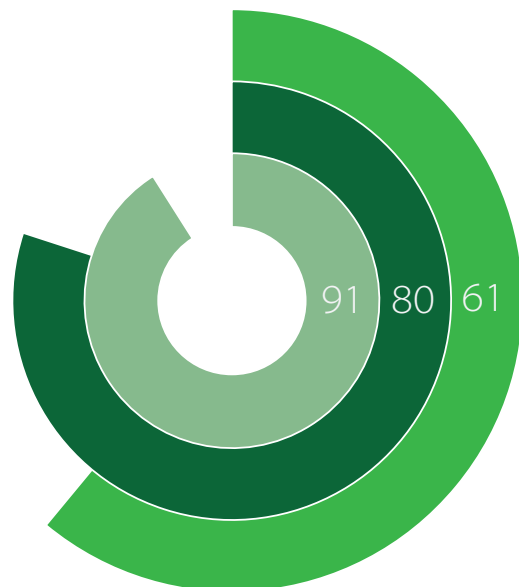
DOES YOUR BANK CONSIDER SMES STRATEGIC TO YOUR BUSINESS?



DOES YOUR BANK HAVE AN ACTIVE POLICY WHEN IT COMES TO FINANCING SMES?



DOES YOUR BANK HAVE A SECTION/ AREA SPECIALIZED IN PROVIDING LOANS?



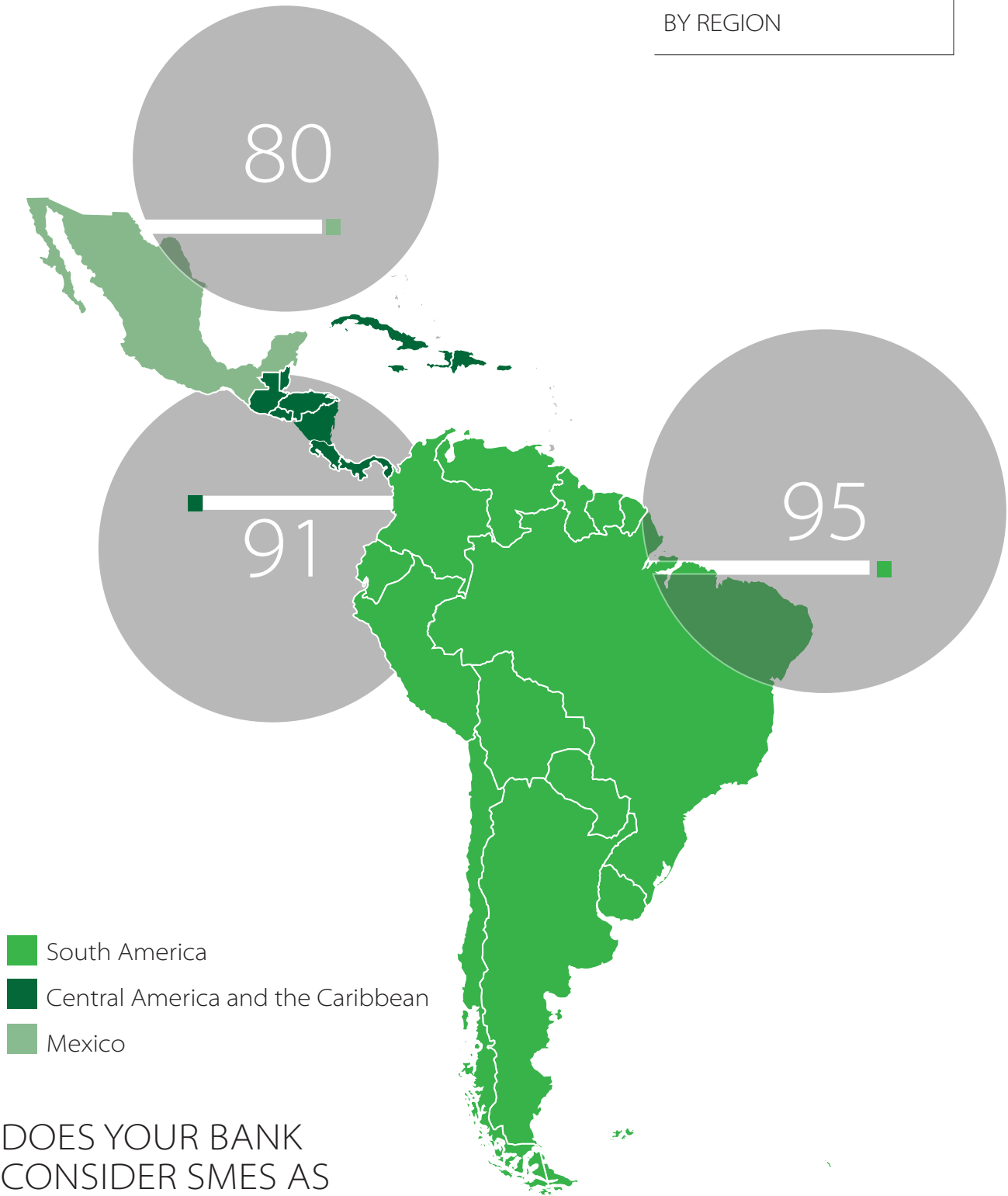
- Small Banks
- Medium-sized Banks
- Large Banks



AFFIRMATIVE ANSWERS %

-%-

BY REGION

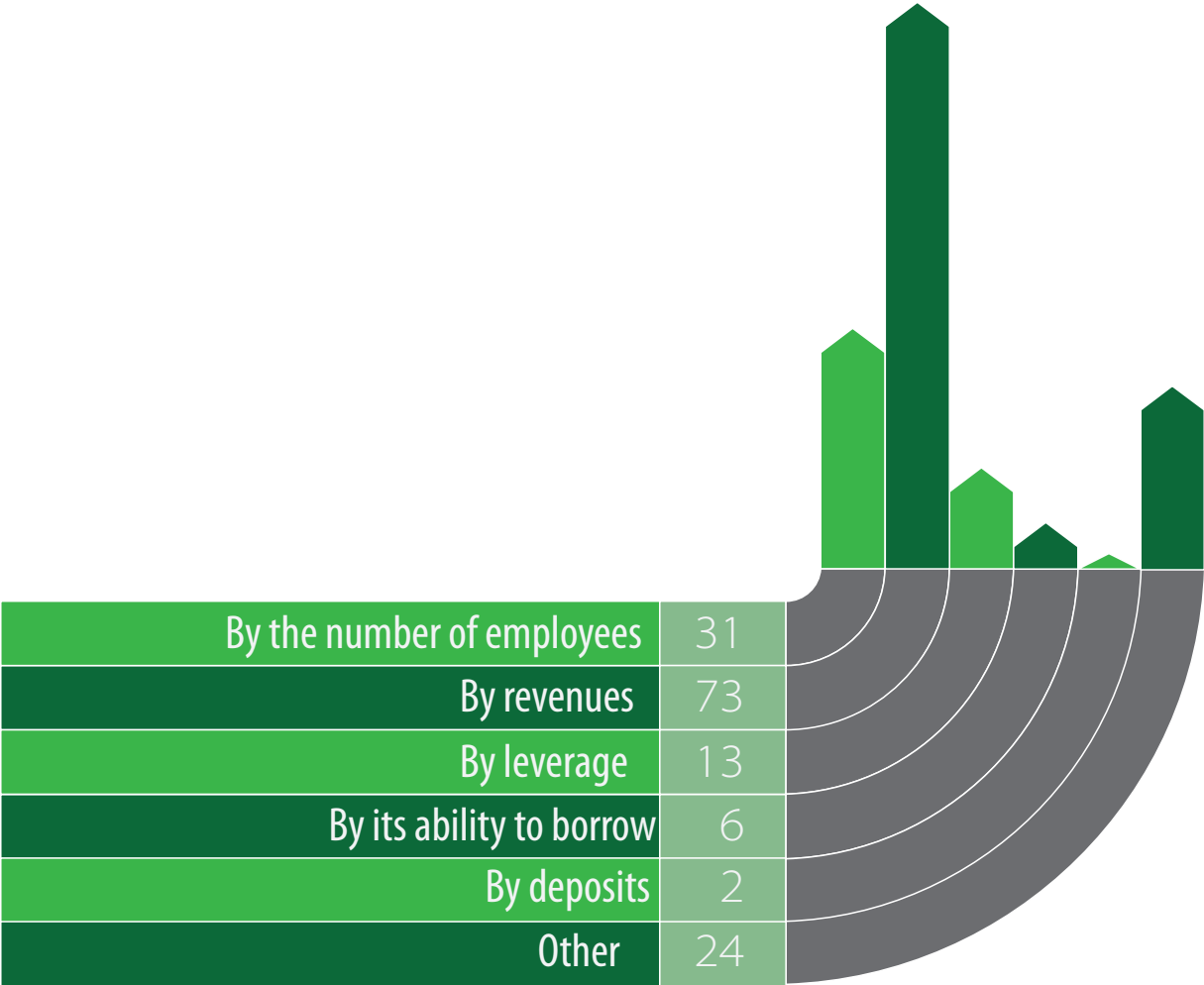


DOES YOUR BANK  
CONSIDER SMES AS  
STRATEGIC TO YOUR  
BUSINESS?

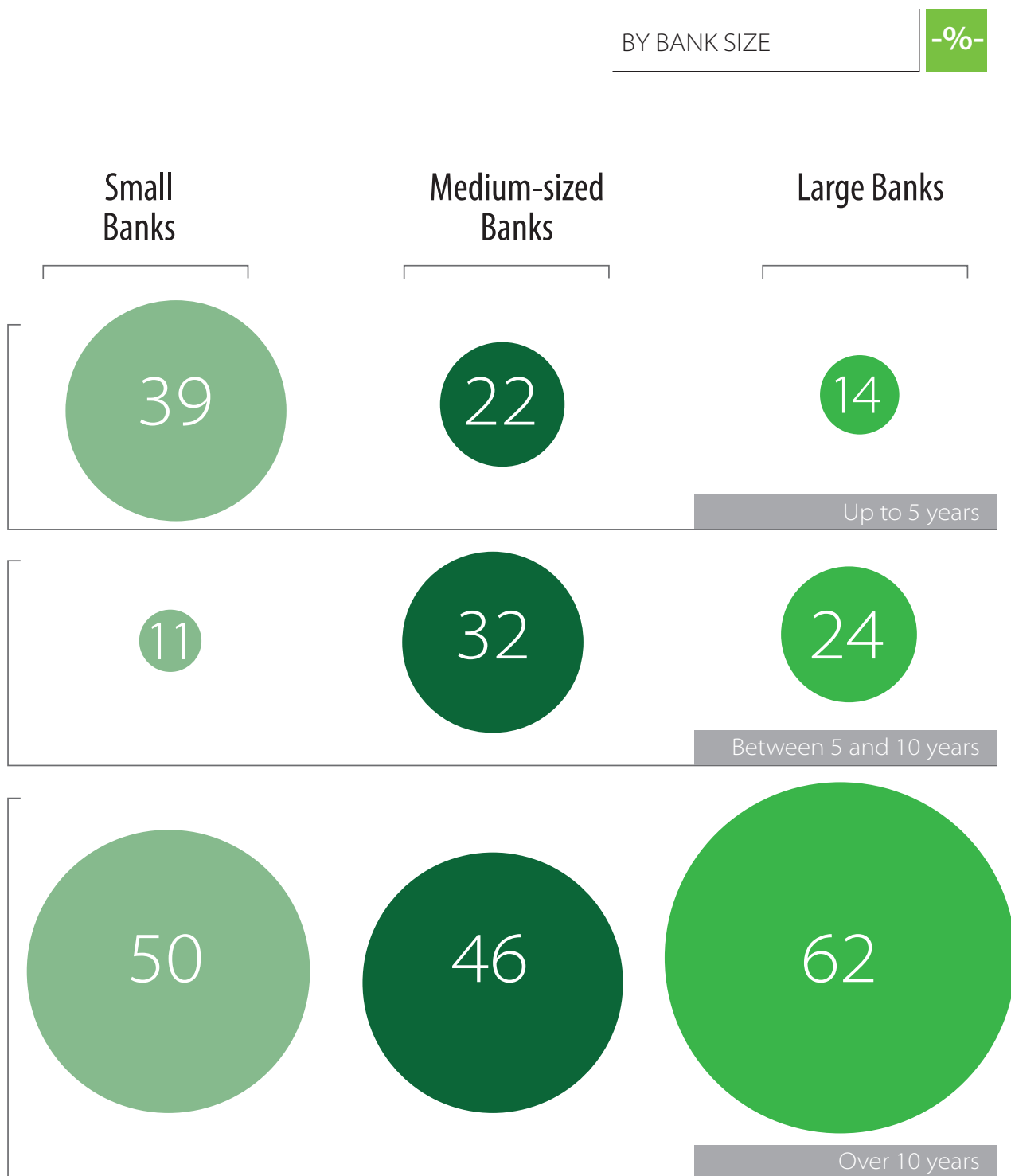
# WHAT ARE THE VARIABLES THAT YOUR BANK USES TO DECIDE IF A CLIENT IS A SME OR A LARGE COMPANY/CORPORATE CLIENT?

MULTIPLE ANSWERS

-%-



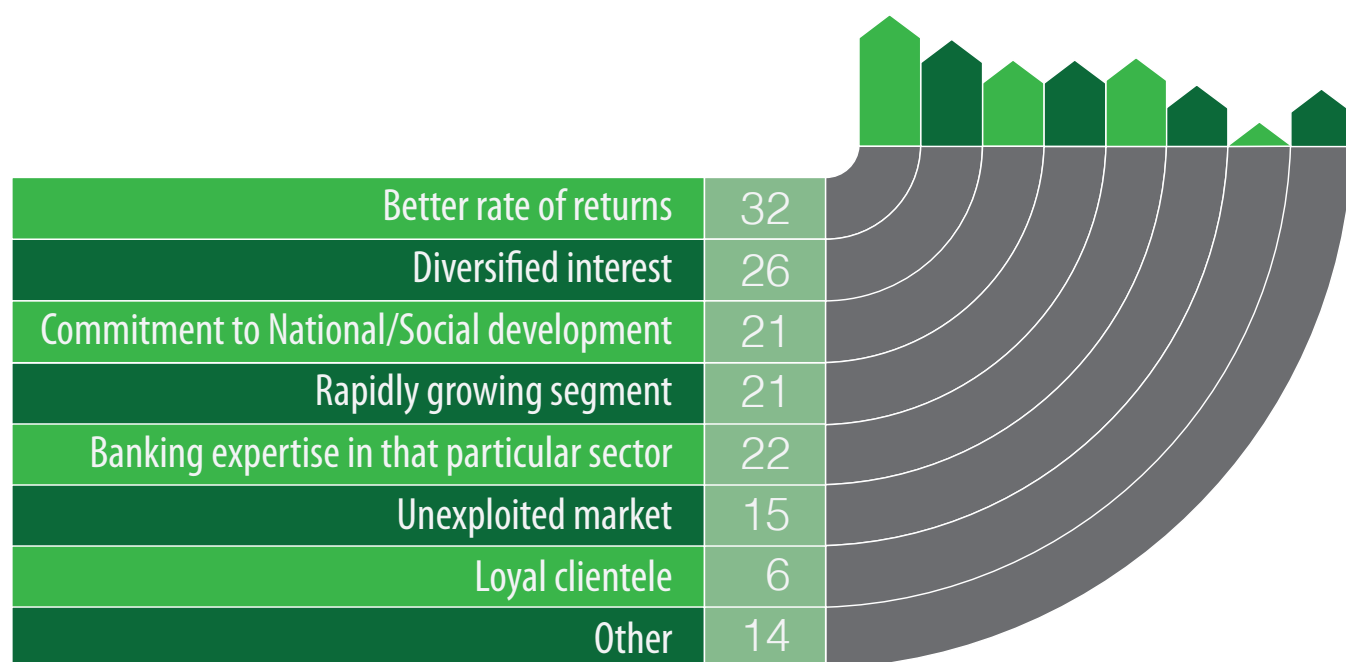
# HOW LONG HAS YOUR BANK BEEN OFFERING LOANS TO SMES?

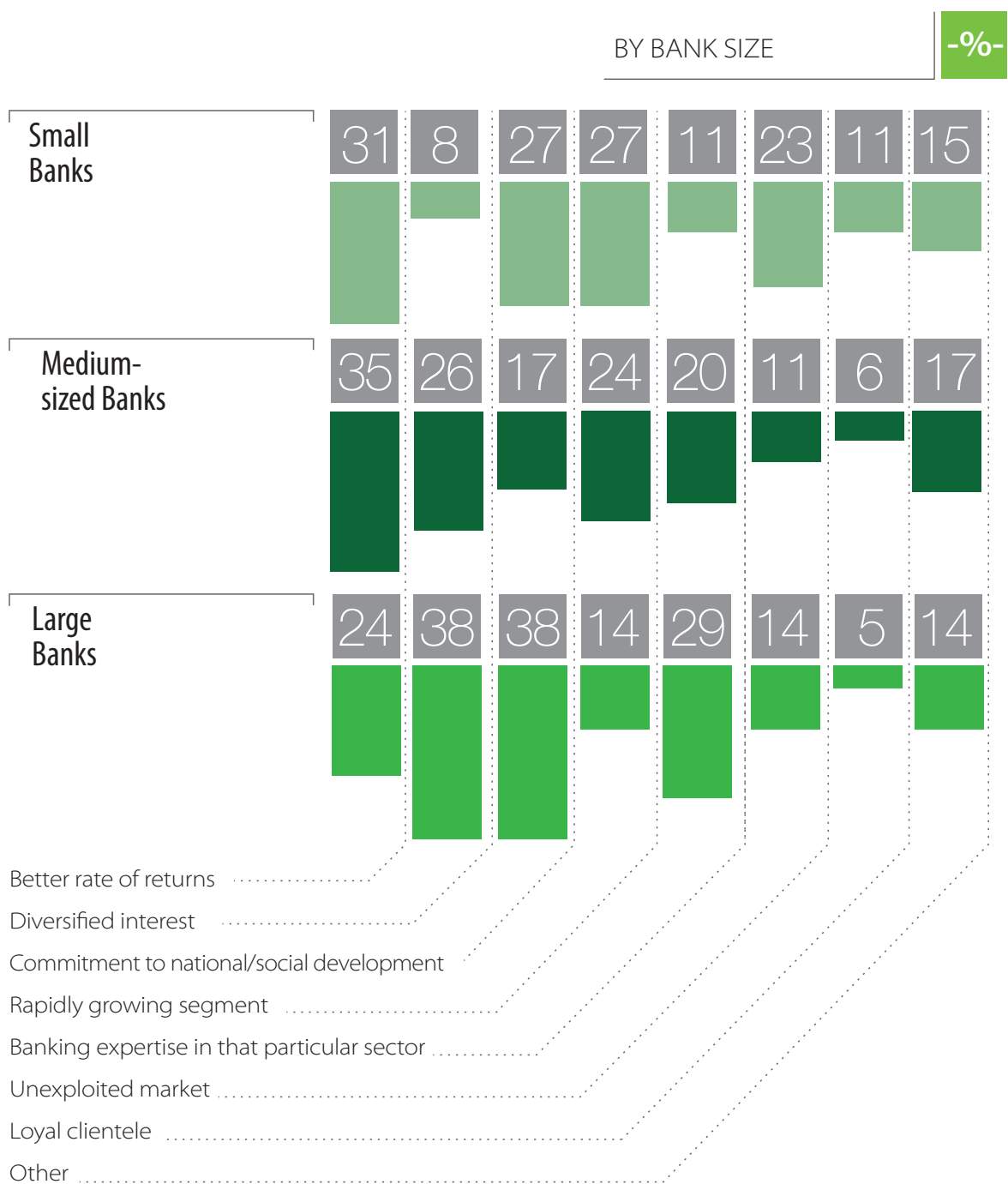


# WHAT ARE THE MAIN REASONS FOR YOUR BANK TO WORK WITH SMES?

MULTIPLE ANSWERS

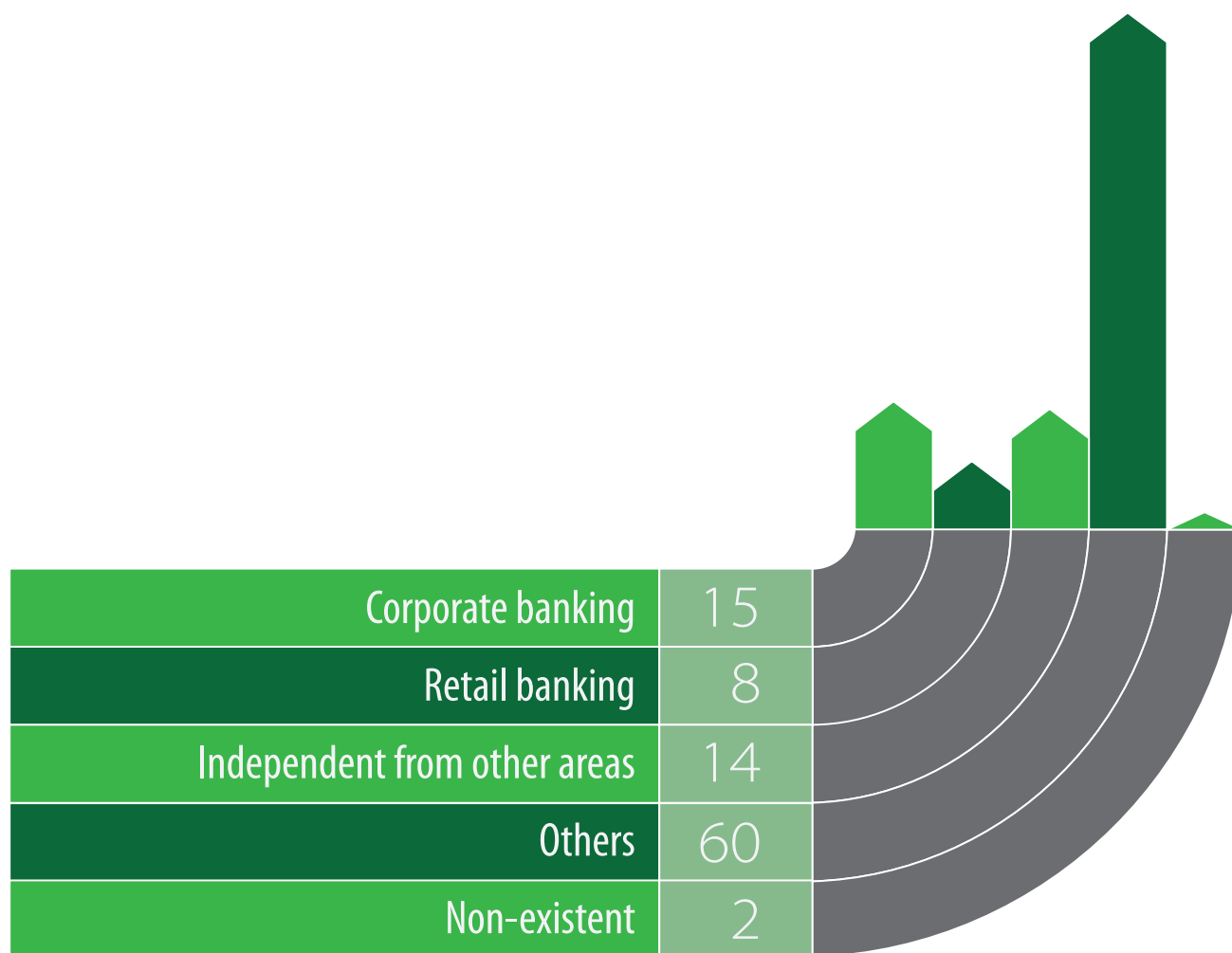
-%-





# INSIDE YOUR BANK'S STRUCTURE, WHERE IS THE DEPARTMENT DEDICATED TO SMES?

-%-



# INSIDE YOUR BANK'S STRUCTURE, WHAT IS THE POSITION OF THE PERSON IN CHARGE OF SETTING THE STRATEGIES FOR SMES?

MULTIPLE ANSWERS

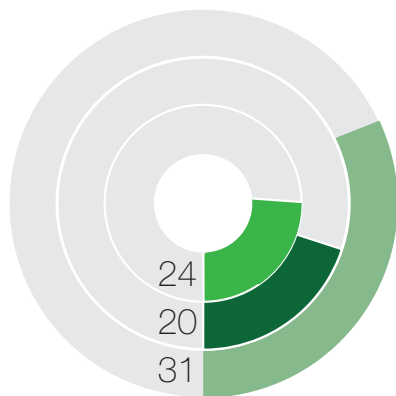
-%-

BY BANK SIZE

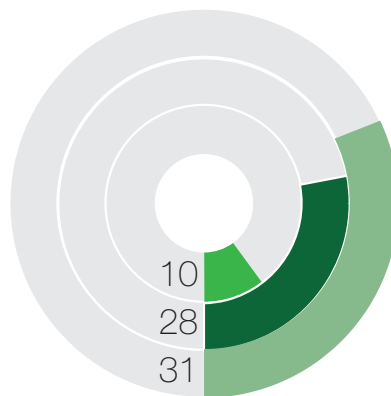
Small  
Banks

Medium-sized  
banks

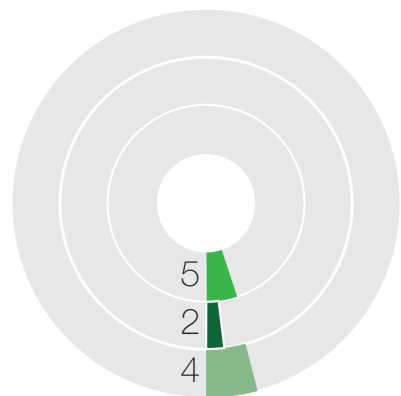
Large  
Banks



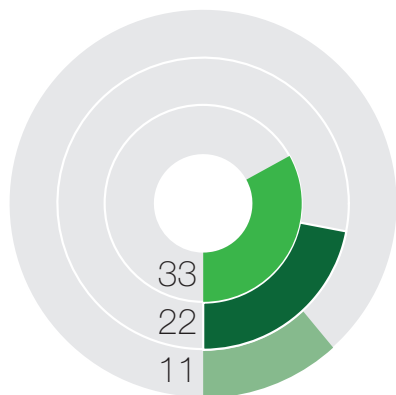
Director/General  
manager



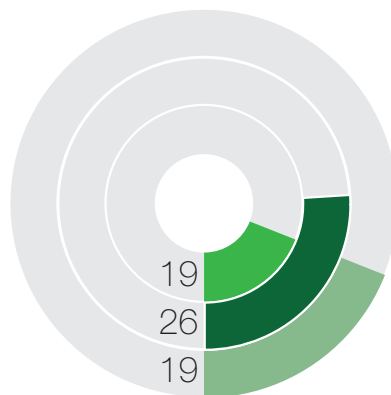
Board of directors/  
Executive committee



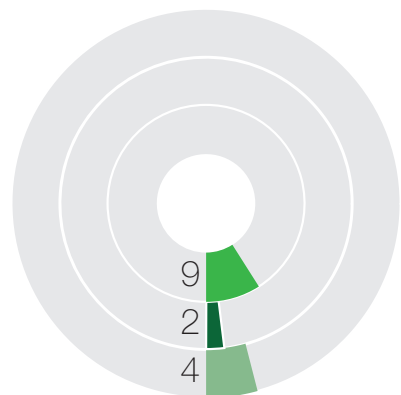
Director/Regional  
manager



Area manager

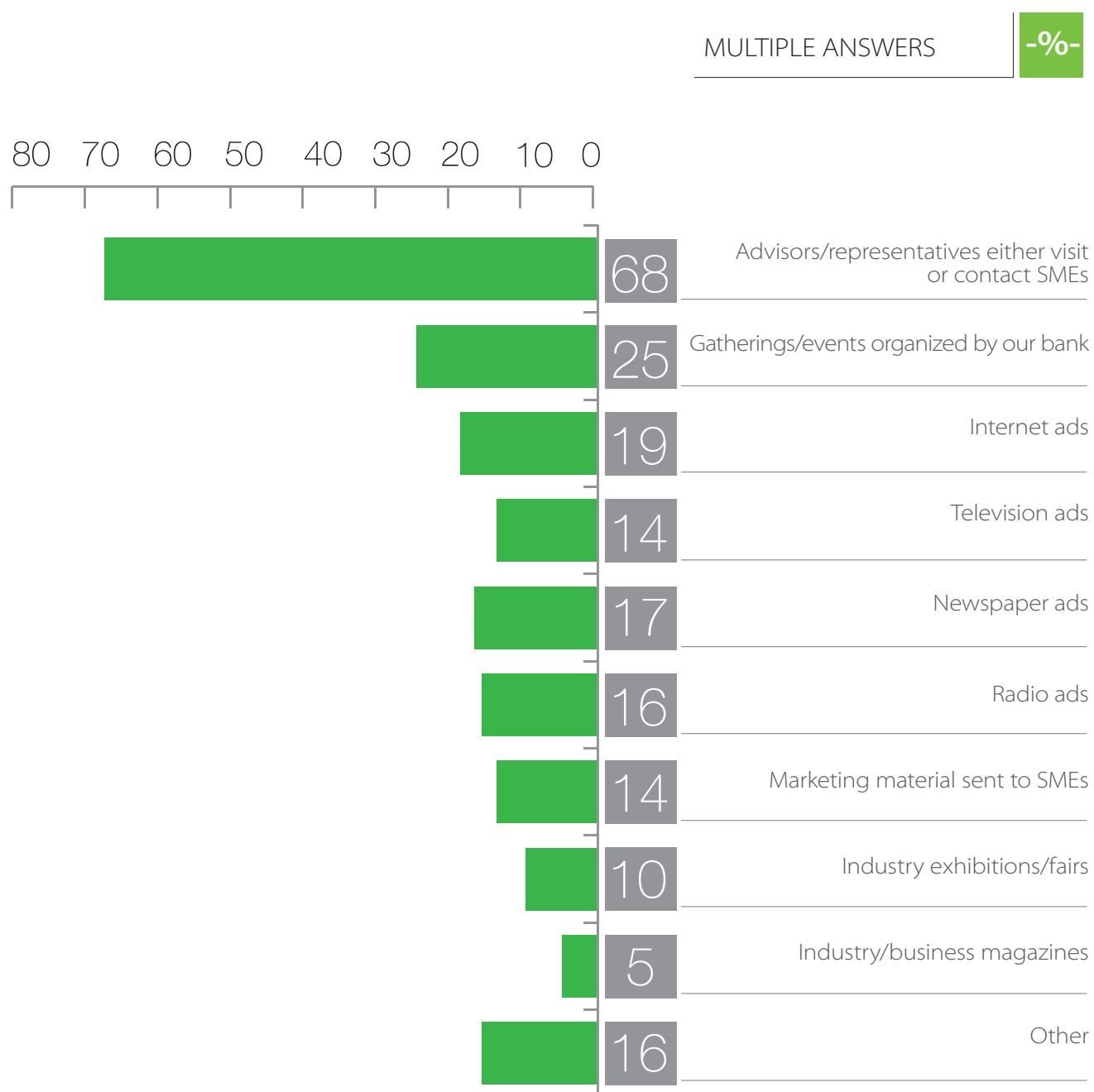


Others



No answer

# WHAT KIND OF COMMUNICATION STRATEGY DOES YOUR BANK USE TO PROMOTE LENDING TO SMES?





MULTIPLE ANSWERS

-%-

BY BANK SIZE

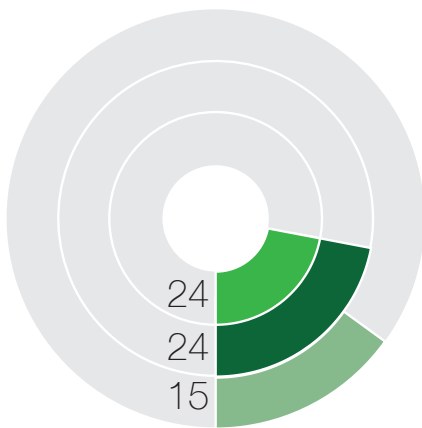
Small  
Banks



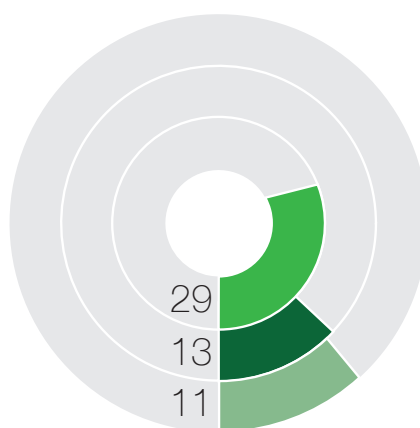
Medium-sized  
banks



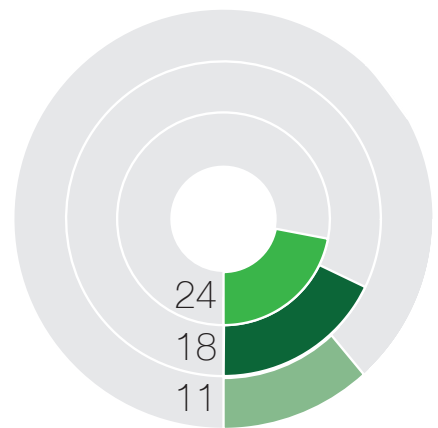
Large  
Banks



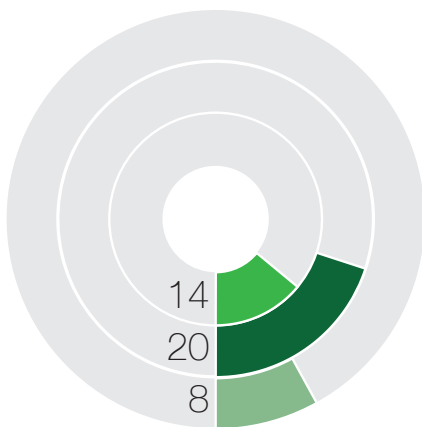
Internet sites



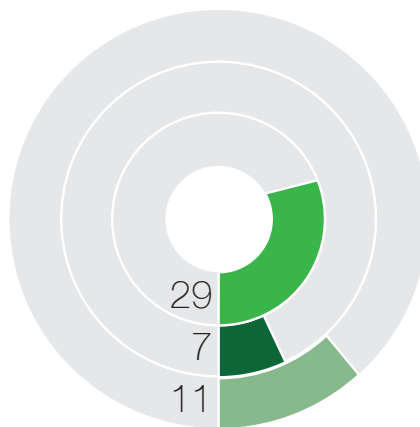
Television



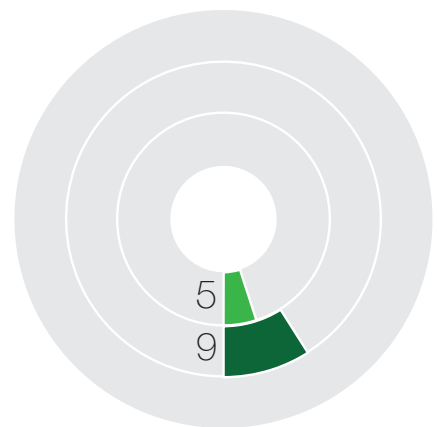
Newspapers



Radio

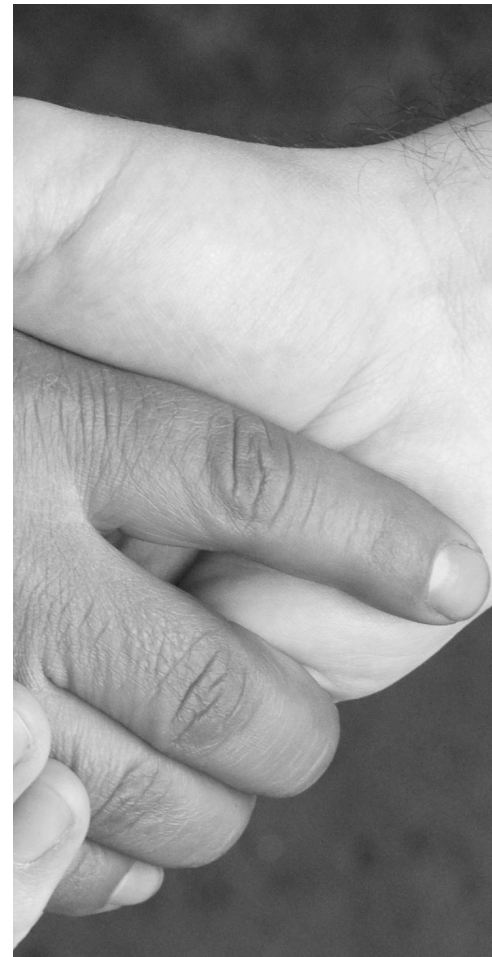


Marketing  
material sent  
to SMEs



Industry/Business  
magazines

# S E C O N D P A R



T

2

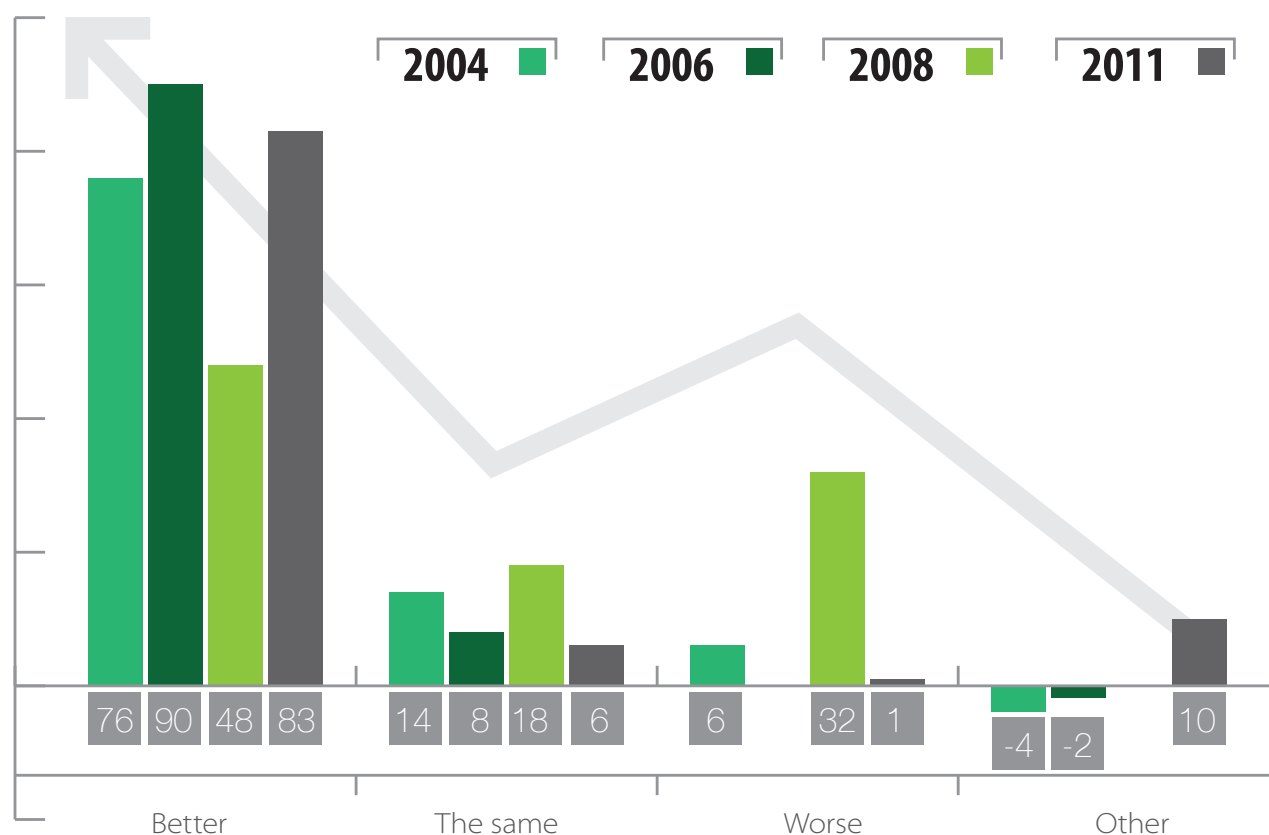


# TRENDS IN THE FINANCING OF SMES



# WHAT WOULD YOU EXPECT THE FINANCIAL POSITION OF THE SMES IN YOUR COUNTRY TO BE IN TWO YEARS?

-%-



# WHAT WOULD YOU EXPECT THE FINANCIAL POSITION OF THE SMES IN YOUR COUNTRY TO BE IN TWO YEARS?

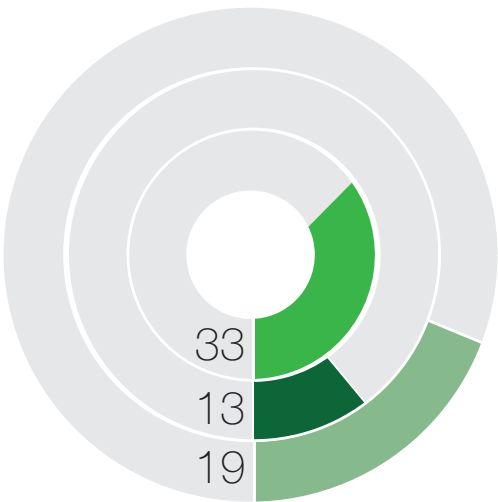
BY BANK SIZE

-%-

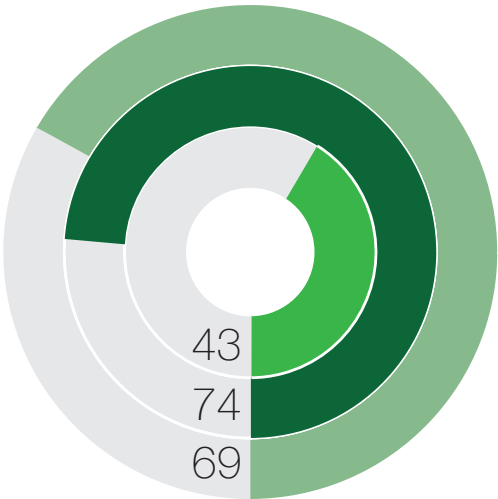
Small Banks

Medium-sized Banks

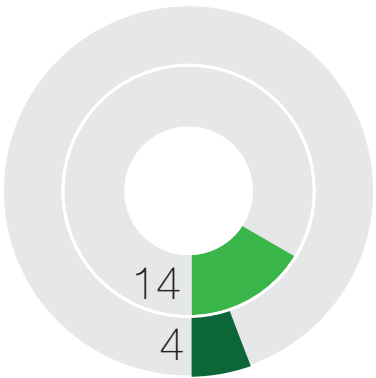
Large Banks



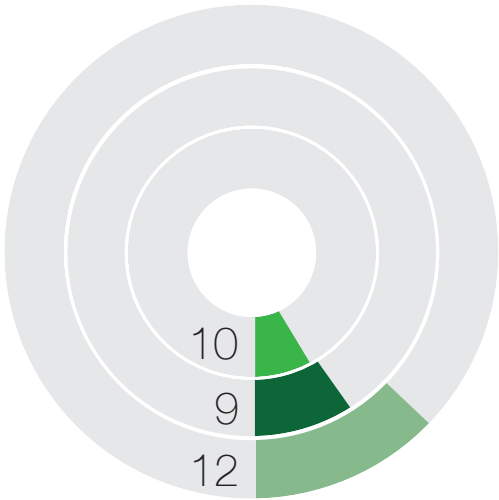
Much better



Moderately better

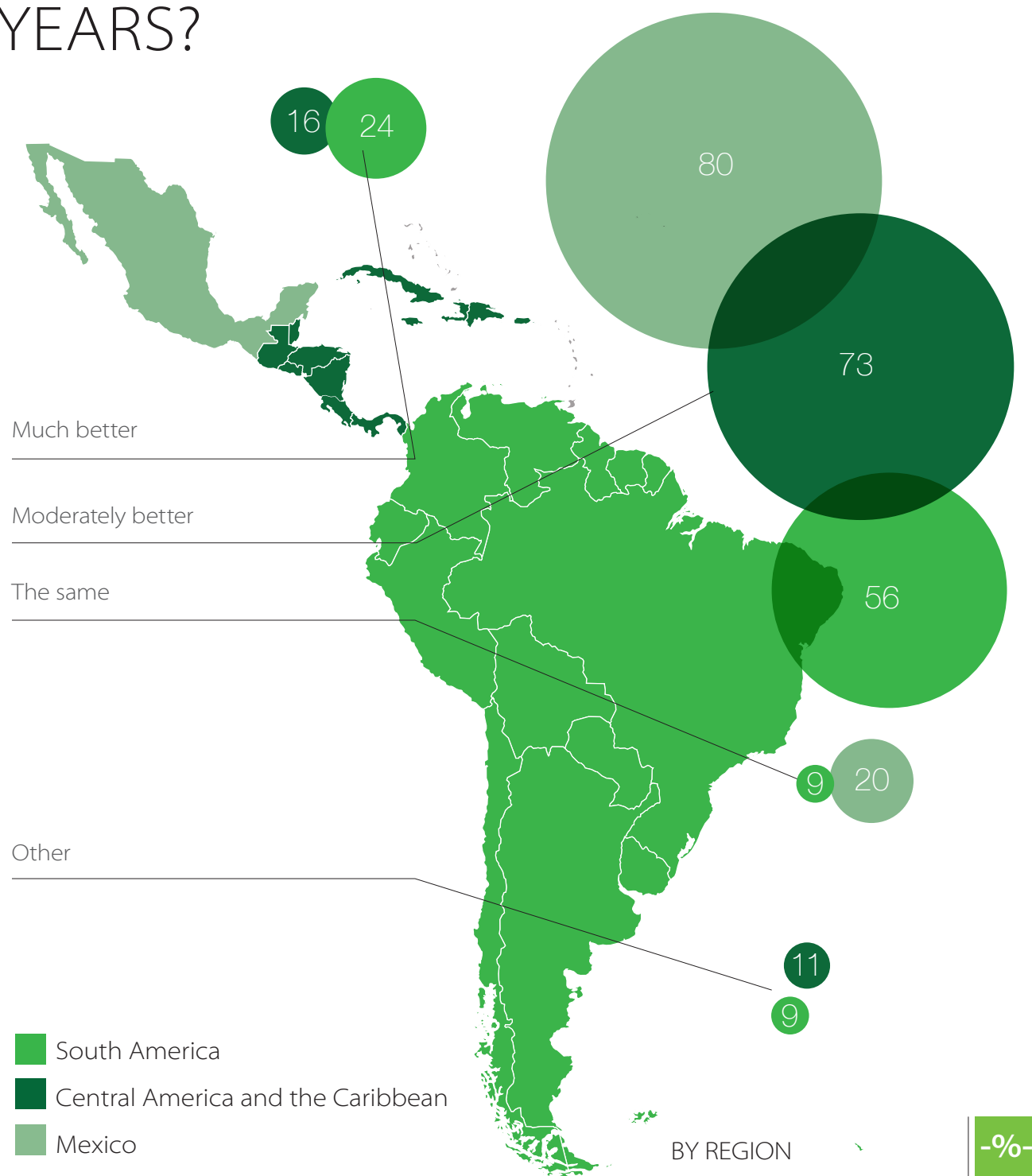


The same



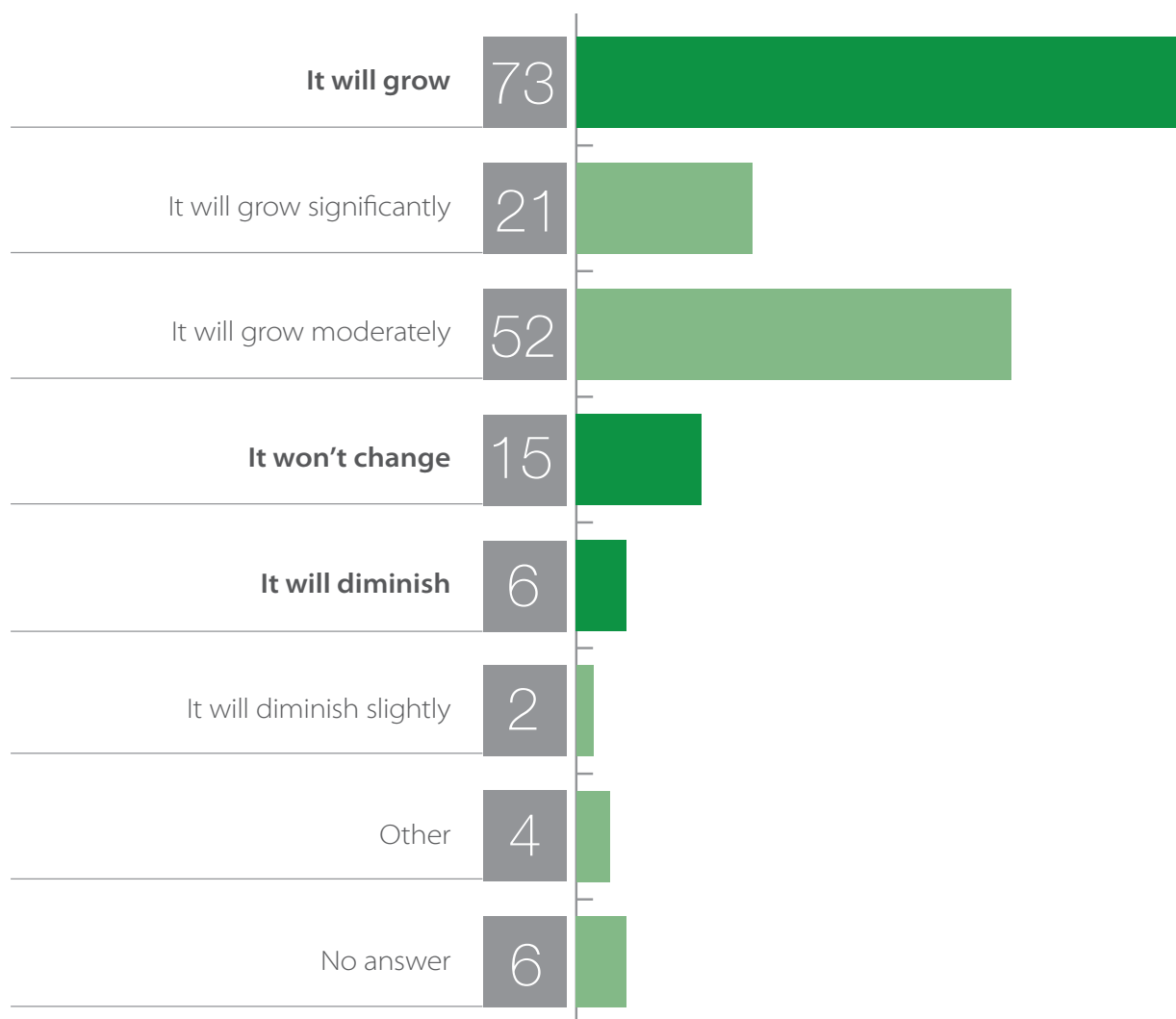
Other

# WHAT WOULD YOU EXPECT THE FINANCIAL POSITION OF THE SMES IN YOUR COUNTRY TO BE IN TWO YEARS?



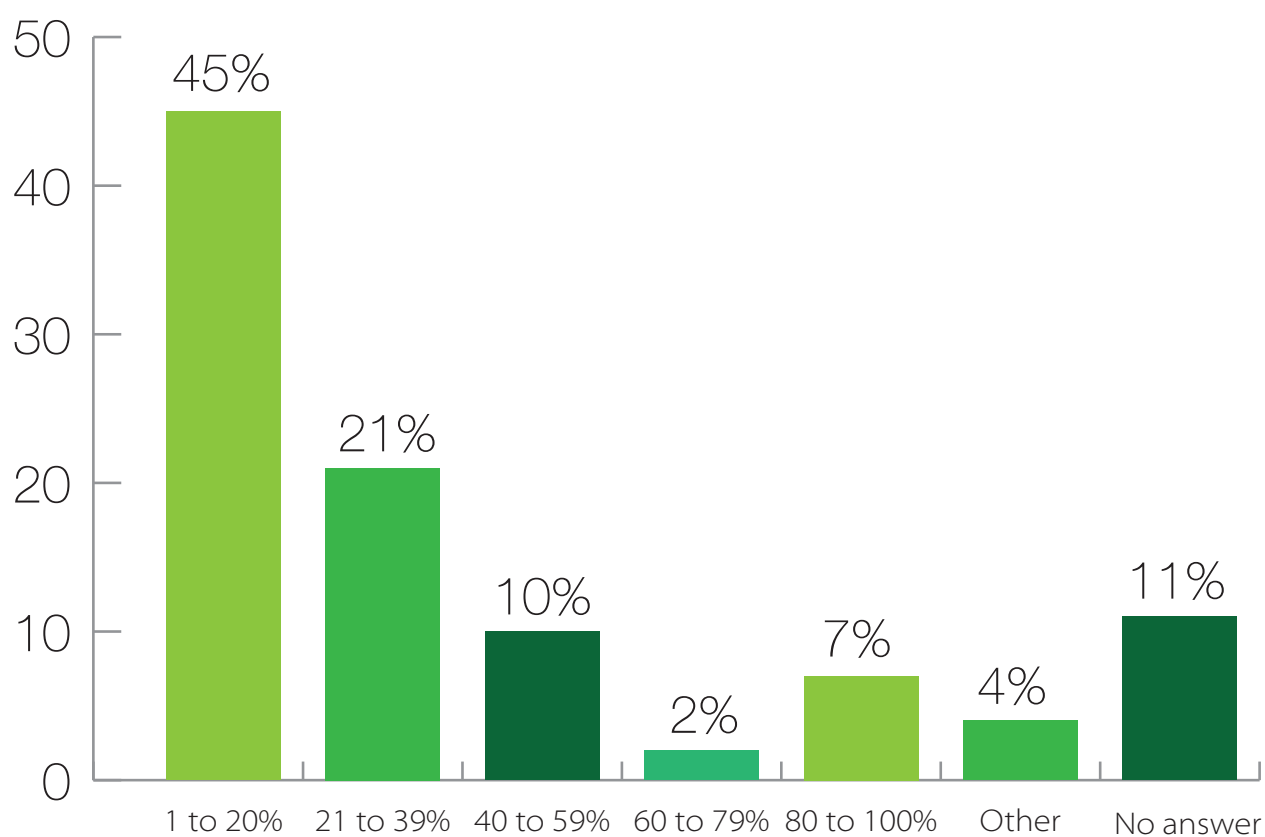
# DO YOU EXPECT YOUR BANK'S PORTFOLIO OF SMES TO GROW COMPARED TO THE BANK'S TOTAL PORTFOLIO FOR 2011?

-%-



# WHAT WOULD THE GROWTH RATE BE?

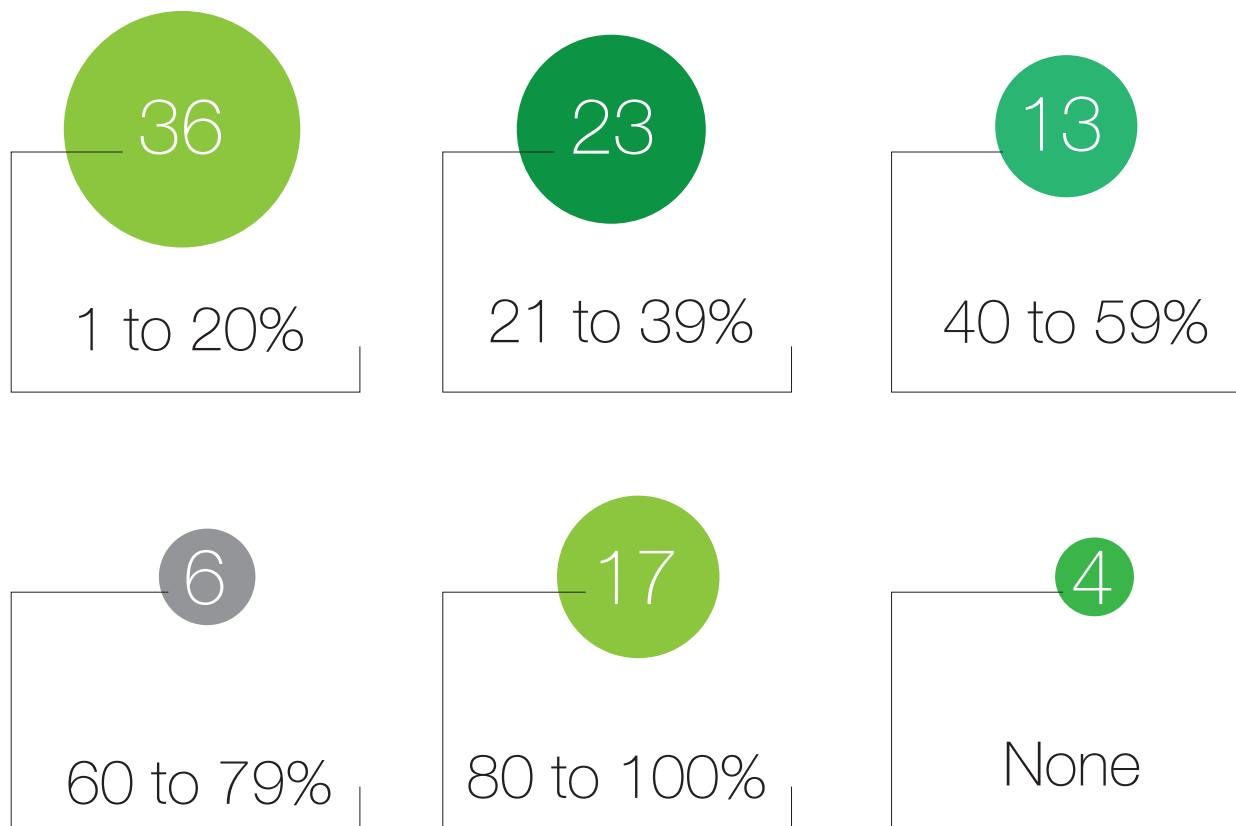
-%-



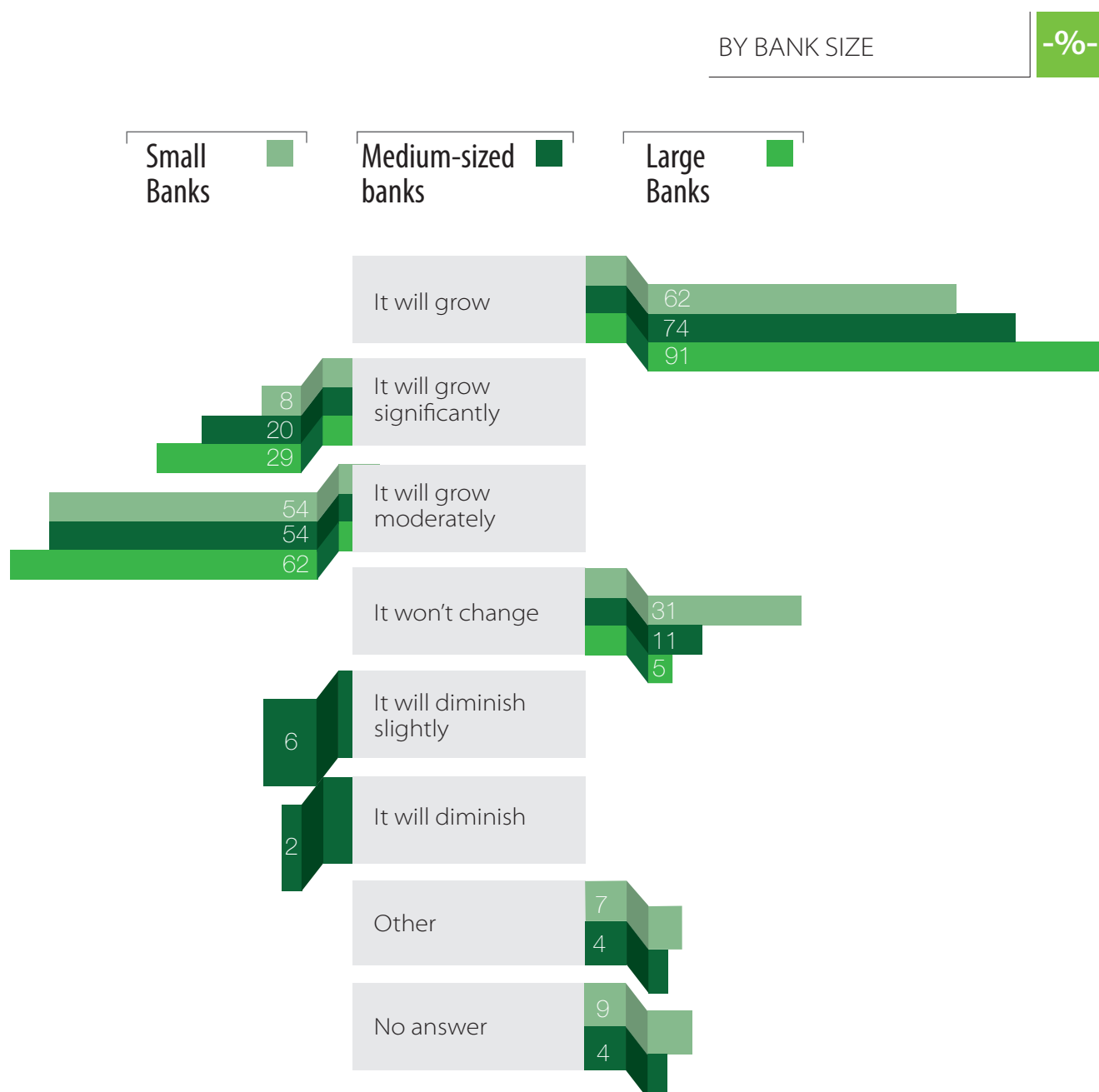


# WHAT PERCENTAGE OF LOANS GRANTED BY YOUR BANK ARE TARGETED TO SMES?

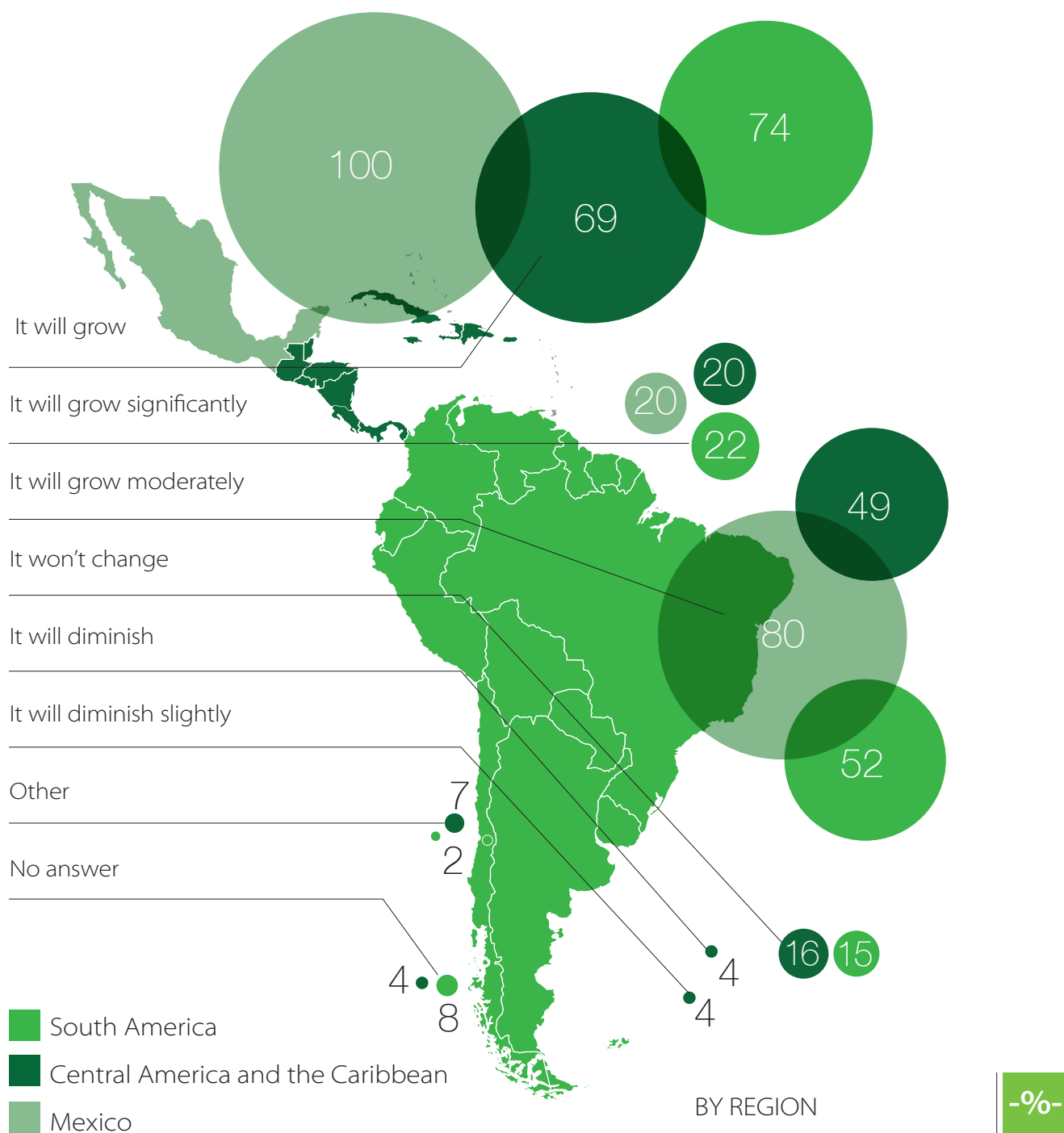
-%-



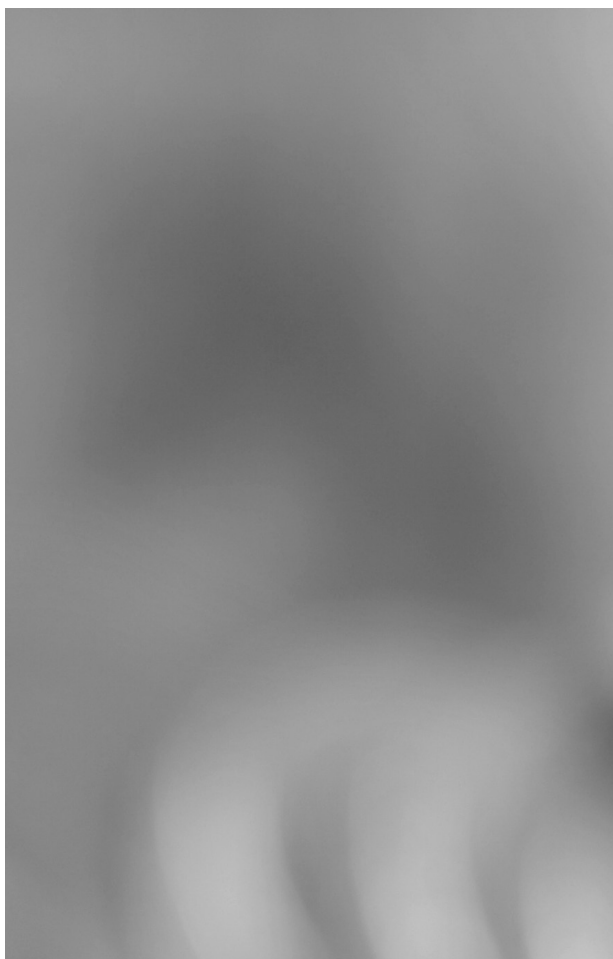
# WHAT IS THE EXPECTED GROWTH OF YOUR BANK'S SMES PORTFOLIO COMPARED TO THE TOTAL PORTFOLIO FOR 2011?



# WHAT IS THE EXPECTED GROWTH OF YOUR BANK'S SMES PORTFOLIO COMPARED TO THE TOTAL PORTFOLIO FOR 2011?



# T H I R D P A R T

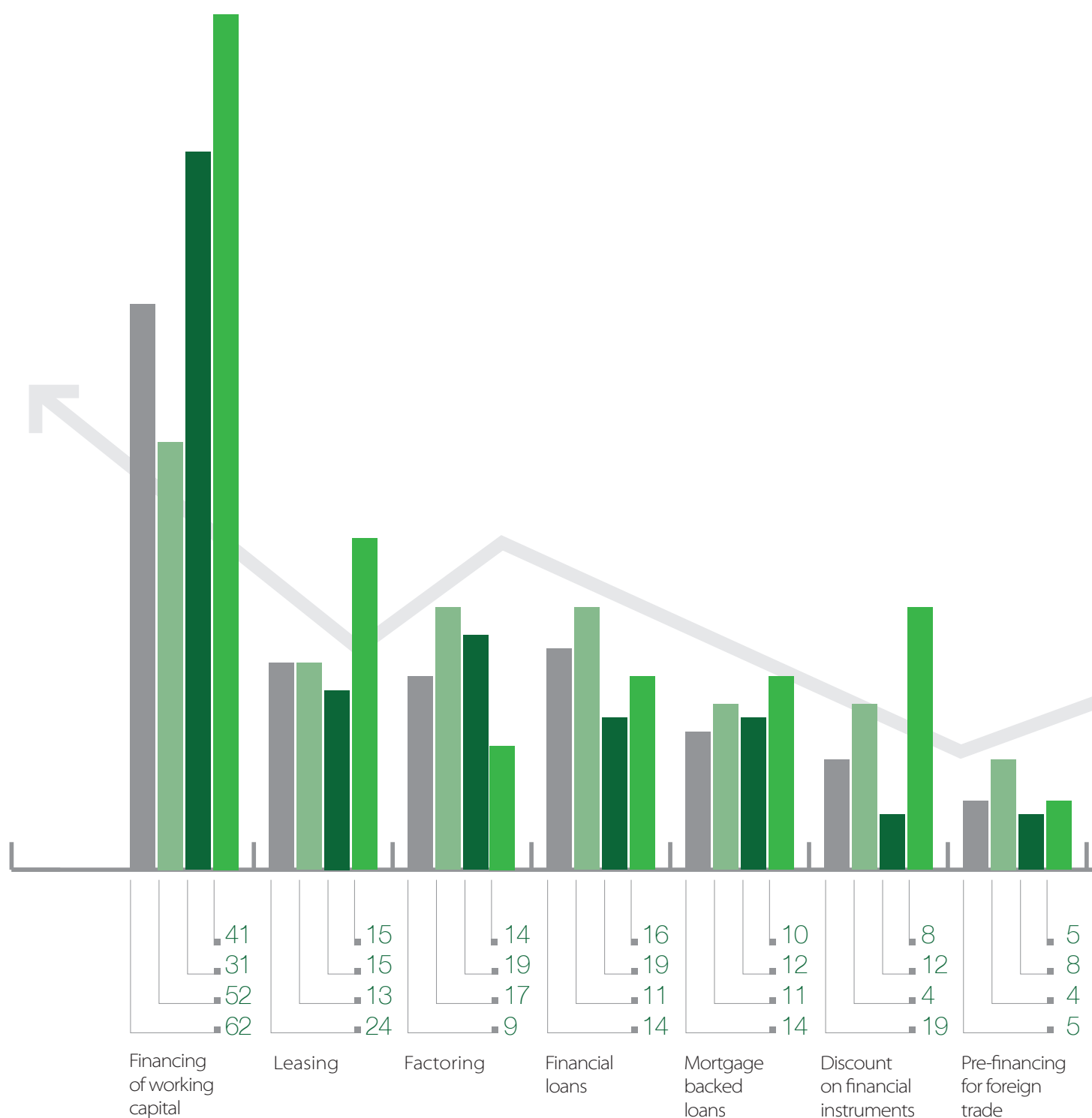


# 3



## SECTORS, PRODUCTS AND SERVICES OFFERED TO SMES

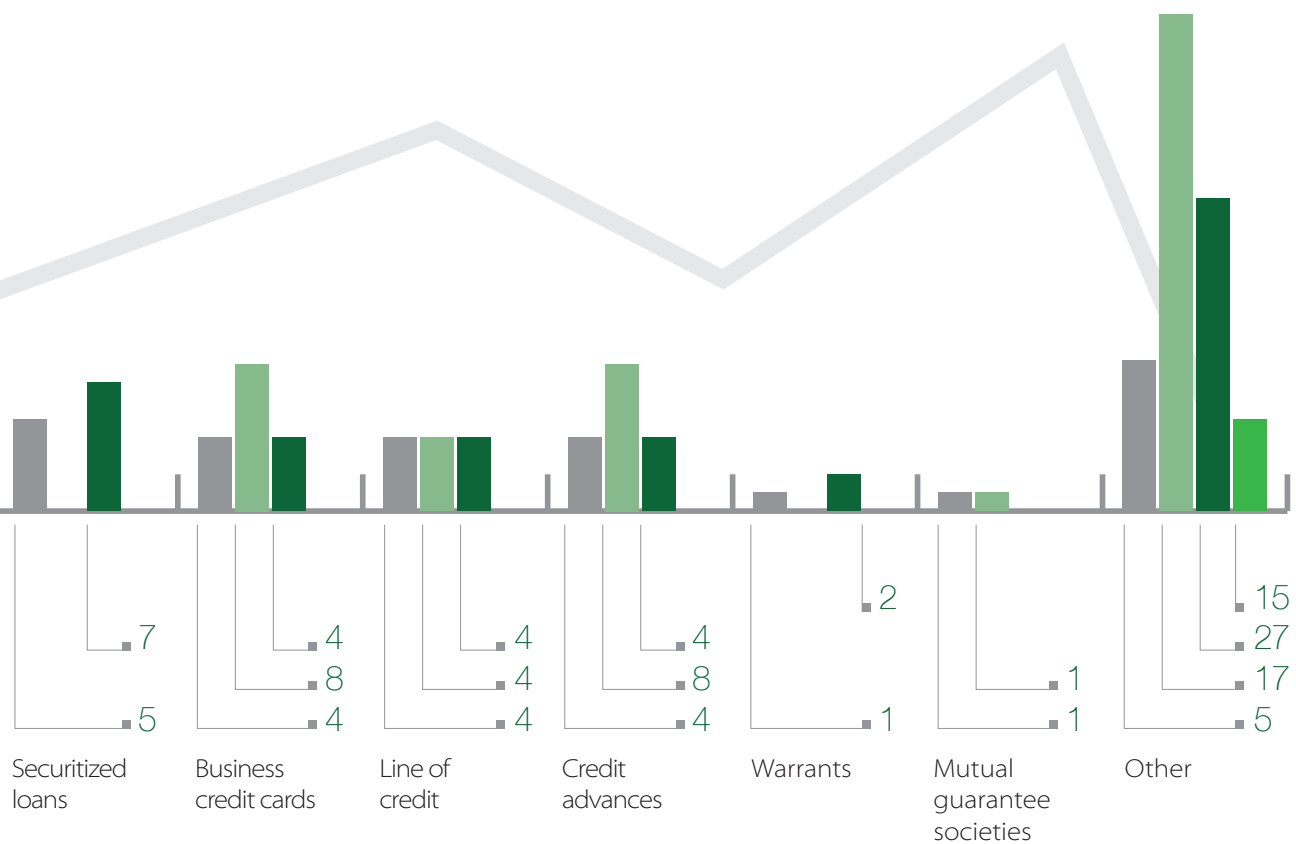
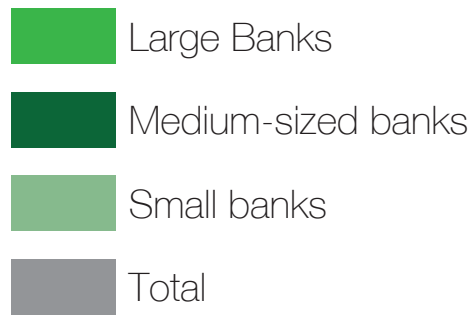
# WHAT KIND OF LOANS ARE YOU OFFERING TO SMES?



MULTIPLE ANSWERS

-%-

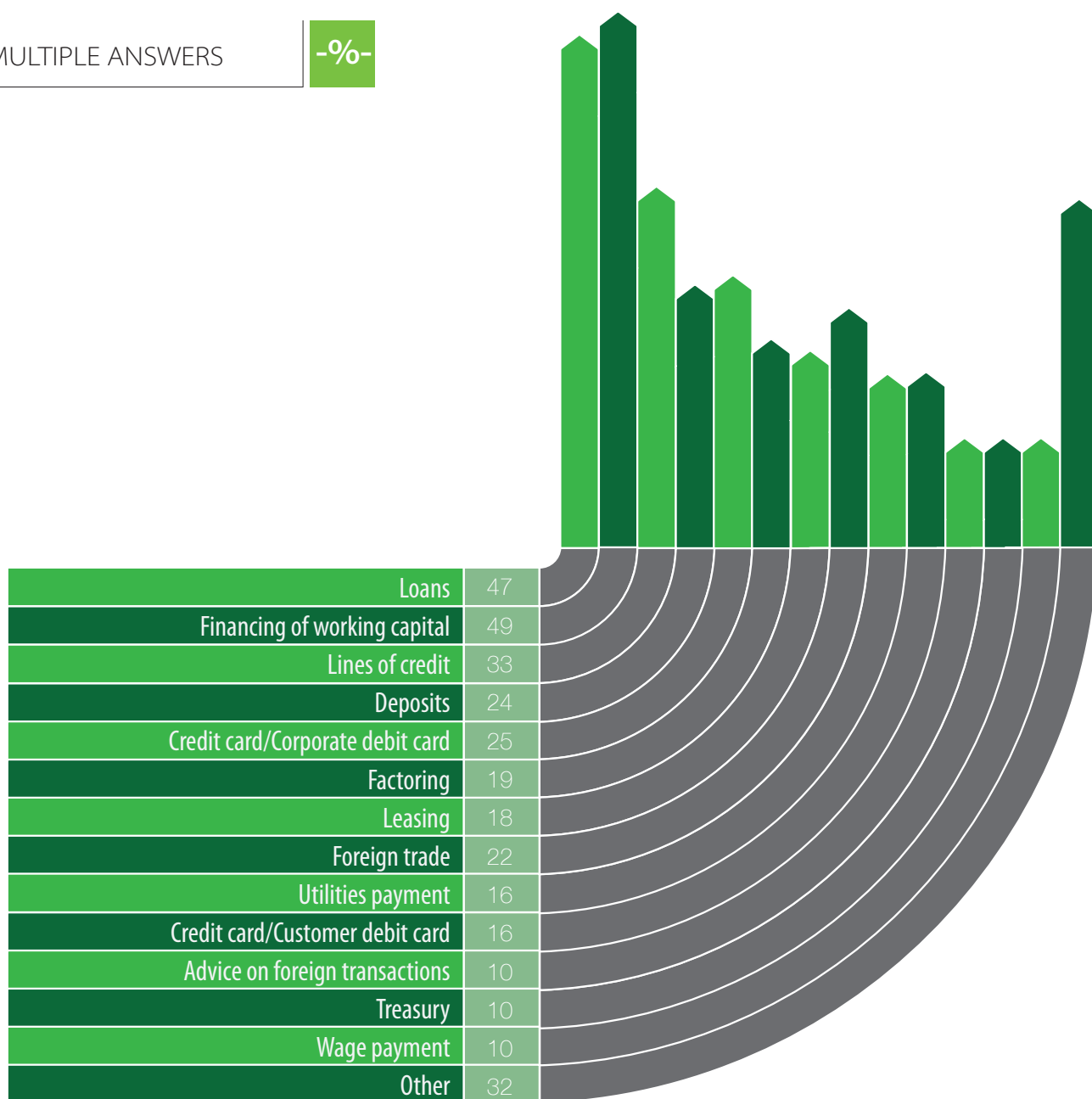
BY BANK SIZE



# WHICH SERVICES ARE YOU EVALUATING/DEVELOPING FOR THE SME SECTOR?

MULTIPLE ANSWERS

-%-





MULTIPLE ANSWERS

-%-

BY BANK SIZE

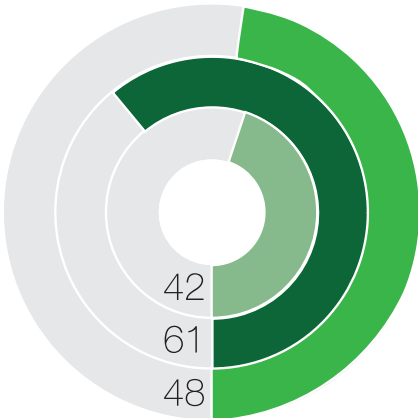
Small  
Banks



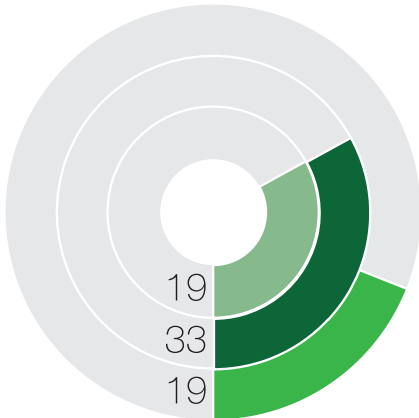
Medium-sized  
banks



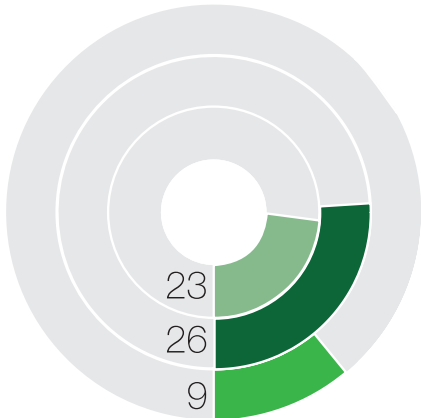
Large  
Banks



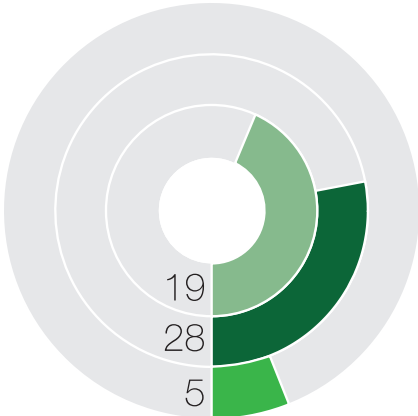
Loans



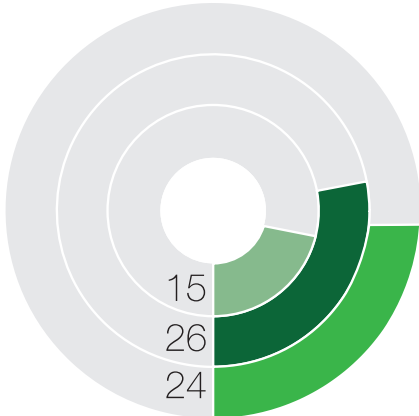
Credit card  
/Corporate debit Card



Factoring

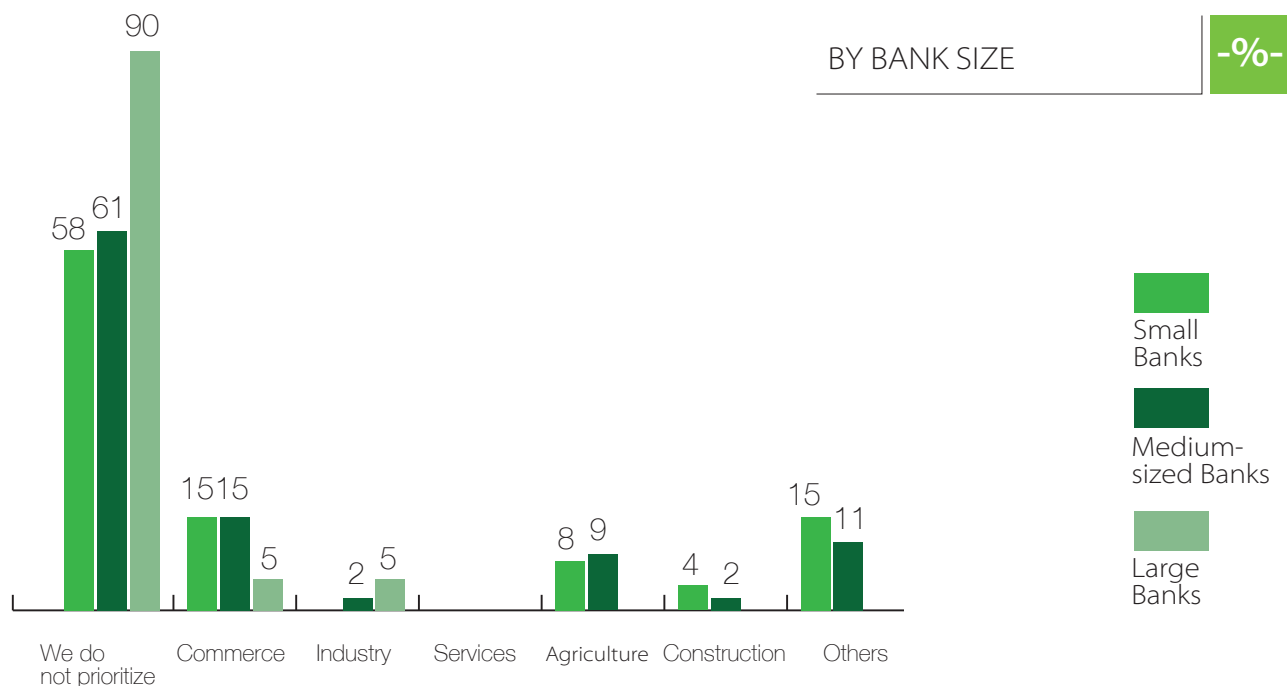
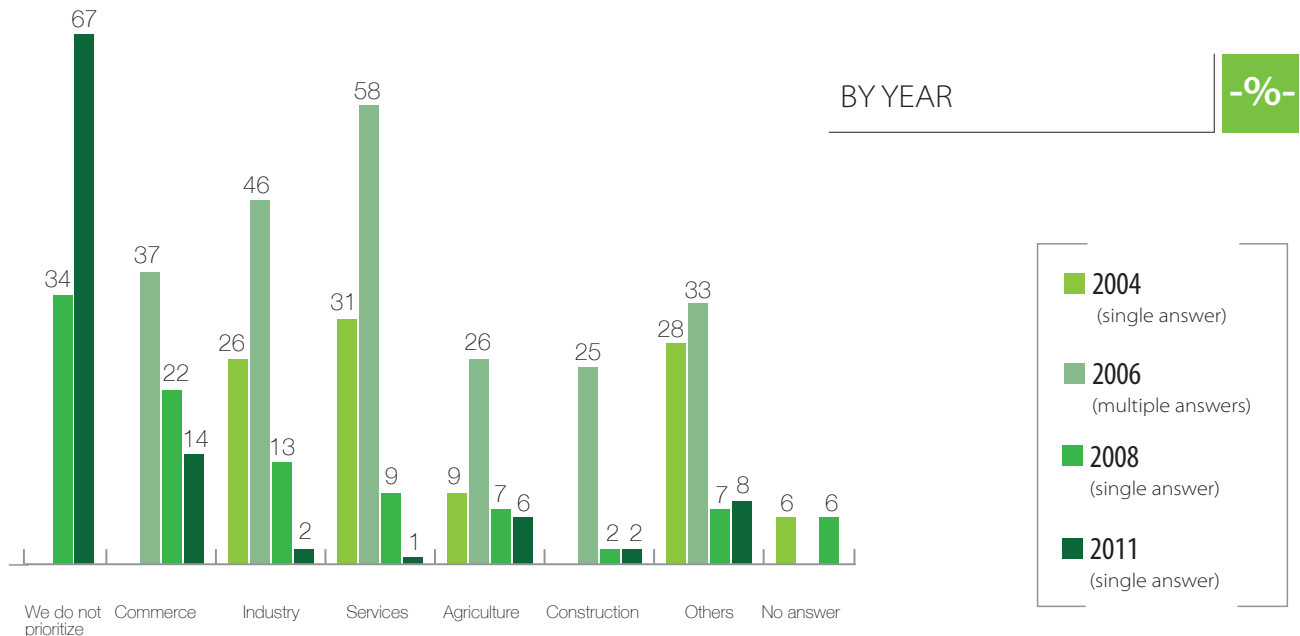


Leasing



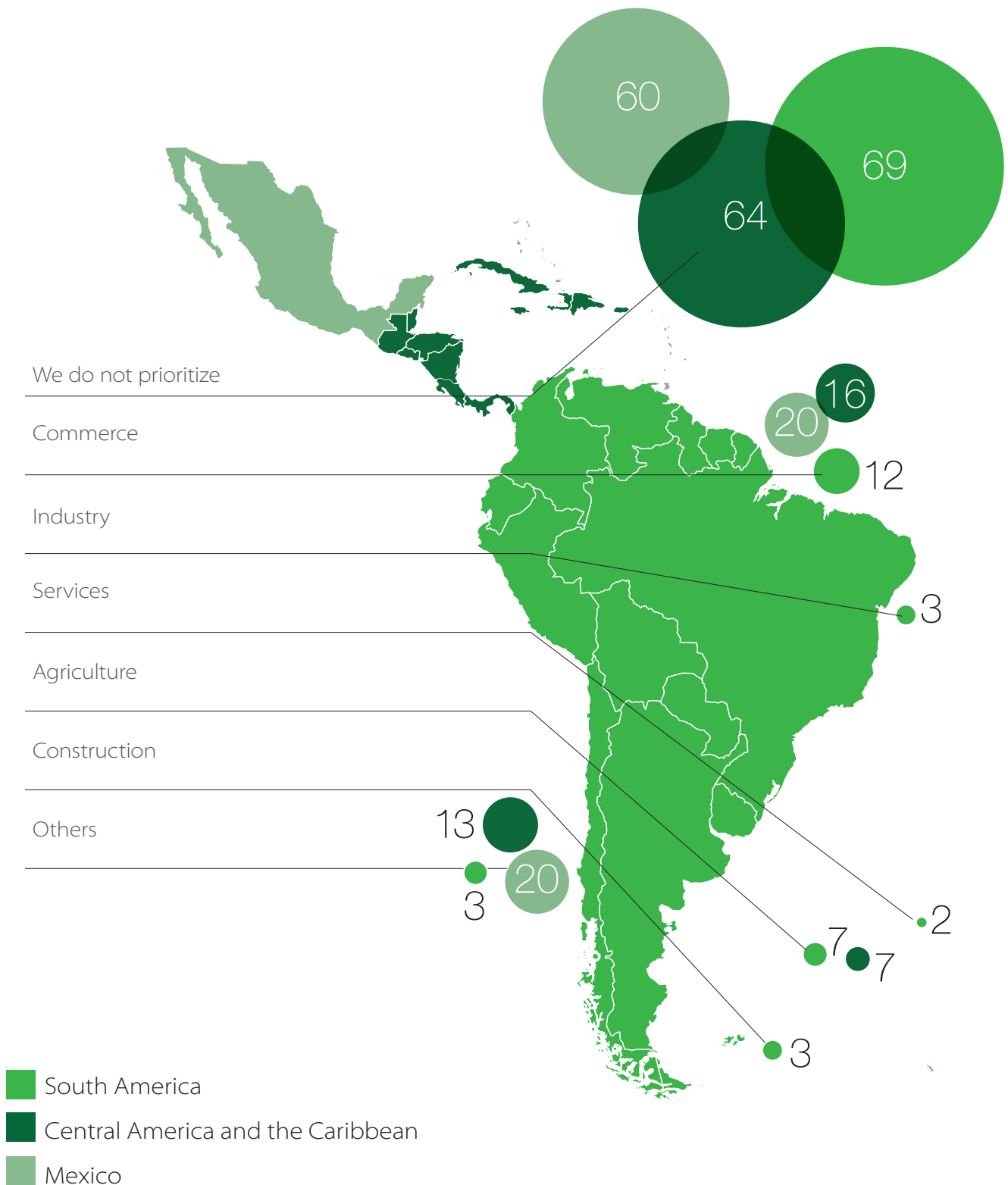
Foreign  
trade

# WHICH SME SECTOR DO YOU PRIORITIZE WHEN DECIDING ON A CREDIT?

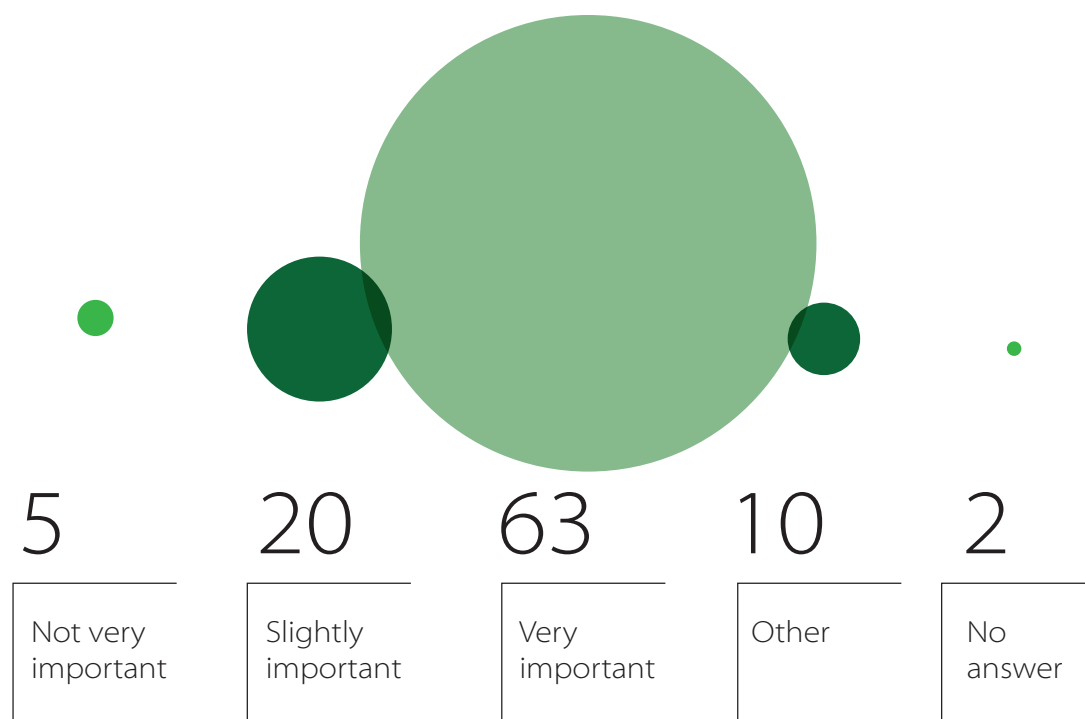


BY REGION

-%-



INDICATE THE LEVEL OF IMPORTANCE YOUR BANK ASSIGNS TO THE LACK OF CORPORATE MANAGEMENT IN SMES – BE IT INFORMALITY, LACK OF FINANCIAL STATEMENTS, ETC - AS A BARRIER TO ACCESSING CREDIT.



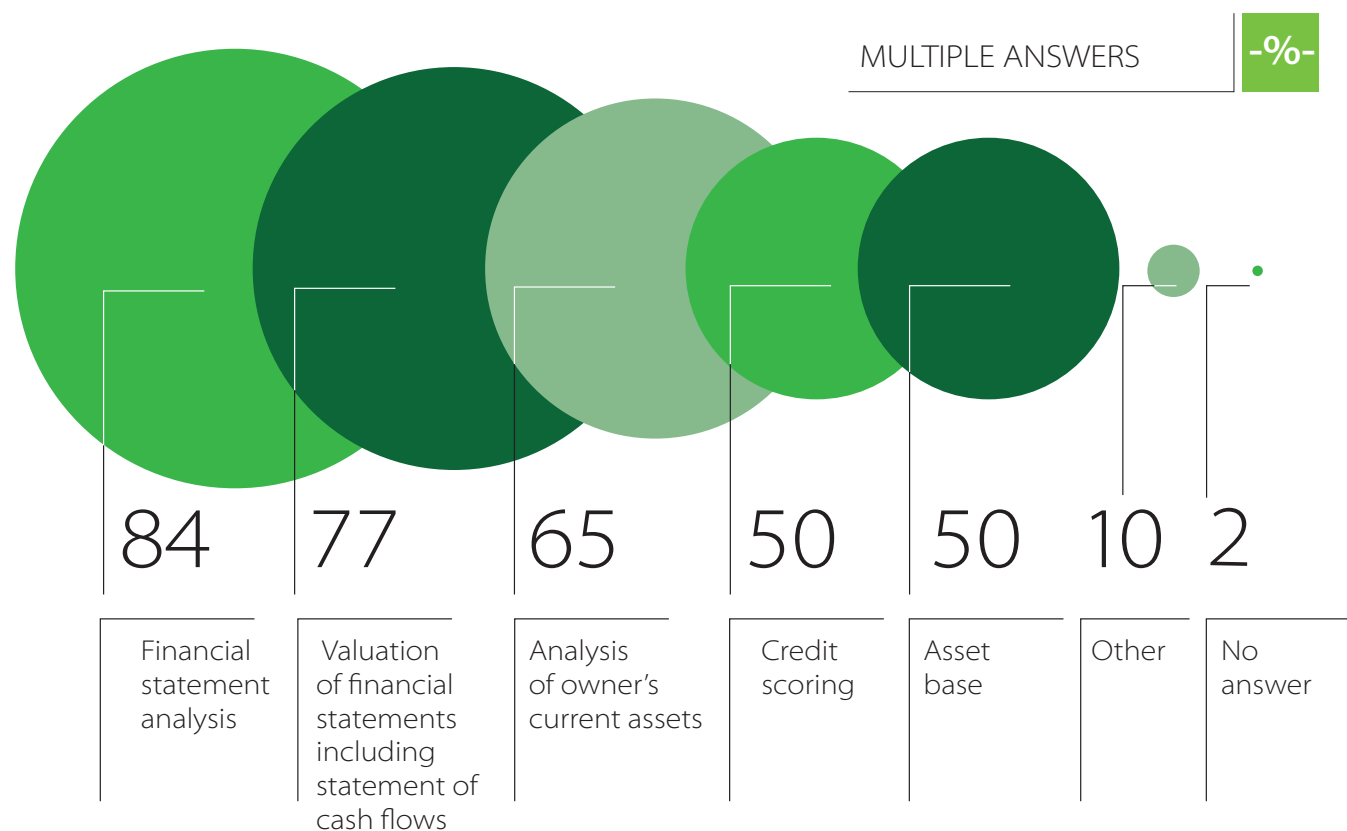
# TECHNOLOGIES TO EVALUATE RISK

Banks take into account three key aspects of SMEs, on average, before offering a loan. Financial statements, with or without cash flow, are the first and most important element banks take into account when evaluating risk.

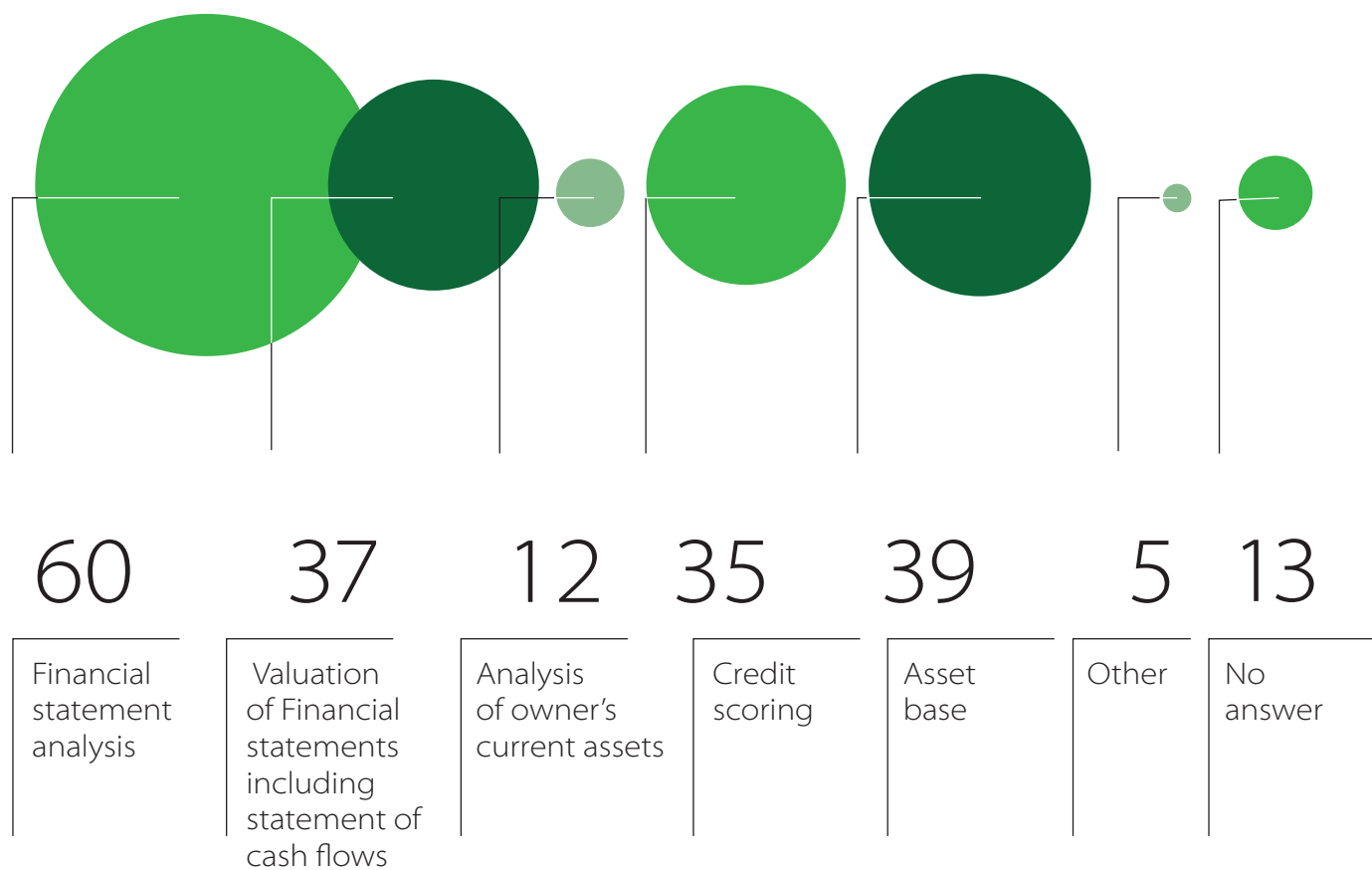
The informality of corporate management tends to be the main barrier for the SMEs to access credit.

6 out of 10 surveyed banks identified the business owner's assets, while 5 out of 10 also mentioned the company's assets. Credit scoring has gained ground among the surveyed banks, climbing from 3 to 5 out of 10 financial institutions.

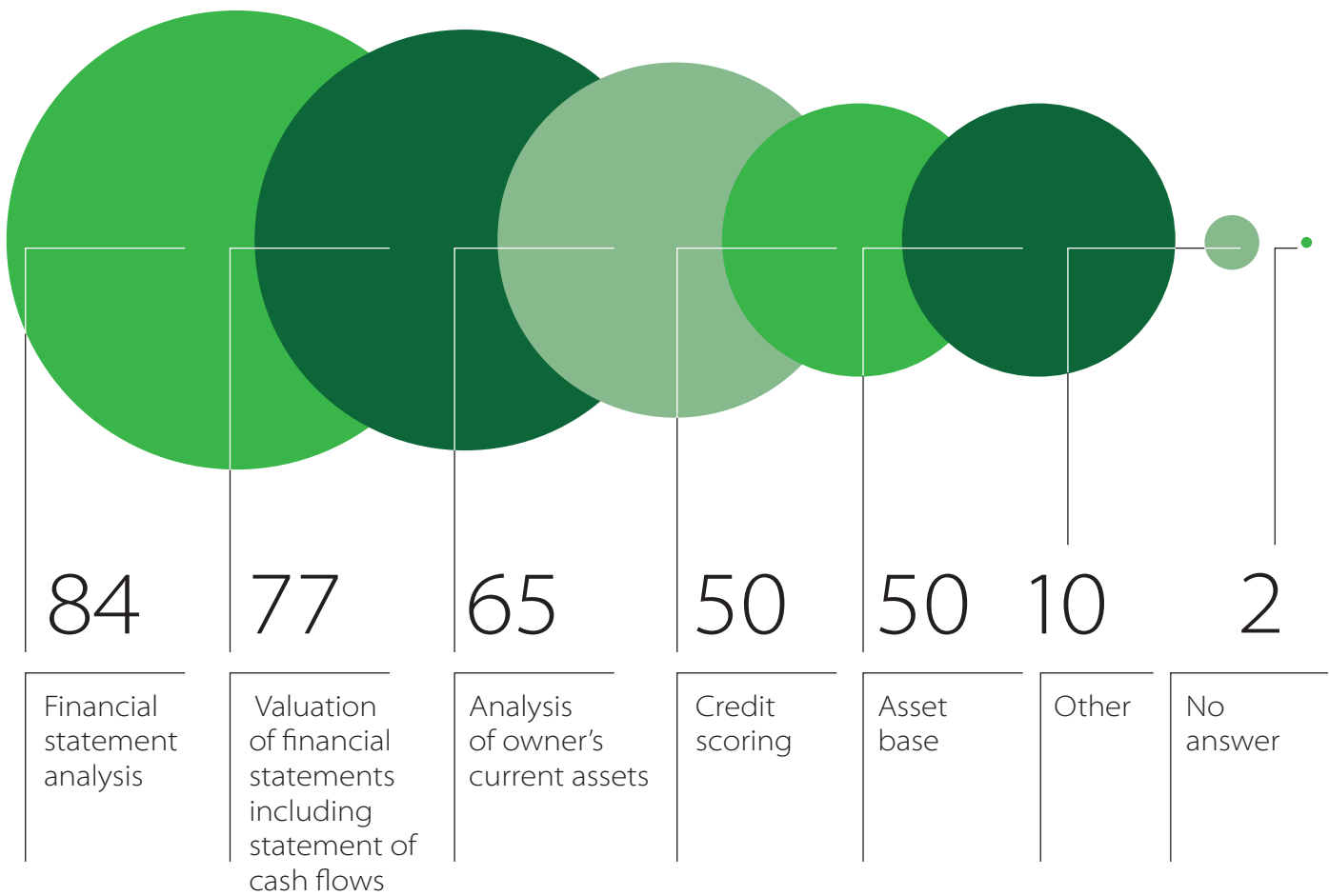
## WHICH OF THESE TOOLS DOES YOUR BANK USE WHEN PERFORMING A CREDIT ANALYSIS OF SMES?



# WHICH OF THESE TOOLS DOES YOUR BANK USE WHEN PERFORMING CREDIT ANALYSIS OF SMES?



2008



2011

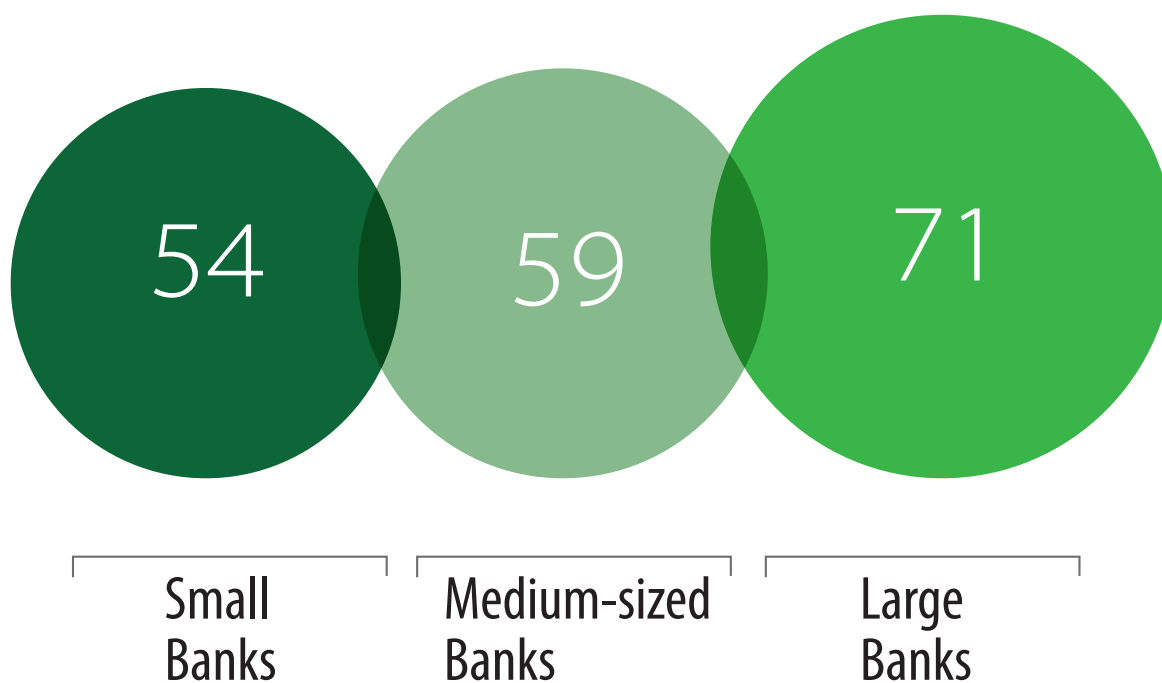
# COULD TELL US IF YOUR BANK...?

AFFIRMATIVE ANSWERS

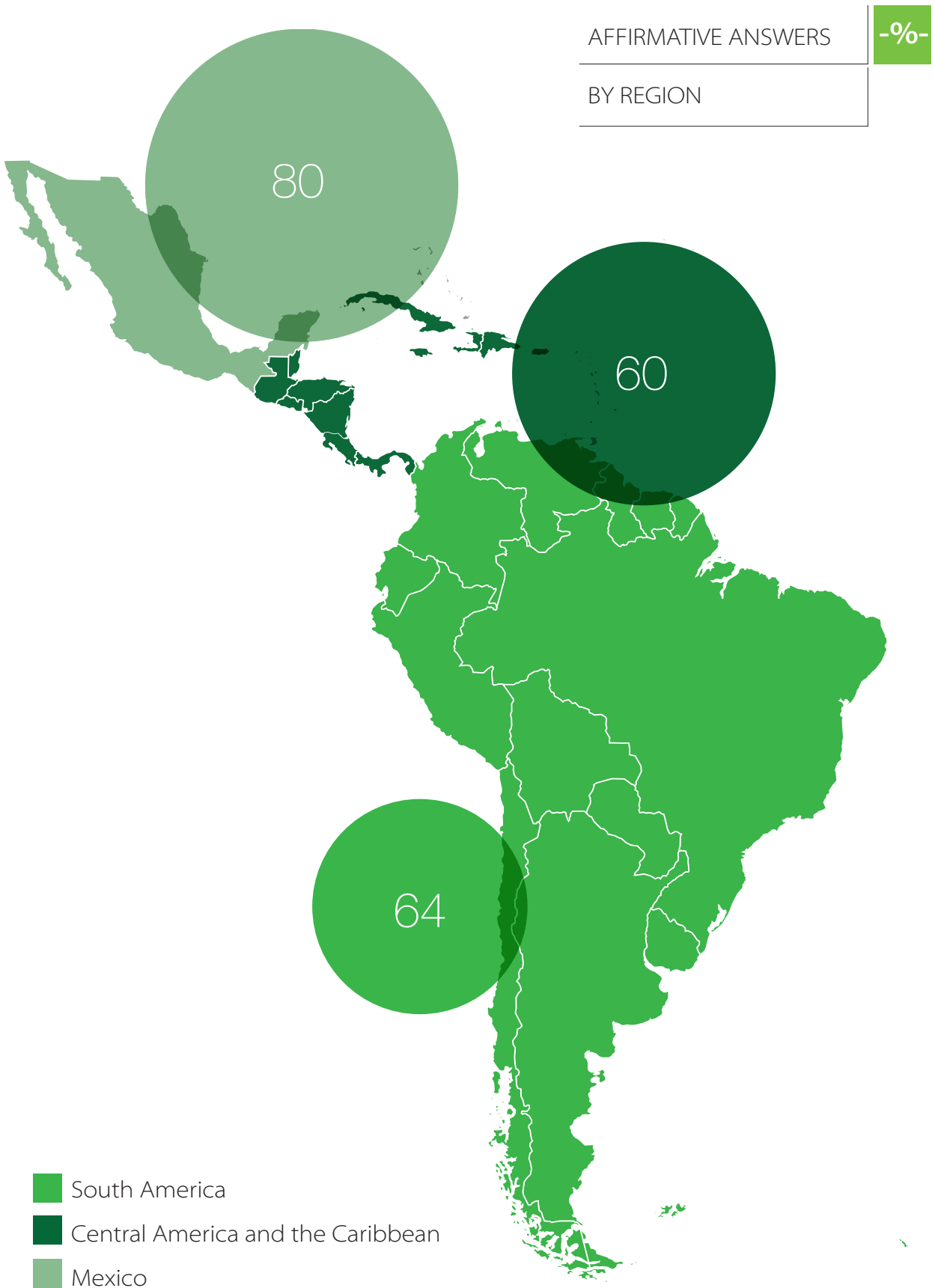
-%-

BY BANK SIZE

ADVISES SMES  
ON FOREIGN TRADE?







# F O U R T H P A R



T

4

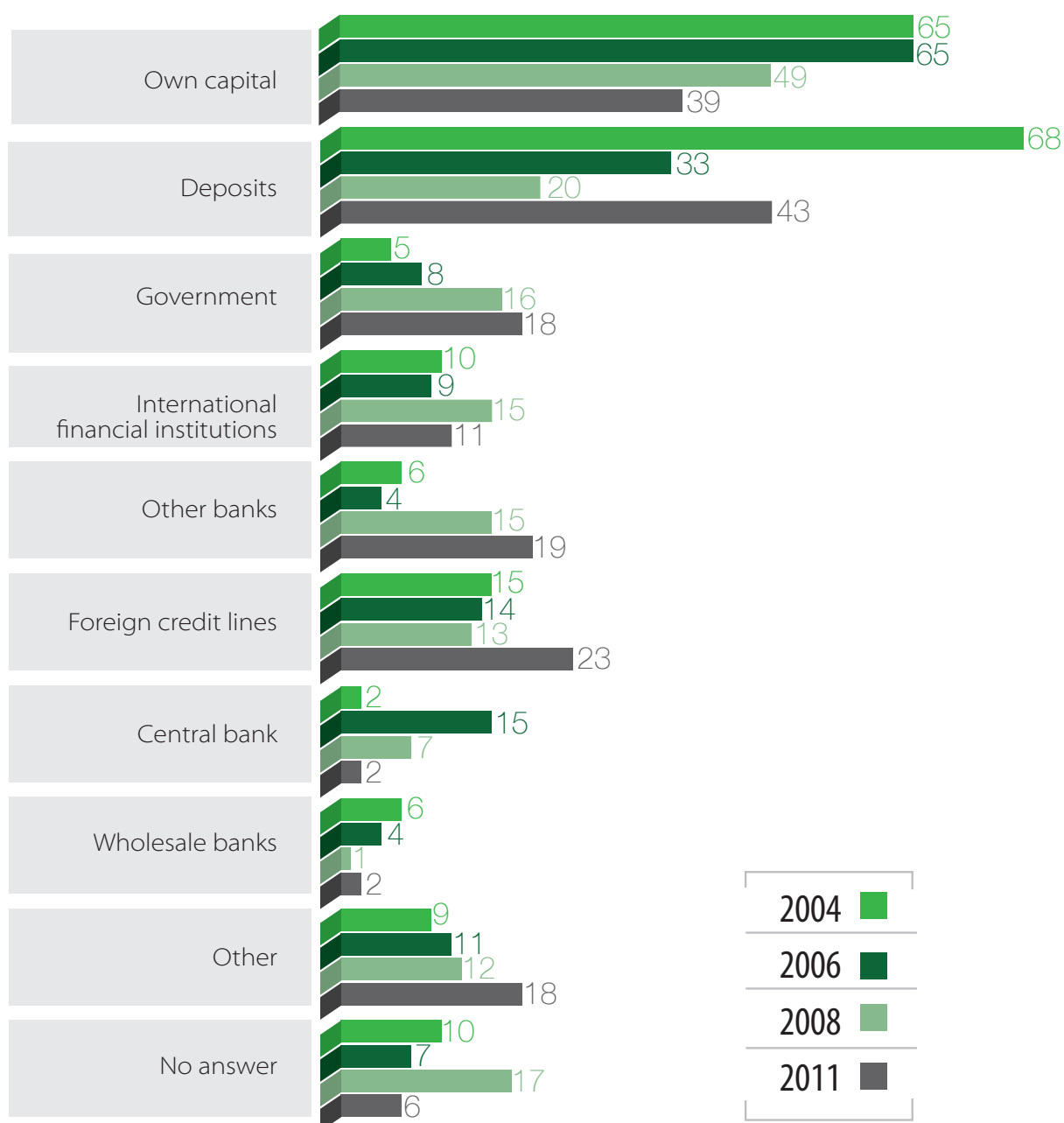


# FUNDING SOURCES FOR BANKS

# HOW DOES YOUR BANK FIND FUNDING FOR FINANCING SMES IN THE MEDIUM AND LONG TERM?

MULTIPLE ANSWERS

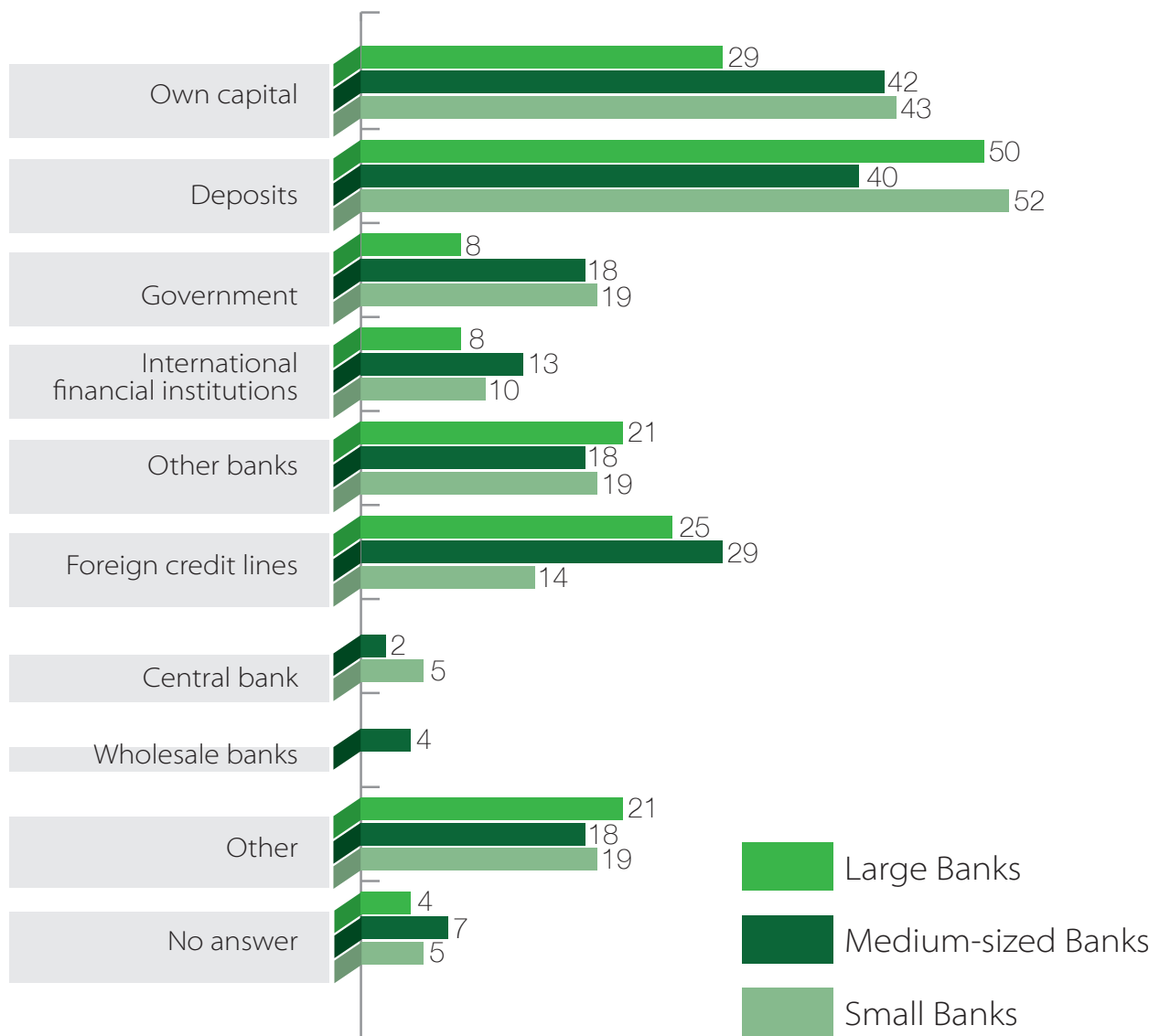
-%-



MULTIPLE ANSWERS

-%-

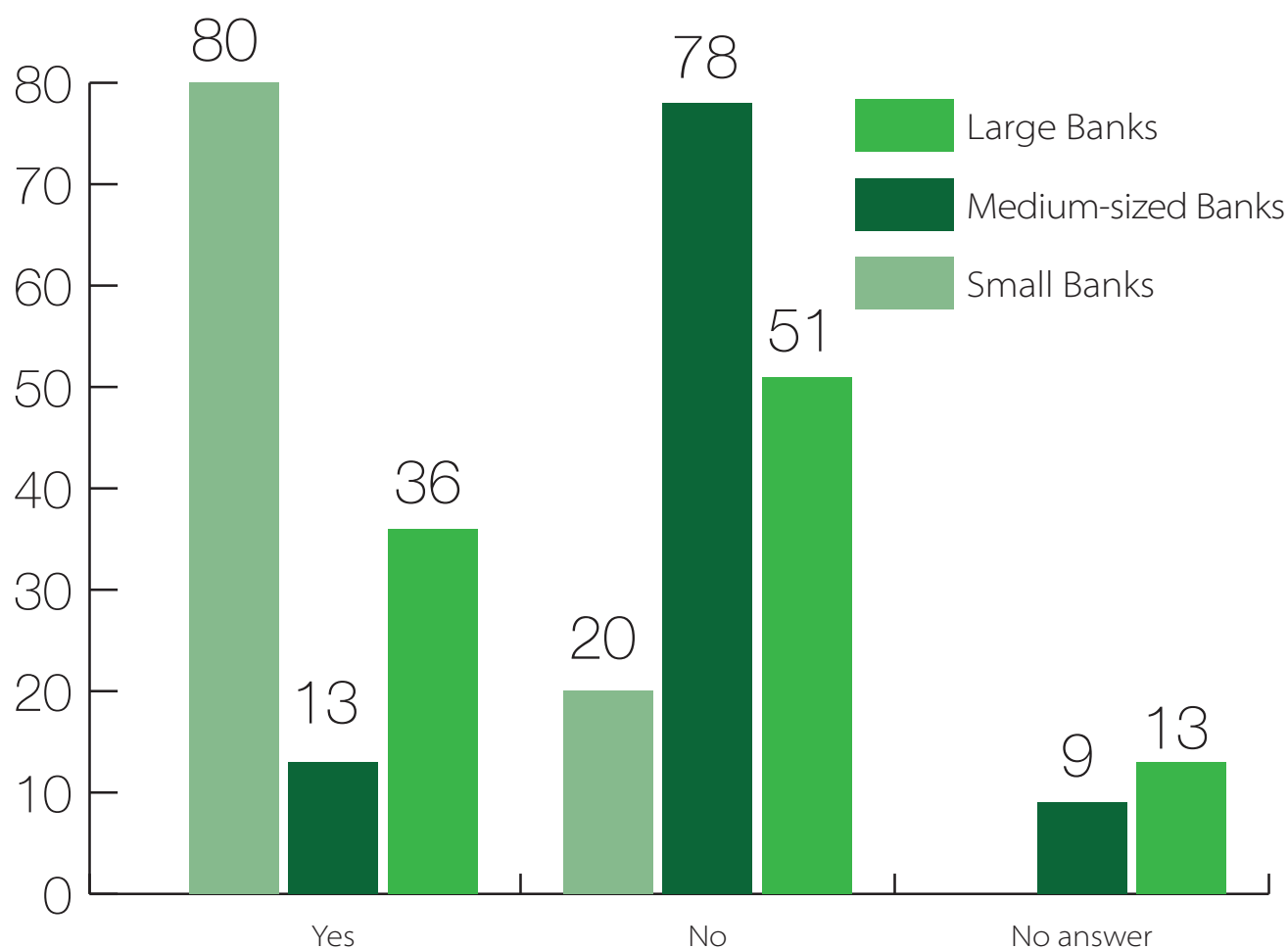
BY BANK SIZE



# IS YOUR BANK PARTICIPATING IN ANY CREDIT PROGRAM FOR SMES WITH PUBLIC SECTOR GUARANTEES?

BY BANK SIZE

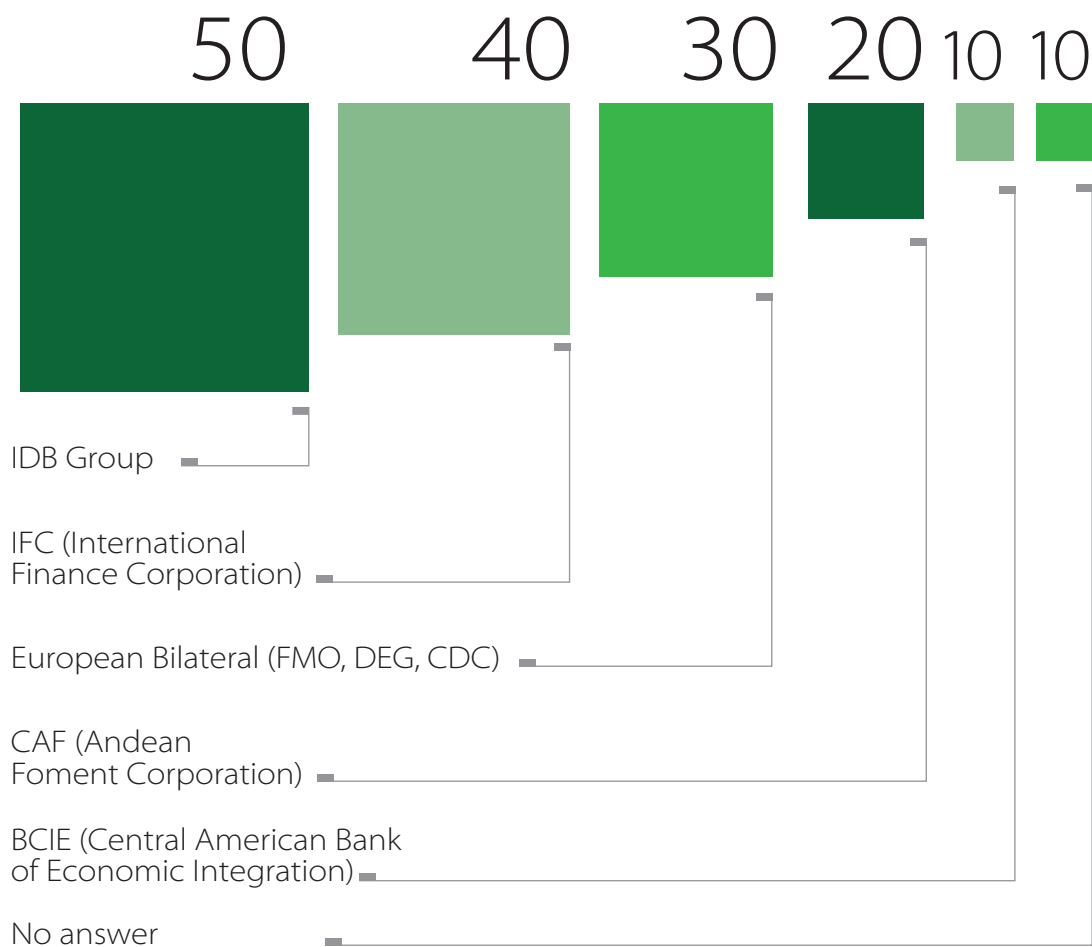
-%-



# FROM WHICH INTERNATIONAL ORGANIZATIONS DOES YOUR BANK GET FUNDING?

MULTIPLE RESPONSES

-%-





# F I F T H P A R T





# 5



## SPECIFICATIONS

## SPECIFICATIONS

The survey was done in 2011.

## COUNTRY DISTRIBUTION:

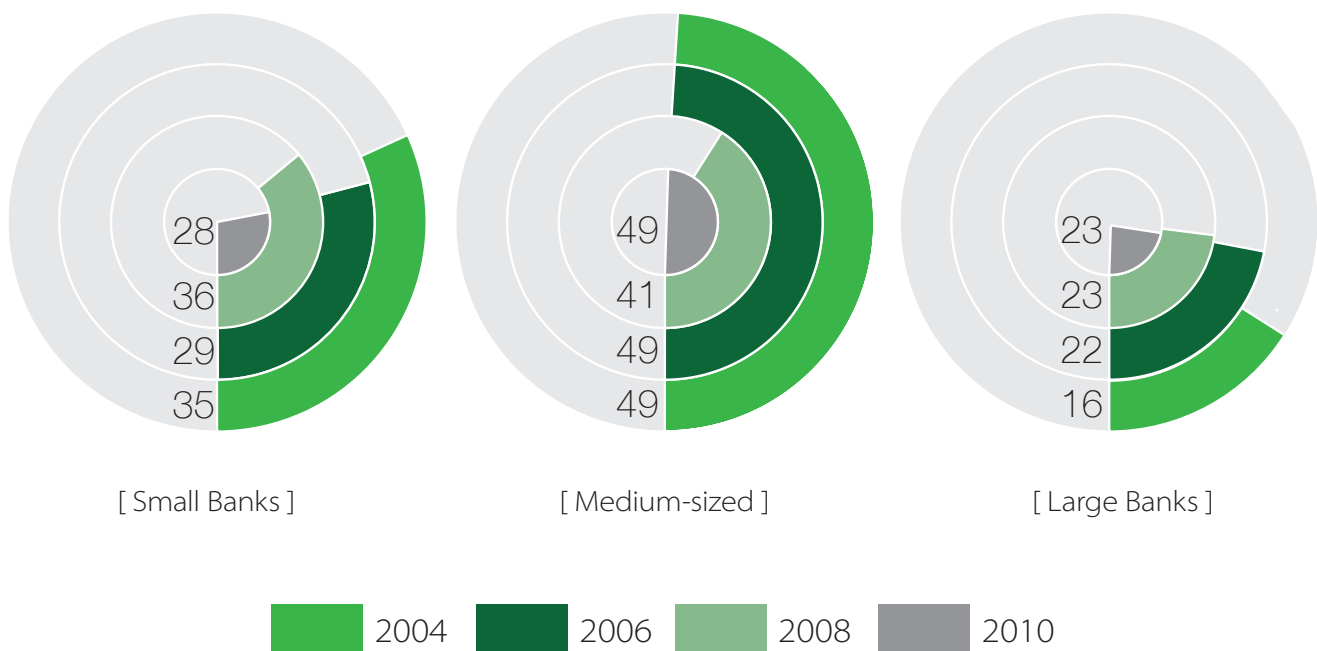
IN **-%-** AND AMOUNTS

| REGION                               | %   | COUNTRY                    | SAMPLE |
|--------------------------------------|-----|----------------------------|--------|
| MEXICO                               | 5   | México                     | 5      |
| CENTRAL AMERICA<br>AND THE CARIBBEAN | 42  | Costa Rica                 | 5      |
|                                      |     | El Salvador                | 5      |
|                                      |     | Guatemala                  | 5      |
|                                      |     | Honduras                   | 7      |
|                                      |     | Nicaragua                  | 5      |
|                                      |     | Panama                     | 6      |
|                                      |     | Dominican Republic         | 5      |
|                                      |     | Barbados, Belize, Suriname | 3      |
|                                      |     | Jamaica                    | 5      |
|                                      |     |                            |        |
| SOUTH AMERICA                        | 53  | Argentina                  | 9      |
|                                      |     | Bolivia                    | 2      |
|                                      |     | Brazil                     | 7      |
|                                      |     | Chile                      | 7      |
|                                      |     | Colombia                   | 5      |
|                                      |     | Ecuador                    | 7      |
|                                      |     | Paraguay                   | 8      |
|                                      |     | Peru                       | 6      |
|                                      |     | Uruguay                    | 3      |
|                                      |     | Venezuela                  | 4      |
|                                      |     |                            |        |
| TOTAL                                | 100 | TOTAL                      | 109    |

# SAMPLE COMPOSITION BY BANK SIZE

BY BANK SIZE

-%-



\* "BANK SIZE" INDICATOR

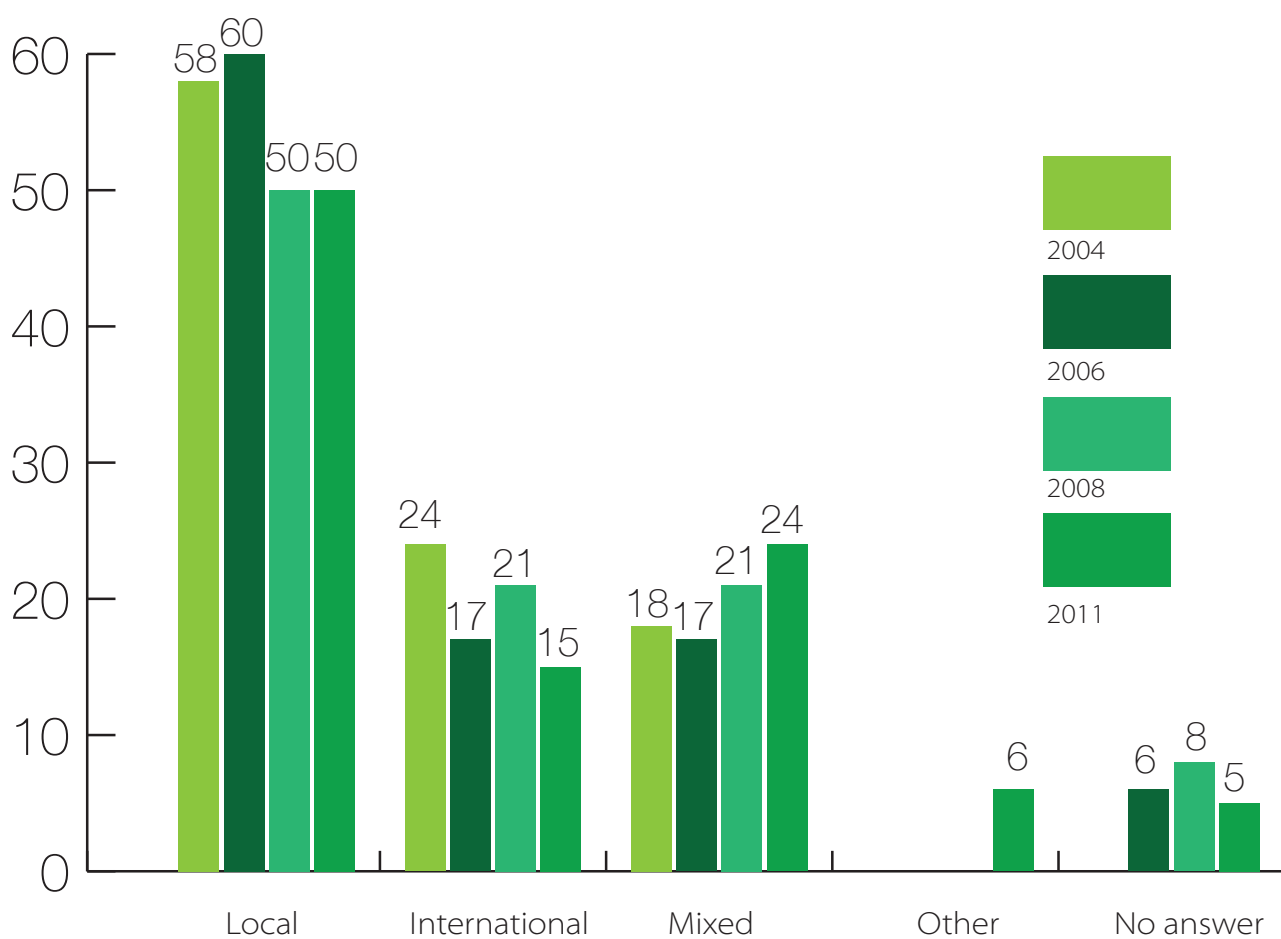
**Small banks:** Institutions with fewer than 300 employees, or if counting more than 300 employees have up to 10 branches

**Medium-sized banks:** Institutions with between 301 and 5,000 employees and 11 to 150 branches

**Big Banks:** Entities that have more than 150 branches

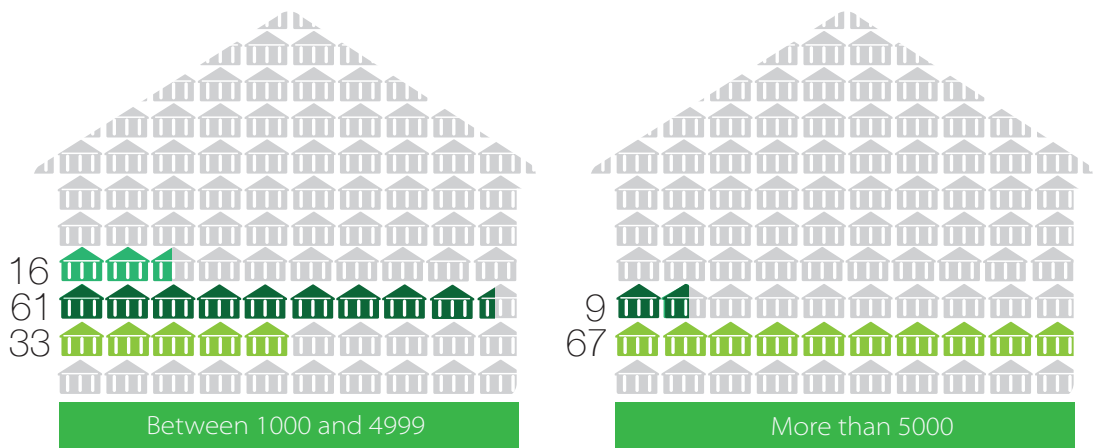
# ORIGIN OF CAPITAL

-%-

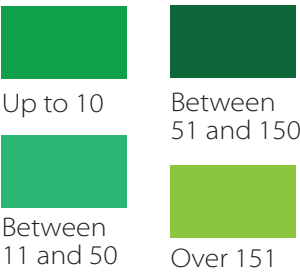


# RELATIONSHIP BETWEEN BRANCH NETWORK AND EMPLOYMENT

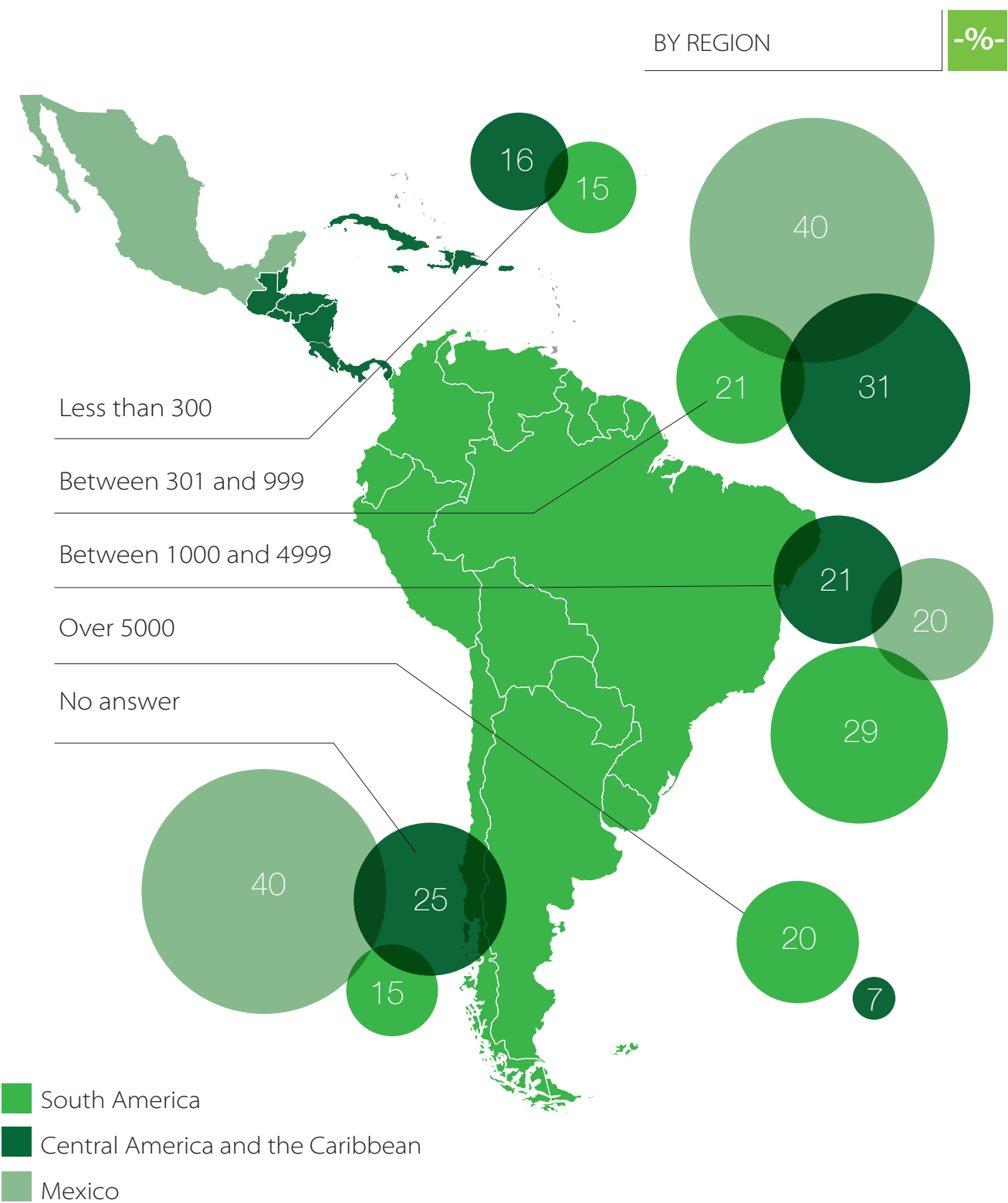
NUMBER OF BRANCHES



 NUMBER OF EMPLOYEES



# DISTRIBUTION OF BANKS BASED ON NUMBER OF EMPLOYEES



## SURVEYED BANKS BY COUNTRY

|            |   |                                  |
|------------|---|----------------------------------|
| ARGENTINA  | › | Banco Comafi                     |
|            |   | Banco de la Provincia de Córdoba |
|            |   | Banco Galicia                    |
|            |   | Banco Credicoop                  |
|            |   | Banco de la Nación Argentina     |
|            |   | Standard Bank                    |
|            |   | Banco de Corrientes              |
|            |   | Banco Julio                      |
| BARBADOS   | › | Scotiabank                       |
| BELIZE     | › | Belize Bank                      |
| BOLIVIA    | › | Banco Económico                  |
|            |   | Banco Nacional de Bolivia        |
| BRAZIL     | › | Banco do Brasil                  |
|            |   | HSBC                             |
|            |   | Bradesco                         |
|            |   | Banco do Nordeste do Brasil      |
|            |   | Banrisul                         |
|            |   | Caixa Economica Federal          |
|            |   | Citibank                         |
| CHILE      | › | Banco Security                   |
|            |   | Banco do Brasil                  |
|            |   | Scotiabank                       |
|            |   | Banco de Crédito e Inversiones   |
|            |   | Banco del Estado de Chile        |
|            |   | Citibank                         |
|            |   | Banco Internacional              |
| COLOMBIA   | › | Bancoldex                        |
|            |   | Banco Davivienda                 |
|            |   | Banco Popular                    |
|            |   | HSBC                             |
|            |   | Bancolombia S.A.                 |
| COSTA RICA | › | Banco de Costa Rica              |
|            |   | Banco Nacional                   |

## SURVEYED BANKS BY COUNTRY

|                           |                                                                                                                                                                                                                                                       |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>COSTA RICA</b>         | <ul style="list-style-type: none"> <li>➤ Banco Promérica</li> <li>Banco Improsa</li> <li>Banco Interfin</li> </ul>                                                                                                                                    |
| <b>DOMINICAN REPUBLIC</b> | <ul style="list-style-type: none"> <li>➤ Banco Caribe</li> <li>Banco León</li> <li>Banco BHD S.A</li> <li>Banco Popular</li> <li>Banco de Desarrollo Industrial</li> <li>Banco de Machala</li> <li>Banco Amazonas</li> <li>Banco Ramiñahui</li> </ul> |
| <b>EL SALVADOR</b>        | <ul style="list-style-type: none"> <li>➤ Banco Promérica</li> <li>Banco Hipotecario</li> <li>Banco Credomatic</li> <li>Banco Procredit</li> <li>Banco G&amp;T Continental</li> </ul>                                                                  |
| <b>GUATEMALA</b>          | <ul style="list-style-type: none"> <li>➤ Banco G&amp;T Continental</li> <li>Banco Centroamericano de Integración Económica</li> <li>Banco Agromercantil de Guatemala</li> <li>Banco Reformador</li> <li>Banco Americano</li> </ul>                    |
| <b>HONDURAS</b>           | <ul style="list-style-type: none"> <li>➤ HSBC</li> <li>Banco Continental</li> <li>Banco de América Central</li> <li>Banco de Occidente</li> <li>Banpaís</li> <li>Bancafe</li> <li>Banco Popular Covelco</li> </ul>                                    |
| <b>JAMAICA</b>            | <ul style="list-style-type: none"> <li>➤ Jamaica National Small Business Loans</li> <li>Micro Credit Limited</li> <li>Development Bank of Jamaica Limited</li> <li>Access Financial</li> </ul>                                                        |



## SURVEYED BANKS BY COUNTRY

|                  |                                                                                                                                                                                                                                                                           |
|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MÉXICO</b>    | <ul style="list-style-type: none"> <li>› RBTT Bank Jamaica Ltd.</li> <li>Banco Ve por Más</li> <li>Banorte</li> <li>Banca Mifel</li> <li>Banco Monex</li> <li>Banco Invex</li> </ul>                                                                                      |
| <b>NICARAGUA</b> | <ul style="list-style-type: none"> <li>› Banco Procredit</li> <li>Banco Crédito Centroamericano</li> <li>Banco Lafise Bancentro</li> <li>Banco Finanzas</li> <li>Banco de la Produccion</li> </ul>                                                                        |
| <b>PANAMA</b>    | <ul style="list-style-type: none"> <li>› Scotiabank</li> <li>Citibank</li> <li>Credicorp Bank</li> <li>Banvivienda</li> <li>Banco Panamá</li> <li>Metrobank S.A.</li> </ul>                                                                                               |
| <b>PARAGUAY</b>  | <ul style="list-style-type: none"> <li>› Banco Amambay</li> <li>Banco Familia SAECA</li> <li>Banco Sudameris</li> <li>Banco Nacional de Fomento</li> <li>Banco Integración</li> <li>Banco Continental SAECA</li> <li>Vision Banco SAECA</li> <li>BBVA Paraguay</li> </ul> |
| <b>PERU</b>      | <ul style="list-style-type: none"> <li>› Crediscotia Financiera</li> <li>Mi Banco</li> <li>Citibank del Perú SA</li> <li>BBVA</li> <li>Banco de Comercio</li> </ul>                                                                                                       |
| <b>SURINAME</b>  | <ul style="list-style-type: none"> <li>› Amerika Financiera</li> <li>Hakrinbank N.V.</li> </ul>                                                                                                                                                                           |
| <b>URUGUAY</b>   | <ul style="list-style-type: none"> <li>› Banco República</li> </ul>                                                                                                                                                                                                       |

## SURVEYED BANKS BY COUNTRY

|           |                               |
|-----------|-------------------------------|
| URUGUAY   | › Lloyds Bank                 |
|           | › Banco de Seguros del Estado |
| VENEZUELA | › Banco De Venezuela          |
|           | › Banguente                   |
|           | › Banco Venezolano de Crédito |
|           | › Activo Banco Universal      |





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