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# ENTERPRISE SURVEYS

WHAT BUSINESSES EXPERIENCE

Barbados 2023  
Country Profile



ENTERPRISE SURVEYS

# ENTERPRISE SURVEYS

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The Country Profiles produced by the Enterprise Analysis Unit of the World Bank provide an overview of key business environment indicators in each economy, comparing them to their respective geographic region and group of countries with similar income levels. The same topics are covered for all countries with slight variations of indicators. All indicators are based on the responses of firms. To learn more about the Enterprise Analysis Unit and to obtain Country Profiles for other countries, please visit [www.enterprisesurveys.org](http://www.enterprisesurveys.org)

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Please cite Enterprise Surveys data as follows: Enterprise Surveys [www.enterprisesurveys.org](http://www.enterprisesurveys.org) The World Bank.

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# ENTERPRISE SURVEYS

## Economy Overview

### Barbados 2023

<b>Region:</b>	Latin America & Caribbean (LAC)
<b>Income Group:</b>	High Income

## Introduction

The Enterprise Surveys (ES) focus on many aspects of the business environment. These factors can be accommodating or constraining for firms and play an important role in whether an economy's private sector will thrive or not. An accommodating business environment is one that encourages firms to operate efficiently. Such conditions strengthen incentives for firms to innovate and to increase productivity — key factors for sustainable development. A more productive private sector, in turn, expands employment and contributes taxes necessary for public investment in health, education, and other services. Questions contained in the ES aim at covering most of the topics mentioned above. The topics include infrastructure, trade, finance, regulations, taxes and business licensing, corruption, management practices, and informality, access to finance, innovation, labor, and perceptions about obstacles to doing business.

The ES are conducted by the World Bank and its partners across all geographic regions and cover small, medium, and large firms. The size of the firm is determined by the number of employees: 5 to 19 (small), 20 to 99 (medium), and 100 or more (large). Firms with less than five employees are ineligible for the survey. Firms that are 100% state-owned are also ineligible.

The surveys are administered to a representative sample<sup>1</sup> of firms in the non-agricultural, formal, private economy. Sector coverage is defined consistently across all economies and includes the entire manufacturing sector and most services sectors: retail, wholesale, automotive repair, hotels and restaurants, transportation, storage,

communications, construction, and IT. Public utilities, government services, health care, and financial services sectors are not included in the sample (Figure 1). The ES interview takes place with top managers and business owners.

The ES are repeated every three years for a particular economy. By tracking changes in the business environment, policymakers and researchers can look at the effects of policy and regulatory reforms on firm performance. Repeated surveys aid in studying the evolution of the business environment and how it affects the dynamics of the private sector.

This document summarizes the results of the Enterprise Survey for Barbados. Business owners and top managers in 153 firms were interviewed between June 2023 and November 2023. Figure 2 provides a description of the sample breakdown across two survey design categories because location was not stratified: business sector and firm size.

**Figure 1: Sectors of the economy covered by the Enterprise Surveys**

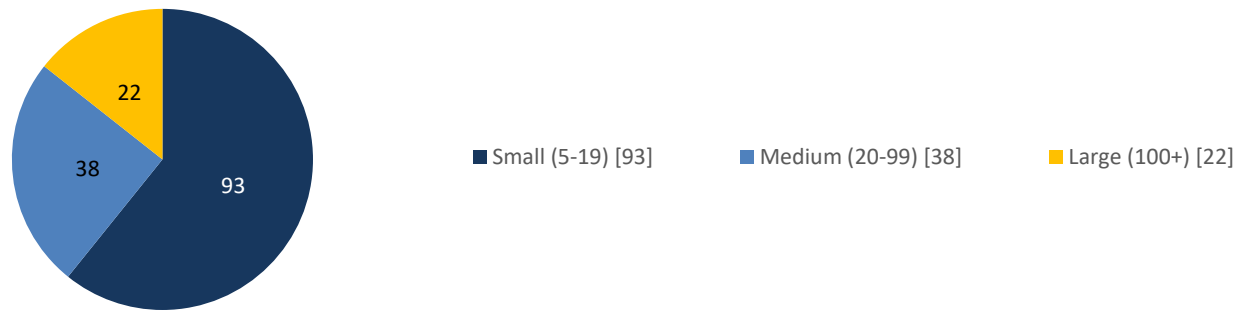
Excluded	Included
<b>SECTORS</b> Agriculture Fishing Mining Public utilities Financial intermediation Public administration Education, health and social work	<b>SECTORS</b> Manufacturing (all subsectors) Construction Motor vehicles sales and repair Wholesale Retail Hotels and restaurants Storage, transportation, and communications IT
<b>ADDITIONAL CRITERIA</b> <ul style="list-style-type: none"> <li>• &lt; 5 employees</li> <li>• Informal firms</li> <li>• 100% state-owned firms</li> </ul>	<b>ADDITIONAL CRITERIA</b> <ul style="list-style-type: none"> <li>• 5+ employees</li> <li>• Formal (registered) firms</li> <li>• Minimum of 1% private ownership</li> </ul>

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**Figure 2: Characteristics of firms surveyed**  
Sector



**Size**



## Firms Characteristics

In addition to collecting information on the business environment and firm performance, the ES also collect information on characteristics of private firms. Figure 3 shows the distribution of firms in the private sector according to their age, measured by the number of years they have been in operation. The effect of the business environment on firm performance may depend on firms' experience and longevity. Also, older firms and young firms may differ in their ability to successfully navigate the business environment.

**Figure 3: Age distribution of firms**

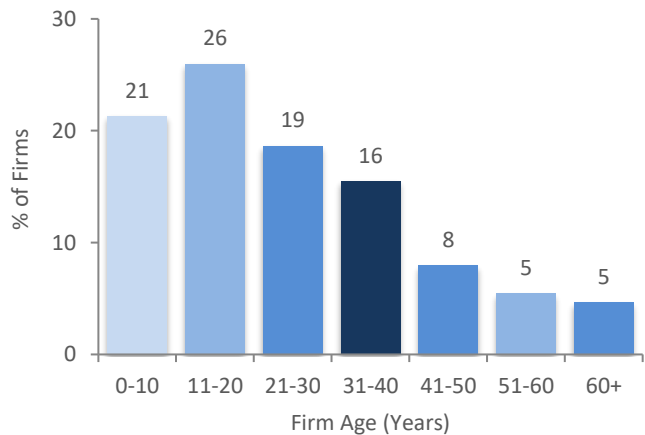
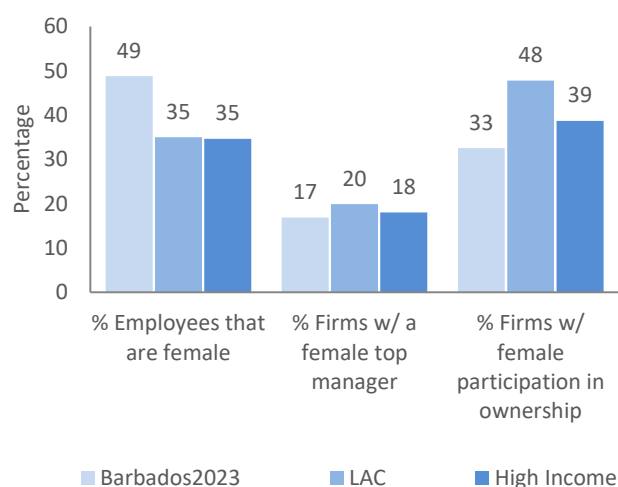


Figure 4 exhibits the percentage of female participation in employment, in top management and in firm ownership, compared to the equivalent percentages for the region and for economies with similar income levels. Female inclusion in economic activity is necessary for promoting shared prosperity, one of the twin development goals of the World Bank.

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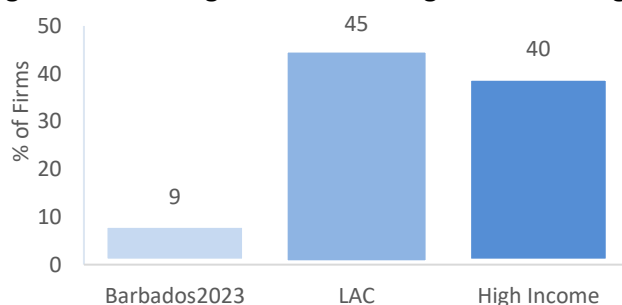
**Figure 4: Female participation in employment, top management and ownership**



## Workforce

The ES collect workforce information such as the number of permanent full-time employees, the number of temporary employees, employees by gender, whether formal training is offered, and the top manager's experience working in the firm's sector. In addition, for manufacturing firms, the ES also collects the breakdown of the workforce between production and non-production workers and between skilled and unskilled production workers. Figure 5 highlights firms' investment in the skills and capabilities of their workforce. The incidence of training is measured by the percent of firms that offer formal training.

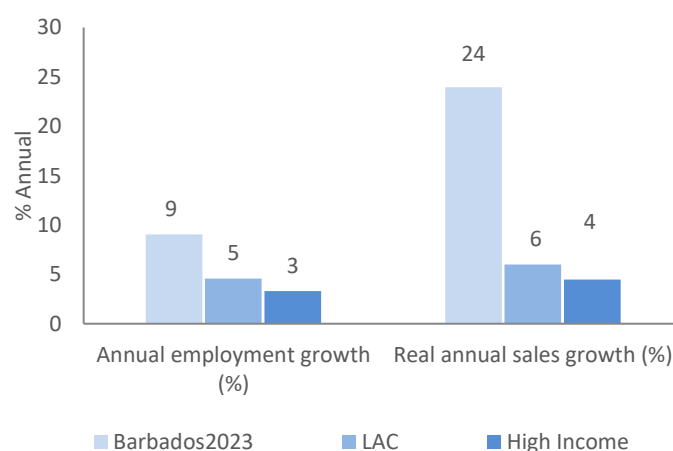
**Figure 5: Percentage of firms offering formal training**



## Firm Performance

If an economy's business environment is supportive and competitive, resources are often channeled to the most productive uses and firms invest to further increase their productivity. Using the responses to questions on annual sales and the total number of permanent full-time employees, both in the last fiscal year and three fiscal years earlier, growth measures can be computed for each firm. Figure 6 displays the resulting annual growth rate in employment and in real sales. By looking at business environment measures in conjunction with available performance measures, policymakers can determine which aspects of the business environment may be impeding or enabling the growth of the private sector.

**Figure 6: Annual employment and sales growth**



## Physical Infrastructure

A well-developed physical infrastructure, including roads, electricity, water and telecommunications, is central to competitiveness and growth of an economy. Quality infrastructure efficiently connects firms to markets for inputs, products, and technologies. It reduces the cost of production and enhances the competitiveness of firms in domestic and international markets.

The ES capture the dual challenge of providing a strong infrastructure for electricity, water supply and telecommunications in addition to information on the development of institutions that effectively provide and maintain these public services.

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Efficiency in the operation of the private sector requires a reliable supply of electricity. Figure 7 shows the extent to which firms face failures in the provision of electricity as measured by the percent of firms experiencing electrical outages and by the number of power outages. Inadequate electricity provision supply can increase costs, disrupt production, and reduce profitability.

**Figure 7: Reliability of electricity supply and related losses**

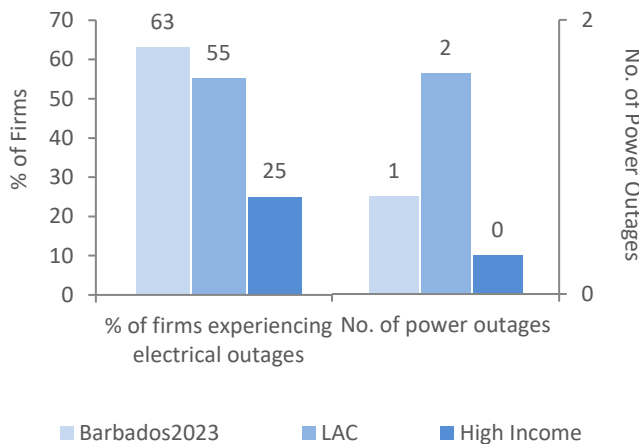
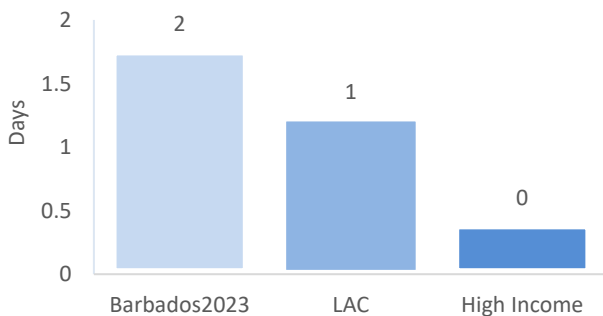


Figure 8 displays the efficiency of infrastructure services by quantifying the number of days it takes to obtain an electricity connection. Service delays impose additional costs on firms and may act as barriers to entry and investment.

**Figure 8: Days to obtain an electrical connection**



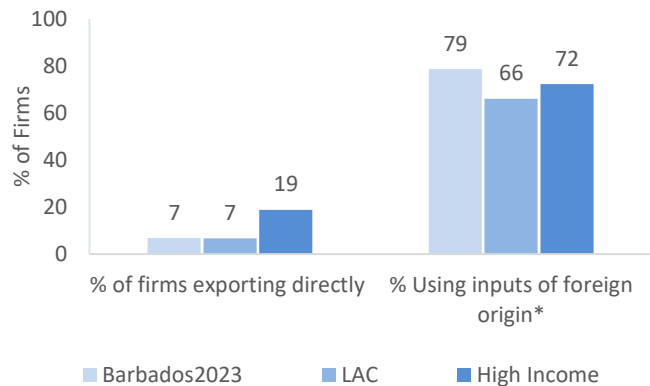
## International Trade

Participation in international trade allows firms to expand, raise standards for efficiency, import materials at lower cost, and acquire updated and better technologies. However, trading also requires that firms deal with

customs and trade regulations, and often firms are also required to obtain export and import licenses.

The ES quantify the trade activity of firms and collects information on the operational constraints faced when exporting and importing. Figure 9 provides a measure of the intensity of foreign trade in the private sector, captured by the percentage of firms that export directly at least 10% of their total annual sales. Figure 9 also shows the percentage of manufacturing firms that use inputs or supplies of foreign origin.

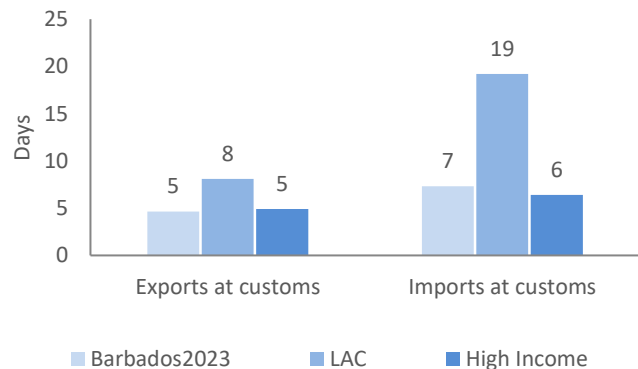
**Figure 9: Percentage of exporting and importing firms**



\* only for manufacturing firms

Efficient customs procedures enable businesses to directly export and import goods. Figure 10 displays the average number of days to clear customs for exports and imports. Delays in clearing customs for exports and imports create additional costs to the firm, can interrupt production, interfere with sales, and may result in damaged supplies or merchandise.

**Figure 10: Average days to clear exports and imports through customs**



# ENTERPRISE SURVEYS

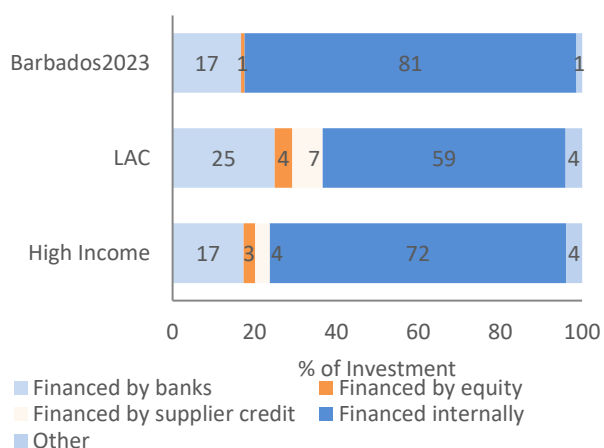
## Access to Finance

Well-developed financial markets provide payment services, mobilize deposits, and facilitate funding for the purchase of fixed assets – such as buildings, land, machinery, and equipment – as well as working capital. Efficient financial markets reduce the reliance on internal funds or informal sources such as family and friends by connecting firms that are creditworthy to a broad range of lenders and investors.

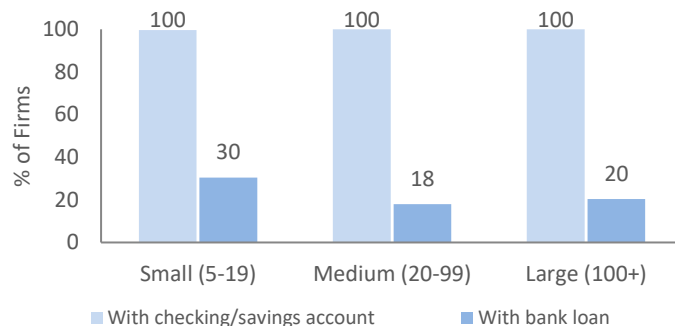
The ES provide indicators on the sources of firms financing and on the characteristics of their financial transactions. Figure 11 compares the various sources used to finance purchases of fixed assets (investments). Investment purchases can be financed by internal sources, banks, inputs' supplier credit, or other sources, including non-bank financial institutions or personal networks. Excessive reliance on internal funds may indicate potentially inefficient financial intermediation.

Figure 12 displays two indicators of the use of financial services by private firms: the percentage of firms with a checking or savings account and the percentage of firms with a bank loan. The former indicator measures the use of deposit mobilization services which helps firms to manage their liquidity and payments. The second indicator measures the use of financial services on the credit side. Availability of credit permits funding projects that otherwise would be constrained by each firm's limited pool of funds.

**Figure 11: Sources of financing for purchases of fixed assets**



**Figure 12: Use of financial services\***



\*only for manufacturing firms

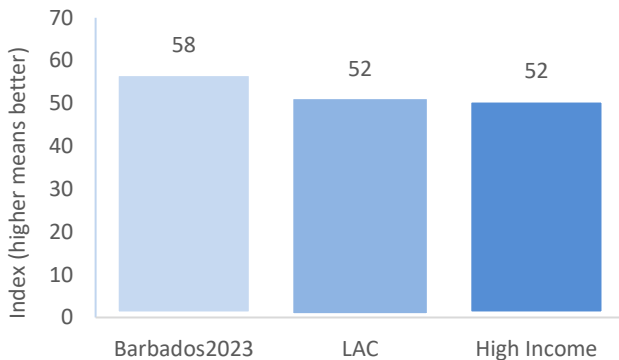
## Management Practices

Sound management practices have been shown to be a key element in firms' productivity and their overall performance. The ES indicators on management practices cover eight important aspects ranging from taking long-term actions to fix and avoid problems in production or service-delivery; number, time-horizon, and other features of production or service-provision targets; to the use of bonuses or promotions to reward better performance, and actions to limit under-performance.

Figure 13 illustrates the composite management practices index, which combines information from all eight components, each is also available as a separate ES indicator in the Appendix. The eight individual components and this composite index are useful when comparing a country with peers or comparator groups. The composite management practices index varies from 0 to 100, with 100 denoting an ideal, most well-structured management practice, whereby all eight subcomponents are handled most effectively. The ES indicators on management practices are calculated for firms with at least 20 workers.

# ENTERPRISE SURVEYS

**Figure 13: Management practices index**

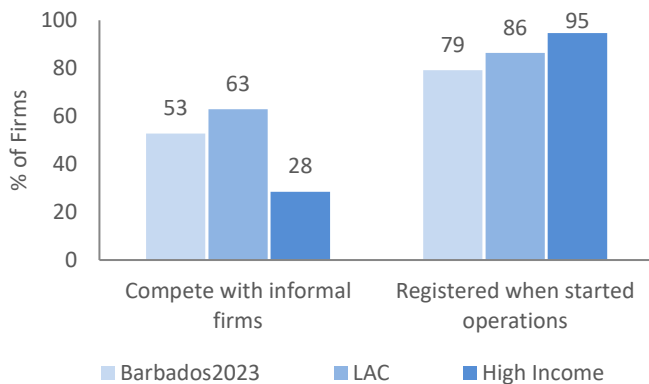


## Informality

When firms are formally registered, they are required to abide by rules and regulations, which are commonly set by governments. Paying taxes is usually the most tangible consequence of becoming part of the formal private sector. Some firms try to avoid these consequences by not registering their business and thereby remaining in the informal sector. A large informal sector may represent a challenge to competing formal firms as informal firms are able to engage in practices that can give an unfair advantage over formal firms that must comply with the prevailing rules and regulations.

Figure 14 provides two measures of the incidence of informality in the private sector. The first indicator is the percentage of firms that indicate that they face competition from unregistered or informal firms. The second indicator is the percentage of currently registered firms that started operations being formally registered.

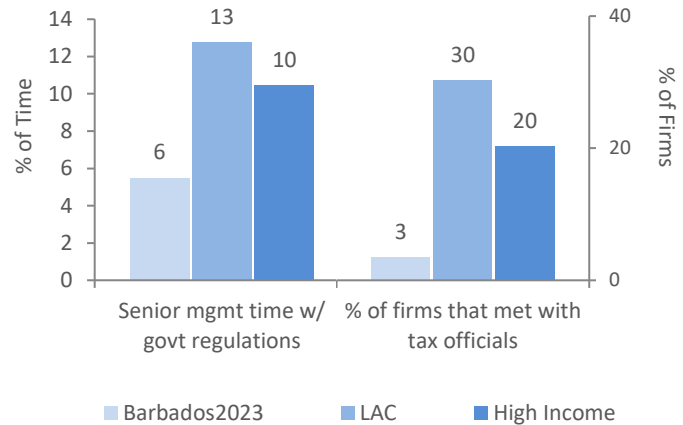
**Figure 14: Firms and informality**



## Regulations, Permits, and Taxes

Good economic governance in areas such as regulations, business licensing, and taxation is a fundamental pillar of a favorable business environment. Registered firms pay taxes and are supposed to comply with regulations.

**Figure 15: Time tax and meetings with tax officials**



Permits and licenses are usually required for business to operate, build a new structure, and to import directly, among other activities. Ideally, these regulations and permits safeguard the general public's interest while remaining transparent and not imposing heavy burdens on the private sector.

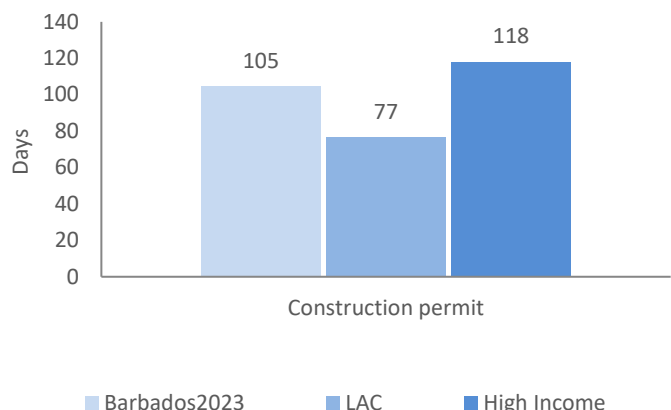
The ES provide quantitative measures of regulations such as business licensing and taxation. Figure 15 illustrates the "time tax" imposed by regulations, which is the percentage of time spent by senior management dealing with regulatory compliance. Figure 15 also presents the percent of firms that were visited or required to meet with tax officials.

Figure 16 focuses on the efficiency of business licensing and permit services. The indicators measure the time required to obtain a construction permit. Delays in obtaining licenses can be costly to entrepreneurs as they add uncertainty and additional costs to much needed business transactions.



# ENTERPRISE SURVEYS

**Figure 16: Number of days to obtain permits**



Complying with regulations is costly for businesses. Excessive or inefficient regulations can discourage private sector activity and foreign direct investment.

## Corruption

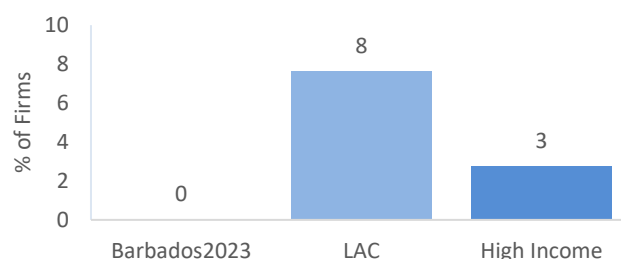
Corruption by public officials can be a major administrative and financial burden on firms. Corruption creates an unfavorable business environment by undermining operational efficiency and raising the costs and risks associated with running a private firm.

Inefficient regulations constrain firms' operations as they present opportunities for soliciting bribes, where firms are required to make "unofficial" payments to public officials to get things done. In many economies bribes are common and quite high and they add to the bureaucratic costs in obtaining required permits and licenses. They can be a serious impediment for firms' growth and development.

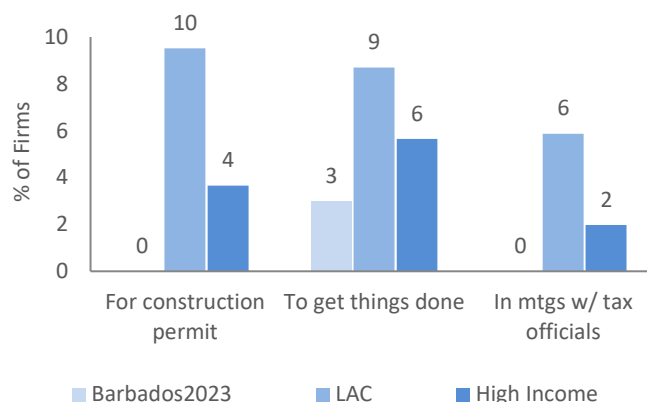
Figure 17 provides a composite index of corruption, the bribery incidence, that reflects the percentage of firms experiencing at least one bribe payment request across six different transactions including paying taxes, obtaining permits or licenses, and obtaining utility connections.

The ES capture individual transactions where bribes may be solicited. Figure 18 displays the extent to which firms are requested to pay a bribe in order to receive selected public services. Businesses may be asked to pay bribes when they request a construction permit, while trying to secure a government contract, or during meetings with tax officials. These three types of transactions are common instances where opportunities for bribery occur.

**Figure 17: Bribery incidence (percent of firms experiencing at least one bribe payment request)**



**Figure 18: Percentage of firms requested or expected to give gifts or informal payments**



## Business Environment Obstacles

Most indicators in the ES are derived from survey questions that ask businesses for their actual experiences dealing with the business environment. For example, "How many days did it take to get a permit?" or "How many hours did the power outage last?". A small number of survey questions ask business owners or top managers for their subjective opinion regarding the importance of various business environment elements.

Figure 19 shows the percentage of firms that consider a specific business environment obstacle as the most important one. The respondent was asked to choose the biggest obstacle to their business from a list of 15 business environment obstacles. The figure presents the top 10 ranking obstacles compared to the regional averages.

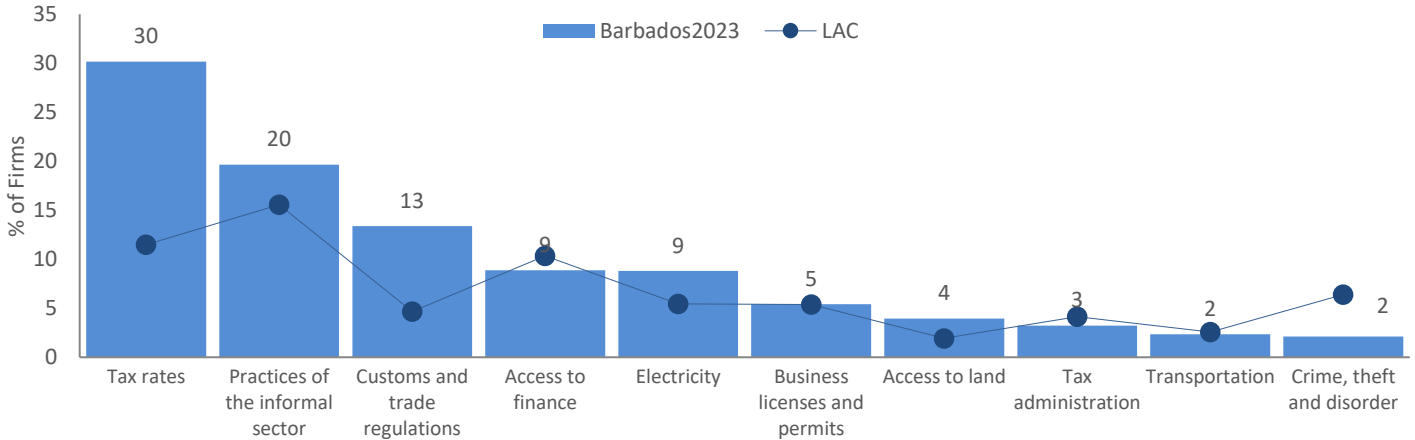
Figure 20 displays the top 3 obstacles for small, medium, and large firms. In many economies, the perceptions of managers of large firms are very different from the perceptions of managers of medium and small firms. This

# ENTERPRISE SURVEYS

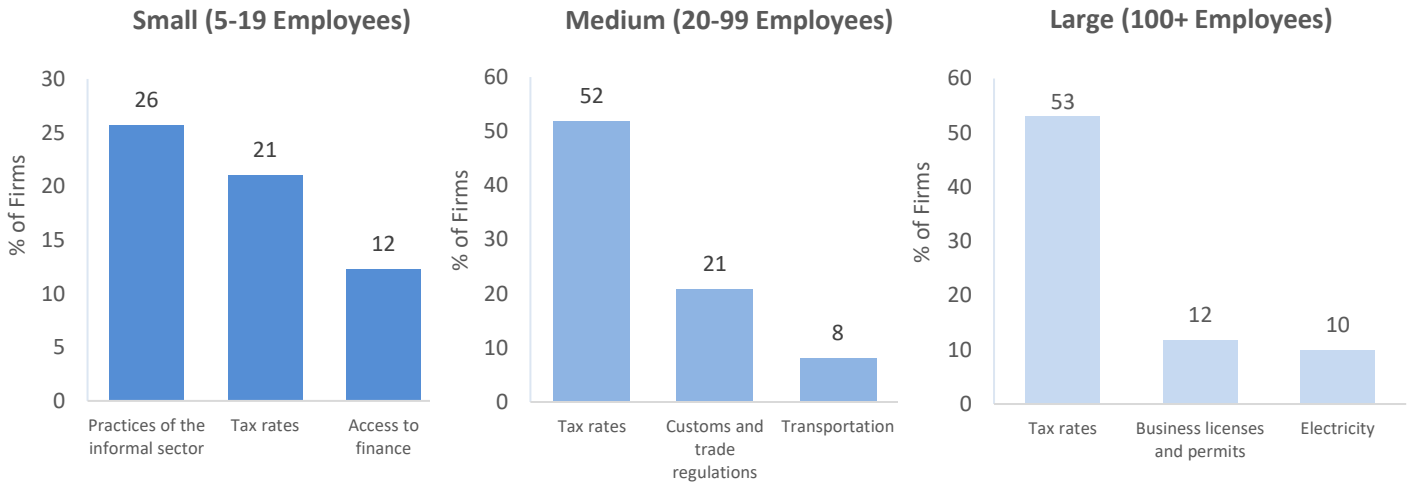
is related to the capacity to navigate business environment obstacles: larger firms may have more options to face obstacles but at the same time they are

also more visible and more exposed to failures of the business environment.

**Figure 19: Top ten business environment constraints**



**Figure 20: Top three business environment constraints by size**



# ENTERPRISE SURVEYS

## Appendix

The following table contains the values of all indicator variables used in the country profile.

	Barbados2023				LAC	High Income
	All Firms	Small	Medium	Large		
<b>Firm Characteristics</b>						
Age of the establishment (years)	27.2	21.4	34.6	59.4	23.4	24.3
Percent of firms with at least 10% foreign ownership	9.6	6.7	9.2	39.0	9.3	9.8
Percent of firms with at least 10% government/state ownership	0.2	0.3	0.0	0.0	0.2	0.3
<b>Gender</b>						
Percent of firms with female participation in ownership	32.6	29.0	34.4	64.2	47.8	38.7
Percent of firms with a female top manager	16.9	16.7	21.6	5.1	19.9	18.1
Proportion of permanent full-time workers that are female (%)	48.8	47.3	51.6	54.8	35.0	34.7
Percentage of permanent full-time non-production workers that are female*	59.7	64.3	55.8	52.2	45.8	45.8
Percentage of permanent full-time production workers that are female*	37.9	43.5	36.7	20.9	24.5	26.8
<b>Workforce</b>						
Percent of firms offering formal training	9.0	4.8	15.3	28.8	45.3	39.8
Proportion of workers offered formal training (%)*	n.a.	n.a.	n.a.	n.a.	64.6	50.6
Years of the top manager's experience working in the firm's sector	25.4	25.0	26.2	26.5	22.8	23.7
Number of workers	28.8	9.8	36.8	184.2	35.6	27.5
Proportion of permanent workers (out of all workers)	99.1	99.0	99.1	99.8	96.2	95.8
Proportion of temporary workers (out of all workers)	0.9	1.0	0.9	0.2	3.8	4.2
Proportion of production workers (out of all permanent workers)*	61.2	64.4	57.6	57.7	66.9	68.1
Proportion of skilled workers (out of all production workers)*	89.0	93.5	85.3	81.4	78.4	80.5
<b>Performance</b>						
Real annual sales growth (%)	23.9	25.0	23.6	n.a.	6.0	4.5
Annual employment growth (%)	9.0	7.5	15.0	n.a.	4.6	3.3
<b>Innovation and Technology</b>						
Percent of firms that spend on R&D	5.4	n.a.	2.6	13.6	23.7	22.4
Percent of firms that introduced a new product/service	32.5	30.9	35.4	38.9	50.7	39.8
Percent of firms whose new product/service is also new to the main market	42.3	39.7	49.0	47.9	65.7	64.4
Percent of firms that introduced a process innovation	10.9	11.3	4.7	25.5	34.9	25.0

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	Barbados2023				LAC	High Income
	All Firms	Small	Medium	Large		
<b>Infrastructure</b>						
Number of electrical outages in a typical month	0.7	0.8	0.6	0.2	1.6	0.3
Percent of firms experiencing electrical outages	63.0	68.0	51.1	52.5	55.2	25.0
Days to obtain an electrical connection (upon application)	n.a.	n.a.	n.a.	n.a.	45.4	44.0
Delay in obtaining a water connections (days)	n.a.	n.a.	n.a.	n.a.	35.1	34.7
<b>Trade</b>						
Days to clear direct exports through customs	4.6	5.3	5.4	n.a.	8.1	4.9
Percent of firms exporting directly (at least 10% of sales)	6.8	3.6	7.4	35.8	6.7	18.8
Percent of firms exporting directly or indirectly (at least 10% of sales)	8.1	4.3	9.4	41.2	10.9	23.8
Days to clear imports from customs*	7.3	6.5	8.8	n.a.	19.2	6.4
Percent of firms using material inputs and/or supplies of foreign origin*	78.7	64.0	100.0	100.0	66.1	72.3
<b>Finance</b>						
Percent of firms with a checking or savings account	99.8	99.7	100.0	100.0	91.2	93.6
Percent of firms using banks to finance investments	31.4	43.0	13.2	17.9	40.0	28.7
Proportion of investment financed internally (%)	81.1	74.6	93.6	85.3	59.4	72.4
Proportion of investment financed by banks (%)	16.7	23.1	3.0	14.7	25.0	17.4
Proportion of investment financed by supplier credit (%)	0.0	0.0	0.0	0.0	7.4	3.6
Percent of firms using supplier/customer credit to finance working capital	14.1	17.4	5.7	8.5	46.4	24.5
Proportion of investment financed by equity or stock sales (%)	0.9	1.4	0.0	0.0	4.3	2.8
<b>Management Practices</b>						
Management practices index	57.7	n.a.	53.7	66.7	52.0	51.6
Score on action when a problem arose	92.9	n.a.	93.4	91.5	79.4	75.3
Score on number of performance indicators monitored	65.6	n.a.	63.2	72.3	45.6	46.0
Score on time focus of production/service provision targets	72.1	n.a.	67.6	84.2	60.0	58.0
Score on achievability of production/service provision targets	46.8	n.a.	42.9	57.2	50.9	48.9
Score on knowledge of production/service provision targets	37.8	n.a.	37.4	39.0	48.7	44.8
Score on basis of managers' performance bonuses	15.6	n.a.	5.8	42.4	26.8	28.4
Score on extent to which non-managers are promoted based on performance	85.7	n.a.	82.9	93.2	68.4	64.5
Score on extent to which under-performing non-managers are reassigned or dismissed	26.4	n.a.	14.3	53.4	26.0	36.6
<b>Informality</b>						

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	Barbados2023				LAC	High Income
	All Firms	Small	Medium	Large		
Percent of firms competing against unregistered or informal firms	52.7	65.6	23.3	25.4	62.9	28.5
Percent of firms formally registered when they started operations in the country	79.2	76.9	84.0	88.9	86.3	94.7
<b>Regulations and Taxes</b>						
Senior management time spent dealing with the requirements of government regulation (%)	5.5	4.5	7.6	13.8	12.8	10.4
Percent of firms that were visited or required to meet with tax officials	3.5	3.0	1.1	15.2	30.3	20.3
Days to obtain an import license	n.a.	n.a.	n.a.	n.a.	24.8	15.5
Days to obtain a construction-related permit	104.6	n.a.	n.a.	n.a.	76.7	118.1
Days to obtain an operating license	n.a.	n.a.	n.a.	n.a.	57.3	57.4
<b>Corruption</b>						
Bribery incidence (percent of firms experiencing at least one bribe payment request)	0.0	0.0	0.0	0.0	7.6	2.7
Percent of firms expected to give gifts to get a construction permit	0.0	n.a.	n.a.	n.a.	9.5	3.7
Percent of firms expected to give gifts in meetings with tax officials	0.0	n.a.	n.a.	n.a.	5.9	2.0
<b>Biggest Obstacle</b>						
Access to finance	8.9	12.3	1.0	0.0	10.4	7.3
Access to land	4.0	4.7	2.9	0.0	1.9	2.9
Business licenses and permits	5.4	6.2	1.0	11.7	5.4	3.3
Corruption	0.0	0.0	0.0	0.0	9.5	1.4
Courts	1.8	2.5	0.0	0.0	0.9	0.6
Crime, theft and disorder	2.1	2.4	1.9	0.0	6.4	1.9
Customs and trade regulations	13.4	11.8	20.7	5.9	4.7	3.0
Electricity	8.8	9.0	7.7	9.8	5.4	3.5
Inadequately educated workforce	0.3	0.4	0.0	0.0	7.3	24.1
Labor regulations	0.0	0.0	0.0	0.0	3.8	8.5
Political instability	0.0	0.0	0.0	0.0	10.6	5.9
Practices of the informal sector	19.7	25.7	5.0	5.9	15.6	8.6
Tax administration	3.2	4.0	0.0	5.9	4.1	4.6
Tax rates	30.2	21.0	51.8	52.9	11.5	19.2
Transportation	2.3	0.0	8.0	7.9	2.6	5.3

\* These indicators are computed only for the manufacturing sector

1. The sample for each economy is stratified by industry, firm size, and geographic region. The level of detail of the stratification by industry depends on the size of the economy. Stratification by size follows the three levels presented in the text: small, medium, and large. Regional stratification includes the main economic regions in each economy. Through this methodology estimates for the different stratification levels can be calculated on a separate basis while, at the same time, inferences can be made for the non-agricultural private economy as a whole. For more details on the sampling strategy, review the Sampling Note available at [www.enterprisesurveys.org](http://www.enterprisesurveys.org).