

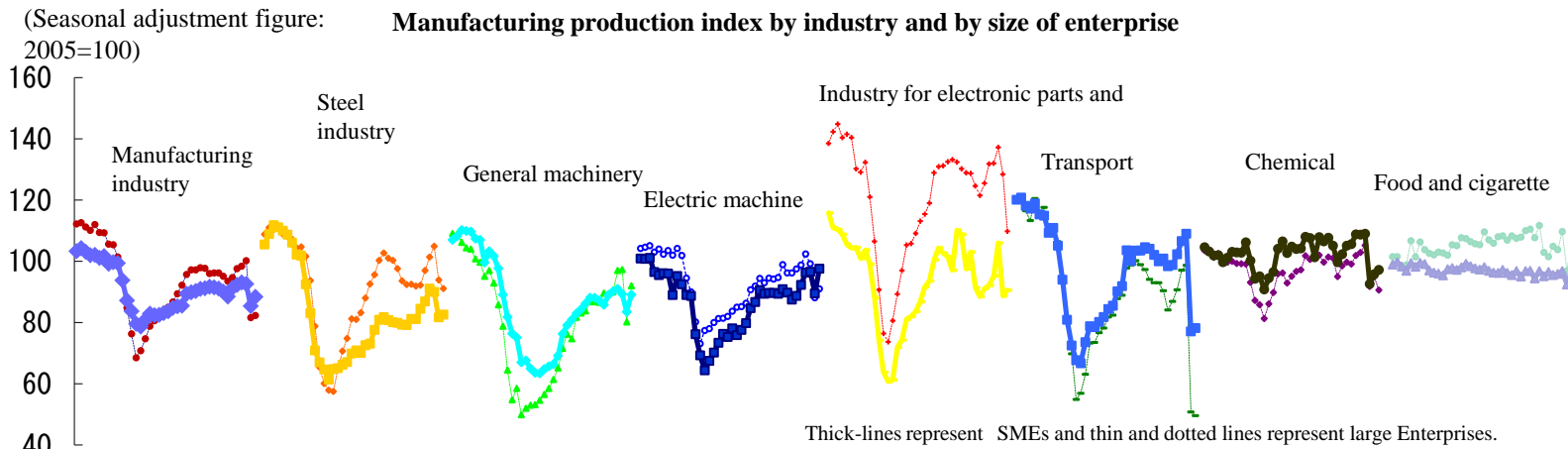
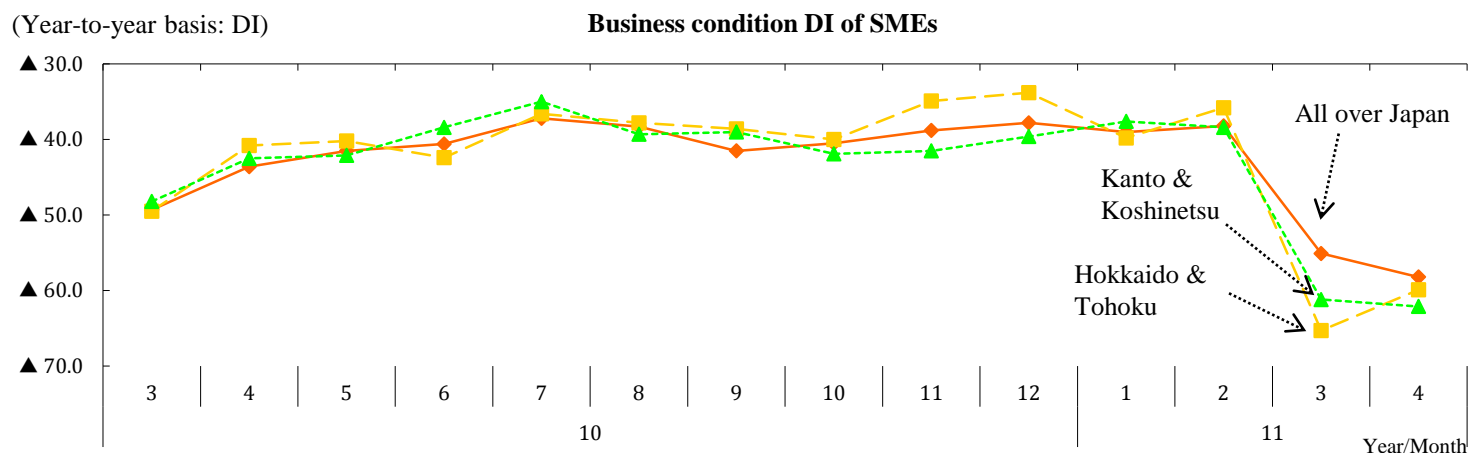
# Key Factors of 2011 White Paper on Small and Medium Enterprises in Japan

## Trends among SMEs in 2010

The business conditions and production of SMEs were beginning to improve, but have significantly worsened due to the impact of the Great East Japan Earthquake.

The business conditions generally tended to improve, but have significantly worsened in March 2011 especially in East Japan.

The production generally tended to improve, but has decreased in March 2011; the range of the decrease was the largest-ever.



Sources: "Survey of Monthly Business Conditions of Small and Medium Enterprises" by National Federation of Small Business Associations  
Notes: 1. Survey was conducted by the information liaison members appointed at the Prefectural Central Federations (About 2,700 executives and employees of SME associations (such as cooperatives and commercial associations) are assigned to the survey).  
2. The business condition DI is a figure obtained by subtracting the percentage of companies that answered "business conditions have worsened" compared to the same month of the previous year from the percentage of companies that answered "business conditions have improved".

Sources: METI, "Indices of Industrial Production" and "Current Production Statistics Survey"; and SME Agency, "Manufacturing Production Indices by Size of Enterprises"  
Notes: 1. The term is from January 2008 to April 2011.  
2. The figures for large enterprises are calculated from "Indices of Industrial Production", "Current Production Statistics Survey" and "Manufacturing Production Indices by Size of Enterprises".

## Impact of the Great East Japan Earthquake on SMEs

In the Great East Japan Earthquake, various phenomena such as earthquakes, tsunami, and nuclear power plant accidents occurred, which became intertwined in a complex manner and caused wide ranging and enormous impacts on SMEs.

There are approximately 80,000 businesses in the tsunami-affected areas, 740,000 businesses in the earthquake-affected area, 8,000 businesses in the evacuation zones of Fukushima Daiichi Nuclear Power Plant, and 1.45 million businesses in the prefectures covered by Tokyo Electric Power Company.

### Number of Companies, Values of Shipments, and Commodity Sales

#### 1. Tsunami-affected Areas <sup>1</sup>

Number of Companies (in 2009)	75,098
Values of Shipments (in 2008)	4.4 trillion yen
Commodity Sales (in 2007)	7.4 trillion yen

#### 2. Earthquake-affected Areas <sup>2</sup>

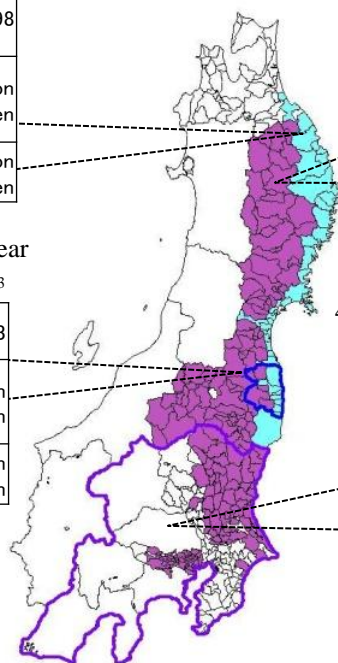
Number of Companies (in 2009)	742,462
Values of Shipments (in 2008)	35.6 trillion yen
Commodity Sales (in 2007)	206.5 trillion yen

#### 3. Evacuation Zones of Nuclear Power Plant Accidents <sup>3</sup>

Number of Companies (in 2009)	7,503
Values of Shipments (in 2008)	0.3 trillion yen
Commodity Sales (in 2007)	0.3 trillion yen

#### 4. Prefectures covered by Tokyo Electric Power Company <sup>4</sup>

Number of Companies (in 2009)	1,454,598
Values of Shipments (in 2008)	111.6 trillion yen
Commodity Sales (in 2007)	262.9 trillion yen



Source: "2009 Economic Census for Business Frame" by the Ministry of Internal Affairs and Communication; "2008 Census of Manufacturers" and "2007 Census of Commerce" by the Ministry of Economy, Trade, and Industry

Notes: 1. Among municipalities to which the Disaster Relief Act was applied due to the Great East Japan Earthquake (as of March 24, 2011), the data of 39 municipalities in Aomori, Iwate, Miyagi, and Fukushima that were inundated by tsunami according to the "report on the area (approximate value) inundated by tsunami (the 5th report)" published by the Geographic Survey Institute on April 18 were summarized. As for Sendai City, only the data of Miyagino Ward, Wakabayashi Ward, and Taihaku Ward were summarized.  
2. Among municipalities to which the Disaster Relief Act was applied due to the Great East Japan Earthquake (as of March 24, 2011), the data of municipalities excluding 39 municipalities in Aomori, Iwate, Miyagi, and Fukushima that were inundated by tsunami according to the "report on the area (approximate value) inundated by tsunami (the 5th report)" published by the Geographic Survey Institute on April 18 as well as the data of Aoba Ward and Izumi Ward of Sendai City were summarized.  
3. Data of all areas of Tamura City, Minamisoma City, Kawamata Town, Hirono Town, Naraha Town, Tomioka Town, Kawauchimura, Okuma Town, Futaba Town, Namie Town, Katsurao-mura, and Iidatemura were summarized as municipalities including the evacuation zones of Fukushima Daiichi Nuclear Power Plant.  
4. Data on Ibaraki, Tochigi, Gunma, Saitama, Chiba, Tokyo, Kanagawa, Yamanashi and Shizuoka were summarized.

### (1) Conditions of disaster-affected member companies grasped by the chambers of commerce and industry in Aomori, Iwate, Miyagi, and Fukushima.

As for the damages of buildings and houses, while total destructions account for approximately 50% in the coastal areas, partial damages account for approximately 80% in the inland areas, showing that greater damages occurred in the coastal areas affected by tsunami.

	Number of Member Companies	Number of Companies Grasped	Conditions of Affected Member Companies					
			Percentages in the number of affected companies and grasped companies (%)					
			Total collapse of houses and buildings	Half collapse of houses and buildings	Partial collapse of houses and buildings	Harm of equipment	Indirect harm	No harm
Coastal Areas	18,560	6,142	3,344 (54.4%)	783 (12.7%)	1,763 (28.7%)	175 (2.8%)	77 (1.3%)	0 (0.0%)
Inland Areas	48,596	7,566	191 (2.5%)	205 (2.7%)	6,256 (82.7%)	468 (6.2%)	446 (5.9%)	0 (0.0%)
Total	67,156	13,708	3,535	988	8,019	643	523	0

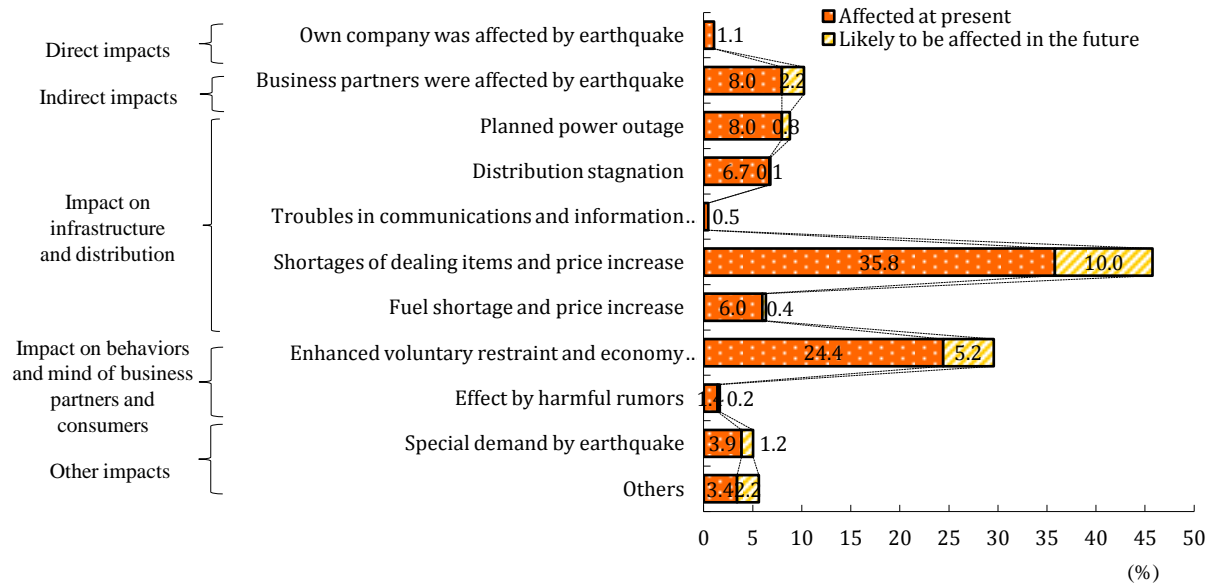
Source: Created based on the reports from the Central Federation of Societies of Commerce and Industry  
Notes: 1. Figures reported from the chambers of commerce and industry before May 13, 2011 were summarized.  
2. It should be noted that the area of a chamber of commerce and industry is the area of the municipality.  
3. Few replies were received from the coastal areas of Fukushima, due to the effect of the nuclear power plant accidents.

# Impact of the Great East Japan Earthquake on SMEs

## (2) Earthquake-Impacts SMEs

Many SMEs were affected by shortages of dealing items and price increase as well as lowered consumption mind

Impacts of Great East Japan Earthquake



Source: "Japanese small businesses monthly trend survey" by Japan Finance Corporation (Surveyed in April 2011)  
 Notes: 1. Percentages shown were calculated by using the total of the companies responded as "affected at present" or "likely to be affected in the future" as the denominator.  
 2. As multiple replies were obtained, the total does not necessarily come to 100%.  
 3. This is the results of the survey conducted on 1,395 companies that Japan Finance Corporation deals with (excluding Iwate, Miyagi, Fukushima and Ibaraki).

## (3) Impacts through Supply Chain

The values of shipments in the affected areas were large, and the difficulty in trading with companies supplying dispensable items in industries and the lowered consumption mind affected retail businesses and service industries across the country.

Top 5 Items with Highest Values of Shipments in Affected Areas

Ranking	Item Name	Values of Shipments (in 10 billion yen)		Percentage Distribution (%)
		Disaster-Hit Area	Whole Country	
1	Automobile parts and accessories	67	2,654	2.5
2	Other electronic parts, devices, electronic circuits	33	405	8.1
3	Integrated circuits	31	431	7.1
4	Foreign paper and machine-made Japanese paper	30	208	14.4
5	Automobiles (including two-wheel automobiles)	27	969	2.8
	All Items	1,165	30,525	3.8

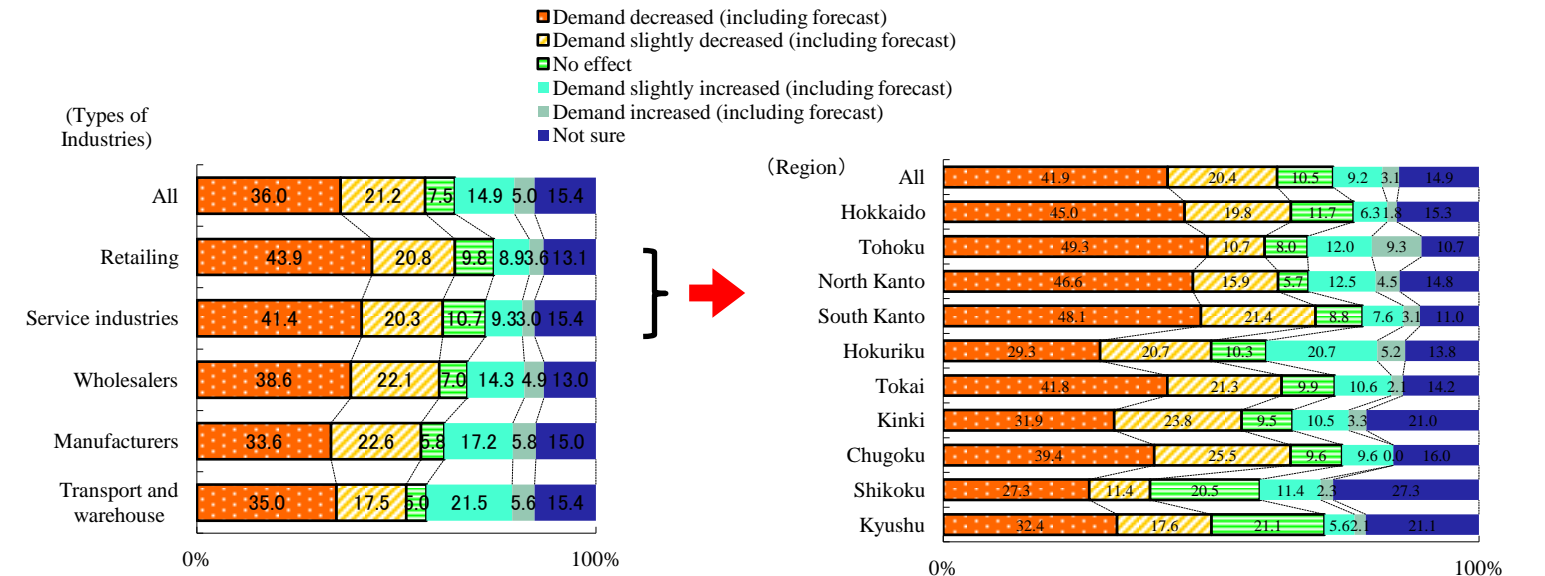
Source: Recompiled from METI, "2008 Census of Manufacturers"  
 Notes: 1. For the disaster-hit areas, the data of municipalities to which the Disaster Relief Act was applied in Aomori, Iwate, Miyagi, and Fukushima (as of March 24, 2011) were summarized.  
 2. The data were summarized by item based on the manufacturing item number of the commodity classification table in the Census of Manufacturers.

In response to the imoact of tsunami and earthquakes, financial support by financing and guarantee and employment support by subsidies for employment adjustment and unemployment insurance have been substantially enhanced, while support and assistance are being provided for the maintenance of temporary stores and temporary factories, for corporate groups playing a central role in regional economy and for damages by harmful rumors, in response to demands to restart businesses.

## (4) Impacts of Lowered Consumption Mind due to Earthquake

Decreases in demands in retail businesses and service industries affected the whole country.

Impacts of Earthquake on Demands for Small and Medium-Sized Businesses

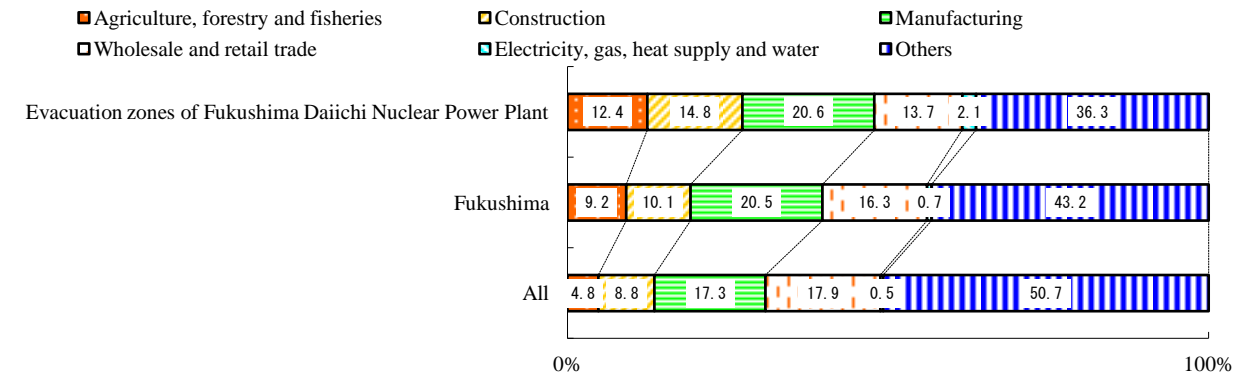


Source: "Attitude survey on impacts of the Earthquake and reconstruction support" by Teikoku Databank, Ltd. (Surveyed in March 2011)  
 Notes: 1. Count the number of SMEs only.  
 2. Graf on the right side shows only retailing industry and service industry.

## (5) Impacts of Nuclear Power Plant Accidents

In the evacuation zones of Fukushima Daiichi Nuclear Power Plant, there are not only agriculture, forestry, and fisheries businesses but also many SMEs in construction, manufacturing, and wholesale and retail trade; they have no choice but to evacuate.

Percentages of Workers by Industry in the Evacuation Zones of the Fukushima Daiichi Nuclear Power Plant\*



Source: "2005 Population Census" by Ministry of Internal Affairs and Communications  
 Notes: The industry classification is in accordance with the March 2002 revision. "Others" shows the total of mining, information and communications, transport, finance and insurance, real estate, accommodations, eating and drinking services, medical, health care and welfare, education and learning support, compound services, services (services not classified elsewhere), government, and industries unable to classify as per Japan Standardized Industrial Classification.

\* The data of all areas of Tamura City, Minamisoma City, Kawamata Town, Hirono Town, Naraha Town, Tomioka Town, Kawauchimura, Okuma Town, Futaba Town, Namie Town, Katsuraomura, and Iidatemura were summarized as municipalities including the evacuation zones of Fukushima Daiichi Nuclear Power Plant.

While providing special financial support, business support, and support for damages by harmful rumors, provisional payment compensations for SMEs affected by the nuclear power plant accidents have started.



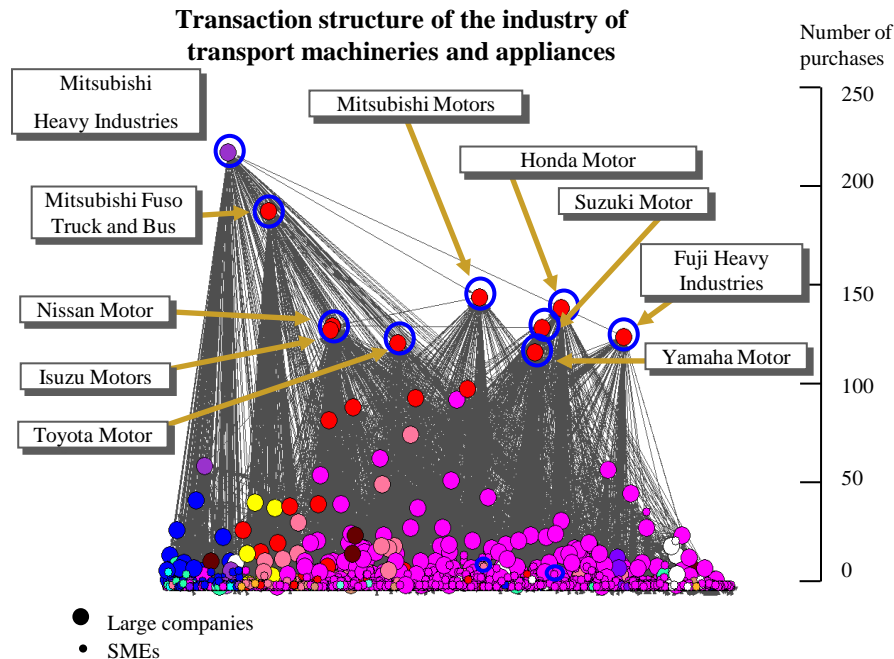
# SMEs support the economic society

## 1. SMEs are important foundation of the industry and people's living

SMEs support and lead the economy and people's living (From "Charter of Small and Medium Enterprises"). On the occasion of the Great East Japan Earthquake, the importance of SMEs has been reaffirmed; SMEs have been supporting the industrial supply chains of Japan and the living of local residents.

### (1) SMEs support the industry

In the industry of transport machineries and appliances, large enterprises are supported by many SMEs manufacturing parts, etc

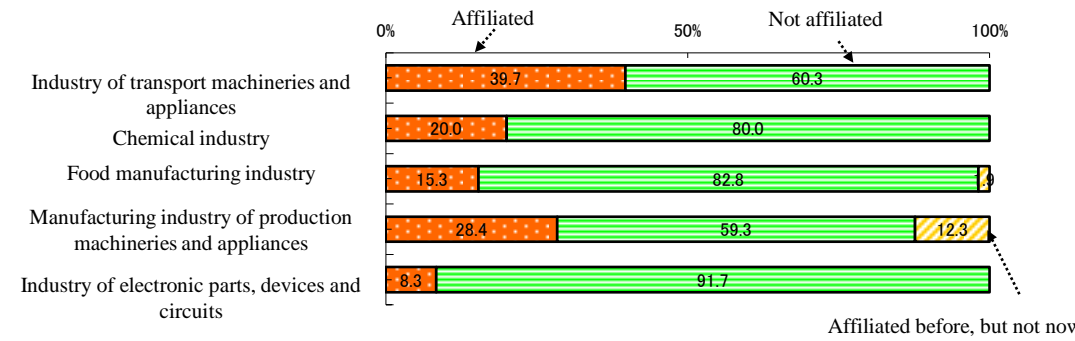


Source: Recompiled from Tokyo Shoko Research, Ltd. "TSR Enterprise Correlation Files (2010)".  
Notes: 1. Lines represent transactions between corporations, large circles represent large enterprises and small circles represent SMEs. The colors of the circles indicate main business category of each company under the industrial small classification database.  
2. The transactions displayed in this chart are extracted from transactions between companies in the same business category and do not represent all the data included in the Corporate Correlation File.  
3. The Corporate Correlation File was created on the basis of the data as of the date of survey and inquiry by Tokyo Shoko Research and may be different from the current conditions.)

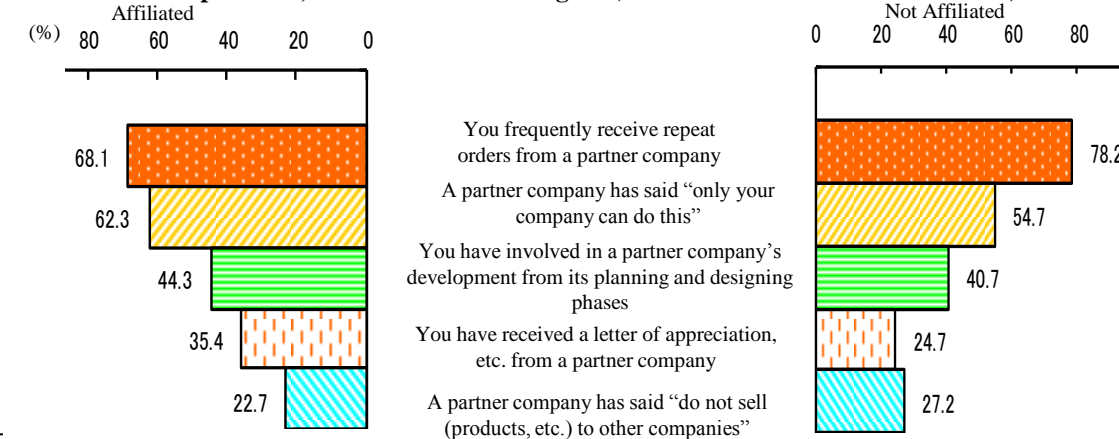
Vacant space and production equipments of plant were provided free of charge to the business partner, which was in charge of the final process. As a result, the business partner was saved from the crisis of business closure and was able to manufacture parts on its own as normal. (Ishinomaki City, Miyagi Prefecture: Horio Seisakusho)

SMEs play important roles in supply chains regardless of business affiliation and become indispensable to the partner companies. In the occasion of the earthquake disaster, supply chains were affected due to production shutdown of core SMEs.

### Status of business affiliation (small and medium manufacturers)



### Own products, services and technologies (Small and medium manufacturers)

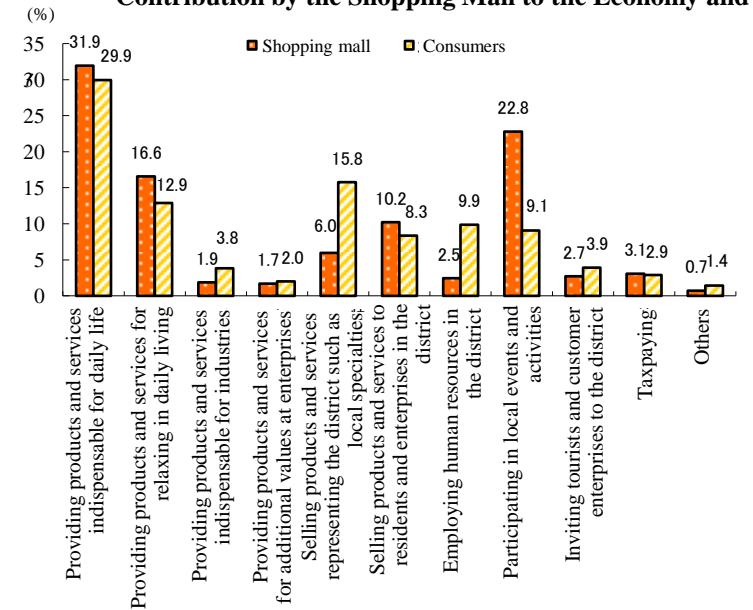


Source: Mitsubishi Research Institute, Inc "Questionnaire to support the industry and people's living" (November 2010) commissioned by SME Agency  
Notes: 1. The top 5 answers were counted.  
2. Totals do not necessarily sum to 100 due to multiple responses.

### (3) SMEs supporting daily life

About 30% of shopping malls and consumers recognize that shopping malls make a contribution by providing products and services indispensable for daily life. Stores restarted quickly in the earthquake-affected area to support the daily needs of residents.

### Contribution by the Shopping Mall to the Economy and Society

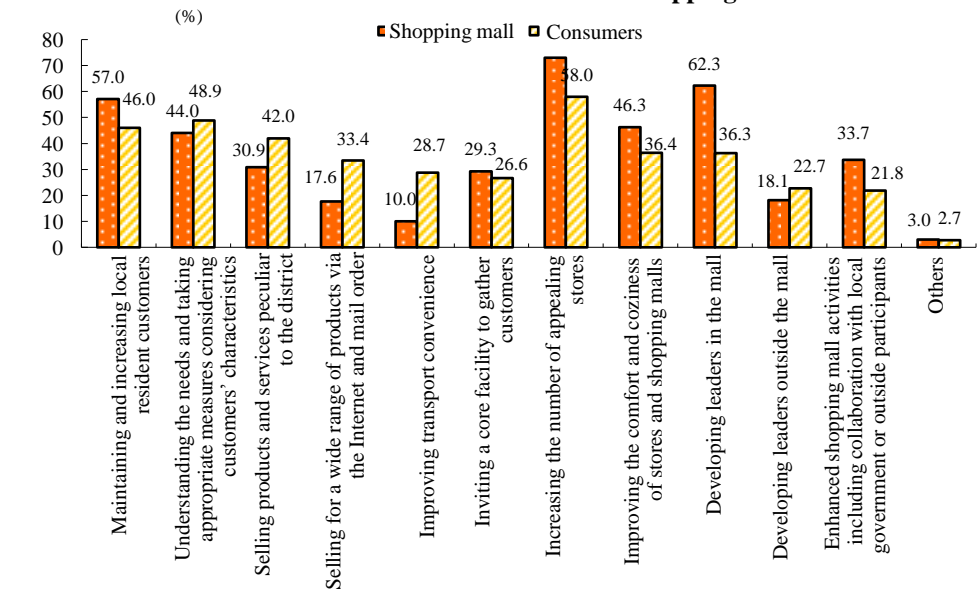


Reference: Japan Shopping Mall Survey (November 2010) by Mitsubishi Research Institute, Inc. commissioned by SME Agency

Notes: 1. The scores were calculated by giving 3 to the most suitable alternative, 2 to the second most suitable one and 1 to the third one.  
2. Shopping malls answered about themselves and consumers answered about shopping malls in general.

Shopping malls have faced severe problems after the earthquake. It is necessary to take proper approaches while appropriately understanding the needs of customers such as increasing the number of appealing stores.

### Measures to Solve Problems of Shopping Malls



Reference: Prepared on the basis of "SPECIA" by Teikoku Databank, Ltd. in cooperation with Mr. Ichiro Sakata, professor at Policy Alternatives Research Institute, University of Tokyo and Mr. Junichiro Mori, assistant professor

Notes: 1. "Ishinomaki urban employment area" covers Ishinomaki City, Higashi-Matsushima City and Onagawa Town.  
2. Total of transactions where enterprises located in Ishinomaki urban employment area are suppliers.  
3. This analysis has some restrictions: transaction scale (transaction amounts) cannot be reflected, offices having headquarters outside of Ishinomaki urban employment area are excluded, and so on.

Reference: Japan Shopping Mall Survey (November 2010) by Mitsubishi Research Institute, Inc. commissioned by SME Agency.

Notes: 1. Shopping malls answered about themselves and consumers answered about shopping malls in general.  
2. Totals do not necessarily sum to 100 due to multiple responses.

### (2) Enterprises and enterprise groups that support the economy of the earthquake-affected area

In the urban employment area of Ishinomaki, enterprise groups in marine product processing and food, civil engineering and construction, as well as fishery and shipbuilding industries represent about 50 to 60% of the total number of enterprises, employees and revenues. These enterprise groups and enterprises at the core of such groups are playing important roles.

### Number of Enterprises, Employees and Sales Amounts of Major Enterprise Groups in Ishinomaki Urban Employment Area

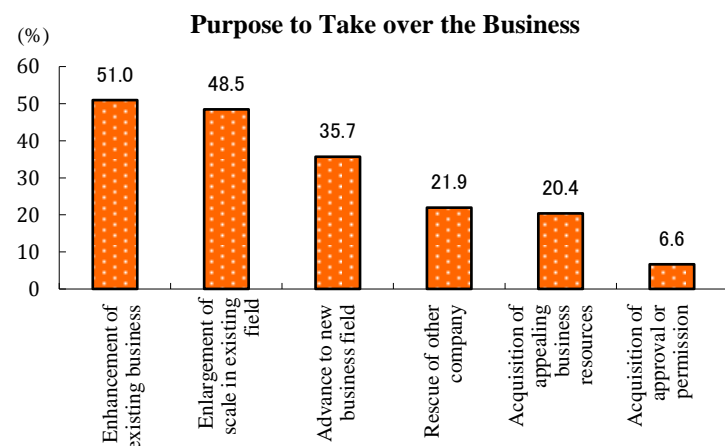
Classification of Enterprise Group	Enterprises in the area (companies)	Ratio to all enterprises in the area	Employees working for these enterprises in the area (persons)	Ratio to the number of employees working for these enterprises in the area	Sales amount of these enterprises in the area (million yen)	Ratio to the sales amount of these enterprises in the area	Core enterprises
Marine product processing and food	162	21.7%	3,641	21.6%	312,946	41.3%	Ishinomaki Fish Market, Taiko Corporation, Onagawa Fish Market, Shichiseisha, Miyagi Fisheries Cooperative, etc.
Civil engineering and construction	179	23.9%	3,773	22.4%	83,993	11.1%	Public works, Wako Industrial Corporation, Shinto Sogyo, Maruhon Gumi Corporation, Maruyama Shoji, etc.
Fishery and shipbuilding	60	8.0%	1,318	7.8%	58,536	7.7%	Yamanishi Corporation, Morihira Shoten, Miyagi Yanmar Co., Ltd., etc.
Total	401	53.6%	8,732	51.9%	455,475	60.2%	
Grant total	748	100.0%	16,826	100.0%	756,985	100.0%	

## 2. Protection of Technology and Employment of SMEs

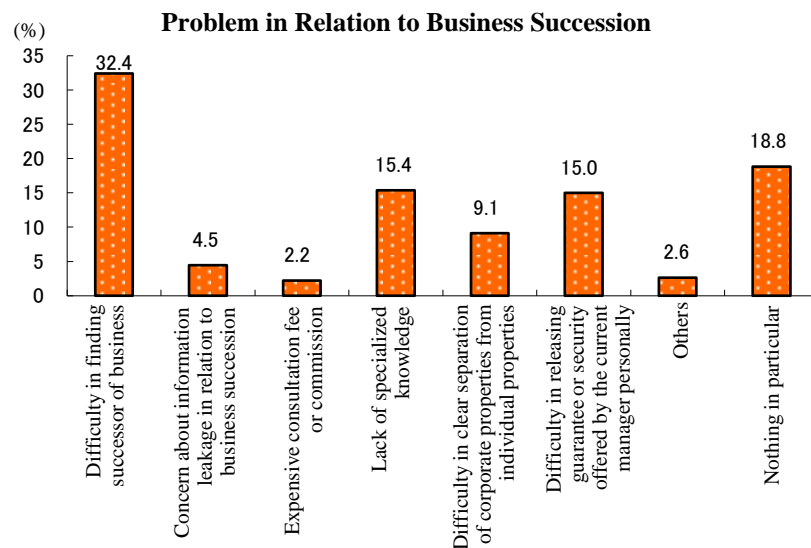
As structural issues such as shrinking domestic demand and intensified global competition have become severer since the Great East Japan Earthquake, some SMEs cannot have a positive outlook for the future. It is necessary to take appropriate measures.

### (1) Succession of business

In addition to the enhancement and growth of existing business, successors tend to make advances to new fields.



It is difficult to find purchasers or successors of businesses.



Reference: "Actual Status Survey on Business Succession of Small and Medium Enterprises" (November 2010) by the Japan Small Business Research Institute

Note: Totals do not necessarily sum to 100 due to multiple responses.

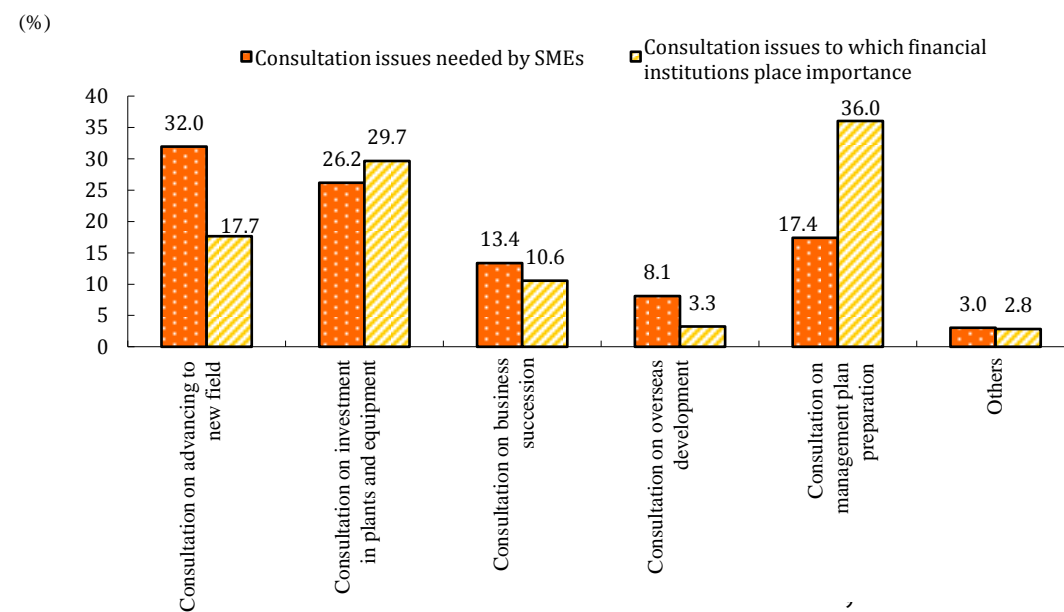
Reference: Survey on Business Succession (December 2009) by Mitsubishi Research Institute commissioned by SME Agency

Notes: 1. Total of the SMEs for which the manager answered that he/she would like to have his/her business succeeded by other company after his/her retirement as the idea for his/her business after retirement  
2. The scores were calculated by giving 3 to the most suitable alternative, 2 to the second most suitable one and 1 to the third one.

### (3) Relationship banking

SMEs and financial institutions mutually have mismatched expectations between them.

#### Consultation Issues to Which Importance Is Attached

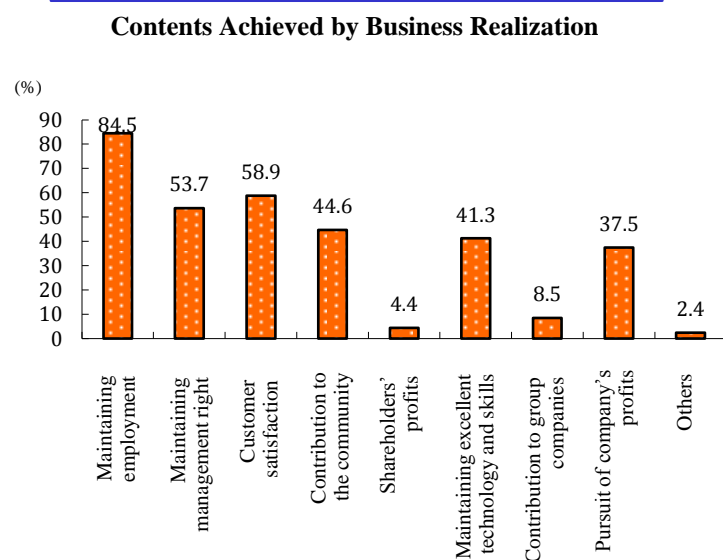


Reference: Survey on Actual Status of Business Environment (November 2010) by SME Agency  
Survey on Financing for Small and Medium Enterprises (November 2010) by Mitsubishi UFJ Research and Consulting Co., Ltd. commissioned by SME Agency

Note: The scores were calculated by giving 5 to the most suitable alternative, 4 to the second most suitable one, 3 to the third one, 2 to the fourth one and 1 to the fifth one.

### (2) Business rehabilitation

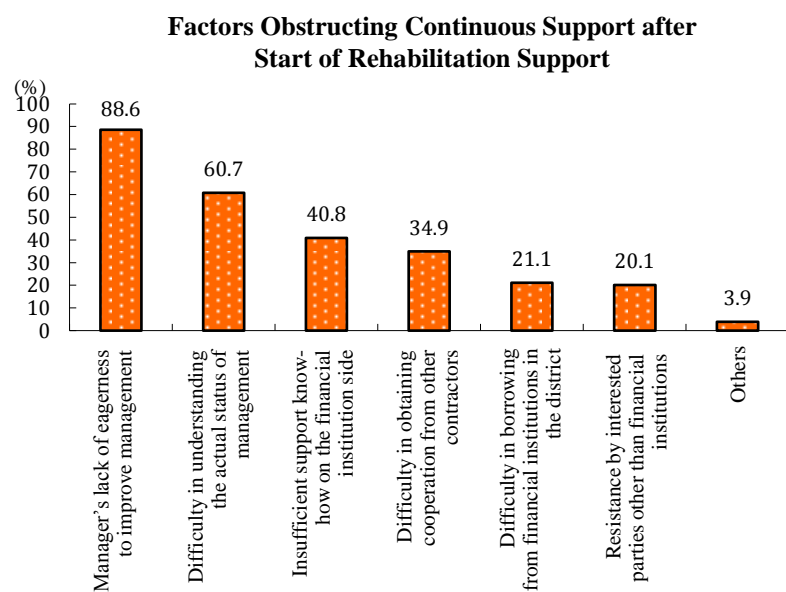
As a result of business rehabilitation, employment is maintained and customer satisfaction can be realized.



Reference: Survey on Rehabilitation of Small and Medium Enterprises (November 2010) by Mitsubishi UFJ Research and Consulting Co., Ltd. commissioned by SME Agency

Notes: 1. Total of the SMEs that have applied for civil rehabilitation  
2. Totals do not necessarily sum to 100 due to multiple responses.

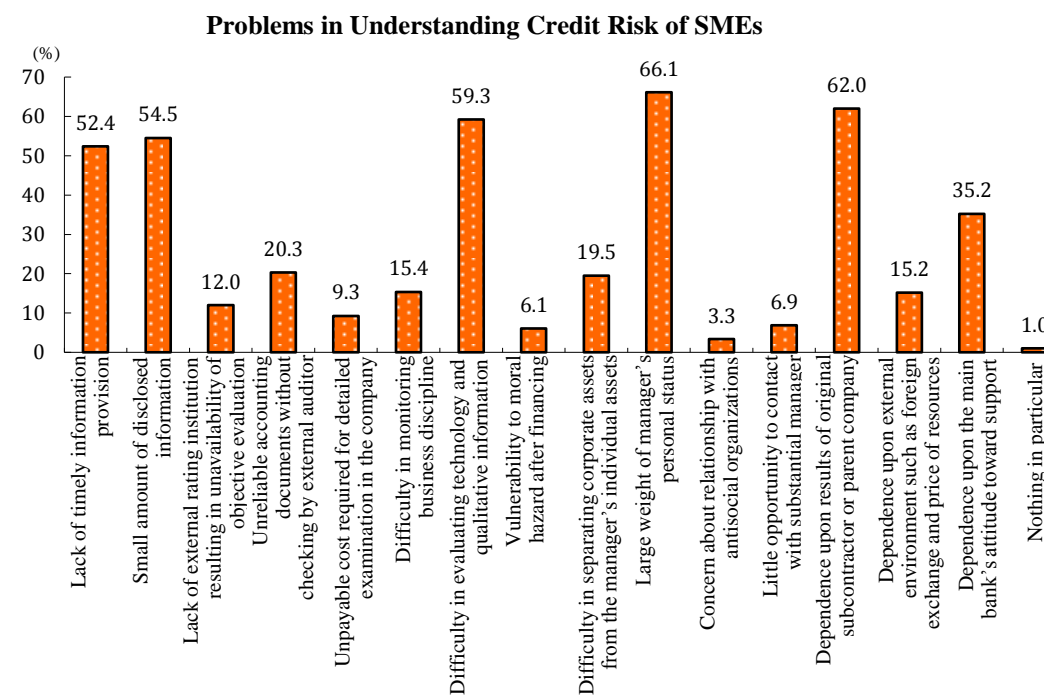
Lack of Eagerness toward Rehabilitation Is the Greatest Problem.



Reference: Survey on Financing for Small and Medium Enterprises (November 2010) by Mitsubishi UFJ Research and Consulting Co., Ltd. commissioned by SME Agency

Note: Totals do not necessarily sum to 100 due to multiple responses.

Financial institutions answered that they could not obtain necessary information about SMEs.



Reference: Survey on Financing for Small and Medium Enterprises (November 2010) by Mitsubishi UFJ Research and Consulting Co., Ltd. commissioned by SME Agency

Note: Totals do not necessarily sum to 100 due to multiple responses.



# SMEs Realizing Economic Growth

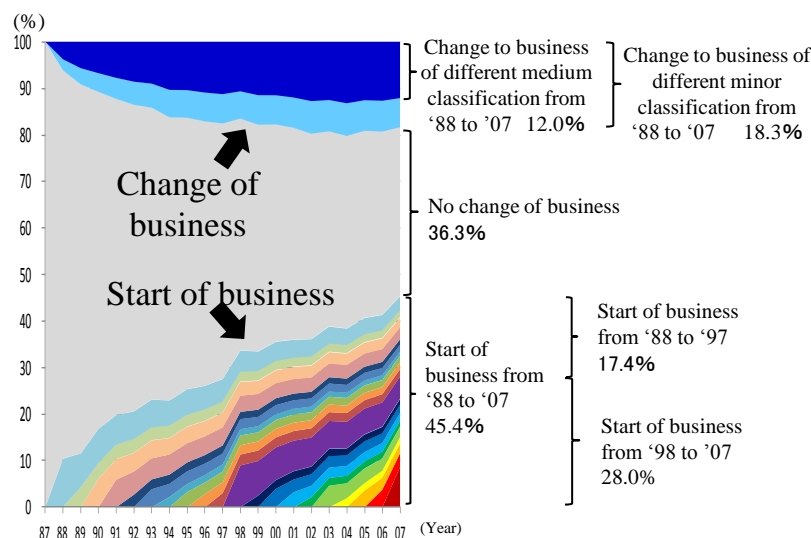
Under the influence of the Great East Japan Earthquake, many SMEs were forced to go bankrupt or give up their business. Shrinking domestic demand, increasingly intensified global competition and other problems since the time before the earthquake have become more serious. Immediate reconstruction is urgently required, of course. For continuous growth of Japan's economy, however, it is essential to promote renewals of economy through new start or change of business so that SMEs will grow up with improving labor productivity and getting business chances from overseas.

## 1. Start and Change of Business to Renew Economic Activities

Under the circumstances where many SMEs go bankrupt or give up business due to the influence of the Great East Japan Earthquake, start of new business and change of business are important elements from the viewpoint of economy renewal and employment creation.

Renewal is progressed by start and change of business in the manufacturing industry.

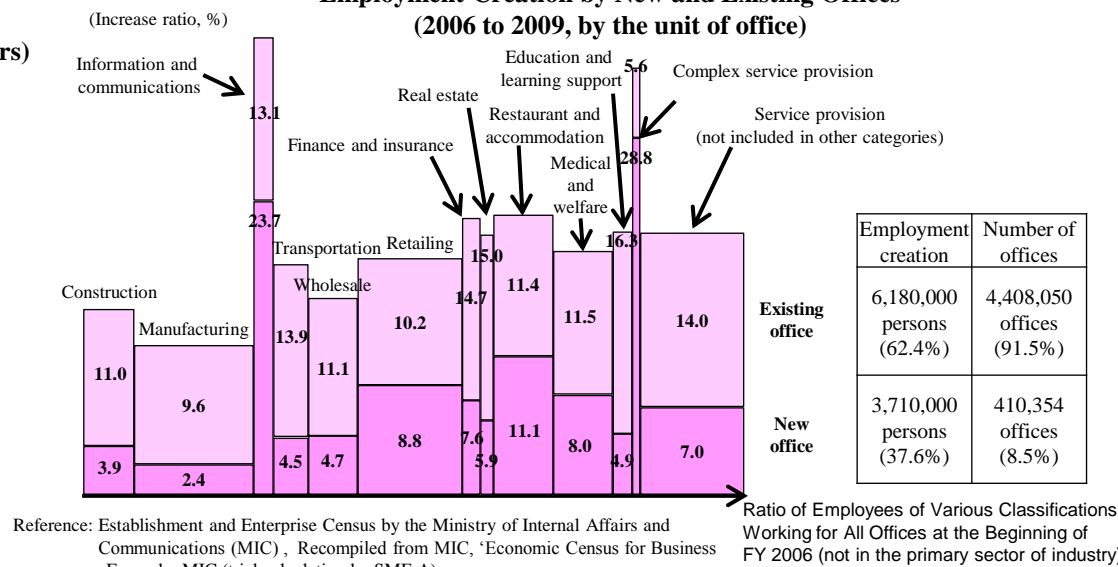
### Ratio of Offices That Have Started or Changed Business (Manufacturers)



Source: Recompiled from METI, "Census of Manufactures".  
 Notes: 1. The ratio of offices that started business and the ratio of those that experienced change of business (classification change) are given for each year since 1988.  
 2. "Classification change" here means the change of the business with the highest ratio of shipment amount.  
 3. Offices having at least four workers are subject to the survey.

Employment increases at new offices.

### Employment Creation by New and Existing Offices (2006 to 2009, by the unit of office)

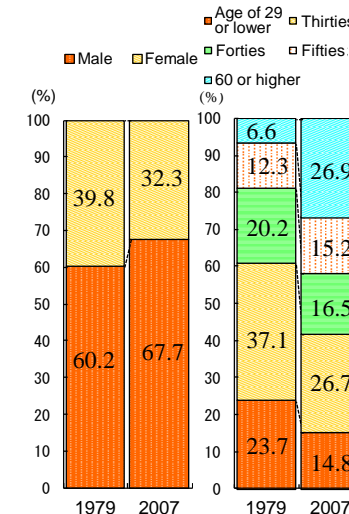


Reference: Establishment and Enterprise Census by the Ministry of Internal Affairs and Communications (MIC), Recompiled from MIC, "Economic Census for Business Frame by MIC (trial calculation by SME A)"

Notes: 1. Horizontal axis shows the ratio of employees belonging to each classification among the employees in all offices (not in the primary sector of industry) at the beginning of FY 2006. The number of employees at the beginning of the existing and abolished offices.  
 2. Since there are only a small number of employees in the mining industry and electricity, gas, heat supply and water supply industries, they are not indicated.  
 3. New offices include newly opened branches and factories and relocated offices.  
 4. The number of employees as of 2009 is used for new offices, and the difference in employment at the offices that can be linked with the 2006 Establishment and Enterprise Census is used for existing offices. Since the existing offices are limited to those in the scope of Establishment and Enterprise Census, it is possible that employment increase by existing offices could be calculated smaller than the actual results.  
 5. Among 4,408,050 existing offices, 1,085,387 offices are contributing to employment increase.

Many entrepreneurs are at the age of 60 or higher.

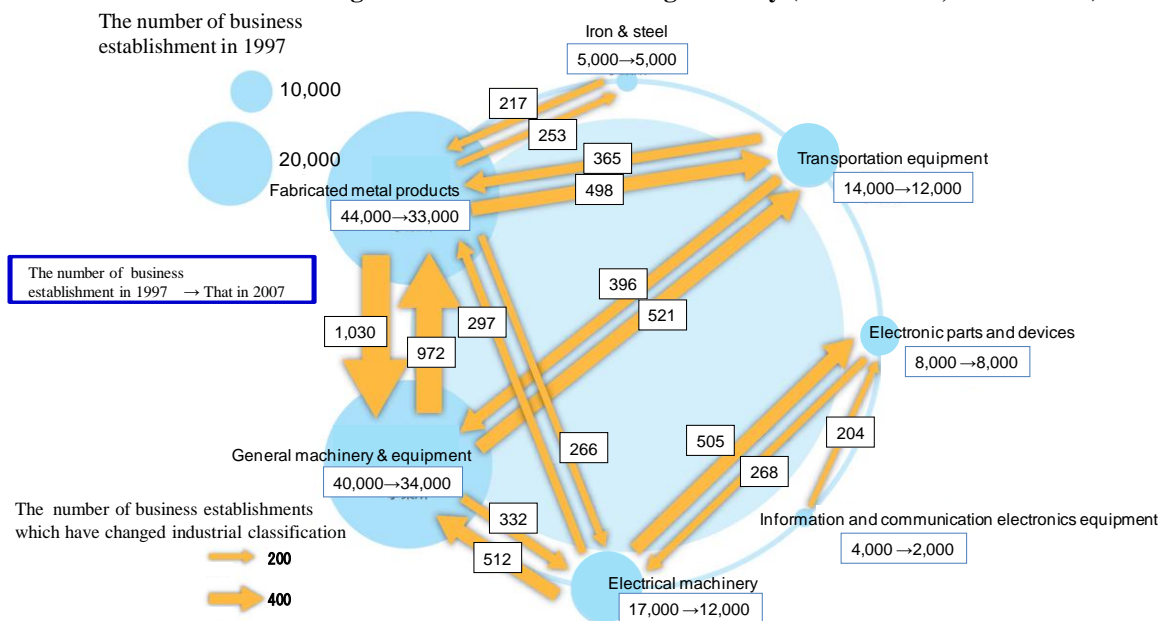
### Female entrepreneurs and those at the age of 60 or higher



Reference: recomputed from MIC, "Employment Status Survey"  
 Note: Among the people who changed their jobs or newly started working in the past one year, those who are working on his/her own at present (except for those doing piecework at home) are referred to as "entrepreneurs".

Many companies engaged in metal products or general machinery have changed the industrial classification.

### Classification Change within the Manufacturing Industry (1997 to 2007; Unit: Office)



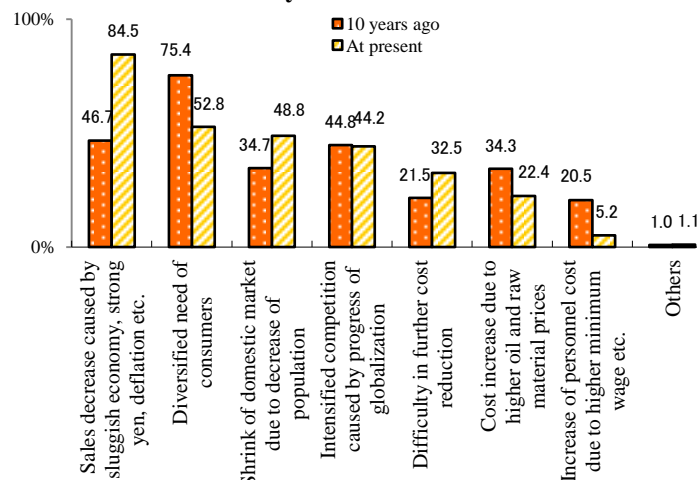
Source: Recompiled from METI, "Census of Manufactures"  
 Notes: 1. Among the offices existing from 1997 to 2007 with at least four employees, those that changed the medium industrial classification within the manufacturing industry are subject to the survey.  
 2. "Classification change" here means the change of the business with the highest ratio of shipment amount.  
 3. Industrial classification changes of 200 or more offices are expressed as arrows

## 2. Improvement of Labor Productivity (Increase of Additional Value)

In addition to decrease of population and progress of aging society with fewer children, restraint of energy supply has been intensified after the earthquake. For continuous growth of Japan's economy under such circumstances, it is necessary to improve the labor productivity of SMEs.

After the earthquake, the tendency to consider a modest increase of sales caused by deflation, shrink of domestic market etc. as a problem may have become much stronger.

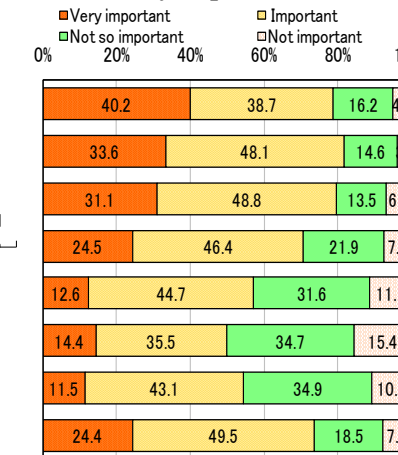
### Problems To Be Solved For Improvement of Labor Productivity of SMEs



Source: Nomura Research Institute, Ltd "Survey on Productivity Improvement" commissioned by SME Agency (November 2010.)  
 Note: Totals do not necessarily sum to 100 due to multiple responses

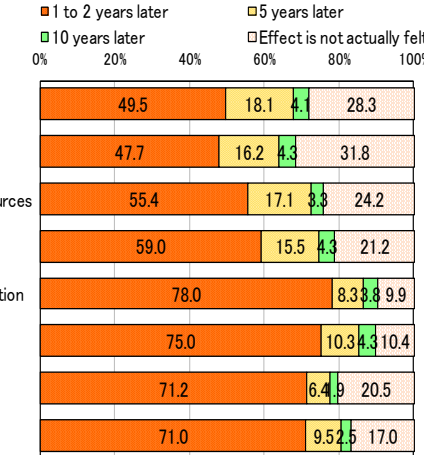
While introduction of information technology, automation and energy saving have a quick effect, there is a tendency that it takes time to actually feel the effect of larger number of customers, higher unit price per customer, ensuring and training of human resources etc.

### Importance of Approaches for Labor Productivity Improvement



Source: Nomura Research Institute, Ltd "Survey on Productivity Improvement" commissioned by SME Agency (November 2010).  
 Note: "Effect at the Enterprises" shows the results at the enterprises that have implemented improvement approaches only.

### Effect at the Enterprises

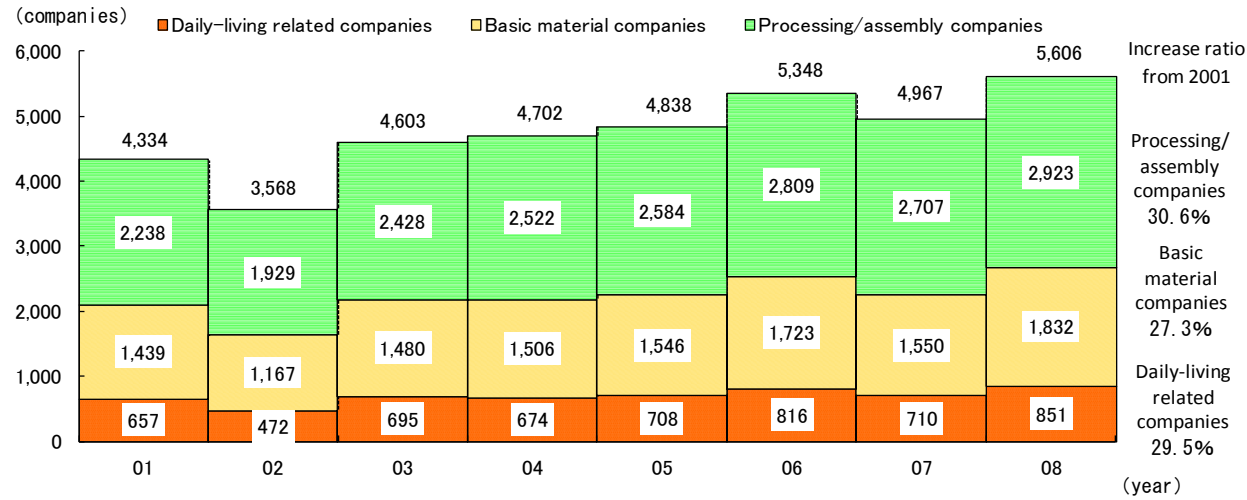


3. Globalization of SMEs

In addition to further shrinking of domestic demand and increasingly intensified global competition under the influence of the Great East Japan Earthquake, export declines, foreign tourists visiting Japan decrease, and some foreign and foreign-affiliated companies are going out of Japan. We are in quite severe conditions continuously. Further, it is difficult to prospect a large increase of domestic demand in mid-term and long-term forecasts. It is necessary for SMEs in Japan to get business chances from overseas countries and regions expected to grow in the future.

The number of exporting companies has increased to 5,606 by 2008. It tended to increase for all industrial classifications.

Number of Exporters by Industrial Classification (Small and Medium Enterprises)

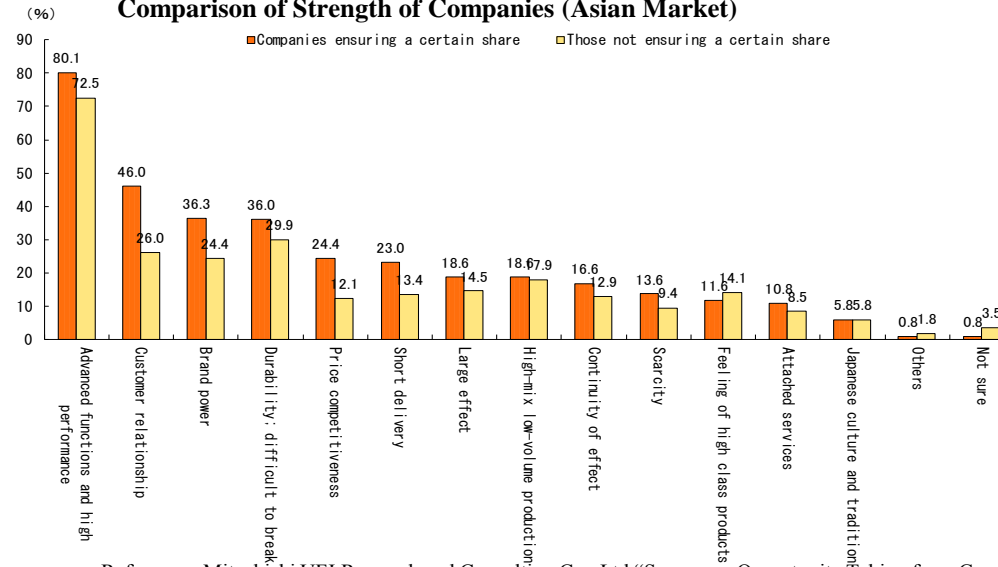


Source: Recompiled from METI, "Census of Manufactures"

Note 1. "Processing/assembly companies" here means those classified to Manufacture of general-purpose machinery, Manufacture of production machinery, Manufacture of business oriented machinery, Electronic parts, devices and electronic circuits, Manufacture of electrical machinery, equipment and supplies, Manufacture of information and communication electronics equipment and Manufacture of transportation equipment under the Japan Standard Industrial Classification.  
 Note 2. "Basic material companies" here means those classified to Manufacture of lumber and wood products, Manufacture of chemical and allied products, Manufacture of pulp, paper and paper products, Manufacture of petroleum and coal products, Manufacture of plastic products, Manufacture of rubber products, Manufacture of ceramic, stone and clay products, Manufacture of iron and steel, Manufacture of non-ferrous metals and products and Manufacture of fabricated metal products under the Japan Standard Industrial Classification.

The companies recognizing that they could ensure a certain share in the local market tend to answer that they have strength in customer relationship and brand power in addition to advanced functions and high performance of their products.

Comparison of Strength of Companies (Asian Market)

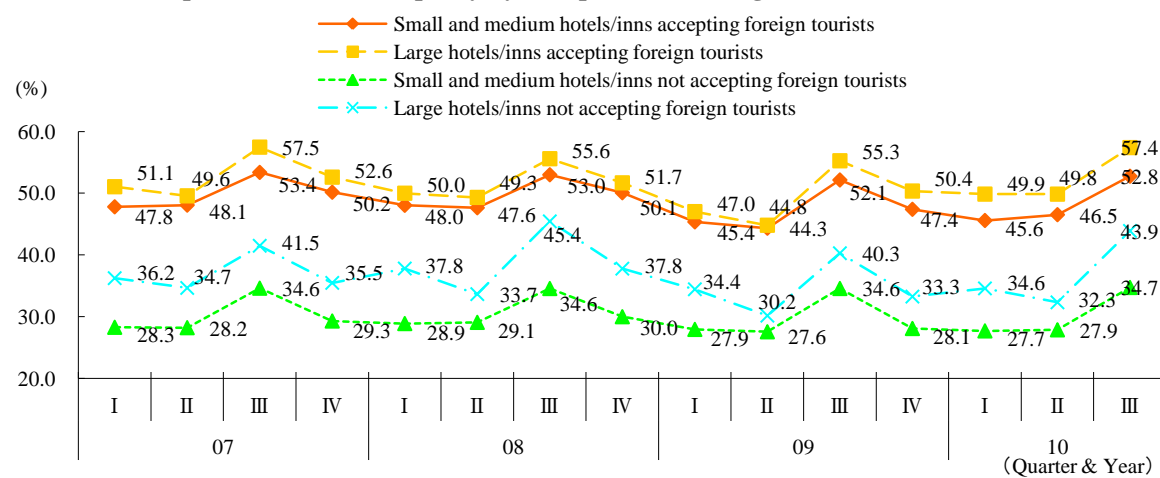


Reference: Mitsubishi UFJ Research and Consulting Co., Ltd. "Survey on Opportunity Taking from Growth in Overseas Market" commissioned by SME Agency (November 2010)

Notes: 1. Total of the SMEs that answered about their share ensuring situations in the local market only.  
 2. "Companies ensuring a certain share" here means the SMEs which answered that they ensured a certain market share.  
 3. "Those not ensuring a certain share" here means the SMEs which answered that they were competing with others in the market, they did not ensure a certain market share or they were not sure.  
 4. Totals do not necessarily sum to 100 due to multiple responses.

While it is concerned that tourists would decrease under the influence of the earthquake, small and medium hotels and inns that accept foreign tourists tend to have higher bed occupancy.

Comparison of Bed Occupancy by Acceptance of Foreign Tourists

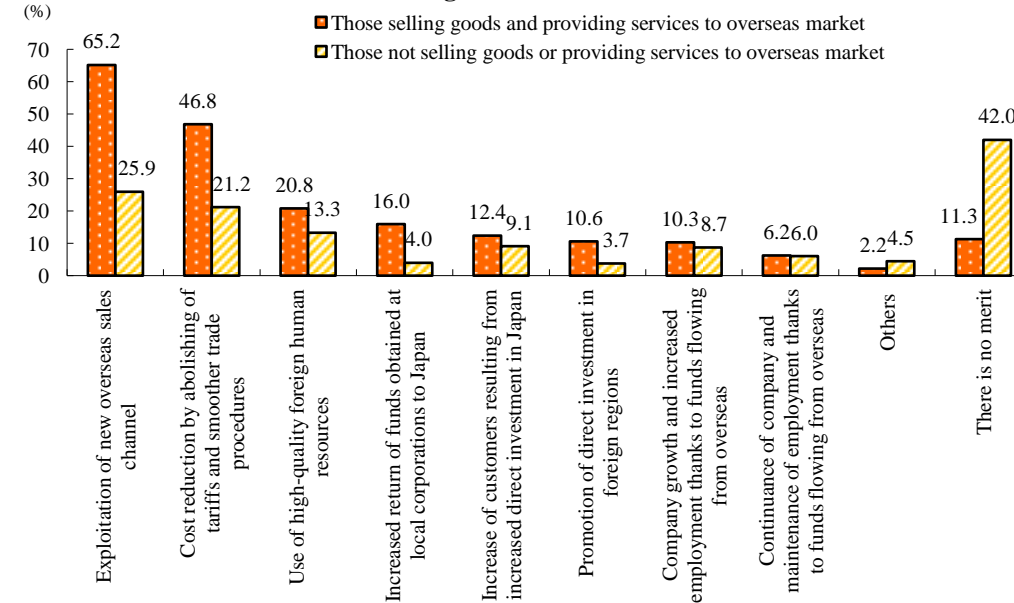


Source: Recompiled from Japan Tourism Agency, "Survey of Accommodation and Travel Statistics"

Notes: 1. Hotels/inns with 10 to 99 employees are considered as small and medium hotels/inns, and those with 100 or more employees are considered as large hotels/inns.  
 2. "Employees" here means all people working at the hotels/inns (including temporary workers as well as those dispatched or transferred from other companies)  
 3. Bed occupancy = (Total number of tourists stayed overnight / Total capacity (the number of people that can be accommodated in the hotel/inn \* period) \* 100

SMEs also expect merits brought by progress of economic collaboration with overseas regions.

Merits for Your Company Assumed by Progress of Economic Collaboration with Overseas Regions



Source: Mitsubishi UFJ Research and Consulting Co., Ltd. "Survey on Opportunity Taking from Growth in Overseas Market" commissioned by SME Agency (November 2010)

Notes: 1. Total of small and medium enterprises only.  
 2. Totals do not necessarily sum to 100 due to multiple responses.