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 The Swiss Government, through the State Secretariat for Economic Affairs, strongly supports and contributes significantly to ITC's objective of integrating SMEs into the global economy.

PROYTEC PANAMA CORP

Assessment report

December 2025



PROYTEC
P A N A M A

International Capital Partner

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Foreword

This report presents the results for PROYTEC PANAMA CORP.

The assessment was generated using ITC's business diagnostic methodology and tool and based on the answers provided by the person undertaking the assessment.

This Assessment has been conducted using tools and methodologies developed by the International Trade Centre (ITC) under the framework of the MSME Competitiveness Programme.

The programme strengthens competitiveness and sustainability of small and medium-sized enterprises by encouraging entrepreneurial culture, transferring technical knowledge and skills, providing access to markets, and promoting the creation and growth of MSMEs.

The SME Diagnostic and Benchmarking Platform is a public good of the MSME Competitiveness Programme designed to help Micro, Small and Medium Sized Enterprises (MSME) conduct analysis of their competences and capabilities.

By diagnosing a company's current practices and benchmarking them against that of other companies and against international best practices, it is possible to design an improvement programme for the MSME.

The assessment can be carried out through an independent evaluation conducted by an accredited business support organization (BSO) and by professionals certified in the use of ICT diagnostic methodologies and tools.

Introduction

ITC's diagnostic methodology for SMEs allows for a modular and multidimensional assessment of a company's performance.

The underlying analysis model can be modularly adapted to different types and sectors of SMEs and provides a holistic assessment of the company's current practices in four areas of competence: **STRATEGIC COMPETENCE, MARKETING COMPETENCE, OPERATIONAL COMPETENCE, RESOURCE MANAGEMENT COMPETENCE.**

The ability to compare practices and results is recognized as a valuable tool for improving performance.

However, MSMEs wanting to compare their practice and performance have so far been hindered by a lack of information from comparable enterprises.

You will be able to compare your company's scores vs. global, regional, and MSME-type averages. Learning from others with similar challenges enhances and accelerates the process of performance improvement.

It leads to a better understanding of processes and the setting of targets for business improvement.



ITC's MSME diagnostic model and tool

Structure of the assessment model

ITC's MSME diagnostic model uses a structured and results-oriented approach to help enterprises identify key strengths and weaknesses as a first step towards performance improvement.

The model uses a modular approach to capture and process information while ensuring consistency, reliability, and comparability of data and scores.

The results presented in this report were derived from answers you provided to questions concerning the business capabilities along four competences.

Each of the four competences is built through capabilities, which in turn are composed of business processes.

These four competences are:

- **Strategic Competence:** This competence is about identifying business opportunities, defining strategies and goals, fostering innovation, and equipping the business with the right organizational and governance structures.
- **Marketing Competence:** This competence allows the MSME to reach and communicate with potential clients, close business deals that secure medium to long term profitability and distribute its products. All these capabilities are operational in nature and differ from the identification of niche markets and the strategic positioning of the offer that is part of the strategic competence.
- **Operational Competence:** This competence allows the business to manufacture a product or deliver a service to the client. Its shape will be determined by the positioning strategy defined by the Strategic Competence.
- **Resource Management Competence:** To develop the strategic, marketing, and operational competences, and the capabilities and processes that constitute them, the MSME should have access to and manage a bundle of resources. To do this it should have resource management competence. The objective of the resource management competence is to make an effective and efficient use of resources and to update and upgrade the business' resource endowment.

Sustainability performance

Along with the technical assessment on your business's strategic, marketing, operational, and resource management capabilities, the diagnostic methodology includes a sustainability assessment.

While the technical assessment measures your business' functional capacities, the sustainability assessment looks at your business' performance on three key areas: **Environmental Sustainability, Social Sustainability, and Governance.**

Other drivers of MSME competitiveness

Throughout the technical assessment, selected indicators have been identified to infer the company's performance in key factors that drive MSME competitiveness.

These drivers are the company's readiness to adopt new technologies and embrace digital transition, the company's internal culture and inter-colleague relations, and business internationalization, with a special emphasis on exports.

Upon completion of the assessment, these indicators are extracted to provide a score for the business on these elements.

Scoring system

ITC's MSME diagnostic methodology is based on a five-level maturity scale ranging from "weak" to "excellent" with automatic weightings applied to the different areas.

Results are determined by calculating the weighted mean of scores in each area to achieve an overall score.

The scoring standard is high, as it is intended to be aspirational.

MSMEs should not expect to score "excellent" on many indicators.

For the assessment you requested, the diagnostic results for SMEs are generated as follows:

- **Overall score:** shows the company's overall score
- **Competency score:** shows the score for each competency and the company's positioning relative to the maximum score of 100%
- **Capability score:** shows the score for each capability and the company's positioning relative to the maximum score of 100%

The scores are interpreted as follows:

0-20 Weak

The business requires considerable improvement across all competences

21-40 Below average

The business has significant competency gaps that require development or improvement

41-60 Average

The business is generally operating at satisfactory level

61-80 Very good

The business is performing at a high level overall

81-100 Excellent

The business is performing at a world class level, with many areas of best practice

Diagnostic Results and Analysis

Diagnostic assessment score

This diagnostic score represents a snapshot of the business at the time of the assessment.

Future plans and actions not yet implemented are not considered for scoring.

The complete diagnostic assessment provides a multidimensional evaluation of the company, resulting in several distinct scores related to **technical skills, sustainability practices, digital readiness, corporate culture, and internationalization**.

While all these scores provide crucial information about the company's overall performance, the core of the methodology is the technical assessment.

The technical assessment analyses the company's capabilities by examining its level of maturity.

The company's success is ultimately closely linked to its performance in the technical evaluation.

For this reason, although evaluations related to sustainability, digital readiness, corporate culture, and internationalization provide valuable contextual and complementary analyses, the technical evaluation is used as the main indicator representing the overall performance of the organization.

PROYTEC PANAMA CORP achieved an overall technical score of 93.50

A multidimensional perspective on business performance

The diagnostic assessment provides a multidimensional view of the company, with distinct scores for technical skills, sustainability practices, digital readiness, company culture, and internationalization of **PROYTEC PANAMA CORP**.

The scores for technical skills and sustainability practices are derived from the specific technical and sustainability assessments conducted.

The scores for digital readiness, company culture, and internationalization were extrapolated from selected indicators of the technical assessment that relate to these two areas.

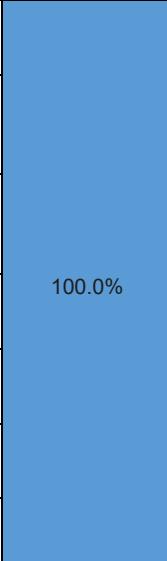
SWOT analysis

The findings of the technical assessment support the development of a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis.

The table below highlights the areas in which the company performs above, in line with, or below global averages with regard to the capabilities assessed in the technical analysis.

The results are aggregated to provide an overall SWOT analysis of the organization's technical practices, which will guide subsequent analyses and final recommendations.

CAPABILITY	SCORE	LEVEL
B.2. Capability to distribute	75.0%	(60-80) Very good SME is performing at a high level overall.
A.1. Capability to design a business strategy	85.3%	
D.4. Capability to manage networks and alliances	87.5%	
A.3. Capability to design and implement an organizational structure	90.0%	
C.4. Capability to meet cost requirements	90.0%	
D.6. Capability to manage physical assets, infrastructure, and technology	91.7%	
A.2. Capability to plan and implement a business strategy	93.4%	(81-100) Excellent SME is performing consistently at a world class level, with many areas of good practice.
B.3. Capability to get orders	93.2%	
A.4. Capability to innovate and adapt	95.8%	
D.2. Capability to manage financial resources	95.8%	
D.3. Capability to manage human resources	97.7%	
D.1. Capability to manage knowledge and information	98.1%	

B.1. Capability to communicate	 100.0%	TOP (81-100) Excellent SME is performing consistently at a world class level, with many areas of good practice.
C.1. Capability to meet attribute requirements		
C.2. Capability to meet quantity requirements		
C.3. Capability to meet quality requirements		
C.5. Capability to meet time requirements		
C.6. Capability to fulfil orders		
D.5. Capability to manage intellectual assets		

Technical score analysis

PROYTEC PANAMA CORP achieved an overall technical score of 93.50

OVERALL SCORE:

	Score	Minimum	Average	Maximum
Overall	93.50	5.50	33.03	62.40
A. STRATEGIC COMPETENCE	91.13	4.37	35.00	79.37
B. MARKETING COMPETENCE	89.39	3.57	24.65	72.62
C. OPERATIONAL COMPETENCE	98.33	10.69	38.79	78.13
D. RESOURCE MANAGEMENT	95.13	3.38	33.66	62.99

Strategic competence

	Score	Minimum	Average	Maximum
A. STRATEGIC COMPETENCE	91.13	4.37	35.00	79.37
A.1. Capability to design a business strategy	85.29	8.33	38.98	83.33
A.2. Capability to plan and implement a business strategy	93.39	5.00	34.84	80.00
A.3. Capability to design and implement an organizational structure	90.00	0.00	32.06	87.50
A.4. Capability to innovate and adapt	95.83	0.00	34.14	83.33

Marketing competence

	Score	Minimum	Average	Maximum
B. MARKETING COMPETENCE	89.39	3.57	24.65	72.62
B.1. Capability to communicate	100.00	3.57	26.04	67.86
B.2. Capability to distribute	75.00	0.00	21.77	100.00
B.3. Capability to get orders	93.18	3.57	26.15	64.29

Operational competence

	Score	Minimum	Average	Maximum
C. STRATEGIC COMPETENCE	98.33	10.69	38.79	78.13
C.1. Capability to meet attribute requirements	100.00	12.50	43.35	81.25
C.2. Capability to meet quantity requirements	100.00	5.00	39.11	85.00
C.3. Capability to meet quality requirements	100.00	0.00	31.45	80.00
C.4. Capability to meet cost requirements	90.00	12.50	40.73	81.25
C.5. Capability to meet time requirements	100.00	12.50	37.80	79.17
C.6. Capability to fulfil orders	100.00	8.33	40.32	91.67

Resource management competence

	Score	Minimum	Average	Maximum
D. STRATEGIC COMPETENCE	95.13	3.38	33.66	62.99
D.1. Capability to manage knowledge and information	98.08	8.33	41.94	77.78
D.2. Capability to manage financial resources	95.83	5.77	33.87	78.85
D.3. Capability to manage human resources	97.73	0.00	28.76	83.33
D.4. Capability to manage networks and alliances	87.50	0.00	33.87	78.13
D.5. Capability to manage intellectual assets	100.00	0.00	0.00	0.00
D.6. Capability to manage physical assets	91.67	0.00	29.84	50.00

Sustainability assessment

	Score	Minimum	Average	Maximum
E. STRATEGIC COMPETENCE	95.13	3.38	33.66	62.99
D.1. Capability to manage knowledge and information	98.08	8.33	41.94	77.78
D.2. Capability to manage financial resources	95.83	5.77	33.87	78.85
D.3. Capability to manage human resources	97.73	0.00	28.76	83.33
D.4. Capability to manage networks and alliances	87.50	0.00	33.87	78.13
D.5. Capability to manage intellectual assets	100.00	0.00	0.00	0.00
D.6. Capability to manage physical assets	91.67	0.00	29.84	50.00

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