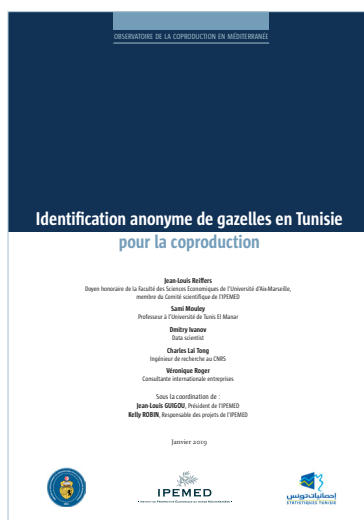


## SUMMARY

## Anonymous identification of “gazelles” in Tunisia for coproduction



Created from the partnership with the Tunisian Ministry of Development, Investment and International Cooperation (MDICI) and the National Statistics Agency (INS), and with the participation of the Tunisian Institute of Competitiveness and Quantitative Studies (ITCEQ), the report “Anonymous identification of “gazelles” in Tunisia for coproduction” is a continuation of a series of work initiated by IPEDMED and its partners in the framework of the Coproduction Observatory in the Mediterranean and the programme dedicated to the industrialisation of North Africa.

The coproduction concept, that IPEDMED has been supporting for several years, focuses on the following principles: ceasing to consider Southern companies as mere subcontractors, but rather as partners ; upgrading them by sharing know-how and the value chain between Northern and Southern partner businesses; that is to say helping Southern companies (and especially SMBs) to improve their position in global as well as regional value chains; becoming competitive (again) together in the regional market (Africa-Med-Europa - AME) and subsequently in the global market and (re)gaining market shares ; adhering to the principle of economic, social and environmental responsibility. This would also enable job creation in the North and the South of the Mediterranean alike.

In this light, the present report offers, based on the available data, an anonymous selection of high-potential onshore Tunisian SMBs called “gazelles” that, given their performances, could benefit from a coproduction approach with European companies.

These “gazelles” have been identified:

- Firstly via an economic analysis, that takes into account the duality of the Tunisian manufacturing production system, with on the one hand local businesses that hardly export and are little supported (system 1), called onshore, and on the other hand, exporting and semi-exporting businesses that get significant fiscal benefits (system 2), called offshore. This economic analysis, based on the data and studies provided by INS and ITCEQ on a panel of companies, has led to the selection a sample of 16 system-1 businesses with an annual average growth of over 5% for the 2008-2015 period, and a sample of 198 companies ranked according to an efficiency rate that is superior or equal to 60% of the technical efficiency potential.
- And secondly, via a “machine learning” analysis that identified 30 extra businesses outside of the panel and of the technical efficiency ranking, which past growth is estimated superior or equal to 5%.

In total, more than 240 Tunisian “gazelles” were anonymously and objectively identified over the 2008-2015 period. They could benefit from a coproduction policy in the industry.

Thanks to the findings of the research, the authors of the report, J.-L. Reiffers, S. Mouley, S. Ivanov, C. Lai Tong and V. Roger, have formed several ideas on how to expand the study as well as recommendations that could be implemented by the Tunisian government, and in particular the MDICI, in partnership with IPEDMED, in the framework of a national coproduction policy with European companies. A meeting took place on 11 December 2018 in Tunis in order to present the findings, and the participants took the opportunity to confirm the relevance of such an approach.

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