

Global Cities of the Future 2014/15

Winners

SINGAPORE HAS CLAIMED THE TITLE OF **fDi**'s GLOBAL CITY OF THE FUTURE 2014/15, WITH LONDON AND HONG KONG IN SECOND AND THIRD PLACE, RESPECTIVELY. **CATHY MULLAN** REPORTS



From 2003 to 2009, FDI enjoyed year-on-year growth until suffering the effects of the global financial crisis. A slight recovery led to a peak in global FDI in 2011, but this has been followed by a period of stagnation and slight decline. During this time, more than one-third of global FDI went to the 130 locations analysed for **fDi**'s Global Cities of the Future 2014/15 ranking, which pitted regional FDI giants against each other.

Singapore's software success

Of the 130 locations analysed, Singapore reigned supreme as **fDi**'s Global City of the Future for 2014/15. According to greenfield FDI monitor **fDi** Markets, between 2008 and 2013 Singapore was the number one destination for FDI projects, with almost 2000 recorded. There was year-on-year growth in the software and IT sector between 2009 and 2013, with investment projects increasing on average 16% annually. An attractive investment location, Singapore ranked first for both Economic Potential and Business Friendliness. The city, which enjoys low rates of unemployment and inflation, recorded the highest GDP per capita of all Asian cities in the study.

Complementing these economic factors, high enrolment rates in

schools and universities provide a solid future workforce for potential investors. US-based biotechnology company Amgen, which in 2013 broke ground on its \$200m manufacturing facility in Singapore, credited its investment decision to the city's "rich talent pool and friendly business environment". Doing business is relatively easy in Singapore, which enjoys a low level of corruption and a good credit rating. Starting a business only takes two-and-a-half days and, once established, businesses pay a relatively low corporate tax rate of 17%.

London: educated and connected

London ranked second in **fDi**'s Global Cities ranking, topping the tables for both Human Capital and Lifestyle and Connectivity categories. The UK capital boasts the highest percentage of university graduates among those of working age in all the locations studied; more than half the population, aged between 25 and 64, are educated to tertiary level. Seven of its universities are ranked among the top 500 universities in the world, providing a well-educated workforce.

London is well served by nearby airports, six within an 80-kilometre range, providing direct access to and from 304 international destinations. Of those companies citing motives for

their investment between 2008 and 2013, 46% attributed their decision to London's proximity to markets and customers. France-based hedge fund company Capital Fund Management opened an office in London in 2013, stating: "London is going to stay the capital of financial trading in Europe. We want to be close to the markets we trade and the clients we serve."

Hong Kong for infrastructure

Hong Kong ranked third overall, performing well in both the Business Friendliness and Connectivity categories. With a relatively low corporate tax rate of 16.5%, low levels of corruption and a high degree of economic freedom, it is not surprising that 101 expansion projects were recorded in Hong Kong between 2008 and 2013.

For **fDi**'s Global Cities of the Future 2014/15 ranking, winning locations were heavily focused in Asia and western Europe. However, with an unstable eurozone, a turbulent Middle East and growth slowing in Asia, the world will be watching to see which cities will drive FDI growth in the longer term. International Monetary Fund forecasts suggest that all eyes should be on Africa, with a potential for 7% growth in Nigeria alone in 2015. Could this lead to some new locations rising through the ranks next time? ■

**TOP 25 EMERGING MARKET CITIES ONLY –
OVERALL – GDP PER CAPITA < \$35,000**

RANK	CITY	COUNTRY	REGION
1	Seoul	South Korea	Asia-Pacific
2	Kuala Lumpur	Malaysia	Asia-Pacific
3	Santiago	Chile	Latin America
4	Panama City	Panama	Latin America
5	Wuhan	China	Asia-Pacific
6	Wroclaw	Poland	Europe
7	Chengdu	China	Asia-Pacific
8	Bangalore	India	Asia-Pacific
9	St Petersburg	Russia	Europe
10	Chongqing	China	Asia-Pacific
11	Suzhou	China	Asia-Pacific
12	Ho Chi Minh	Vietnam	Asia-Pacific
13	Istanbul	Turkey	Europe
14	São Paulo	Brazil	Latin America
15	Mumbai	India	Asia-Pacific
16	Chennai	India	Asia-Pacific
17	Buenos Aires	Argentina	Latin America
18	Mexico City	Mexico	Latin America
19	Pune	India	Asia-Pacific
20	Kiev	Ukraine	Europe
21	San Jose	Costa Rica	Latin America
22	Monterrey	Mexico	Latin America
23	Hanoi	Vietnam	Asia-Pacific
24	Dammam	Saudi Arabia	Middle East
25	Queretaro	Mexico	Latin America

**TOP 25 OVERALL (INCLUDES EMERGING
AND DEVELOPED)**

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	London	UK	Europe
3	Hong Kong	Hong Kong	Asia-Pacific
4	Dublin	Ireland	Europe
5	Dubai	UAE	Middle East
6	New York City	US	N America
7	Tokyo	Japan	Asia-Pacific
8	Shanghai	China	Asia-Pacific
9	Bucharest	Romania	Europe
10	Beijing	China	Asia-Pacific
11	Paris	France	Europe
12	Zurich	Switzerland	Europe
13	Seoul	South Korea	Asia-Pacific
14	San Francisco	US	N America
15	Frankfurt	Germany	Europe
16	Amsterdam	Netherlands	Europe
17	Stockholm	Sweden	Europe
18	Atlanta	US	N America
19	Munich	Germany	Europe
20	Geneva	Switzerland	Europe
21	Abu Dhabi	UAE	Middle East
22	Houston	US	N America
23	Warsaw	Poland	Europe
24	Sydney	Australia	Asia-Pacific
25	Moscow	Russia	Europe

“The world is well aware of Munich’s economic performance and potential. With its unique mix of global players, SMEs and energetic start-ups across a diverse array of industries – accompanied by a high quality of life – Munich offers the right conditions for economic success and personal development”

Dieter Reiter, mayor of Munich

TOP 25 FDI STRATEGY

RANK	CITY	COUNTRY
1	Dubai	UAE
2	Hong Kong	Hong Kong
3	Copenhagen	Denmark
4	Stockholm	Sweden
5	Brisbane	Australia
6	Barcelona	Spain
7	Tel Aviv	Israel
8	Bogota	Colombia
9	Wroclaw	Poland
10	São Paulo	Brazil
11	London	UK
12	Montréal	Canada
13	Atlanta	US
14	Calgary	Canada
15	Berlin	Germany
16	Perth	Australia
17	Helsinki	Finland
18	Los Angeles	US
19	Cologne	Germany
20	Toronto	Canada
21	Dallas	US
22	San Jose	Costa Rica
23	Vancouver	Canada
24	Miami	US
25	Kuala Lumpur	Malaysia

Overall

TOP 10 HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	Melbourne	Australia	Asia-Pacific
3	Washington, DC	US	North America
4	Zurich	Switzerland	Europe
5	New York City	US	North America
6	Boston	US	North America
7	Copenhagen	Denmark	Europe
8	Stockholm	Sweden	Europe
9	Tokyo	Japan	Asia-Pacific
10	Moscow	Russia	Europe

TOP 10 COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Hanoi	Vietnam	Asia-Pacific
2	Cairo	Egypt	Africa
3	Ho Chi Minh	Vietnam	Asia-Pacific
4	Accra	Ghana	Africa
5	Jakarta	Indonesia	Asia-Pacific
6	Tunis	Tunisia	Africa
7	Bangkok	Thailand	Asia-Pacific
8	Sofia	Bulgaria	Europe
9	Kuala Lumpur	Malaysia	Asia-Pacific
10	Panama City	Panama	Latin America

TOP 10 BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	Dublin	Ireland	Europe
3	Hong Kong	Hong Kong	Asia-Pacific
4	London	UK	Europe
5	Bucharest	Romania	Europe
6	Shanghai	China	Asia-Pacific
7	Belfast	UK	Europe
8	Dubai	UAE	Middle East
9	Tokyo	Japan	Asia-Pacific
10	Beijing	China	Asia-Pacific

“Taking the opportunity of the Tokyo 2020 Olympic and Paralympic Games, I wish to make Tokyo the most business-friendly city in the world by developing Tokyo into a global financial centre as well as a centre for medical and pharmaceutical innovation”

Yoichi Masuzoe, governor of Tokyo

TOP 10 ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	Beijing	China	Asia-Pacific
3	Dubai	UAE	Middle East
4	London	UK	Europe
5	Shanghai	China	Asia-Pacific
6	Abu Dhabi	UAE	Middle East
7	NYC	US	North America
8	Hong Kong	Hong Kong	Asia-Pacific
9	San Francisco	US	North America
10	Tokyo	Japan	Asia-Pacific

TOP 10 CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	Paris	France	Europe
3	Hong Kong	Hong Kong	Asia-Pacific
4	Singapore	Singapore	Asia-Pacific
5	Geneva	Switzerland	Europe
6	Frankfurt	Germany	Europe
7	Amsterdam	Netherlands	Europe
8	Dubai	UAE	Middle East
9	Berlin	Germany	Europe
10	Tokyo	Japan	Asia-Pacific

“Infrastructure development plays a very important role and it is a priority area for the Copenhagen region”

Claus Lønborg, chief executive, Copenhagen Capacity

“Dubai got a public vote of confidence with its successful bid for the Expo 2020. We are looking at very exciting years to come where we will work further on expanding our links and outreach to the rest of the world, offering incentives to attract, retain and grow foreign investments”

Fahad Al Gergawi, chief executive, Dubai FDI

Megacities

TOP 10 OVERALL MEGACITIES

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	New York City	US	North America
3	Tokyo	Japan	Asia-Pacific
4	Shanghai	China	Asia-Pacific
5	Beijing	China	Asia-Pacific
6	Paris	France	Europe
7	Seoul	South Korea	Asia-Pacific
8	Moscow	Russia	Europe
9	Los Angeles	US	North America
10	Wuhan	China	Asia-Pacific

TOP 10 MEGACITIES HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	New York City	US	North America
3	Tokyo	Japan	Asia-Pacific
4	Moscow	Russia	Europe
5	Seoul	South Korea	Asia-Pacific
6	Paris	France	Europe
7	Buenos Aires	Argentina	Latin America
8	Los Angeles	US	North America
9	Beijing	China	Asia-Pacific
10	São Paulo	Brazil	Latin America

TOP 10 MEGACITIES ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Beijing	China	Asia-Pacific
2	London	UK	Europe
3	Shanghai	China	Asia-Pacific
4	New York City	US	North America
5	Tokyo	Japan	Asia-Pacific
6	Paris	France	Europe
7	Seoul	South Korea	Asia-Pacific
8	Moscow	Russia	Europe
9	Wuhan	China	Asia-Pacific
10	Chongqing	China	Asia-Pacific

TOP 10 MEGACITIES COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Cairo	Egypt	Africa
2	Jakarta	Indonesia	Asia-Pacific
3	Bangkok	Thailand	Asia-Pacific
4	Manila	Philippines	Asia-Pacific
5	Chongqing	China	Asia-Pacific
6	Mumbai	India	Asia-Pacific
7	Wuhan	China	Asia-Pacific
8	New Delhi	India	Asia-Pacific
9	Chengdu	China	Asia-Pacific
10	Lagos	Nigeria	Africa

TOP 10 MEGACITIES CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	Paris	France	Europe
3	Tokyo	Japan	Asia-Pacific
4	Seoul	South Korea	Asia-Pacific
5	New York City	US	North America
6	Los Angeles	US	North America
7	Istanbul	Turkey	Europe
8	Shanghai	China	Asia-Pacific
9	Moscow	Russia	Europe
10	Beijing	China	Asia-Pacific

TOP 10 MEGACITIES BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	London	UK	Europe
2	Shanghai	China	Asia-Pacific
3	Tokyo	Japan	Asia-Pacific
4	Beijing	China	Asia-Pacific
5	NYC	US	North America
6	Paris	France	Europe
7	Seoul	South Korea	Asia-Pacific
8	Moscow	Russia	Europe
9	Wuhan	China	Asia-Pacific
10	Los Angeles	US	North America

“The economic growth of the Southern California region is linked to the attraction, expansion and retention of foreign investment”

Gary Toebben, president, Los Angeles Area Chamber of Commerce

Major cities

TOP 10 OVERALL MAJOR CITIES

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	Hong Kong	Hong Kong	Asia-Pacific
3	Dubai	UAE	Middle East
4	Bucharest	Romania	Europe
5	San Francisco	US	North America
6	Stockholm	Sweden	Europe
7	Atlanta	US	North America
8	Munich	Germany	Europe
9	Houston	US	North America
10	Warsaw	Poland	Europe

TOP 10 MAJOR CITIES ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	Dubai	UAE	Middle East
3	Hong Kong	Hong Kong	Asia-Pacific
4	San Francisco	US	North America
5	Munich	Germany	Europe
6	Bucharest	Romania	Europe
7	Shenzhen	China	Asia-Pacific
8	Tianjin	China	Asia-Pacific
9	Guangzhou	China	Asia-Pacific
10	Stockholm	Sweden	Europe

TOP 10 MAJOR CITIES CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	Hong Kong	Hong Kong	Asia-Pacific
2	Singapore	Singapore	Asia-Pacific
3	Dubai	UAE	Middle East
4	Berlin	Germany	Europe
5	Stockholm	Sweden	Europe
6	Brussels	Belgium	Europe
7	Washington, DC	US	North America
8	Hamburg	Germany	Europe
9	Munich	Germany	Europe
10	Miami	US	North America

TOP 10 MAJOR CITIES HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	Melbourne	Australia	Asia-Pacific
2	Washington, DC	US	North America
3	Boston	US	North America
4	Stockholm	Sweden	Europe
5	Atlanta	US	North America
6	Sydney	Australia	Asia-Pacific
7	Chicago	US	North America
8	Brisbane	Australia	Asia-Pacific
9	San Francisco	US	North America
10	Bucharest	Romania	Europe

TOP 10 MAJOR CITIES COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Hanoi	Vietnam	Asia-Pacific
2	Ho Chi Minh	Vietnam	Asia-Pacific
3	Accra	Ghana	Africa
4	Kuala Lumpur	Malaysia	Asia-Pacific
5	Dar es Salaam	Tanzania	Africa
6	Hyderabad	India	Asia-Pacific
7	Algiers	Algeria	Africa
8	Pune	India	Asia-Pacific
9	Bangalore	India	Asia-Pacific
10	Taipei	Taiwan	Asia-Pacific

TOP 10 MAJOR CITIES BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	Singapore	Singapore	Asia-Pacific
2	Hong Kong	Hong Kong	Asia-Pacific
3	Bucharest	Romania	Europe
4	Dubai	UAE	Middle East
5	Warsaw	Poland	Europe
6	Suzhou	China	Asia-Pacific
7	Houston	US	North America
8	Bangalore	India	Asia-Pacific
9	Taipei	Taiwan	Asia-Pacific
10	Sydney	Australia	Asia-Pacific

“Our initiatives for growing and attracting companies, developing world-class talent, growing our global connectivity and fostering a business-friendly climate all contribute to strengthening metro Atlanta’s robust innovation economy”

Hala Moddelmog, president and chief executive,
 Metro Atlanta Chamber

“The sector-based approach we developed by focusing on industries such as aerospace, information technology and life sciences is really paying off and making Montréal more attractive to foreign investors”

Denis Coderre, mayor of Montréal

Large cities

TOP 10 OVERALL LARGE CITIES

RANK	CITY	COUNTRY	REGION
1	Dublin	Ireland	Europe
2	Frankfurt	Germany	Europe
3	Amsterdam	Netherlands	Europe
4	Abu Dhabi	UAE	Middle East
5	Doha	Qatar	Middle East
6	Helsinki	Finland	Europe
7	Stuttgart	Germany	Europe
8	Düsseldorf	Germany	Europe
9	Vienna	Austria	Europe
10	Copenhagen	Denmark	Europe

TOP 10 LARGE CITIES HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	Copenhagen	Denmark	Europe
2	Dublin	Ireland	Europe
3	Prague	Czech Republic	Europe
4	Helsinki	Finland	Europe
5	Perth	Australia	Asia-Pacific
6	Amsterdam	Netherlands	Europe
7	Vienna	Austria	Europe
8	Tel Aviv	Israel	Middle East
9	Frankfurt	Germany	Europe
10	Vancouver	Canada	North America

“Kuala Lumpur, a competitive, efficient and vibrant capital city, enables multinationals to enjoy the benefits of world-class infrastructure, a strong talent pool, cost-competitiveness and it is strategically located in the heart of rising Asia with a market potential of 4 billion people”

Zainal Amanshah, CEO, InvestKL

“The combination of rapid growth in the Gulf Co-operation Council and Bahrain’s strengths as a business hub helped us to attract nearly \$1bn of foreign direct investment in 2013”

HE Kamal bin Ahmed, minister of transportation and acting chief executive of the Bahrain Economic Development Board

TOP 10 LARGE CITIES ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Abu Dhabi	UAE	Middle East
2	Dublin	Ireland	Europe
3	Frankfurt	Germany	Europe
4	Doha	Qatar	Middle East
5	Amsterdam	Netherlands	Europe
6	Panama City	Panama	Latin America
7	Stuttgart	Germany	Europe
8	Düsseldorf	Germany	Europe
9	Helsinki	Finland	Europe
10	Vienna	Austria	Europe

TOP 10 LARGE CITIES COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Tunis	Tunisia	Africa
2	Sofia	Bulgaria	Europe
3	Panama City	Panama	Latin America
4	Maputo	Mozambique	Africa
5	Gurgaon	India	Asia-Pacific
6	Muscat	Oman	Middle East
7	Belgrade	Serbia	Europe
8	Kampala	Uganda	Africa
9	Wroclaw	Poland	Europe
10	Beirut	Lebanon	Middle East

TOP 10 LARGE CITIES CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	Frankfurt	Germany	Europe
2	Amsterdam	Netherlands	Europe
3	Düsseldorf	Germany	Europe
4	Copenhagen	Denmark	Europe
5	Helsinki	Finland	Europe
6	Cologne	Germany	Europe
7	Vienna	Austria	Europe
8	Stuttgart	Germany	Europe
9	Manchester	UK	Europe
10	Dublin	Ireland	Europe

TOP 10 LARGE CITIES BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	Dublin	Ireland	Europe
2	Manchester	UK	Europe
3	Wroclaw	Poland	Europe
4	San Jose	Costa Rica	Latin America
5	Vienna	Austria	Europe
6	Amsterdam	Netherlands	Europe
7	Muscat	Oman	Middle East
8	Frankfurt	Germany	Europe
9	Vancouver	Canada	North America
10	Doha	Qatar	Middle East

“Melbourne is fast becoming the destination to be and is predicted to be the biggest city in Australia by 2030”

Deputy secretary, office of state development, Victoria

Small and mid-sized cities

TOP 10 OVERALL SMALL AND MID-SIZED CITIES

RANK	CITY	COUNTRY	REGION
1	Zurich	Switzerland	Europe
2	Geneva	Switzerland	Europe
3	Edinburgh	UK	Europe
4	Belfast	UK	Europe
5	Bratislava	Slovakia	Europe
6	Manama	Bahrain	Middle East
7	Rayong	Thailand	Asia-Pacific
8	Ras Al Khaimah	UAE	Middle East
9	Sharjah	UAE	Middle East
10	Tanger	Morocco	Africa

“We believe that Belfast offers an attractive package of cost-competitive business infrastructure alongside a highly skilled workforce and great quality of life, all in one compact and connected city”

Nichola Mallon, lord mayor of Belfast

TOP 10 SMALL AND MID-SIZED CITIES HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	Zurich	Switzerland	Europe
2	Edinburgh	UK	Europe
3	Belfast	UK	Europe
4	Bratislava	Slovakia	Europe
5	Geneva	Switzerland	Europe
6	Manama	Bahrain	Middle East
7	Sharjah	UAE	Middle East
8	Rayong	Thailand	Asia-Pacific
9	Ras Al Khaimah	UAE	Middle East
10	Tanger	Morocco	Africa

TOP 10 SMALL AND MID-SIZED CITIES ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Zurich	Switzerland	Europe
2	Geneva	Switzerland	Europe
3	Manama	Bahrain	Middle East
4	Edinburgh	UK	Europe
5	Rayong	Thailand	Asia-Pacific
6	Bratislava	Slovakia	Europe
7	Ras Al Khaimah	UAE	Middle East
8	Belfast	UK	Europe
9	Sharjah	UAE	Middle East
10	Tanger	Morocco	Africa

TOP 10 SMALL AND MID-SIZED CITIES COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Bratislava	Slovakia	Europe
2	Rayong	Thailand	Asia-Pacific
3	Belfast	UK	Europe
4	Manama	Bahrain	Middle East
5	Tanger	Morocco	Africa
6	Edinburgh	UK	Europe
7	Ras Al Khaimah	UAE	Middle East
8	Sharjah	UAE	Middle East
9	Zurich	Switzerland	Europe
10	Geneva	Switzerland	Europe

TOP 10 SMALL AND MID-SIZED CITIES CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	Geneva	Switzerland	Europe
2	Zurich	Switzerland	Europe
3	Edinburgh	UK	Europe
4	Belfast	UK	Europe
5	Ras Al Khaimah	UAE	Middle East
6	Sharjah	UAE	Middle East
7	Manama	Bahrain	Middle East
8	Bratislava	Slovakia	Europe
9	Tanger	Morocco	Africa
10	Rayong	Thailand	Asia-Pacific

“Due to our high standard of living, political stability, a top-notch quality of life and a wide range of cultural and recreational activities, Zurich attracts highly educated and specialised people from all over the world”

Corine Mauch, mayor of Zurich

TOP 10 SMALL AND MID-SIZED CITIES BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	Belfast	UK	Europe
2	Edinburgh	UK	Europe
3	Geneva	Switzerland	Europe
4	Rayong	Thailand	Asia-Pacific
5	Zurich	Switzerland	Europe
6	Bratislava	Slovakia	Europe
7	Tanger	Morocco	Africa
8	Manama	Bahrain	Middle East
9	Ras Al Khaimah	UAE	Middle East
10	Sharjah	UAE	Middle East

Emerging cities

TOP 10 EMERGING CITIES HUMAN CAPITAL AND LIFESTYLE

RANK	CITY	COUNTRY	REGION
1	Seoul	South Korea	Asia-Pacific
2	St Petersburg	Russia	Europe
3	Buenos Aires	Argentina	Latin America
4	Hanoi	Vietnam	Asia-Pacific
5	Wroclaw	Poland	Europe
6	Ho Chi Minh	Vietnam	Asia-Pacific
7	Santiago	Chile	Latin America
8	Beirut	Lebanon	Middle East
9	São Paulo	Brazil	Latin America
10	Kiev	Ukraine	Europe

TOP 10 EMERGING CITIES COST EFFECTIVENESS

RANK	CITY	COUNTRY	REGION
1	Hanoi	Vietnam	Asia-Pacific
2	Ho Chi Minh	Vietnam	Asia-Pacific
3	Accra	Ghana	Africa
4	Jakarta	Indonesia	Asia-Pacific
5	Tunis	Tunisia	Africa
6	Kuala Lumpur	Malaysia	Asia-Pacific
7	Panama City	Panama	Latin America
8	Manila	Philippines	Asia-Pacific
9	Dar es Salaam	Tanzania	Africa
10	Hyderabad	India	Asia-Pacific

TOP 10 EMERGING CITIES BUSINESS FRIENDLINESS

RANK	CITY	COUNTRY	REGION
1	Wroclaw	Poland	Europe
2	Suzhou	China	Asia-Pacific
3	Bangalore	India	Asia-Pacific
4	Kuala Lumpur	Malaysia	Asia-Pacific
5	San Jose	Costa Rica	Latin America
6	Chennai	India	Asia-Pacific
7	Santiago	Chile	Latin America
8	Pune	India	Asia-Pacific
9	Seoul	South Korea	Asia-Pacific
10	Queretaro	Mexico	Latin America

TOP 10 EMERGING CITIES ECONOMIC POTENTIAL

RANK	CITY	COUNTRY	REGION
1	Seoul	South Korea	Asia-Pacific
2	Panama City	Panama	Latin America
3	Wuhan	China	Asia-Pacific
4	Chongqing	China	Asia-Pacific
5	Chengdu	China	Asia-Pacific
6	Bangalore	India	Asia-Pacific
7	Mumbai	India	Asia-Pacific
8	Santiago	Chile	Latin America
9	Kuala Lumpur	Malaysia	Asia-Pacific
10	São Paulo	Brazil	Latin America

TOP 10 EMERGING CITIES CONNECTIVITY

RANK	CITY	COUNTRY	REGION
1	Seoul	South Korea	Asia-Pacific
2	Istanbul	Turkey	Europe
3	Kuala Lumpur	Malaysia	Asia-Pacific
4	Sharjah	UAE	Middle East
5	Dammam	Saudi Arabia	Middle East
6	Wuhan	China	Asia-Pacific
7	Santiago	Chile	Latin America
8	Chengdu	China	Asia-Pacific
9	Panama City	Panama	Latin America
10	Wroclaw	Poland	Europe

“For Brisbane, the opportunity to host the 2014 G20 Leaders’ Summit is recognition of the city’s evolution into a new world city”

Graham Quirk, lord mayor of Brisbane

“If São Paulo was a country, it would rank among the 50 largest economies in the world”

Wilson Poit, president, SP Negócios

METHODOLOGY

To create a shortlist for fDi's Global Cities of the Future 2014/15, the fDi Intelligence division of the Financial Times collected data using the specialist online tools fDi Markets and fDi Benchmark.

The list of 130 locations was drawn up to include the top 100 locations in terms of inward FDI projects on fDi Markets, plus any additional locations in the top 15, as classed for each region, not in the original list of 100 locations. Data was then collected for these 130 locations under five categories: Economic Potential, Business Friendli-

ness, Human Capital and Lifestyle, Cost Effectiveness and Connectivity. Locations scored up to a maximum of 10 points for each datapoint, which were weighted by importance to the FDI decision making process to compile both the subcategory rankings as well as the overall Global Cities of the Future 2014/15 ranking.

In addition, surveys were collected under a sixth category, FDI Strategy. This category is the only qualitative category, and does not feed into the overall result. For this category there were 44 submissions – locations submitted

details about their strategy for promoting FDI, which was then scored by fDi's judging panel. In previous rankings, FDI Strategy had been included in the overall ranking, however, in order to separate totally qualitative and quantitative data, we chose to list FDI Strategy as a standalone ranking.

Cities in the study were categorised according to population. In total, 24 cities were classed in the Megacities category. This included locations with an urban zone population greater than 10 million. In addition, 62 cities were classed as Major, with an

immediate city population greater than 750,000 and an urban zone population greater than two million, or an urban zone population of four million. Large locations (34 locations) had an immediate city population of more than 500,000 and an urban zone population over 1 million, or an urban zone population over 2 million. Small and medium locations made up the remaining 10 locations.

Finally, an Emerging Cities category was determined. The 58 locations in this category had a GDP per Capita figure below \$35,000.

DATA POINTS

ECONOMIC POTENTIAL

- Population
- Population growth rate
- Unemployment rate
- Inflation
- GDP (purchasing power parity current, \$m)
- GDP per capita (purchasing power parity current \$)
- GDP forecast
- GDP per capita growth
- Outward FDI (January 2008 to December 2013)
- Outward FDI per 100,000 people (January 2008 to December 2013)
- Inward FDI (January 2008 to December 2013)
- Inward FDI per 100,000 people (January 2008 to December 2013)
- FDI in advanced manufacturing (January 2008 to December 2013)
- FDI in research and development, and design, development and testing (January 2008 to December 2013)
- Number of megaprojects by capex (more than \$100m) (January 2008 to December 2013), excluding estimates
- Number of megaprojects by capex (more than \$100m) (January 2008 to December 2013), including estimates
- Number of megaprojects by capex (more than \$100m) per 100,000 people (January 2008 to December 2013), excluding estimates
- Number of megaprojects by capex (more than \$100m) per 100,000 people (January 2008 to December 2013), including estimates
- Number of megaprojects by jobs (more than 1000 jobs) (January 2008 to December 2013), excluding estimates
- Number of megaprojects by jobs (more than 1000 jobs) (January 2008 to December 2013), including estimates
- Number of megaprojects by jobs (more than 1000 jobs) per

- 100,000 people (January 2008 to December 2013), excluding estimates
- Number of megaprojects by jobs (more than 1000 jobs) per 100,000 people (January 2008 to December 2013), including estimates
- Number of patents 2003 to 2013
- Number of patents 2003 to 2013 per 100,000 people
- Number of patents 2003 to 2010
- % growth in number of patents (2003 to 2010 vs 2003 to 2012)
- Nominal growth in number of patents (2003 to 2010 vs 2003 to 2012)

HUMAN CAPITAL AND LIFESTYLE

- Labour force as a percentage of population
- Literacy rate
- Secondary enrolment rate
- Tertiary enrolment rate
- Education expenditure
- Number of universities
- Number of international baccalaureate schools
- Number of Top 500 universities
- Number of students
- Tertiary students as a percentage of the population
- Tertiary education (between ages 25-64)
- Brain drain
- Quality of Life 2013
- Human Development Index
- Number of physicians per 1000 people
- Life expectancy

COST EFFECTIVENESS

- Average annual salary for an unskilled worker (\$)
- Average annual salary for a semi-skilled worker (\$)
- Average annual salary for a skilled worker (\$)
- Annual rent for prime Grade A office space (\$ per m²)
- Annual rent for prime Grade A industrial space (\$ per m²)
- Four- and five-star hotels in City centre location (\$)
- Minimum wage (\$ annual)

- Cost of establishing a business (absolute value using Gross National Income from World Doing Business Guide)
- Cost of registering a property (% of property cost)
- Cost of construction permits (absolute value using gross national income from World Doing Business Guide)
- Petrol prices (\$ per litre)
- Cost of electricity (\$ per kilowatt hour)
- Cost to export (\$ per container)
- Cost to import (\$ per container)
- Corporation tax rate
- Common indirect tax
- Total tax rate, percentage of profit
- Country purchasing power parity/exchange rate

CONNECTIVITY

- Upload speed (kilobytes per second)
- Download speed (kilobytes per second)
- Growth in internet users
- Percentage of people using the internet 2013
- Information and Communications Technology Development Index
- Number of airports within 80 kilometres of the city
- Number of international destinations served
- Distance to the airport that provides the majority of flights as stated above
- Size of local port
- Liner shipping connectivity index (2013)
- Cargo volume through local port (tonnes)
- Container traffic through local port (TEU)
- Mobile phone subscribers (2013) per 100 people
- Growth in mobile phone subscribers 2005 vs 2013
- Environmental Performance Index 2013
- Logistics Performance Index 2013
- Network Readiness Index 2013
- Quality of overall infrastructure
- Quality of roads
- Quality of railroad infrastructure

BUSINESS FRIENDLINESS

- Total number of companies in hi-tech manufacturing sector 2013
- Total number of companies in hi-tech service sector 2013
- Total number of companies in knowledge-based sector 2013
- Proportion of companies in hi-tech manufacturing sector 2013
- Proportion of companies in hi-tech service sector 2013
- Proportion of companies in knowledge-based sector 2013
- Number of companies in hi-tech manufacturing sector per 100,000 people
- Number of companies in hi-tech service sector per 100,000 people
- Number of companies in the knowledge-based sector per 100,000 people
- Number of jobs created by all inward FDI (January 2008 to December 2013)
- Number of jobs created by all inward FDI 2012
- Number of jobs created by all inward FDI 2013
- Growth in jobs created by all inward FDI 2012 vs 2013
- Number of expansion/co-location projects
- Top 1000 World Banks 2013 ranking
- FT Global 500 companies
- Corporation tax rate
- Days taken to start a business
- Firing costs
- Ease of Doing Business index (1=most business-friendly regulations)
- Five-year cumulative change in Ease of Doing Business index (1=most business-friendly regulations)
- Index of Economic Freedom
- Corruption Perception index
- Strength of Investor Protection Index
- Country risk score
- Credit rating (S&P)
- Change in credit rating (2012 to 2013)