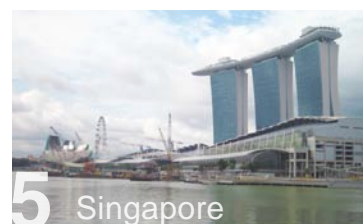
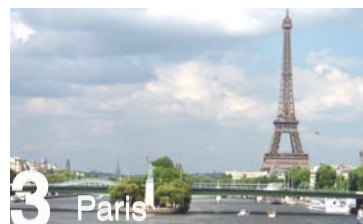




GLOBAL POWER CITY INDEX 2011

Summary



October 2011

Preface

The Global Power City Index evaluates and ranks the major cities of the world according to their “magnetism,” i.e., their comprehensive power to attract creative people and excellent companies from around the world amidst accelerated interurban competition.

Since the release of the first **Global Power City Index** in 2008, The Mori Memorial Foundation has vigorously promoted its findings worldwide via the media and its website, resulting in numerous invitations to present at international symposiums in New York, Shanghai, Madrid and many other cities. The survey's findings have been received well and have stimulated active discussions amongst a large number of leading research institutions around the world on the topic of urban competitiveness.

The 2011 edition of the Global Power City Index utilizes an extensive database comprised of data from previous year rankings up to this point to compare each indicator over years and see in what areas Tokyo and other major world cities are either growing or lagging. A more detailed look at these results will be presented in the “**GPCI-2011 YEARBOOK**” scheduled for publication at the end of 2011.

It is hoped that these results will serve as a benchmark of the strengths and weaknesses which Tokyo and other global cities possess, and be utilized as a helpful resource in the development of urban policies and corporate strategies.

Features of the Global Power City Index (GPCI)

1. The GPCI is the first effort in Japan to analyze and rank comprehensive power of the world's major cities.
2. Instead of just focusing on specific areas (finance, livability, etc.), the GPCI looks at a variety of functions which express urban strength in order to assess and rank cities' comprehensive power.
3. Thirty-five of the world's major cities are selected and evaluated based on six main functions representing city strength (“Economy,” “Research & Development,” “Cultural Interaction,” “Livability,” “Environment,” and “Accessibility”), and four global actors who are leading the urban activities in their cities (“Managers,” “Researchers,” “Artists,” and “Visitors”) and one local actor (“Residents”), thus examining cities from multiple angles.
4. The 2011 edition of the GPCI has been improved upon in many ways, such as by revising those indicators which are independently collected and by improving the method used for indicator collection.
5. Challenges which must be addressed for Tokyo to overcome the weaknesses revealed by this ranking survey have been clarified.
6. This ranking has been produced with the involvement of academics such as Sir Peter Hall, a global authority in city planning, as well as other experts and analysts, and has been peer reviewed by third parties.

Findings of GPCI-2011

Key Message

- ◆ Of the top-ranked cities, Tokyo maintains its position but shows a downward trend in its international competitiveness.
- ◆ While the Asian cities in second tier group such as Singapore, Seoul, Hong Kong, Beijing and Shanghai show remarkable progress and are catching up with the top four cities, European cities continue to struggle.

1. Function-specific Comprehensive Ranking (p.8)

New York, London, Paris, and Tokyo are ranked as the top four in the function-specific comprehensive ranking for 2011. This lineup and ranking of the top four cities have remained unchanged now for four consecutive years since the 2008 GPCI ranking. After the top four, the second tier group, with the exception of No. 5 Singapore, has a gap of forty points or less separating No. 6 Berlin from No. 24 Brussels, and shows comparatively large fluctuation in ranking. The bottom tier extends from No. 25 Toronto to No. 35 Cairo and has little fluctuation in ranking.

Looking at the change in score for Tokyo between GPCI-2010 and GPCI-2011 shows that the gap between Tokyo and Paris widened from 2.8 points to 4.4 points, and the gap between Tokyo and Singapore shrank 7.1 points, from 56.1 points to 49.0 points. Although the gap in score between Singapore, which is at the head of the second tier group, and Tokyo, is still large, if Singapore continues to increase its score at this rate, it will catch up with Tokyo in seven years. The gap in score between Tokyo and No.1 New York has also shrunk between 2008 and 2011.

Looking at the fluctuation in ranking amongst the second tier group, the major cities of Asia - Seoul, Hong Kong, Beijing, Shanghai and Osaka- saw an across-the-board rise in rank; this is particularly true for Beijing, which leapt from No. 24 to No. 18. Beijing's increase is largely attributable to a significant increase in indicator score in the "Economy" function. Amongst cities in the United States, Los Angeles, Boston and San Francisco rose in rank, suggesting recovery from a stagnating trend. Canada, Australia and a majority of the cities in Europe, on the other hand, decreased in ranking.

2. Function-specific Ranking (p.9)

All of the top four cities in function-specific comprehensive ranking are also ranked in the top ten for the functions of "Economy," "Research and Development (R&D)," "Cultural Interaction," and "Accessibility," however, this trend does not necessarily hold in term of "Livability" and "Environment." Tokyo is the only one of the top four cities to have single digit rankings in all functions, thus demonstrating balanced comprehensive power. In the function of "Economy," the global recession (September 2008) caused New York to fall from the No.1 position and be replaced by Tokyo. In the function of "Research and Development (R&D)," like the previous year, New York maintained its high score and continues to pull away from the other cities. In the function of "Cultural Interaction," London, Paris and New York are the three cities with the highest scores, and there is a considerable gap between these cities and the fourth-ranked city. In the function of "Livability," cities in Japan have moved up close to cities in Europe and North America. In the function of "Environment," European cities continue to score in the top five. And in the function of "Accessibility," the strength of the top four cities is well demonstrated.

3. Actor-specific Ranking (p.10)

The top four cities also rank high amongst actor groups; however, Tokyo ranks comparatively low (No. 8) amongst "Managers." Last year Tokyo faced fierce competition with Beijing and Shanghai, and with this year's results, it has finally been surpassed. While Tokyo is stagnant in terms of indicators for the "Economy" function, Beijing and Shanghai have surged forward, resulting in a reversal. New York's ranking amongst "Managers" also declined, going from No. 1 to No. 4. This appears to be the result of a drop in indicator scores stemming from the global recession (September 2008).

Like last year, the comprehensive rank of North American and European cities is middling; however, they are ranked in the top ten by "Artists" and "Residents."

4. Comparison of Top 4 Cities <Function-specific> (p.11)

Comparing the deviation scores for the top four cities shows a trend similar to the previous year's. New York and London rank comparatively low in the functions of "Livability" and "Environment." Paris ranks comparatively low in "Environment," New York offsets these lower rankings, however, with a high ranking in "Research and Development (R&D)," and London offsets them with a high ranking in "Cultural Interaction". Tokyo is weak in "Cultural Interaction" compared with the top three cities; nevertheless, it is above the average in all functions. However, as will be discussed later in "6. Analysis of the Strengths and Weaknesses of Tokyo," although Tokyo is above average in all functions, it does not have the kinds of stand-out strengths that the top three cities possess, thus keeping it firmly in the No. 4 spot.

5. Comparison between Tokyo and Major Asian Cities <Function-specific> (p.11)

Comparing the major cities of Asia shows that, while Tokyo maintains relative superiority over all other cities except in the function of "Cultural Interaction," Beijing is closing the gap in the "Economy" function. In the "Accessibility" function, reduced traveling time to Narita Airport from Tokyo has helped raise Tokyo's score compare to the other major Asian cities. Beijing and Shanghai are below the average in the functions of "Research and Development (R&D)" and "Environment," revealing these as weaknesses for both cities.

6. Analysis of the Strengths and Weaknesses of Tokyo (p.12-13)

Looking at Tokyo's strengths and weaknesses by indicator group shows that Tokyo has a number of strengths in the functions of "Economy" and "Research and Development (R&D)," while strong indicator groups in other functions include "Shopping & Dining," "Life Support Functions," "Ecology" and "Infrastructure of Inner-city Transportation." On the other hand, indicator groups where Tokyo displays weakness include "Regulations and Risks," "Accommodation Environment," "Cost of Living" and "Natural Environment."

Comparing Tokyo's strengths and weaknesses between GPCI-2010 and GPCI-2011 shows that Tokyo has increased its score over the previous year in the "Research and Development (R&D)" indicator groups of "Readiness for Accepting and Supporting Researchers" and "Research Achievement;" the "Livability" indicator group of "Life Support Functions;" and the "Accessibility" indicator group of "Infrastructure of Int'l Transportation." Tokyo has weakened, however, in the "Economy" indicator group of "Business Environment;" the "Research and Development (R&D)" indicator group of "Research Background;" and the "Cultural Interaction" indicator group of "Accommodation Environment."

7. Over year trends (p.14)

Looking at Tokyo's change over time show that, while still possessing a significant economic concentration, there is a downward trend reflecting such factors as decreasing scores for presence of top companies and visitors from overseas.

1. GPCI-2011 Methodology

1-1. GPCI-2011 Research Organization

This ranking is created under the GPCI Committee, chaired by Heizo Takenaka, chairman of the Institute for Urban Strategies at the Mori Memorial Foundation and professor at Keio University. The Committee also includes scholars such as Sir Peter Hall, a global authority in city planning, as well as expert partners in various fields. A third-party peer review has been undertaken to ensure the fairness of the ranking.

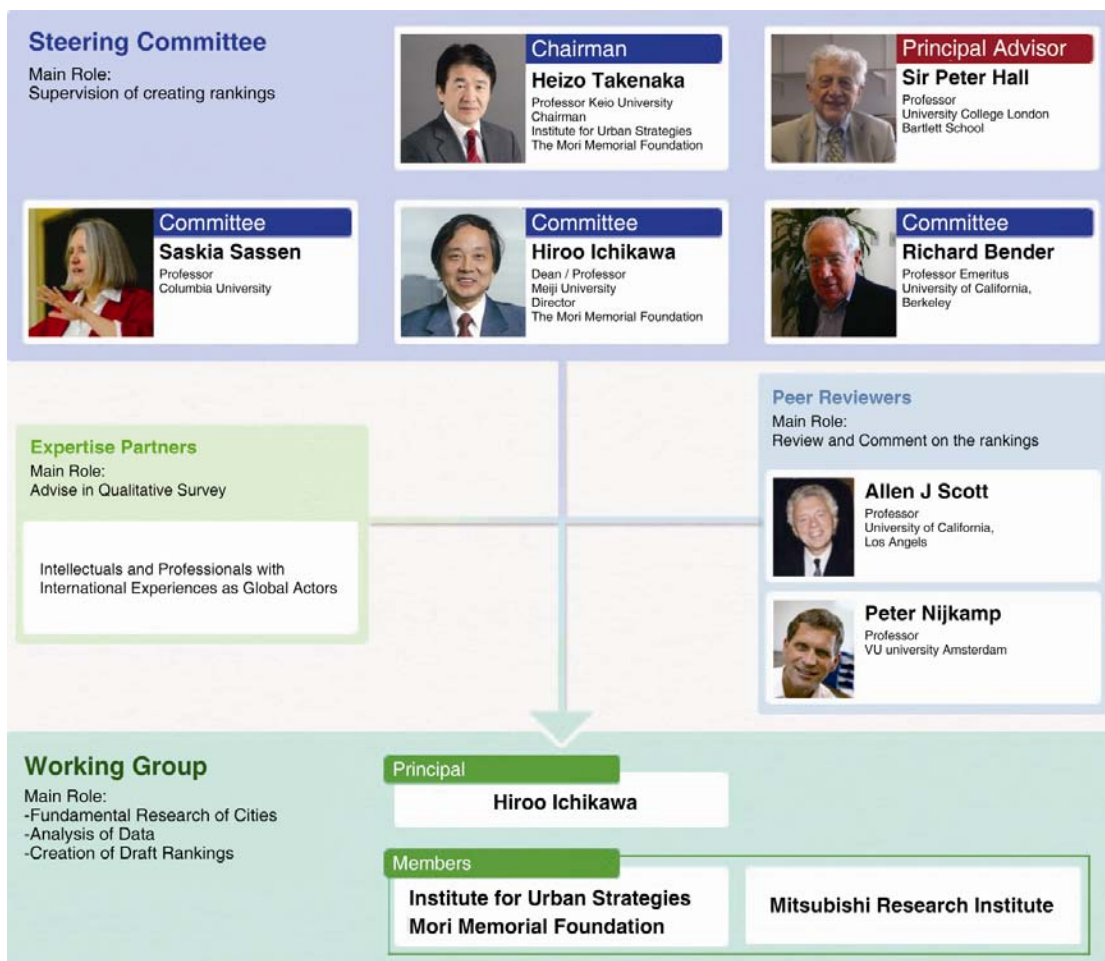
The GPCI Committee is comprised of five members, including Sir Peter Hall, Professor at University of London as Principal Advisor, and Heizo Takenaka, Professor at Keio University and the Director of the Global Security Research Institute, as Chairman. The Committee provides supervision of the ranking creation process at key point.

The Working Group, headed by Hiroo Ichikawa, Professor and Dean of the Graduate School of Governance Studies at Meiji University, as its Principal, performed research and analysis and elicited advice from expert partners worldwide regarding the perspective of global actors to help in the creation of the ranking.

In order to ensure the adequacy of the ranking creation process and results, a third-party peer review by two reviewers is undertaken which checks over the contents and provides suggestions for improvement.

The GPCI-2011 has been created under the organization shown below.

Fig. 1-1 Research Organization



1-2. Cities for GPCI-2011

Fig. 1-2 35 cities for GPCI



Areas	Cities
Europe	Madrid, London, Paris, Brussels, Amsterdam, Geneva, Frankfurt, Berlin, Zurich, Milan, Copenhagen, Vienna, Moscow
Africa	Cairo
Asia	Mumbai, Bangkok, Kuala Lumpur, Singapore, Hong Kong, Beijing, Shanghai, Taipei, Seoul, Fukuoka, Osaka, Tokyo
Oceania	Sydney
North America	Vancouver, San Francisco, Los Angeles, Chicago, Toronto, New York, Boston
South America	Sao Paulo

* Cities are arranged by longitudinal coordinates (from lowest to highest).

1-3. Ranking Creation Method

Fig. 1-3 Flow of Creation for Function-based Ranking

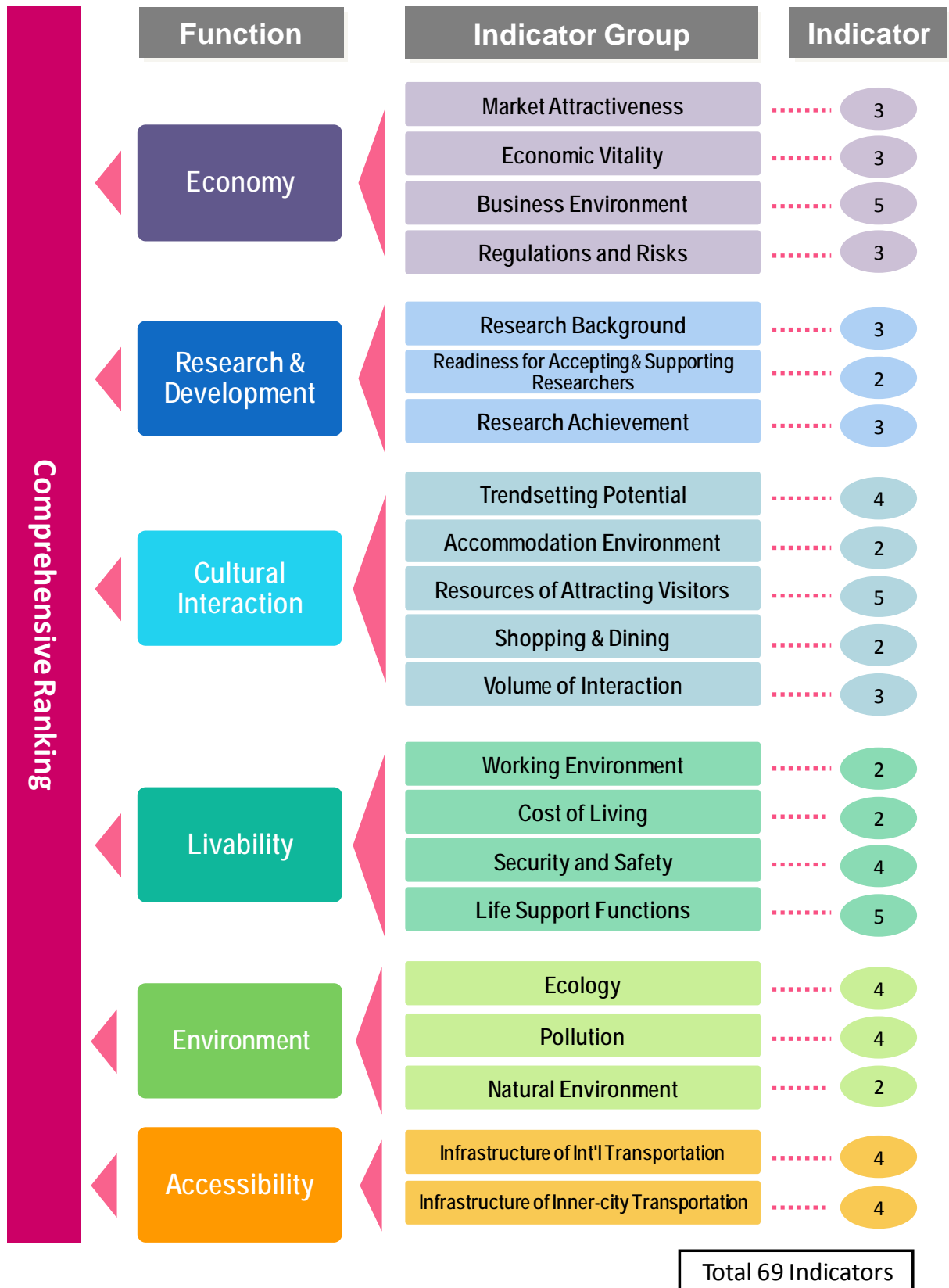


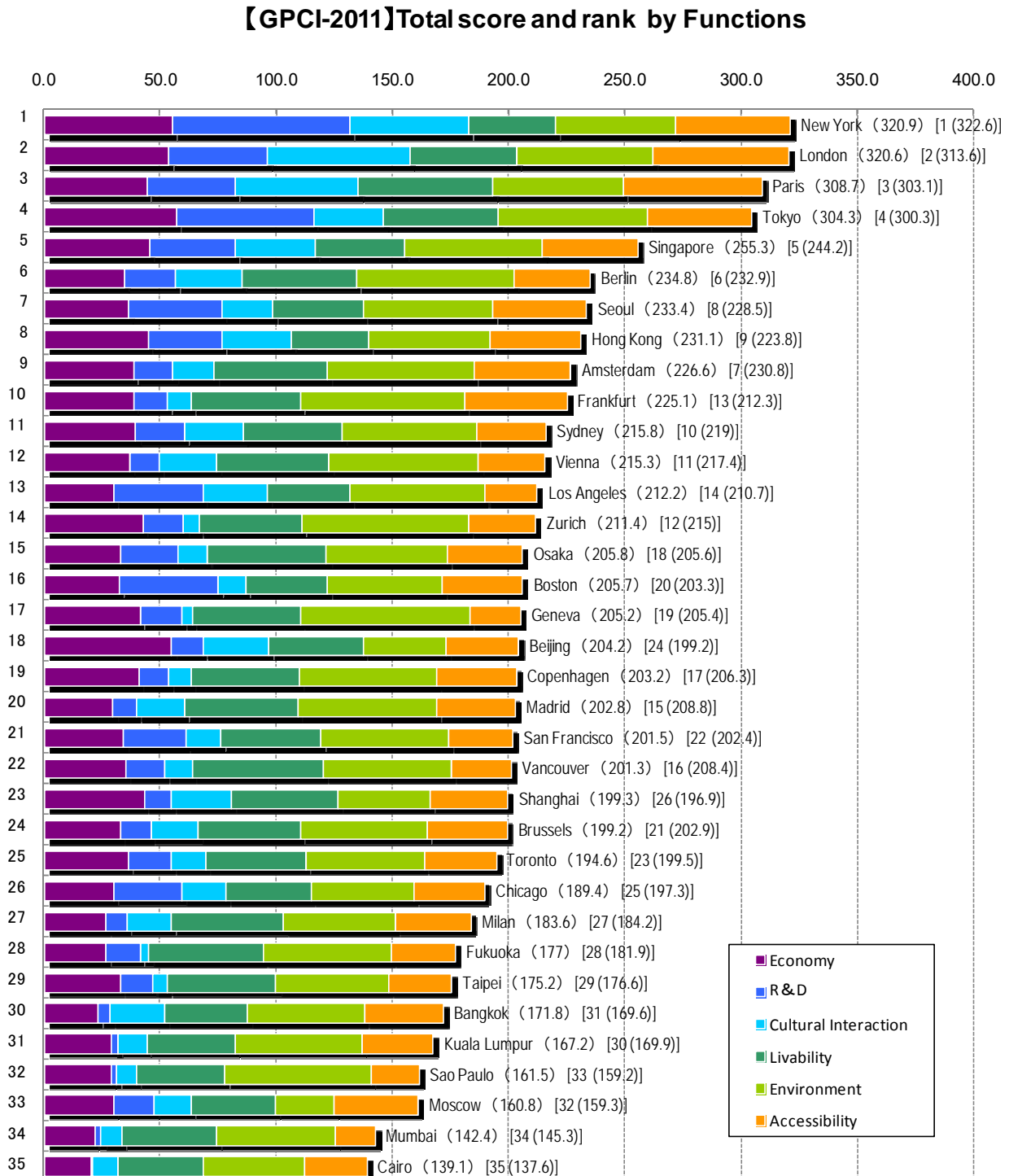
Fig. 1-4 Flow of Creation for Actor-specific Ranking



2. GPCI-2011 Results

2-1. Function-specific Comprehensive Ranking

Fig. 2-1 Comprehensive Ranking



*Numbers in [] are scores/ranks from the GPCI-2010

2-2. Function-specific Ranking

Table 2-1 Function-specific Ranking

Rank	Total Score	Economy	R & D	Cultural Interaction	Livability	Environment	Accessibility
1	New York	320.9	Tokyo	London	Paris	Geneva	Paris
2	London	320.6	New York	Paris	Vancouver	Zurich	London
3	Paris	308.7	Beijing	New York	Osaka	Frankfurt	New York
4	Tokyo	304.3	London	Singapore	Berlin	Berlin	Tokyo
5	Singapore	255.3	Singapore	Tokyo	Tokyo	Vienna	Frankfurt
6	Berlin	234.8	Hong Kong	Hong Kong	Fukuoka	Tokyo	Amsterdam
7	Seoul	233.4	Paris	Berlin	Amsterdam	Amsterdam	Singapore
8	Hong Kong	231.1	Shanghai	Beijing	Madrid	Sao Paulo	Seoul
9	Amsterdam	226.6	Zurich	Los Angeles	Vienna	Madrid	Hong Kong
10	Frankfurt	225.1	Geneva	Shanghai	Milan	Copenhagen	Moscow
11	Sydney	215.8	Copenhagen	Sydney	Frankfurt	Singapore	Boston
12	Vienna	215.3	Sydney	Vienna	Taipei	London	Copenhagen
13	Los Angeles	212.2	Amsterdam	Bangkok	Copenhagen	Sydney	Brussels
14	Zurich	211.4	Frankfurt	Seoul	Geneva	Los Angeles	Bangkok
15	Osaka	205.8	Vienna	Madrid	London	Paris	Madrid
16	Boston	205.7	Toronto	Brussels	Shanghai	Seoul	Shanghai
17	Geneva	205.2	Seoul	Chicago	Zurich	Fukuoka	Berlin
18	Beijing	204.2	Vancouver	Chicago	Brussels	Vancouver	Milan
19	Copenhagen	203.2	Berlin	Amsterdam	Toronto	San Francisco	Osaka
20	Madrid	202.8	San Francisco	Moscow	San Francisco	Brussels	Beijing
21	San Francisco	201.5	Osaka	San Francisco	Sydney	Kuala Lumpur	Toronto
22	Vancouver	201.3	Brussels	Toronto	Mumbai	Hong Kong	Kuala Lumpur
23	Shanghai	199.3	Taipei	Kuala Lumpur	Beijing	Osaka	Chicago
24	Brussels	199.2	Boston	Osaka	Seoul	New York	Sydney
25	Toronto	194.6	Chicago	Boston	Singapore	Toronto	Zurich
26	Chicago	189.4	Los Angeles	Vancouver	Sao Paulo	Mumbai	Vienna
27	Milan	183.6	Moscow	Cairo	Kuala Lumpur	Bangkok	Fukuoka
28	Fukuoka	177.0	Madrid	Frankfurt	New York	Boston	San Francisco
29	Taipei	175.2	Kuala Lumpur	Copenhagen	Cairo	Taipei	Taipei
30	Bangkok	171.8	Sao Paulo	Mumbai	Chicago	Milan	Cairo
31	Kuala Lumpur	167.2	Fukuoka	Sao Paulo	Bangkok	Chicago	Vancouver
32	Sao Paulo	161.5	Milan	Zurich	Moscow	Cairo	Los Angeles
33	Moscow	160.8	Bangkok	Taipei	Los Angeles	Shanghai	Geneva
34	Mumbai	142.4	Mumbai	Geneva	Boston	Beijing	Sao Paulo
35	Cairo	139.1	Cairo	Fukuoka	Hong Kong	Moscow	Mumbai

2-3. Actor-specific Ranking

Table 2-2 Actor-specific Ranking

Rank	Manager	Researcher	Artist	Visitor	Resident	
1	London	55.3 New York	64.7 Paris	60.6 London	54.8 Paris	62.5
2	Singapore	53.7 Tokyo	53.6 London	52.1 New York	52.4 London	56.0
3	Hong Kong	49.6 London	49.8 New York	51.6 Paris	51.8 Tokyo	54.0
4	New York	48.2 Paris	47.6 Tokyo	47.2 Hong Kong	43.3 New York	53.4
5	Beijing	47.5 Boston	37.0 Berlin	44.3 Tokyo	42.0 Zurich	50.8
6	Paris	47.2 Seoul	36.4 Vienna	39.5 Beijing	41.5 Berlin	50.6
7	Shanghai	47.1 Singapore	34.0 Los Angeles	37.1 Shanghai	41.4 Frankfurt	50.5
8	Tokyo	44.8 Los Angeles	33.7 Amsterdam	34.0 Singapore	38.6 Vienna	48.9
9	Zurich	42.2 San Francisco	32.2 Madrid	33.0 Berlin	37.6 Vancouver	48.1
10	Geneva	42.2 Hong Kong	30.2 Milan	32.9 Seoul	35.4 Geneva	47.4
11	Amsterdam	41.0 Sydney	30.0 San Francisco	31.6 Vienna	34.9 Amsterdam	47.2
12	Copenhagen	40.6 Chicago	28.7 Beijing	30.9 Bangkok	34.1 Copenhagen	46.9
13	Seoul	40.5 Berlin	28.4 Osaka	30.6 Madrid	33.3 Osaka	46.5
14	Vancouver	40.4 Vancouver	25.9 Chicago	30.3 Amsterdam	32.5 Hong Kong	45.8
15	Vienna	40.3 Osaka	25.7 Copenhagen	30.2 Milan	32.0 Milan	45.4
16	Berlin	38.2 Amsterdam	25.7 Brussels	30.1 Brussels	30.3 Boston	45.2
17	Frankfurt	38.2 Zurich	25.3 Toronto	29.7 Sydney	30.0 San Francisco	44.7
18	Sydney	37.7 Geneva	24.9 Sydney	29.1 Osaka	30.0 Seoul	43.4
19	Toronto	37.4 Beijing	24.8 Vancouver	28.9 Taipei	29.3 Sydney	42.5
20	Taipei	36.9 Vienna	24.6 Frankfurt	28.3 Frankfurt	28.6 Fukuoka	42.4
21	Kuala Lumpur	36.4 Copenhagen	24.4 Shanghai	27.4 Los Angeles	28.5 Brussels	42.2
22	Madrid	36.2 Toronto	23.5 Boston	26.8 Toronto	28.1 Singapore	42.0
23	Boston	35.6 Brussels	21.7 Seoul	26.1 Chicago	27.1 Madrid	41.8
24	Brussels	35.3 Moscow	21.6 Moscow	25.2 Vancouver	27.0 Toronto	41.7
25	Osaka	33.5 Shanghai	21.2 Bangkok	24.6 Cairo	26.2 Beijing	41.7
26	San Francisco	33.1 Taipei	20.3 Kuala Lumpur	23.8 Boston	25.9 Taipei	39.6
27	Sao Paulo	32.8 Frankfurt	19.0 Taipei	23.7 San Francisco	25.6 Los Angeles	37.5
28	Los Angeles	32.2 Milan	18.1 Fukuoka	23.7 Copenhagen	25.4 Shanghai	36.7
29	Chicago	32.2 Madrid	17.6 Singapore	23.7 Zurich	24.6 Chicago	35.6
30	Fukuoka	30.6 Fukuoka	17.4 Sao Paulo	22.9 Kuala Lumpur	24.3 Moscow	35.0
31	Bangkok	30.3 Sao Paulo	15.9 Zurich	22.6 Fukuoka	23.8 Bangkok	29.0
32	Milan	29.1 Bangkok	15.0 Mumbai	22.5 Moscow	23.6 Mumbai	27.5
33	Moscow	29.0 Kuala Lumpur	13.5 Geneva	22.3 Mumbai	22.3 Sao Paulo	26.7
34	Cairo	27.6 Mumbai	11.8 Cairo	20.5 Geneva	20.9 Cairo	26.2
35	Mumbai	27.4 Cairo	8.2 Hong Kong	20.4 Sao Paulo	17.2 Kuala Lumpur	23.3

2-6. Analysis of the Strengths and Weaknesses of Tokyo

Tokyo's Strengths and Weaknesses by Indicator Group

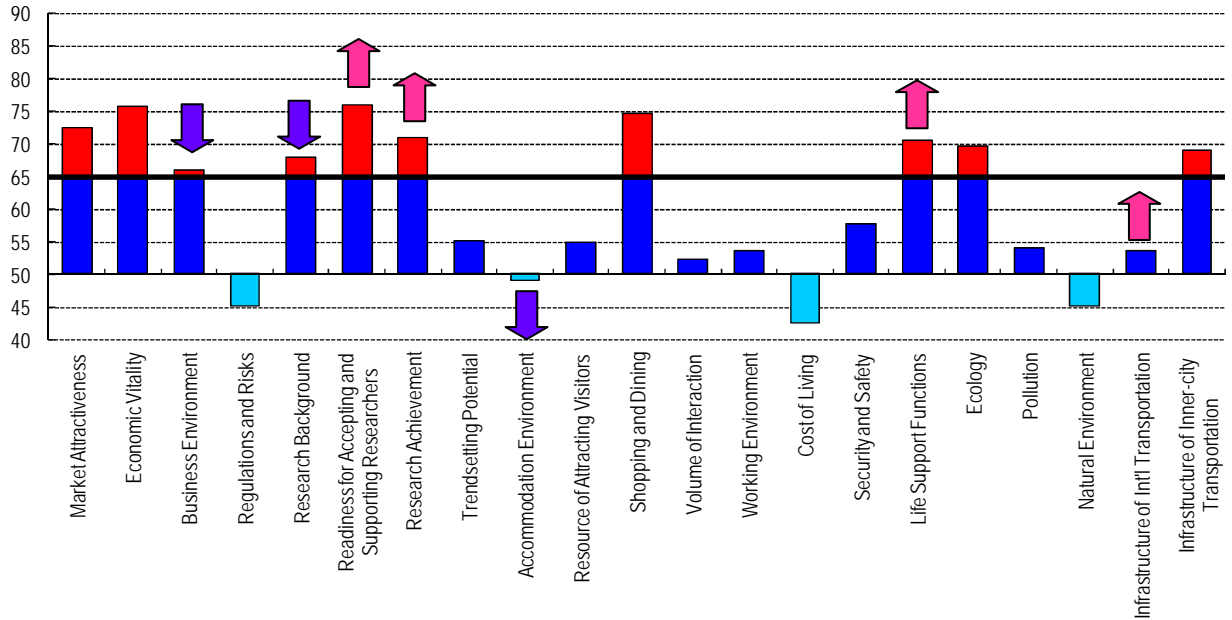
- Looking at indicator group-specific deviation scores reveals that Tokyo has numerous strong indicator groups (defined as those having deviation scores of 65 or higher compared with other cities) in the functions of "Economy" and "Research & Development," and is also strong in the indicator groups of "Shopping and Dining" ("Cultural Interaction" function), "Life Support Functions" ("Livability" function), "Ecology" ("Environment" function), and "Infrastructure of Inner-city Transportation" ("Accessibility" function).
- Indicator groups where Tokyo is particularly weak (defined as those having deviation scores of 50 or less) compared with other cities include "Regulations and Risks" ("Economy" function), "Accommodation Environment" ("Cultural Interaction" function), "Cost of Living" ("Livability" function), and "Natural Environment" ("Environment" function).

Tokyo's Strengths (65 or higher)		Tokyo's Weaknesses Compared to the Top Four Cities (50 – 65)		Tokyo's Weaknesses (50 or lower)	
Function	Indicator Group	Function	Indicator Group	Function	Indicator Group
Economy	Market Attractiveness	Cultural Interaction	Trendsetting Potential	Economy	Regulations and Risks
	Economic Vitality		Resources for Attracting Visitors	Cultural Interaction	Accommodation Environment
	Business Environment		Volume of Interaction	Livability	Cost of Living
Research and Development	Research Background	Livability	Working Environment	Environment	Natural Environment
	Readiness for Accepting and Supporting Researchers		Security and Safety		
	Research Achievement	Environment	Pollution		
Cultural Interaction	Shopping and Dining	Accessibility	Infrastructure of Int'l Transportation		
Livability	Life Support Functions				
Environment	Ecology				
Accessibility	Infrastructure of Inner-city Transportation				

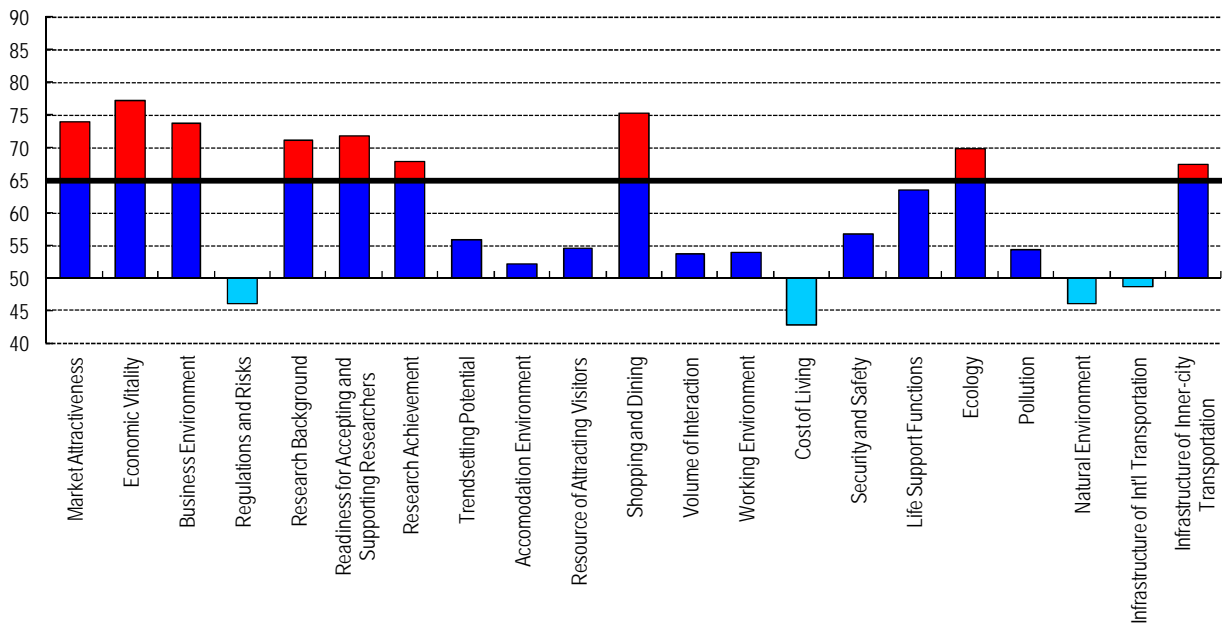
- Comparing Tokyo's indicator group deviation score strengths and weaknesses between GPCI-2010 and GPCI-2011 shows that Tokyo has increased over the previous year in the "Research and Development (R&D)" indicator groups of "Readiness for Accepting and Supporting Researchers" and "Research Achievement;" the "Livability" indicator group of "Life Support Functions;" and the "Accessibility" indicator group of "Infrastructure of Int'l Transportation."
- Tokyo has weakened, however, in the "Economy" indicator group of "Business Environment," the "Research and Development (R&D)" indicator group of "Research Background," and the "Cultural Interaction" indicator group of "Accommodation Environment."

Fig. 2-4 Indicator Group Deviation Score Distribution (Tokyo)

【GPCI-2011】



【GPCI-2010】

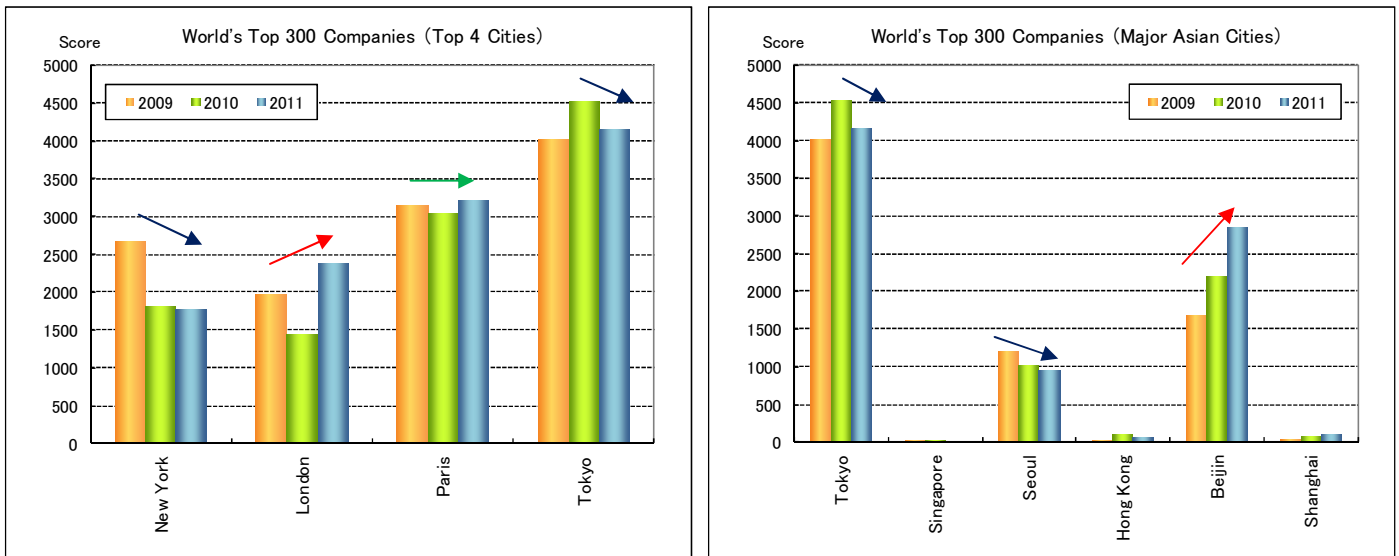


2-7. Over year trends

An interannual comparison for some of the indicators where Tokyo shows a declining trend is given below based on the indicator data obtained from previous GPCI rankings. The indicator data used in each of the GPCI from 2009 to 2011 is applied in the comparison here.

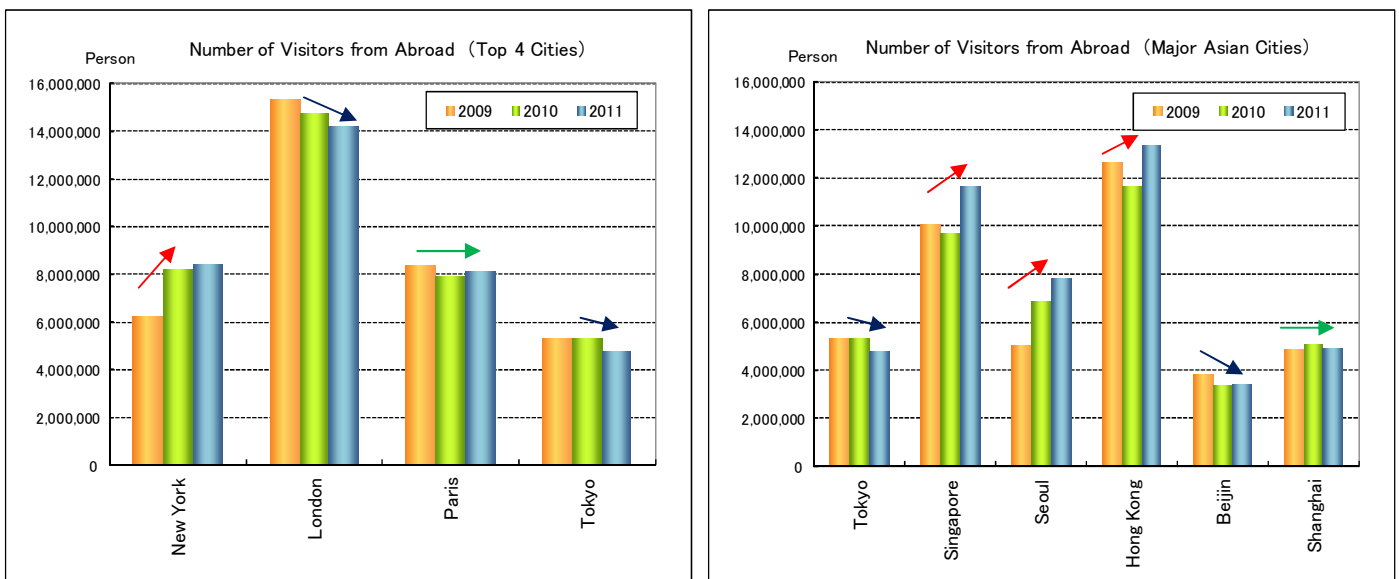
1) World's Top 300 Companies (Indicator Group: Economic Vitality)

Fig. 2-5 World's Top 300 Companies Score Periodical change



2) Number of Visitors from Abroad (Indicator Group: Volume of Interaction)

Fig. 2-6 Number of Visitors from Abroad Periodical change



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JPY 500+TAX

Global Power City Index 2011

1. New York

2. London

3. Paris

4. Tokyo

5. Singapore

6. Berlin

7. Seoul

8. Hong Kong

9. Amsterdam

10. Frankfurt

11. Sydney

12. Vienna

13. Los Angeles

14. Zurich

15. Osaka

16. Boston

17. Geneva

18. Beijing

19. Copenhagen

20. Madrid

21. San Francisco

22. Vancouver

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