

Global Power City Index 2014

Summary



London



New York



Paris



Tokyo



Singapore

October 2014



Institute for Urban Strategies
THE MORI MEMORIAL FOUNDATION

Major cities around the world today are caught up in intense and complex competition. The stakes in these processes of global inter-city interaction are extremely high. The Global Power City Index (GPCI) evaluates and ranks the major cities of the world according to their “magnetism,” i.e. their comprehensive power which allows them to attract creative individuals and business enterprises from every continent and to mobilize their assets in securing economic, social and environmental development.

The Mori Memorial Foundation’s Institute for Urban Strategies first released its Global Power City Index in 2008 and has continued to update its rankings every year based on new research. Currently, the GPCI is highly regarded as one of the leading city indices and is utilized as reference material for policy and business strategies not only by the Japanese Government and Tokyo Metropolitan Government, but also by numerous professional and academic organizations worldwide. Moreover, at conferences and lecture events worldwide the Institute actively engages with leading global research institutions in the exchange of ideas on the topic of urban competitiveness and change.

The GPCI continues to evolve as information is updated and improvements are made in data collection methods. In GPCI-2014, a number of indicators and associated data were carefully examined and improved, beginning with the Environment. Additionally, “Urban Intangible Values” which focus on elements such as efficiency, accuracy and speed, and the safety and security of cities, were also experimentally incorporated into the GPCI and calculated in the form of a “GPCI+” ranking.

These research results highlight the challenges faced by Tokyo and other global cities, as well as confirm what makes them appealing. It is hoped that these results can assist in the formulation of future urban policies and corporate strategies.

More detailed results of the research conducted for this ranking are scheduled to be published in December 2014 in the *Global Power City Index YEARBOOK 2014*. That report provides specific details on the methods of research used, scores and ranking analyses for each city, definitions of indicators, and lists of data sources.

Features of the Global Power City Index (GPCI)

1. The GPCI is the first attempt made by a research institute in Japan to analyze and rank the comprehensive power of the world’s major cities.
2. As opposed to limiting the ranking to particular areas of research such as finance and livability, the GPCI focuses on a wide variety of functions in order to assess and rank the global potential and comprehensive power of a city.
3. Forty of the world’s leading cities were selected and their global comprehensive power was evaluated according to six main functions representing city strength (**Economy, Research and Development, Cultural Interaction, Livability, Environment and Accessibility**). Additionally, the same cities were examined based on the viewpoints of four global actors (**Manager, Researcher, Artist and Visitor**) as well as one local actor (**Resident**) who are themselves personifications of combinations of relevant and representative factors of citizens who might lead the urban activities in their cities, thus providing an all-encompassing view of the cities.
4. The GPCI reveals both the strengths and weaknesses of each city and at the same time uncovers problems that need to be overcome.
5. This ranking was produced with the involvement of the late Professor Sir Peter Hall, a global authority in urban studies, as well as other academics in this field. It has been peer reviewed by international third parties who are experts in their fields.

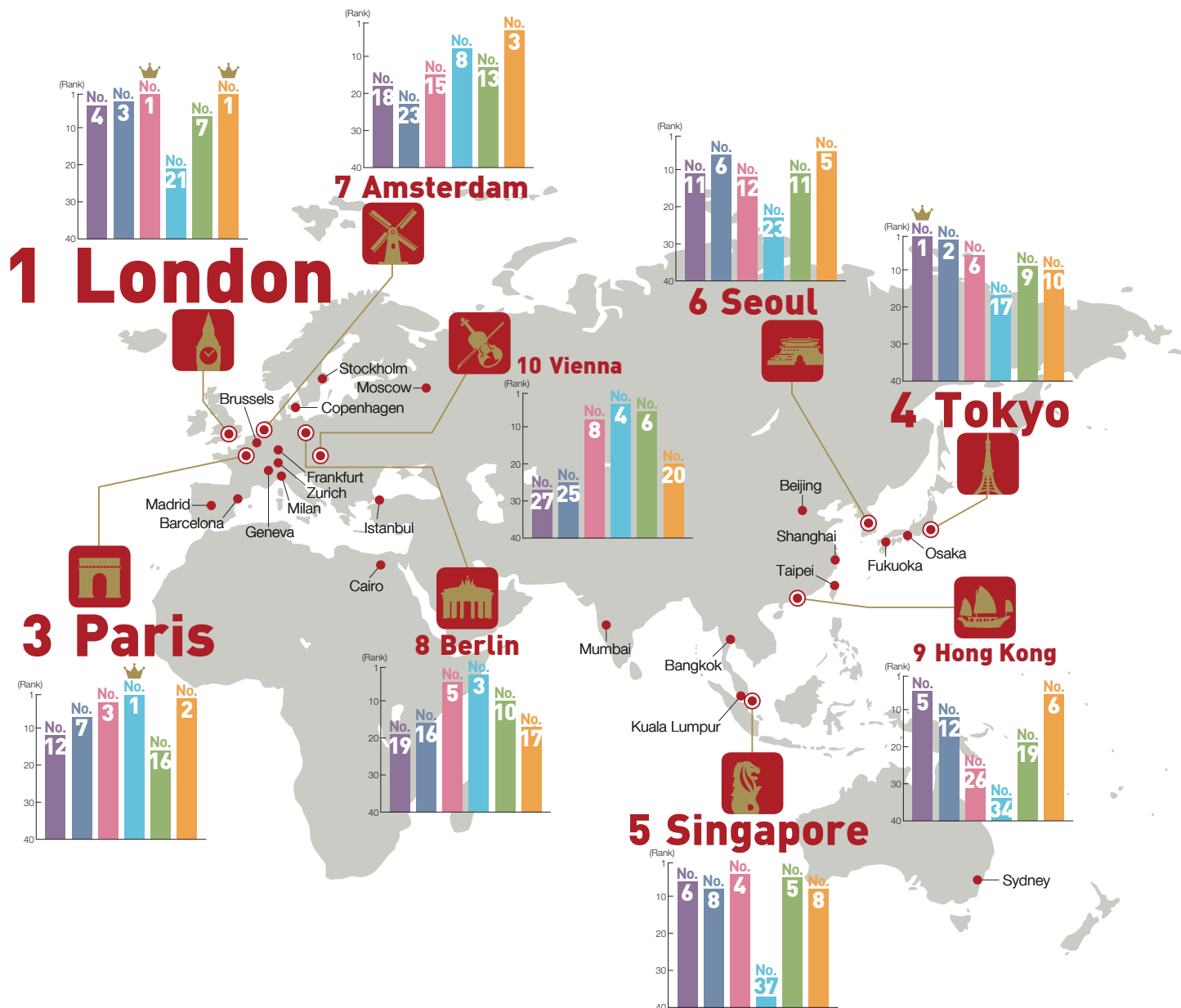
In this report, the names of the GPCI functions are marked in bold, those of the indicators in italics, and those of the indicator groups and the factors are enclosed in quotation marks (“”).

1. Key Findings of the GPCI-2014

Key Findings

- ◆ London retains its place at the top of the comprehensive ranking from last year and further increases its score to widen the gap with New York at No. 2.
- ◆ Tokyo stays at No. 4 place this year in the comprehensive ranking, but jumps from No. 8 to No. 6 in **Cultural Interaction**, hitherto an area of weakness for the city. This is mainly due to a considerable increase in the number of tourists visiting Japan in 2013.
- ◆ In the comprehensive ranking, high-ranking cities, Singapore at No. 5 and Seoul at No. 6, both continue to increase their scores this year and close the gap on Tokyo at No. 4.
- ◆ In the "GPCI+" ranking, which emphasizes the "intangible values" (elements that appeal to human senses) of cities, Tokyo comes in at No. 3 in the comprehensive ranking. This can be attributed to Tokyo's high scores for the *Sense of Safety in Public Places*, *Kindness of Residents*, *On-Time Performance of International Airport* and *Ease of Transportation*, among others.

Fig. 1-1 Top 10 Cities by Function



1-1 Overall Trends

As with last year, London, New York, Paris and Tokyo are ranked as the top four cities respectively in the GPCI-2014 comprehensive ranking.

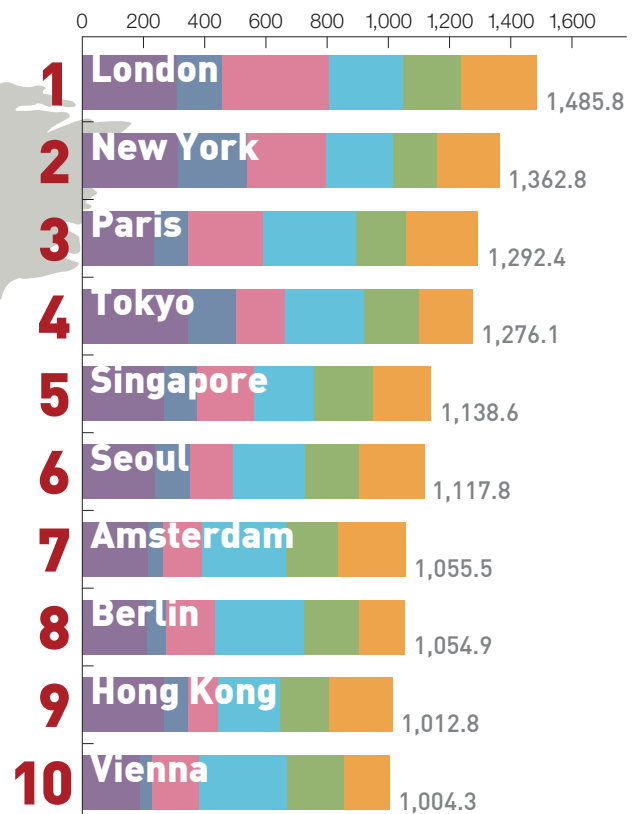
Scores for London in **Economy** and **Livability** further improve, while scores in other functions also remain high. On the other hand, scores for New York in each function change slightly, but the city's comprehensive score is mostly unchanged from last year, which means that its gap with London widens.

Tokyo's ranking in its hitherto weak function of **Cultural Interaction** improves. In addition to the fact that Tokyo was visited by more than 6.8 million foreign tourists in 2013, *Number of Visitors from Abroad*, *Number of International Conferences Held*, *Number of World Heritage Sites* and *Number of Luxury Hotel Guest Rooms* boost Tokyo's score in this function. Tokyo is burdened by weak scores for "Market Attractiveness" and "Traffic Convenience", but should benefit from an increase in urban power in connection with its future hosting of the Olympic Games, therefore it is conceivable that the city could overtake Paris at No. 3 in the comprehensive ranking sometime in the future.

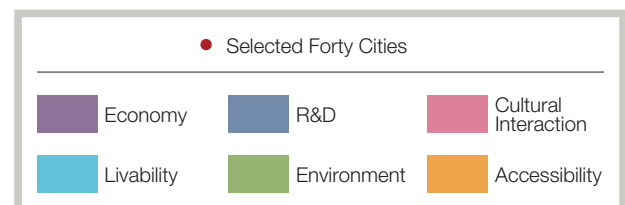
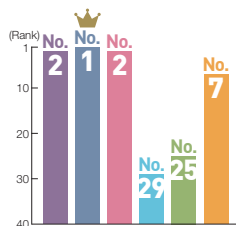
Looking at trends in the rest of the ranking, Singapore at No. 5 and Seoul at No. 6 close the gap on Tokyo at No. 4 after once again increasing their scores this year. Hong Kong at No. 9 also climbs higher this year and clearly demonstrates the steady progress these cities are making.

Up until last year, the Chinese cities of Beijing at No. 14 and Shanghai at No. 15 had managed to improve their respective comprehensive rankings primarily through improvements in indicators within **Economy**, but in GPCI-2014 their overall scores fall. Beijing maintains the same position in the rankings as last year, but Shanghai slips from the No. 12 spot.

Fig. 1-2 Top10 Cities in Overall Ranking



2 New York



1-2 Function-Specific Ranking



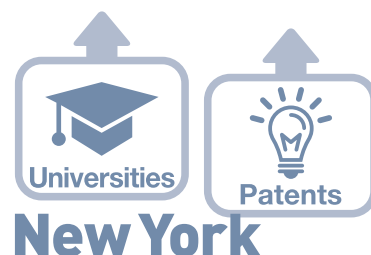
Economy

There have been no changes from last year to the top seven ranked cities and Tokyo retains its position at No. 1. In Tokyo, a decrease in the corporate tax rate due to the abolishment of Japan's special reconstruction income tax contributes to a higher score. Madrid and Barcelona see their scores drop for such indicators as *GDP Growth Rate* and *Level of Political, Economic and Business Risk*, with their rankings in this function slipping from No. 32 to No. 35 and from No. 34 to No. 38, respectively.



Research and Development

On the whole, no major changes take place in the rankings and all of the top nine cities from last year retain their places. New York at No. 1 sees an increase in scores for such indicators as *World's Top 200 Universities* and *Number of Registered Industrial Property Rights (Patents)* and further widens the gap with Tokyo at No. 2.



Cultural Interaction

London at No. 1 opens up a considerable lead over New York at No. 2. Scores improve in all indicator groups for Tokyo other than "Facilities for Visitors", which helps Tokyo climb from No. 8 last year to No. 6. In particular, scores increase for *Number of Visitors from Abroad*, *Number of International Conferences Held*, *Number of World Heritage Sites* and *Number of Luxury Hotel Guest Rooms*.



Livability

Vancouver at No. 2, Berlin at No. 3 and Geneva at No. 6 all surge in the rankings this year. Tokyo moves up to No. 17 from No. 20 with higher scores in the indicator groups of "Working Environment" and "Living Facilities". The changes in this function are influenced by the collection of more detailed data for *Total Unemployment Rate* for GPCI-2014.



Environment

Tokyo plummets from No. 1 last year to No. 9. All of the top four places are now occupied by European cities, namely Geneva, Stockholm, Zurich and Frankfurt. In GPCI-2014, the definitions of *Percentage of Waste Recycled* and *Water Quality* have been revised, while the index also incorporates more detailed data on *Density of Suspended Particulate Matter (SPM)* and *Density of Sulfur Dioxide (SO₂)*, *Density of Nitrogen Dioxide (NO₂)*. As a result, significant changes in the rankings occur in this function.



Accessibility

Overall, few position changes take place in this function and the cities that comprise the top 10 remain the same as last year. The top four places are occupied by European cities, namely London, Paris, Amsterdam and Frankfurt, with the leading Asian cities such as Seoul, Hong Kong and Singapore following them.



1-3 Actor-Specific Ranking



Manager

Although London at No. 1 and Singapore at No. 2 maintain their respective positions, Hong Kong jumps from No. 5 up to No. 3 and Istanbul surges from No. 21 to No. 7. Both of these cities boost their scores for "Potential of Business Growth".



Researcher

There have been no major ranking changes since last year, but New York at No. 1 improves its score and widens the gap with Tokyo at No. 2.



Artist

London's scores in almost all factors increase and the city's ranking rises from No. 4 to No. 2. As with last year, Berlin again demonstrates its strength in "Accumulation of Artists" and "Accumulation of Art Markets" and is ranked No. 4 overall, after Paris, London and New York.



Visitor

London has again opened up a good lead over New York at No. 2 to maintain its No. 1 ranking from last year. With a higher score in factors such as "Dining (Variety of Cuisines, Prices, etc.)", Tokyo jumps from No. 9 last year to be ranked No. 6 overall.



Resident

In similar fashion to last year's index, Paris at No. 1 has a considerable lead over London at No. 2. While European cities maintain their high rankings from last year, Washington, D.C. moves up from No. 14 to No. 9 on the back of a higher score for "Public Safety".



1-4 Urban Intangible Values and GPCI+

Many of the indicators employed in the GPCI evaluate the physical attractiveness of cities. However, a city's appeal is not generated solely through such values. Some of the things people feel when living in a city, such as comfort, tranquility or excitement, are probably due to the fact that urban spaces have "powers to appeal to human senses".

Accordingly, these powers have been defined as **"Urban Intangible Values" (UIV)** and every effort was made to evaluate the role of cities from this fresh perspective.

"Efficiency", "Accuracy and Speed", "Safety and Security", "Diversity", "Hospitality" and "Change and Growth" were established as the six elements that constitute "intangible values" and indicators that correspond to these elements were gathered and evaluated. 11 indicators were then selected from among the approximately 40 indicators that assess "intangible values" and added as new indicators in the existing GPCI indicator groups. Subsequently, the 40 cities were evaluated once again in order to create a new **GPCI+** ranking.

As a result, Tokyo jumps ahead of Paris in the comprehensive ranking to claim the No. 3 spot. This change in ranking reflects Tokyo's outstanding safety and security as well as its excellence for hospitality and punctuality of public transport.

Meanwhile, The Institute for Urban Strategies has collected and analyzed indicators pertaining to "intangible values" to create a global city ranking, which is scheduled for publication in December 2014 in the *Global Power City Index YEARBOOK 2014*.

2-1 Research Organization

This ranking has been produced with the late Sir Peter Hall, Professor at the Bartlett School of Planning, University College London, as principal advisor. A committee, headed by Heizo Takenaka, Professor at Keio University, Director of the Global Security Research Institute and Chairman of the Mori Memorial Foundation's Institute for Urban Strategies, has supervised the ranking creation process at key points.

The Working Group, headed by Hiroo Ichikawa, Executive Director of The Mori Memorial Foundation, Professor and Dean of the Graduate School of Governance Studies at Meiji University, as its Principal, performed the necessary research and analysis in order to create the rankings for the cities, and sought advice from expert partners worldwide regarding the perspective of global actors to help in the creation of the ranking.

In order to ensure the impartiality of the ranking creation process and its results, a third-party peer review is undertaken to validate the contents and provide suggestions for improvement.

The GPCI-2014 has been created under the organization shown below.

Fig. 2-1 GPCI-2014 Research Organization



2-2 Target Cities

Fig. 2-2 Forty Selected Cities



Region	City
Europe	Madrid, Barcelona, London, Paris, Brussels, Amsterdam, Geneva, Frankfurt, Berlin, Zurich, Milan, Copenhagen, Vienna, Stockholm, Istanbul, 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, Washington, D.C., New York, Boston
Latin America	Mexico City, Sao Paulo

The Criteria for Selection

1. Cities found in the top ten of existing, influential city rankings, such as the Global Financial Centres Index (GFCI), Global Cities Index (GCI), and Cities of Opportunity
2. Major cities of countries which are in the top ten in terms of competition according to influential international competitiveness rankings, such as those created by World Economic Forum and International Institute for Management Development
3. Cities which do not meet the above criteria but which are deemed appropriate for inclusion by the GPCI committee or its working group members

2-3 The Ranking Creation Method

Fig. 2-3 Flow of Creation for Function-Based Ranking

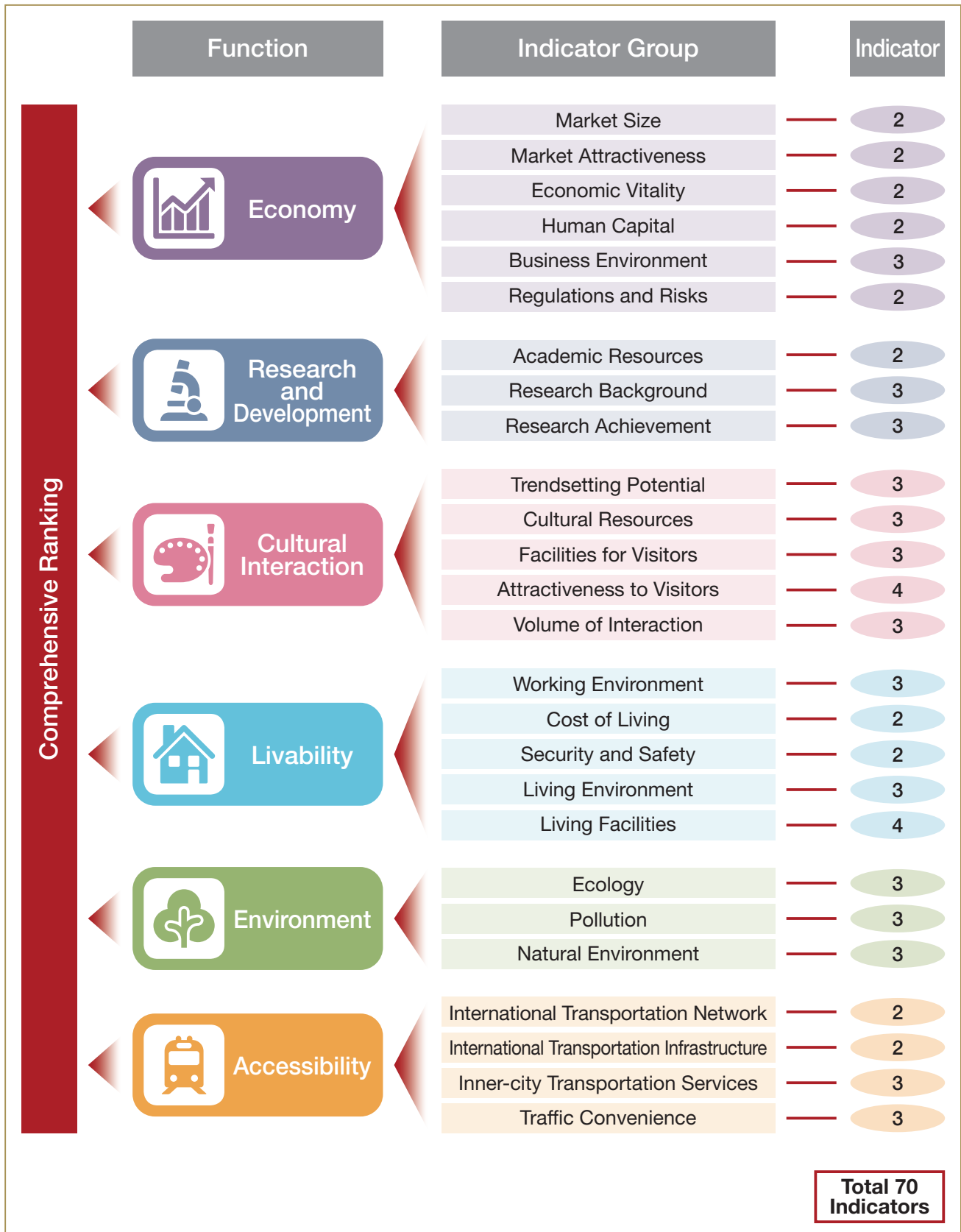


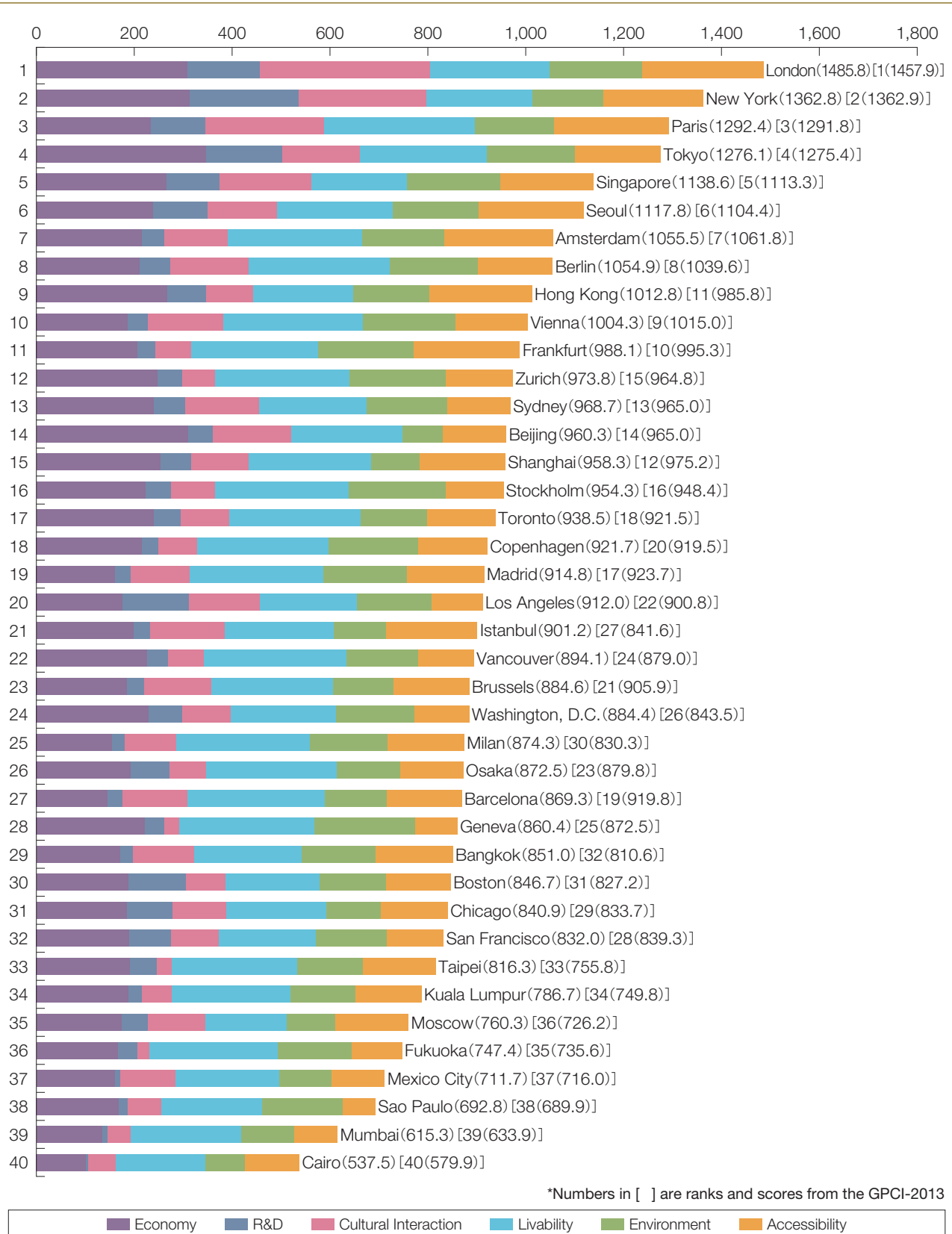
Fig. 2-4 Flow of Creation for Actor-Specific Ranking

Actor									
Manager		Researcher		Artist		Visitor		Resident	
Important Factors Demanded by Each Actor									
1.Accumulation of Enterprises and Business Deals 2.Potential of Business Growth 3.Ease of Doing Business 4.Business Environment 5.Richness of Human Resources 6.Accumulation of Industry to Support Business 7.Favorable Environment for Employees and Their Families 8.Political and Economic Risk, and Disaster Vulnerability		1.Qualities of Research Institutions, Researchers and Directors 2.Accumulation of Research Institutions and Researchers 3.Opportunities That Stimulate Researchers to Conduct Academic Activities 4.Readiness for Accepting Researchers (Research Funding, Support with Living Expenses etc.) 5.Career Opportunities for Researchers 6.Daily Life Environment (Ease of Living)		1.Cultural Stimulation 2.Accumulation of Artists 3.Accumulation of Art Markets 4.Environment for Creative Activities (Studio Rent and Spaces) 5.Daily Life Environment (Ease of Living)		1.Cultural Attractiveness and Opportunities for Interaction 2.Public Safety 3.Richness of Tourist Attractions 4.High-class Accommodations 5.Dining (Variety of Cuisines, Prices etc.) 6.Shopping (Environment, Prices, Attractiveness etc.) 7.Mobility (Travel Time and Fares to Destinations)		1.Environment to Purchase Goods (Prices and Access to Products) 2.Daily Life Environment (Ease of Living) 3.Work Environment (Income and Employment Opportunities) 4.Educational Environment 5.Leisure Activities 6.Public Safety 7.Quality of Medical Treatment	
Function	Economy	13	2	2	—	5			
	Research and Development	2	7	—	—	2			
	Cultural Interaction	7	7	7	12	7			
	Livability	12	9	8	6	12			
	Environment	6	5	5	—	8			
	Accessibility	9	4	2	8	5			
49 indicators		34 indicators		24 indicators		26 indicators		39 indicators	
Manager Score		Researcher Score		Artist Score		Visitor Score		Resident Score	
Actor-Specific Ranking									

3. GPCI-2014 Results

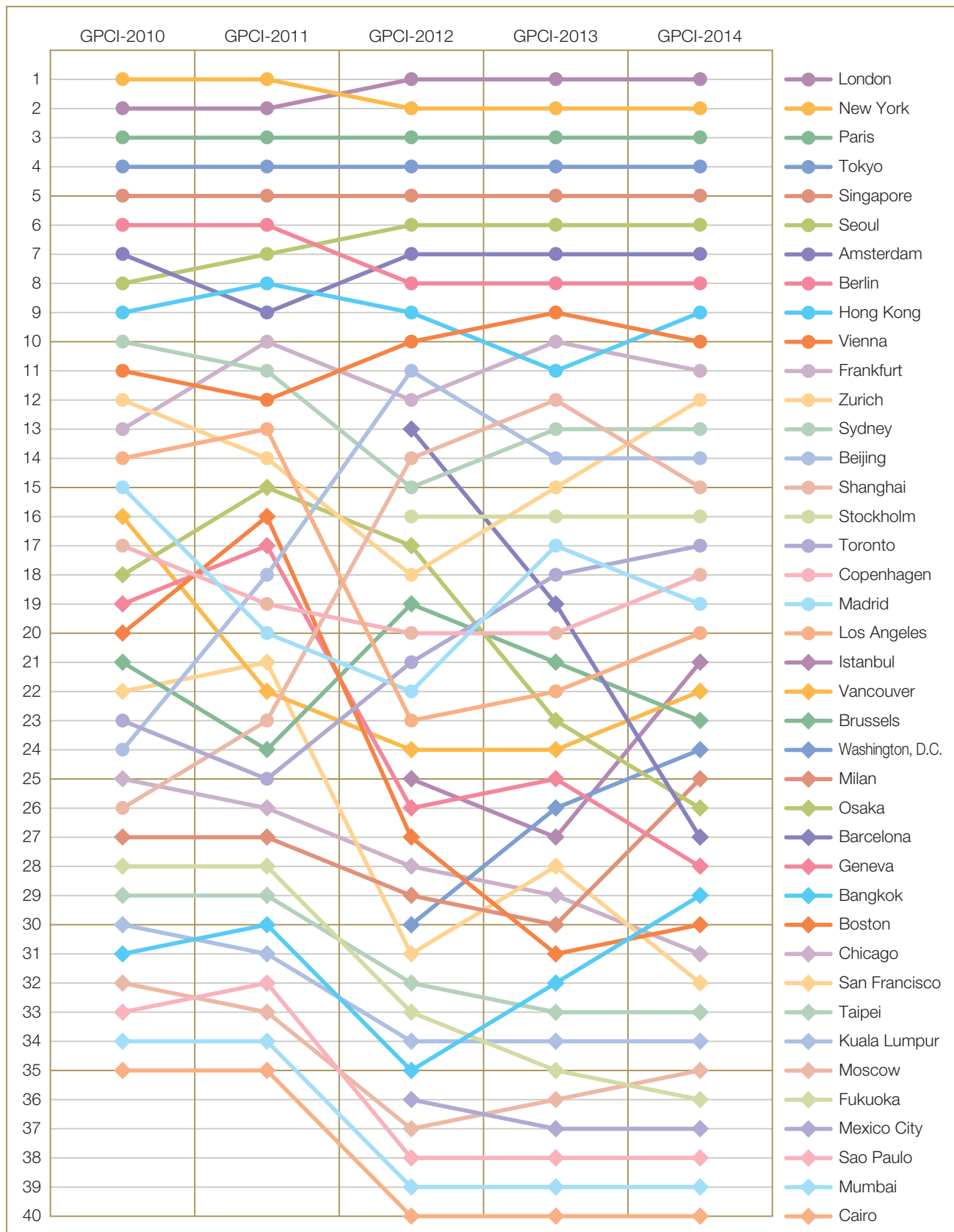
3-1 Comprehensive Ranking

Fig. 3-1 Comprehensive Ranking



3-2 Fluctuation in Comprehensive Ranking

Fig. 3-2 Fluctuation in Comprehensive Ranking (GPCI 2010-2014)



3-3 Function-Specific Ranking

Table 3-1 Function-Specific Ranking

Rank	Total Score		Economy		R&D		Cultural Interaction		Livability		Environment		Accessibility	
1	London	1485.8	Tokyo	345.9	New York	223.2	London	347.2	Paris	307.1	Geneva	205.8	London	248.5
2	New York	1362.8	New York	312.8	Tokyo	155.7	New York	260.9	Vancouver	290.7	Stockholm	198.9	Paris	234.6
3	Paris	1292.4	Beijing	309.5	London	149.4	Paris	243.3	Berlin	288.5	Zurich	196.9	Amsterdam	222.9
4	Tokyo	1276.1	London	307.7	Los Angeles	134.8	Singapore	188.1	Vienna	285.7	Frankfurt	194.5	Frankfurt	217.9
5	Singapore	1138.6	Hong Kong	267.7	Boston	118.4	Berlin	160.6	Barcelona	280.8	Singapore	190.5	Seoul	213.8
6	Seoul	1117.8	Singapore	265.9	Seoul	111.6	Tokyo	159.8	Geneva	276.0	Vienna	189.5	Hong Kong	209.2
7	Amsterdam	1055.5	Shanghai	252.7	Paris	111.5	Beijing	158.7	Zurich	275.4	London	189.0	New York	204.8
8	Berlin	1054.9	Zurich	246.7	Singapore	107.1	Vienna	154.6	Amsterdam	274.2	Copenhagen	183.3	Singapore	191.4
9	Hong Kong	1012.8	Sydney	239.5	Chicago	93.4	Istanbul	152.4	Milan	273.1	Tokyo	180.9	Istanbul	187.3
10	Vienna	1004.3	Toronto	239.2	San Francisco	84.9	Sydney	150.2	Stockholm	273.1	Berlin	179.9	Tokyo	175.8
11	Frankfurt	988.1	Seoul	237.4	Osaka	79.8	Los Angeles	145.7	Madrid	272.4	Seoul	175.3	Shanghai	175.5
12	Zurich	973.8	Paris	233.4	Hong Kong	78.1	Seoul	142.2	Osaka	267.9	Madrid	171.6	Bangkok	157.8
13	Sydney	968.7	Washington, D.C.	229.1	Washington, D.C.	68.3	Brussels	137.4	Copenhagen	267.8	Amsterdam	167.2	Milan	157.7
14	Beijing	960.3	Vancouver	226.4	Sydney	64.7	Barcelona	133.9	Toronto	267.5	Sydney	164.8	Madrid	157.5
15	Shanghai	958.3	Stockholm	222.3	Shanghai	63.1	Amsterdam	130.4	Fukuoka	263.7	Sao Paulo	164.4	Brussels	154.8
16	Stockholm	954.3	Geneva	221.5	Berlin	62.5	Bangkok	124.4	Frankfurt	260.0	Paris	162.5	Barcelona	154.2
17	Toronto	938.5	Copenhagen	215.4	Toronto	56.4	Madrid	121.6	Tokyo	257.9	Washington, D.C.	161.0	Berlin	153.1
18	Copenhagen	921.7	Amsterdam	214.9	Taipei	54.5	Moscow	117.5	Taipei	255.8	Milan	157.5	Moscow	150.1
19	Madrid	914.8	Berlin	210.3	Moscow	53.5	Shanghai	117.3	Shanghai	250.1	Hong Kong	157.1	Taipei	149.5
20	Los Angeles	912.0	Frankfurt	206.8	Stockholm	52.3	Mexico City	112.4	Brussels	247.9	Los Angeles	152.2	Vienna	148.0
21	Istanbul	901.2	Istanbul	198.1	Beijing	51.4	Chicago	109.4	London	244.0	Bangkok	151.7	Copenhagen	142.2
22	Vancouver	894.1	Osaka	192.4	Zurich	50.9	Milan	105.9	Kuala Lumpur	243.5	Fukuoka	150.2	Toronto	139.9
23	Brussels	884.6	Taipei	191.2	Amsterdam	46.0	Washington, D.C.	100.1	Seoul	237.5	Vancouver	148.0	Zurich	137.6
24	Washington, D.C.	884.4	San Francisco	189.9	Vancouver	41.9	Toronto	98.3	Beijing	228.5	San Francisco	145.5	Chicago	136.7
25	Milan	874.3	Kuala Lumpur	188.0	Vienna	40.0	San Francisco	97.6	Mumbai	227.1	New York	145.1	Kuala Lumpur	134.7
26	Osaka	872.5	Boston	187.4	Fukuoka	39.7	Hong Kong	96.6	Istanbul	222.3	Toronto	137.3	Boston	131.9
27	Barcelona	869.3	Vienna	186.5	Geneva	39.0	Stockholm	90.0	Sydney	219.8	Boston	137.0	Beijing	130.5
28	Geneva	860.4	Brussels	185.0	Frankfurt	35.1	Boston	79.5	Bangkok	219.2	Taipei	134.4	Sydney	129.7
29	Bangkok	851.0	Chicago	184.5	Brussels	34.9	Copenhagen	79.4	New York	216.0	Kuala Lumpur	132.9	Osaka	129.0
30	Boston	846.7	Los Angeles	175.7	Istanbul	34.1	Osaka	74.1	Washington, D.C.	214.0	Osaka	129.2	Stockholm	117.7
31	Chicago	840.9	Moscow	173.5	Copenhagen	33.5	Frankfurt	73.9	Mexico City	212.5	Barcelona	125.7	San Francisco	116.0
32	San Francisco	832.0	Bangkok	170.5	Madrid	30.9	Vancouver	73.7	Sao Paulo	206.3	Brussels	124.7	Vancouver	113.4
33	Taipei	816.3	Sao Paulo	168.1	Barcelona	29.2	Sao Paulo	68.9	Chicago	204.4	Chicago	112.4	Washington, D.C.	111.9
34	Kuala Lumpur	786.7	Fukuoka	166.2	Bangkok	27.4	Zurich	66.4	Hong Kong	204.2	Mumbai	107.3	Cairo	110.9
35	Moscow	760.3	Madrid	160.8	Kuala Lumpur	26.2	Kuala Lumpur	61.4	Los Angeles	198.8	Istanbul	106.9	Mexico City	109.2
36	Fukuoka	747.4	Mexico City	160.0	Milan	25.7	Cairo	57.1	San Francisco	198.1	Mexico City	106.7	Los Angeles	104.7
37	Mexico City	711.7	Milan	154.4	Sao Paulo	17.4	Mumbai	47.6	Singapore	195.6	Shanghai	99.5	Fukuoka	103.5
38	Sao Paulo	692.8	Barcelona	145.5	Mexico City	11.0	Geneva	31.9	Boston	192.5	Moscow	98.3	Mumbai	88.9
39	Mumbai	615.3	Mumbai	133.6	Mumbai	10.8	Taipei	30.9	Cairo	183.4	Cairo	81.7	Geneva	86.2
40	Cairo	537.5	Cairo	101.1	Cairo	3.2	Fukuoka	24.1	Moscow	167.4	Beijing	81.7	Sao Paulo	67.6

3-4 Actor-Specific Ranking

Table 3-2 Actor-Specific Ranking

Rank	Manager	Researcher	Artist	Visitor	Resident
1	London	New York	Paris	London	Paris
2	Singapore	Tokyo	London	New York	London
3	Hong Kong	London	New York	Paris	New York
4	Beijing	Paris	Berlin	Istanbul	Zurich
5	Shanghai	Los Angeles	Vienna	Shanghai	Tokyo
6	New York	Boston	Amsterdam	Tokyo	Berlin
7	Istanbul	Seoul	Los Angeles	Beijing	Frankfurt
8	Paris	San Francisco	Tokyo	Barcelona	Vienna
9	Tokyo	Singapore	Barcelona	Singapore	Washington, D.C.
10	Toronto	Washington, D.C.	Beijing	Berlin	Stockholm
11	Seoul	Chicago	Madrid	Bangkok	Amsterdam
12	Vancouver	Sydney	Washington, D.C.	Vienna	Milan
13	Kuala Lumpur	Osaka	Milan	Amsterdam	Vancouver
14	Amsterdam	Beijing	Mexico City	Madrid	Geneva
15	Stockholm	Berlin	Chicago	Seoul	Copenhagen
16	Berlin	Hong Kong	Vancouver	Hong Kong	Madrid
17	Zurich	Vancouver	Shanghai	Toronto	Boston
18	Taipei	Zurich	Toronto	Brussels	Seoul
19	Vienna	Stockholm	Frankfurt	Milan	Osaka
20	Sydney	Vienna	Copenhagen	Frankfurt	Hong Kong
21	Copenhagen	Moscow	Stockholm	Sydney	Toronto
22	Geneva	Toronto	Brussels	Vancouver	San Francisco
23	Frankfurt	Amsterdam	Istanbul	Osaka	Sydney
24	Boston	Geneva	Bangkok	Washington, D.C.	Barcelona
25	Bangkok	Copenhagen	Osaka	Mexico City	Beijing
26	Brussels	Frankfurt	Sydney	Zurich	Brussels
27	Washington, D.C.	Milan	Sao Paulo	Chicago	Shanghai
28	Osaka	Fukuoka	Cairo	Boston	Fukuoka
29	Madrid	Shanghai	Fukuoka	Taipei	Singapore
30	Barcelona	Taipei	San Francisco	San Francisco	Taipei
31	Milan	Madrid	Mumbai	Copenhagen	Los Angeles
32	Chicago	Istanbul	Moscow	Stockholm	Chicago
33	Fukuoka	Brussels	Kuala Lumpur	Cairo	Moscow
34	San Francisco	Mexico City	Zurich	Kuala Lumpur	Mexico City
35	Los Angeles	Bangkok	Seoul	Los Angeles	Bangkok
36	Mumbai	Barcelona	Boston	Moscow	Istanbul
37	Sao Paulo	Kuala Lumpur	Taipei	Fukuoka	Sao Paulo
38	Moscow	Sao Paulo	Geneva	Mumbai	Kuala Lumpur
39	Mexico City	Mumbai	Singapore	Geneva	Mumbai
40	Cairo	Cairo	Hong Kong	Sao Paulo	Cairo

3-5 Analysis of Tokyo's Strengths and Weaknesses

An analysis of Tokyo's deviation scores for each indicator group sheds light on the city's strengths and weaknesses. Tokyo's strengths lie in the indicator groups "Market Size", "Economic Vitality" and "Human Capital" within **Economy**, as well as in all the indicator groups of the **Research and Development**. Tokyo also scores highly with "Living Facilities" under **Livability** and "Inner-city Transportation Services" in **Accessibility**.

Conversely, Tokyo's weaknesses lie in "Market Attractiveness" and "Regulations and Risks" under **Economy**, "Cultural Resources" under **Cultural Interaction**, "Cost of Living" in **Livability**, "Natural Environment" within **Environment** and "International Transportation Network" and "Traffic Convenience" in **Accessibility**.

In GPCI-2014, even though Tokyo has increased its score for **Cultural Interaction**, its deviation scores in all of the indicator groups remain below 60. Tokyo should be able to enhance its urban power in the future if improvements can be made in these areas.

Looking at the number of indicators by deviation score, Tokyo has 10 indicators in which it holds an advantage with a deviation score of 70 or higher. Paris is much the same with 11 such indicators. Both London and New York, however, boast 16 indicators with deviation scores of 70 or higher.

Fig. 3-3 Tokyo Indicator Group Deviation Scores

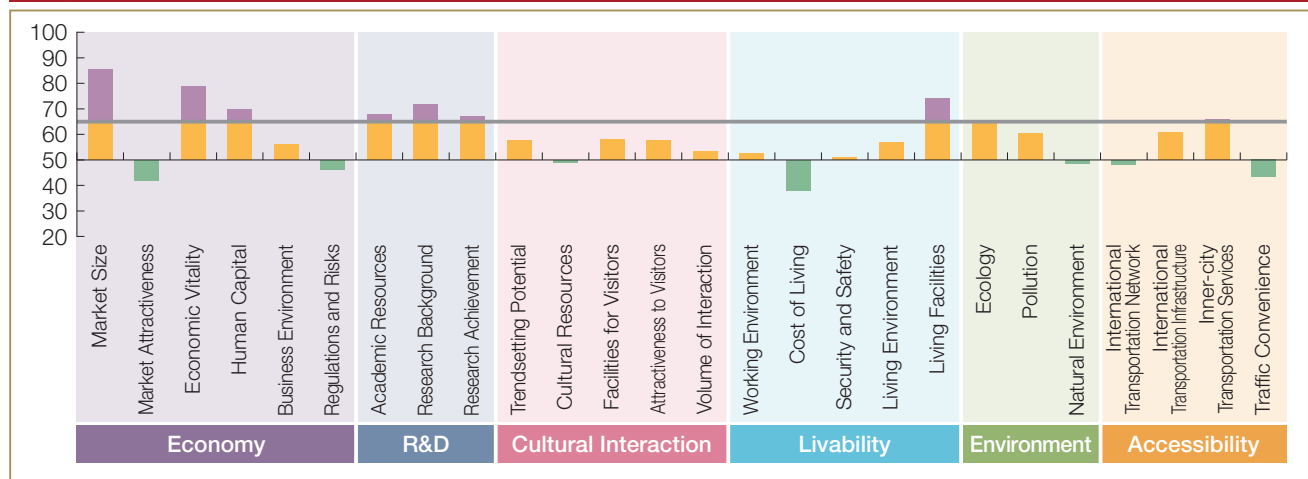
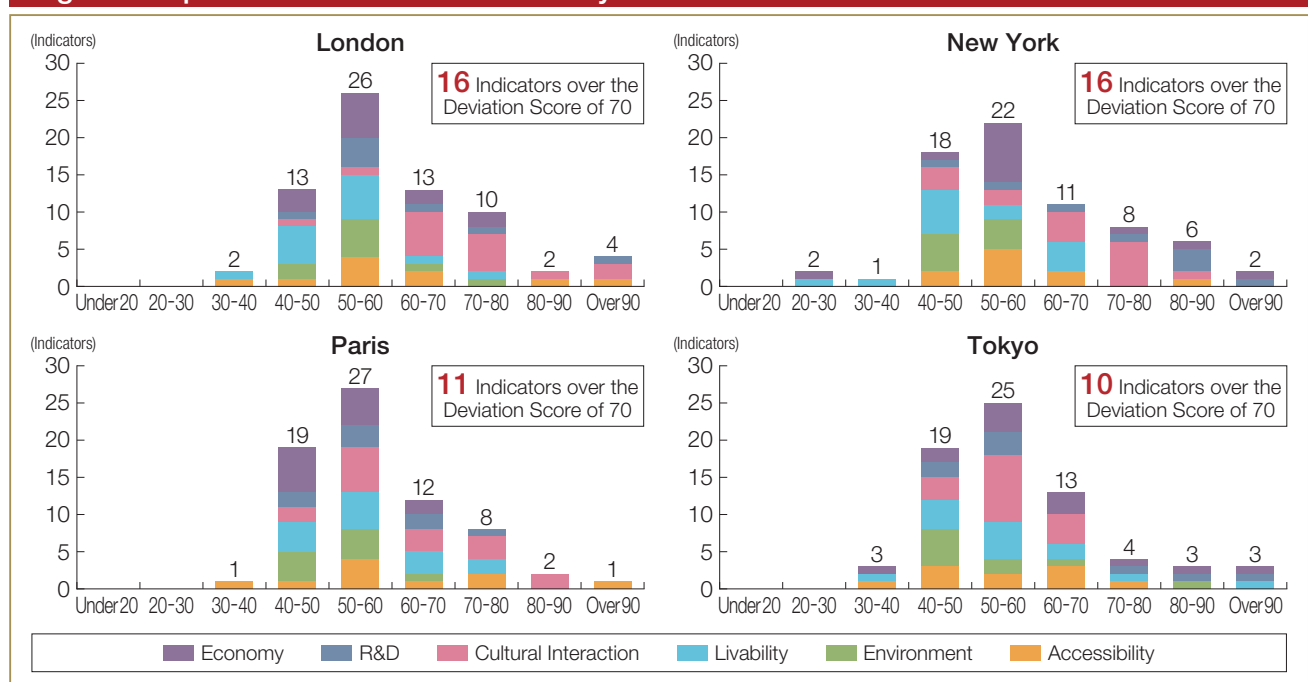


Fig. 3-4 Top 4 Cities Indicator Numbers by Deviation Score

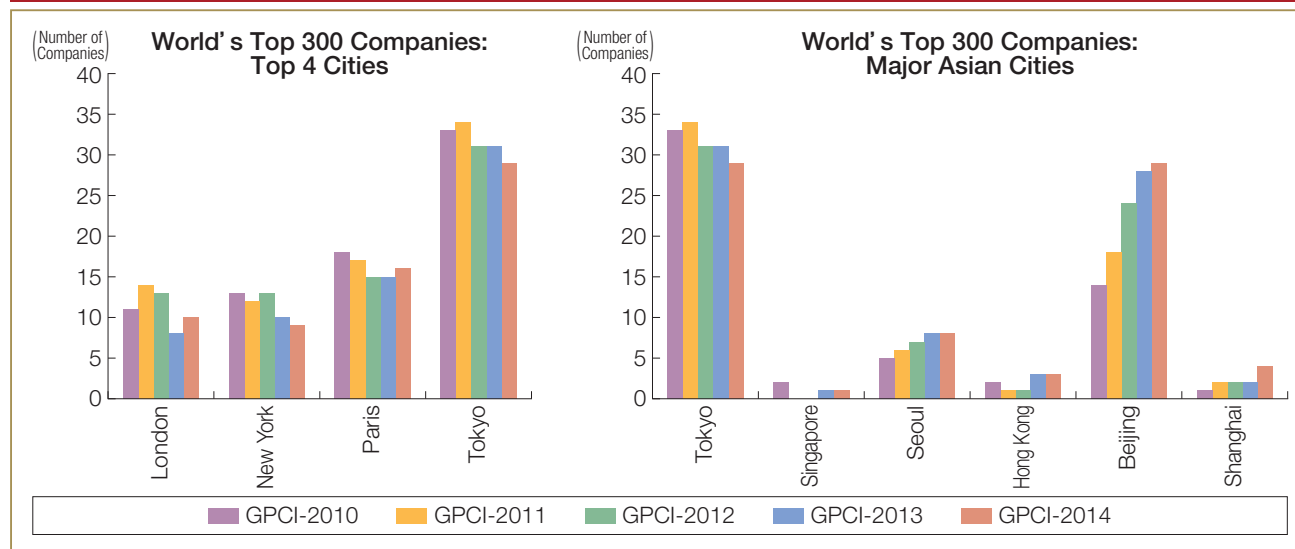


3-6 GPCI Periodic Changes

1) World's Top 300 Companies

Over the past five years, the comprehensively highly ranked cities of New York and Tokyo have both seen a decline in their respective number of firms listed among the top 300 worldwide. At the same time, the leading Asian cities of Beijing, Seoul, Hong Kong and Shanghai have shown an increase in the number of such companies and Beijing now sits almost level with Tokyo, which has been ranked No. 1 thus far.

Fig. 3-5 World's Top 300 Companies: Periodic Change

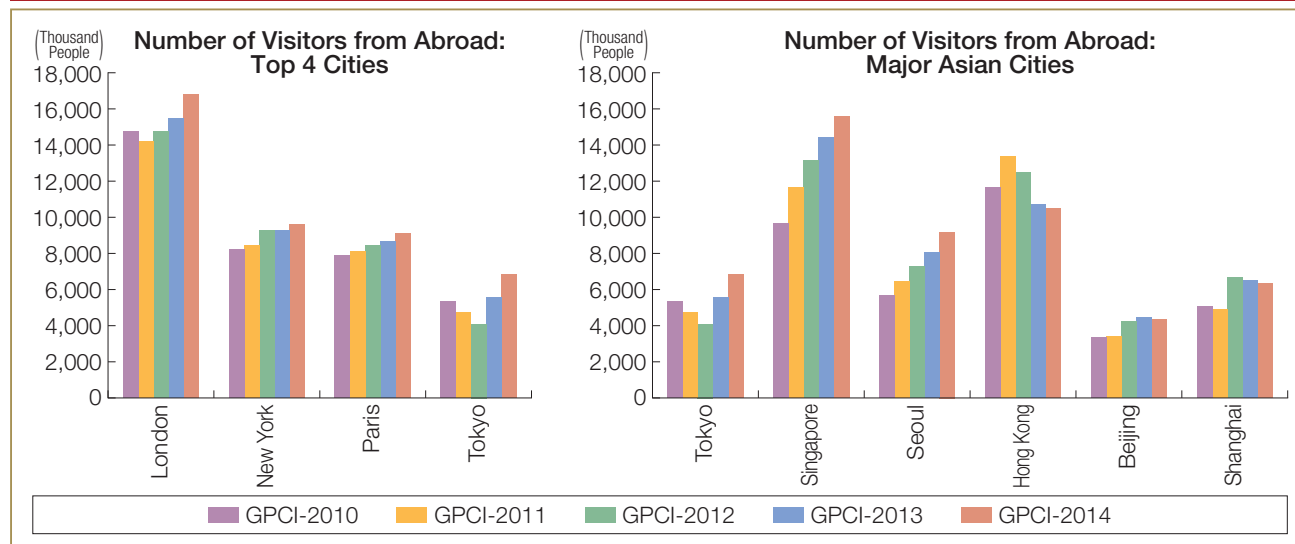


Note: In the GPCI's *World's Top 300 Companies*, a score is assigned to a city according to the number of companies they have and where they rank among the top 300 of the Fortune Global 500.

2) Number of Visitors from Abroad

Foreign visitor numbers for all of the top four cities in the comprehensive ranking have increased. Tokyo, in particular, has demonstrated significant growth. Last year, the number of overseas visitors to Japan exceeded 10 million and 6.81 million of those tourists visited Tokyo. In addition to diminished concerns regarding the effects of the Great East Japan Earthquake, factors such as a weaker Japanese yen and easing of visa requirements for visitors from South East Asian countries are thought to have contributed to this increase. Within the leading cities in Asia, Tokyo receives more visitors from abroad than Beijing and Shanghai, despite still falling short of London, New York and Paris.

Fig. 3-6 Number of Visitors from Abroad: Periodic Change



Note: At the time of publication of GPCI-2013, data on the number of foreign visitors for 2012 could not be obtained; therefore data for 2011 was used in the rankings. In this graph, however, data for 2012 has been inserted in GPCI-2013.

4. Urban Intangible Values and GPCI+

4-1 What are Urban Intangible Values?

In the GPCI, 70 indicators are employed to evaluate the “comprehensive power” of cities. Many of these indicators assess the attractiveness of cities based on material criteria (excluding some survey-based qualitative indicators), for example, the indicators of *Corporate Tax Rate*, *Research and Development Expenditure* and *CO₂ Emissions*. However, a city’s appeal is not generated solely through such material values.

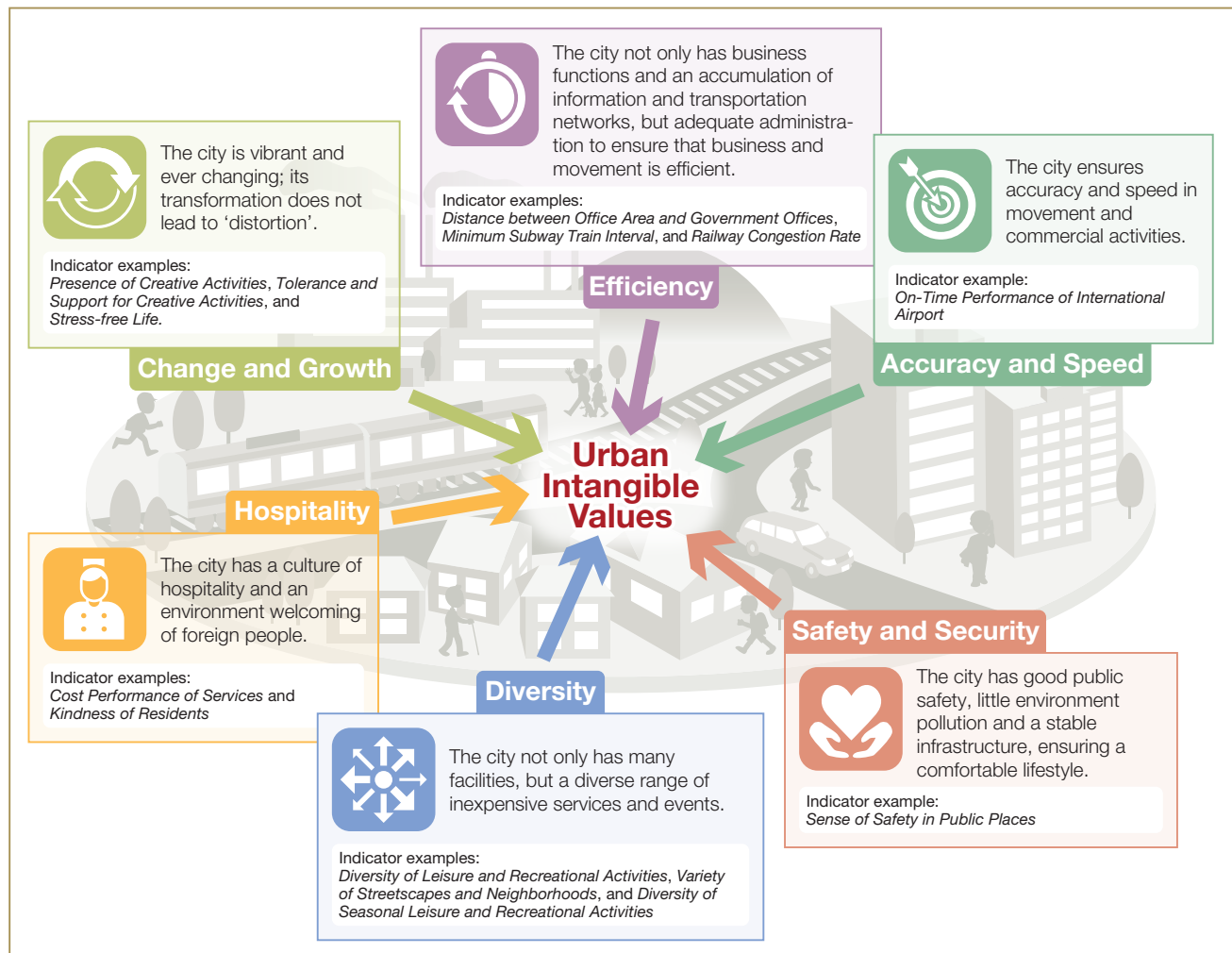
What kind of results, then, can we obtain if we re-evaluate urban spaces in light of the “non-material values” sought after by people living in cities?

People feel comfort, tranquility and excitement through living in a city. In other words, urban spaces have the “power to appeal to human senses”.

Accordingly, these powers have been defined as “**Urban Intangible Values**” (UIV) and every effort was made to capture the essence of the ideal city from this fresh perspective.

Efficiency, Accuracy and Speed, Safety and Security, Diversity, Hospitality and **Change and Growth** were established as the six elements that constitute intangible values and indicators (surveys and statistics, etc.) that correspond to these elements were gathered and evaluated.

Fig. 4-1 Elements and Examples of Indicators Used in Evaluation of Urban Intangible Values



These indicators were selected in consideration of the two perspectives of “Space and Activities” and “Sense of Values” found in cities. First of all, for the criteria of “Space and Activities”, the three categories of “Spatial Setting”, “Activities” and “Spatial Management” of cities were established and indicators were selected based on their association with urban space and activity. Meanwhile, for the viewpoint of “Sense of Values”, the three categories of “Universal Value”, “Regional and Cultural Value” and “Individual Value” were established and indicators were selected in consideration of the universality and particularity of values.

4-2

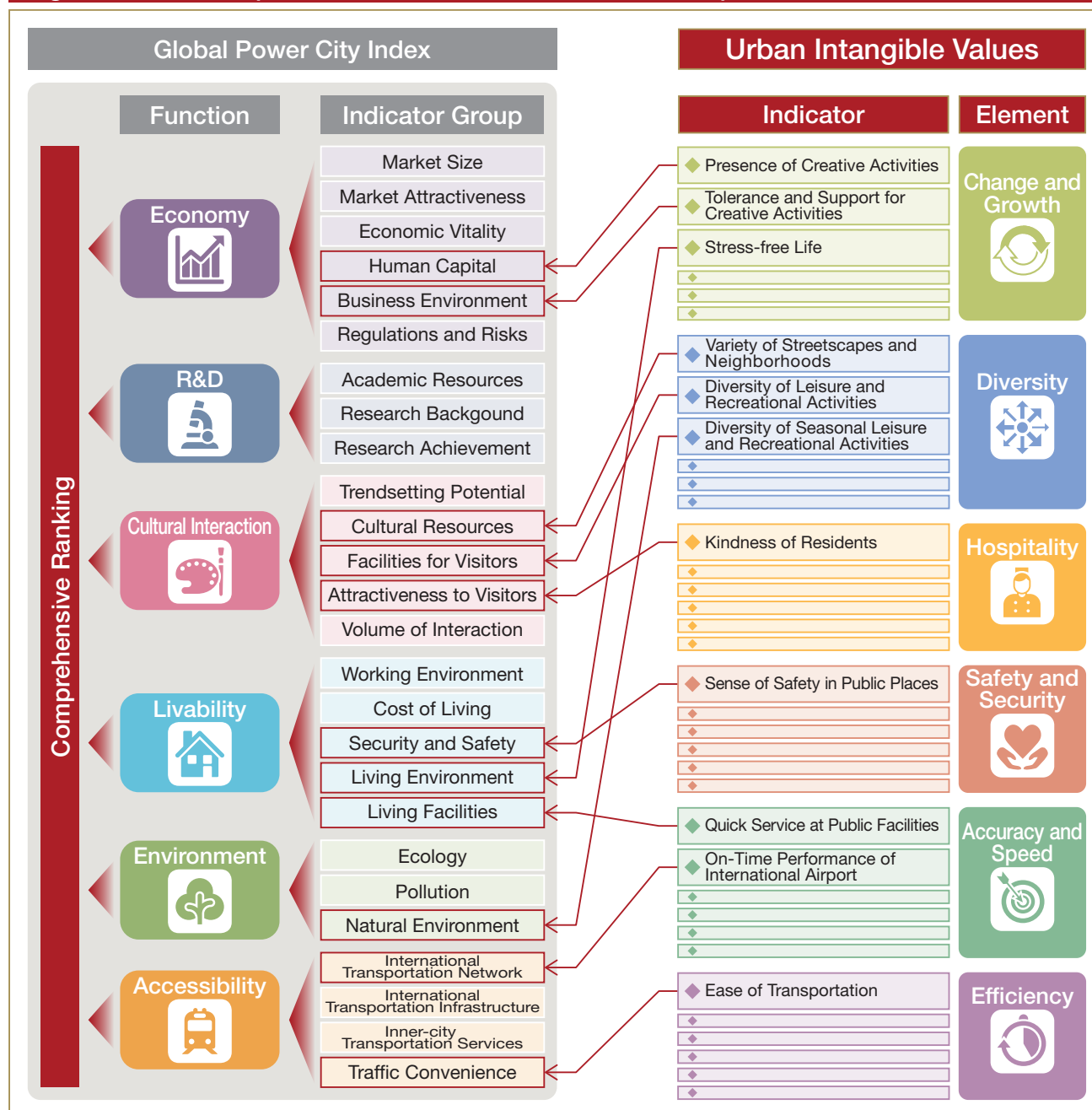
Global Power City Index with Partial Addition of Urban Intangible Values (GPCI+)

In this summary of the GPCI, a new method for evaluating the attractiveness of cities was examined by experimentally incorporating the concept of “intangible values” into the existing GPCI. More specifically, some indicators associated with “intangible values” were picked out and integrated into corresponding indicator groups in the GPCI-2014. By doing so, the cities in the GPCI were newly evaluated in order to create a new “GPCI+” ranking.

In the GPCI+, 11 indicators (10 based on surveys and On-Time Performance of International Airport) from among the approximately 40 that assess intangible values for which data is currently collected were incorporated into the most relevant 11 indicator groups in the GPCI so that scores could be recorded for each of the 40 cities. However, because of the lack of a corresponding intangible value indicator within **Research and Development** the evaluation is the same as in the GPCI-2014 ranking.

*The Institute for Urban Strategies is currently working on a global city ranking based on intangible values. This is scheduled for publication in December 2014 as part of the *Global Power City Index YEARBOOK 2014*.

Fig. 4-2 Relationship between Indicators and Indicator Groups Added to GPCI+



4-3 GPCI+ Ranking Results

In the GPCI+, a ranking that partially reflects the results of surveys on intangible values under the GPCI-2014, scores were recalculated, which consequently led to changes in ranking.

In the GPCI+ comprehensive ranking, Tokyo rises to the No. 3 spot by overtaking Paris. This can be attributed to Tokyo's high scores for the intangible value indicators of *Sense of Safety in Public Places*, *Kindness of Residents*, *On-Time Performance of International Airport* and *Ease of Transportation*. This change in ranking once again reflects Tokyo's outstanding safety and security and excellent hospitality, reflected in the Japanese word "Omotenashi", as well as its punctuality of public transport.

In GPCI+, each of the six American cities either rises in the ranking or remains in the same position as in GPCI-2014, typically improving their positions in such functions as **Economy** and **Cultural Interaction**. This reflects the fact that these cities, achieving both growth and maturity, are highly evaluated in terms of their readiness for creative activities (Change and Growth) and diversity in streetscapes and recreational activities (Diversity).

Fig. 4-3 GPCI+ Comprehensive Ranking by Function

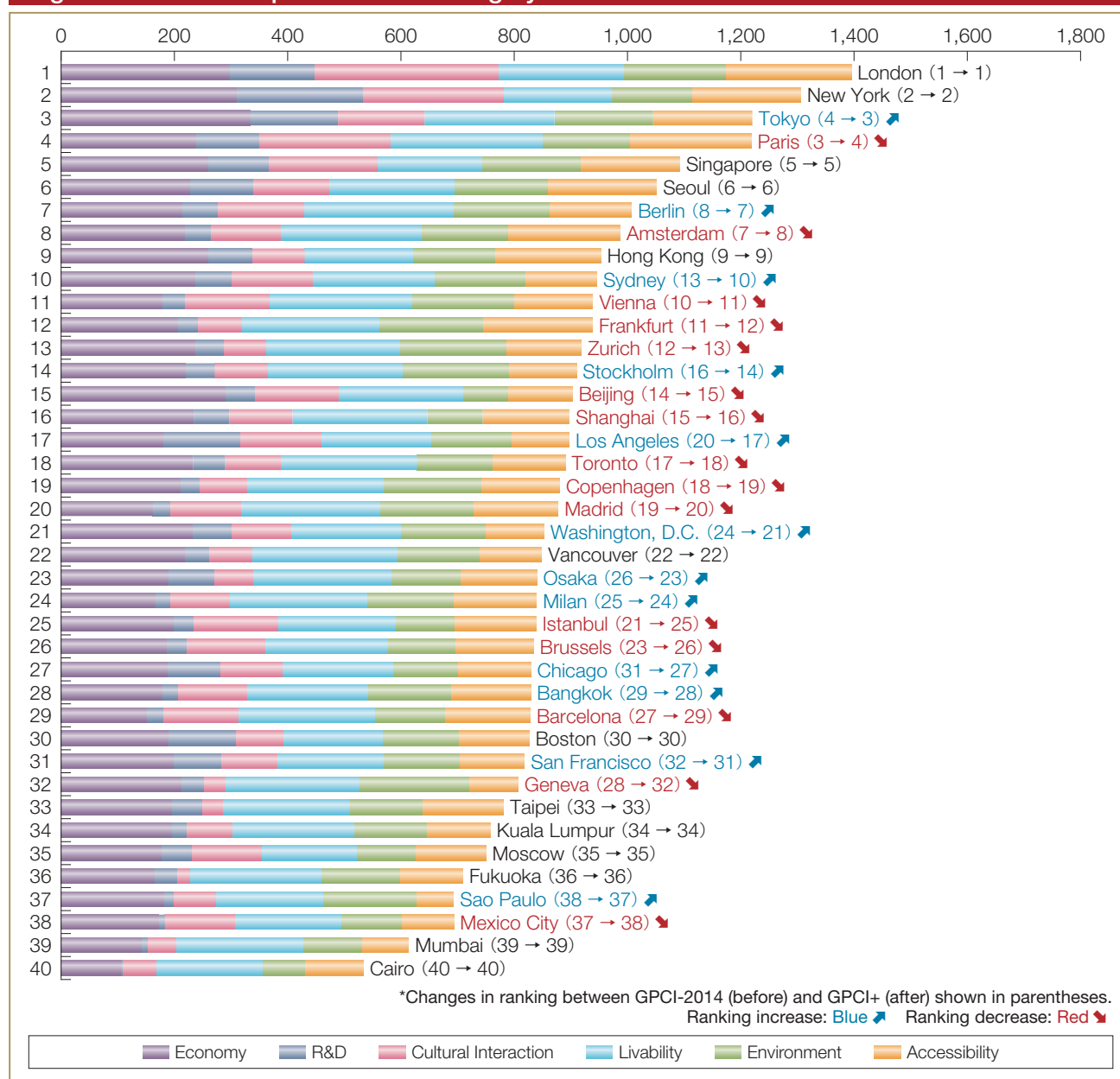


Table 4-1 Comparison of GPCI+ and GPCI-2014 Function Rankings

GPCI+ Rank	Total Score		Economy		R&D		Cultural Interaction		Livability		Environment		Accessibility	
	City	GPCI-2014 Rank	City	GPCI-2014 Rank	City	GPCI-2014 Rank	City	GPCI-2014 Rank	City	GPCI-2014 Rank	City	GPCI-2014 Rank	City	GPCI-2014 Rank
1	London	1	Tokyo	1	New York	1	London	1	Paris	1	Geneva	1	London	1
2	New York	2	New York	2	Tokyo	2	New York	2	Berlin	3	Stockholm	2	Paris	2
3	Tokyo	4	London	3	London	3	Paris	3	Vancouver	2	Zurich	3	Amsterdam	3
4	Paris	3	Beijing	3	Los Angeles	4	Singapore	4	Vienna	4	Frankfurt	4	Frankfurt	4
5	Singapore	5	Singapore	6	Boston	5	Berlin	5	Amsterdam	8	Vienna	6	Seoul	5
6	Seoul	6	Hong Kong	5	Seoul	6	Tokyo	6	Madrid	11	London	7	New York	7
7	Berlin	8	Paris	12	Paris	7	Istanbul	9	Osaka	12	Singapore	5	Hong Kong	6
8	Amsterdam	7	Sydney	9	Singapore	8	Vienna	8	Frankfurt	16	Tokyo	9	Singapore	8
9	Hong Kong	9	Zurich	8	Chicago	9	Beijing	7	Milan	9	Copenhagen	8	Tokyo	10
10	Sydney	13	Shanghai	7	San Francisco	10	Los Angeles	11	Copenhagen	13	Berlin	10	Shanghai	11
11	Vienna	10	Toronto	10	Osaka	11	Sydney	10	Barcelona	5	Madrid	12	Barcelona	16
12	Frankfurt	11	Washington, D.C.	13	Hong Kong	12	Brussels	13	Toronto	14	Seoul	11	Madrid	14
13	Zurich	12	Seoul	15	Washington, D.C.	13	Seoul	12	Stockholm	10	Sao Paulo	15	Milan	13
14	Stockholm	16	Stockholm	11	Sydney	14	Barcelona	14	Shanghai	19	Sydney	14	Berlin	17
15	Beijing	14	Vancouver	14	Shanghai	15	Madrid	17	Zurich	7	Paris	16	Istanbul	9
16	Shanghai	15	Amsterdam	18	Berlin	16	Moscow	18	Geneva	6	Amsterdam	13	Taipei	19
17	Los Angeles	20	Berlin	19	Toronto	17	Amsterdam	15	Fukuoka	15	Milan	18	Bangkok	12
18	Toronto	17	Geneva	16	Taipei	18	Mexico City	20	Tokyo	17	Washington, D.C.	17	Vienna	20
19	Copenhagen	18	Copenhagen	17	Moscow	19	Bangkok	16	Taipei	18	Bangkok	21	Brussels	15
20	Madrid	19	Frankfurt	20	Stockholm	20	Shanghai	19	Mumbai	25	Hong Kong	19	Copenhagen	21
21	Washington, D.C.	24	Istanbul	21	Beijing	21	Chicago	21	London	21	Vancouver	23	Osaka	29
22	Vancouver	22	San Francisco	24	Zurich	22	Washington, D.C.	23	Seoul	23	New York	25	Zurich	23
23	Osaka	26	Kuala Lumpur	25	Amsterdam	23	Milan	22	Beijing	24	Los Angeles	20	Toronto	22
24	Milan	25	Taipei	23	Vancouver	24	Toronto	24	Brussels	20	Fukuoka	22	Chicago	24
25	Istanbul	21	Osaka	22	Vienna	25	San Francisco	25	Kuala Lumpur	22	San Francisco	24	Sydney	28
26	Brussels	23	Boston	26	Fukuoka	26	Hong Kong	26	Sydney	27	Boston	27	Boston	26
27	Chicago	31	Chicago	29	Geneva	27	Stockholm	27	Bangkok	28	Toronto	26	Moscow	18
28	Bangkok	29	Brussels	28	Frankfurt	28	Boston	28	Istanbul	26	Kuala Lumpur	29	Stockholm	30
29	Barcelona	27	Sao Paulo	33	Brussels	29	Copenhagen	29	Chicago	33	Taipei	28	San Francisco	31
30	Boston	30	Los Angeles	30	Istanbul	30	Kuala Lumpur	35	Los Angeles	35	Barcelona	31	Beijing	27
31	San Francisco	32	Bangkok	32	Copenhagen	31	Frankfurt	31	Washington, D.C.	30	Osaka	30	Kuala Lumpur	25
32	Geneva	28	Vienna	27	Madrid	32	Vancouver	32	Hong Kong	34	Brussels	32	Fukuoka	37
33	Taipei	33	Moscow	31	Barcelona	33	Sao Paulo	33	New York	29	Chicago	33	Vancouver	32
34	Kuala Lumpur	34	Mexico City	36	Bangkok	34	Zurich	34	Sao Paulo	32	Mexico City	36	Washington, D.C.	33
35	Moscow	35	Milan	37	Kuala Lumpur	35	Osaka	30	Mexico City	31	Istanbul	35	Cairo	34
36	Fukuoka	36	Fukuoka	34	Milan	36	Cairo	36	San Francisco	36	Moscow	38	Los Angeles	36
37	Sao Paulo	38	Madrid	35	Sao Paulo	37	Mumbai	37	Cairo	39	Mumbai	34	Mexico City	35
38	Mexico City	37	Barcelona	38	Mexico City	38	Geneva	38	Singapore	37	Shanghai	37	Geneva	39
39	Mumbai	39	Mumbai	39	Mumbai	39	Taipei	39	Boston	38	Beijing	40	Mumbai	38
40	Cairo	40	Cairo	40	Cairo	40	Fukuoka	40	Moscow	40	Cairo	39	Sao Paulo	40

Ranking increase: Blue Ranking decrease: Red

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Global Power City Index 2014

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- 10 Vienna
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- 13 Sydney
- 14 Beijing
- 15 Shanghai
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- 18 Copenhagen
- 19 Madrid
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- 21 Istanbul
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- 23 Brussels
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- 27 Barcelona
- 28 Geneva
- 29 Bangkok
- 30 Boston
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- 34 Kuala Lumpur
- 35 Moscow
- 36 Fukuoka
- 37 Mexico City
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- 39 Mumbai
- 40 Cairo